Leadership and Team Effectiveness
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Lecture - 03
Leadership Myths and Facts - II

Earlier we have discussed about these leadership myths and facts in continuation of that you will find about that is how the leadership is to be shared. Now, in an organization commencing, it is a simple blend of men and women associates and the management, work towards the development of a powerful team, all these aspects that is to be shared.

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So, we can form a team, we can classify, whether it can be on the basis of the gender, that is there, what will be the same blend of the men and women in a particular team, who will be the associates? Associates may be from the basis of their wisdom and expertise and like this, these classifications can be taken. Now, when we are talking about leadership, about the myth 5 ways that exist only at the top of the organization.

Many people believe that he is the leader means top management, but this is not the fact the highly competitive market leaders needed at various levels. So, there are basically 3 levels, junior level, middle level, and high level and at every level, I would like to share my experience that when I was the labor officer in the Hukamchand mill, and during that time in the late 80s, then at that time.

It has been seen that is from 1980 to 1990, then it has been seen that he is the chief supervisor he was supposed to be the best leader I tell you, because whatever the process starts from the ground level, if it is properly checked, quality is controlled, then there will be no complaint. So, if you want quality leadership, then quality leadership has to be checked at the initiative level. So, therefore, it becomes very, very important that the leadership is not at the CEO level only, but rather than it should be right from the junior, middle and senior-level executives, it will wringing its own death knell.

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So, therefore, it is very, very important that is everybody in the organization they should contribute to the leadership to get work done, necessity of leadership at the different levels is clearly apparent and when considering armed forces are there. So, therefore, in that case, like if you are talking about level 1, level 2, level 3 or level A, B, C, then every level there should be there clearly, it should be apparent and therefore, the persons who are working in organizations, they know what is to be done?

How it is to be done? Where it is to be done? When it is to be done? So, all questions are answered by the leader, and as a result of which, once the work is done, there are no complaints. Effective leadership at every level is a prerequisite to achieving a corporate vision, now, the direction is very important. The leadership might be at the junior, middle and senior level, but all the contributions at all levels, where they should be directed?

They should be directed towards the achievement of the corporate vision, whatever the corporate vision is there that is, because if there is no coordination between the junior level

and the middle level, or middle level and senior level, then definitely it will become a big problem. However, it might be effective work, but it may not be efficient work it might be efficient work may not be the effective work because of a lack of coordination.

So, if you want proper coordination between efficiency and effectiveness, then it becomes very, very important that you are having this coordination amongst all the levels. Leadership or the charismatic, now charisma is very often confused as leadership is there.

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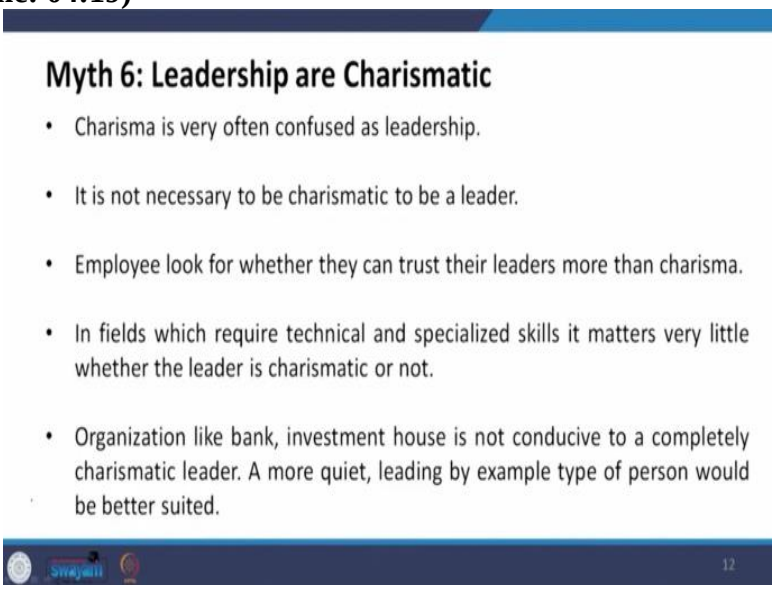

So, every charisma is not necessarily to be a leadership. It is not necessary that is every leader has to be a charismatic leader, because when we find that is the employees look for where they can trust their leaders more than charisma. So, building the trust, leader should be a trust builder. And if he is a trust builder, then definitely, in that case, he will be able to influence his followers. Every time you are expecting charisma from the leader, it will be an impractical approach.

So if you want to do this particular consideration, then in this consideration to be an effective leader, please do not try to always to be charismatic leaders because normally does not happen practically does not work in fields which require technical and specialized skill, it matters very little, whether the leader is charismatic or not. A very simple example is for operations management is there and in operations management technical and specialized skills are required.

And if you are able to do that follow those skills, automatically, you will get the output and product cost-effective, but, if you are talking about the HRM motivation, then definitely the role of the charismatic leaders that become more, but in the case of the operations management, it is more systematic work quality product itself will prove that there is an effective leadership is there.

Organizations like the bank, investment house is not conducive to a completely charismatic leader, they go by the rules regulations, and procedures, a more quiet leading by example type of person would be better suited and therefore, in that case, by doing his own tasks that will make him the leader rather than creating any charisma at the workplace and becoming the leader is there.

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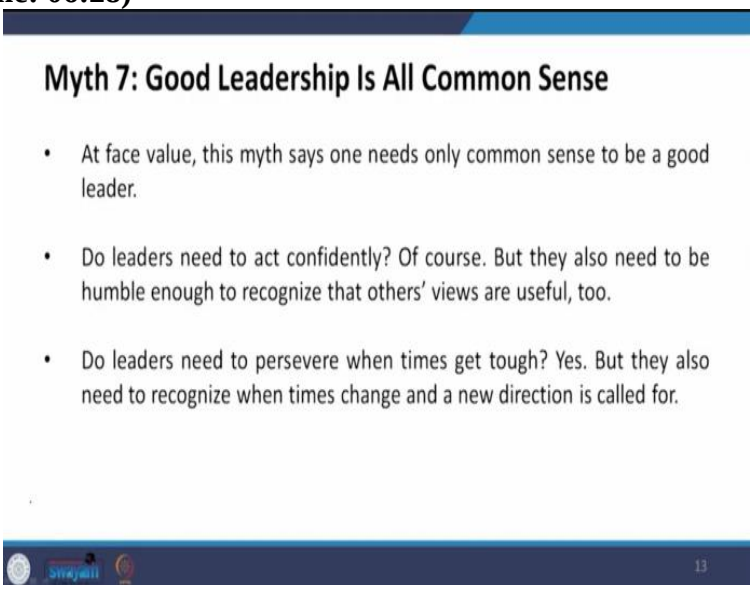

Myth 7 is that good leadership is all common sense at face value this myth says one needs only common sense to be a good leader. So, therefore, in that case, that is the only that common sense will work need to act confidently of course, but they also need to be humble enough to recognize that others' views are useful. So, therefore, in that case, here we can also differentiate between the authoritative or autocratic style of leadership and his participative style of leadership is there.

And therefore, it becomes very important that is we are always yes, vision there has to give the vision and but in the creation of that vision, in implementation of that vision in the achievement of that vision, he requires to get recognition by the views of the other also. So, others' views are also becoming very, very important, do leaders need to persevere when

things get tough? Yes, but they also need to recognize when times change and the new direction is called for.

So, persevere where the time is always challenging time, at a challenging time the persevere is required, yes, that is required, but they have to recognize also that is with the changing in time the leadership style is to be changed flexibility, flexibility is very, very important. And that is so, that what happens that is the leader to achieve the corporate vision and he changes his directions and by the different directions you can reach to the destination.

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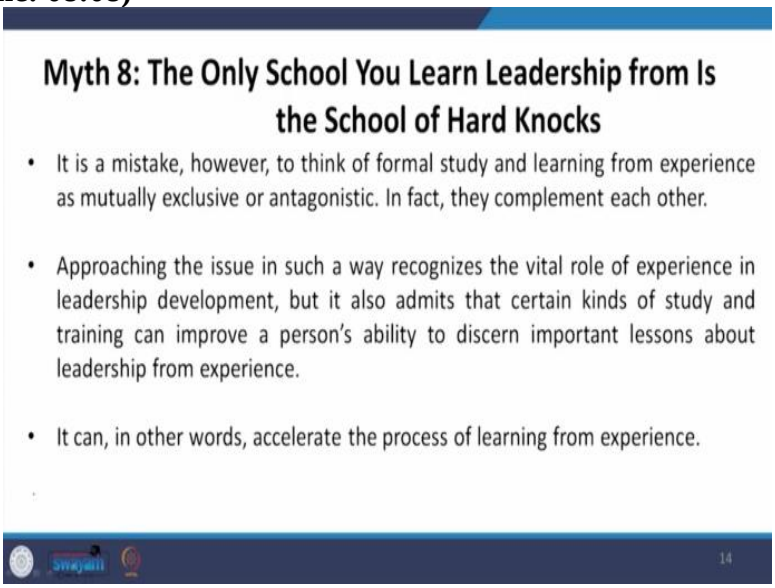

Myth 8 is the only school you learn leadership from is the school of the hard knocks. It is a mistake to think of the formal study and learning from experience as mutually exclusive or antagonistic, in fact, they complement each other. So, therefore, do not think like this, that is the only experience makes a person the perfect leader or only a very highly qualified personality high degree from a highly reputed institute that will make a person an effective leader, no.

It is the combination of both they require they complement each other in the sense that is they are able to mutually supporting to each other and when they mutually support to each other a person who is having the experience of the 10 years of experience in his field and then also he has studied then they will be nothing like that. And therefore, in that case, that learned leadership with the practicing leadership both will be making your leadership more effective.

Approaching the issue in such a way recognizes the vital role of experience in leadership development, but it also admits that certain kinds of study and training can improve a person's ability to discern important lessons about leadership from the experiences there. So, therefore, in that case, the individual's ability that has to be supported by the person's experience is there.

It can, in other words, accelerate the process of learning from experience. So, therefore, they are not isolated compartments. So, they are the supporting compartments and it is supporting compartment means there is a bridge, bridge between the compartment and what is the bridge is that is learning with the experience and many times we find as the management education.

They were the initiation for these part-time MBAs and part-time MBAs means that is the education of leadership, the practicing the employees, they were in the evening they were learning the leadership styles, understanding the leadership concepts and therefore, with their experience and their learning, they have become more effective. Please also this myth is wrong that is only the experience will become the effective leaders only the learned from the top class institutes the learned who were learned and trained into the leadership they will become the effective leader no, that has to be mutually interdependent.

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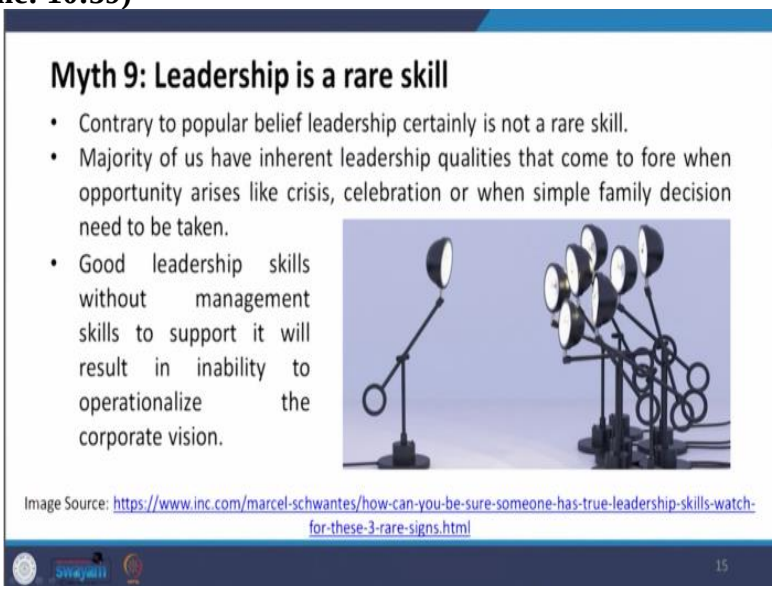

Contrary to popular belief leadership is a rare skill. So, it was always mentioned it is many people feel that they are different from those who become leaders no, contrary to popular belief leadership certainly is not a rare skill, the majority of us have inherent leadership

qualities that come to fore when opportunity arises, the crisis celebration or when simple family decision needs to be taken, I would like to give you an example of a marriage.

So, when the marriage is finalized and then you find that is there are different the relatives, those who are performing different functions or responsibilities very efficiently. And then you find that these are the people who are the best in this particular task. So, therefore, it is the decision need to be taken to whom we are giving you an opportunity to perform good leadership skills without management skills to support it will result in an inability to operationalize the corporate vision.

So, therefore, in that case, the good leadership skills that is the initiative then participative, delegation, decentralization, and management skills, when we are talking about it is a communication skill is their job knowledge skills, technical skills, human skills, conceptual skills, analytical skills, designing skills. So, therefore, these other management skills are there. So these management skills are to be supported, supported to the leadership skills are there.

So, therefore, in that case, whenever we are talking about leadership is more, more influential, because it is supported by the manager's skills is there. Myth 10 is that extroverted leaders are preferred as you see in the personality we talk about the introvert, extrovert, intuitive sensing, thinking, feeling, perceiving, and judging. So extroverts are thought to be more outgoing and confident, and introverts are considered shy and withdrawn.

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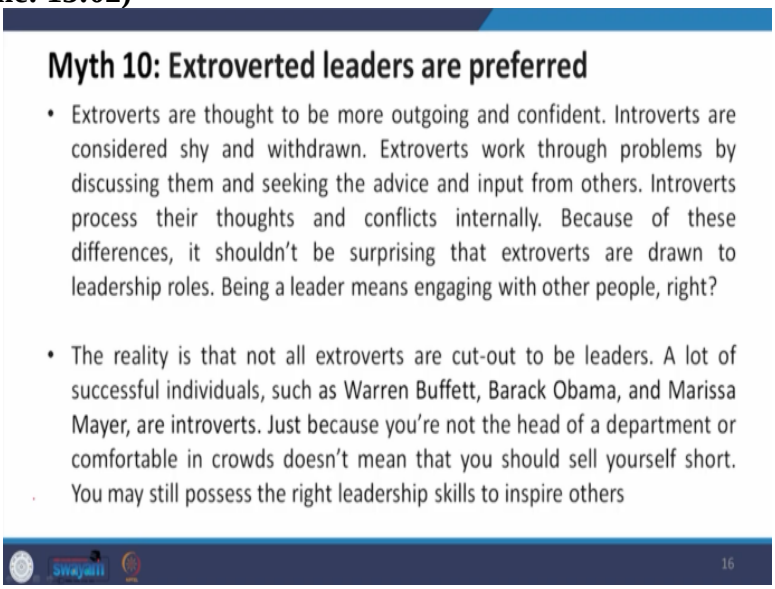

Extroverts work through the problems by discussing them and seeking advice and input from the others are there, introverts process their thoughts and conflicts internally. Because of these differences, it should not be surprising that extroverts are drawn to leadership roles. So, therefore, in that case, it has to be seen that is how these extroverts those who are becoming very popular and very interactive.

And these, therefore, they are becoming the spokespersons and there is a function of this manager is as a spokesperson and the extroverts people, they become the spokespersons and they emerge the image as a leader. So being a leader means engaging with other people. And therefore, please do not take it this myth that is the only extrovert can be the leaders and introverts cannot because introverts, they process their thoughts and conflicts internally, but they come out with the decisions very, very effectively.

So, the reality is that not all extroverts are cut out to be the leaders. A lot of successful individuals such as Warren Buffet, Barack Obama, Marissa Mayer are introverts. And therefore, in that case, whenever we are talking about especially, that this USA, President Barack Obama and when we are talking about that is the how they are effective leadership has worked in spite of that he is an introvert.

So, the reason is this, it is not just because you are the head of the departments are the comfortable in crowd does not mean that you should sell yourself short. Those who are even introvert they come out with the new ideas and that idea make them the successful leaders. So, you must still possess the right leadership skill to inspire others, even though if you are the introvert is there because your decision-making styles.

So that is why this introvert leaders, there is a Warren Buffett and Barack Obama and then they are so much successful in their areas. And that is, it is just because of their decision-making styles and therefore, introvert and therefore, they are introverts so they analyse and their analysis that is making them stronger, result oriented decisions are there. So, not necessarily that all extroverts they will become the effective leaders and they all introverts, they will not become the leaders.

It is the individual's the expertise, whether he is an extrovert or the introvert, ultimately, the results ultimately, it is the self-analysis of the individual that will decide whether the person

will be successful leader or not. And myth is about the results and not the people. Now, we have to combine, I came to the previous myth leadership is not about the results at the sacrifice of the people.

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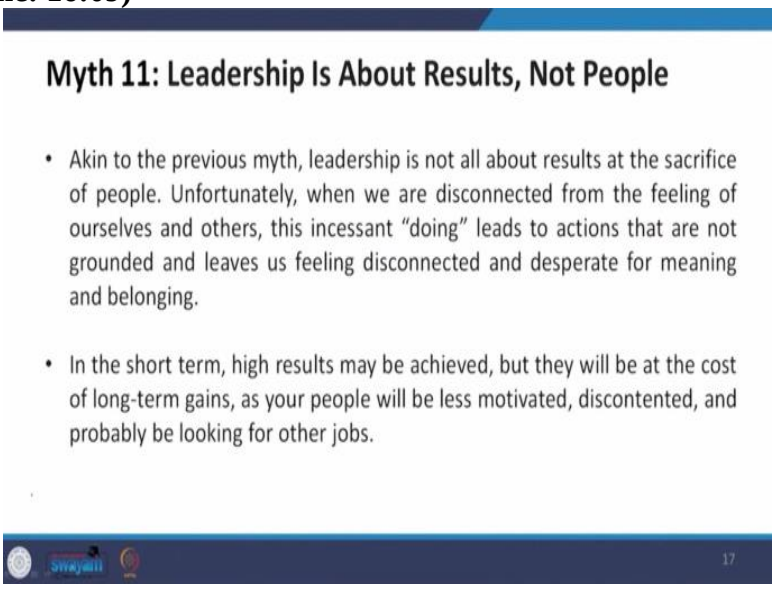

Unfortunately, we are disconnected what I want to say that is the many times we say people are important, many times we say technology is important, process is important. And many times, we say that is the financial condition is important that makes the people leader. So, these are the different myths are there and ultimately, what is the reality of fact, fact is that it is the interaction of all that point we will cover.

Now, when we are disconnected from the feelings of ourselves and others are these incessant doing leads to action that are not grounded and leaves us feeling disconnected. And many times, the people are disconnected from the reality dispirited by the meaning and the belongingness is there in the short-term high results may be achieved, but they will be at the cost of long-term gains, this is also very, very important at what cost you are achieving your results.

So, therefore, it is not that is the, when we say about the accomplishment of goal accomplishment of vision, but at what cost you achieve your goal? At what cost you have achieved your vision? That is becoming an important aspect. So, as you people will be less motivated, discontented and probably will be looking for the other jobs. So, therefore, if your people are not highly motivated.

And they are not having any concern, not contented, and we are looking for the if they are searching for another job. So, therefore, in that case, that is the vision will be achieved in long term. So, therefore, in the short term, high results may be achieved, but they will be at the cost of the long-term gains, and that care has to be taken.

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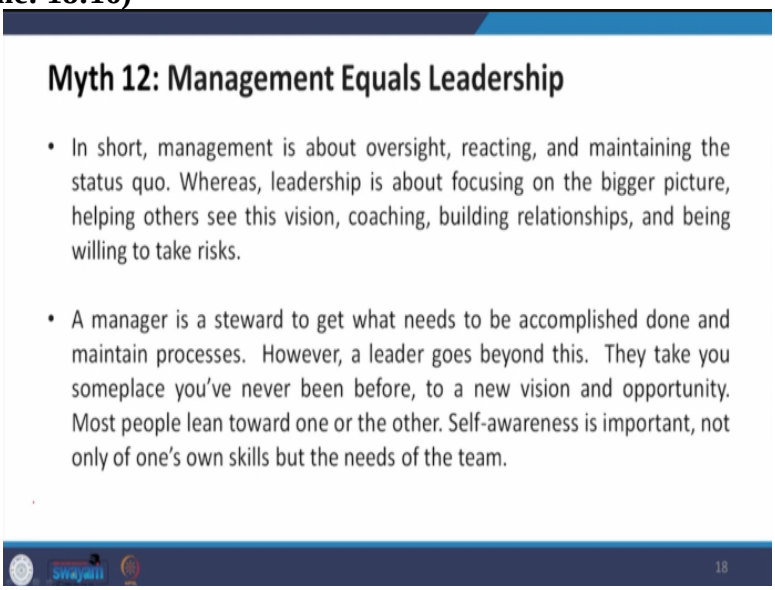

Management equals leadership in short, management is about the oversight, reacting, and maintaining the status quo. So many times, they are not taking the initiative, whereas leadership is about focusing on the bigger picture, helping others to see this vision, coaching, building, relationships, and being willing to take risks. So, there is more momentum into the leadership is there. A manager is a steward to get the needs to be accomplished done and maintain the processes.

However, a leader goes beyond this, they take you someplace you have never been before to a new vision and opportunity. Most people lean towards one or the other self-awareness is important and not only one's own skills but the needs of the team. So, earlier also we are talked about this thing that is it is very, very important. We are having the team members we are concerned with the team members and not only with the individuals is there.

So any leader if he thinks that is on the basis of his own performance, will lead the organization then I will say it is a myth unless and until he is not supported by the team members. Related to this myth and reality now I would like to discuss with you one case study and that is the Virgin Group is one of the largest companies in the world over the 30 countries.

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At the head of this huge organization is Richard Branson, and Richardson he built the organization from a small student magazine to the multibillion-dollar enterprise it is today. So always we find that is the journey of the successful leaders, it starts with the small steps. Why I am sharing this to you, that is yes you are the potential leader and when you want to implement the leadership, so you please start with a small step and you will reach the big reason.

So, Branson was suffering from dyslexia in childhood but was great at his uncanny knack for uncovering lucrative business ideas and his true talents begin to show in his late teens, he decided to start his own magazine named student, it has differed from the most college newspapers or magazines, it focused on the students and their interest. Now, you know, you see when many magazines are there, and these magazines are talking about the students.

But the title is not the students and it is not focusing much on the students rather than just focusing on the different dimensions. But here, according to this case study the Branson's saw an opportunity of a student to offer a course and that has been the cheaply by running the advertisements for the mail order delivery, he recruited the staff of the student for his discount music business, he built a small recording studio and signed his first artist and soon grand sale of the 5 million copies read for the Mike Oldfield recorded the tubular bells. And therefore, this way the journey has been started.

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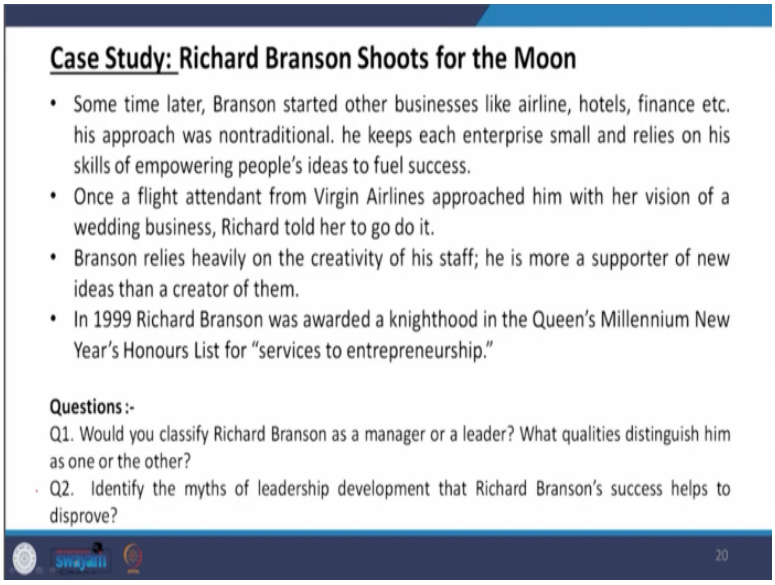

Sometime later, Branson started other businesses like the airlines, hotels, finance, etc. His approach was non-traditional, he keeps each enterprise small and relies on his skill of empowering people's ideas to fuel success. And that is why earlier we talked about it is the connect between the leader and team and if there is a proper connect by the leaders with his team members, then definitely that is by empowering this team members and accepting their ideas that will lead to your success.

Once a flight attendant from Virgin Airlines approached him with her vision of a wedding business, Richard told her to go and do it. Branson relies heavily on the creativity of his staff, he is more a supporter of the new ideas, than a creator of them. So, this is also you see, some people may have this feeling some people have like some of us they may have this feeling that is they are not the good ideas creator no problem.

But then you can connect with the creators of a good idea and when you are connecting yourself with the good idea of connectors like here it is given, he is a more supporter of the new ideas, then a creator of them that will also do and that will make a successful history. In 1999 Richard Branson was awarded a knighthood in the Queen's millennium, New Year's Honours list for service to the entrepreneurship and here I would like to help the questions and that is, would you classify Richard Branson as a manager or a leader?

What qualities distinguish him as one to the other and identify the myths of leadership development that Richard Branson success helps to disprove and you can think about it and then you can help your own the answers and that you can take it as your assignment also and

then try to find out that is the how these that ideas collection that can make a person a leader as compared to only to be a generator of the new ideas. So, many times people do not want to come to the driving seat of leadership because they feel that is they are not good idea generators. But from this case study, you will find that yes, there is a possibility by making a proper team.

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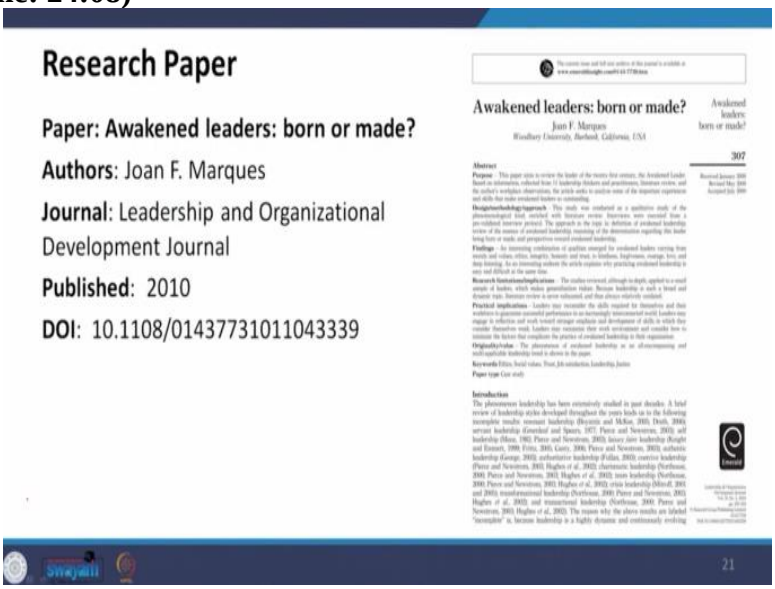

So, next, I will discuss about this research paper, awakened leaders born or made? So, therefore, in that case, we have talked about these myths. So, do you recall what I have mentioned? Yes, and that is the not only that what if you are born so, you will be a successful leader, but by learning and by experience, the one can be successful leaders. For this research paper, the author is John F. Marcus journal of leadership and organizational development journal published in 2010.

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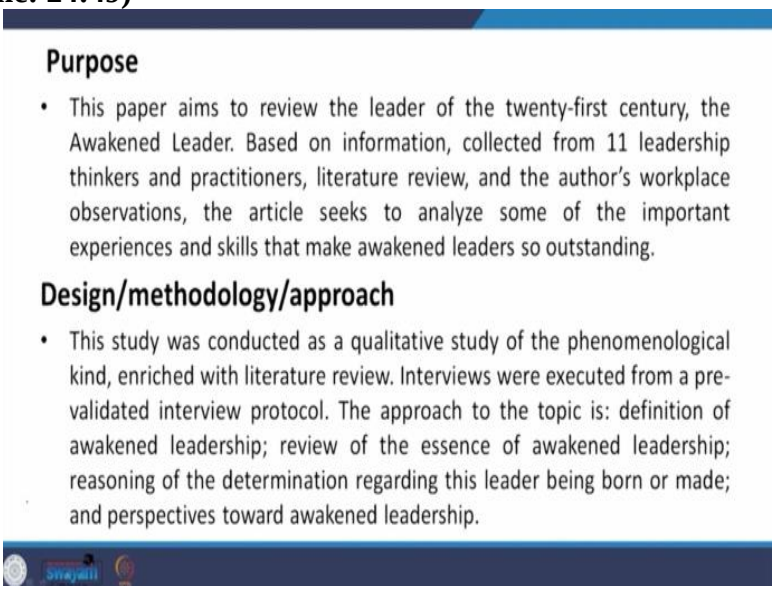

And the purpose of this paper aims to review the leader of the 21st century and the awakened leaders based on information collected from 11 leadership thinkers, and practitioners, and literature review and the author's workplace observations the article seeks to analyze some of the important experiences and skills and that make the awakened leaders to so outstanding. In this particular research is the methodology which has been used was conducted as a qualitative study of the phenomenological kind.

And enriched with the literature review; interviews were executed from a pre-validated interview protocol. And the approach to the topic is the definition of the awakened leadership review of the essence of the awakened leadership reasoning of the determination regarding this leader being born or made and perspectives towards that, this awakened leadership is there.

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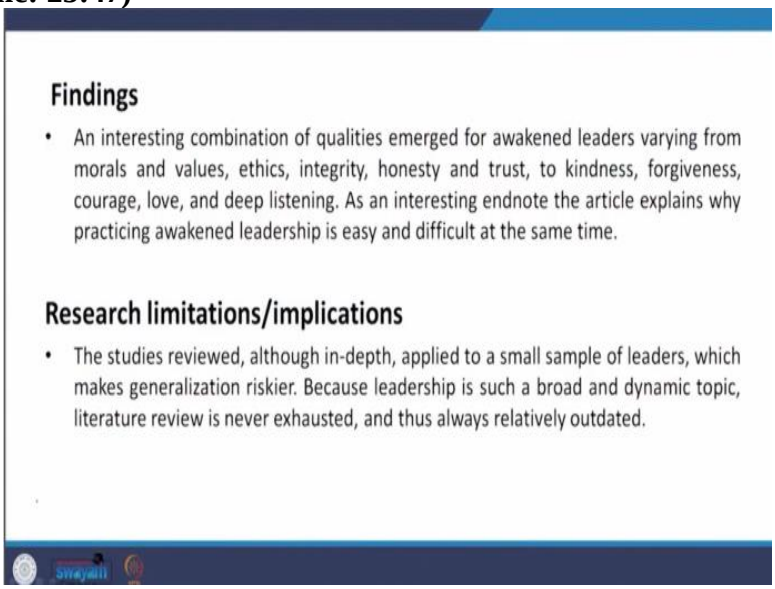

The findings of this particular research paper is that is an interesting combination of qualities emerge for these awakened leaders varying from morals and values. Now, you see that we have to understand here and these creators of successful leadership and the first and foremost is that is the moral and wellness, the morals and wellness of the leaders, that is to what is this to serve the society and that is if the model and values of the leader are to earn for themselves, then such type of business, they do not become much sustainable.

They might have reached the peak, but they will not become successful the ethics, integrity, honesty, and trust are there. And these are the dimensions that have to be focused on whenever you are talking about really becoming the leader. So your integrity, integrity

towards your job, your profession, your honesty and trust towards your organization to kindness, forgiveness, courage, love and deep listening, because with your team members, this is becoming very, very important, that is you are having that particular kindness.

And forgiveness if you are having that approach in your decision making or in interaction with your team members, that kindness and forgiveness are there and there will be certain suggestions by the team members if you have that courage to make these applications by these particular suggestions made by your team members love and deep listening to them, then definitely, in that case, you will find that is yes, you are a collective leader.

As an interesting and not the article explains why practicing awakened leadership is easy and difficult at the same time. And therefore, in that case, you will find that is this particular study when you are talking about these different dimensions, how it is making one side successful another side challenging also, the study is reviewed, although in-depth applied to a small sample of leaders, which make generalization riskier.

Because leadership is such a broad and dynamic topic literature review is never exhausted, and definitely in that case, you have to see even you see the old literature and there is then always you have to find out what is related to you and what can help you to become successful leaders. Leaders may reconsider the skills required for themselves time to time, because what is important is this that is the if you are referring the literature.

If you are in the current dimensions' consideration, then you will be making them the changes, amendments as per the on whatever the skills are required in a given situation and their workforce to guarantee successful performance.

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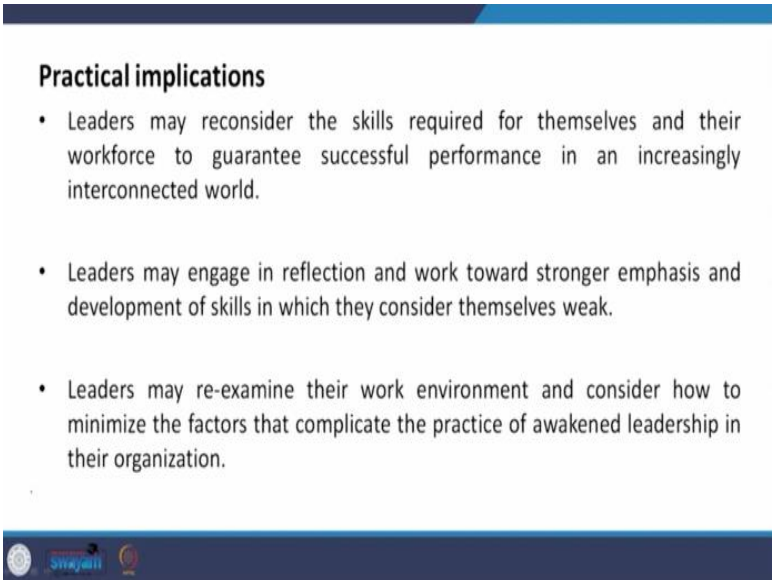

And naturally, ultimately, they are responsible organizational leaders are responsible to provide that guarantee successful performance in an increasingly interconnected world. So, therefore, wherever the business is performed, that business has to be performed in a very, very interactive way. Leaders may engage in reflection and work towards the stronger emphasis and development of skills in which they consider themselves weak.

So, therefore, leaders have to be considered to be very strong, and then this development of the skills they should learn from wherever they find it, they are weak into the certain skill areas, leaders may re-examine their work environment. Now, this is very important, what is your work environment? And consider how to minimize the factors that complicate the practice of the awakened leadership in their organization is there and therefore always they are supposed to do the reviews and when they are making the reviews.

So that is comprising that is making them more successful unless the complicate. So, if you want to make that your leadership style should not be get complicated at the workplace, you re-examine your leadership styles, re-examine the work environment, because your leadership style should match with the work environment and that is why you are supposed to carry on.

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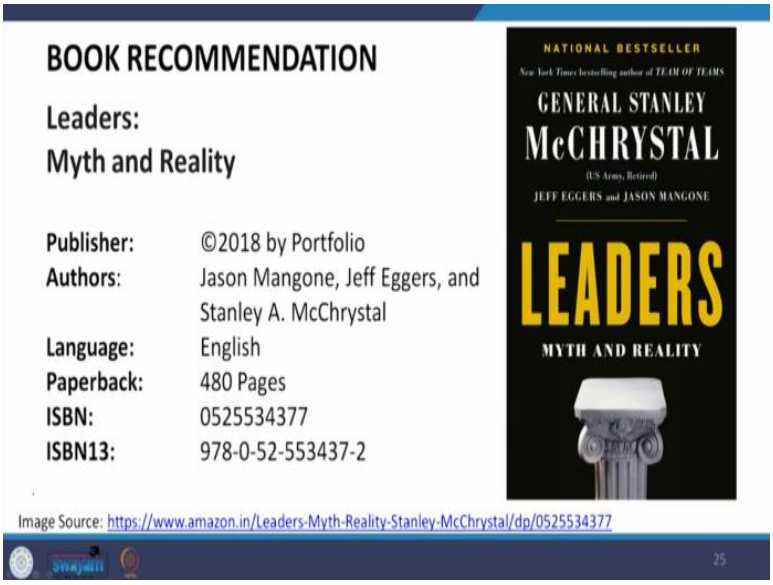

The books recommended here are the myths and reality here these details are given about this particular book, which leaders myth and reality General Stanley. So, therefore, McChrystal is the author of this.

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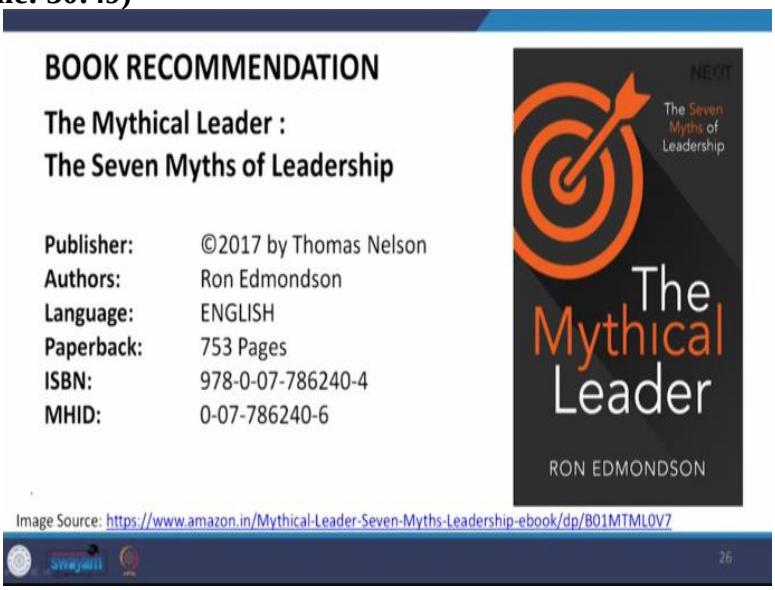

Another book, which have been mentioned here is the mythical leader and the 7 myths of leadership are there and on basis of this also, the author is the Ron Edmondson. So, therefore, in that case, this is another book about the 7 myths of leadership which you can refer.

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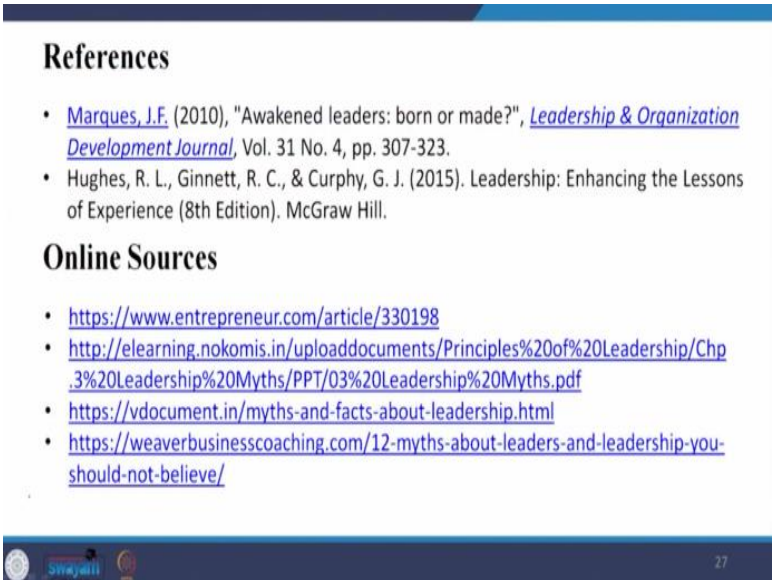

And for all these the literature which we are interacting with you are the references and the online sources. So, at the end, I will say that to becoming a successful leader. It is not the just do not go by the myths rather than understand the facts. And by understanding the facts, you can develop a very effective team and effective leadership. Thank you.