

**Principles of Management**  
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**Lecture - 50**  
**Leadership Styles of Managers - IV**

In this section of leadership, I will be discussing about **authentic leadership**, then I will discuss how the trust is developed in the leader and subordinate and followed by the discussion on the power and politics. So, to begin with I will discuss about authentic leadership, ethics and trust.

Who are authentic leaders? Ethical people who know who they are and they know that they believe in and value and act according to those values and believe openly and candidly. Their primary quality is trust. Why build trust? What is relevance of trust in relationship?

When people share information, they encourage open communication, stick to their ideals those people would be believed by the subordinate.

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**AUTHENTIC LEADERSHIP: ETHICS AND TRUST**

- Authentic Leaders:
  - Ethical people who know who they are, know what they believe in and value, and act on those values and beliefs openly and candidly
  - Primary quality is trust
- Build trust by:
  - Sharing information
  - Encouraging open communication
  - Sticking to their ideals
- Still a new topic; needs more research



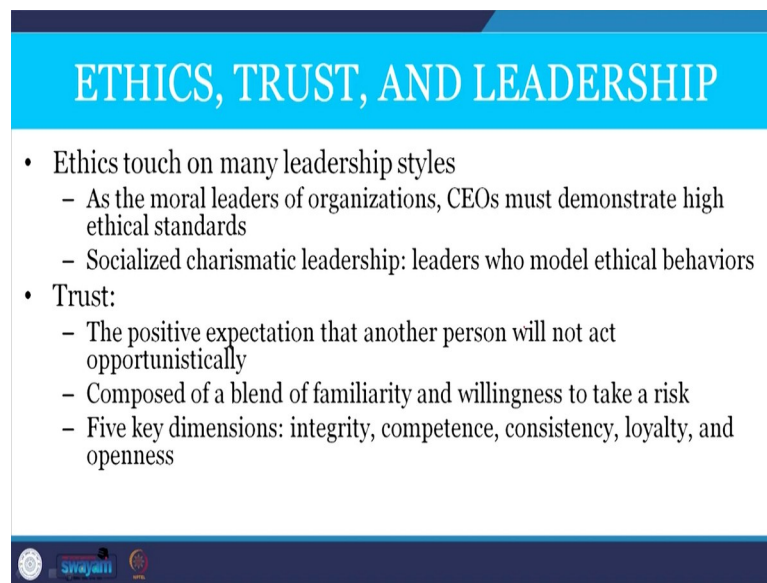
So, still a new topic needs more research on trust, ethics, trust and leadership.

Ethics touch on many leadership styles. As the moral leaders of organizations, CEO must demonstrate high ethical standards. All of us must have seen that there are many issues

that come up in organizations now and then. The leaders are not able to exhibit as per the values of organizations.

So, there the leaders are not accepted by the followers. So, ethics in our ethical values or high ethical standards are very important for leaders to adopt. So, ethics touch on many leadership styles as the moral leaders of the organization, CEOs must to demonstrate high ethical standards.

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The slide features a blue header with the title "ETHICS, TRUST, AND LEADERSHIP" in white. Below the header, on a white background, are two main bullet points. The first, "Ethics touch on many leadership styles", has two sub-bullets: "As the moral leaders of organizations, CEOs must demonstrate high ethical standards" and "Socialized charismatic leadership: leaders who model ethical behaviors". The second main bullet point is "Trust:", which has three sub-bullets: "The positive expectation that another person will not act opportunistically", "Composed of a blend of familiarity and willingness to take a risk", and "Five key dimensions: integrity, competence, consistency, loyalty, and openness". At the bottom of the slide is a dark blue footer containing three small logos: a circular institutional logo, the "swayam" logo, and a circular logo with a stylized 'e'.

## ETHICS, TRUST, AND LEADERSHIP

- Ethics touch on many leadership styles
  - As the moral leaders of organizations, CEOs must demonstrate high ethical standards
  - Socialized charismatic leadership: leaders who model ethical behaviors
- Trust:
  - The positive expectation that another person will not act opportunistically
  - Composed of a blend of familiarity and willingness to take a risk
  - Five key dimensions: integrity, competence, consistency, loyalty, and openness

Socialized charismatic leadership, leaders who model ethical behavior. Most of the organizations which have sustainable competitive advantage rests on the ethical standards adopted by the leaders.

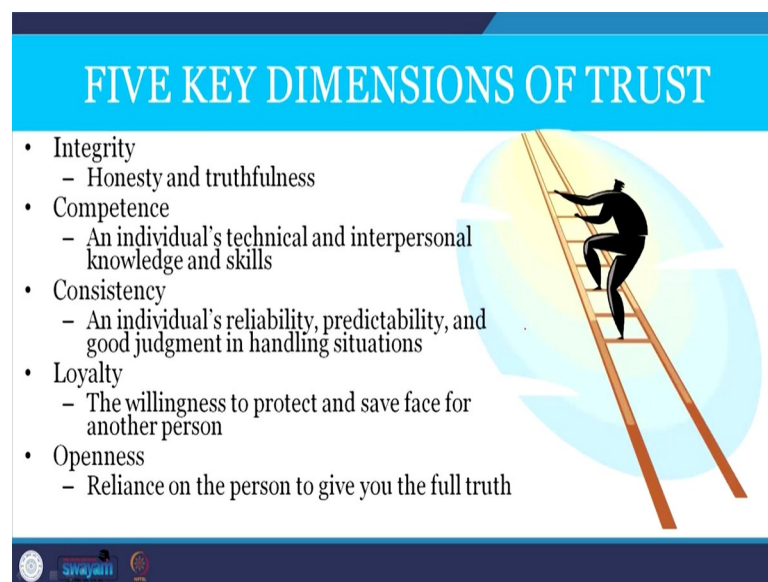
Tata is known for trust and the trust with subordinates, trust with stakeholders, and the concept of trust has emanated from the values of the founders of the Tata group. So, the Jamshedji Tata adopted high ethical standards while setting up the Tata groups. So, the ethical standards, moral values are set by the founders.

Apple is a successful organization because of the ethical standards of or ethical values adopted by Steve Jobs. Similarly, most of the organizations the successful ones are till today performing effectively because of the values which have been framed, which are because they are sticking to the moral values, ethical values, ethics is the prime concern in the organizations.

Let us talk about Johnson and Johnson which started year's back. Johnson and Johnson is a successful organization or the most effective organization which also abides by the ethical values. So, if the leader adopts or if the leader wants the followers to follow them, if the leader wants to subordinate or influence subordinates, the subordinates must also see the values which are adopted by the leader.

So, socialized charismatic leadership leaders who model ethical behavior, trust the positive expectation that another person will not act opportunistically composed of a blend of familiarity and willingness to take risk. Five key dimensions of trust: integrity, competence, consistency, loyalty, and openness.

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Then, the dimensions of trust we will move with each one of them integrity that means, honesty and truthfulness. How truthful we are in performing our task, how much honesty is there in our performance.

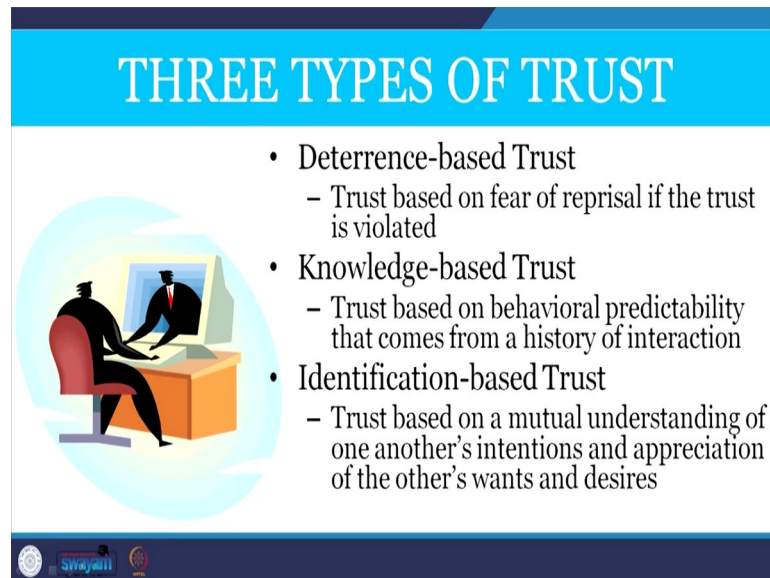
Competence is an individual's technical and interpersonal knowledge and skills the followers would also have trust with the subordinates, based on their competency, based on their expertise, based on their skills or the based on their knowledge and skills.

Consistency is an individual's reliability, predictability and good judgment in handling situations. How much is the person consistent and reliable, predictable, and has control over handling situations is judicious enough in handling different situations.

Loyalty is the willingness to protect and save face for another person.

And openness is reliance on the person to give you the full truth.

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## THREE TYPES OF TRUST

- Deterrence-based Trust
  - Trust based on fear of reprisal if the trust is violated
- Knowledge-based Trust
  - Trust based on behavioral predictability that comes from a history of interaction
- Identification-based Trust
  - Trust based on a mutual understanding of one another's intentions and appreciation of the other's wants and desires

There are three types of trust, one is deterrence-based trust, knowledge-based trust is the second one, and identification-based trust is the third one. What is the deterrence-based trust? Trust which is based on fear of reprisal, if the trust is violated. Knowledge based trust is the trust based on behavioral predictability that comes from history of interactions.


The knowledge-based trust is the trust based on behavioral predictability; that comes from the history of interaction with subordinates, the knowledge proficiency of an individual.

Identification based trust; trust based on mutual understanding of one another intentions and appreciation of others wants and desires.

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## BASIC PRINCIPLES OF TRUST

- Mistrust drives out trust
- Trust begets trust
- Trust can be regained
- Mistrusting groups self-destruct
- Mistrust generally reduces productivity




Swayam

Basic principles of trust are mistrust drives out trust, trust begets trust, if there is trust with subordinates, there would be reciprocal trust by the subordinate with the leader. Trust can be regained by removing the misconceptions improving interpersonal relationship, and mistrust generally reduces productivity lack of trust also self destructs.

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## Trust and Leadership

- Trust – a psychological state that exists when you agree to make yourself vulnerable to another because you have a positive expectation for how things are going to turn out.
  - Key attribute associated with leadership
  - Followers who trust their leader will align their actions and attitudes with the leader's behaviors/requests



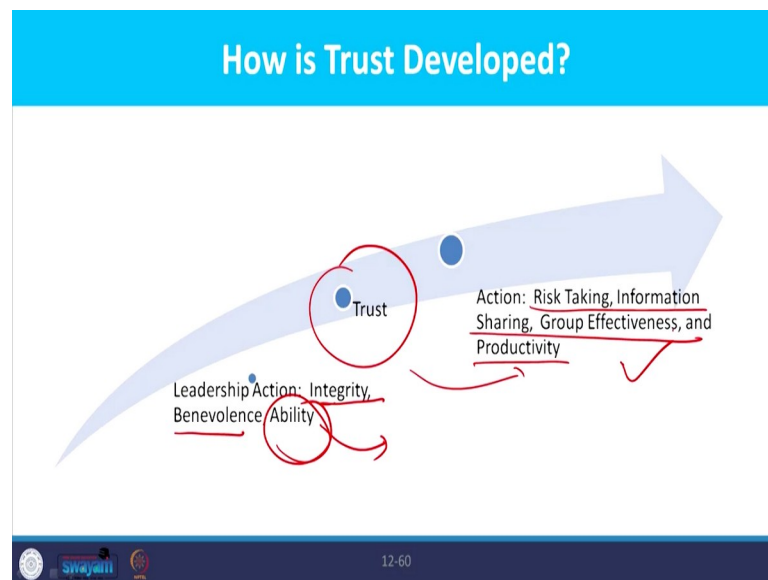
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Trust is a psychological state that exist when you agree to make yourself vulnerable to another because you have a positive expectation for how things are going to turn out. The key attributes associated with leadership. Followers who trust their leaders will align

their actions and attitude with the leader's behavior and request. Trust will lead to desired action desired attitude. So, trust is a kind of a psychological state of mind, which will exist when you agree to make yourself vulnerable to another because you have a positive expectation of how things are going to turn out.

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Then how trust is developed? Leadership action: trust is developed through integrity, benevolence, and ability.

If you have integrity, you have truthfulness and you have also concern for subordinates and there is the ability or which will generate confidence. So, people will start trusting you; then the trust builds. And then, action is risk taking, information sharing, group effectiveness, and productivity.

When there are a group of subordinates working with a leader, if the leader exhibits honesty, integrity, concern, with the subordinates well being and also has ability due to his existing, expertise, knowledge skills.

So, the trust is gained by the leader, the employee, the subordinates will start trusting the leader because of his unique abilities, because of his integrity, because of his truthfulness and his good nature. So, the people will develop a rapport or interaction, interpersonal relationship improves and this would result in effective performance.

Group performance, productivity, sharing of information with the within the group for group. So, overall, this will help in development of the organization.

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## SELF-LEADERSHIP

- Self-Leadership
  - A set of processes through which individuals control their own behavior
  - Effective leaders (superleaders) help followers to lead themselves
  - Important in self-managed teams
- To engage in self-leadership:
  1. Make a mental chart of your peers and colleagues
  2. Focus on influence and not on control
  3. Create opportunities; do not wait for them



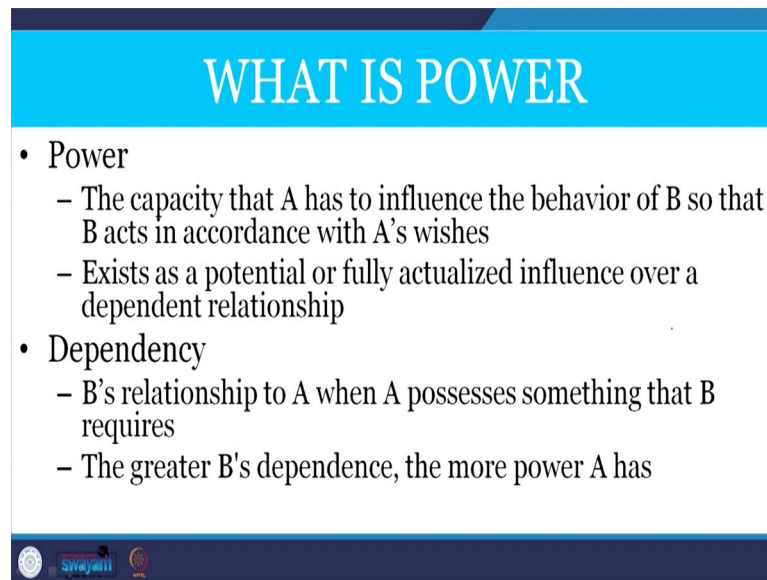
What is self-leadership? A set of processes through which individuals control their own behavior, and effective leaders help followers to lead themselves the important in self managed teams. It will help in engaging self, leaders make a mental chart of the peers and colleagues, focus on influence and not the control mechanism; they create opportunities for subordinates and do not wait for them.

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## LEADERSHIP AND MANAGING POWER



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## WHAT IS POWER

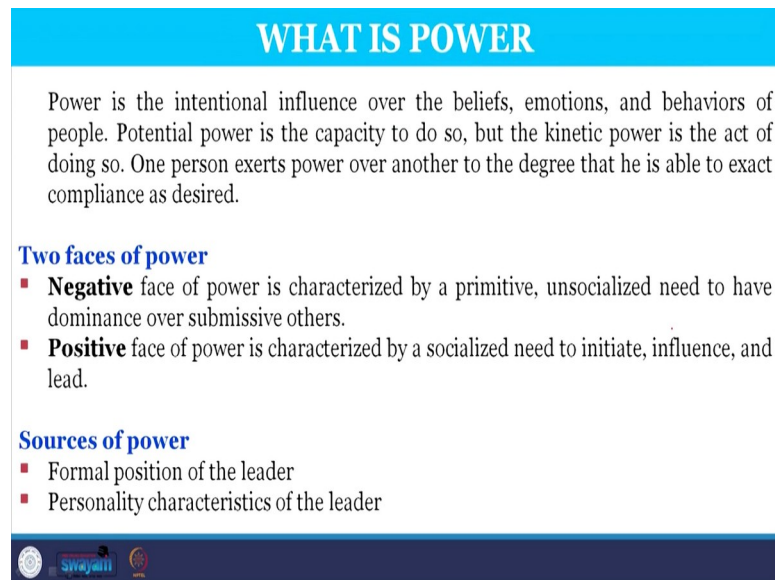
- Power
  - The capacity that A has to influence the behavior of B so that B acts in accordance with A's wishes
  - Exists as a potential or fully actualized influence over a dependent relationship
- Dependency
  - B's relationship to A when A possesses something that B requires
  - The greater B's dependence, the more power A has

Then I will discuss about leadership and managing power. Is there any relationship between leadership and power? Let us first discuss about what is power? Power is the capacity that A has to influence the behavior of B. So, that B acts in accordance with A's wishes. Exists as a potential or fully actualized influence over a dependent relationship.

So, in a dependent relationship A exercises influence over B based on position power, based on knowledge power, referent power and so on and based on expertise So, dependency is B's relationship to A when A possesses something that B needs or requires. The greater is the dependence, the more the power A exercises.



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## WHAT IS POWER


Power is the intentional influence over the beliefs, emotions, and behaviors of people. Potential power is the capacity to do so, but the kinetic power is the act of doing so. One person exerts power over another to the degree that he is able to exact compliance as desired.

**Two faces of power**

- **Negative** face of power is characterized by a primitive, unsocialized need to have dominance over submissive others.
- **Positive** face of power is characterized by a socialized need to initiate, influence, and lead.

**Sources of power**

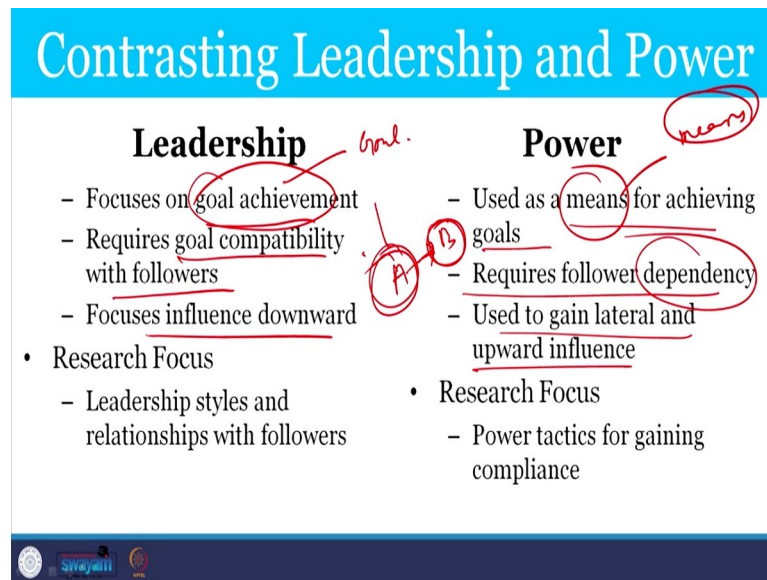
- Formal position of the leader
- Personality characteristics of the leader



So, what is power? We will discuss about power as an influential, intentional influence over belief, emotion, and behavior of people. Potential power is the capacity to do so, but the kinetic power is that the act of doing so. One person exhibits or exerts power over another to the degree that he is able to exact compliance as desired. The two facets of power one is negative power; another is positive power.

Negative power is characterized by primitive, unsocialized needs of having dominance over submissive others or the less confident individuals. Positive power is characterized by need to initiate influence and lead others. Sources of power comes due to formal position or personality characteristics of individuals.

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Contrasting leadership and power. We will discuss about certain traits of leadership power as well as some points of power.

Leadership focuses on achievement of goal; it requires goal compatibility with followers. Focuses on influence downward and whereas, power is using a means for achieving goals, power is a measure for reaching goals. Leadership focuses on achievement of goals the focus is goal and here, the power is used as a means to achieve goals.


Leadership focuses on goal compatibility with followers, but power requires follower's dependency, here is a dependency relationship between A and B. If A exercises power on B so, there is a kind of dependence relationship, if A has referent power, expertise power, knowledge power.

So, the B is depending on B to seek that information knowledge or resources used to gain lateral and upward influence. This can be both lateral and upward influence of power whereas; in leadership the influence is downwards.

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## BASES OF POWER: FORMAL POWER

- **Formal Power**
  - Established by an individual's position in an organization
  - Three bases:
    - **Coercive Power**
      - » A power base dependent on fear of negative results
    - **Reward Power**
      - » Compliance achieved based on the ability to distribute rewards that others view as valuable
    - **Legitimate Power**
      - » The formal authority to control and use resources based on a person's position in the formal hierarchy



Bases of power: formal power. The formal power has its bases on coercive power, reward power, and legitimate power. Formal power is established by an individual's position in an organization, it is bestowed to the individual based on the authority or the position the individual enjoys.

So, coercive power is a power based on fear of negative results, it is a basically it is a power to punish individuals based on when the person is not able to achieve results.


So, the fear of negative results, fear of not obtaining results. Reward power is a positive power. Reward power is compliance based on the ability to distribute rewards that others view as valuable. Otherwise, you can say reward power is a positive power giving a reward to an individual when he is able to achieve goals.

Legitimate power: that individual is a formal authority to control and use resources based on the person's position in the hierarchy. So, legitimate power is the power to have access over information, access over resources, access over resources and information based on the position the person is the person is holding due to a formal authority formal hierarchy.

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## BASES OF POWER: PERSONAL POWER

- Power that comes from an individual's unique characteristics is called *personal power*.
  - **Expert Power**
    - Influence based on special skills or knowledge
  - **Referent Power**
    - Influence based on possession by an individual of desirable resources or personal traits




So, personal power is power that comes to an individual based on his expertise, based on his reference, based on the knowledge. So, expert power influence is based on special skills or knowledge. Referent power the influence is based on position of an individual of desirable resources or personal traits.

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## DEPENDENCY: THE KEY TO POWER

- The General Dependency Postulate
  - *The greater B's dependency on A, the greater the power A has over B*
  - Possession/control of scarce organizational resources that others need makes a manager powerful
  - Access to optional resources (e.g., multiple suppliers) reduces the resource holder's power
- Dependency increases when resources are:
  - Important
  - Scarce
  - Non substitutable



What is dependency? Dependency is the key to power, the general dependency rule or dependency postulate that the greater B's dependency on A, the greater is the power A

has over B. If there is a relationship between A and B, B will exercise more power if he has more dependency on A based on the power A has.

So, position or control of scarce resources that others need makes a manager powerful. Access to optional resources that is multiple supplies reduces the resource holder's power. Dependency increases when the resources are important, scarce, non substitutable.

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## POWER TACTICS

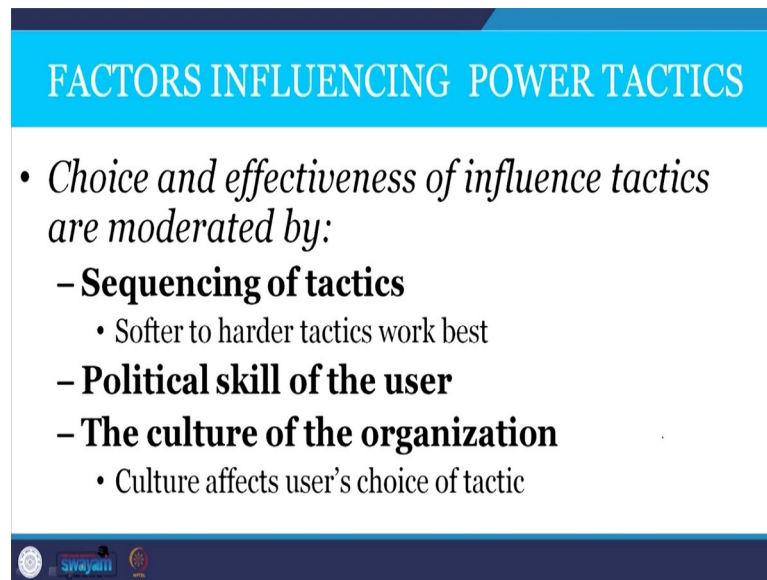
- Power Tactics
  - Ways in which individuals translate power bases into specific actions
  - Nine influence tactics:
    - Legitimacy
    - Rational persuasion\*
    - Inspirational appeals\*
    - Consultation\*
    - Exchange
    - Personal appeals
    - Ingratiation
    - Pressure
    - Coalitions

\* Most effective  
(Pressure is the least effective)

Power tactics is ways in which individuals translate power bases into specific actions.

Nine influence tactics: legitimacy, rational persuasion, inspirational appeal, consultation, exchange, personal appeals, ingratiation, pressure, and coalition.

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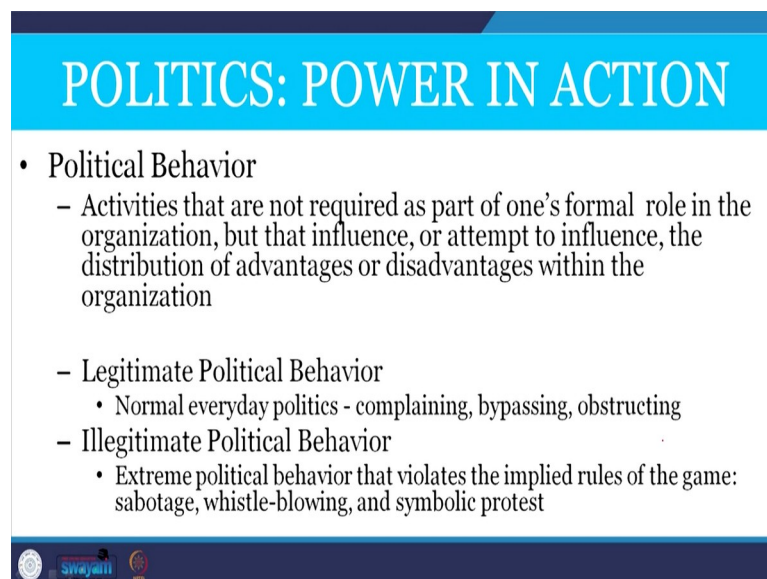


**FACTORS INFLUENCING POWER TACTICS**

- *Choice and effectiveness of influence tactics are moderated by:*
  - **Sequencing of tactics**
    - Softer to harder tactics work best
  - **Political skill of the user**
  - **The culture of the organization**
    - Culture affects user's choice of tactic

Factors influencing power tactics is choice and effectiveness of influence tactics are moderated by sequencing of tactics. Political skill of the user. The culture of the organization.

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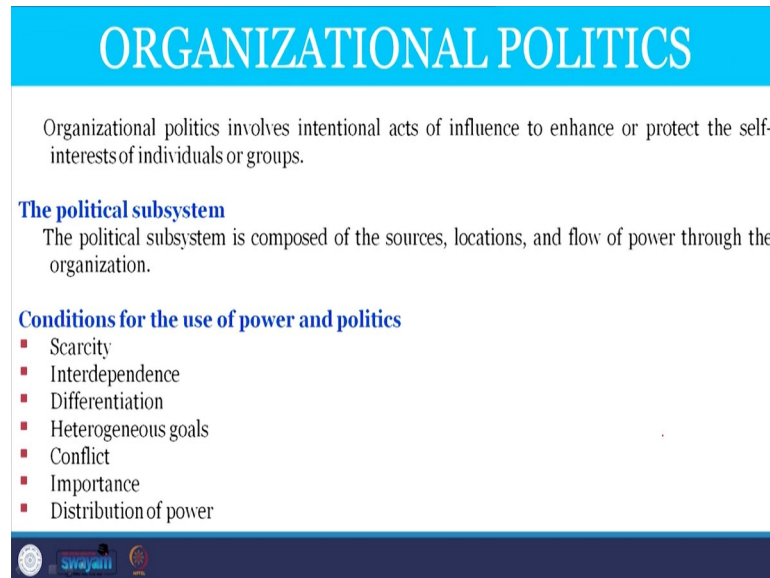
**POLITICS: POWER IN ACTION**

- Political Behavior
  - Activities that are not required as part of one's formal role in the organization, but that influence, or attempt to influence, the distribution of advantages or disadvantages within the organization
  - Legitimate Political Behavior
    - Normal everyday politics - complaining, bypassing, obstructing
  - Illegitimate Political Behavior
    - Extreme political behavior that violates the implied rules of the game: sabotage, whistle-blowing, and symbolic protest

What is political behavior? Activities that are required as part of the formal role in the organization. But that influence, or attempt to influence, the distribution of advantage or disadvantage within the organization. Legitimate political behavior, normally everyday politics explaining, bypassing, obstructing, illegal political behavior extreme political

behavior that violates the implied rules of the game sabotage, whistle blowing, and symbolic protest.

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**ORGANIZATIONAL POLITICS**

Organizational politics involves intentional acts of influence to enhance or protect the self-interests of individuals or groups.

**The political subsystem**  
The political subsystem is composed of the sources, locations, and flow of power through the organization.

**Conditions for the use of power and politics**

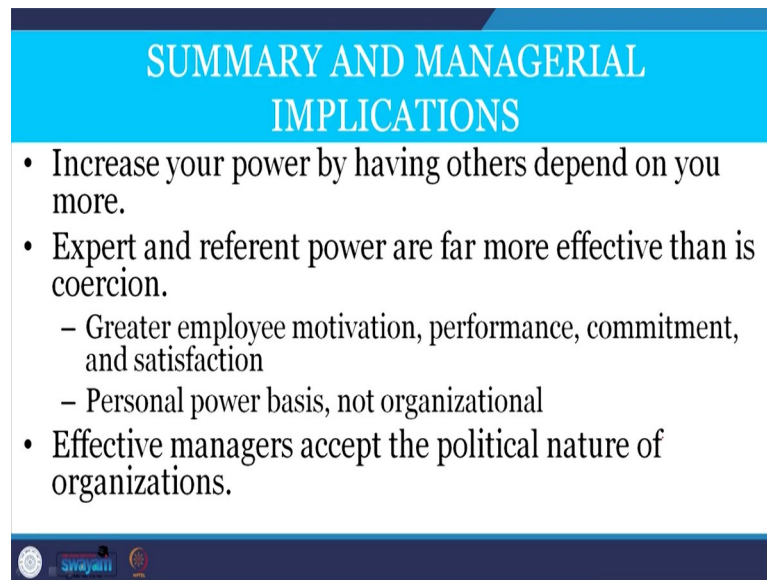
- Scarcity
- Interdependence
- Differentiation
- Heterogeneous goals
- Conflict
- Importance
- Distribution of power

The slide features a blue header with the title 'ORGANIZATIONAL POLITICS'. Below the header, the text defines organizational politics and the political subsystem. A bulleted list follows, detailing the conditions for the use of power and politics. The slide concludes with a dark blue footer containing logos for 'Sri Jayanti' and 'Sri Jayanti'.

What is organizational politics? Organizational politics involved intentional acts of influence to enhance or protect the self-interest individuals or organizations. The political system, the political subsystem is composed of resources, locations, and flow of power through organization. Conditions of use of power and politics: scarcity, interdependence, differentiation, heterogeneous goals, conflict, importance, distribution of power.



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**SUMMARY AND MANAGERIAL IMPLICATIONS**

- Increase your power by having others depend on you more.
- Expert and referent power are far more effective than is coercion.
  - Greater employee motivation, performance, commitment, and satisfaction
  - Personal power basis, not organizational
- Effective managers accept the political nature of organizations.

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Summary and managerial implications here is: increase your power by having others depend on you more. Expert and referent power are far more effective than is the coercion. Greater employee motivation, performance, commitment and satisfaction. Personal power basis, not organizational and effective managers accept the political nature of organizations.

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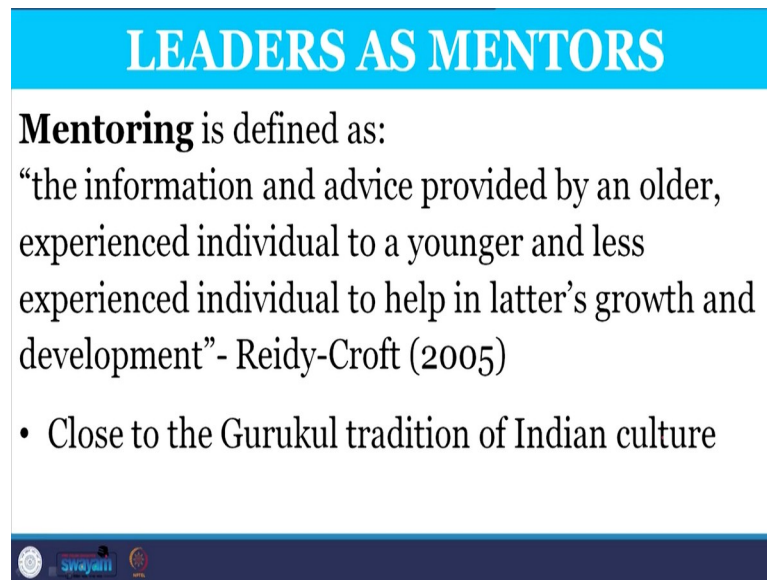


**LEADERS AS MENTORS**

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I will focus on how leaders can be mentors.

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## LEADERS AS MENTORS

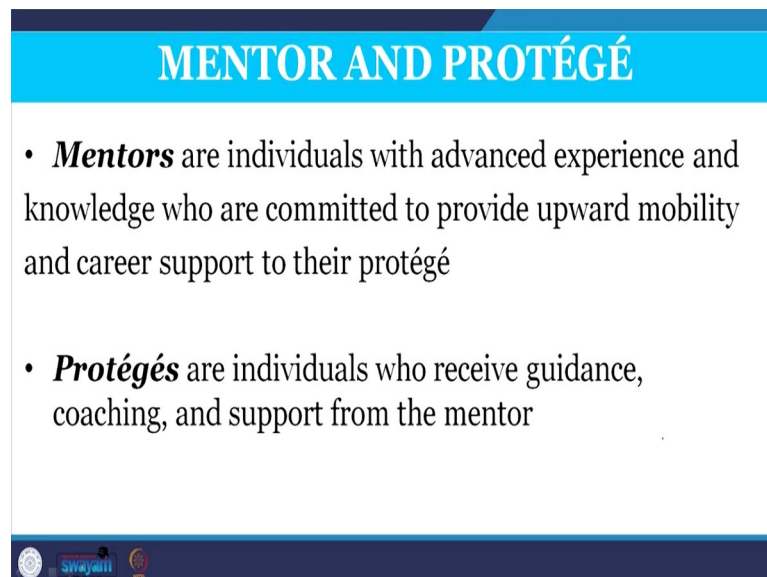
**Mentoring** is defined as:  
“the information and advice provided by an older, experienced individual to a younger and less experienced individual to help in latter’s growth and development” - Reidy-Croft (2005)

- Close to the Gurukul tradition of Indian culture

The slide features a blue header with the title 'LEADERS AS MENTORS'. Below the title, the definition of mentoring is provided in a quote, followed by a reference to Reidy-Croft (2005). A bullet point indicates that mentoring is close to the Gurukul tradition of Indian culture. The slide footer includes logos for Swayam and other educational institutions.

Leaders are also like mentors, mentoring is defined as “information and advice which is provided by an older, experienced individual to a younger employee and less experienced individual to help in the latter’s growth and development”. It is very closer to the traditional Gurukul board of learning in the Indian culture.

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## MENTOR AND PROTÉGÉ

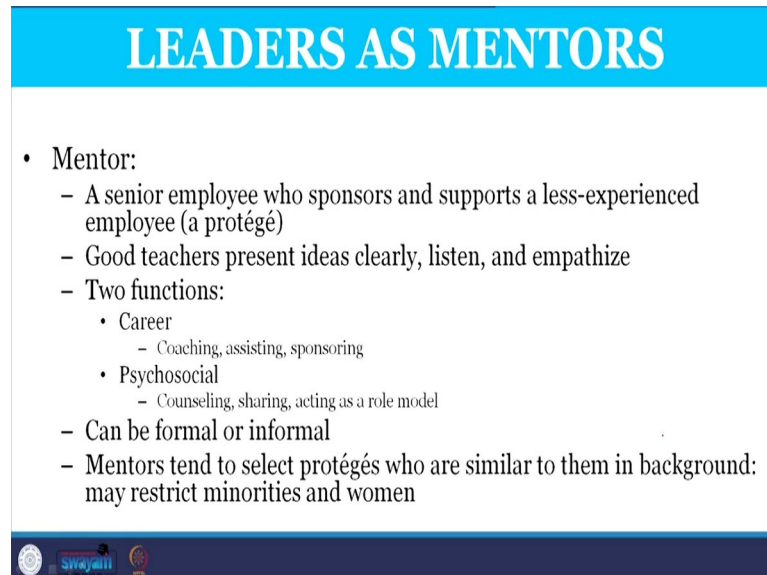
- **Mentors** are individuals with advanced experience and knowledge who are committed to provide upward mobility and career support to their protégé
- **Protégés** are individuals who receive guidance, coaching, and support from the mentor

The slide features a blue header with the title 'MENTOR AND PROTÉGÉ'. Below the title, two bullet points define the roles of mentors and protégés. The slide footer includes logos for Swayam and other educational institutions.

Mentor and protégé, mentors are individuals with advanced experience and knowledge who are committed to provide upward mobility and career support to their protégés.

Proteges are individuals or the subordinates who receive guidance, coaching, support from the mentors.

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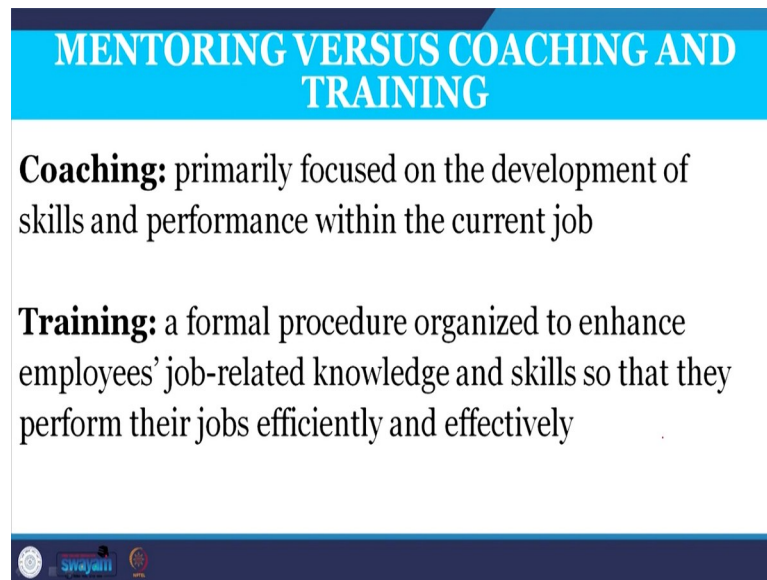
**LEADERS AS MENTORS**

- Mentor:
  - A senior employee who sponsors and supports a less-experienced employee (a protégé)
  - Good teachers present ideas clearly, listen, and empathize
  - Two functions:
    - Career
      - Coaching, assisting, sponsoring
    - Psychosocial
      - Counseling, sharing, acting as a role model
  - Can be formal or informal
  - Mentors tend to select protégés who are similar to them in background: may restrict minorities and women

Leaders also acts as mentors. Mentor is a senior employee who sponsors and supports a less-experienced employee. Good teachers present ideas clearly, listen, and empathize to functions are the career coaching or the coaching, assisting, and also sponsoring.

And psychological counseling, sharing, acting as a role model. The mentoring can be formal or informal mentors tend to select protégés who are similar to them in their background may restrict minorities and women.

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## MENTORING VERSUS COACHING AND TRAINING

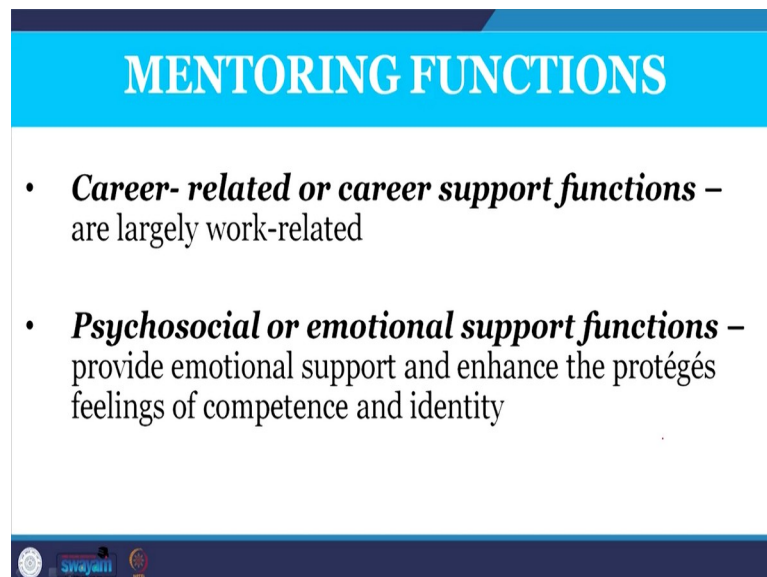
**Coaching:** primarily focused on the development of skills and performance within the current job

**Training:** a formal procedure organized to enhance employees' job-related knowledge and skills so that they perform their jobs efficiently and effectively

Swajathi

Mentoring versus coaching and training. Coaching is primarily focused on the development of skills and performance within the current job. And training is a formal procedure organized to enhance employees as job-related knowledge and skills. So, that they perform their jobs efficiently and effectively.

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## MENTORING FUNCTIONS

- ***Career- related or career support functions*** – are largely work-related
- ***Psychosocial or emotional support functions*** – provide emotional support and enhance the protégés feelings of competence and identity

Swajathi

Mentoring functions are career related or career support functions largely related to the specific task or the work. Psychosocial or emotional support functions provide emotional support and enhance protégés feeling of competence and identity.

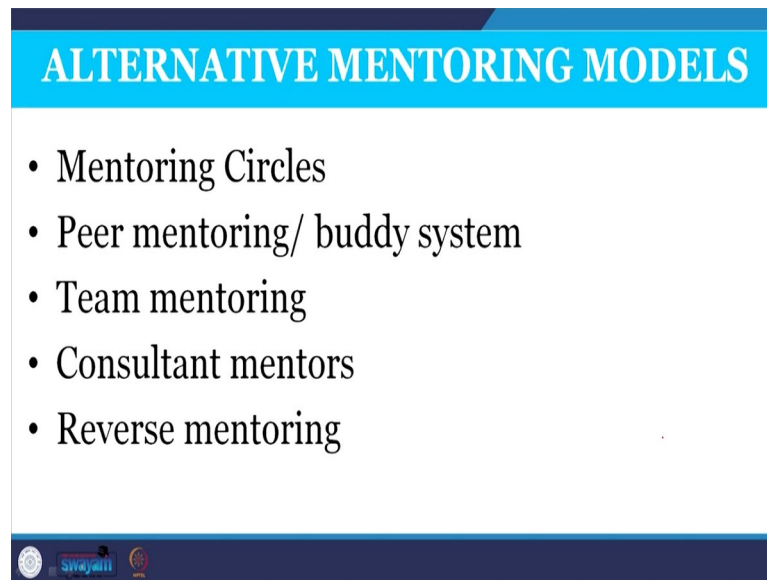
So, here we have been discussing leader leaders as mentors with respect to the organization. There are various employees whose performance need to be corrected, whose performance need to be to be improved and if the leaders act as mentors, they help them develop their competencies, they can be future ready, and if the leaders are like mentors, they can also stop employee attrition, they can help the work group be more inclusive where people can with differences can also be accommodated in the work group and collective performance of the organization can improve.

So, mentoring for functions career related or career support functions are largely related to the work. Psychological or emotional support functions provide emotional support and enhance the protégés feeling of competence and development or identity. It so happens that in a diverse work group where people with differences in age, gender, race, and abilities they feel alienated; and there are not only performance related issues, but also some psychological problems of this engagement emerge.

So, here if the leader takes into consideration understands the problems of the individuals and sympathizes or you can say he the leader empathizes with the subordinates, understands the performance flaw is not due to the inability to perform or not because of the or the performance has fallen, not because of the task inefficiency.

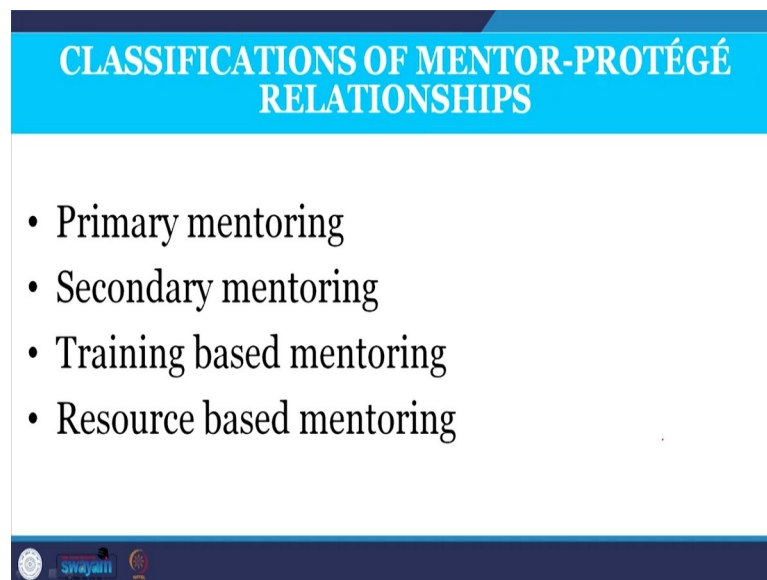
But because of some personal problems or some psychological disengagement then, the employee can be included the these are inclusive practices for improving the performance of organizations.

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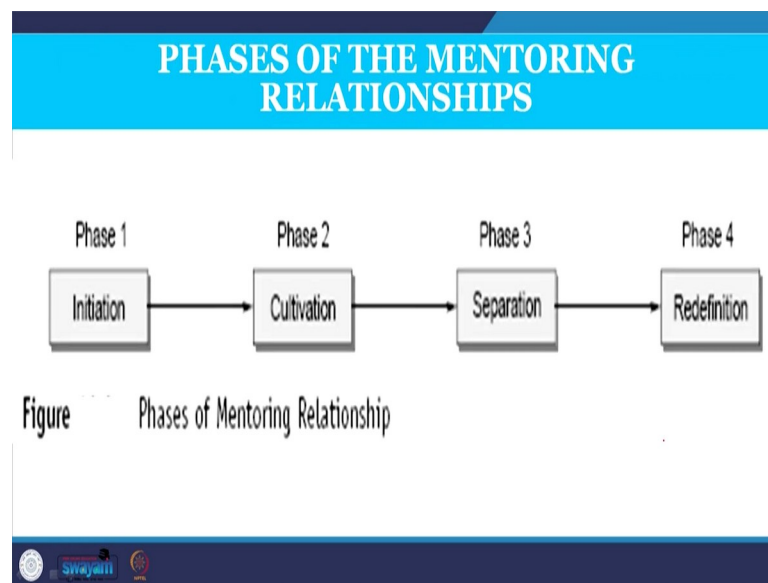
Alternative mentoring models are mentoring circles, peer mentoring, buddy system, team mentoring, consultant mentors, and reverse mentoring.

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So, classification of mentor protégé relationship: primary mentoring, secondary mentoring, training-based mentoring, and resource-based mentoring.

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There are different phases of mentoring relationship which starts with initiation, cultivation, separation, and redefinition. And these phases are important when an employee is mentored may have some inhibitions or hesitation, slowly the mentor mentee start developing or cultivating the relationship.

And then the mentor tries to overcome or help the mentee and tries to explore the problems of the mentee; and helps him develop or overcome the challenges in the work place. And slowly when the individual grows there is a separation and the mentor becomes the mentee develops him selves.



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## FORMAL VERSUS INFORMAL MENTORING RELATIONSHIPS

- Initiation of the relationship
- Basis of mentor-protégé match
- Purpose of the relationship
- Phases of evolution motivation to be a mentor
- Type of recognition for mentors
- Structure of the relationship
- Length of the programme
- Interpersonal processes

So, formal versus informal mentoring relationship: initiation of the relationship, basis of mentor protégé match, purpose of the relationship, phases of evolution or motivation to be a mentor, type of recognition of mentor, structure of the relationship, and the length of the program, and interpersonal processes.

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## COSTS/ RISKS ASSOCIATED WITH MENTOR- PROTÉGÉ RELATIONSHIPS

**Table 10.5: Costs Risks Associated with Mentor-Protégé Relationships**

Costs/Risks to the Mentor	Costs/Risks to the Protégé
<ul style="list-style-type: none"> <li>• Time and effort involved in developing mentoring <u>relationship</u></li> <li>• A poorly performing protégé may reflect poorly on the mentor's competency and judgment in the choice of a protégé</li> <li>• Risk of being displaced or 'backstabbed' by ambitious or disloyal protégés</li> <li>• Risk of being seen as playing favourites with their protégés</li> <li>• Protégés may lack the talent to perform at a high level</li> <li>• Protégés may not take feedback seriously</li> <li>• Protégés may play the mentor against supervisors or associates thus harming the mentor's reputation</li> <li>• Protégés may become highly dependent on their mentors</li> <li>• Protégé may become resentful</li> </ul>	<ul style="list-style-type: none"> <li>• Protégé may develop unrealistic expectations regarding career advancement or promotion</li> <li>• Protégés may become targets of jealousy and gossip</li> <li>• Protégés' success gets linked to the success of the mentor</li> <li>• Protégés may live in the shadow of the mentor; this may undermine their own feelings of self worth and independence</li> <li>• Protégés may get sucked into the political dynamics of the organization by getting associated with a mentor</li> <li>• When mentor loses in a major power struggle, the protégé may lose out too</li> <li>• Protégés may work under heightened scrutiny</li> <li>• The mentor may always take credit for the protégé's work</li> <li>• The mentor may not keep commitments</li> <li>• The mentor expects too much from the protégé by way of gratitude</li> <li>• The mentor may not be willing to 'let go' when protégés are ready for independence</li> </ul>

Adapted from: Burke and McKeen 1990; Murray 2001; Ragins and Scandura 1994

Costs and risks associated with mentor protégé relationship. The time cost associated with the mentor is time and effort involved in developing mentor relationship is not short

but it is a long-term investment, a poorly performing protégé may reflect poorly on the mentor's competency and judgment of the choice of a protégé.

So, initially certain hassles do exist: risk of being displaced or backstabbed by ambitious or disloyal protégés, there are also chances of the protégés if they are not honest or loyal or very ambitious the mentor does not find it comfortable of being seen as playing favorites with their protégé.

There are also problems which may lack of talent to perform at the highest level, protégés lack of talent, lack of interest, and protégés may not take the feedback very seriously. The protégés may play the mentor against supervisors or associates thus harming the mentors' reputations.

Sometimes they also may harm the reputation of the mentor; protégés may become sometimes very dependent on the mentors and they may sometimes be very resentful. Whereas, the protégés may develop unrealistic expectations, advancement, career advancement regarding the promotion, and career advancement they may become targets of jealousy and gossip.

Protégé's success linked to success of the mentor sometimes, these are some challenges. And protégés may live in the shadow of the mentor. Sometimes the mentor is so dominant, the protégé never grows. And protégés may get sucked into the political dynamics of the organization by getting associated with the mentor.

And so, these are certain problem which we come across in the mentor mentee relationship. The mentor may always take the credit of the protégés work and the mentor may not keep a commitment, the mentor expects too much, the mentor may not be willing to let go the mentee.

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## DESIGN AND IMPLEMENTATION OF FORMAL MENTORING PROGRAMS

- Determining the programme structure
- The mentor-protégé matching process
  - voluntary programme
  - mandatory programme
  - mentor's rank and department
  - frequency of scheduled meetings
  - length of the mentoring programme
- identifying mentors and protégés
- defining mentor and protégé responsibilities
- evaluating the mentor programme
- implementation of the formal mentoring programme

So, design and implement formal mentoring programs. How can be a formal mentoring program be designed, the mentor mentee match should be associated, there should be some voluntary programs, mandatory programs, mentors rank and department could be identified, and frequency of scheduled meetings, should be properly decide.

Length of the mentoring program need to be identified and identifying mentors and protégés; they should not be necessarily from the same departments defining mentors and protégés responsibilities. Evaluating the mentoring program should be a continuous process, and implementing the formal mentoring program.

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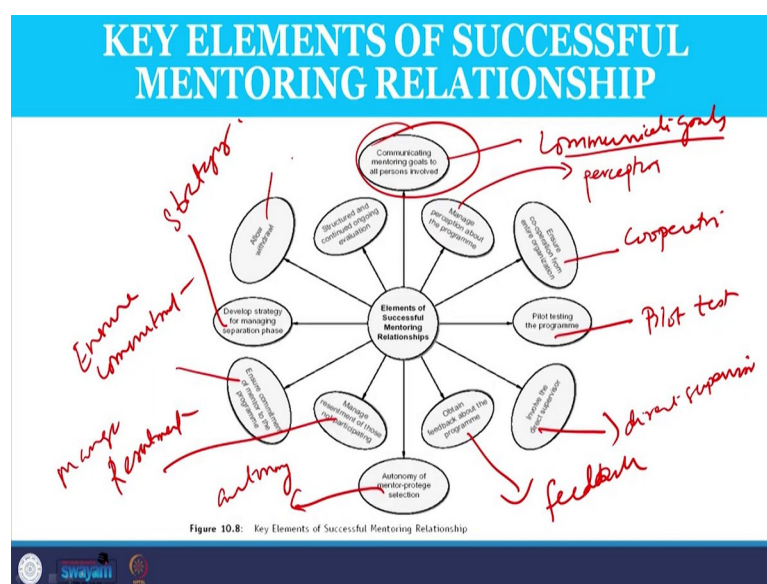
## MENTORING RELATIONSHIP: A STRATEGIC HRM APPROACH

- there should be clear business or strategic reasons for mentoring programmes
- goals of the mentoring programme should be integrated with the goals of the organization
- formal mentoring programme should support the informal mentoring relationships that already exist
- should support company values and help perpetuate organizational culture
- senior managers should be provided training to enhance their leadership skills

Mentoring relationship: a strategic HRM approach there should be clear business or strategic reasons for mentoring programs; goal goals of the mentoring program should be integrated with the goals of organizations, formal mentoring program should support the informal mentoring relationship, should support company values and help perpetuate organizational culture.

Senior manager should provide training to enhance their leadership skills.

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So, key elements of successful mentoring relationship are: communicating mentoring goals to all persons involved, communicate goals. Manage perception about the program, perception about the program. Ensure corporation from the entire organization, pilot testing the program, involve a direct supervisor, obtain feedback, autonomy of mentor protégée selection autonomy, manage resentment of not participating manage resentment.

Ensure commitment of mentor to the program ensure commitment, and develop strategy to maintain there should be a proper strategy to maintain separation phase and allow withdrawal.

So, what we have discussed so far. We discussed about what is power, we differentiated leadership and power and the basis of power, formal power and the basis of personal power; then, power tactics and we also looked into the leaders as mentors and what is mentoring, who are protégés and how leaders can coach and guide mentors.

Then finally, we concluded the discussion with some crises are associated with mentor protégé relationship. Certain problems that the mentor mentee relationship may encounter and we ended up the discussion with how leadership, how a mentor can be mentoring relationship can be made effective or what are the key elements of successful mentoring relationship.

Thank you.