**Leadership and Team Effectiveness**
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Lecture – 04
Interactional Framework for Analyzing Leadership

In this session, we will talk about the interactional framework for analyzing the leadership, and therefore, you will find there are different parameters or dimensions because when you talk about the leadership, it does not depend only on the leader; it depends on so many other factors also. Furthermore therefore, in that case, we will be talking about the different dimensions, factors, or situations responsible. Moreover, we will say; after looking at leadership through several lenses.

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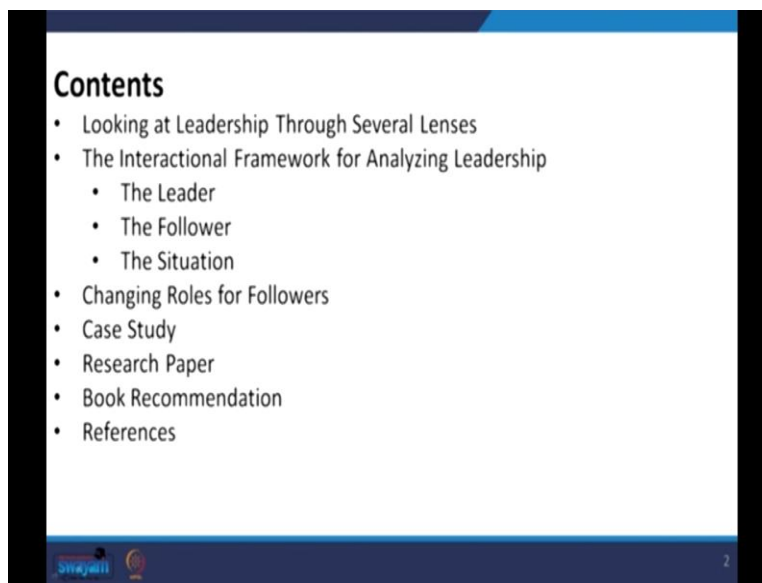
The interactional framework for analyzing leadership these 3 Interactional factors are essential: the leader, the follower and the situation. Moreover, changing the rules for the followers that are these followers also keep on changing, because the leadership is complete with the leaders and the followers also it will not be only through the leader and that is why nowadays much work is going on that is the how this leadership is working.

Now, this leadership interaction between the leader followers and the situation that what we will talk about is the crowd will follow a leader who marches 20 steps in advance because the

primary condition is of the visionary and when we are talking about that is a visionary leadership is there then of course in that case he has to be ahead.

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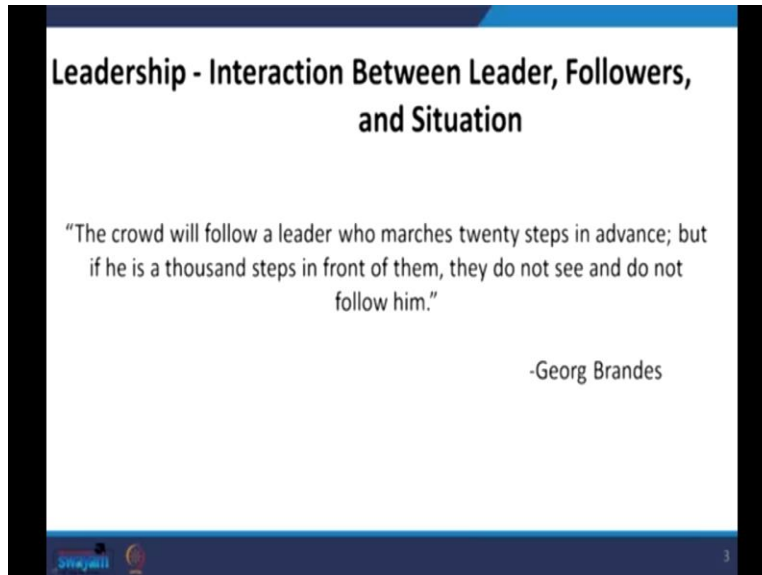
However, if he is 1000 steps in front of them, they do not see and do not follow him. Now a great point has been mentioned that is the how much he should be ahead of the vision, and now you see we are living in a particular situation of uncertainty and therefore, in that case, it becomes very, very important that is the weather we will be going through these particular parameters of the uncertainty. First and foremost is like we have seen this pandemic situation, and therefore if you are planning, then how many steps you should be ahead of. So therefore, in that case, there is the studying only the leaders.

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Looking at Leadership Through Several Lenses

- Studying **only leaders** provides just a partial view of the leadership process.
- Leadership depends on several factors, **including the situation and the followers**, not just the leader's qualities.
- Leadership is more than just the **kind of person** the leader is or the **things** the leader **does**.

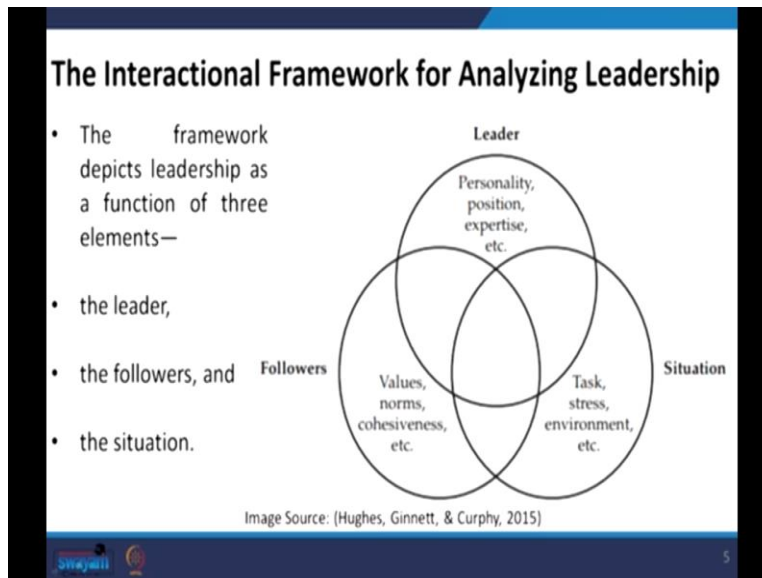Image Source: https://vaconsultants.co.uk/wp-content/uploads/2019/04/Looking-through-a-lens-1024x648.jpg

That will provide just a partial view of the leadership process. Moreover, in that case, it becomes in isolation, it is not in the way of that it will be combined one and if we are not working and including the situation in the followers that is why as I mentioned earlier that when we see this leadership through several lenses and in this several lenses the situation and the followers are to be the part of this particular leadership process.

Furthermore, whenever a leader frequently understands the situation, he will become more successful. Leadership is more than just the kind of person he/she is or the things the leader does. So, therefore, in that case, it is not just the leader's personality only. It is much more than that, and also, whatever the leader does, it is much beyond that; what is it beyond that?

The most precise picture of the leadership process occurs only when you use all three lenses to understand it. So, it is a combination of the leader, follower and the situation. Whenever you have all three lenses and not the single one, you become the more successful leader. Now first, I will like to take about the leader.

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The Interactional Framework for Analyzing Leadership

- The framework depicts leadership as a function of three elements—

- the leader,

- the followers, and

- the situation.

Image Source: (Hughes, Ginnett, & Curphy, 2015)

The leader's personality is what type of personality a leader is now; another model is called a personal to job fit Illinois model. So, leadership must fit with the personality leadership style and, therefore, whatever personality is required. Again, I would like to mention that personality is related to the job. Job fit is essential for what type of leadership the person is.

So, if a person is a leader for these paintings, then he should be then the arts and paintings but if the leader is for the organization then definitely in that case he has to be more, more dominance we cannot make in isolation and therefore he has to go for this personality matching with the job. Second is the position, now whatever position junior-level position, middle-level positions, senior-level position like I always give the example of immediate supervisor because he is the backbone.

So, vision is created at top management, but the implication is essential, and the frontline supervisor will do an implication. So that position is also becoming equally important. The expertise of the leader there is what sort of the expertise the leader is, and many times you find the person has started the leadership with the one expertise and he answered another expertise.

Furthermore, many times it is a positive because it reflects flexibility. As far as the followers are concerned, followers value systems now you see there is a trust, trust is a value system and therefore whether the follower is having the trust with the leader if the follower is having the

trust with the leader then definitely in that case leadership will be more contributing. What are the norms? The rules regulations followed by the follows are there.

Moreover, if it is followed, he will understand that particular part. |Now does the situation is that is whether it is favourable situations or unfavourable situations.

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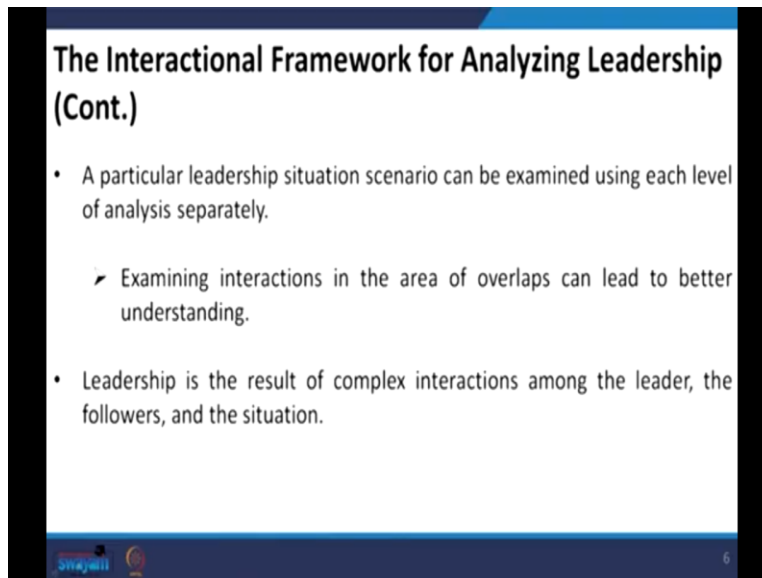
Here I would like to take this particular analyzing leadership with the help of our previous diagram, and there is a particular leadership situation scenario to be examined using each level of analysis separately it is the examining the interactions in the area of overlaps on can lead to the better understanding and therefore, in that case, it is always whatever these overlaps are there that overlaps when they are making the standard circle.

Moreover, if a standard circle is there, there will be wider the familiar circle better will be the leader. So, leadership results from the complex interactions among the leader, follower, and situation. Now here also, I would like to mention that a leader can handle the situation and create the situation; this is very important in the situations created.

Because if there is an unfavourable situation, the leader has to create a favourable situation. Whenever he creates that favourable situation, the leadership will be more influential. To become the more influential leader, the leader has his personality followed by his roles and

norms. Moreover, therefore, in that case, it is what a leader can change, and the leader can change the situation.

Now how a leader can change that particular situation in the case of the leadership aspects of the leadership equation whenever we are talking about there is in a given condition that is the situation whether he can go for that leading aspect of the leadership equation if it can go by that aspect of the leadership equation on the basis on that is the what type of interest does he have.
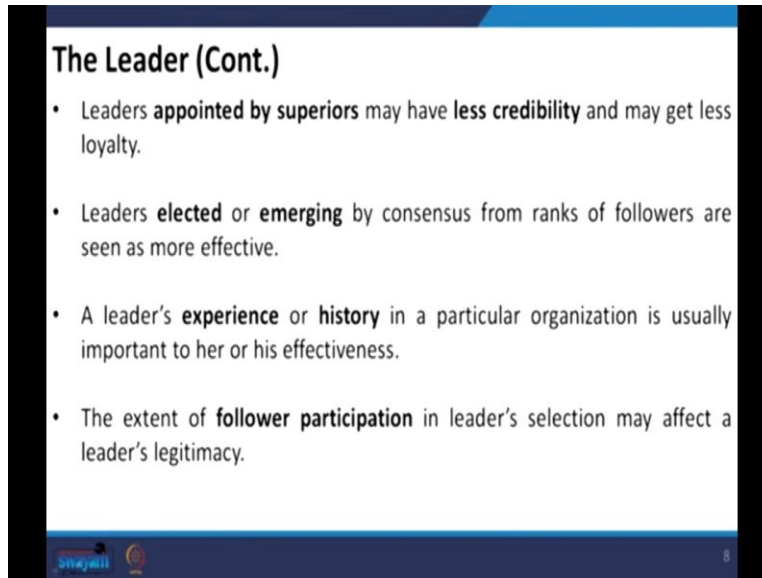
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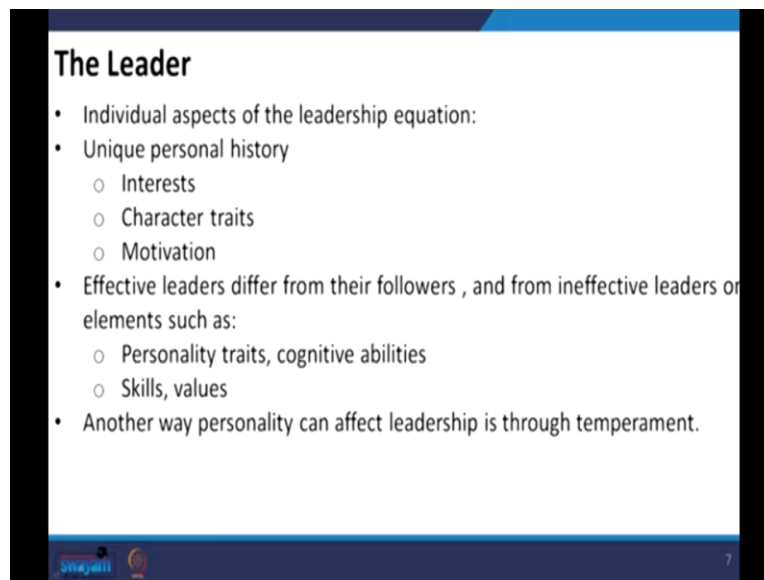
That is a personality, and naturally, the leaders who are having the interest in the commitment to the organizations and getting the job done then definitely that will be more effective the character straits of the particular leader what type of the traits is having the motivation level of that level highly motivation, high motivation, high results will be there. So therefore, in that case, the influential leaders are making these different from the followers in the case of the personality traits, and cognitive abilities, the skills and the values are there.

Now, what type of cognitive abilities are their decisions making skills? If it is having the proper decision-making skill, he is doing better. Another way personally can affect leadership is through temperament; what type of temperament? Now attitude like is an elementary example is that is this temperament depends on three factors: heredity, environment, and situation. So, therefore if the temperament is as per the demand of the situation. Then definitely the leader will be more

and more successful. The leaders appointed by the superiors may hold less credibility and may get less loyalty.

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So, many times like you see there is a boss when we say the boss and the people are having the hilarious comments about the term boss is there why? Because the superiors have appointed him is there but when the boss is elected or emerging by the consciences from the ranks of followers are seen as the more effective is there. Therefore, in that case, it becomes essential that the forcefully placed leadership is not by force multipliers; it is not the manager, it is not the organizational position; it is an influential position.

Furthermore, therefore his experience or history in a particular organization is quickly essential to his or her effectiveness. Now you see impression management. The particular leader creates impression management in the organization so that people know if you are working in an organization for 5 to 10 years people know that leader know you there is what type of decisions you will take.

Moreover, the extent of follower participation in leader selection may affect a leader's legitimacy. Now you see that it is a very common process nowadays and everywhere the followers are consulted. So, whenever a new person is to be appointed, then definitely in that

case the opening of followers that is becoming very important now in the specific aspects of the followers affect the leadership process that is the, it means that the followers select the leaders.

So, therefore you are to see what type of followers are there because (FL) that type of the people is there they will select the king accordingly. So therefore, in that case, it is the expectations; what are the expectations?

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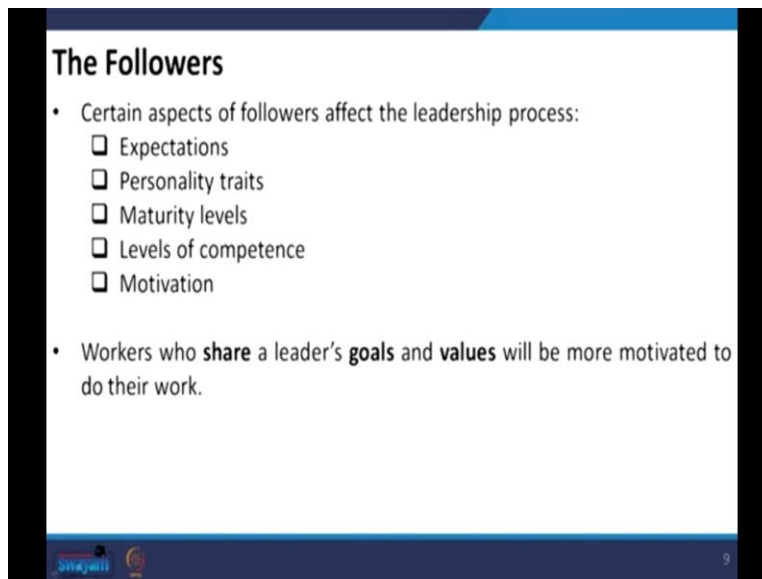
So, if the followers' expectations are that is our leader should be task-oriented, they will select a task-oriented when then also the followers the personality traits, what type of personality trait is there? If the followers are sincere, hardworking, organizational, engaged, and committed, they will select a leader who reflects those traits. Moreover, there has always to be an understanding between the leader and the follower.

Moreover, that is maturity levels are there. Moreover, according to the maturity levels, the followers will select their leaders and the type of competence. There are technical skills, interpersonal skills, conceptual skills, analytical skills, and designing skills. If these skills are there, they will be able to perform similarly to what type of motivation the followers have.

The workers who share a leader's goals and values will be more motivated. So, they have a common goal and values that is becoming a very, very important part of the diagram, which I

have shared with you earlier and then in that case you find that is a norms values but the norms and values are to be common and shared by the leader and the follower. In the case of the number of followers now in the management, it is told that 5 to 7 numbers of the subordinates are the followers that will be very important.
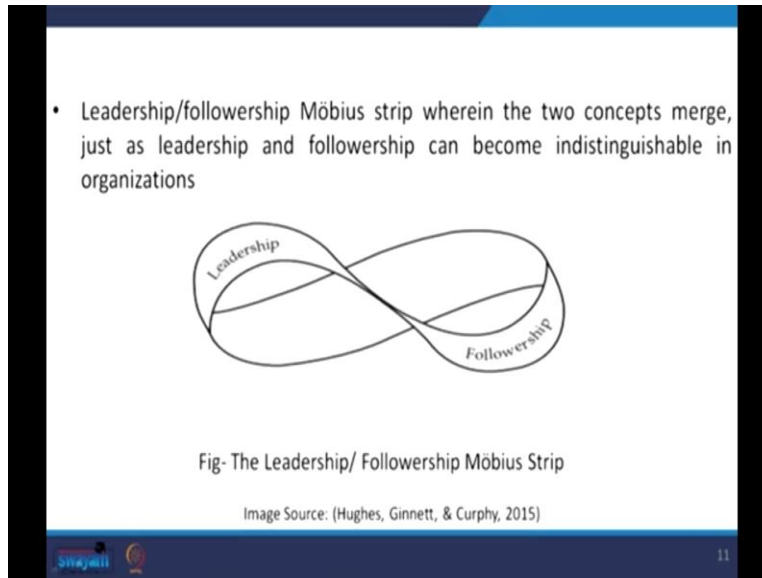
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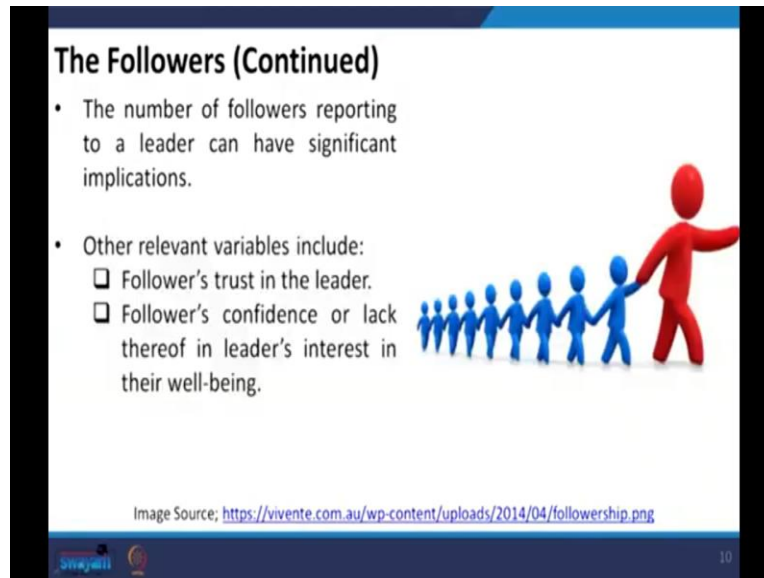
The number of followers reporting to a leader can have significant implications. For example, if there are 5 to 7, which is a significant number, then definitely the leader will be able to perform in a better way, but when the number of followers is the 20, 25 then how you will control and therefore it becomes essential what number of followers you are having. Followers trust the leader's value system, and the value system is that norms system is that.

Trust in the leaders is there or follows confidence or lack thereof in the leader's interest in their well-being. So, if happiness in the leader is concerned with the happiness of the followers, then definitely, in that case, it will affect the followers. Moreover, whenever the leader's decision-making style is to make these followers very, very confident the contributor to the organization, he is concerned with the well-being of the employees.

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- Leadership/followership Möbius strip wherein the two concepts merge, just as leadership and followership can become indistinguishable in organizations

Fig- The Leadership/ Followership Möbius Strip

Image Source: (Hughes, Ginnett, & Curphy, 2015)

Here in this diagram, the leadership follower Mobius strips you will find. In this Mobius Strip, followers were in the two concepts: justice leadership and followership and then you find the interaction can become indistinguishable in the organizations. So, even though it has a different strip, what is essential in it; it is tough to identify from where the leadership starts, where the followership starts; they are different.
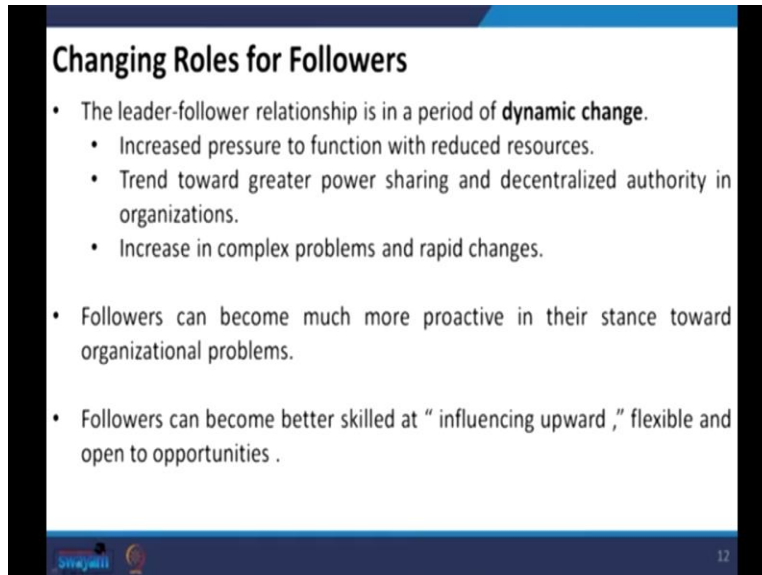
However, it looks like the same it is one and therefore in that case in this trip you will find like here if there is a change in the direction then definitely you will find that is the role of the leaders and followers that is becoming very important. To understand this strip, leaders and followers must be working together in a given situation. The leaders and followers are working together; effective leadership is there.

Similarly, whenever effective leadership is there in this strip, we will find that the third factor to be considered in the leading case is organizational culture. The organization culture should create this type of strip, and whenever the organization culture creates this type of strip, it becomes very important. Now it is the matching.

So, the personality is the value system that is interactions interpersonal relationships between the follower and leaders that will make this strip more or more unicolour. In the case of the

followers, if they have the different roles down, the changing roles of the followers will be there in a period after dynamic change increased pressure to function with the reduced resources.

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So, whatever the resources are now, the man, machine, material, money, method and minute 6 M's are there, six resources are there. So, therefore in a crisis, there will be a reduction will be there and the trend towards greater power-sharing will be their authority in the organization. If they step up there, they will be the problem followers will be having the much more proactive in their strips towards the organizational problems.

So, therefore we leaders should be ever to solve this complex problem and rapid changes. Now as we see that this era is a technological era and in the technological era there will be the rapid changes will be there and when there is a rapid change is there, and what followers can become they can be, they have to be skilled and influencing upward flexible and open to opportunities.

So that is change management in the case of the follower's role because of the change of the technology, change of the business environment practices it is very, very important that is there having the, making the positive attitude and approach towards the influencing the change influencing upwards and that influencing upward is making the change more and more positive and effective.

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The Situation
- Leadership often makes sense only in the context of how the leader and followers interact in a given situation.
- The situation may be the most ambiguous aspect of the leadership framework.

Image Source: https://www.researchgate.net/publication/286969346_Leadership_Practice_Structures_in_Reg Primary_Schools_Involved_in_Inclusive_Education_Reform_in_Bangladesh

Now the third factor after this leader-follower and the third factor is the leadership situation often makes sense only in the context of how the leader and followers interact in a given situation. This is always very, very important that is in the case of this context that is how they are having that trust mutual respect understanding regards and the competency and if these whenever leadership which is always held this in a given changing situation.

If they can perform, then leaders without any getting these types of the complexity of the leadership framework are there and therefore in that case that there should not be in this most ambiguous aspect of the leadership framework, it is very, very important that is the leader can understand the situation. If the leader understands the situation and then accordingly changes his leadership style, we will also talk about this in the further sessions.

In a given situation, contingency theories are the contemporary theories of leadership, which talk about this particular pyramid. Moreover, in the pyramid, you will find the interaction level between the leader and the followers. So, leaders create an environment in the interactions where the follower innovations and creative contributions are welcome.

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Leader-Follower-Situation Interactions
- Leaders **create environments** where **follower's innovations** and **creative contributions** are welcome.
- Leaders **encourage growth** and **development** in their followers beyond the scope of the job.
- Leaders are generally **more interested** in the **big picture** of followers' work than managers.
- Leaders **motivate** followers through more **personal** and **intangible factors.**
- Leaders **redefine the parameters** of **tasks** and **responsibilities.**

So, dear friends, it becomes very, very important innovative ideas. The followers should come out with the solution to the problems leader has given a vision, followers have to follow, but if the followers come out with the problems, it will be challenging. Leaders encourage growth and development in their followers' views and the scope of the job. So, they always try to see the potential amongst the followers; they are more interested in the big picture of followers' work than managers are there.

So, managers are restricted to what is to be done, and whether you are performing or not, it is just like a performance appraisal, but the leaders are concerned with the potential appraisal that is what type of ability the followers have, leaders motivate followers through more personal and intangible factors are there. So, the cognitive ability of the leader should be powerful. If the cognitive ability of the leader is vital, then intangible factors that will be highly contributing. Then leaders redefine the parameters of tasks and responsibilities.

Often, the one theory is there that is a leader-member exchange theory, and then, in that case, you will find it is a task and responsibility. If somebody has given specific tasks he cannot do, what does he have to do? The leader has to change the person's responsibility from X to Y. Managers are always more likely to emphasize routinization and control of followers' behaviour.

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Manager-Follower-Situation Interactions

- Managers are more likely to emphasize routinization and control of follower's behavior.

- Managers tend to assess followers' performance in terms of explicit, fairly specific job descriptions.

- Managers motivate followers more with extrinsic , even contractual consequences.

- Managers tend to accept the definitions of situations presented to them. Managers are likely to affect change officially , through control tactics.

So therefore, in that case, the manager's focus is narrow. Their focus is to achieve the given targets only, not beyond that, and managers tend to assess following performance in terms of the explicit. So that intangible factors that cognitive ability of the leaders are not more reflected in the managers because the managers are having only in terms of explicit fairly specific the job descriptions.

While the managers motivate followers more with the extrinsic even contractual consequences, in that case, that intrinsic motivation level to raise it to level the leaders are required because managers are restricted only to given consequences to be achieved. Managers tend to accept the definitions of situations presented to them in a given situation to affect the change officially through control tactics.

Furthermore, when we talk about the control tactics immediately, it is becoming more formal, and in the control tactics, it becomes more towards getting the job done with the positioning power and not by the knowledge power. So, based on there in a given situation how to behave that that experience that the rare behaviour in another situation is there. So, in a given situation, your style will be applicable as soon as the situation changes; your other style will be there.

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Drawing Lessons From Experience

- The right behavior in one situation is not necessarily the right behavior in another situation.
- Though unable to agree on the one best behavior in a given situation, agreement can exist on some clearly inappropriate behaviors.
- Saying that the right behavior for a leader depends on the situation differs from saying it does not matter what the leader does.

Source: https://thumbs.dreamstime.com/b/experience-learning-exposure-drawing-icon-concept-72713210.jpg

I want to give examples of managers who are not successful even when they change the organization in the previous organization they are very much successful; why? Because they are not to change the leadership style as per the change in the situation through unable to agree on the one best behaviour in a given situation, the agreement can exist on some inappropriate behaviours.

So, therefore in that case, when we are talking about effective leadership, effective leadership is appropriate behaviour. I you have the proper behaviour in a given situation, you will be more and more successful is; that saying that the behaviour for a leader depends on the situation differs from saying it does not matter what the leader does. Moreover, many leaders complain that a defect in their leadership is not getting the result.

Because this is a point where as soon as the situation changes, they do not live what they are doing, they are does that remain the same? Moreover, it is not easy to get the results in the changing scenario if it remains the same. So, what does it mean? So, we can summarize that leadership involves dynamic interaction between the leaders and followers in a particular situation. Why, what is the dynamic interaction? Because it changes. Whether as soon as there is a change, there has to be the change into the leadership whether the changes of the followers are of the situation study of leadership must include the followers and the situation.

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Summary

- Leadership involves **dynamic interaction** between leaders and followers in a particular **situation.**
- Study of leadership **must include** the **followers** and **the situation**.
- The **interactive nature** of leader-followers-situation can help us better understand
  - The changing nature of the leader-follower relationship.
  - The increasingly greater complexity of situations leaders and followers face.
- Good leadership can be enhanced by greater awareness of factors influencing the leadership process.

Otherwise, what will happen here when we discuss this subject of the leadership styles? You are to learn all leadership styles but adopt one according to the best situations. The interactive nature of the leader-follower situation can help us better understand the changing nature of the leader follower relationship. So, like somebody who is very expert in the textile industry.

Moreover, when suppose he join the aviation industry, he must make the changes. The increasingly the greater complexity of the situation leaders and followers face, this change is complex and must be learned. So, good relationships can be enhanced by greater awareness of the factors influencing the leadership process. What are those factors? Followers and situations.

Moreover, if you understand the changing scenario and then adopt the appropriate leadership style, then leadership will be successful. Here I would like to take one case study; it is the nation's fourth-largest employer, United Parcel Service, with 357000 employees worldwide.
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Case Study:

- UPS (**United Parcel Service**) is the nation's fourth-largest employer with 357,000 employees worldwide and operations in more than 200 countries.
- Jovita Carranza joined UPS in 1976 as a part-time clerk in Los Angeles. Carranza demonstrated a strong work ethic and a commitment to UPS, and UPS rewarded her with opportunities—opportunities Carranza was not shy about taking advantage of.
- By 1985 Carranza was the workforce planning manager in metropolitan Los Angeles. By 1987 she was district human resources manager based in Central Texas. By 1990 she had accepted a move to district human resources manager in Illinois. She received her first operations assignment, as division manager for hub, package, and feeder operations, in Illinois in 1991. Two years later, she said yes to becoming district operations manager in Miami. In 1996 she accepted the same role in Wisconsin.

Furthermore, operations are in more than 200 countries is there, and in this case study, you will find that Jovita Carranza joined UPS in 1976. A part-time clerk in the Los Angeles, Carranza demonstrated a strong work ethic and commitment to United Parcel Service, and united parcel service rewarded her with the opportunities Carranza was not shy about taking advantage of.

Furthermore, therefore, in that case, whatever opportunities she was getting, then she was saying yes to those opportunities. By 1985 Teresa was the workforce planning manager in metropolitan Los Angeles in 1987. She was district human resource manager; now you see the carrier, then she has become the district human resource manager in Central Texas by 1990 accepted the motor district human resource manager in Illinois. She received her first operations assignment as division manager for hub, package and feeder operations in Illinois in 1991.

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Case Study:

- By 1999 Carranza's progressive successes led UPS to promote her to president of the Americas Region. From there she moved into her current position as vice president of UPS Air Operations, based in Louisville, Kentucky.
- Carranza attributes much of her success to her eagerness to take on new challenges.
- After nearly 30 years with UPS, Carranza says teamwork, interaction, and staff development are the achievements of which she is proudest: "Because that takes focus, determination, and sincerity to perpetuate the UPS culture and enhance it through people."
- Carranza's corporate achievements, determination, drive, innovation, and leadership in business have earned her the distinction of being named *Hispanic Business Magazine's Woman of the Year.*

Two years later, she said yes to becoming a district officer. Moreover, in 1999, she became the progressive successful led UPS to promote her to President of the Americas region. So, from 1985 to 1999, her journey was their opportunities; she is said yes to those opportunities. Moreover, you must have noticed that she has gone to different locations. She moved into her current position as vice president of the UPS Air Operations based in Louisville and Kentucky.

Carranza attributes much of her success to her eagerness to take on new challenges. Now you see that we in the organization sometimes the people have a different academic background or skill background, but they have been shifted to the new and what she has done, she is accepted after the nearly 30 years with UPS Carranza says teamwork interaction and self-development are the achievements of which she is proudest.

Because it takes focus, determination and sincerity to perpetuate the UPS culture and enhance it through the people is there. So, perpetuating that particular, this culture is becoming very, very important. Carranza's corporate achievements drive innovation and leadership in business, and her distinction of being named a Hispanic Business Magazine's Woman of the Year was her achievement. Furthermore, the value systems she has talked about, determination and sincerity is there and always that whenever she has taken any assignment, she has given her 100%.

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Case Study:
- She credits her parents, both of Mexican descent, with teaching her "the importance of being committed, of working hard, and doing so with a positive outlook"—principles she says continue to guide her personal and professional life.

Questions-
1. What are the major skills Jovita Carranza has demonstrated in her career at UPS that have made her a successful leader?
2. Consider the spiral of experience that Jovita Carranza has traveled. How has her experience affected her ability as a leader?
3. Do you think Jovita Carranza's performance and rise in UPS would have been similarly impressive if she worked in the corporate sector rather than the government?

She credits her parents, both of Mexican descent, with teaching her the importance of being committed to working hard and doing so with a positive outlook. Principles, she says, continue to guide her personal and professional life. Furthermore, in a case like this, she has become successful. Now here there are some questions you can think of, and I am taken an assignment, what are the important skills Jovita Carranza has demonstrated in her carrier at UPS that made her a successful leader.

Moreover, in that case, those values and norms that flexibility and the change which she has been accepted that is becoming her important parameters consider the spiral of experience that Jovita Carranza has travelled, how are her expenses affected her ability as a leader and therefore in that case you also have to think that is the what were the parameters despite so many changes that are. However, it is the upgrading it was upward.

Influencing upward, she is adopted. Do you think Jovita Carranza's performance and rise in the UPS would help similarly impress you? If she worked in the corporate sector rather than the government is there and therefore in that case again in India we talk a lot about public sector units in the private sector units, and therefore we talk about the organizational cultures and whether the person in the public sector will be successful in the private sector that you have to think of.

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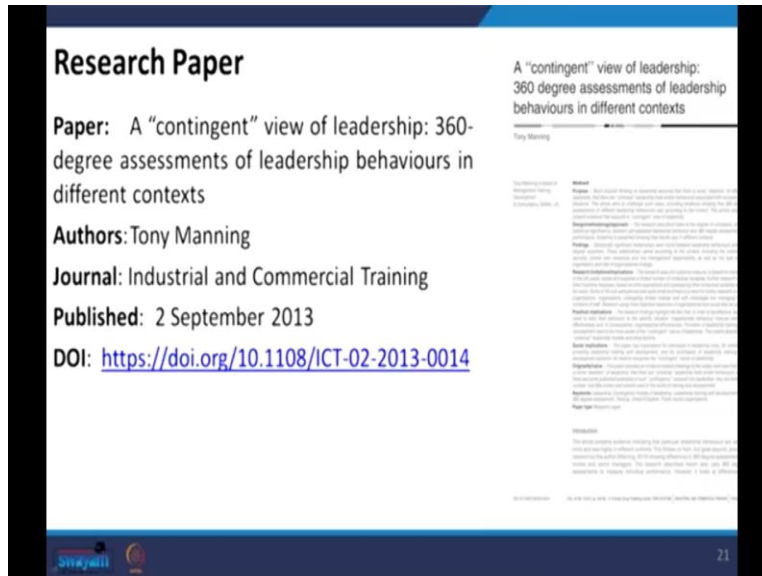
Here I would also like to mention a research paper a contingent view of leadership 360-degree assessment of leadership behaviour in a different context. This paper is the authors is a Tony Manning journal industrial and commitment training published in September 2013. Moreover, in this particular paper, what were the situations view of the leadership, if the situation view of the leadership in a given situation that there is some essence of effectual leadership. There are universal leadership traits and our behaviours associated with success in all situations, irrespective of any country; in this article, I want to challenge such views.
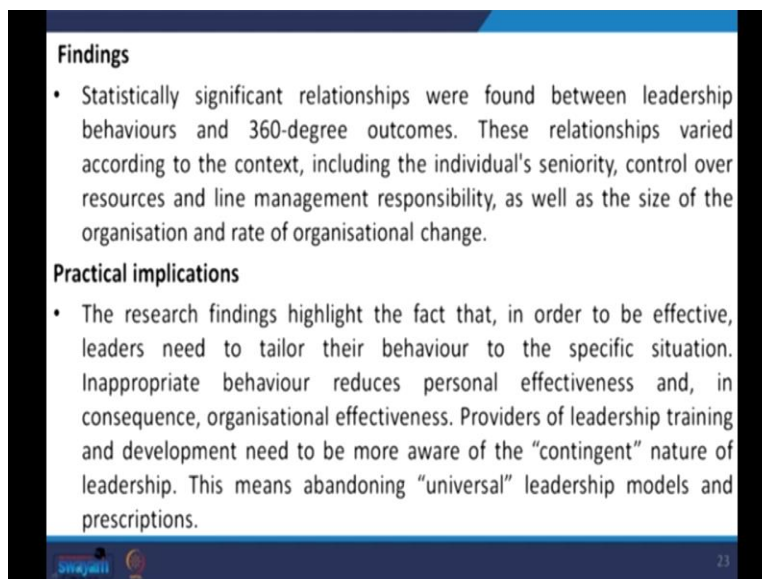
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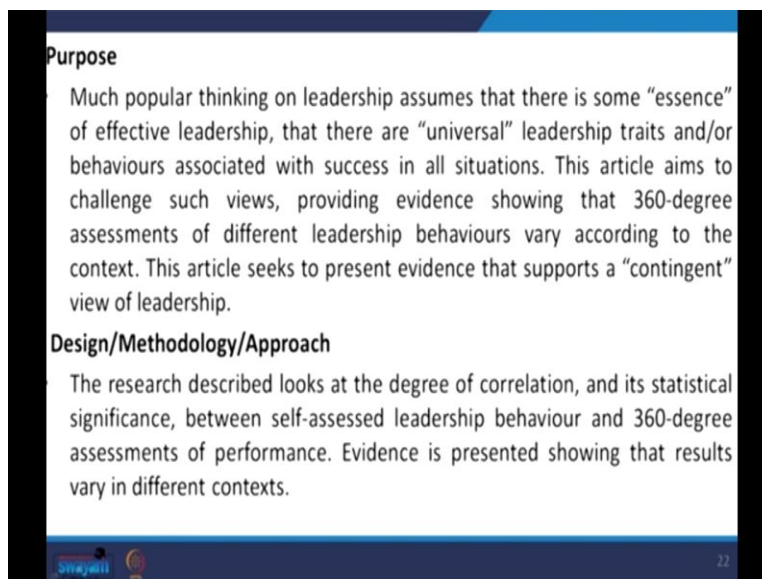
Providing evidence showing that 360-degree assessment of different leadership behaviours varies according to the context. This article seeks to present evidence that supports a contingent view of

the leadership is there that is a situational view of the leadership is there. If there is at that particular situation view of the leadership, if it is becoming very effective, then definitely in that case you will find that is there will be the changing into the leadership styles.

Furthermore, in the leadership styles it will be that is the approach will be for doing this type of research which has been adopted in this paper is the degree of the correlation and statistical significance between the sale process leadership behaviour and the 360-degree assessment of performance evidence is presented showing that results vary in a different context. So therefore, in that case, that is that the leader-follower relationship with the contextual with the change in the context, the relationship between the leader followers will change.

And not only these; the overall leadership that overall leadership because of the 360-degree assessment of the performance will change. So, what is the finding of this particular research?

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Findings

- Statistically significant relationships were found between leadership behaviours and 360-degree outcomes. These relationships varied according to the context, including the individual's seniority, control over resources and line management responsibility, as well as the size of the organisation and rate of organisational change.

Practical implications

- The research findings highlight the fact that, in order to be effective, leaders need to tailor their behaviour to the specific situation. Inappropriate behaviour reduces personal effectiveness and, in consequence, organisational effectiveness. Providers of leadership training and development need to be more aware of the "contingent" nature of leadership. This means abandoning "universal" leadership models and prescriptions.

Statistically significant relationships were formed between leadership behaviours and 360-degree outcomes. These relationships vary according to the context, including seniority control over resources and line management responsibility. Now you see the person, a person makes much difference and therefore when we are talking about the individual securities, it is definitely what type of experience and competency he or she has.

Furthermore, what type of the control over resources man-machine, material, money, methods, minutes and that is the line management responsibility is having the whether fulfilment or not that needs to be checked. So, the research finding highlights that in order to be effective, leaders need to tailor their behaviour to the specific situation. Consequent inappropriate behaviour naturally reduces personal effectiveness and, consequently, organizational effectiveness.

Providers of leadership training and development need to be more aware of the leadership's contingent nature, which means abandoning universal leadership models and the prescriptions are there. Moreover, therefore, in that case, the leader's appropriate behaviour will motivate the followers, and in a given organization or a given situation, that leadership that has the appropriate behaviour will be more successful.

Successful global leadership will be a framework for cross-cultural managers in organizations. This particular book is successful global leadership which you can refer authors are Ramon Henson in language English in this particular book.

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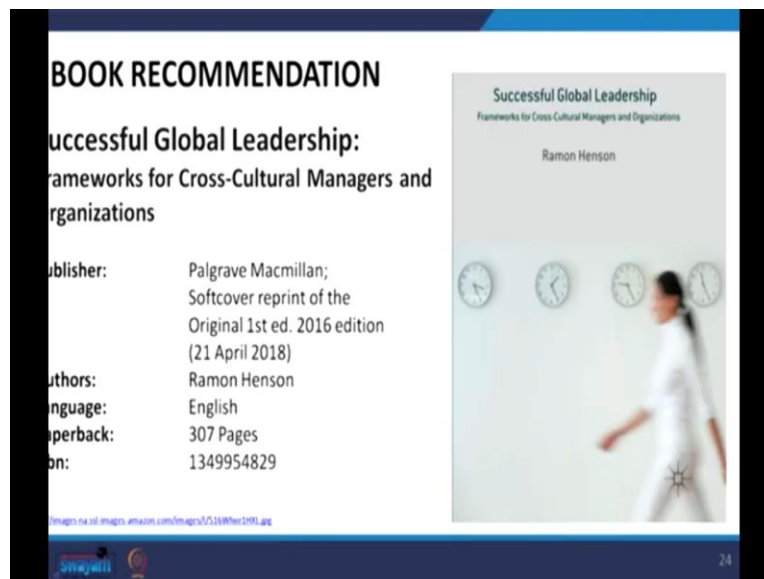
Moreover, therefore, you will find that he is the when you are working globally. So, naturally, you are interacting with the different cross-cultural managers and different organizations how you can become more and more successful in such type of these organization Global Leadership

organizations and because as I was mentioning about the inappropriate behaviour and the appropriate behaviour.

Whenever we are talking about the appropriate behaviour, you have to see whether you have that particular norm to perform global leadership or not. Moreover, therefore, in that case, it becomes vital that has the situation changes, and they are the followers are changes, you have to be equally effective—enhancing the lessons of the experiences there.

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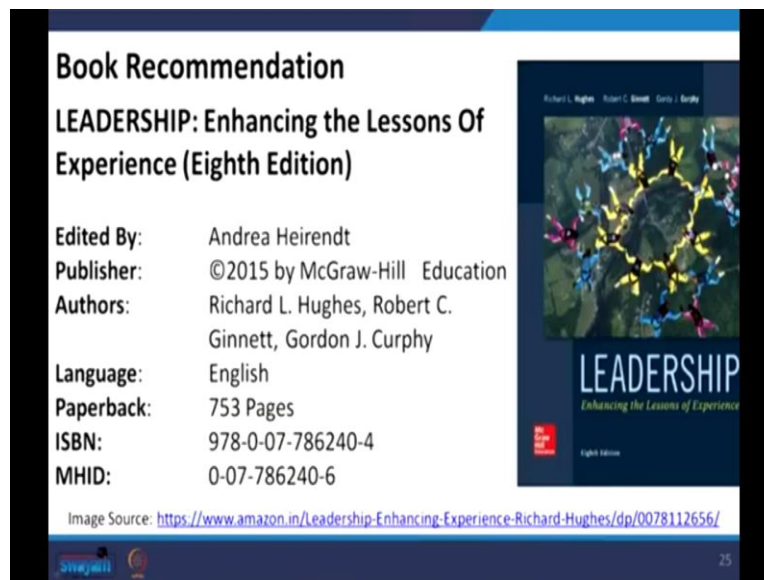
Moreover, therefore, here you will find that is in this book, there will be a lot of the experiences that the different leaders have shared, and that based on their experiences, you can find out that is in a given. After all, now we are also to learn there is a given situation in a given situation how we should have all the different appropriate behaviour because we should have the appropriate behaviour.

Nevertheless, whether the appropriate behaviour how to learn and how to implement and therefore specific examples are given in this experience sharing and based on these experience sharing in this book, it is becoming very important that is we can develop that particular effectiveness in the experiences of this book. Ultimately, it is becoming essential that the leadership is not solely responsible for the leader.

So, it depends on the followers and this situation. My suggestion is that we can learn from the different books and sources, but the best learning is that self-learning is the self experiences. Moreover, once you have this knowledge and given that is as the followers are changes, as the situations change, then leadership has to change. However, what is essential is that you will learn how the leader should behave in a given situation through these courses.

A simple example is when you are changing from one nature of the industry to another; it becomes essential to make that change. So, one may be skill industry, highly skill industry there then definitely you will be performing and the basis of that particular organizational aspect. So, it becomes essential that is the please understand different situations and the work differently. So, this way, we can understand these leaders, followers, and situation models. Thank you.