Leadership and Team Effectiveness
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Lecture-12
Leadership for Tomorrow

In the last sessions we have talked about the different leadership models right from the leader member exchange theory, normative decision making style, Hersey and Blanchard's model, Fiedler's model contingency theories and models, Fiedler's model and then we have also talked the path-goal theory. So, after these theories so nowadays there are 2 concepts are very important.

One is the traditional management other is the evidence based management EBM and when we are talking about the EBM, so therefore currently what is happening? Currently means we will take certain period of the traditional management till today. So, question arises what is there in the future? So, that for the future the leadership for tomorrow that we will be talking about paradigm shift on leadership, shift in organizations, profiles of leaders for tomorrow.

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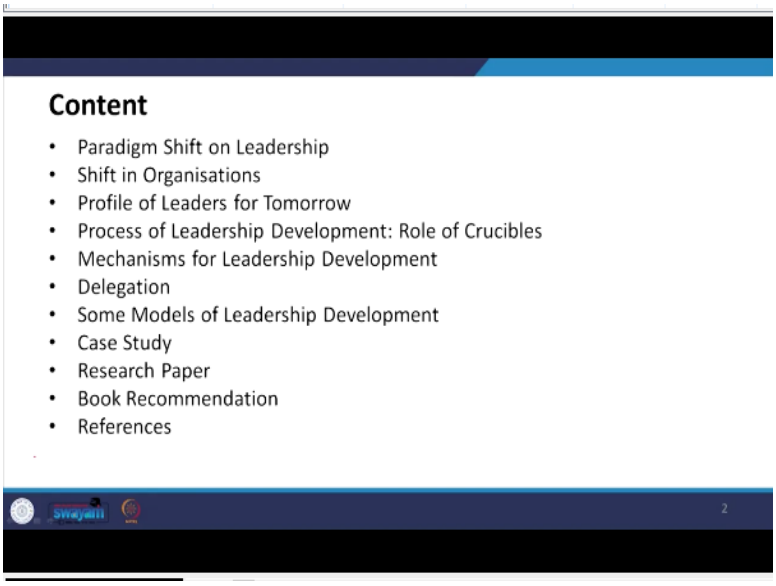

Process of leadership development role of crucibles, mechanisms for leadership development, delegation, some models of leadership development, case study, research paper, book recommendations and references are there.

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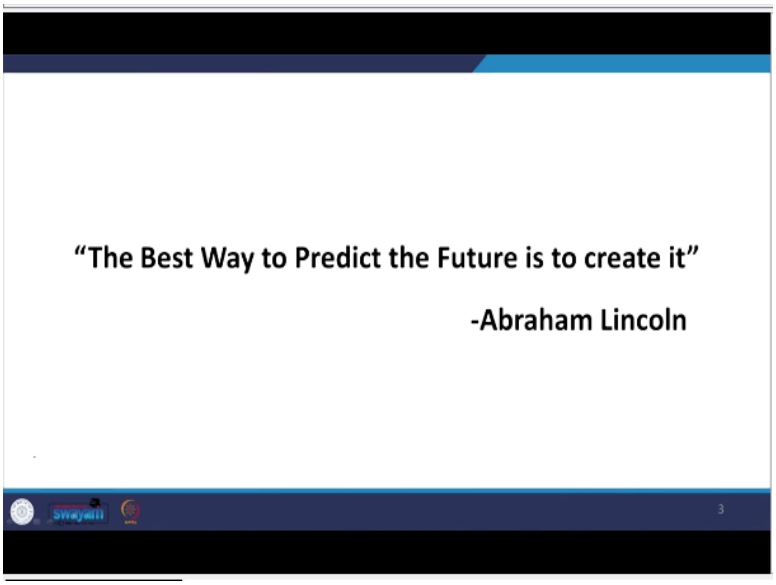

Now here whenever we are talking about the leadership and when we go by this particular code by the Abraham Lincoln it becomes that is our vision, what is the vision? So, like nowadays I am encouraging my all the students from the IITs and IIMs wherever I address them that is the heavy vision of the entrepreneur owner. So, traditional management while teaching MBA we were talking about be an effective manager, be a successful manager, you are a manager, but when we are talking about nowadays while teaching so I am encouraging them that is be the owner of your own business, maybe a startup or the entrepreneurship.

So, it is a question that is our generation especially India that is required to be having their own business and for having that particular vision they have to create it. So, that future is to creation, future creation. What is the leadership creation of future? And if you are able to create that future then definitely in that case not only you will be having the professional satisfaction but I am sure that is you will have the personal satisfaction also, may be the personal satisfaction much more than the professional satisfaction.

So, that leadership is this particular topic is teaching us how to create the future, what is required for the future? So, earlier we were talking about the great leaders and good place to work. And now we are talking about the great place to work from good to great place to work and the great leadership. So, what is the difference between the leader and leadership? And here we find that is the difference is whenever we are talking about that it is becoming the leader and followers.

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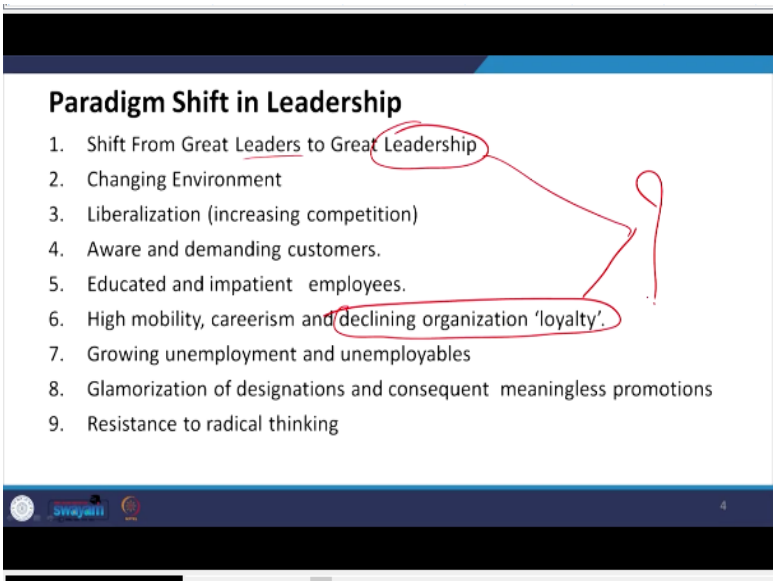

We have seen just in earlier sessions about the contingency models, follow leader, follower and situation. So, that leader follower situation this great leadership that is becoming very, very important and it is not the only the leaders. The difference is leaders means focus on self and leadership is it is a holistic approach. Now on base of this there is a changing environment, liberalization increasing the competition is there.

Aware and demanding the customers that is what type of these demands are increasing, educated and impatient employees. So, this is also earlier now the in one slide I have shared with you that is even these women managers, so their percentage is going to increase. So, that is education because of the education level is increasing. So, education is a level is in increasing high mobility. So, earlier people were looking for the home town and now they are looking for the global village.

So, therefore in that case here that is high mobility is there in the generation. Careerism is becoming the very, very important issues. Now husband and wife both are working and we will find many couples they are living separately because their careers are at the different places. So, this careerism and declining organizations loyalty. This paradigm shift is there and this is to be noted.

So, whenever you are having the declining the organization loyalty, so then your leadership that will be a question. Growing unemployment and unemployables, there is a other site, glamorization of designations and the consequent meaningless promotions. So, you are the

partners in the business, you are the presidents and other hierarchy is there. But does it is having any meaning of your contribution of yourself.

So, self respect and the next level that is always is becoming the question mark. Resistance to radical thinking is there and therefore in that case you will find that is whenever we are talking about this particular aspect that is how we are going for this leadership style? Then this leadership style that has to be shifting the leader paradigm shift and that has to be considered. So, here when we talk about the shift in organizations basically three dimensions are there, administration, management and leadership.

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In case of the leadership now you cannot wait for the long time. So, you have to take a decision very fast, quick decisions. So, faster decision making process that has become the demand for the organizations, de-bureaucratization. So, therefore in that case those days are gone when there was a bureaucracy was there. Now there is nothing like a bureaucracy and therefore in spite of the tall structure it is the flood structure which has been preferred.

So, therefore in that case if leader is here then the followers, so it is not that the followers will be having these followers and like this. This will not do rather than what is this all will be circulated into the circular place only. There is a horizontal structure de-bureaucracy is there. De-centralization is there; again this diagram we can use for the explaining this particular point. These are the power centric. Layer was the power centric.

And the power was totally centered here but now when we are talking about the de-centralization power is flowing from top to bottom and the administration is there and this administration of that leadership that has to be very, very effective and influential. Unless and until it is not very effective and influential then in that case it will not be working in a right direction.

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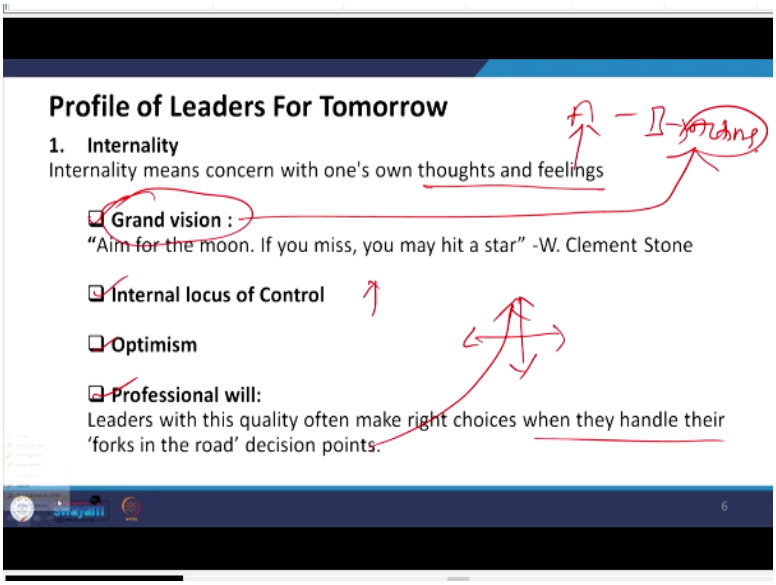

Now the profile of the leaders for tomorrow. What is the profile is there? That is the internality is there, this profile is required to be developed. If you want to be the successful leader for tomorrow, so internality means concern with one's own thoughts and feelings, this is here I would also like to mention about the cognitive dissonance theory. So, in the cognitive dissonance theory you will find that there is an attitude and there is a behaviour.

So, here this attitude, this will decide about your behaviour and behaviour will decide about your actions. Now when you are talking about the thoughts and feelings, this is the attitude, the way you will have the thought and feeling. Now what are your thoughts and feeling is there? As we are developing our personality on the basis of the heritage and environment, it becomes very, very important that is what sort of this development we are taking care?

What environment is provided, what heredity is provided, what is the situation is there and on the basis of this heredity and situation our thoughts and feelings are developed. Simple example that is a money, motivation. What motivates you? Money, power or social needs. So, therefore these owns that thoughts and feelings that will lead towards the grand vision.

So, when we talk about m for the moon if you miss you may hit a star. So, always not failure but low aim is crime.

So, therefore the profile for leaders is required they should have a very grand vision, if they do not have this grand vision then in that case what will be the action? So, this grand vision will direct you towards the action and here you will find that is if we are talking about this particular grand vision and actions are there who will be able to complete these actions? Actions will be internal locus of control.

So, therefore internal locus of control means belief in self, the leaders part tomorrow is required to believe in self, what is most important is this that is the when we are talking about the entrepreneurship, we are talking about the startups, we are talking about the boss of your own or that owner of an organization. So, for that the internal locus of control is required to be very high.

Unless and until you do not have that internal locus of control then definitely it will be very difficult to match your vision and to decide your actions, to match your vision and actions actually it is a belief in self, internal locus of control means belief in self and that is to be very high. Then the optimism; because the environment plays a very important role. If environment is supportive, so you are lucky enough.

But if the environment is challenging then to create the opportunities for the challenges, what does the challenges do? Challenges create the opportunity, is somebody challenge you, what it is an opportunity to prove yourself and therefore that optimism that positive approach towards the future that is very, very important. Leaders are to be very optimistic, like even if there is a dark night then the next day one fine morning will be there and this belief of the one fine morning every problem will be solved, problem solved.

So, therefore today we have to just think of the solutions to the problems and implement it. But if we think about this there will be no solution to the problems and these problems are headache for me. Then they will not be the leaders for tomorrow. All this is very, very important with the professional will. Leaders with this quality often make right choices when they handle their forks in the road decision points.

This is very, very important. I have talked about this earlier and there I talked about the intuition also. So, this professional will that is becoming very, very important. If you have that professional will to be successful then definitely you will be making the right choices. So, whenever you will come across any square, so therefore which direction will be the right direction? So, that is the way you handle and your decision points.

Decision points will be like here, so you are going upward. So, here it is very, very important that is the profile of the leaders that the individual personality, internality is required the grand vision among the particular person, internal locus of control, optimism and the professional will. If all these points are there then definitely in that case the leader will be successful.

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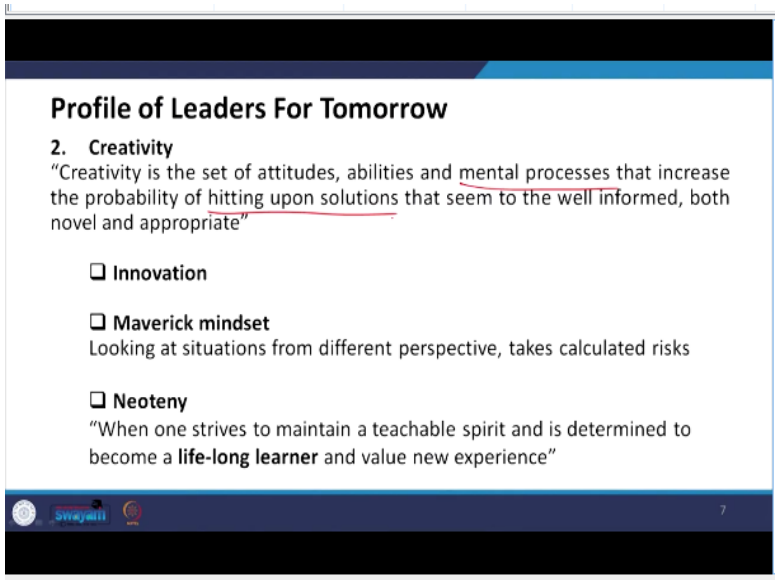

Now whenever we are talking about the next level of the leader and that is about the creativity and that is why I always emphasize on that is the solutions to the problems, you should be able to identify the solutions to the problems, so creativity is a set of attitude, abilities and mental processes. And that attitude we have talked about that cognitive dissonance theory and that is about that is the developing the positive attitude.

Attitude to find out the solution. An attitude is the FFO; some bosses are FFO fault finding officers. So, what they do? They will identify what is the fault do you have. So, that is attitude only, so whatever the best work according to you so once one subordinate said that this is my 100%, boss said your 100% is my 40%, there is an attitude because it is not measurable but it is an attitude.

That if you say 100% I am not happy I will say it is 40% for me. Abilities are there. What abilities are there? Abilities are is there a technical skills, human skills, conceptual skills, analytical skills, decision skills are required. So, therefore that analytical skills creativity. Creativity identifying the solutions whenever we are talking about the identifying the solutions and then it is very important you have the big data and data into analysis and the data into information, information into knowledge, knowledge into wisdom, wisdom into truth.

So, therefore indicate that abilities are required and mental processes and like the CPU you have, so therefore in that case that mental process is what as earlier talked about the internality. Mental process is about the internality. What is the internality? Internality is about your grand vision, your internal locus of control, your optimism. If that is your mental process is there positive mental process which we have talked about grain vision, locus of control, optimism and professional will.

So, this will be the mental processes. If we have these mental processes that increase the probability of hitting upon solutions. Ultimately what happens? Internality is high, ability do you have that knowledge about that particular this your job and your attitude is positive that will increase the probability of hitting upon the solutions. So, you are well informed both novel and appropriate is there.

So, now whatever the solutions you will come out? You will come out with the positive solutions are there. Now here whenever we are talking about the second is the innovative ideas, innovation is there, because challenges are new. So, whether it is a political or social or economical or legal or technological whatever these the problems are there you are required to be the innovative, innovation is organizations, new product development when we are talking about.

And therefore this NPD new product development it is becoming very, very crucial factor for the success of the organization. Then the maverick mindset looking at situations from different perspective task and calculated risk, simple example I will give you about the downsizing of the main power, how will you do the downsizing of the main power? So, somebody will say that we will remove them is it that easy? It is not easy.

Labour laws will not allow you to do that and therefore in that case we have to see that is how we can do, somebody will say that is the offer them VRS, volunteer retirement scheme is it that easy? It is not easy, the money is required, already your organization is into the crisis. So, therefore in that case the mindset is required to be the very, very positive then the new attorney. When one strives to maintain a teachable spirit and is determined to become a lifelong learner and the value new experiences is there.

So, therefore it will be a always important that is whenever we are talking about the solutions to the problems, so we are becoming always in an learning mode. There is no end to knowledge, everybody whatever knowledge he has then again there are the certain additional inputs are there which he can gain as a knowledge. So, therefore it is becoming a lifelong learner and value new experience is there with every step of the life it is a new experience, new type of people, new technology, new processes, new resources. So, therefore this new attorney will be there.

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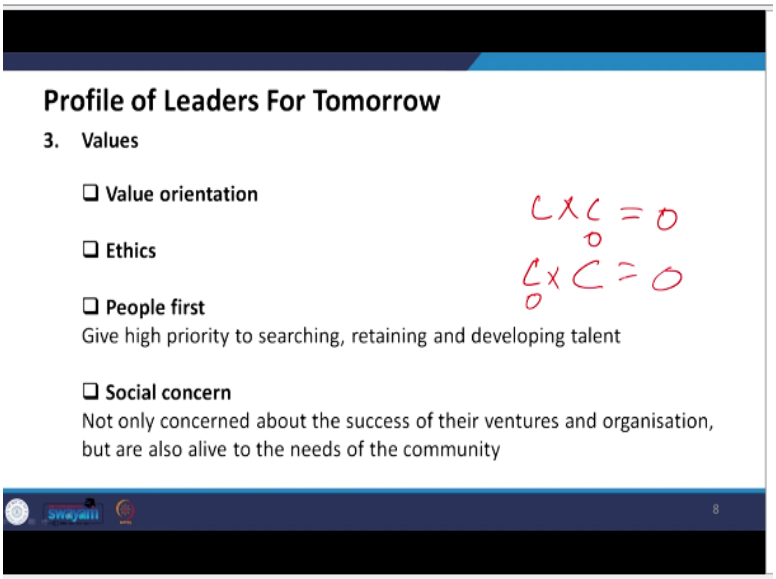

The values are this value orientation then the ethics and people first. So, here it will give the high priority to searching, retaining and developing the talent is there. So, the third one after this internality and the creativity is there and it is about the values. So, this value orientation simple value is it is honesty, integrity, whether the person is having those value systems or not, the ethics. So, whether the decision making process where ethical or not.

So, whether you are supporting the merit or you are supporting your biasedness. So, therefore that is to be also checked. People first always whenever you are taking a decision it is not the profit, so therefore in that case it is very important that is the right people are with you, I would like to give that a example when the Arjun and Duryodhan went to Sri Krishna and when the Sri Krishna asked it is what do you want, to whom you want?

You want my army or me and Duryodhan said that it is the army and Arjun said that is I want you, so here you will find that is it that talent searching of the talent. So, how do you recruit your talent that your recruitment process that HR planning that is being for a leader making the team. That is how he creates that you identify the team members and how they make the team.

Here just to remind you I have mentioned you about the formula of competency and convenience. Competency means we in the people first in identifying the talent we have to see those who are having the technical knowledge, that is job knowledge, technical means not technology job knowledge first and then convenience those who will follow you the loyalties with you, otherwise the highly competent person zero loyalty, it will be zero.

So, therefore in that case it is the competency into convenience. So, you will take the convenient people only, so it is the comp here if I will put this convenience 0 and very highly competent person but he is not even loyal with you what will be the outcome? Highly convincing, so very convenient person, so whatever you say he says yes boss. But his competency 0 what will be result?

Zero and therefore it is important that whenever we are selecting the team in the team effectiveness for the leader it has to be the people first on the basis of the competency and convenience. Social concern not only concerned about the success of their ventures, it is this point nowadays as highly mentioned that is the leader should not focus on the self they have to focus on leadership as we have seen in the first slide.

So, what it means? It means that that is a follower and situation the society, you are working for what? If you are working for the your own gain it will not be successful, you will not be able to run for long time and therefore there is requirement is there that is the need for the community you are serving for the community is there.

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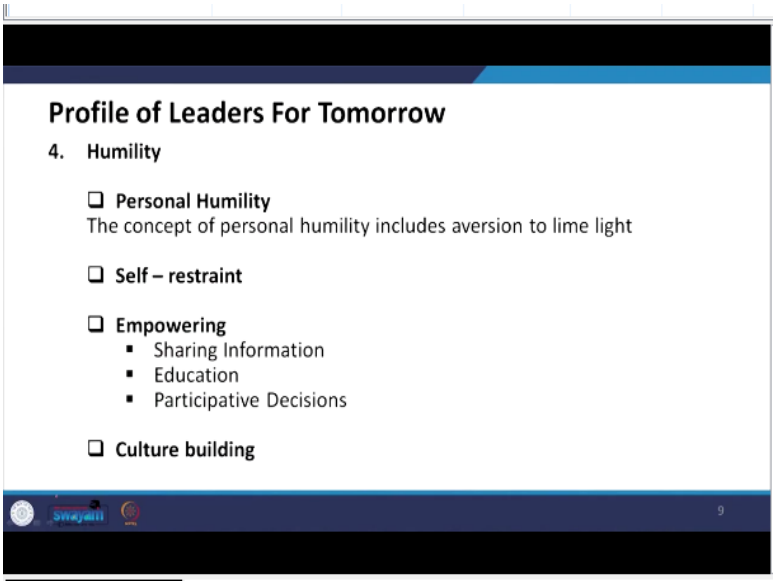

Then the personal humility, the concept of personal humility includes the aversion to lime light, always have the personal humility is important. Self restraint, so these are personal goals which are to be very much concerned with the society and not only focus on self. Empowering your team effectiveness will not be there. If I have seen some bosses, I will do I will do myself, then it is a group, it is not a team. So, that sharing the information, education, participatory decisions. These are the mechanism, so when you empower your group members then definitely you are making the team effectiveness.

If you do not empower, you do not educate your people that tomorrow he will dominate me lack of self-confidence, not a successful leader. So, therefore this empowering is very important. Culture building; what type of culture do you have? So, therefore when we talk about it is a culture of integrity, so then definitely that leader has to prove a culture of integrity is there. The fifth point is that is a networking. So, networking competency development with their organizations and with the strategic outside groups and organizations are there.

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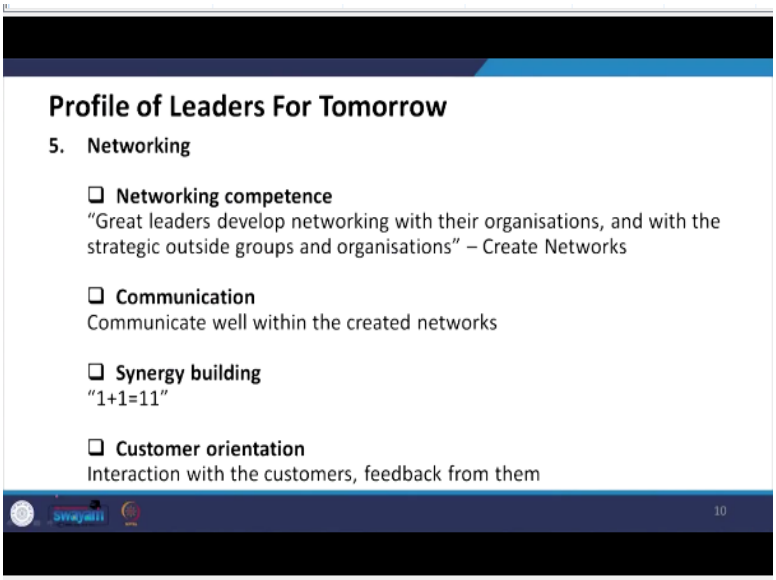

And when they are having the proper networking, communication with the created networks. So, suppose you are having the networking and then you do not contact the person with whom you are having the networking for these so many months and years and suddenly one day you contact will it do? It will not do why? Because that is there was a communication break. So, therefore please have the well connect with your networking.

Synergy building, 1 + 1 = 11 that is why it is a behaviour science. So, it is not the only science it is an art also. So, that is what we are talking about when we will work together then we can win. The customer orientation, interaction with the customers, feedback from them because ultimately business is for what? Business is for their functioning with this particular the customers only, only then we will be able to survive. So, what is the role of the crucibles are there?

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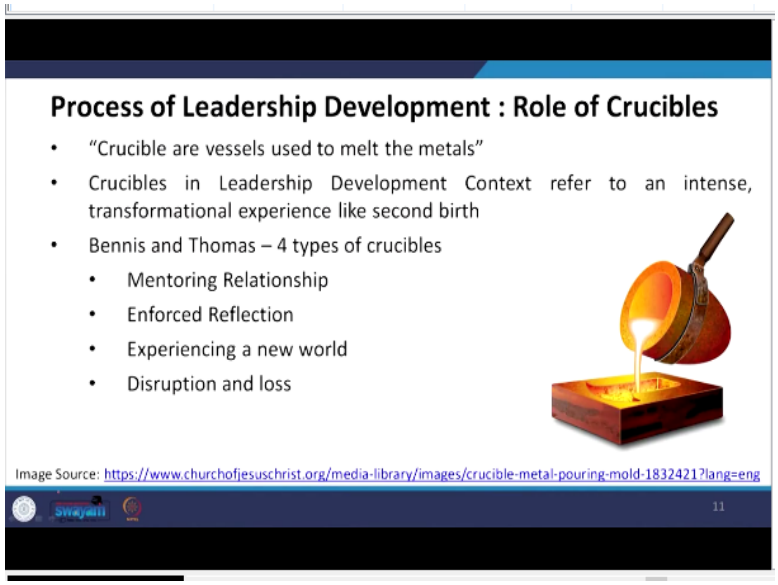

These are the vessels used to melt the metals crucibles in leadership development context refers to an intense transformational experience like the second birth is there. So, 4 types of crucibles mentoring relationship and then you change the person make them the leaders, enforce reflection by force, experiencing a new world that is let learn by themselves, disruption and loss that is a negative approach is there.

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And when these type of the approaches are there then definitely you will not be able to develop the leaderships. Then how to develop leadership? The proper recruitment as I mentioned that is the eligibility criteria that is the entry. So, therefore you should be very careful, so therefore write in write out. So, recruitment is very, very important but with the period of time you have to give them the training.,

And when you are providing them training then definitely there will be the leadership development will be because they will have those skills which are required for tomorrow. Delegation; I have talked about it is yes you have to give them the empower; empower with the rights and therefore but you are keeping the responsibility with you then it will be delegation.

360 degree appraisal will be there involving all the stakeholders. So, then they can connect with you. Mentoring is there in that case personal connect is there. Matrix career planning is there including the early dimensions. Sabbatical is there where you are giving them the sabbatical and they are able to develop themselves. Reward system that which motivates them and the group competition for the creativity and innovation is there and this group competition is with the positive approach.

If we are having this leadership development processes then definitely we will be having all these functions as I mentioned about the delegation. So, therefore has some inner power and that is you identify the strength of the employee and when you are having this empowering of this individual identifying his strength.

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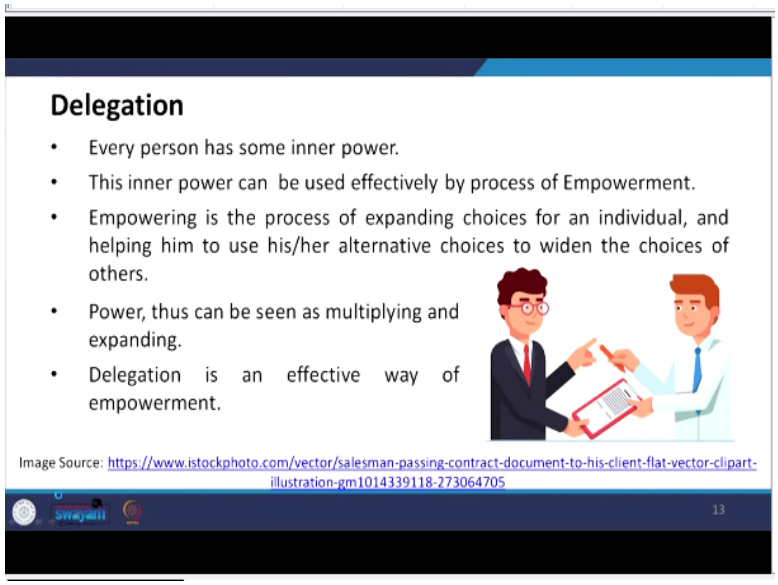

You will be definitely have these effective way of the empowerment will be the delegation will be there.

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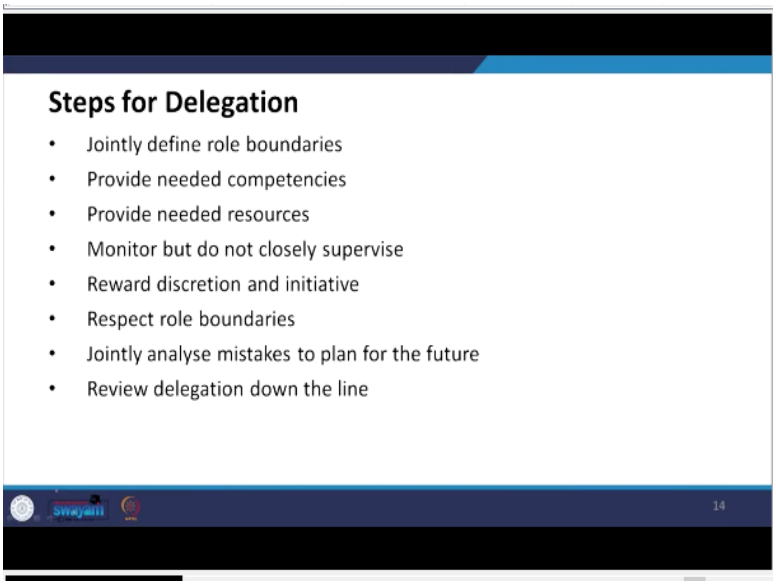

So, here we have discussed the delegation earlier also in previous slide that is identify the right person, motivate the person, reward the person and then in spite of that if you are not getting the results then definitely in this case even after your monitoring you find that is there has been the mistakes to plan for the future is there. Then review delegations will be there. So, there are some models of leadership development by the companies I would like to take Infosys, Wipro, RPG model in the BPO industries is there.

So, this is the 9 pillar model is there in the Infosys for the leadership development. So, 360 degree feedback, developmental assignment, Infosys cultural workshop is there and about the organization culture, development relationship, leadership skills for the training, feedback intensive programs, systematic process learning, community empathy and the action learning is there.

Whenever we are talking about the Wipro that is the customer orientation, strategic thinking, self-confidence, commitment to excellence, willingness to groom other leaders, ability to work in teams, adoptability and self-initiate to others are there. So, therefore in that case you will find that is the ultimately in both the models you will find what is the common is. Common is that is about the work for the society.

So, developing the leaders to serve the society to community and therefore this community approach that is required. So, that is why even when we are about the CSR and R so here many organizations and they are going by their own style of developing the society is there. Here a very good example has been given of the objective setting is done on leadership

development by Wipro, life cycle leadership programs are there. And on basis of this whatever the early opportunities actually why we are studying all these things?

So, that we can catch the earlier opportunities and therefore the developing the leaders requires the earlier opportunities are there which will be decided by the HRU and planning is there. Whenever we are talking about the objective setting is there that is a goal and vision of the leader that will decide about that particular objectives are there. On the basis of the competency based performance appraisal 360 degree and the community service is a customer inputs are there.

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Figure : Building Leaders at WIPRO – The PROCESS

Centered inputs are there then definitely we will be able to do.

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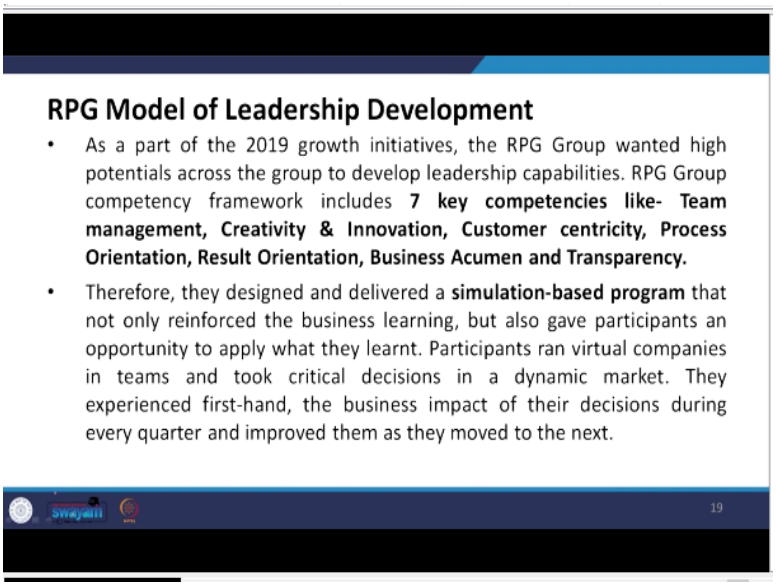

When we are talking about the another model of the RPG model, so there are see like these we have seen the 9 and 8 by the Infosys and Wipro here the 7 key com competencies are there. Team management, creativity and innovation, customer centricity, process orientation, result orientation, business equipment and transparency is there.

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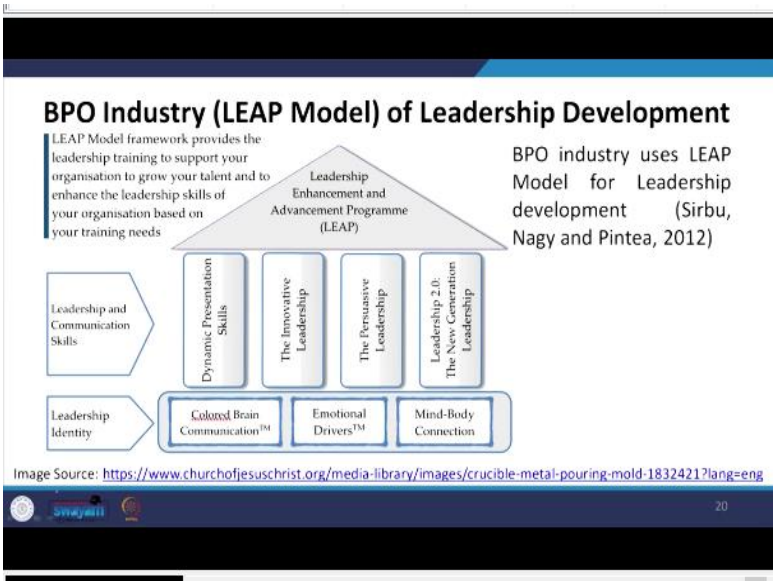

So, whenever we are talking about these the BPO industries models are there; there is a leadership and communication skills, leadership enhancement and advancement enhancement is there and the leadership identity is there. So, BPO industries are using this LEAP model for the leadership development and ultimately this leadership when we are talking about the 2.0 that is a new generation leadership. And this new generation leadership will be working with the, connect with the mind and body connection is there.

And in the corona time also we have seen that is these types of models they are becoming the highly required and making the successful to the leaders are there. Here these are public service commission's the case study is given which is talking about the leaders for tomorrow. And here it is a question is that is the very beautiful concept is given in this case study that is the cultivating the future talent through the coaching mentoring and feedback counseling and development.

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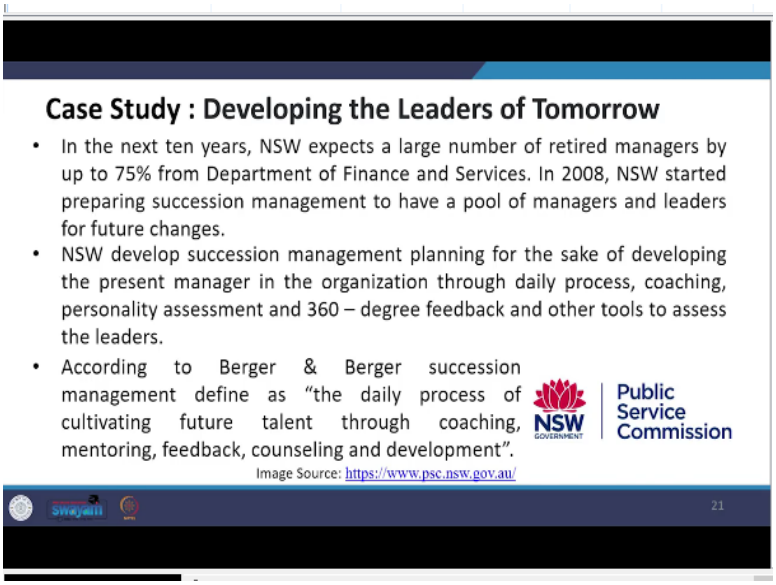

And there is a succession planning is there.

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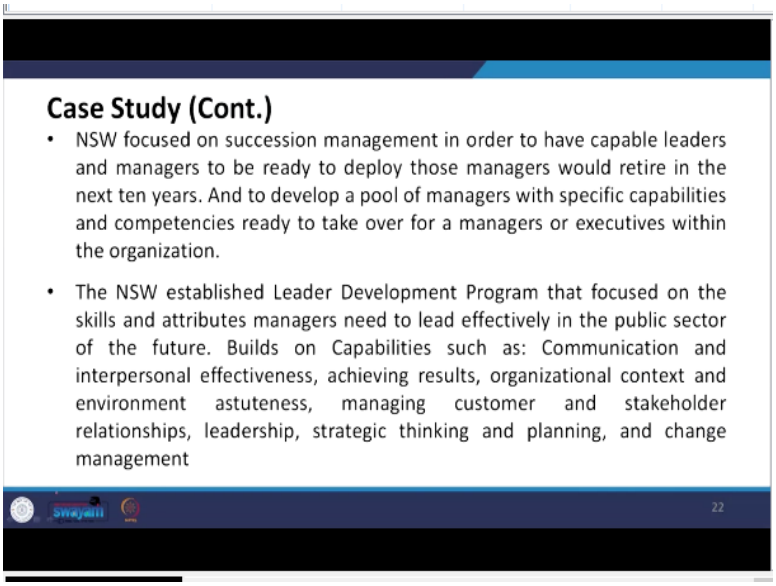

So, in this case the succession planning NSW focused that is because one this level of the managers or leaders they will go up, so next level has to take their place and there should not be the vacuum. If there is a vacuum then there is no leadership development. So, NSW has established a leader development program, there is a focusing on the developing the skills and attributes. And as a result of which what are the capabilities are required in the leaders?

Communication, interpersonal effectiveness, achieving results, organizational context and environmentals are there. So, all these the collective approach and that will leader this program for these different levels of the employees then aspiring managers, new managers, business managers, senior managers and executives. Every level because you see the

succession planning will be right from the top to bottom and whenever the any level where you are shifting to the next level then there lower level of that particular hierarchy the person from that level is supposed to take because the internal culture.

Internal culture is becoming very, very important. So, but the performance is measured to the 360 degree and new and business managers the data file which was collected using the standardized survey was done. For senior managers and executive level it is built in constructive behaviour leadership. What is that? There is a through 360 degree you find out assess your leaders and identify that where are the behaviour, where the mostly adopted work is required?

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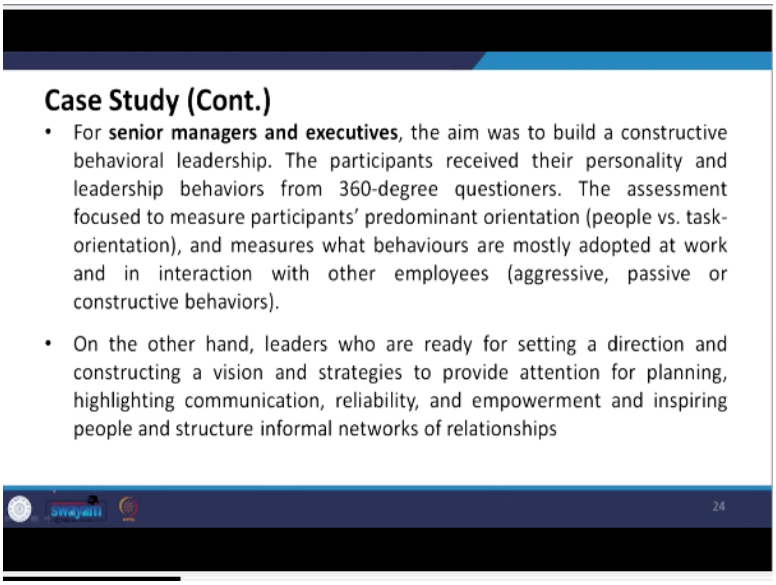

On the other end leaders who are ready for setting a direction and the constructing vision strategies then they will go for this planning, highlighting communication and reliability is there.

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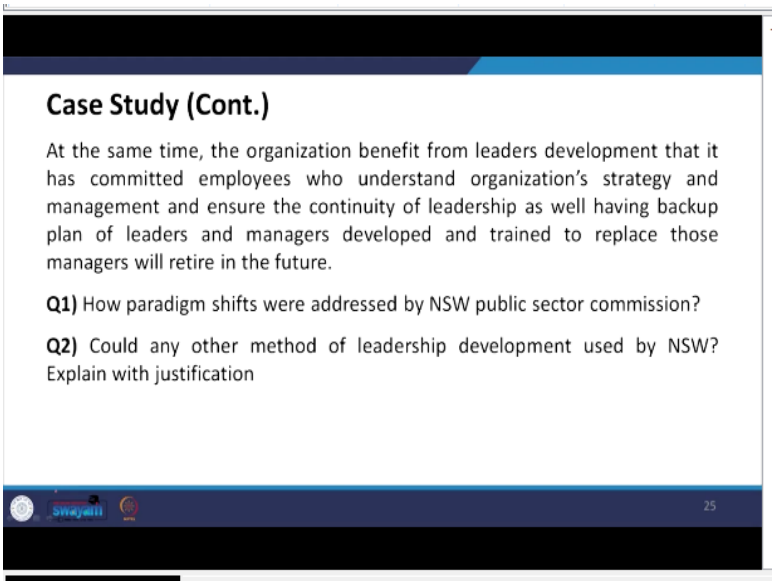

So, now by this structured way of developing the leaders is there and that it is committed employees who understand organization strategy and management and ensure the continuity of leadership as well as having the backup plan for leaders and managers to replace those managers will retire in the future. So, therefore in that case yes you are some top most level of the managers they are going to be retired and then these new developer leaders they will take the positions.

And they are well aware about the organizational strategies. These are assigned for your assignment how paradigm shifts were addressed by the NSW public sector commission? Could any other method of leadership development used by NSW explained with the justification you can analyze. As usual we are having these research papers delegation outcomes, perceptions of leaders and followers satisfaction.

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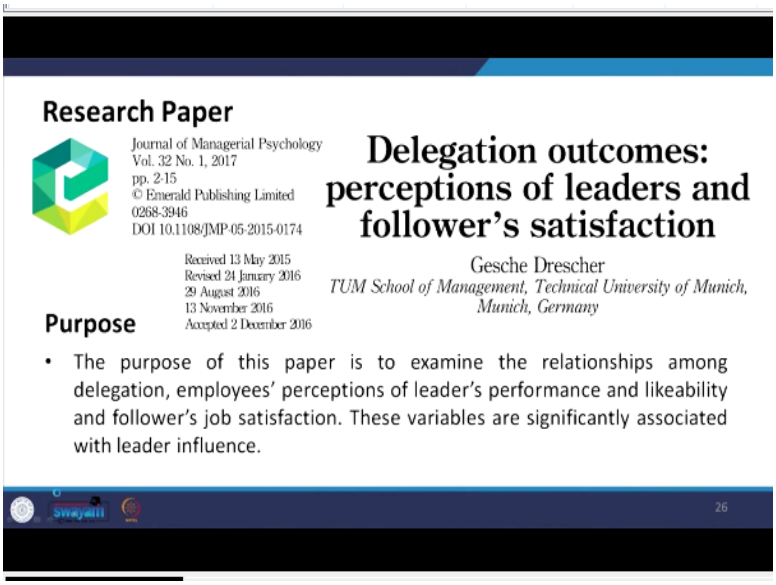

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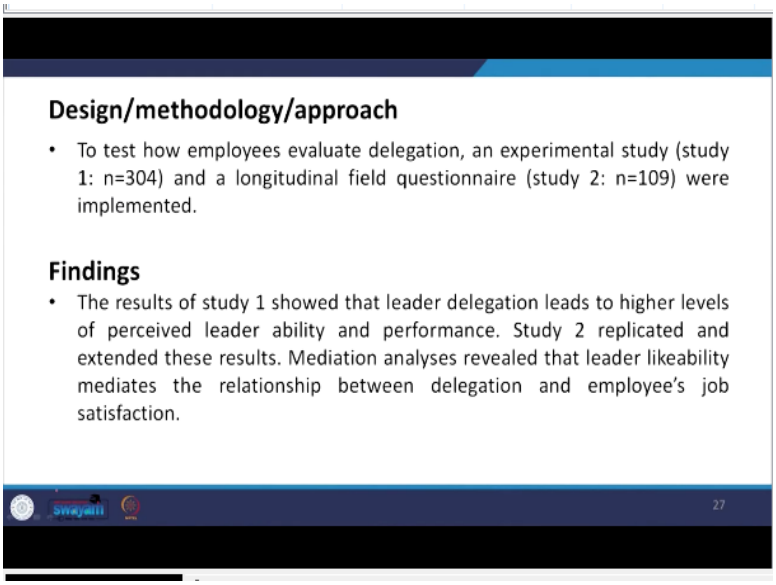

It is always important that is we have to go for the delegation. Here the finding of this paper also is mentioning about ability and performance and extended these results that is the mediation analysis revealed that leader likeliability mediates the relationship. So, therefore leader has to be having that like by the followers.

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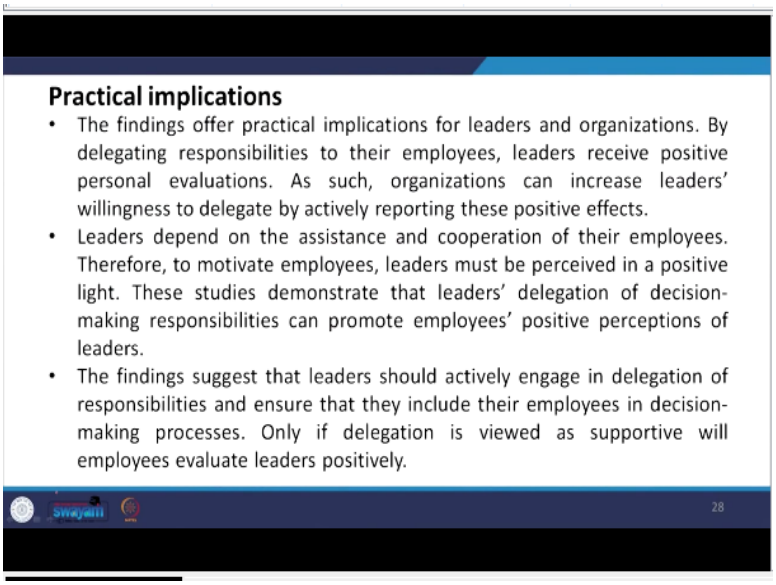

The findings offered by this particular paper is to delegate by actively reporting these positive effects leaders depend on the assistance and cooperation of their employees therefore to motivate employees and leaders must be perceived in a positive light. The findings suggest that leaders should actively engage in the delegation of responsibilities and ensure that they include their employees in decision making processes there which we have talked earlier.

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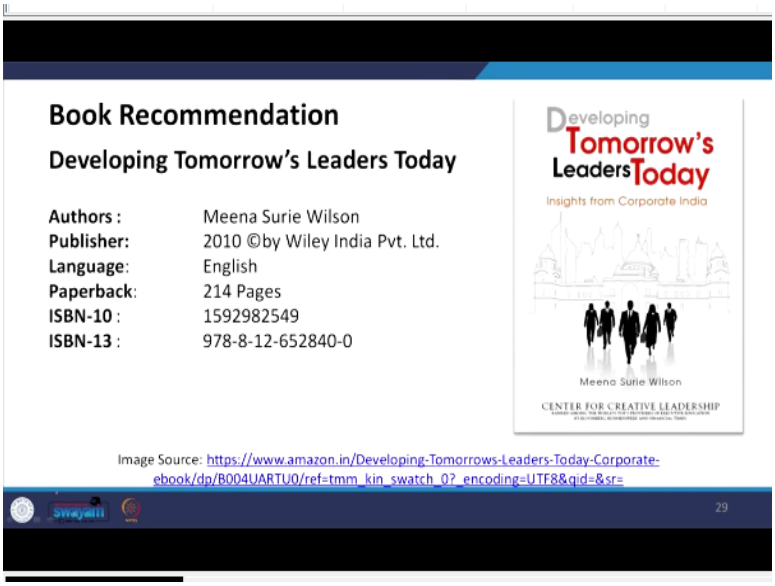

As usual I have some recommendations for the books also, developing tomorrow's leaders today, inside from corporation.

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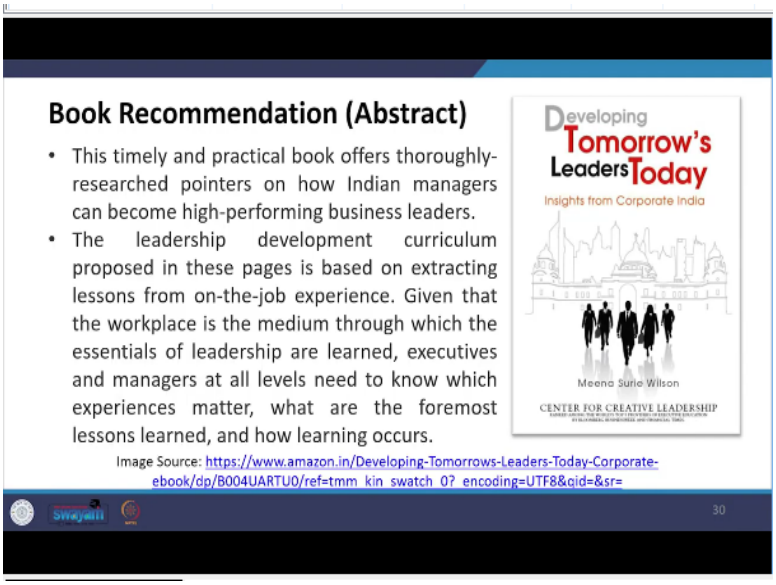

And there in this book how the author has talked about lessons from the on the job experience.

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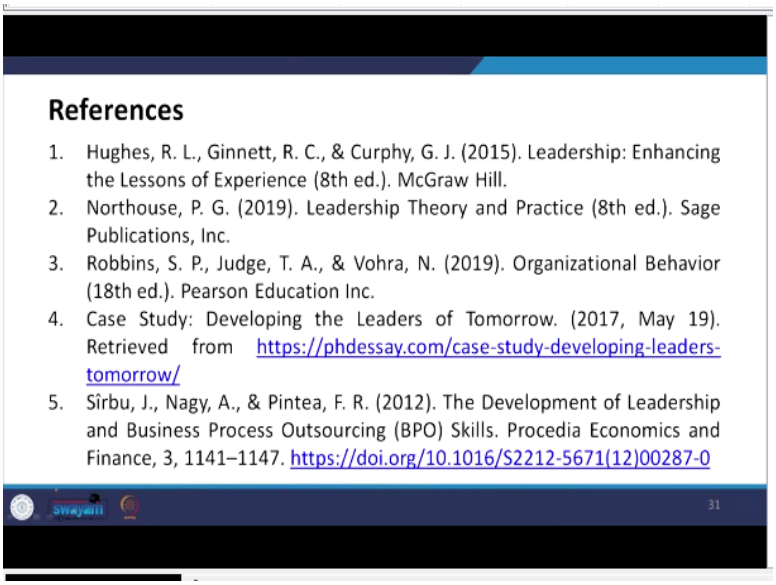

And this is a very, very practical approach book which will be helping you to develop that leadership for tomorrow. So, therefore developing the leadership for tomorrow it is becoming very easy, you have to go by these different models can take examples and then adopt at your workplace; I am sure that is the organization will never have a vacuum and through succession planning of developing the leaders for tomorrow it will be successful organization. These are the references for your further studies, thank you.