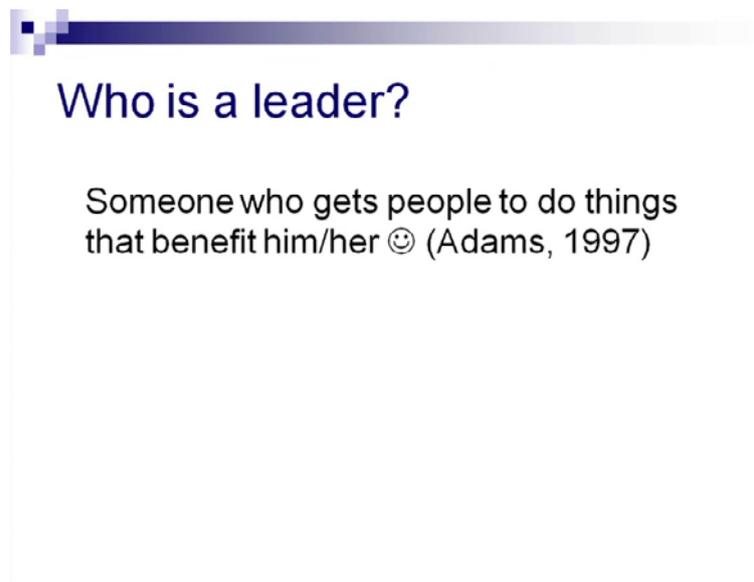


**International Business Communication**  
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**Indian Institute of Technology, Kharagpur**

**Lecture - 33**  
**Leadership**

Welcome back to the class on International Business Communication. We have been talking about different things, different aspect of communication, we have talk about verbal, nonverbal, written. We are now discussing, we discussed persuasive communication, we will discuss communication later, we are discussing persuasive communication in last class. Today we will talk about an application of persuasive communication or if form of communication that uses influence as it is main operational input, so today we will talk about Leadership.

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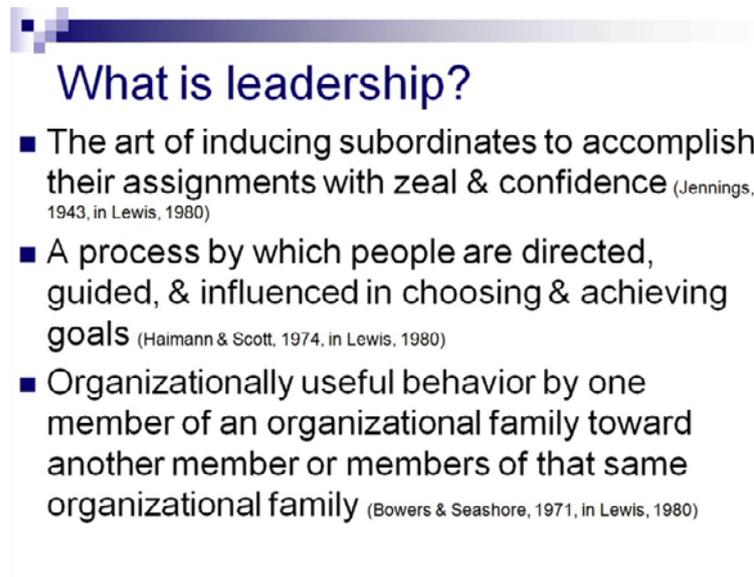


**Who is a leader?**

Someone who gets people to do things that benefit him/her 😊 (Adams, 1997)

Who is the leader? some fun stuffer, have you heard of Scot Adams, Scot Adams is the creator of Dilbert comics. And he says that a leader, a leader is someone who gets people to do things, that benefit him or an it is a joke, so it is got a smiley face, but that is one common perception of what leader is and what leaders do.

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## What is leadership?

- The art of inducing subordinates to accomplish their assignments with zeal & confidence (Jennings, 1943, in Lewis, 1980)
- A process by which people are directed, guided, & influenced in choosing & achieving goals (Haimann & Scott, 1974, in Lewis, 1980)
- Organizationally useful behavior by one member of an organizational family toward another member or members of that same organizational family (Bowers & Seashore, 1971, in Lewis, 1980)

What is leadership? Now, we come to more serious stuff, these are the definitions that have been proposed by people who have actively engaged in research, in leadership communication, and organizational behavior and organizational design and all of those things. So, they say that leadership is the art of inducing subordinates to accomplish their assignment with zeal and confidence, it is an art, it is something that can be developed. An art of inducing, people who work for you, people who are lower in the hierarchy than you to accomplish whatever they are supposed to do with zeal and confidence.

It is a process by which people are directed, guided and influenced in choosing and achieving goals, so it is a process, where you help people decide and achieve their goals. It is organizationally useful behavior by one member of an organizational family, toward and other member or members of that same organizational family, so these are all very definitions. In real life we understand that leaders are people, who really take a group of people from point a to point b.

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## Why leadership?

- Incompleteness of organizational design
- Changing environmental conditions
- Internal dynamics of organization
- Nature of human membership in organizations

(Lewis, 1980)

Essentially, the person in the group whose primary responsibility is to ensure the group's focus, efficiency, and stability

Why leadership, why do we need leaders, the first thing again this is in a book by on organizational communication by Lewis, publish 1980. According to Lewis, the reason by leadership becomes necessity is in completeness of organizational design, if there is something missing, you need somebody to identify those gaps and fill up those gaps. And that is where the leader comes in, leader is person who identify those gaps and fills in those gaps.

The second reason is changing environmental conditions, and I will linked up into the something you studied earlier on in this lectures, there is some change you need somebody to help the organization adapt to this changes, so the leader comes in. Internal dynamics of organization that is another reason, you need somebody to stabilize the internal dynamics of the organization, to maintain the relationship in the organizations, to keep the organization going.

Nature of human membership in organization, human being by nature can be very, very buyest, can be oriented towards group, we do not necessarily, we are not always able to align ourselves with interest of others. Human beings by nature are hedonistic nature, and in order to remind human beings in the organization to collaborate with each other, to cooperate with each other, to work the betterment of somebody other than themselves we need leaders, so these are some of the reason while leaders are essential.

Leadership essentially, the person in the group whose primary responsibility is to ensure the group focus efficiency and stability that is a leader.

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### Leadership vision (Adams, 1997)

- The leader knows the future and has agreed to share it with the company instead of using this awesome power to make a fortune gambling
- The chosen direction is somehow not as 'obvious' as you think, so you are lucky to have the leader at any price
- There are intangible benefits to being an employee. These intangible benefits compensate for the low pay and poor working conditions. The nature of these intangible benefits will be revealed to you at some future time, unless you have had a bad attitude.

Any good leader operates under the assumption that the people being led are astonishingly gullible.

Leadership vision, what should be leader looking forward to according to Adams again, the leader knows the future and has agreed to share it with the company, instead of using this awesome power to make a fortune gambling again a joke. But, still it is somebody who has a vision, the chosen direction is somehow not obvious, as you think for your lucky to have a leader at any price. There are intangible benefits to being an employee, these intangible benefits compensate for the low pay and poor working conditions.

And these intangible benefits will be revealed to you by somebody called the leader, again this is the sarcastic spin on it, and I thought why not people have different perceptions about, who leaders are, what I do etcetera. So, according to Scott Adams, any good leader operates under the assumption that the people being led are astonishingly gullible, and they do not know what is going on. And that is what many leaders a lot of time are perceived to believe, now we do not know if it is really so but we then have to believe this about leaders we do not like or we do not want to deal with.

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## Leader Survival Skills (Adams, 1997)

- The most important skill for any leader is the ability to take credit for things that happen on their own.
- Leaders are people who can pursue a path that is seemingly nonsensical or even dangerous to anyone else

Some skills that leaders need to have, the ability to take credit for things that happen on their own, again a sarcastic spin many times people think, that there leaders take credits for things they do or they the credit and passes on to somebody else. Leaders are people who can pursue a path that is seemingly nonsensical or even dangerous to anyone, now even though this is the sarcastic spin, on the survival skill of leaders, this is inherently very true, this is a I mean something leaders do. They travels the uncharted territory, they go through the uncharted territory, they go to path, they do things that are other people may not have drain of doing.

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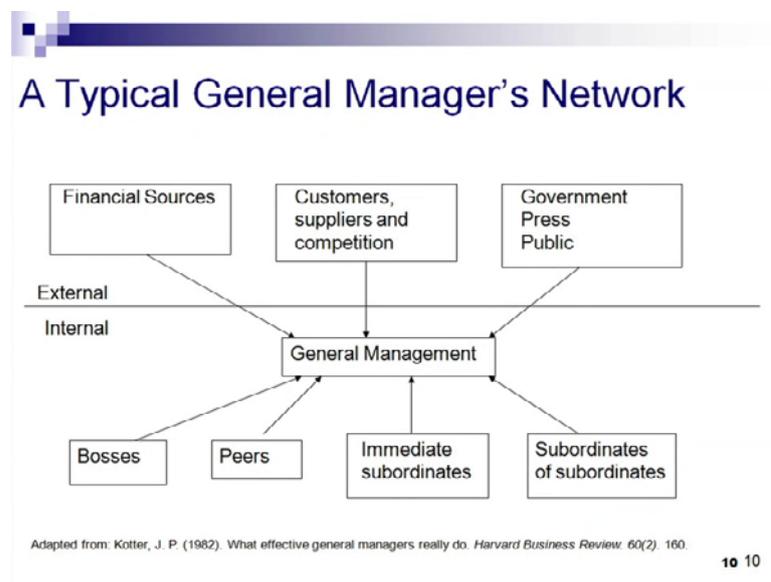


**Leadership** is the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives. (Schermerhorn, Hunt and Osborn, 2008)

Jokes apart, leadership is the process influencing others to understand, and agree about what needs to be done, how to do it and the process of facilitating individual and collective efforts to accomplish share objectives. So, it is a process that involves reorganization, understanding, facilitation, accomplishment and eventually review, which feeds into understanding what more needs to be done. And somebody who can do all this things is consider a leader, what are the business leaders expected to do, back to lesson 1.

When we talk about leaders in the business environment, we typically called them I mean, especially at the executive level, business manger are very good examples of leaders. They have a team, that they have suppose to be responsible or that they are responsible for, they have a team in which they have get things done, they are head in the team and they are answerable for their activity or for the activities of the whole team to the main administration. So, at this point we are going to use the word manager and leader interchange.

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Now, what does manager do, externally they have financial sources, they communicate with the financial sources, they communicated with costumer supplies and competition, they communicate with government press and public. They take all this and input and they are the part of the general management, in the general management or the managers have their bosses, they have peers, they have immediate subordinated, they have

subordinates of subordinates. And they have being bombarded by all this communication, they have to make sense of the communication, they have to identify the direction of a future work of or of organizational activity.

They have to sort through the ((Refer Time: 09:08)) of this bombard of information and they have to find the direction, they have to identify the resources, they have to work through the limitation. And they have to move on and help the others in their team also move on.

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**What do managers do?** (Squires, 2001)

Functions

- Motivate
- Direct
- Allocate
- Co-ordinate
- Monitor
- Evaluate
- Plan
- React
- Develop

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What do managers do again lesson 1, manger motivate, direct, allocate, co-ordinate, monitor, evaluate, plan, react and develop from paper by squires, publish in 2001.

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## How do managers do what they do?

(Squires, 2001)

Processes

- Instructional
- Technical
- Personal
- Interpersonal
- Entrepreneurial
- Political
- Administrative
- Financial
- Legal

12 12

How do managers do what they do? they engage in this processes.

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## What affects what managers do? (Squires, 2001)

Contingencies

<u>Mission</u>	<u>Organization</u>	<u>Environment</u>
Nature Unity Stability	Size Structure Culture	Regulatory Economic Social

13 13

And what affect, what managers do and here is where the leadership comes in, contingencies are unexpected events that happen, that affect what you do. And for managers contingency are really what test their effectiveness, contingency their behavior, their performance in any contingent events essentially test their effectiveness as leader. So, what are different kinds of contingencies that managers may face, the first

is relative to the mission, where it could be nature, unity and stability of the mission could be state.

The organization, size, structure and culture of the organization could be contingencies, these are the things that you cannot control; environment, regulatory, economic and social. And these are some of the contingency nothing that I say is exhaustive, I told you a front I am going to keep repeating it. You can add many thing to these list, but this is one form of, one way of category rising everything that that is happening in our environment does beyond our control.

And we have to function effectively within this environment, within these in light of or in a mixed of all this things that we are unable to control, that are really effecting what we do. How do we control this thing when we talk about controlling, we come up with the issue of authority and power. Authority is one of the trade that leaders have, once they are in that position, they are responsible for getting people together, they are responsible for focusing resources, focusing personal, focusing gold, focusing ideas and taking the group in a particular direction.

And in order to do that, there is some amount of a authority involve, there is some amount of power that is exhorted by the leader on the subordinates, and that is what we talk about now.

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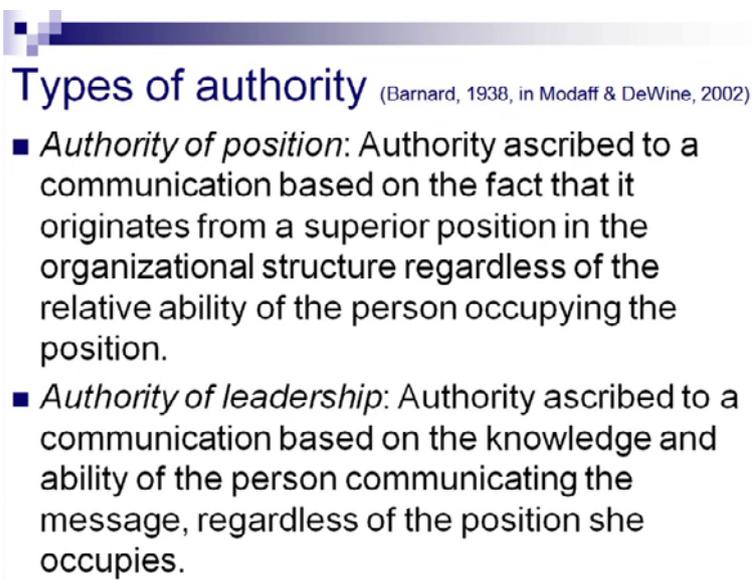


## Authority (Barnard, 1938, in Modaff & DeWine, 2002)

- “The character of a communication (order) in a formal organization by virtue of which it is accepted by a contributor to or ‘member of the organization as governing the action he contributes; that is, as governing or determining what he does or is not to do so far as the organization is concerned.”

Authority is the character of a communication in a formal organization, by virtue of which it is by a contributor to or member of the organization, as the governing action he contribute that is as governing or determining what he does or is not to do, so far as the organization is concerned. So, it is really the character of a communication, the manner in which we tell somebody, we direct, we regulate somebody is behavior and that is where there is authority comes in. How we regulate the behavior, how people perceived what we have said for them to interpret as meaning something, or direction for something they should or should not do.

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**Types of authority** (Barnard, 1938, in Modaff & DeWine, 2002)

- **Authority of position:** Authority ascribed to a communication based on the fact that it originates from a superior position in the organizational structure regardless of the relative ability of the person occupying the position.
- **Authority of leadership:** Authority ascribed to a communication based on the knowledge and ability of the person communicating the message, regardless of the position she occupies.

Some types of authority, first is the authorities of position, the second is the authority of leadership. Authority of position is authority ascribed to a communication based on the fact, that it originates from the superior position in the organization structures regardless of the ability of the person occupying the position. Now, what this means is that by virtue of a position you are suppose to obey somebody, I am sitting in this position I say I am an expert on communication, and you are suppose to obey me.

Or I am you are teacher forget the communication part, I am your teacher I do not care what you are studying, I am a faculty member here, some students within the IT campus comes up, I say you need to do this. And the person is why, and I say because I am faculty member and you are a student, just my virtue of the position I am holding. The person perceives that I have some authority over, something that is happening for

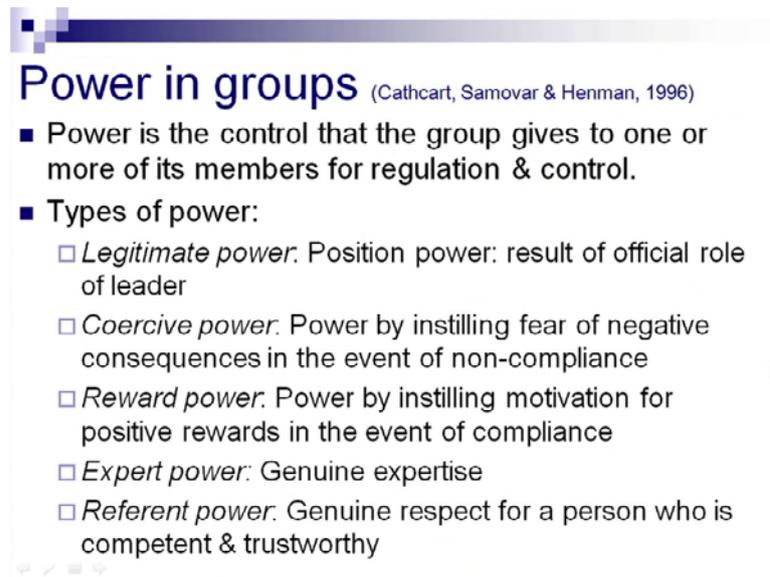
example, I can tell the students to not speak to much, I say please mind your speed, please follow the rules while riding your bicycle on a campus.

On our campus we do not have, we do not allow student to keep motorized vehicle which is nice, but even then some students stance to speed up on bicycle, when the empty road very, very natural. And if I go up to student and I say you are not suppose to do this, and the person says why not, I say I am a teacher I am a telling you to not do it, you could do the same thing in your office, you could say by virtue of my position as a manager, I can tell if front line worker to do or not do something. And the person is somehow perceived that I have that authority, because I am in a different hierarchical positions.

Authority of leadership, authority ascribed to a communication based on the knowledge and ability of the person communicating message, regardless of the position she occupies. So, this is what authority by way of expertise, you are an expert, you have an ability you know something now, authority of leadership would be I am leader, I would say I know communication better than the people listening to it, I hope I am right maybe I am not. But, just because I know communication better than the people who are listening to it, they need to listen to it what I am saying, I feel that I know more about something.

You could be a legal expert and you would say, because I am degree in a law and whether you have been appointed as the legal adviser of an organization or not. But, if you have a law degree and you give somebody legal advice, they would take that advice, because of your training in that area or you are engineer or you doctor and giving appropriate by, so that is the what you mean here.

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## Power in groups (Cathcart, Samovar & Henman, 1996)

- Power is the control that the group gives to one or more of its members for regulation & control.
- Types of power:
  - *Legitimate power*: Position power: result of official role of leader
  - *Coercive power*: Power by instilling fear of negative consequences in the event of non-compliance
  - *Reward power*: Power by instilling motivation for positive rewards in the event of compliance
  - *Expert power*: Genuine expertise
  - *Referent power*: Genuine respect for a person who is competent & trustworthy

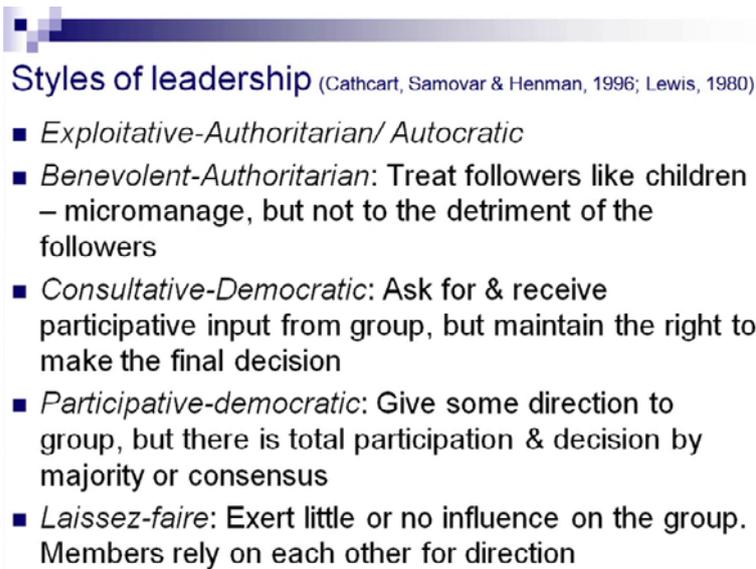
Power in groups, now power is the control that the authority give one or more of it is member for regulation and control. The difference between power and authority is that, authority is perceived, power is something that people have you have the power, authority is what people perceived you have. Power is something that you really have, power is the control that the group gives to one or more of it is member for regulation and control. Sometimes of power you have legitimate power, which is the position power, which is the result of official rule of the leader in my position as, so and so I can do it, I have been authorized.

That means, people have perceived need to have, to be able to do something, but actually I have a legitimate power by virtue of the position that I am holding, coercive power is power by installing fear of negative consequence in the event of non complaints. So, do this or else, something negative to follow, reward power is the opposite of coercive power. You say you do this, because if you do this I will give you this positive thing, you know you will get reward, you will get money, you will get praise, you will be elevated in the appears etcetera, etcetera.

Expert power is genuine expertise and referent power is genuine aspect for the person who perceived to be competent and trust worthy, various forms in which you have the power and can exhort the power on your group members. We had talk when we talk about relational communication, we had discussed how people in groups exhort pressure

on each other, we had discuss power also. And this is the some of it is revision and some of it is application, now all of this things have an impact on how leader are perceived to be, how leaders are form. Sometimes leaders are nominated, sometimes leaders are, they just emerged out of the group, because of the group dynamics themselves.

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**Styles of leadership** (Cathcart, Samovar & Henman, 1996; Lewis, 1980)

- *Exploitative-Authoritarian/ Autocratic*
- *Benevolent-Authoritarian: Treat followers like children – micromanage, but not to the detriment of the followers*
- *Consultative-Democratic: Ask for & receive participative input from group, but maintain the right to make the final decision*
- *Participative-democratic: Give some direction to group, but there is total participation & decision by majority or consensus*
- *Laissez-faire: Exert little or no influence on the group. Members rely on each other for direction*

Leadership style, some style of leadership a exploitative authoritarian or autocratic as a name suggest, this is a style in which the authority is exploited, people take advantage, people end up harming others, when they so not listen to them. So, this is a style that uses coercive powers as it is main weapon do this or else, I have the power to hurt you and I will hurt you, this is what I want to done; if you do not this I am going to hurt you and ways that you cannot even imagine.

So, that is the autocratic style of the leadership, you will come across such a people we had discuss this, when we a some bit of this when we are talking about communication climates, and communication styles also. Benevolent authoritarian you treat followers I like children, you micromanage, but not to the detainment of the followers. So, authoritarian or autocratic styles is when you do things to the determinant of people, benevolent authoritarian is when you do not exploit people.

But, you still keep micro managing, you keep telling them what they should be doing and what they should not be doing, consultative democratic is ask for an received participative input from group, but maintain to right to make a final decision. So, this is

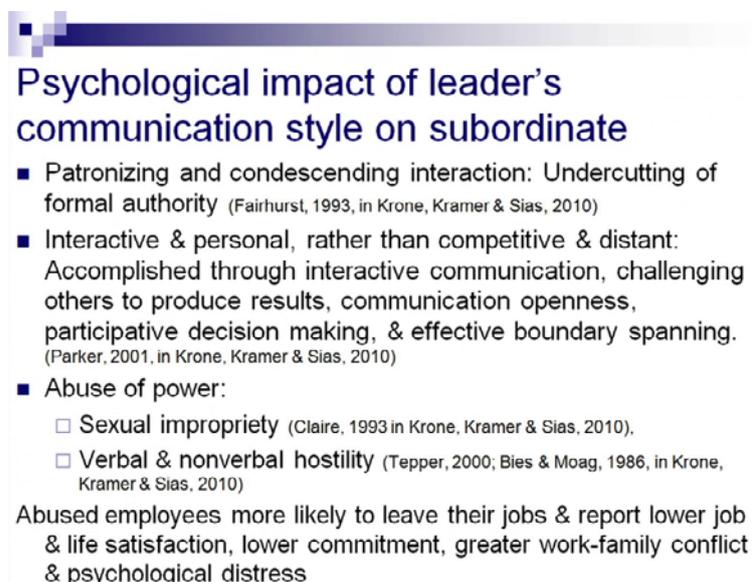
the kind of a leadership styles, where you encourage peoples inputs and you take this suggestion, you pull in their suggestions and then you finally, make your discussion based on the suggestion you may have received.

Participative of democratic is you give some directions to the group, but there is some total participation and decisions by majority contingency. So, I mean if you can see this ((Refer Time: 19:32)) slide, you will see they are moving from a very tightly controlled style to slightly more open. So, exploitative authority is like this, I will tell you how to read and then, benevolent authority you are a child, you do not know how to do this, you do not know how to do that I will help you do different things.

Consultative democratic is I will show how you different part, but you decide what to do and I will take the discussion for the group at the end. Participative democratic is when you get the inputs from different people, and you let the group decide on it is own, you do not have the final, you do not use your authority as the leader to decide, what the groups need to do. So, there is total participation, the discussion is by majority or concessive.

Laissez faire it is the you exhort little or no influence on the group members rely on each other for directions, it is like having nominating a leader. But, not necessary having the leader there, there is somebody whose called as the head of the group, but the person does not really do anything.

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**Psychological impact of leader's communication style on subordinate**

- Patronizing and condescending interaction: Undercutting of formal authority (Fairhurst, 1993, in Krone, Kramer & Sias, 2010)
- Interactive & personal, rather than competitive & distant: Accomplished through interactive communication, challenging others to produce results, communication openness, participative decision making, & effective boundary spanning. (Parker, 2001, in Krone, Kramer & Sias, 2010)
- Abuse of power:
  - Sexual impropriety (Claire, 1993 in Krone, Kramer & Sias, 2010).
  - Verbal & nonverbal hostility (Tepper, 2000; Bies & Moag, 1986, in Krone, Kramer & Sias, 2010)

Abused employees more likely to leave their jobs & report lower job & life satisfaction, lower commitment, greater work-family conflict & psychological distress

What is the physiological impact of leaders communication styles on subordinate, this is where the start getting little a difficult, now I am trying to a help you understand the implication of whatever we have been talking about. Difference styles of leadership affect the employs or the people being subjected to that leadership very differently. So, patronizing and condescending interaction result in the under cutting of formal authority, there was a research that was conducted.

In which a superior who was a male work patronizing and condescending towards if female subordinate, and that under cut her authority in front of her subordinates, and her peers as well. And that makes you feel very uncomfortable, interactive personal rather than competitive and distinct, accomplish through interactive communication, challenging others to produce results, communicating open manners, participation, discussion making and affective boundary spanning, you do this and people are more involved.

They feel more comfortable in the interaction, they feel more satisfied with the interaction, abuse of power is another thing that may happen in the leaders communicative styles. People may abuse their power, they may abuse the power to be sexually improper, they could engage and verbal and non-verbal hostility, abuse employers are more likely to leave there jobs and report lower jobs and life satisfaction, lower commitment create works family and physiological distress.

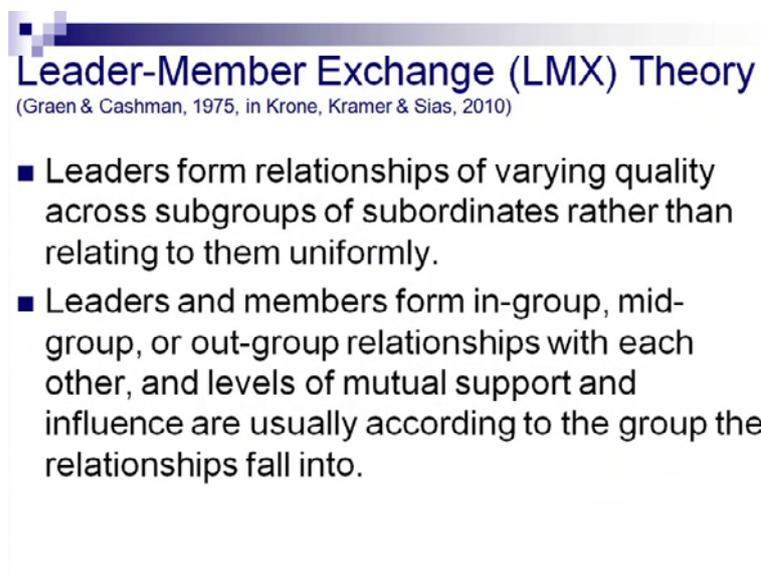
If we had talked about this, when we are talk about autocratic climax, people will not let you speak, they will a completely disregards what you saying, and completely side line view, and that can be very determined to the efficiency of the employ. And people reports lower jobs satisfaction and all this happens in a true communication, you say why are we discussing all this boring detailed, in a class on communication. How will you know that somebody is being to root you, how will you know that somebody is controlling, how will you know that somebody really exhorting all this pressure.

One piece of paper that says do this or else will not be sufficient, not in this teenage, unless there is repeated interaction of that nature you really do not if does not sink because be as human beings believe that others are usually good, unless they prove it otherwise. Communication as a determinant of leadership, there are various theories that

discuss leadership, that discuss what leadership is, how leadership comes up, what are the different styles of leadership, all that is beyond the scope of this class.

The one theory that fits in here very, very well is the leader member exchange theory, the LMX theory and that is a one theory that I am going to discuss, otherwise we have other theories, behavior in trade theories, we have a model theories, we have all kinds of different theories that deal with what leadership is in. And how people becomes leaders and how they a function as leader, but it is more behavior than communication of oriented.

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**Leader-Member Exchange (LMX) Theory**  
(Graen & Cashman, 1975, in Krone, Kramer & Sias, 2010)

- Leaders form relationships of varying quality across subgroups of subordinates rather than relating to them uniformly.
- Leaders and members form in-group, mid-group, or out-group relationships with each other, and levels of mutual support and influence are usually according to the group the relationships fall into.

So, I decided to chose this theories for discussion in this class, what happens is according to this theories leaders form relationship of varying quality across the group of subordinate, rather than relating to them uniformly. So, what really happen is that people from this relationships, they form relationship with their subordinates, and they have differential relationship with different subordinates, the relationship are not form and that affects how they talk their subordinates.

They have in groups, they have mid groups, they have out groups and the levels of mutual support and influence are usually according to the group the relationships fall into. So, as obvious people in the in group, would have the maximum amount of support would have probably the maximum amount of interaction, would be the most pamper lot by the leader, and many leaders engage in this to control the organization.

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### Communication in LMX Theory (Krone, Kramer & Sias, 2010)

■ Power and social distance e.g. (Ref for the following table: Fairhurst & Chandler, 1989, in Krone, Kramer & Sias, 2010)

In-group	Mid-group	Out-group
Language: power distance neutralized. Both parties interrupting each other, subordinate actively trying to influence and also deferring to his supervisor's authority, & supervisor offering support for employee's choices	Power & social distance ambiguously displayed. Employee readily disagreed with her supervisor, but his response was to change the subject, and she followed his lead	Language: power distance displayed Brief conflict episode in which supervisor made direct suggestions, & employee complied

Power and social distance some determines, in the in group languages is used to neutralized the power distance and how does it happens, both parties keep interrupting may interrupted each other. Subordinates actively trying to influence and also deferring to his supervisor authorities, and supervisor offering support for employs choices and this is based on a research that was conducted by Fairhurst and Chandler, that was publish in 1989. And this is what they discover that in group, people were they negotiated communication rules with the superior.

In the mid group the power and social distance ambiguously displayed you take your pick, we will not in force the power distance, but the power distance has increased from the in group. The employ readily disagree with the supervisor, but his response to was to change subject and then, she realize that this was not the right time, so she follow is lead. Out group is language, the power distance is display through the language that the superior uses, it involve a brief conflict episode in which the supervisor made direct suggestion and the employ complaint.

And employ said no point of fighting because there is no way out situation, so the power distances maximize, we have discuss power distance in our class, on inter cultural communication and that is pretty match we are talking about here.

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## Communication in LMX theory (Contd.)

- **Communication patterns and LMX quality** (Yrle, Hartman & Galle, 2003, in Krone, Kramer & Sias, 2010):
  - Coordination (uni vs. bi-directional coordination)
  - Participation (encouraged by supervisors in dec. making)

e.g. (Ref for the following table: Fix & Sias, 2006; Sias 2005; Huang, 2002, in Krone, Kramer & Sias, 2010)

High LMX quality	Low LMX quality
Person centered comm. Style: Messages that encourage employee autonomy & reflection on the complexities of a given situation	Position centered comm. Style: Messages that discourage reflection & emphasize status differences between supervisor & employee
In-group	Out-group
Higher frequency of communication	Lower frequency of communication

Higher frequency of CMC: Positive relationship between frequency with which subordinates communicate with their supervisors via email & their perceptions of LMX

Communication patterns and LMX quality, I cannot unable to pronounce the last name of the researcher, Yrle I am not sure, Hartman and Galle, in this paper by Krone, Kramer and Sias by publish 2010. Mention two types of communication patterns that influence LMX quality, the first one is coordination, universal by direction coordinate, so what happens is an participation is what is encourage by superiors in discussion making. Now, what I did was, I took the explanation put it in to a table for you to understand, we look at the table high LMX quality, has a person entered communication style, messages that encourages the autonomy and reflection on the complicities of a given situation.

Indicates high LMX quality, contrary to this position centered communication style messages that discourages reflection and emphasizes, status different between supervisor and employ, and the boss you are the subordinate. x is the senior professor, y is in a associate to professor, you are in a system professor or if you go to IPS, the director general of police is talking to the superintendent of police very strictly hierarchical. Or left end general in the army is talking to a major army, so huge power distance, so it is not about mister x talking to miss y, it is about person in that position talking to person in this position.

In group, people have a high or this is been proven by research, the in group people have a high LMX quality than the out group people, because there is higher frequency of communication in the case of end group, there is low frequency of communication in the

out group. And that also has a bearing irrespective of which group you belong to, high frequency of computer mediated communication, there is the positive relationship between the frequency with which this subordinates communicated, with their supervisors by e-mail and their perception of LMX.

Now, let us realize that all this is based research that was probably published 10 years ago, and conducted may be couple before that, so the actual are dated by more than decade. At that point of time may be e-mail was not as popular, today e-mail is the form of communication, so at that point it was found, that superior encourage a e-mail communication with people they are, that are part of their in group. And that led to more the satisfaction, but these days it is given by the time, these lectures are broadcast and archive, we will probably be out of paper based messaging anyway.

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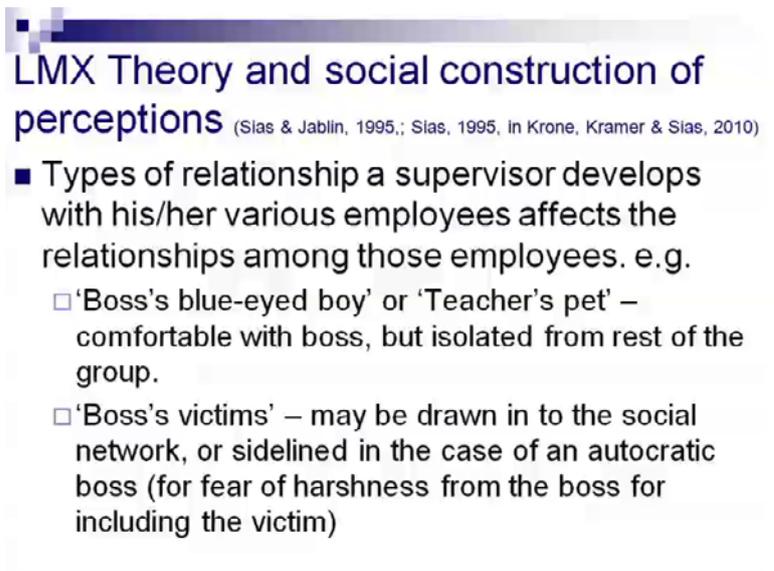


**Communication in LMX (Contd.)**

- **Relational maintenance tactics** (Lee & Jablin, 1995; Waldron, 1991, in Krone, Kramer & Sias, 2010):
  - In-group: Personal and direct communication to maintain their leader-member relationship
  - Out-group: 'Regulative' tactics: e.g. Talking superficially, avoiding discussion of problems etc.

Relational maintenance tactics, in the in group personal and direct communication take place to maintain their leader member relationship, leaders use a personal and direct communication styles. In the out group you have regulative tactics for example, superior will talk superficially, they will avoid discussion of problems your problems and their concern with you.

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**LMX Theory and social construction of perceptions** (Sias & Jablin, 1995.; Sias, 1995, in Krone, Kramer & Sias, 2010)

- Types of relationship a supervisor develops with his/her various employees affects the relationships among those employees. e.g.
  - 'Boss's blue-eyed boy' or 'Teacher's pet' – comfortable with boss, but isolated from rest of the group.
  - 'Boss's victims' – may be drawn in to the social network, or sidelined in the case of an autocratic boss (for fear of harshness from the boss for including the victim)

Types of relationships supervisors develops with his or her various employees affect the relationship among those employees as well, you have the bosses blue-eyed boys and girls and you have the bosses victim. And they tend to be isolated from the group, the blue-eyed once are isolated, because they are the bosses becks and they people perceived they have a undue advantage. They gets favors that they are not necessities deserved by them, just because the lights them, so they may be isolated.

Again the research that I have refer to here actually talked about that, but in real life and this is just the observation it could be proven wrong, in real life the bosses pets may be actually sort after, at least just for the appearance say. People hangout with the boss aspect in the hope that, they will also notice by the boss and they will also get this favors. The bosses victims may be drawn into the social networks or sideline in the face of a autocratic boss, the research indicates the they will be a drawn into the social network, because people feel that this boss is blue-eyed boy or girl is getting an advantage over the other, so there say ok.

So, here are the people of group who are not getting that advantage, since you are being victimize you are also welcome in to our group, you are a wars example than us, in the case of autocratic boss people are so scared of the boss. That they isolates the bosses victims as well, and they for fear of heartiness from the boss for including the victims, they says the boss does not like you, we do not want to hang on with you, because boss

will think badly about us. And even those they may like this person on a personal level, they do not want to be seen with this person, they do not want to be interacting with this person for fear of harshness from the boss.

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**LMX & International Business Communication** (Myers, Siebold & Park, 2011)

- Organizational members in out-group relationships are more likely to engage in defensive communication with their supervisor & more likely to experience *burnout* than their in-group counterparts. (Becker, Halbesleben & O'Hair, 2005, in Myers, Siebold & Park, 2011)
- Workers who enjoy in-group relationships with their supervisors are more likely to gain the attention of supervisors & to receive favorable treatment (Bhal, Bhaskar & Ratnam, 2009; Graen & Scandura, 1987, in Myers, Siebold & Park, 2011)

LMX and international business communication, the application of LMX in international business communication, organizational member in out group relation are more likely to engage in defensive communication with their supervisor. More likely to experience burnout than there in group count of parts obviously, somebody is pushing you way constantly, somebody is not giving you clear direction. Somebody you look up to direction or you depend on for direction and decisions is not including you in discussion is completely sidelining you, it will result in burn out, it will result in dissatisfaction, it will result in conflict.

Workers who enjoy in group relationship with their supervisors are more likely to give the attention of supervisor, and to receive favorable treatment. Again this is the category what we just talk about, now if you think about it and this is the something not put on the slides, just think about it. You may perceived that part of the in group of the boss, but the boss think that you are part of the out group, and boundaries are not clear, what you do then, think about it discuss may be you will come up with an answer.

These differences in perception, usually if it is an extreme case it is very clear, the boss things you are part of the group, you will know that you part of group, you are invite to

every meeting, every discuss, you sit and chat with the boss is going on, that is one thing. The other extreme is that, the boss looks at you and look through you every time you wish the boss and you say what am I right or wrong, and so that is in those situation becomes clear. But, then many times things are very muggy, in human behavior things are usually muggy what will happen, if the way you perceive your relationship with the boss is not similar to the way the boss perceives his or her relationship with you.

And I am not talking about romantic relationship, I am talking about very professional relationship, I am talking about the scheme maker you have about your relationship with the boss, way you stand in relation to the boss. And how these rule to play and you have to think about those thing, when you are interacting with people whose behavior is ambiguous for something reason.

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**LMX & IBC (Contd.)**

- Subordinates who reported that they had high-quality relationship with their supervisors used more articulated dissent (open dissent expressed to the supervisor in the hope of improving the situation) (Kassing, 2000, in Myers, Siebold & Park, 2011)
- Subordinates with low-quality relationships with their supervisors used more latent dissent (complaining to coworkers to express dissatisfaction) (Kassing, 2000, in Myers, Siebold & Park, 2011)
- In-group members may also benefit through idiosyncratic deals – special negotiations between a worker & a supervisor to meet the worker's individual needs (Hornung et al., 2008; Lai, Rousseau & Chang, 2009, in Myers, Siebold & Park, 2012)

Subordinated who reported that they had high quality relationship with their supervisors used more articulated dissent, open dissent expressed to the supervisor in the hope of improving the situation. And this is I was talking about, you may think that you have an open communication with the boss, you could go to the boss and say not nice to me what is the problem, and the bosses looking at his screen, you are sitting in front the boss not looking at you and say no problem, I have no problem with you.

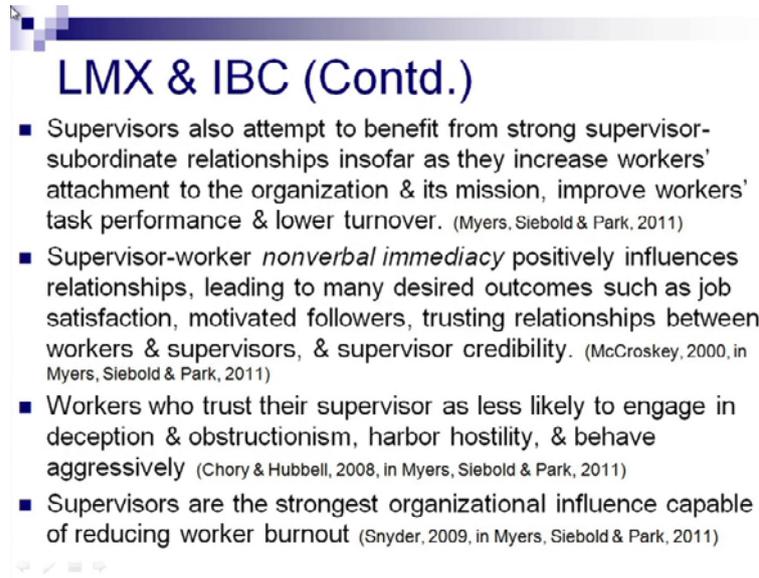
And you say please give me some feedback and boss says I have no feedback for you, you doing your job well and the boss just comes up something you already know, boss

says, and you say can you please give me some appointment you are seen busy, but can you give me appointment for some time. And the boss says no, no we can talk now I do not have time, I keep getting all these emails, I do not have time for anyone people just come barging to my office, you do not know what I face.

And you left confuse, and a boss in meetings says that, I am encouraging open communication, but then when you go try to talk the boss about your difficulties, the boss is looking at the screen and not even acknowledging your question. And that can leads to conflict, that can leads to felt conflicts that can eventually turn into perceived one conflict, and that can manage face itself in the situation, and that can really make things bad, so these are the implication.

So, this is how this ties in, subordinates with low quality relationship with their more supervisor latent dissent, complaining to coworkers to express the dissatisfaction. Now, in a relationship subordinate who perceives that there quality of a relationship with a boss is not good, tend to gossip, they tend to discuss their problem with others, people other than the boss other him selves or his self. In group members may also benefits through idiosyncratic deals, which are special negotiation between the worker and supervisor to meet the worker individual needs. These are special favors that people get from their bosses and people may engaged in this, special in group members. And again all this has been proven by research, you can look up this paper yourself.

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### LMX & IBC (Contd.)

- Supervisors also attempt to benefit from strong supervisor-subordinate relationships insofar as they increase workers' attachment to the organization & its mission, improve workers' task performance & lower turnover. (Myers, Siebold & Park, 2011)
- Supervisor-worker *nonverbal immediacy* positively influences relationships, leading to many desired outcomes such as job satisfaction, motivated followers, trusting relationships between workers & supervisors, & supervisor credibility. (McCroskey, 2000, in Myers, Siebold & Park, 2011)
- Workers who trust their supervisor as less likely to engage in deception & obstructionism, harbor hostility, & behave aggressively (Chory & Hubbell, 2008, in Myers, Siebold & Park, 2011)
- Supervisors are the strongest organizational influence capable of reducing worker burnout (Snyder, 2009, in Myers, Siebold & Park, 2011)

Supervisor also attempt to benefit from strong supervisor subordinate relationship, in so far as they increases workers attachment to the organization, and it is mission improve workers task performance and lower turnover. Now, we have discuss the negative impact of being a part of the in group of super visors, the positive aspect of this is that it enhances peoples commitment, it in increases this is how people feel to the organization and people have the good relationship with the boss, they do not leave that point. So, they have a great boss why should I leave, I am the boss pet why should I leave.

Supervisor worker nonverbal immediacy positively influences relationship, leading to many desired comes out such has jobs satisfaction, motivated flowers, trusting relationship within workers and supervisor and supervisor credibility. Now, when we talk about nonverbal immediacy, we are not talking about shaking hands, we are not talking about hugging, we are not talking about those things. We are essentially talking about how they acknowledge each other, how they support each other without saying anything, and that is the nonverbal immediacy.

They see each other, they make sure they notice each other absences when the other person is not there, and all this has a bearing on the relationship between the boss and subordinate. And it can again influence, positively influence jobs satisfaction related and other factors related to performance at work. Workers who trust their supervisor are less likely to engage in deception and obstructionism, harbor hostility and behave

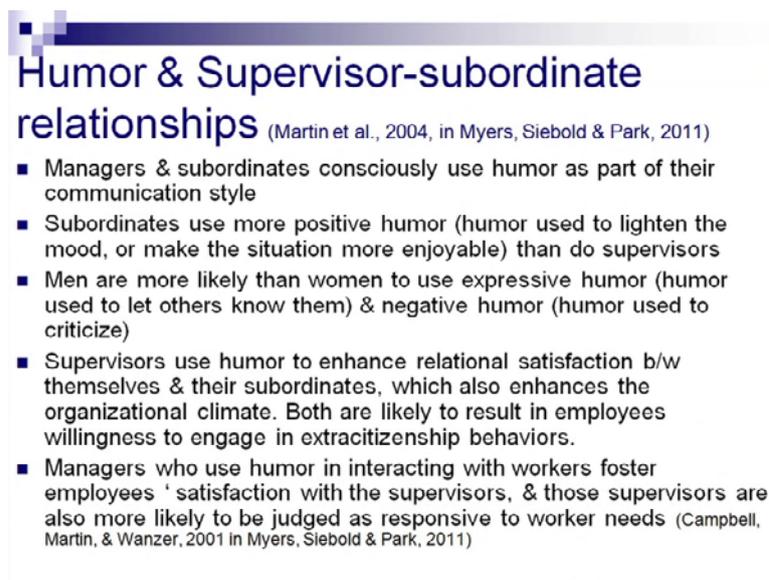
aggressively. Again people who trust their bosses, people who have level of faith in their boss, do not engage in or less likely to deceive people.

I mean why would, you know we are all ((Refer Time: 39:40)) creatures, why would we do something negative when we do not need to do it, people engage in perception when they have something better to look forward to. But, you getting your salary, you have a nice boss, you getting all the opportunity that you can possibly get where in that position, so people really do not engage in deception, in obstructionism, in preventing others from moving forward. They do not have a hostility and they do not behave aggressively, supervisors are the strongest organizational influence capable of reducing worker burnout.

This is something that we need to acknowledge and to accept, that supervisors determine the behavior of supervisors verbal and nonverbal essentially determines, how people react, how people feel about their jobs. And this is one of the most portent determine factors in international business, specially in business and especially in international business, because your any way the level of familiarity with your pears, may be with the job, may be with the location is not so high.

So, you are depending exclusively on this one person that you are forced to establish contact with, the first part of the lecture on relational communication. So, you have to have relationship with the boss and the better it is the more comfortable you feel in the surrounding, this is one place where our comfort zone are aliened. And that of course, reduces the burnout.

(Refer Slide Time: 41:19)



## Humor & Supervisor-subordinate relationships

(Martin et al., 2004, in Myers, Siebold & Park, 2011)

- Managers & subordinates consciously use humor as part of their communication style
- Subordinates use more positive humor (humor used to lighten the mood, or make the situation more enjoyable) than do supervisors
- Men are more likely than women to use expressive humor (humor used to let others know them) & negative humor (humor used to criticize)
- Supervisors use humor to enhance relational satisfaction b/w themselves & their subordinates, which also enhances the organizational climate. Both are likely to result in employees willingness to engage in extracitizenship behaviors.
- Managers who use humor in interacting with workers foster employees ' satisfaction with the supervisors, & those supervisors are also more likely to be judged as responsive to worker needs (Campbell, Martin, & Wanzer, 2001 in Myers, Siebold & Park, 2011)

Humor is another factor that influences is superior subordinate relationship, and I am discussing about super subordinates in leaders, because supervisors formalized, supervisor are actually it is a form of formalized leadership, people report to you, you are responsible for helping them focus. So, leadership is an essential quality of a supervisory role, it is an herent part of the supervisory role. Managers and subordinates consciously humor as part of their communication style, everybody wants to feel happy, everybody wants to feel nice.

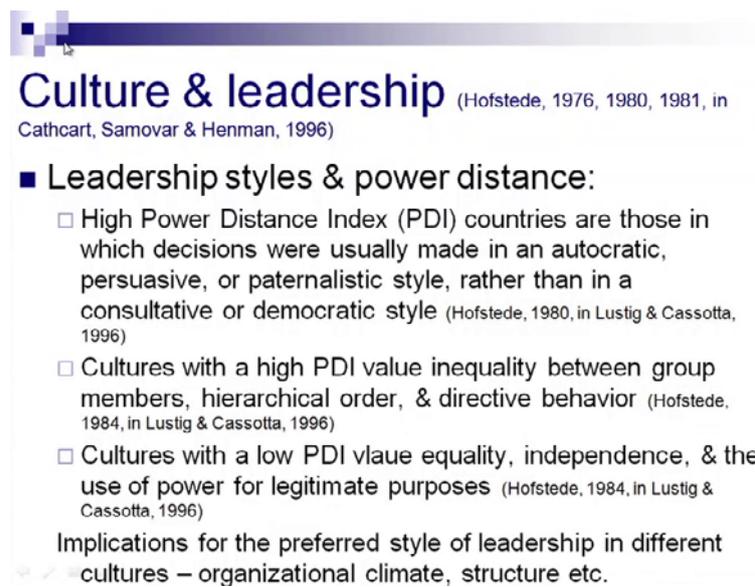
It could be formal, it could be informal, it could be positive, it could be negative, subordinates use more positive humor, because negative humor may be misinterpreted, may be misconstrued. Superiors usually men are more likely than women to use expressive humor, and negative humor, humor is used to criticize ((Refer Time: 42:25)) is an example of negative humor. Supervisors use humor to enhance relational satisfaction b slash w stands for between, space was limited I wanted to put in lot of staffs between themselves, and their subordinates which also enhance the organizational climate, both are likely to result in employees willingness to engage in extra citizenship behaviors, an apostrophe is missing next to employees.

So, I am sorry about that, but they supervisors use humor to enhance relationship, they feel that it is one way of aligning people comforts zone. And the more comfortable you feel with the user of human in your work place, better chance of you to developing and

extra organizational relationship are, managers who use humor in interacting with workers foster employees satisfaction with the supervisors. And those supervisors are also more likely to be judged as responsive to worker needs; now people who engage in this humor are perceived to be responsive to be sensitive.

And their perceive to be more comfortable or better leader or more humane leaders than who are not using humor as much, culture and leadership, how does now we are coming to the portion where, we were talking about international business. Now, we will talk about how culture influences leadership, culture in the international business, culture is another aspect of our environment a very important aspect of environment, that is that impact is everything we do. And how does structure influence leadership and vice a versa.

(Refer Slide Time: 44:20)



**Culture & leadership** (Hofstede, 1976, 1980, 1981, in Cathcart, Samovar & Henman, 1996)

- **Leadership styles & power distance:**
  - High Power Distance Index (PDI) countries are those in which decisions were usually made in an autocratic, persuasive, or paternalistic style, rather than in a consultative or democratic style (Hofstede, 1980, in Lustig & Cassotta, 1996)
  - Cultures with a high PDI value inequality between group members, hierarchical order, & directive behavior (Hofstede, 1984, in Lustig & Cassotta, 1996)
  - Cultures with a low PDI vlaue equality, independence, & the use of power for legitimate purposes (Hofstede, 1984, in Lustig & Cassotta, 1996)

Implications for the preferred style of leadership in different cultures – organizational climate, structure etc.

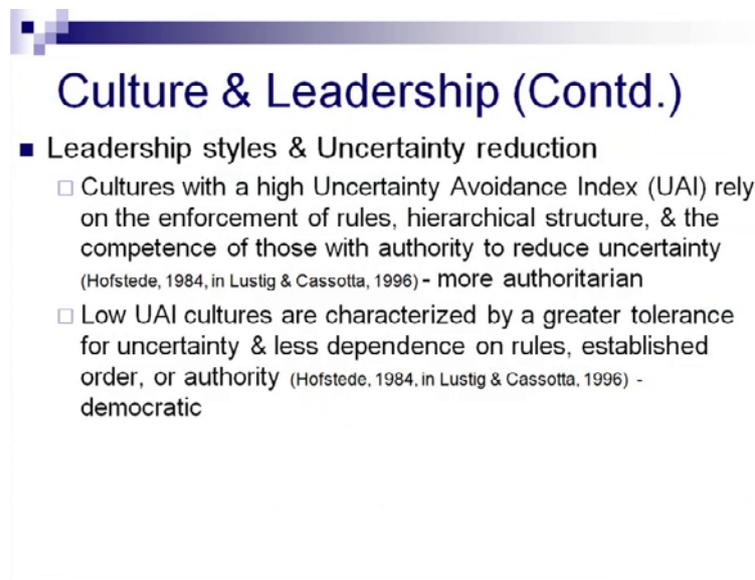
The first one is leaderships style and power distance high power distance index, PDI countries are those in which decisions were usually made in an autocratic persuasive or paternalistic style, rather than in a consultative or democratic style. So, we were talking about power distance, we talked about individualism, we talked about collectivism, we talked about uncertainty, we talked about all of these when we discussed inter culture communication.

And I am going to refer to those things just to give you an my idea of why leadership is important, how leadership changes with changes in culture. So, in culture where there is

high power distance, there is an inequality between group members, there is a hierarchical order, and there is directive behavior. Somebody up here is telling the person down below to do something, cultures with low PDI value about the spelling mistake, value equality, independence and the use of power for legitimate purposes.

Now, please discuss among yourselves how this PDI or how the power distance, the perception of power distance in different cultures would influence the communication rules that are followed in official interaction, in between members of different cultures.

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**Culture & Leadership (Contd.)**

- Leadership styles & Uncertainty reduction
  - Cultures with a high Uncertainty Avoidance Index (UAI) rely on the enforcement of rules, hierarchical structure, & the competence of those with authority to reduce uncertainty (Hofstede, 1984, in Lustig & Cassotta, 1996) - more authoritarian
  - Low UAI cultures are characterized by a greater tolerance for uncertainty & less dependence on rules, established order, or authority (Hofstede, 1984, in Lustig & Cassotta, 1996) - democratic

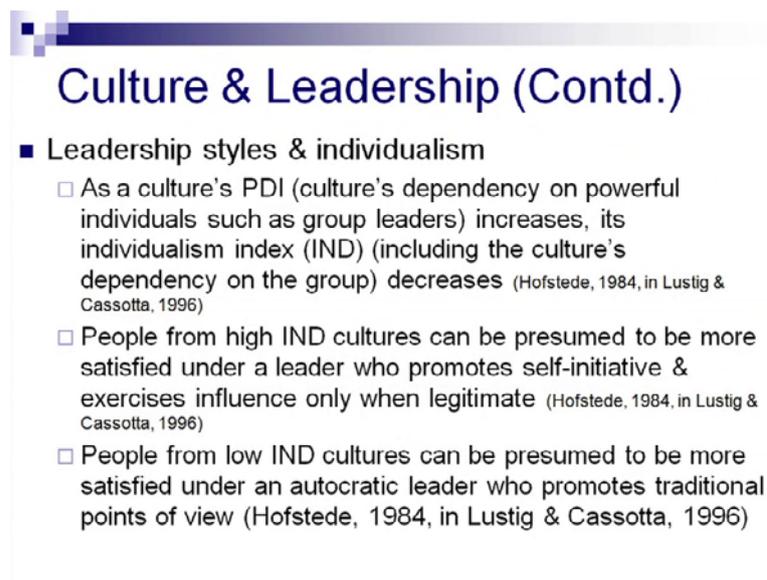
Leadership styles and uncertainty reduction, cultures with a high uncertainty avoidance index, what is an uncertainty avoidance index, it is a measure of a culture's willingness or culture's keenness to avoid uncertainty, to avoid risk. And cultures with a high uncertainty avoidance index, rely on the enforcement of rules, hierarchical structure and the competence of those with authority to reduce uncertainty, this is more authoritarian. We say we do not want to take risk, we want to avoid uncertainty at all cost, in order to do this we will organize our group into a hierarchical structure.

And we will delegate people to deal with this uncertainty and those people, so we will give them the authority to deal with this uncertainty, and there will be rules to be followed, and we follow these rules and then organize ourselves into this structure the level of uncertainty, will go down. Low UAI cultures are characterized by greater tolerance for

uncertainty, and less dependence on rules established order or authority, so people in, people who are always prepared will not really want to follow rules as much.

The leadership style there would probably be democratic, in a place where people are more keen on avoiding uncertainty, they will look forward or they will look up to the leader for direction. And when you look up for somebody for direction and the person know that you are looking up to them, these style becomes exchanges, it could be benevolent, it could be exploitation. But, there are somebody telling you what to do, as appose to a culture in which you are not really looking up for any one for direction, because you feel you can handle different situation yourself, and so it is more democratic, and you sort of pool in your suggestions about how you dealt with different situations.

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## Culture & Leadership (Contd.)

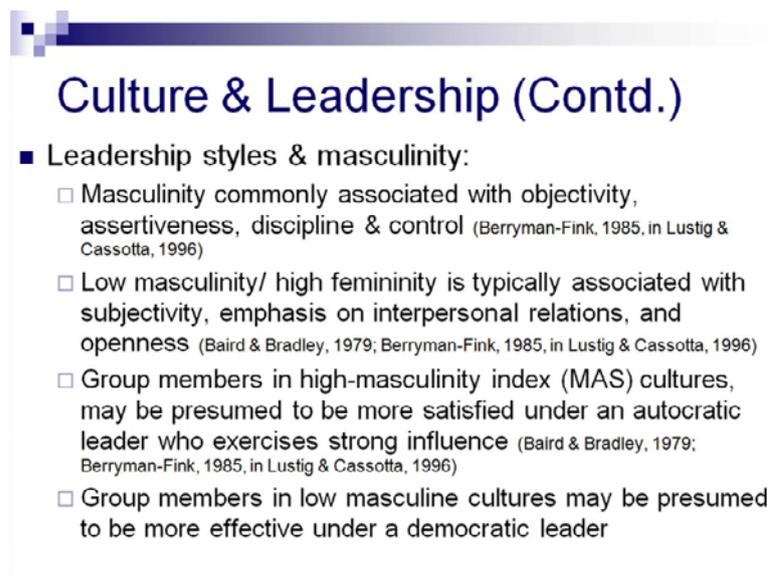
- Leadership styles & individualism
  - As a culture's PDI (culture's dependency on powerful individuals such as group leaders) increases, its individualism index (IND) (including the culture's dependency on the group) decreases (Hofstede, 1984, in Lustig & Cassotta, 1996)
  - People from high IND cultures can be presumed to be more satisfied under a leader who promotes self-initiative & exercises influence only when legitimate (Hofstede, 1984, in Lustig & Cassotta, 1996)
  - People from low IND cultures can be presumed to be more satisfied under an autocratic leader who promotes traditional points of view (Hofstede, 1984, in Lustig & Cassotta, 1996)

As a leadership style in individualism as a cultures PDI, the culture dependency on powerful individuals, such as group leaders increase, it is individualism index including the cultures dependency on the group decreases. So, the individualism is inversely proportional to the power distance, as the power distance increases, the individualism decreases, as the individualism increases power distance comes down. People from high individualistic culture or culture with high individualism index, can be presumed to be more satisfied under a leader, who promotes self imitative and exercise is influence only when legitimate.

Now, in the book it was given that there will be, and I somehow reframe from using the word will, we do not know how people in these situations will be. So, I say they may be presumed to be more satisfied under a leader who promotes self initiative, and exercise influence only when legitimate. People from low individualistic culture may be presumed to be more satisfied under an autocratic leader, I do not know how many people in any culture would really like people shouting orders at them, they may look up to somebody, they may look at somebody for direction.

But, again those people may be presumed to be satisfied under an authoritarian leader, an autocratic leader I do not think anyone would be satisfied, who promotes traditional points of view, again this is based on Hofstede research, mentioned in a paper by Lustig and Cassotta, again I hope I am pronouncing the name right.

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## Culture & Leadership (Contd.)

- Leadership styles & masculinity:
  - Masculinity commonly associated with objectivity, assertiveness, discipline & control (Berryman-Fink, 1985, in Lustig & Cassotta, 1996)
  - Low masculinity/ high femininity is typically associated with subjectivity, emphasis on interpersonal relations, and openness (Baird & Bradley, 1979; Berryman-Fink, 1985, in Lustig & Cassotta, 1996)
  - Group members in high-masculinity index (MAS) cultures, may be presumed to be more satisfied under an autocratic leader who exercises strong influence (Baird & Bradley, 1979; Berryman-Fink, 1985, in Lustig & Cassotta, 1996)
  - Group members in low masculine cultures may be presumed to be more effective under a democratic leader

Leadership styles and masculinity, masculinity is commonly associated with objectivity, assertiveness, discipline and control, low masculinity, high femininity is typically associated with subjectivity, and this is an interpersonal relation and openness. So, group members in cultures where the masculinity index is high, they may be presumed to be more satisfied under an autocratic leader.

People in cultures where the MS or masculinity index is low may be presumed to be more effective under a democratic leader. Now, this has implications for the international business arena, which culture are you coming from, what is your leader's background.

(Refer Slide Time: 50:38)



## Culture & Leadership (Contd.)

- Conformity: introduces order & coordination of individual behaviors & expectations from group members (Shaw, 1976, in Lustig & Cassotta, 1996)
  - Based on informational social influence: result of the value that conformity may have for the individual (Shaw, 1976, in Lustig & Cassotta, 1996)
  - Based on normative social influence: result of a desire to conform to the expectations of the group (Shaw, 1976, in Lustig & Cassotta, 1996)
  - Individuals susceptible to conformity typically are authoritative, traditional, loyal to the group, compliant to status & rules, & dependent upon social approval (Frager, 1970; Milgram, 1961; Shaw, 1976, in Lustig & Cassotta, 1996)
  - Individuals less likely to conform are nonauthoritative, independent, individualistic, & self-reliant (Lustig & Cassotta, 1996, referring to Hofstede, 1980)

Conformity, introduces order and coordination of individual behaviors and expectation from group members, based on information social influence, the result of the value that conformity may have, it is based on the informational social influence and it is a result of the value that conformity may have for the individual. So, it could also be based on normative social influence, which is the result of a desire conform to the expectations of the group. So, in one case the conformity has a relationship to the value of activity for the individual, now let us tie it in with eye context culture.

In individualistic culture we really conform based on informational social influence, in high context culture we confirm, because of normative social influence, which is a result of a desire to fit in conform to the expectation of the group. Individuals susceptible to conformity typically are authoritative, traditional loyal to the group, compliant to status and rules and dependent upon social approval as excepted. Individual less likely to conform are non authority, independent individualistic and self reliant.

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## Culture & Leadership (Contd.)

- **Conformity & power distance:**
  - High PDI ~ hierarchical order ~ expect conformity ~ high PDI (Hofstede, 1980 & 1984, in Lustig & Cassotta, 1996)
  - Low PDI ~ use of power for legitimate reasons ~ less expectation of conformity (Hofstede, 1980 & 1984, in Lustig & Cassotta, 1996)
- **Conformity & uncertainty avoidance:**
  - Ambiguous stimuli produce greater conformity than unambiguous stimuli (Asch, 1951; Shaw, 1976; Sherif & Sherif, 1956, in Lustig & Cassotta, 1996)
  - High ambiguity in high UAI cultures ~ high conformity (Hofstede, 1980 & 1984, in Lustig & Cassotta, 1996)
  - High tolerance for ambiguity ~ low UAI ~ low anxiety, readiness to live day by day, little resistance to change ~ low conformity (Hofstede, 1980 & 1984, in Lustig & Cassotta, 1996)

Conformity and power distance high power distance is related to hierarchical order, you can expect conformity you can expect high power distance in. And you know in culture have a high power distance you have a hierarchical order you can expect conformity which feeds the high power distance and the continues. In culture where you have a low power distance the use of power is legitimately reasons, there is less expectation of conformity and that is feed into this low or lowering for the lowering distance.

Conformity and uncertainty avoidance ambiguous stimuli produce greater conformity than unambiguous stimuli. And high ambiguity in high UAI cultures, cultures that expect higher uncertainty avoidance leads to or its related to high conformity. High tolerant for ambiguity is related to low UAI is related to further dependent on related to low anxiety indicated of low anxiety readiness to live day by day little resistance to change and low conformity again sort of these cycle continue.

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## Culture & Leadership (Contd.)

- **Conformity & individualism:**
  - High IND ~ low pressures to conform (Hofstede, 1980 & 1984, in Lustig & Cassotta, 1996)
  - Low IND ~ high allegiance to group ~ high pressure to conform (Hofstede, 1980 & 1984, in Lustig & Cassotta, 1996)
- **Conformity & Masculinity:**
  - High MAS ~ low conformity (Shaw, 1976, in Lustig & Cassotta, 1996)
  - Low MAS ~ high conformity (Hofstede, 1980 & 1984, in Lustig & Cassotta, 1996)

Conformity and individualism, high individualism is related to is low pressures to conform, low individualism is related to high allegiance to group or high pressures to conform. Conformity and masculinity, high masculinity is related to low conformity, low masculinity is related to high conformity. And we do not have time to talk about discussion processes, discussion processes are patters I am sorry about the spelling mistake discussion processes are patters that group members use in order to accomplish their tasks.

We could have you know you could go through this slide discussion processes and power distance are connected high PDI is related to decision making where relationship are emphasis, low PDI is related to decision where task are emphasis. And again this goes back to our discussion on higher and low context culture and all of this is happening communication power distance have been express through communication. What we feel about leaders expect through communication, so all of this has express in an through communication.

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**Culture & Leadership (Contd.)**

- Discussion processes & individualism
  - Verbosity encouraged in individualistic cultures
  - Verbosity discouraged in collectivist cultures  
(McDonough, 1982, in Lustig & Cassotta, 1996)
  - Collectivist cultures more likely to engage in long discussions than individualistic cultures (Hofstede, 1980 & 1984, in Lustig & Cassotta, 1996)
- Discussion processes & masculinity
  - Low context cultures ~ task related control encouraged & task competence ~ leadership
  - High context cultures ~ gender may predict participation in group rules  
(Hofstede, 1980 & 1984, in Lustig & Cassotta, 1996)

Now, discussion processes and individualism are gain related verbosity encouraged in individualistic cultures, verbosity discourage in collectivistic cultures, collectivistic cultures are more likely to engage in long discussions than individualistic cultures. Again and they are more likely to come up decision that are more in line with what group wants as opposed to decision made in individualistic culture which are more dependent on the logic logical background.

Discussion processes and masculinity low context cultures tend to encourage task related control and task competence and that kind of and that in terms generates appropriate or leadership that is more task related. And more dependent on the competent in particular task. In high content culture gender may predict participation in group rules and that may determine whose comes out hence the leader.

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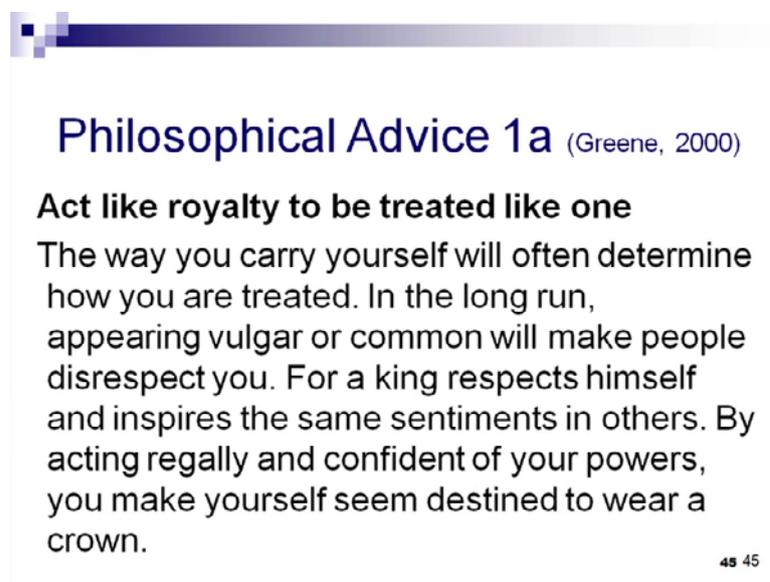
**An effective leader's promise** (Ames, 1989)

- Clear statement of goals and objectives
- Transparency in expectations and commitments
- Balance between expectations and commitments
- Clear communication with peers, subordinates and superiors

41 41

Now, we do not have time for all this, what I would really like to give you is some philosophical advice and this advice is from this book about leader. We will be talking about power authority this is a book called 48 laws of power by Robert Greene

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**Philosophical Advice 1a** (Greene, 2000)

**Act like royalty to be treated like one**

The way you carry yourself will often determine how you are treated. In the long run, appearing vulgar or common will make people disrespect you. For a king respects himself and inspires the same sentiments in others. By acting regally and confident of your powers, you make yourself seem destined to wear a crown.

45 45

It was published in the year of 2002 and I would like to give you some advice from this book about what leaders can do in order to be perceived as leader, in order to be perceived as people with authority. The first and this book suggest 48 different issues, but I pulled out five of these issues I thought I would share them with you. The first one

here is you need to act like royalty to be treated like one, act like a leader to be treated like one.

If you hold your own people will start perceiving that you are in a leader and people will start perceiving your authority and that will feed into in to itself and you will eventually come out victorious. And again you know you need to develop that sense of royalty the book is royal I say leader you need to develop those qualities in yourself in order to be perceived as a leader.

First develop those qualities change your intrapersonal context adapted to the context on the outside and communicate accordingly through your verbal messages, through your non verbal messages and then let the feedback coming from the environment help you restructure this new notion as a independent entity of a leader. Avoid stepping into a great mans shoes, we all say we need to be you know we are influenced by we are motivate by, we have this ideals, we are this is nice to be impressed by people is nice to follow what they do.

But please do not try imitate to people because you will full flat on your face and your authority could be undermined. Beware of stepping into a great mans shoes you will have to accomplish twice as much for example, is outer people who done really well have children who have not been able to do, so well and they have really faulted. So, do not try a people just be influenced by them and for wonderful better word, I am sorry I am forging up right now. So, anyway, so be influenced being motivated by people, but hate them that is I want to say.

The difficulties in the way of persuasions lie in my knowledge the heart of the persuaded in order thereby to fit my wording into it, you should be able to understand the context of the person you are trying to persuade and lead and you will be able to really lead people that way. And of course, and some questions discuss the challenges to leader ship in a changing environment, discuss the challenges leadership in a multicultural environment, discuss challenges to leadership during mergers and acquisitions and the challenges to leadership in offshore companies. And we will come back and talk some more next time.

Thank you.