

Lecture - 25 : Transforming Self & other (Cont....)

Hello viewers, welcome back to this NPTEL course on Sustainable Leadership and we are talking about Transforming Self and Others. Now to continue with this topic, let us discuss about what are the qualities and activities that should be the leader or every individual should adopt, should apply in their life.

First thing is that active acceptance. The individual cannot change anything that they accept it as it lacks something like. accept the current lifestyle had the that means, they have to accept that what are the lapses are there. You know current lifestyle that had led to the high frequency of anxiety, depression, regret etcetera.

So, actively accepting all these there is a need for change. So, first of all every individual we have to they have to accept themselves at the in the present state. Like if I have like I have many strengths, I have many weaknesses, I have I may be feeling low, I may be feeling some kind of depressed, I may I may regret, I might have might be regretting something for some causes from deeds etcetera. First of all I have to accept that first step is that active acceptance is second is identifying what type of change is most conducive to fulfilling life. If like for example, for adopting a current sustainable lifestyle.

So, individual should change like I want to bring change, but in which aspect of life what is to be replaced and that is because that and what is to be replaced. I want to get rid of this quality that quality or time management lack of time management or hard work this kind. So, this kind of you know this kind of understanding this kind of identifying this kind of change what I need to bring in myself. So, to get a very meaningful life more fulfilling life or may be moving towards self actualization like when the moment I feel happy I will feel the self-fulfillment happiness and you know better self that yes I am happy because I have achieved a little level of self myself. So, that leading towards the self-actualization the you have to identify the change that is most conducive.

Similarly, third step is identifying. identification of the aim or the purpose in life and acting on the purpose. Like if I am moving ahead making some steps, making some progress towards some job, some work, some whatever some of any of the you know event or work or initiative whatever I am to making. So, I have to reflect on that in which way it is going to help or give me some purpose, some meaning in my life identification of aim and or the purpose in life and acting on that purpose. That in for example, if I am moving ahead in achieving something or making some effort to try to achieve something.

So, it must have some meaning in meaning to my life that my making my effort making

my life more fulfilling more meaningful. So, more meaningful and for that matter if I have to face any challenge. So, that if I pursuing a challenging goal also requires the individual to leave their comfortable. come out of that comfort zone and to make effort to learn some new skill, to cultivate self discipline, to transform myself and so that eventually I can achieve it because at the end of the day after that I can get some control over my mind, my will power, my my activity etcetera, which is more meaningful, which is more fulfilling in my endeavor, because it can bring some self transformation and it can help me moving towards the transcendence or self actualization. Next four step is that continuously striving to lead self-actualized and purposeful life.

So, henceforth when we impose the self-discipline and deep contemplation on bringing self-transformation, aiming towards the higher self, better self, higher self and etcetera. So, our efforts should be continuously striving towards that higher self, self-actualized self, higher self or higher purpose in life. So, that is moving towards the purposeful life. higher self and higher side of the self-actualized lifestyle. Then so that so these are the four methods to be used in self and others for that self transformation that is unconditional positive regard when the individual praises the praises regards values and accepts himself and others without any condition.

This is known as the unconditional positive regard that means, you must we must adopt we must inculcate that value of giving the positive regard unconditional support positive value towards everything towards our self as well as the others that means, being non being non judgmental being non evaluative that means, accepting others accepting self with a positive note with the positive regard with that means, unconditional positive without criticism without any critical evaluation, without any skeptical viewpoint etcetera. So, unconditional positive regards should be there. Then empathetic sensing, empathetic sensing is that accurately sensing the feeling an individual has about himself or others and empathetic sensing is an active acceptance that can lead towards a positive self-transformation. That means, I am feeling, I am sensing, I And I have been empathetic towards myself, suppose I have got some setbacks, some bad experiences, some depression, some negative aspects of our life, but being sensible, being non-judgmental, I have to sense it, feel it and move in a very empathetic way. So, accurately sensing the feeling that I am experiencing or any individual is experiencing about himself and others and at the same time empathetically responding to that situation, actively accepting and responding to that situation to helping out the person.

So, that it can lead towards the positive self transformation within the individual. If I look it in a very positive way. then I help out the help out others in helping them in you know in restoring their mental peace mental health or the calm in the happiness etcetera. So, in this by developing this quality that is empathetic sensing I am moving towards the positive

self positive self that is being it can bring the positive self transformation. Then mindfulness, mindfulness is about thinking a particular topic at the moment by the focusing on the present without judging, without you know without evaluating, without thinking about past or the future just to be in the present.

So, it is a mental state that is achieved by focusing once the attention towards the present right now. do the deep breathing or meditation etcetera we try to focus on our breathing style breathing pattern etcetera without judging it without evaluating it or thinking about anything else. So, towards the present attention towards the present because that mindfulness it actually increases by practicing mindfulness it increases our attention our focus our will power determination. So, acknowledging and accepting what one is feeling thinking and behaving currently that means, focusing on present. while taking the breath taking the breath deep breathings how I am how do I feel how whether I am feeling happy or how what exactly I am feeling right now focusing on my present and the current state of mind that is the mindfulness.

And by practicing it also it enhances our focus and attention and controlling our mind controlling in mind means the we can get rid of you know overthinking irrelevant thinking illogical thinking or distractions we can get rid of thing. So, reflect it also help mindfulness also help us in reflective thinking whatever we are doing whatever we are thinking we are practicing we have committed we have done it. So, we need to reflect that means, we can objectively, rationally think about its implications that is reflect on our own thoughts and actions that is reflective thinking and metacognition. Metacognition is that cognition about cognition means knowing our own thought patterns that is metacognition. So, how do we how what we are thinking, how we are solving the problems, how we are communicating to others, how we are dealing with the things.

So, that is the this is the normal cognition cognitive process, but when we start thinking of analyzing or our own cognitive processes that becomes a metacognition. So, in this process these are the methods for improving self and also through this we can bring transformation in among others. So, these are five of the five core competencies that we have already discussed systems thinking, external collaboration that is networking, active values that is interpersonal relationship, social relationship, social bonding that is an active values that we practice, social innovation, yes to bring the innovation transformation for the social benefit that is social transformation. Sustainability literal leadership that is to make others familiar with that means, to create the awareness among the public and how to make them literate in sustainable practices, in sustainable consumption, in sustainable lifestyle that is sustainability literate literacy. So, these are some of the, you know, some of the steps for the, you know, for you can say the transformation road map that is customer centric, that is nowadays the organizations they are also following the lean process design, like the same

thing without investing in the huge infrastructure, huge machinery etcetera, how can we go for the lean process.

lean management, lean leadership, lean processing redesign etcetera like you know from the technology to now we have come to the nano technology. Similarly, from the management processes, business processes to now we are coming to the lean process design and now the intelligent process automations are also the IPAs are also being digitization is also there, business process outsourcing is there, BPO's are there. Now, all the companies if you are not capable of doing something, we are outsourcing it, getting the help of our other things like service sectors, advance analytics. These are the latest things that has been introduced to business processes like processes to make it more agile, more customer friendly, more smooth. So, these are the IT architecture, analytics, data science nowadays AI is also there that is to make the to design the target operating model and transformation roadmap through which we can bring the transformation achieve the transformation as early as possible.

The transformed individuals are characterized by the following attributes like this is the outcome of by studying some stalwart, some statements, statements that what are the qualities they possess. So, the transformed individuals now they are more efficient about the their perception about reality, they can really map they can map actually map the that means, the reality that means, not in the face value, but in the in depth, what if the in depth analysis of that reality is accepting self and others and the nature. They are not judgemental, they do not judge others, they are they accept everybody, whosoever comes to them, they accept everybody without judging. So, then spontaneity that means, they are spontaneous, they are very spontaneous, they are very simple, they are very natural, they whatever they say, they think, they communicate, if they have a natural flow of you know serving others, problem centered they focus on problems and solution not just not about judging others or what causes the problems. Autonomy they give more feed the importance to autonomy they themselves want to be autonomous and also they want to they allow everybody to access that freedom and autonomy continuous continued freshness of appreciation they all the positive character strengths they have already developed.

Similarly, profound interpersonal relationship communication skill and they have a common interest for the social development community development. and their democratic character structure. That means, they always prefer the equality, justice, etcetera and they do not discriminate. Discrimination they do not discriminate among others, but discrimination between means and like the pathway suppose in order to achieve something some goal which path which means that we should adopt to. So, they discriminate whether the path is ethical or not whether it is the It is for the common benefit or not they follow this kind of thing discrimination between means and end, but if end is the goal, but through

which pathway we should move on.

So, these are some of the specific characteristics of transformed individuals or you can say they are the self actualized persons. So, now the sustainability leadership practices are like these are the we have already discussed all these things making the sustainability relevant to others. So, by applying the sustainable strategies, focusing on sustainable solutions, then making things happen that means, they have they are very proactive. and they have they have they implement the strategic initiatives by applying the creative thinking and laws and exist within the existing law and policy framework. They always whatever progress they made they always make they make the progress more sustainable developing the through different techniques and make this change accountable for achieving the agreed upon that means, consensus outcomes.

So, sustainability progress, progress they They strive for the progress with strategic inner city, but the progress would be sustainable. Sustaining energy and momentum that is the finding ways to sustain one's own and others energy like how the people can be more vibrant, more patient, more resilient, more sustainable to carry on the work. And they also focus on the reflection and learning and development continuous learning development etcetera. So, they look for the holistic interconnection, the always they would they prefer to have a holistic development, holistic view, the macro view, macro benefit. So, thinking holistically being mindful for interdependence connections like for example, even though they focus on individual development, skill development etcetera, but always they focus on the collaborative.

So, how all of us were interdependent, how to strengthen that interdependent connection, collaboration, that cooperation, the focus on that and marshalling and amplifying the resource for the optimal impact that is exploring the opportunity to acquire and leverage the impact of resources. that is developed to strategic partnership. They always focus on developing partnership, collaborations, then networkings and how this collaboration can be leveraged. They convene the constructive conversations. So, they always engage themselves in constructive conversation, inviting any kind of comments, feedback, remarks, inquiry, etcetera to stimulate their own and others thinking that means, through brainstorming, you know through you know critical reflection welcoming everyone everybody wanted to for a critical discussion, critical opinion sharing.

So, crafting for the good questions they encourage everybody to engage in by brainstorming and critical conversation and the discussion about the strategy. So, always welcome they always welcome the welcome their the criticisms critical evaluation from others because they want to strengthen it strengthen the their strategies their solutions or their decisions. So, building the authentic relationship that is the authentic relationship by

developing the you know intergenerational engagement, learning, support, long term partnership and support the relationship not just within the organization, but outside the organization in the global context. Engaging experts at the collaborator, sometimes if they find that somebody is excelling in some domain, in some technology or in analytics or any kind market research etcetera. If they find that they are the real experts in that domain, they will prefer to engage they would prefer to opt for the collaborate, to collaborate with them engaging, even sometimes they want to engage with outside resource peoples, who are willing to be a partner with the company.

So, similarly for example, big companies, big companies, big MNCs, they actually they If they think that they promote the startups, they promote the startup culture, they promote some their young employees, youngsters their through the induction program or entrepreneurship program. They promote them by funding them, by sponsoring them and later on these startup owners, these entrepreneurs they become the partners of that company. So, they promote the startup culture. They promote the creativity, they promote the bright ideas, they promote the you know bright in bright minds or the bright minds and bright candidates. They promote them if there is no nepotism, no kind of you know insecurity or competition, but rather they promote any good idea, any innovative idea, any expertise it is available within the organization, outside the organization they would welcome them, invite them.

would like to collaborate with them. Embrace the creative tension. So, even if the that means, even during the process of change, during the process of innovation or you know creative, creative processes etcetera, if they face any kind of threat, any kind of threat in the from the that means, any kind of setback from the employees, internal employees, any kind of tension, any kind of conflict within the organization outside the thing. they embrace it, because they ultimately they want to overcome everything to come up with as a successful entrepreneur, successful businessman. So, inviting the diverse voices and perspective, whatever they introduce, even if they launch a new product, they launch a new service portal, they launch a new technology, whatever they always they would like to expand their network among the leaders, welcome their viewpoints. They are criticism, they are authentically discuss and figure out the solutions for the collective good and any loopholes that you might have observed the big companies, automobile companies before launching a new product.

They just as a sample, they just produce few cars, few vehicles in the first go. In the first go, they will just 5,000, 10,000, few new products they have launched just now. After getting the feedback from the market etcetera and you know addressing all this complaint etcetera, then they relaunch again in the large scale. So, working with the relational power dynamics, the understanding the complex nuances of the power dynamics, power

relationship and associated creative tension when working with others whose active support is also critical for learning. So, the later the moment like in a large primarily in the large organization there are different there are different groups different teams.

So, there are people dynamics are there power dynamics is also there depending on the you know management structure organizational structure leadership style etcetera. So, the intelligent people the leaders actually those who wait watch observe and try to understand the dynamics power dynamics. and then try to establish the relationship associate get themselves associated with that and embrace that creative tension while working with others. And slowly and progress steadily they also seek their active support, learn the processes and how to be successful in that.

So, now in that process. So, working with the relational power dynamics they are quite comfortable, they are quite adaptable to that this kind of different power. dynamics in the large organization quickly adopt themselves and then slowly and steadily they progress, learn it and progress it. Similarly, understanding and working with paradoxes, ambiguity and conflict. Yes, conflict is inevitable, paradoxes are there, contrasting views are there, ambiguities are there, but these people are you know they are very comfortable to face all kinds of contradictory and controversial things. have the they face the disagreements and conflict and try to recognize it and adopt themselves to the associated tension that causes that caused that has been caused because of this conflict quickly adopt slowly and slowly steadily say they they develop a kind of conscience to understand others and to understand everybody's perspective, their perspective and to go for a mutual discussion, mutual discussion etcetera for to bring a kind of win-win solutions.

Facilitate the emerging outcomes any if any kind of emergency takes place they have the alternative programs, the alternative set of backup plans are there to facilitate any emergency situations there. So, continually assessing the opportunities and the risk that is short analysis that is the it can be done by individual employee by the organizations also strengths, weaknesses, opportunities and the threats. So, continuously they are assessing what are their advantages, strengths, what are their weaknesses, how to overcome the weakness through reskilling and upskilling and what are the opportunities available let us embrace that opportunity, let us leverage that opportunity. and the threats how to get over this get over this threats by you know transforming our self towards the positive trend or matching with the stakeholders needs. So, understanding and working with the paradoxes and ambiguity these are that how to deal with it, how to live with it, how to work with all these paradoxes because in the work place this we cannot except that everything will be good there will be a continuously ambiguity, conflict, setbacks, criticism everything will be there, but how to you know sail through all these distractions, ambiguity etcetera and to be successful and to overcome all these things.

So, how to make the things happen, how to understand the social change dynamics, power dynamics. noticing and making the sense of the patterns like understanding what people do and they say individually collectively what is the trained, what is the behavioral pattern, what is the perception, experimenting with the different strategies to interrupt with the existing pattern if they want to bring certain change. So, drastically they cannot break that pattern, they have to slowly, steadily go persuade themselves through persuasion, through communication, through negotiation, through elaboration, through narration, they have to bring the transformation slowly and steadily. Understanding the human change process that means, how to that means, how the social change the model, how to describe that means, the ways in which the people. they experience the dynamics, the natural rhythm because suppose in some particular organizations they have been like they have been custom to certain kind of practices etcetera to bring sudden change it is very difficult.

That is why our primarily organizational you know within the organizational transfer of jobs, job rotations these are that is why these are the regular features to make the organization more vibrant, more innovative, you know modern up to date, because otherwise the traditional organization they are very monotonous, very very you know they are you know some of the practices very obsolete practices, but still they are following it. So, in order to make that organization very lively, very sustainable then we have to bring Change in every process, change in the job profile, change in the portfolio, change in the assignments, change in the workplace, change in the change through innovation, change through transfer. So, how to bring that change and how to understand this human change processes, how this social change takes place in the community. If the substantial change happens in the nearby community, neighborhood etcetera, but how to adopt with that change. So, all these things also understanding the change dynamics is also equally important for the leaders.

So, leaders they are supposed to experiment with, learn and adjust. So, adopting and using the sustainability framework for integrated analysis and actions, you know, from economical perspective, from social change perspective, learning through experimenting, learning through experiences as well as experiential learning. So, sharing the information and knowledge as it informs and unfolds, sharing the information and knowledge with the stakeholders. with the customers with the you know even with the with the competitors or with the that means, other business houses. So, that can also that means, through experimentation experiencing learning then and adjusting and adopting then and also trying for the new ideas and being strategic in bringing that positive change.

Expand the curious awareness every employee every people they should expand their curiosity to learn something new grounding the conversation in actions in personal integrity

and practicing the conscious awareness. So, sustainable leaders influence strategies these are some of the examples from you know from active participation then the persuasive communication to management of the external internal external information then HRM practices. diffusion of practices like some conflicts are coming up, some threats are there and by you know by smelling it out, by assuming it or being proactive you can smell it out and you can resolve the things instantly. So, various kinds of celebrating some kinds of rituals, ceremonies etcetera then formalizing the activities these are some of the sustainable leaders influencing strategy through which they can influence people and bring transformation positive transformation among them. So, nurturing knowledge and positive attitude that is every individual employee can develop among themselves as well as the leaders.

Work as the calling for altruistic goal that means to love how to love your work being passionate for work and so this is called as the calling. Calling is described here as the transcendental experience that means So, from within we feel a kind of you know sense we sense some kind of thing that some we are getting attracted towards a particular kind of job that is called the calling. Calling that means, it brings transformation transcendental experiences involving meaning in life. and through that kind of service to others we feel a kind of self-actualization state that is work. So, we have to make the work place and we have to make our self that is more passionate about our work, we must love our work that is altruistic goal.

Similarly, we must have vision, advance planning, goal clarification. So, this is that vision is there character and definitely we have to develop the positive characters, integrity that is we have already discussed not just the leaders, but everybody every professionals would walk the talk and talk the work. An attribute of integrity and the main characteristics of the leaders to be noticed by the followers. Humility to be humble, to be generous and these are the manifestation of the if your spiritual values that enables one to accept the negative feedback and leads to the leadership effectiveness.

Conscience and values are also important equally. Self awareness, respect for others and their respect for their beliefs and trust that is also important. Charisma which encompasses the trust, respect admiration for the leaders ethics and as well as the some extraordinary capabilities. Trust, building trust among your stakeholders, among your employees, among your followers. The leader has a positive relationship with the followers satisfaction with the leaders. See always that means, the leader should be always there for the service of the leader.

of its people for the service of its employee. So, he is readily available he is willing to and he is readily available for to serve others to help out others that develops a kind of culture

of trust and build the relationship between the followers and the leader concern for others and motivation of the followers. So, how to motivate every time the transformative leaders they always motivate them they try to bring the transformation they will very happy If any positive change, transformative change takes place among the employees, they appreciate it, they acknowledge it, they incentivize them and they keep on constantly motivating them, motivating the followers. So, here the leaders perception of their work as a means of, in this process the leader themselves feel a kind of their own spiritual growth. So, they are not just helping out, but they are learning, they are improving their inner self, their actual self.

So, this is also gives a kind of meaningful experience of. spiritual growth of their inner self. So, humanistic management also it humanistic management, human resource management primarily it depends on unconditional respect for human dignity, integrating the ethical reflection in managerial decision making. And, corporate responsibility contingent upon engaging with the stakeholders. So, this is another kind of you know it is a sustainable 360 degree sustainable let us say framework that is from a profitable business how can we move towards individual well-being then well-being of the nature that is environmental and well-being of the community.

So, well-being of society that is all the community people. all the stakeholders, well-being of the planet, well-being of the planet, our ecology, our nature and individual well-being and sharing our values and thoughts, individual we are also ensuring the individual well-being. So, that is the 300 degree transformation for the sustainable leaders. So, economical prosperity, natural ecological prosperity and the social prosperity, community prosperity. These are the three pillars of human that is sustainable leadership and you can say everybody can every these are the primary pillars and everybody every leader can formulate their own strategy and framework depending on the type of business, the context and the location and the type of business they are doing. So, these are some of the leadership traits how to map it the framework is there mapping the sustainable leadership framework that how starting with the from the compliance only for to for serving fulfilling the requirement that is with from the compliance to efficiency and cost reduction to risk management to moving towards the people then suppliers strengthening your supply chain making it more sustainable then you know then life cycle analysis of the new products and development then visionary leadership transformation relationship.

So, these are the you know these are the different steps in the ladder of sustainable leadership, how can you move on from the this step 1 to step 8. So, and the values of the society and economy stakeholders and behavior towards society and economy of the stakeholders and attitude towards the society economy and stakeholders. So, that is the leading. to a sense of spiritual survival or culling again it is a framework given by some

researcher. So, every so that means, their economy as a economy a society economy and stakeholders and similarly our behavior our values and our attitude.

Attitude behavior values should be positive and transformative and it should work for the spiritual development spiritual survival sense it keeps a kind of spiritual or meaningful self meaningful development. So, how to embrace transformational leadership at the workplace that is work on yourself as a leader. So, here the leader is there to motivate you to guide you to provide you the mentoring facilities, but at the same time every individual that means, every employee should be groomed trained in such a way that they themselves are individual leaders. So, work yourself as a leader with empathy, with charisma, with inspiration and create a proper culture in your work place through collaboration, innovation, communication. All kinds of internal, external communications should be very transparent.

very authentic and multiple. So, multiple challenges used to because communication is just like the nervous system. So, when the communication is transparent it strengthens the relationship. Innovation will take you forward towards the achievement and collaboration will help you in solving out the problems. And practice it practice regular practice in identifying the facilitating the core values of your companies of the organization defining Clarifying it is organizational values then motivating employees to practice in these in their day to day activities. Cultivating strengths in the work culture through resilience and how resilience must be embedded at every practices that is not individual employee resilience, but organizational resilience in the work culture itself it should be embedded.

Then, taking care of the mental health and well being of the all the stakeholders, all the employees, outsiders, customers, stakeholders, etcetera. Similarly, it is how to build the resilient work culture and again culture of resilience also it takes into account the situational awareness. What is the situation? What is the priority? What is the urgency? What are the challenges that we are facing? Acknowledgement of the vulnerabilities and risk like suppose you have your business house is situated in a war zone areas or in a disaster prone areas. So, this is that it that means, the situational awareness is there. So, the disaster preparedness the crisis preparedness would be there would be there.

Resilience seamlessly integrates into daily operations. So, to promote the positivity and resilience, resilience would these two positivity and from a resilience would be. culture should be nurtured to be groomed and should be practice in such a such a way that automatically smoothly it becomes a regular habits, it becomes a part of the culture it seamlessly effortlessly it gets integrated into the daily operations practices and the dialogues and communication everything. So, it can brings the positive vibes in the work environment. Similarly, resilient leadership, emotional resilience is very important that is

being empathetic, being emotionally intelligent, mature, compassionate, empathetic towards others. This contributes significantly for strengthening the workplace, the work culture.

So, social resilience is also very important too. You know that involves having the capabilities to work with others, to help out others, to collaborate others, to extend your support to your employees. So, resilient leaders and organizations proactively equip themselves to navigate all kinds of diverse situation, crisis situation. Resilient leadership is also inculcated. So, with positive mindset, it can be inculcated among all the employees. So, this is all about this then resilience at workplace and how to develop this resilience and positive character strengths in the workplace and not just among the not just for this leaders, but for all the individual employees whoever who are the leaders in their individual space and individual work setup.

So, this is the end of this module that is sustainable leadership I am just stopping it right now. Thank you very much.