Leadership and Team Effectiveness
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Module No # 05
Lecture No # 21
Character Based Approach to Leadership

We will talk about the character-based approach to leadership, in which we will talk about how this character-based approach to leadership works and it is more influential.

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- Authentic leadership
- What is authentic leadership theory?
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Authentic leadership, what is authentic leadership theory? Socialized charismatic leadership, where principle-centered leadership, servant leadership, traditional leader versus servant leaders, the art of war versus Bhagavad Gita philosophy. And as usual the research papers & case studies, and the book recommendations we will be sharing with you further references for the study.

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Character Based Approach to Leadership

- Avolio and his associates have defined ethical leadership as having two core components: the **moral person** and the **moral manager** .
- The moral person is seen as a principled decision maker who cares about people and the broader society. The actions of such people indicate they try to do the right things personally and professionally, and they can be characterized as honest, fair, and open.
- More than being just moral people, ethical leaders are moral managers who "make ethics an explicit part of their leadership agenda by communicating an ethics and values message, by visibly and intentionally role modeling ethical behavior."
- Two prominent approaches are discussed in detail:
  - ➤ Authentic Leadership
  - ➤ Servant Leadership

Avolio and his associates have defined ethical leadership. In the previous section, we talked about moral leadership. So, 2 core components, are the moral person and the moral manager. So in the next discussion with that particular leadership, it is becoming very important. That is what we are having the moral person and the moral manager.

That is the principal decision-maker who cares about people and the broader society. I will give the example of the WTP water treatment plant. And whenever we are talking about the water treatment plant, then the establishment of the water treatment plant and taking care of the environment will also be the example of the moral person and the moral manager.

How it is legally compulsory but many times organizations, have some legal compulsions they do not follow. But some organizations, are strictly following these things, so such an organizational culture will be called. the moral manager is working with full commitment to society. There are authentic leadership and servant leadership. So whenever we are talking about 2 prominent approaches for the moral person, in moral leadership approach to the leadership.

So then it will be according to your position to that particular authority. And another one is about servant leadership.

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AUTHENTIC LEADERSHIP

- Authentic leaders know who they are, know what they believe in and value, and act on those values and beliefs openly and candidly.
- Their followers consider them ethical people.
- The primary quality produced by authentic leadership, therefore, is trust. Authentic leaders share information, encourage open communication, and stick to their ideals. The result: people come to have faith in them.

So, when we talk about authentic leadership know who they are, know what they believe in, and value. And the act on those values and beliefs openly and candidly is there. So authentic leadership is the followers consider the ethical people. And the primary quality produced by authentic leadership, therefore, is trust. And whenever we are talking about authentic leadership.

So, they believe that because they are morally right in their approach. So, they have the trust, and then people also trust them. Authentic leaders share the information and encourage open communication, that is between the leader and follower. They will have this open communication and the understanding, of the values, principles, ideas, and opinions of the others.

And therefore that is collective wisdom, and a collective decision will be taken, then stick to their ideals. And the result is people come to have faith in them and because they are having this first and foremost is that they are having the trust in the end whatever the people say, then they will be having that particular information, and interacting with the people, talking to them and asking them.

That what are their ideas are there and accordingly, based on their ideas, they make the decisions and then that is why people have the faith in them.

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AUTHENTIC LEADERSHIP

- Authentic leaders exhibit a consistency between their values, their beliefs, and their actions.
- Authentic leaders have strong ethical convictions that guide their behaviour not so much to avoid doing "wrong" things as to always try to do the "right" things, including treating others with respect and dignity.
- Transformational or charismatic leaders can have a vision and communicate it persuasively, but sometimes the vision is wrong (as in the case of Hitler), or the leader is more concerned with his or her own needs or pleasures,

Authentic leaders exhibit consistency between their values, their beliefs, and their actions. So many times tragically, you may not be, knowing your values to tighten those values. But yes, I am sure that is the, for example, the integrity is that value system that most of us are having this value system. So, therefore, in that case, it is easy for the organization leader because they have leaders position because they have proven their values.

So, whenever, we are talking about these managers' leaders and the leadership positions. So they are in the leadership position because they have proved that they are carrying the values and that is why they had raised to these particular positions. So that belief in their actions are, which has been we always seen has consistency is there. And as there is a consistency in their behavior, then they are having that is they always try to do the right things.

So, including treating others with respect and dignity. So always, they will have that they will have this particular understanding about that is whoever is working.

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AUTHENTIC LEADERSHIP

- According to Fredrickson, " those individuals who have more positive psychological resources are expected to grow more effectively or to broaden themselves and build out additional personal resources to perform ."

- Four factors that cover the components of authentic leadership:
  - balanced processing
  - internalized moral perspective
  - relational transparency
  - self-awareness

Now you see, there is authentic leadership also you will find that team building is very effective because the authentic leaders are taking care of the respect and dignity of others. What is the small position person is there, junior management level is there, it is the top management level is there. So it is not like this that is the those who are the opinion hierarchy only, I will take care of them it is not the situation.

Rather than it is always it is we are having this consideration for them. That is they have to have the right to protect their dignity. Because the authentic leadership they balanced processing, and internalized moral perspective or relational transparency is there and self-awareness, is there. And it is not like this it is, the authentic leaders are concerned with others only and respect and dignity for others.

They are the self-respect and dignity also and therefore, they are aware. It is what they want, what is your value system? What type of the consistency in their beliefs is there and therefore expert their belief they will be working with each other team members and group members so that they can influence their behavior and can get work done. So it is the internalization better and better if you are having this self-awareness, you will be having the better internalization.

Once you know the better internalization and yourself, then you know about your strengths and weaknesses also. So leaders are supposed to know their, own strengths and weaknesses, and these moral values moral systems, and beliefs system interact with others. So this will be the strength of this leader and that will be always seemed.

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- The study of authentic leadership has gained considerable momentum in the last decade because of beliefs that
1. Enhancing self-awareness can help people in organizations find more meaning and connection at work;
2. Promoting transparency and openness in relationships—even between leader and followers—builds trust and commitment; and
3. Fostering more inclusive structures and practices in organizations can help build more positive ethical climates.

Thus, the study of authentic leadership has gained considerable momentum in the last decade, enhancing self-awareness. As I was mentioning it is how it helped organizations find more meaning, and connection at work. In promoting transparency and openness in relationships so, an even better leader and followers build trust and commitment. And fostering more inclusion structures and practices in organizations can help build more positive ethical climates is there.

So here you will find it easy whenever we are talking about a more positive and ethical climate, so they will build that positive and ethical climate will be built. So how; are they built by practices, right, and what do they practice the trust and commitment. So, whenever this type of environment is their interaction, you see that is between the group team members and the leader.

Whenever there is an interaction, so on basis of that interaction and they can create it environment and that culture and climate that will be leading to the organization.

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Authentic leadership: future focus required

- There is a need to examine how authentic leadership is viewed across situations and cultures and whether it is a universally prescribed positive root construct - meaning it represents the base of good leadership regardless of form, e.g., participative, directive, or inspiring.

- A great deal of energy and interest is emerging in the leadership development literature that suggests there will be a lot more activity in trying to discover what impacts genuine leadership development at multiple levels of analysis, from cognitive through to organizational climates
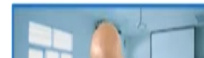
Now, authentic leadership as usual with every relationship, the future focus is required need to examine how authentic leadership is viewed across situations and cultures. So what type of situation is there? And what type of culture is there? Then that is required to be seen. And universally prescribed positive root construct meaning it represents the base of good leadership regardless of the form of exhibited examples are participative, directive or inspiring is there.

So irrespective of whatever, these styles of these the leadership are there. Whether it is participative is there, a directive style and inspiring style which we have talked about in the earlier sessions. And then so here he will, you will find every style of leadership is having the base. And that basis that is the root construct is here is that is the how is this culture is playing the role and whether it is universally prescribed, a positive root construct is there or not?

A great deal of energy and interest is emerging in the development literature that suggests there will be a lot more activity in trying to discover what impacts genuine leadership development at multiple levels of analysis, from the cognitive point of view is there. So there is a future focus on authentic leadership, is this that is me how to find out how it is becoming more and more universal.

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What is authentic leadership theory?

- Authentic leadership theory defines the top most desirable qualities a leader can have as actionable behaviors anyone can develop over time.
- Authentic leadership theory is a set of qualities, values, and skills someone should possess.

The four key components of authentic leadership theory include:

- **Self-awareness**

  A leader should be familiar with both how they view themselves and how others see them. And perhaps most importantly, how their actions affect those around them for better or worse

Then, define the top most desirable qualities a leader can have as actionable behaviors anyone can develop over time because. This is supported by the model, it is having transparency, it is having the respect and dignity for others it is having the working togetherness. So, therefore, in that case, whatever he follows that is actionable behavior is there he is getting work done also, it is result-oriented.

It is not like this that is the only behavioral science cognitive is there but rather then and the delivery of that task is also there. Authentic leadership theory is a set of qualities, values, and skills someone should possess. So there are four components of authentic leadership. The first one is self-awareness and they should be familiar with both how they view themselves and how others see them.

This is also the image of the leader and what is the perception of the leader, perception for the self and image for the others. And perhaps most importantly how; their actions affect those around them for better or worse. This is a very important point that is your presence you can simply judge whenever you are present in your family, or a social Gathering. The people surrounding you, how is their behavior towards you?

How friendly they are? How comfortable they are? How protected do they feel? How friendly do they feel? How strong they are having the trust in you? That you can find out.

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What is authentic leadership theory?

- **Transparency-** Having clear motives for every action is very important for authentic leadership. Strong communication skills are essential, along with tact.
- **Balance-** Being able to navigate the dynamics of teams, tasks, and project needs are essential in authentic leadership so that each area is served to the fullest without sacrificing another.
- **Strong sense of morality-** An inner compass that guides decision-making helps keep workplace discussions fair and equitable.

The second is transparency, having clear motives for every action is very important for authentic leadership. Strong communication skills are essential, along with tact. So, yes, you will be having a different tact is there, but then there is a requirement of strong communication skills and transparency. So when I connect the transparency and communication and the tact.

Then, in that case, be whatever their leader is doing know, you should communicate why he is doing? What is the purpose? That is a goal. What is the intention? Being able to navigate the dynamics of teams, task, and project needs are essential in authentic leadership so that each area is served to the fullest without sacrificing another is there. So this transparency and working style will balance the team also which will also help to perform the task. And it will also have the project of the organization.

A strong sense of morality and inner compass that guides decision-making helps keeps workplace discussions fair and equitable is there. So here it is very important that whatever we discuss, it is a fair discussion. Fair discussion means without bias and whenever there is a bias in discussion is there. Then definitely, in that case, you will find that is it that organization is creating a particular positive work environment.

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Socialized Charismatic Leadership

- Scholars have tried to integrate ethical and charismatic leadership by advancing the idea of **socialized charismatic leadership** —leadership that conveys other-centered (not self-centered) values by leaders who model ethical conduct.
- Socialized charismatic leaders are able to bring employee values in line with their own values through their words and actions.

Scholars have tried to integrate ethical and charismatic leadership by advancing the idea of socialized charismatic leadership. So, this is wonderful that acceptance of charismatic leadership is there. We talked about charismatic leadership if you remember in earlier sessions; we talked about charismatic leadership. Now when; we are talking about advancing the idea of socialized charismatic leadership.

Socialized charismatic leadership conveys other-centered, not self-centered values by leaders who model ethical conduct. And therefore, in that case here in the charismatic leadership what we have discussed, we have discussed, that is (()) (14:05) the transformation transformational, and they of the organization. Maybe the transactional or transformational and then; leading to the charisma. But here, when you talk about the socialized leader and charismatic leadership.

Who models ethical conduct? Who is not self-centered? But then model the ethical conduct is there. Socialized charismatic leaders can bring employers' values in line with their values. And therefore, in that case, it is a proper alignment, it is connected between the own values and the follower's values. And therefore, Many were talking about that is the socialized charismatic leadership in which the followers. They are well-connected with the leaders.

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Principle-Centered Leadership

- This approach has developed and popularized by Covey.
- It postulates a fundamental interdependence between the personal, the interpersonal, the managerial, and the organizational levels of leadership.
- The unique role of each level may be thought of like this:

  - **Personal**: The first imperative is to be a trustworthy person, and that depends on both one's character *and* competence. Only if one is trustworthy can one have trusting relationships with others.

  - **Interpersonal**: Relationships that lack trust are characterized by self-protective efforts to control and verify each other's behavior.

Principle-centered leadership this approach has developed and popularized by covey. If postulates a fundamental interdependence between the personal, the interpersonal, the managerial, and the organizational level of leadership is there. So if you start from the individual and it goes up to the organization the unique role of each level can be thought of like this. Personal level, the first imperative to be a trustworthy person and that depends on both one's character and competencies, this is very important.

Then leader's character and competence will decide where the organization will go only if one is trustworthy and can only have a trusting relationship with others. Interpersonal, relationships that like, trust is characterized by self-protective efforts to control and verify each other's behavior. Like, and always whenever you see that, whenever we talk about the leadership and their trust is required, but whenever there is a lack of trust.

What will happen? The leader will try to control and this is a particular approach to try to control the others and that will create chaos in the team building.

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Principle-Centered Leadership(Cont.)

- ➤ **Managerial**: Only in the context of trusting relationships will a manager risk empowering others to make full use of their talents and energies. But even with an empowering style, leading a high-performing group depends on skills such as team building, delegation, communication, negotiation, and self-management.

- ➤ **Organizational:** An organization will be most creative and productive when its structure, systems (training, communication, reward, and so on), strategy, and vision are aligned and mutually supportive. Put differently, certain organizational alignments are more likely than others to nurture and reinforce ethical behavior.

Managerial in the context of the trusting relationship will manager risk empowering others to make full use of their talents and energies and there here that managerial ship. So leaders also exercise the managerial ship they take the managerial ship as the instrument. But even with an empowering style, leading a high-performing group depends on skills such as team building, delegation, communication, negotiation, and self-management is there.

And whenever we are talking about this team building in delegation communication, then all these functions, which is of the manager. So they will be the managerial-centered leadership will be there. Organizational level and organization will be more spiritual productivity structure systems. So organization culture, organizational systems, organizational practices the organizational structure of hierarchy.

So all strategies of the reason statement of the organization these will be having the aligned in mutually supportive. But if they are put differently, then definitely, in that case, it will be very difficult to nurture and reinforce the behavior ethical behavior. So, unless and until there is an alignment and collaboration it will not work.

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Servant Leadership

- The phrase "servant leadership" was coined by Robert K. Greenleaf when he used it for the first time in his essay that was published in 1970.
- Servant leaders go beyond their own self-interest and focus on opportunities to help followers grow and develop.
- They don't use power to achieve ends; they emphasize persuasion.
- Characteristic behaviors include listening, empathizing, persuading, accepting stewardship, and actively developing followers' potential.
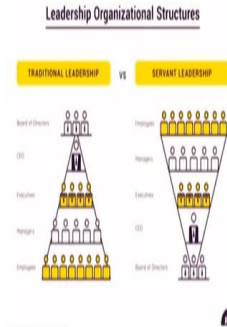
After this authentic leadership, we will talk about servant leadership. The phrase servant leadership was coined by Robert k. Greenleaf when used it for the first time in his essay that was published in 1970. Servant leaders go beyond their self-interest to focus on opportunities to help followers grow and develop. They do not use power to achieve ends; they emphasize persuasion.

The approach is right. So, therefore, here you will find traditional leadership versus servant leadership is there, and therefore, that is whenever we are talking about the role of directors, you know, at the bottom of the pyramid. So persuading, accepting, stewardship, and developing the follower's potential. And hear from the diagram you can see that this entity is the how whenever we are talking about the employees.

So those employees those managers they have the empowered. Now because of servant leadership behavior, always, this type of this, the culture which will be developed into the organization it will support. Always support the employees, to develop a particular style of understanding, and the growth and development are there. So, whenever the leaders, here the leaders are not of this self-focus. Are they self-interested, rather they are focused on the followers?

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SERVANT LEADERSHIP: ORIGIN

Author Name	Year	Definition
Lao Tzu	600 B.C.	The greatest leader forgets himself and attends to the development of others.
Chanakya's Arthashastra	375 B.C.	The leader shall consider as good, not what pleases himself but what pleases his subjects.

Lao Tzu in 600 B.C, the greatest leader forgets himself and attends to the development of others. So that is that servant leadership is there. In Chanakya's Arthashastra 375 B.C, the leader should consider as good, not what pleases himself but what pleases his subject means just followers. A beautiful definition given by Chanakya it is that a leader will be called a leader.

So they did whatever he is doing, he is not doing it for himself his efforts, his direction, his goal, and his performance, all are directed towards his subjects. And those subjects they should be happy. And they should be get benefited and that was the basis for the Chanakya's Arthashastra also. That whatever the king is there, the king is required to support the public. And then when whenever we are comparing, these 2 definitions then you will find that is they both are having the focus on the other.

Whether it is the Chanakya's Arthashastra which; has talked about the, how that status to be done by the king. And in that case, the first and foremost, priority is given to that servant leadership.

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SERVANT LEADERSHIP: ORIGIN

Author Name	Year	Definition
Jesus of Nazareth	First century A.D.	But the greatest among you shall be your servant (Mathew 23:11); The one who is the greatest among you must become like the youngest, and the leader like the servant.
Robert K. Greenleaf	1970	The servant leader is servant first…it begins with the natural feeling that one wants to serve, to serve first.

So another definition of the Jesus of Nazareth, but the greatest among you shall be your servant, the one who is the greatest among you must become like the youngest and the leader like the servant. So, therefore, who is the youngest then that is amongst that grow. So he is the youngest and the leader will be like the servant is there and because the leader is a servant is doing the service.

Then, in the further studies by Robert K. Greenleaf in 1970 he has given the definition, the servant-leader is servant first it begins with the natural feeling that one wants to serve first. So, what is leadership? Leadership is to serve others? I think it is been like our prime minister also says that I am a (FE) I am the servant leader.

So here, it becomes very important that is, that is the orientation and these strategies leadership strategies, right? In leadership functions, leadership (()) (21:28) is not self-centric rather than it is always towards the servicing, the other sees there. Whenever in any organization, when the top management, right? I would like to give the example of Ratan Tata also,

So whenever we talk about the top management then, top management is becoming very popular are the considered are appreciative. But when you are the top management is having that feeling that it is to serve the society. The purpose of business is to serve society.

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How can one become a servant leader?

Anyone can become a servant leader by demonstrating certain characteristics.
Here's how:

- **Be a good listener**- Servant leaders always listen to people before they speak their minds.
- **Have empathy-** Servant leaders feel for their people and don't turn a blind eye toward their problems and issues.
- **Heal those around you**-A servant leader is capable of healing people with a focus on their emotional health and a feeling of completeness.
- **Be aware-**Servant leaders are fully aware of themselves and their people.

This servant leader, what are the characteristics are there, be a good listener, have empathy, heal those around you is there. So I will start with the healing, is there? Now, this is very important is capable of healing people with a focus on their emotional health, and feeling of completeness. So, in the organizational ownership organizational, citizenship behavior, the person who is spending 30 years, 40 years in the organization then what he requires?

He requires emotional healing from the employer, and those employers who are having that emotional healing and then definitely those employers will be well appreciated. And it is not the popularity of employed only; the employees will be giving their best. Be aware, that servant leaders are fully aware of themselves and then people are there. So it is a personal touch, they are in contact.

And therefore, in that case, you will find that whenever they are talking about, this relationship between the servant and the servant leader and the follower. So then in that case he is becoming the very crucial healing factor in emotional connections.

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How can one become a servant leader?

- **Persuade without being forceful-**A good leader is capable of convincing people in different ways.
- **Conceptualize and communicate a vision-**A servant leader can help build a concept for people.
- **Commit-**Good servant leaders are those whose main focus is the people, and this makes the leader fully committed to their growth and development.
- **Build a community-**The leader should be able to walk with and among the people, so that the leader can help them by serving and building a community.
- **Channel foresight-**A good leader can anticipate future events and how they will impact everyone.
- **Practice stewardship-**Stewardship refers to accountability.

Persuade without being forceful, a good leader is capable of convincing people in different ways is there. So, therefore, in that case, but naturally to serve the others first, you will ask that is they do they deserve it or not. Some of them, may not agree with you, so what is required is convincing people in different ways you should be able to convince the people who are there.

Conceptualizing in communicating a vision a servant leader can help build a concept for people that works that is what is required to fulfill their requirements. Commitment is there those who mainly focus on the people and this makes the leader fully committed to their growth and development is there. Build a community leader should be able to walk with and among the people, so that the leader can help them by serving in building a community, is there.

So ultimately what he does is by this particular commitment can create a community a rounding to him and serve the organization. In channel foresight, a good leader can anticipate future events and how they will impact everyone, and therefore, that channel foresight will be there whenever the leader is the visionary. And therefore, he will have, always an impact on everyone there.

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Myths and misconceptions of servant leadership

Following are just a few of the myths and misconceptions about servant leadership.

Myth 1: Servant leadership means giving up power to employees

servant leaders empower their people, coach, and train them on how to use that power, and hold them accountable for their actions and decisions. They also work to understand what their people are capable of and realize that some individuals may need more coaching and support than others.

Myth 2: A servant leader is abdicating responsibility for success. A servant leader understands that they are ultimately responsible for the success of their employees and the success of their business. If an organization's goals and objectives aren't met, a servant leader will look first at themselves and what they could have done better to support their people in achieving them.

However, there are certain myths and misconceptions about servant leadership, because some people believe that servant leadership does not work. They believe that it is the there he needs for this particular, the servant leadership that the organization will not be profitable. So servant leadership means giving up power to employees, servant leaders empower their people to coach, train them on how to use that power, and hold them accountable for their actions.

So it is not like this that is the easy-going. It is here in servant leadership when empowerment is done. So, simultaneously leaders make them accountable for their actions and decisions. So they cannot say no they also work to understand what their people are capable of and realized that some individuals may need more coaching and support than others are there.

A servant leader is abdicating responsibility for success; a servant leader understands that they are ultimately responsible for the success of their employees and the success of their business. If an organization's goal and objectives are not met, servant leaders will look first at themselves and what they could have done better to support their people in achieving them. So, therefore, in that case of the always, he is committed to the goal achievements of being their followers.

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Myths and misconceptions of servant leadership

Myth 3: Servant leaders don't care about customers or shareholders.

- Some people think that because servant leaders focus first on the needs and interests of their employees, they don't care about what the business's customers or shareholders need.

- In fact, servant leaders believe the opposite: that customer and shareholder expectations can only be met (or exceeded) by creating motivated, engaged, and high-performing employees.

Servant leaders do not care about customers or shareholders. Some people think that because servant leaders focus first on the needs and interests of their employees, they do not care about what the business's customers or shareholders need. Several leaders believed the opposite; the customer and shareholders' expectations can only be met or exceeded by creating motivated, engaged, and high-performing employees.

So, this is very much true that is unless and until you are employees. For example, service after sales and in the case of the service after-sales, if the person is not focusing on what once that product is sold. And then there is nobody to take care of, or the installation of that product, or the complaints in that product, or the monitoring and operations of that product, is not that has been supported.

Then in that case it will become very difficult for the organization to survive. So what is required? That is a requirement that the customer and shareholders. With servant leadership, what are the created, motivated, and engaged high-performing employees are there? And so that motivated and engaged the high performing employees are possible only if you are having this servant leadership is there.

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Traditional Leaders Vs Servant Leaders

Traditional Leader

- Sees leadership as a rank to obtain
- Uses power& control to drive performance.
- Measures success through output
- Speaks
- Believes its about them.

Servant Leader

- Sees leadership as an opportunity to serve others
- Shares power & control to drive engagement.
- Measures success through growth and development.
- Understands its not about them

So traditional leaders see leadership as a rank to obtain use power and control to drive performance, measure success through output speaks, believe it is about them. The servant-leader sees leadership as an opportunity to serve others, share powers and control to drive engagement, and major success through the growth and development, So, understand it is not an about them and that is about the servant leader.

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The Art of War Vs. Bhagavad Gita Philosophy

	The Art of War	Bhagavad Gita
On Material Incentives	People need extrinsic incentives to be motivated. Give your soldiers shares of the booty and conquered territory.	Never act for material rewards only. Focus instead on doing well, and good things will follow.
On the Ultimate Goal	Winning requires cleverness and sometimes even deception.	Success means satisfying multiple stakeholders.

The art of war versus Bhagavad Gita's philosophy is there on material incentives the art of war, are the people need extrinsic incentives to be motivated. Give you are Soldiers shares of the booty and the conquered territory is there. While in the Bhagavad Gita never act for the material rewards only focusing instead on doing well, and good things will follow. and on the ultimate goal, whenever we talk about winning requires cleverness and sometimes even

deception according to the art of war. But Bhagavad Gita says Success means satisfying multiple stakeholders are there.

In handling the followers, the art of war will rule the iron discipline. Maintain your authority over them, knowing that too much kindness towards your followers could make them useless is there, right? So, therefore, in that case in the art of war too much kindness has not been allowed. While in the case of the Bhagavad Gita enlightened leaders are selfless and compassionate towards the others, right.

Followers who are treated as equals are more motivated to enthusiastically support their leaders are there. And therefore, it has been seen that is a high commitment towards the followers in the region, you will get the loyalty of your followers and but it is not for these. The interest in getting certain things returned. It is selfless and compassionate toward others.

So this type of this, these the work will be has been encouraged through the servant leadership and inspires our research is consent. And then the servant leadership one page is called has worked on in this and then it is the findings are that is a people do not leave the organization they leave their bosses; means they are not happy with the leadership style. So it is better to have the leadership style which is the servant leadership style so you are telling employees they continue with you.

RESEARCH PAPER

Supervisory servant leadership and employee's work role performance
A multilevel mediation model

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Purpose

The purpose of this paper is to explore whether employee's perceived organizational support and organizational identification (OID) have a mediating role in the relationship between supervisor's servant leadership and employee's organization member performance.

Supervisory servant leadership and employees' work role performance are there in this research paper, the relationship between servant leadership and employees' organizational the remember performance.

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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.

And this paper is having 181 salespeople in 83 sales managers. The model has consistent that sales managers' servant leadership is directly and positively related to the salespeople's organization member performance. In addition, says manager's servant leadership is indirectly it is related to salespeople's organizational member performance, is there. Now, through this salespeople's perceived organizational support, and that is the, whenever, there is a moving the people perceive employees perceive that organization support is there then, definitely, they will become more successful.

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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 OID is also important, as these factors will encourage employees to behave in the best interest of the organization.

Employees with a, we mentality and who need to serve, should be selected for and promoted to supervisors. Enhancing employees' perceived organizational support and OID is also important, as these factors will encourage the employees to behave in the best interest of the organization is there.

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Case Study: Do Unethical Decisions Come from Bad Character?

Why would former New York Attorney General and then Governor Eliot Spitzer decide to use a prostitution service? Why would highly respected attorney Marc Dreier, with degrees from Harvard and Yale and a successful Park Avenue law firm, decide to impersonate people in order to swindle others? From Tiger Woods to Bernie Madoff, it's not hard to find examples of unethical behavior. But what causes people to make unfortunate choices?

Behavioral genetics research has taught us that virtually every human characteristic has genetic origins and that genetic differences are a central reason people differ in their behavior.

Thus, some personality traits probably predispose people toward unethical behavior. One study of white-collar criminals, for example, showed they were significantly lower on a conscientiousness scale than the general population.

And this is the case study, do unethical decisions, come from bad character. And the Attorney Governor Eliot Spitzer decides to use a prostitution service? Why would highly respected attorney Marc Dreier, with degrees from Harvard and Yale and a successful Park Avenue law firm, decide to impersonate people to Swindle others? From Tiger Woods to Bernie Madoff, it is not hard to find examples of unethical behavior. But what causes people to make unfortunate choices?

Behavior genetics research has taught us that virtually every human characteristic has genetic origins and that genetic differences are a Central reason people differ in their behavior.

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Case Study (Cont.)

On the other hand, recent research shows that all of us perform unethical behavior to some degree while subconsciously fooling ourselves about it. We may bend a rule to help a colleague, overlook information that might damage a case we want to make, or lie to avoid a negative consequence—blithely unaware that others might view this behavior as unethical. Why do we do this? Evidence suggests that when we fail to notice a decision has an ethical component, it enables us to behave in a self-interested manner without having to feel badly about it. No wonder, then, that people tend to believe they are more ethical than they are.

Many think that transparency and accountability increase ethical behavior. Behavioral ethics research, however, shows us that often these actions increase unethical behavior, because they cause individuals to think disclosure absolves them of ethical responsibilities to be objective, or to deny to an even greater degree the ethical components of their decisions.

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• The first step toward behaving more ethically is, ironically, admitting to ourselves that we adhere to ethical standards less well than we admit.

Questions

1. Do you think people see themselves as more ethical than they really are? And you?

2. The authors of one study noted that "disclosures can exacerbate [unethical behavior] by causing people to feel absolved of their duty to be objective." Do you agree? Why or why not?

3. Do you think if we admitted it to ourselves times when we behaved unethically we would be less likely to behave unethically in the future?

So this is all about this case study and these are the questions. Do you think people see themselves as more ethical than they are and what about you? The authors of one study noted that; disclosure can exacerbate unethical Behaviour by causing people to feel absorbed by their duty to be objective. Do you agree? Why or why not? Is there, so these are the questions for you are assignments.

And do you think if we admitted it to ourselves times when we behaved unethically we would be less likely to behave unethically in the future also.
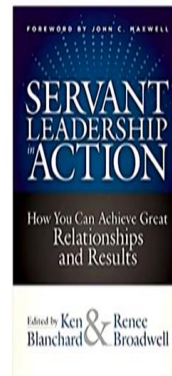
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BOOK RECOMMENDATION:

Servant Leadership in Action: How You Can Achieve Great Relationships and Results

Authors:	Ken Blanchard, Renee Broadwell
Publisher:	Berrett-Koehler Publishers; 1st edition (6 March 2018)
Language:	English
Paperback:	288 Pages
ISBN:	152309396X

And this is the book, which is recommended here, how you can achieve the great relationship and results and servant leadership in action is there?
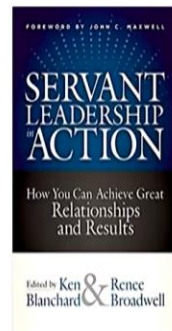
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BOOK RECOMMENDATION:

We've all seen the negative impact of self-serving leaders in every sector of our society. Not infrequently, they end up bringing down their entire organization. But there is another way: servant leadership.

Servant leaders lead by serving their people, not by exalting themselves. This collection features forty-four renowned servant leadership experts and practitioners--prominent business executives, bestselling authors, and respected spiritual leaders-- who offer advice and tools for implementing this proven, but for some still radical, leadership model. Edited by legendary business author and lifelong servant leader Ken Blanchard and his long-time editor Renee Broadwell, this is the most comprehensive and wide-ranging guide ever published for what is, in every sense, a better way to lead.

Image Source: https://images-na.ssl-images-amazon.com/images/I/51RbWam9rOL._SX329_BO1,204,203,200_.jpg

And these Ken Blanchard, and Renee Broadwell book is there.

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- Robbins, S. P., & Judge, T. (2007). Organizational behavior. Upper Saddle River, N.J: Pearson/Prentice Hall.
- Otero-Neira, C., Varela-Neira, C. and Bande, B. (2016), "Supervisory servant leadership and employee's work role performance: A multilevel mediation model", *Leadership & Organization Development Journal*, Vol. 37 No. 7, pp. 860-881. https://doi.org/10.1108/LODJ-11-2014-0230

These are the further references, which you can refer to for your studies and then, for these notes are also these references have been used. I am sure that you will find it by going to this literature. That is servant leadership is becoming more effective whenever we use each other in our organization.

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References

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These are further references. Thank you.