

**Leadership and Team Effectiveness**  
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**Lecture – 20**  
**Leadership and "Doing the Right Things"**

Now, a fascinating topic. Today, we are discussing in this particular session that is doing the right things.

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**Content**

- Leadership and "Doing the Right Things"
- Moral Leadership
- Five Ways to Develop Moral Leadership
- The state of moral leadership today
- Inclusive Leadership
  - Six traits of an Inclusive leader
  - Tips to boost inclusive leadership at work
- Understanding Theory X and Theory Y
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Moreover, here, we will talk about leadership and doing the right things, moral leadership, five ways to develop the moral leadership, the state of moral leadership today, inclusive leadership, six traits of an inclusive leader, tips to boost inclusive leadership at work, understanding the theory X and theory Y, shared leadership and the as it is, we will be talking about the research paper, case study, book recommendations and giving you the references for the further studies.

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Leadership cannot just go along to get along . . .  
Leadership must meet the moral challenge of the day.

**Jesse Jackson**




So, it is not the leadership; it is just to go along to get along; it must mean the moral challenge of the day, and therefore, it is very interesting in that case. So, it is not by hook or crook. The message is that we have to go with our leadership, and to influence and get things done or get along with others, the moral challenge has to be met.

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**Leadership and “Doing the Right Things”**

- There is a distinction between leaders and managers that says leaders do the right things whereas managers do things right.
- The phrase *doing what is right* sounds deceptively simple. Sometimes it takes great moral courage to do what is right, even when the right action seems clear.
- Leaders set a moral example to others that becomes the model for an entire group or organization, for good or bad.
- Leaders who themselves do not honor truth do not inspire it in others.



Moreover, therefore, how we can go morally with influencing our followers. So, doing the here is the right thing. So, we have to be very careful not to follow whatever requirement is to be met. Often, the leader is pressured to influence others, get work done and adopt unethical practices. So, that is to be avoided.

So, there is a distinction between leaders and managers that says leaders do the right things, whereas managers do the things right. Furthermore, therefore, I always keep on saying these

things. So, those leaders have to do the right things. Moreover, managers do whatever has been told to them, which sounds deceptively simple; it takes great moral courage to do what is right even when the correct action seems clear.

Leaders set a moral example to others. So, that becomes the model for the entire group or organization, and the leaders who do not honour truth do not inspire it in others. This is also very important. I remember when I was a labour officer when my first boss told me that if it was possible to do while negotiating with the union if it is possible to do so, then say yes.

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### Moral Leadership

- Moral leaders, are the individuals who direct, motivate, organize, creatively manage, or in other ways move groups towards morally valuable goals.
- Leaders might be in position of authority within a corporation, or they might not be.
- Leadership can be shown by individuals participating at all levels of organizations.
- Moral leadership is providing values or meaning for people to live by, inspiration to act and motivation to hold oneself accountable.





Image source: [https://www.tutorialspoint.com/organizing-ethics/organizing-ethics\\_moral\\_leadership.htm](https://www.tutorialspoint.com/organizing-ethics/organizing-ethics_moral_leadership.htm)

Moreover, otherwise, do not say that to get the negotiation done, wage agreement is done, do not say yes, because later on, you will not have the face to show you are leaders, union leaders and then, in that case, you will lose that moral forever. So, that lesson is about moral leadership. So moral leaders are the individuals who direct, motivate, organize, creatively manage or, in other ways, move groups towards the morally worthwhile goals are there.


So therefore, in that case, this is that motivation is very, very important. So, individuals who are becoming these leaders' position of influencing others should motivate others to follow the right things are there, and the leaders might be in a position of authority or may not be. So sometimes he is in authority, sometimes it is not the positional power, which can be used by individuals participating at all levels of the organization.

It is not only at the few levels, but rather, it has to be at all the levels. So moral leadership provides values or meaning for the people to live by, inspiration to act, and motivation to hold oneself accountable.

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### Five Ways to Develop Moral Leadership:

1. **Identity a set of values**
  - Moral leaders guide themselves with values and ethics that they develop over time and with experience.
  - Examples of values include integrity, respect, accountability, community, inclusion, fairness and service.
  
2. **Manage your ego-** Moral leaders have a sense of self and are not threatened by others. But they also recognize that their self is not the most important thing and that leadership is not about them. Leadership is about serving others. It is not about you or your interests. True leaders value other people and put the interest of others first.



Source: <https://www.weforum.org/agenda/2018/01/c-suite-moral-leader/>

Furthermore, I tell you that the leadership journey will go long whenever you have moral leadership. If you do not have moral leadership, after some time, in the beginning, you will go fast, but one day, there will be an accident; if you have moral leadership, you may go slow, but definitely, you will reach your destination.

So, being like a driver's seat is a leader; we have moral values and identify a set of values. So, moral leaders guide themselves with values and ethics that they develop over time and with experience. Furthermore, this is true. As time moves, we decide that is when we learn the importance of moral values, because at a young age or the beginning or inexperienced persons especially, so, they were more anxious to give the results, but that is not correct.

The second is to manage your ego. So, leaders have a sense of self and are not threatened by others, but they also recognize that themselves are not the most important thing and that leadership is not about them. So, leadership is about serving others; it is not about who you are or your interest. That is why servant leadership and true leaders value other people and put the interest of others first. This is very important that whatever leadership is, there is not for the self.

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## Five Ways to Develop Moral Leadership:

### 3. Consider diverse groups of people, and include their views

- Leaders do not impose their values on others. They consider other people's values. They interact with and understand others. The combination of their values and the values of diverse groups inform a vision for a better future.

### 4. Embrace change

- People seek moral leadership when they want change. Leaders don't fear change. They have the courage and conviction to share a vision to try and bring about positive change.



Source: <https://www.weforum.org/agenda/2019/08/5-ways-moral-leader>

I always said that the leaders generally are not working to achieve any goal for themselves. They are working for others; they inspire others; they want to do this; a simple example is this society. They work for society. There is a cause to serve the society, and that is the leadership is a mechanism to serve the society. Considering the diverse group of people and including their views, leaders do not impose their values on others; instead, they consider other people's values.

So, when you want to get the people along with you, you have to consider them, and when you understand them, then definitely by these making these understanding, you are creating a team. So, people seek moral leadership when they want to change. So, therefore, in that case, they become very much moral because they know it is this moral leadership that will be appreciated.


Leaders do not fear change. They have the courage and conviction to share a vision to try and bring about the positive changes there. So therefore, this courage and conviction that is making them more effective.

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**Five ways to develop moral leadership:**

**5. Build consensus, and establish unity**

- It is rare that everyone will be onboard with your opinion or views (learn about the 20-60-20 rule). A leader listens to people with different views.
- A leader knows not to try and win everyone over.
- Leaders also know not to create divisions.
- Moral leaders do their best to communicate a purpose that can inspire as many people as possible to want to take part in enacting positive change for the greater good.
- Moral leadership is something everyone can strive for. It can be difficult to attain, but it is worth the challenge for yourself and those around you.



Source: <https://www.weforum.org/agenda/2013/08/5-ways-moral-leader/>

So, if they have any goal or target with the followers, they will have the courage. They will not shy away from this because it aims to hear the moral value. Whenever we build the consciousness and establish unity, everyone will rarely be on board with your opinion or views. We have talked about personalities, and they are different types of personalities.

So, every personality has his process of thoughts. So, therefore, in that case, a leader should learn at 20-26-20 rule. A leader listens to people with different views is there. So, there will be; 20 will be highly strongly favourable to you; 60 will be the moderate favourable to you, and 20 will oppose you. A leader knows not to try and win everyone over.

Leaders also know not to create divisions. It is essential, do not to create divisions. Otherwise, the dividend rule is a trendy phrase used by these Britishers. However, then, later on, the data is not worked. Moral leaders do their best to communicate a purpose that can inspire as many people as possible. Moreover, moral leadership is something when can strive for. It can be challenging to attend, but it is worth doing and exercising.

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## The state of moral leadership today

### Innovation and Creativity:

- Employees say managers who behave like moral leaders (treating people with dignity, showing humility so others can shine, etc.) are eight times better at encouraging innovation and creativity.
- **Lower Risk:** We have not always recognized that the wrong kind of leadership is a measurable risk area in business. Yet, employees recognize things go wrong when those in positions of formal authority don't have moral authority.
- **Better Performance:** Employees want moral leadership because they believe it helps them perform better.



Source: <https://www.weforum.org/agenda/2019/08/moral-leadership-future-of-work-ten/>

So, our objective or goal should be going toward that particular moral value—another state of moral leadership for us: innovation and creativity. I have found that those who are successful are highly innovative and creative. They will never; they will not get discouraged by these constraints and constants. Through innovation and creativity, they come out with solutions.

So, an employee says managers behave like moral leaders, treating people with dignity and showing humility, so others can shine or yet time better at encouraging innovation and creativity. So, therefore, whenever we are not consistently recognized, the wrong kind of leadership is an immeasurable risk, carry and business. Employee recognizes that things go wrong when their position of formal authority do not have formal moral authority.

So, therefore, if they do not have the moral authority, you are the followers; they know it. Better performance employees want moral leadership because they believe it helps them perform better. And then there is no fear; they are protected, and then there is no risk there. Furthermore, therefore, in that case, whenever we are talking about moral leadership, so, moral leadership is encouraged by innovation and creativity. It lowers the risk. It is increasing the number of followers.

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## The state of moral leadership today

- **Expectation for Moral Action:** Moral leadership is not just behaving ethically and standing up for a moral cause. This year, 45% of employees say their CEOs are taking stands on moral issues, but only a quarter of CEOs exhibit the behaviors of moral leadership that generate better performance.
- **A Culture of Doing the Next Right Thing:** Building moral leadership is a company-wide effort. The maximum impact is realized when people across the organization behave as moral leaders in their roles. This requires not only modeling the right behaviors at the top, but also training and reinforcement.



<https://www.weforum.org/agenda/2019/08/moral-leadership-future-of-work-1/>

So, expectations for moral actions are not just behaving ethically and standing up for a moral cause. This year 45% of employees say their CEOs are taking a stand on moral issues, but only a quarter of CEOs exhibit the behaviours of moral leadership that generate better performance. So, therefore, 45% of CEOs of employees say that it stands on a moral issue.

However, every quarter of them only that is they exhibit the moral leadership; they generate better performance because this is also very common to talk about the moral leadership. However, it is tough to comply with moral leadership—a culture of doing the next right thing. So, building model leadership is a company-wide effort, but actually, it goes from the top to the bottom.



So, whenever moral leadership is there, it will go that is the maximum impact will be there when the person who is at a top know. If he is morally strong, then definitely in the organization culture, you will find everybody has to follow the moral leadership because they know that if they are doing anything wrong, that will affect their results and job.

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## Inclusive Leadership

- The capacity to manage and lead a heterogeneous group of people efficiently, while respecting their uniqueness in an empathetic, bias-free way.
- It's an authentic leadership style that rules out discrimination, bias and favor based on color, race and other protected characteristics and allows employees to feel valued for their own input.
- They see diverse talent as a source of competitive advantage and inspire diverse people to drive organizational and individual performance towards a shared vision.

<https://www.businessinsider.com/5-ways-become-inclusive-leader/2018-06-16/75690389595007896233984375>

Because the top, the person is highly moral oriented and whenever you are head of the nation, head of the organization, when he is having the moral strongness, then definitely, in that case, we will find that is it has been given the better and better the results are there—the capacity to manage inclusive leadership. So, whenever we talk about servant leadership, servant leadership also involves including your followers; those who are your targets are always involved.

Moreover, those days are gone when the leader himself was responsible. Now, the team has collective responsibility and collective leadership. So, here inclusive leadership is whenever you have the different types of people followers, then the culture is different, their different geographical locations there, their nationality is different, then, in that case, the leader has the big challenge.

Moreover, what is required by that leader is that is the identify the talent and then make a competitive advantage and inspire diverse people to work on that particular direction and this organization and individual performance whenever they have that shared vision, collective vision, working together, brother rudeness, then definitely, in that case, they will be more successful, and they will be leading the organization together.

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### Six traits of an Inclusive leader

- **Commitment:** Treat everyone with fairness and respect.
- **Courage:** Engage in tough conversations when necessary.
- **Cognizance of bias:** Be aware of unconscious biases so decisions can be made in a transparent, consistent, and informed manner.
- **Curiosity:** Listen attentively and value the viewpoints of others.
- **Cultural intelligence:** Seek out opportunities to experience and learn about different cultures.
- **Collaboration:** Create teams that are diverse in thinking.



So, six traits of an inclusive leader are under it is a commitment, treating everyone with the fairness and respect, courage, engaging in the tough conversations when necessary, because the sometimes what happens that is your some group members will like to oppose, but then, in that case, that leader requires to have the courage to protect the others. Cognizance of bias that is aware of unconscious bias so that decisions can be made transparent, consistent, and informed.

So, whenever transparency is there, everybody knows why this decision has been taken. As far as the curiosity is concerned, they are listened to attentively and valid the viewpoint of others. Cultural and cultural intelligence seek opportunities to experience and learn about different cultures and collaboration. There is a create teams that are diverse in thinking.

So therefore, in that case, it becomes essential that whenever we are talking about these collaborations, then team building is concerned, then that cultural intelligence and collaboration that will help make that inclusive leadership. So, therefore, in inclusive leadership, the leader has to be very sensitive enough.

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## Tips to boost inclusive leadership at work

Here are some best practices for inclusive leaders:

- **Attend an inclusive leadership training:** Through [certain activities](#) (e.g. storytelling) you can learn what the most triggering biases are for you and ways to overcome them. You can recall and practice them on a regular basis to stay bias-free.
- **Find a mentor:** Talk to someone with more experience in the area, and who has excelled in managing diverse teams.
- **Ask for feedback:** You can use your 1:1 meetings to discuss openly with your teammates how inclusive your managerial approach is.



<https://resources.workable.com/what-is-inclusive-leadership>

To identify that is the if there is the diversified workforce diversity, and whenever there is a workforce diversity, it is becoming more challenging for a leader to have an inclusive leadership. So, how will this serve? We can boost an inclusion leadership is there because there is a need for this type of training. Many leaders are otherwise good, but they are not following inclusive leadership, which is the formula for success.

So, attend an inclusive leadership training through the specific activities that as story telling, you can learn what the most you are triggering biases are for you and ways to overcome them. You can recall and practice them regularly to stay bias-free. So, therefore, one is required to be bias-free whenever we talk about inclusive leadership is there. So, find a mentor, always with these training programmes.

We can find out how we can go for this particular leadership style, inclusive leadership is there, and this is to be learned under somebody, and as you practice more and more, you can discuss it openly with your teammates. It is how inclusive your managerial approach is. So, based on this, the training, by working with somebody who is already is help proved to have an inclusive leadership because it did environment that environment also influences the follower.

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## Understanding Theory X and Theory Y

- Theory X and Theory Y were first explained by McGregor in his book, "[The Human Side of Enterprise](#)," and they refer to two styles of management – authoritarian (Theory X) and participative (Theory Y).
- The approach that you take will have a significant impact on your ability to motivate your team members. So, it's important to understand how your perceptions of what motivates them can shape your management style

**'Theory X'**

**'Theory Y'**

Image Source: <https://research.methodology.net/theory-x-and-theory-y/>

So, when the leader has moral values, inclusive leadership, and is more participative, you work with step-up bosses and mentors. So, then, in that case, you also learn and get influenced and then in your future journey, you also follow all these practices. Theory X and Theory Y were the first explained by McGregor in his book, *The Human Side of Enterprise*, and they refer to 2 styles of management authoritarian.

There is a theory X and the participatory theory, theory Y is there, so, in the case of the authoritarian theory, the approach is, we will talk about that is the people, and there is a requirement of the tight control is there. While in the case of theory Y, you see the direction of arrows, so, therefore, in theory, Y, the people enjoy working, and therefore, they are getting more and more involved.

So, how does your perception of what motivates them to shape your management style? So, first, identify whatever the followers you have. You are having the theory X type of the followers, or you are having the theory Y type of the followers under the flexibility that change is required to be followed by the leader because I mentioned earlier that leadership has to be changed, tune-up.

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## Theory X

- The assumption that employees dislike work, are lazy, dislike responsibility, and must be coerced to perform.
- Theory X managers tend to take a pessimistic view of their people, and assume that they are naturally unmotivated and dislike work.
- Work in organizations that are managed like this can be repetitive, and people are often motivated with a "carrot and stick" approach.

This style of management assumes that workers:

- Dislike their work.
- Avoid responsibility and need constant direction.
- Have to be controlled, forced and threatened to deliver work.
- Need to be supervised at every step.



Source: [https://www.mindtools.com/pages/newLDR\\_74.html](https://www.mindtools.com/pages/newLDR_74.html)

Leadership style has to be tuned up according to the followers. The assumption in theory X is that employees dislike work. They are lazy. They dislike responsibility and must be coerced to perform. Theory X managers tend to take a pessimistic view. It is not optimistic; a pessimistic view of their people and assumes that they are naturally unmotivated and dislike work.

Working in managed organizations like this can be repeated, and people are often motivated with a carrot and stick approach. So therefore, in that case, in theory, X, it was mentioned that is the way to handle the people by the leader and therefore, because the assumptions all are negative, we can say. Disliking work, avoiding responsibility, needing to be controlled, needing to be supervised at every step; close supervision is required.

Otherwise, they will not work because they are not motivated, and therefore, the leader has to be a ringmaster. And if the leader is a ringmaster, then only he will be able to get the work done; otherwise, the people will not do it, and this is created the autocratic style of leadership, and whenever then the leader believes that is the unless and until I will not be present, the people will not work


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## Theory Y

- The assumption that employees like work, are creative, seek responsibility, and can exercise self-direction
- Theory Y managers have an optimistic, positive opinion of their people, and they use a decentralized, participative management style.

This style of management assumes that workers are:

- Happy to work on their own initiative.
- More involved in decision making.
- Self-motivated to complete their tasks.
- Seek and accept responsibility and need little direction.
- View work as fulfilling and challenging.
- Solve problems creatively and imaginatively.



[https://www.mindtools.com/pages/article/newLDR\\_74.html](https://www.mindtools.com/pages/article/newLDR_74.html)

Moreover, therefore, they are working with the people under close supervision. However, theory Y is different. The assumptions that employees like work are creative, seek responsibility and can exercise self-direction, and therefore, in that case, this is the other bouquet where every flower has a beautiful fragrance. So therefore, in that case, it is the work or the creative that seeks responsibility. They want work.


They like work, and therefore, this is what we will do otherwise. So, we have to do the work with our best on the performance. So, theory Y managers have an optimistic, favourable opinion of their people, and they use a decentralized participant management style because they trust. The courage of their followers and their team members and therefore, they give the task, okay, you take this particular job.

You do this particular task in that type of environment. With that type of environment, you can understand where people will like to work under the leader with those who believe in the theory Y.; the workers enjoy their work, own initiative and are happier to work.


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## SHARED LEADERSHIP

- An emergent state where team members collectively lead each other.
- Shared leadership occurs when two or more members engage in the leadership of the team in an effort to influence and direct fellow members to maximize team effectiveness.
- Shared leadership is the sharing of power and influence, with one person remaining in charge.
- Shared leadership leads to better organizational performance.
- Shared leadership is developed by being transparent, encouraging autonomy and being open to others' ideas.



The diagram shows seven stylized human icons in a circle, each with a different colored background (orange, blue, green). Lines connect the icons to each other, forming a network. Below the icons, the text "Shared Leadership" is written.



A small video thumbnail showing a man in a white shirt speaking in a blue office setting.

<https://kanbarize.com/lean-management/shared-leadership>

When more involved at work, they will have the best potential contribution; whatever their potential, they will have a perfect relationship with the leader and followers in that type of culture you will find. So therefore, in that case, theory Y stands for what works, but here I would like to mention one thing: theory X and theory Y both are right; nothing is wrong. It depends on your follower's type of maturity level, whether it is a theory X or theory Y.

If theory X belonging is there, you have to make the appropriate leadership style; if the theory Y style of the group is there, you are to adopt the appropriate style. In case of the shared leadership, where the team members collectively lead each other and so, therefore, in that case, it is a leaderless leadership, and the shell dish occurs when two or more members engage in the leadership of the team to influence and direct fellow members to maximize their team effectiveness.

Shared leadership is the sharing of power and influence with one person, the meaning in charge and the shared leadership leads to better organizational performance, and this is developed by being transparent, encouraging, autonomous, and open to other ideas moreover, as we talk about that it is creating an organizational performance.

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## SHARED LEADERSHIP

- A dynamic, interactive influence process among individuals in groups for which the objective is to lead one another to the achievement of group or organizational goals or both.
- Shared leadership can be viewed as a property of the whole system, as opposed to solely the property of individuals, effectiveness in leadership becomes more a product of those connections or relationships among the parts than the result of any one part of that system.
- Highly shared leadership is broadly distributed within a group or a team of individuals rather than localized in any one individual who serves in the role of supervisor.



So, therefore, definitely shared leadership is always preferred. So, shared leadership requires a dynamic interactive inference process among the individuals and groups for which the objective is to lead because what is happening, they are influencing each other, and if they are influencing each other, then definitely, in that case, it is required that is every team member is dynamic and interactive.

If any member is not dynamic or interactive, that chain will break. So, shared leadership can be viewed as a property of the whole system instead of solely the property of individuals. So therefore, all are owners, not an individual. Effectiveness in leadership becomes more a product of those connections or relationships among the parts that the result of any part of that system is there.

Highly shared leadership is broadly distributed within a group or a team of individuals rather than localized in any one individual who serves in the role of a supervisor is there. Therefore, this step is actually what happens; in shared leadership, there is a collective responsibility. Everybody feels that he is his responsibility. You take an example of a family.

So, when there is a family, every member is given the responsibility that they will be binding that we have to do. We have to protect our family. We all have to work together, and this is our family, and we have to perform and create role models in society.

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### Shared leadership: Future focus required

- Research is needed to examine potential moderators such as the distribution of cultural values, task interdependence, task competence, task complexity and the team life cycle.
- Future research also needs to examine how external team leaders affect the team's ability and motivation to be self-directed and share in leadership.
- Team environment that enables shared leadership should consist of three "highly inter-related and mutually reinforcing" dimensions:
  - shared purpose
  - social support
  - Voice



So, a similar thing will be happening in the case of the organization also. Research is needed to examine potential moderators such as the distribution of the cultural values, task interdependence, task competence, task complexity and team lifecycle. So, therefore, in that case, whenever we are talking about these, the shared leadership is there. So, distribution of the culture of wellness, the distribution of the task.

This is very, very important is there because the task interdependence whenever you are forming a team, you are distributing the tasks, and if the people are happy with the given task, then there are no issues, but many times because we have the rotation system and therefore, a task comes to a person who is not interested in that, then the performance will be affected.

A team environment that enables shared leadership should consist of the three highly interrelated and mutually reinforcing dimensions of shared purpose, social support, and voice. Therefore, in that case, whenever we have that particular team environment, we will find that it is always in the shared leadership because you want to make the highly interrelated and so, definitely mutually reinforcing, then social support is becoming crucial.

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**RESEARCH PAPER**


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**Inclusive leadership and extra-role behaviors in higher education: does organizational learning mediate the relationship?**

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**Purpose**  
Building on social exchange theory and relational leadership theory, this paper proposes a model of inclusive leadership in higher education institutions. Together with an attempt to examine the impact of inclusive leadership on extra-role behaviors of academic staff, the paper aims to test the intervening mechanism of organizational learning among the aforementioned relationships.



So, in the case of this shared leadership, we are concerned whenever we talk about moral leadership, so please practice these leadership styles as per the need best. So, not necessarily that you are always following the one leadership style. You can adapt the leadership style as we are talking about different leadership styles, different concepts, and different models. So, you work on those particular models.


So, this is the research paper, extra-role behaviours higher education: does organizational learning mediate the relationships?

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**RESEARCH PAPER**

**Design/methodology/approach**  
The sample used in this study consists of 181 salespeople and 83 sales managers. The model entails a cross-level mediation process that was tested using dyadic data and multilevel structural equation modeling.

**Findings**  
Findings show that sales managers' servant leadership is directly and positively related to salespeople's organization member performance. In addition, sales managers' servant leadership is indirectly related to salespeople's organization member performance through the salespeople's perceived organizational support – salespeople's OID chain.



Then these are the findings of the research paper, which you can refer to.

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## RESEARCH PAPER

### Practical implications

In order to increase employee's organizational member performance, employees with a "we" mentality and who feel the need to serve should be selected for and promoted to supervisors. To enhance employees' perceived organizational support and OI is also important, as these factors will encourage employees to behave in the best interest of the organization.



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## Case Study: Leadership Mettle Forged in Battle

In 2008, facing a serious shortage of leadership-ready employees at the store management level, Walmart decided to recruit from the U.S. military. The company sent recruiters to military job fairs and hired 150 junior military officers, pairing them with store mentors to learn on the job. The result: Walmart claims that it's been able to bring in world-class leaders who were ready to take over once they had learned the retail business that Walmart could easily teach them. Other organizations that have heavily recruited from the military in recent years include GE, Home Depot, Lowe's, State Farm Insurance, Merck, and Bank of America.

It's not really surprising to see companies turn to the military for leadership potential. A long tradition of books and seminars advises leaders to think like military leaders ranging from Sun Tzu to Norman Schwarzkopf.



This is the case study. In this case study, you can refer to how practically an organization has done in this case study.

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### Case Study: Leadership Mettle Forged in Battle

And military veterans do have a variety of valuable skills learned through experience. General David Petraeus notes, "Tell me anywhere in the business world where a 22- or 23-year-old is responsible for 35 or 40 other individuals on missions that involve life and death . . . They're under enormous scrutiny, on top of everything else. These are pretty formative experiences. It's a bit of a crucible-like experience that they go through." Military leaders are also used to having to make due in less than optimal conditions, negotiate across cultures, and operate under extreme stress.

However, they do have to relearn some lessons from the service. Some may not be used to leading someone like an eccentric computer programmer who works strange hours and dresses like a slob, but who brings more to the company's bottom line than a conventional employee would.



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- Indeed, in some companies like Google, there is nothing like the chain of command military leaders are used to. Still, most forecasts suggest there will be an ample supply of battle-tested military leaders ready to report for corporate duty in the near future, and many companies are eager to have them.

#### Questions

1. Do you think leaders in military contexts exhibit the same qualities as organizational leaders? Why or why not?
2. In what ways not mentioned in the case would military leadership lessons not apply in the private sector? What might military leaders have to re-learn to work in business?
3. Are specific types of work or situations more likely to benefit from the presence of "battle-tested" leaders? List a few examples.



Moreover, these are the questions you can use for your assignment purpose. Do you think leaders in a military context exhibit the same qualities as organizational leaders? Why or why not? Moreover, what was not mentioned in the case would military leadership lessons not apply in the private sector? What might military leaders have to re-learn the work in business is there? More likely to benefit from the business of the battle-tested leaders, you can use specific examples of Indian Army leaders.

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**BOOK RECOMMENDATION:**

**Moral Leadership in Business: Towards a Business Culture of Integrity**

**Authors:** Dr. Sebastian A. Văduva, **Dr. Sebastian A. Văduva**, Dr. Andrew R. Thomas, Dr. Călin D. Lupițu & Daniel S. Neagoie

**Publisher:** Springer; 1st ed. 2016 edition (14 September 2016)

**Language:** English

**Paperback:** 138 Pages

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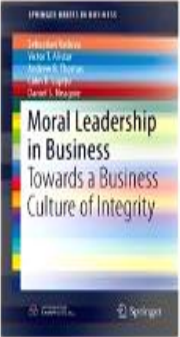




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Moral leadership in business towards a business culture of integrity so, therefore, in that case, how the minor leadership in business is becoming the successful and based on this, there is a successful business cannot afford to remain materially successful.

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**BOOK RECOMMENDATION:**

In the current global economy, we have never before been more tightly-knit and never before has it been easier to distribute goods as well as ideologies. However, in the global marketplace we are only as good as our word, or our reputation, proves to be.

Successful businesses cannot afford to simply remain materially successful; they have to consider their community impact and become moral leaders before they can be world leaders in their respective field.

Featuring innovative tools, recommendations, case studies and checklists, this brief will be of interest to students, academics, scholars, practitioners and policymakers alike in the fields of leadership, corporate governance, business ethics and corporate social responsibility.

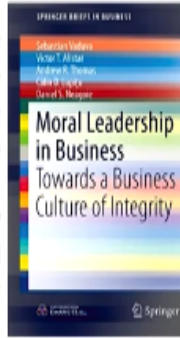




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So, therefore, whatever your profit balance sheet is there, that is not the only concern. Please refer to these particular studies for your further detailed interest.

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Moreover, these are the web references from where this material has been taken. This is all about the leadership, the moral leadership and shared leadership, which you expected, followed by you. Thank you.