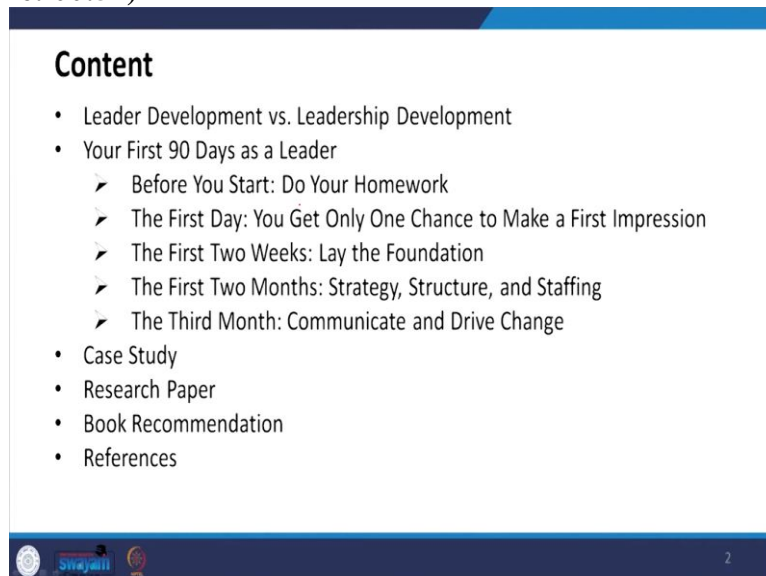


Leadership and Team Effectiveness
Prof. Santosh Rangnekar
Department of Management Studies
Indian Institute of Technology, Roorkee

Lecture – 05
Leadership Development: The First 90 Days as a Leader

Earlier we have seen that is the how the leaders' role is becoming very, very important with the different dimensions is there. In this particular presentation, we will see that is what is the first role of a leader as a first in 90 days. And before you start to do your homework, the first day do you get only one chance to make a first impression and the first 2 weeks led the foundation, the first 2 months strategy structure and staffing.

(Refer Slide Time: 00:52)



Content

- Leader Development vs. Leadership Development
- Your First 90 Days as a Leader
 - Before You Start: Do Your Homework
 - The First Day: You Get Only One Chance to Make a First Impression
 - The First Two Weeks: Lay the Foundation
 - The First Two Months: Strategy, Structure, and Staffing
 - The Third Month: Communicate and Drive Change
- Case Study
- Research Paper
- Book Recommendation
- References

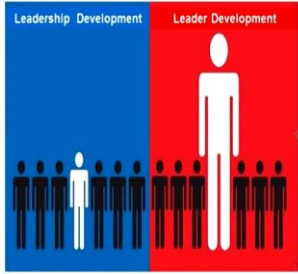
The third month communicate and drive change then the edges were in the case study research paper book recommendations and the references.

(Refer Slide Time: 00:59)

Leader Development vs. Leadership Development

Leader Development : Facilitate Growth in Individual's perspective, knowledge, skills and abilities (Human Capital).

Leadership Development : Developing such as the degree of trust among all the members of a team or department, or on enhancing the reward systems in an organization to better encourage collaborative behavior. It is focused on promoting networked relationships among individuals in Organisation (Social Capital).



(Day, 2000)

Image Source: <http://www.pts.net.au/leader-vs-leadership-development-does-it-really-matter/>

Now, whenever we are talking about leader development versus leadership development is there. So, it becomes the person whenever we are saying about the leader development. So, it is a person or individual development is there, whenever we are talking about the leadership development, then in that case, we are talking about the complete process, and in the complete process, it becomes important.

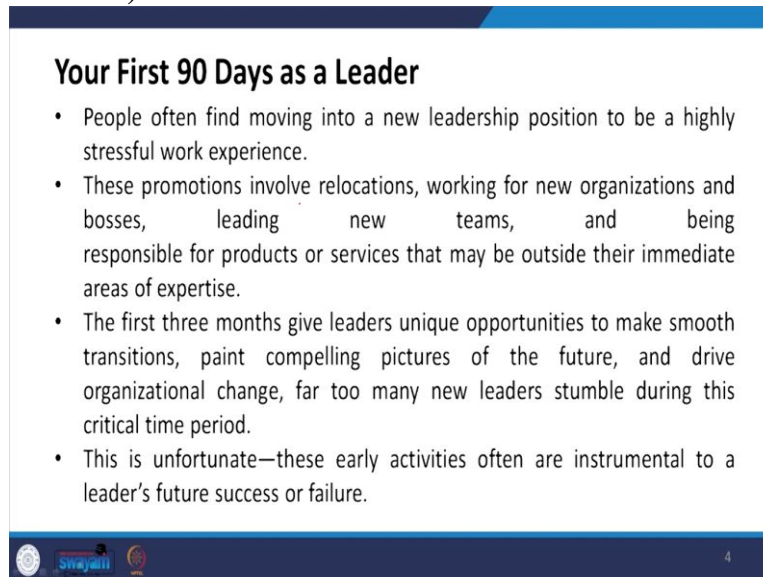
That is the whether the right from the beginning to the end the leader has been able to develop or not and in this case, the leader development that facilitates the growth in individuals perspective, knowledge, skills and abilities that are the human capital is there. Now, here you see that is the leadership development and the leadership development is there and you can find out that is the, it is the how that is the from the leaders' development.

That is becoming much bigger is compared to the leadership development is there. So, individuals that knowledge's, skills and abilities human capital KSA that is becoming very, very important is there. Development such as a degree of trust among all the members of a team or department or on enhancing the reward system in an organization to better encourage collaborative behavior.

It is focused on promoting network relationships among the individuals in the organization social capital is there. So, therefore, in that case, it is the however you are having that interaction with the society and here it is very, very important that when you are developing as a leader then the role of your society becomes very, very important. In the sense that whenever you are talking about leadership development, then it becomes very very important

that is the whole process is getting developed. So, people often find moving into a new leadership position to be a highly stressful work experience.

(Refer Slide Time: 02:58)



Your First 90 Days as a Leader

- People often find moving into a new leadership position to be a highly stressful work experience.
- These promotions involve relocations, working for new organizations and bosses, leading new teams, and being responsible for products or services that may be outside their immediate areas of expertise.
- The first three months give leaders unique opportunities to make smooth transitions, paint compelling pictures of the future, and drive organizational change, far too many new leaders stumble during this critical time period.
- This is unfortunate—these early activities often are instrumental to a leader's future success or failure.

4

Because in the beginning, everything is changing, the followers change, the situation is changing, and that totally the organization culture has changed. So, the first few days were highly stressful work experiences there. These promotions involve relocations, working for the new organizations and bosses, leading new teams, and being responsible for the products or services that may be outside their immediate area of expertise.

These might be the challenges. The first 3 months give leaders unique opportunities to make smooth transitions, paint compelling pictures of the future and drive organizational change. So, what you are supposed to do that is a smooth transition is to be there and that future, what is your vision, what you want to do and then drive the organization and those early activities often are instrumental to a leader's future success or failure. So, in the first 2 weeks only, you will find that it will be decided that is the leader will be successful or not. So, the first step before you start to do your homework.

(Refer Slide Time: 04:09)

-30 Days 0 Before You Start: Do Your Homework 90 Days				
Before You Start	The First Day	The First Two Weeks	The First Two Months	The Third Month
<ul style="list-style-type: none"> • Pre-hire data gathering. • Post-hire activities. 	<ul style="list-style-type: none"> • Meet your boss. • Meet your entire team. 	<ul style="list-style-type: none"> • Meet team members. • Meet peers. • Meet stars. • Other meetings. 	<ul style="list-style-type: none"> • Obtain external perspectives. • Strategy, structure, and staffing. • Socialize decisions. • Substantive issues. • Get feedback. 	<ul style="list-style-type: none"> • Establish culture. • Team off-site: Values. • Strategy Ops rhythm. • Improvement areas. • Sub-team analyses.

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

Pre-hire data gathering and therefore in that case, before you join that is you start please collect the all the data and the post-hire activities that what is expected from you. So, therefore, for hiring what data is required that you should be clear for this particular leadership position and the post-hiring position will be that is what you are having after this particular before you start.

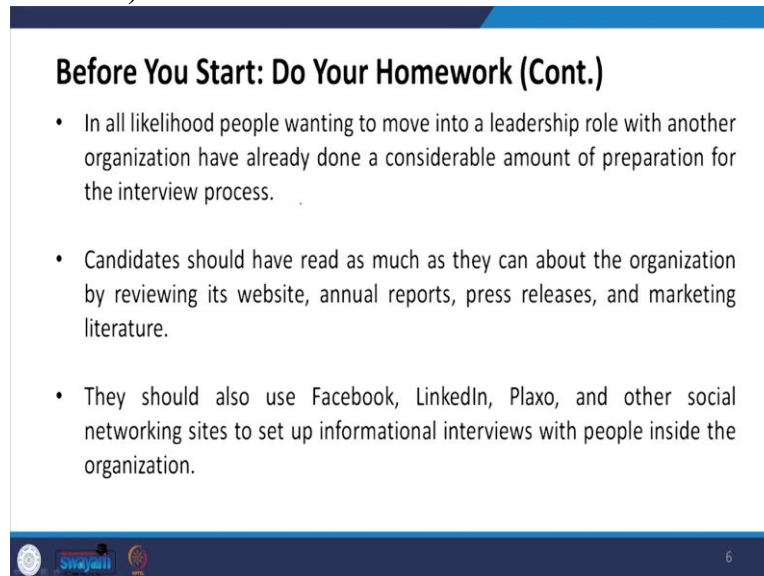
On the first day meet your boss meet your entire team. So, therefore the interactions, the first 2 weeks my team members meet peers, meet stars and other meetings are there. The first 2 months obtain external perspective, strategic structure, and staffing, socialized the decisions, substantive issues, and get feedback. The third month establish the culture, team off-site values, strategy ops rhythm, improvement areas, and sub-team analyses is there.

So, therefore, whenever you are starting so, you are first getting updated yourself, your homework is updated and when your homework is updated, then definitely and you are very clear what activities you are going to plan, but you cannot plan in isolation, what you have to do? You have to meet your boss and get permission for what activities you are planning to believe about it and then get the guidance.

The boss may say something yes, may say something no. And therefore, in that case, you have to be very careful while you are delivering the activities because ultimately you are responsible for your boss. So, make team members because whatever advice you have got from your boss in your meeting and that has to be also shared that recent activities are to be shared with your team members.

So, when you meet your team members and peers then definitely, in that case, you will be able to get work done from them that is this is the vision, vision the about the organization, so that future activities that how these activities are to be performed and that you will talk about how you are going to do it. So, therefore in that case, before you start it is very, very important that is you do your homework.

(Refer Slide Time: 06:25)



Before You Start: Do Your Homework (Cont.)

- In all likelihood people wanting to move into a leadership role with another organization have already done a considerable amount of preparation for the interview process.
- Candidates should have read as much as they can about the organization by reviewing its website, annual reports, press releases, and marketing literature.
- They should also use Facebook, LinkedIn, Plaxo, and other social networking sites to set up informational interviews with people inside the organization.

6

In all likelihood, people want to move into a leadership role with another organization. So, therefore in that case and is also very important, especially in the top position, what happens? You are moving from one organization to another organization and in another organization, you are already done a considerable amount of preparation for the interview process. Candidates should have read as much as they can about the organization by doing its websites, reports, press releases, and the marketing literature.

And therefore, in that case, you will be able to know about the organization it is always important that is before you take to enter into any organization you are fully aware of that organization and they should also use Facebook, LinkedIn, Plaxo, and other social networking sites to set up informational interviews with people inside the organization. So, therefore in that case that informational interviews will be there.

So, you will come to know about that organization, what is the structure what are the practices, what are the objectives, what are the goals are there and therefore, in that case, what becomes important is that is these goals object to these perspectives, whether and they

can come out with that expectations are not so, therefore, you come to know in advance the expectations from the organization where you are likely to adopt the leadership position.

(Refer Slide Time: 07:56)

Before You Start: Do Your Homework (Cont.)

Find answers to the following questions:

- Why is the organization looking for an outside hire for the position?
- What can make the function or team to be led more effective?
- What is currently working in the function or team to be led?
- What is currently not working in the function or team to be led?
- What about the function or team is keeping interviewers awake at night?

Find answers to the following questions, why is an organization looking for an outside hire from the position. So, therefore, a very important question and very interesting question also is the weather why they are hiring from the outside is there nobody from the inside of the organization, and what can make the function or team to be led more effective. So, when you are having the informational data with you.

You will be able to adopt it in the current working in the function of a team to be led. So, what is the current situation is there, therefore, you know, that is what is currently there are issues which are causing the worry and the what is not working in the functional team to be led and what are the things on the stones which you are to move and therefore in that case if you know that is yes.

So, therefore, in that case, the interviewers awake at night. So, that is the, it becomes very important that is the if the functional team is keeping interviewers awake, then definitely they will be always ready that what is expected from them and whenever they are ready to perform that whatever is expected from them, then definitely there will be no gap between the leader and the team members. But if even there is a gap the leader will be able to bridge it because he is having the information.

(Refer Slide Time: 09:22)

The First Day: You Get Only One Chance to Make a First Impression

New leaders have two critical tasks the first day on the job: to meet their new boss and their new team.

The first meeting should happen in the boss's office and be about an hour long. Here are some key topics to discuss in this meeting:

- Identifying the team's key objectives, metrics, and important projects.
- Understanding the boss's view of team strengths and weaknesses.
- Working through meeting schedules and communication styles. (How, when, and on what does the boss want to be kept informed?)



New Leaders, you get only one chance to make a first impression. So, 2 critical tasks on the first day on the job to meet their new boss in their new team. The first meeting should happen in the boss's office and be about an hour long. Here are some key topics to discuss in this meeting. So, therefore, in that case, you get the full directions, if you are getting the full direction in this particular meeting.

Identifying the team's key objectives then what are the key objectives are there. Normally 3, 4 and 5 maximum objectives will be there in which the leader is expected from the leader why he has been appointed, and the leader should be enough smart to understand these objectives. These metrics and important projects which he is to be expected to complete then you understand the boss view.

Your meeting schedules and communication styles. So, therefore, you are through this meeting also you will know your boss and what is his communication styles and sharing plans for the day and the next several weeks is there. So, you should be well prepared during the first impression, that is you are very clear about what you want to do, what are your objectives, what are your goals.

And at the end of first 6 months what you want to do or it means if it is for the short period of time in first 6 weeks or first 3 days what you will like to do and then weekly what you are monthly it will go in a year it will go so, depends on your the appointment for the period of appointment and it what type of the period of appointment you are having. So, new leaders should spend the first 2 weeks meeting with the many people who lay the foundation here.

(Refer Slide Time: 10:55)

The First Two Weeks: Lay the Foundation

New leaders should spend the first two weeks meeting with many people both inside and outside the team. The key objectives for these meetings are to :

- 1) Learn as much as possible
- 2) Develop relationships



Image Source: <https://assets.entrepreneur.com/content/3x2/2000/4-tips-for-creating-a-firm-foundation-for-your-startup-2.jpg?width=600&crop=16:9>

Both inside and outside the team, the key objectives for these meetings that whenever you are having with these people from these different departments or sections or them even from the suppliers, so, learn as much as possible. Whenever you are interacting with the team members, let them speak more understand what they want to say, and develop relationships and this is very, very important.

That is this relationship development with your followers. If it is strong, the binding is strong, I am sure that is your leadership will be successful, but in the first meeting or the initial phase of your appointment, if there is not a strong binding between the leader and team members, it is always a challenge determine the future allies. So, therefore, in that case, allies in the sense that is the between the leader and follower also.

That you will be able to identify whenever you are having frequent meetings with your followers, you will be able to understand that is the who are the persons or personalities with whom you can interact and direct because what happens that easy during this interaction while you are laying the foundation, the people with their communication styles will expose themselves and you will be able to understand that who one will be the more effective or more appropriate for your task.

(Refer Slide Time: 12:29)

The First Two Weeks: Lay the Foundation (Cont.)

The one-on-one meetings usually last from two to three hours, and some of the critical questions to ask include these:

- What is the team member working on?
- What are the team member's objectives?
- What are the people issues on the team?
- What can the team do better?
- What advice do team members have for the new leader, and what can the new leader do to help team members?



The one and one meeting usually last from 2 to 3 hours and some of the critical questions to ask to include what is a team member working on and that is a one and one is with that it is a middle-management people especially and what are the team members objectives? So, and what issues they are working on, and if they are working on the issues which are very, very crucial.

And then whether then get those crucial I am meeting with the objectives or not. What are the people issues on the team? Whether these are the people who are working with the team members are they performing or they are not performing. What can the team do better and therefore, in this case, that whatever the current level of performance is there I suppose it is the L1 level. So, how we can reach the L2 level, what advice do team members have for the new leader, and therefore, in that case, it is also too better to get feedback from them that is what to do and what not to do by the leaders according to them.

(Refer Slide Time: 13:28)

Leaders should discuss the following issues with peers

- Their peers' objectives, challenges, team structure, and the like.
- Their perspectives on what the new leader's team does well and could do better.
- Their perspectives on the new leader's team members.
- How to best communicate with the boss.
- How issues get raised and decisions made on their boss's team.



And if they know about these things, that is the leader is already aware, he knows in advance what is his team members are expecting and what is the team members because in another sense this is the support which they are looking for if they can get this particular feedback or the leader can get the particular feedback what my followers are looking for it will be a great support.

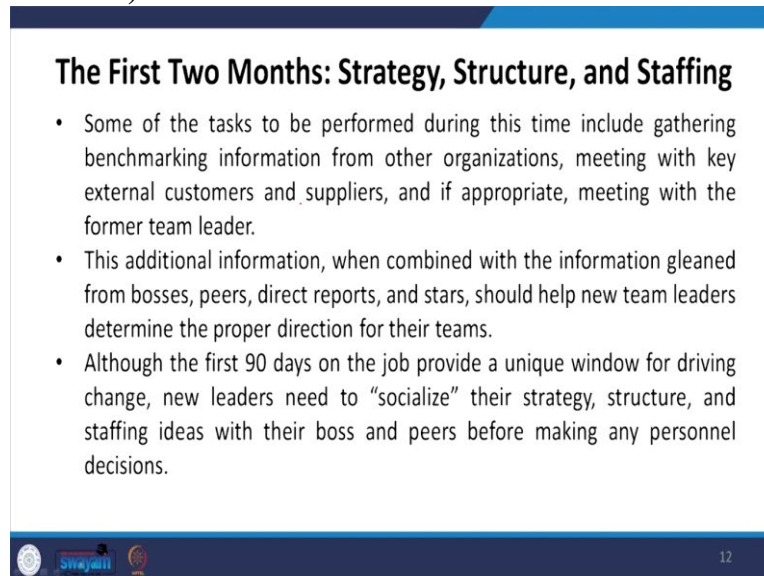
Their peer's objectives, challenges, team structure, and the like then definitely their perspectives on what the new leader's team does well and could do better and in that case, it will be always important that is the leaders that perspective of the leaders will be leading to the new team it will be always having the better understanding their perspectives on the new leaders' team members.

So, therefore, in that case, when the peers, his peers, and their perspectives, for example, you appointed at the middle management level and then what are the perspective of the middle management for his followers, how to best communicate with the boss from the issues with the peers when you are discussing with the peers, peers will give you a hint that is what type of our boss is, how issues get raised in decisions made on their boss team.

So, therefore, in that case, and whenever we are talking about these whatever the issues and directions are there in the boss team, then whether they can perform or they are not able to move to perform and you will also understand how you can be a team member for your boss and therefore, in that case, it becomes very, very important that is you interact with your peers and get the feedback from them.

In the first 2 months, there will be the strategy structure and staffing. So, whenever you have to find out what is then performed in this time including gathering benchmarking information from other organizations, I always emphasize I have 10 years of industry experience and then always learned that is we have to also see the other organizations, especially the competitors and others and what are their benchmarking practices? We will learn from them.

(Refer Slide Time: 15:45)



The First Two Months: Strategy, Structure, and Staffing

- Some of the tasks to be performed during this time include gathering benchmarking information from other organizations, meeting with key external customers and suppliers, and if appropriate, meeting with the former team leader.
- This additional information, when combined with the information gleaned from bosses, peers, direct reports, and stars, should help new team leaders determine the proper direction for their teams.
- Although the first 90 days on the job provide a unique window for driving change, new leaders need to “socialize” their strategy, structure, and staffing ideas with their boss and peers before making any personnel decisions.

12

Then meeting with the key external customers and suppliers and if appropriate meeting with the former team leader. Now, you are seeing the word has been used if appropriate. So, in that case, is the appropriate means that is if you find that is it is better to meet then only meet if you find it is the meeting with the team leader will not be liked by your boss please do not meet the previous leader. When all these information's are combined with you are the bosses peers stars should help new team leaders to the direction for your team.

The first 90 days on the job provide a unique window for following new challenges need to socialize their strategy, structure, and staffing or what you get from your boss peers, and subordinates.

(Refer Slide Time: 16:29)

The Third Month: Communicate and Drive Change

- At this point in a new leader's tenure, he or she has developed a vision of the future and can articulate how the team will win; identified the what, why, and how of any needed changes; and defined a clear set of expectations for team members.



Image Source: <https://online.hbs.edu/blog/post/leadership-communication>



13

And that will help you to create a particular strategy structure and policies for the organization and therefore, the new leader even after meeting the previous leader also if possible, as I mentioned, so, he understand what will work and what will not work and whatever will be the possibility that he can implement, in whatever if you understand that something cannot be implemented after meeting with that boss peers and subordinates if you understand that definitely in that case.

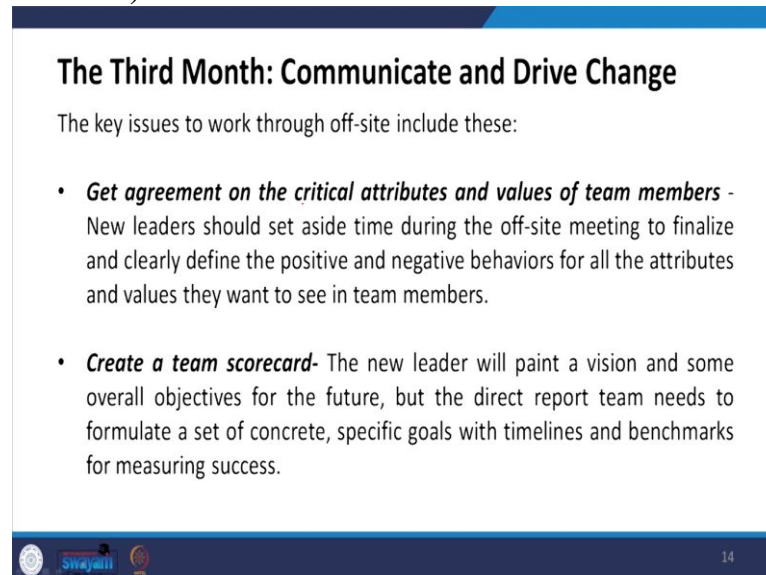
He can communicate and then with the others and he can know the more and more solutions to the problems, once he understands the solutions to the problems, then he can communicate and drive change, this word particular communication and drive change which he has to perform at this point, then he she has developed a vision of the future that what will be the vision of the future and can articulate how the team will win.

So, therefore, in that case, and this can be identified what why and how of any needed changes and defined a clear set of expectations for the team members. So, really, it is a wonderful idea, that is the before you start in a new organization, it is always better that you are interacting with others and yourself are getting aware, educated and trained and learned by the others during this team. So, therefore, you know there is a what, why, and how what is required in the organization.

And therefore then you can make the necessary changes as per the expectations. Now here is the third month communicate and drive the change the time has come to now sitting on then driving seat and then making the changes are there because you are very clear that what is the

culture is there, what is the expected is there, whatever the followers are there, whatever the situation is there and on basis of this all incomplete information's now, no, you know, it is a time for your performance.

(Refer Slide Time: 18:31)



The Third Month: Communicate and Drive Change

The key issues to work through off-site include these:

- **Get agreement on the critical attributes and values of team members** - New leaders should set aside time during the off-site meeting to finalize and clearly define the positive and negative behaviors for all the attributes and values they want to see in team members.
- **Create a team scorecard**- The new leader will paint a vision and some overall objectives for the future, but the direct report team needs to formulate a set of concrete, specific goals with timelines and benchmarks for measuring success.

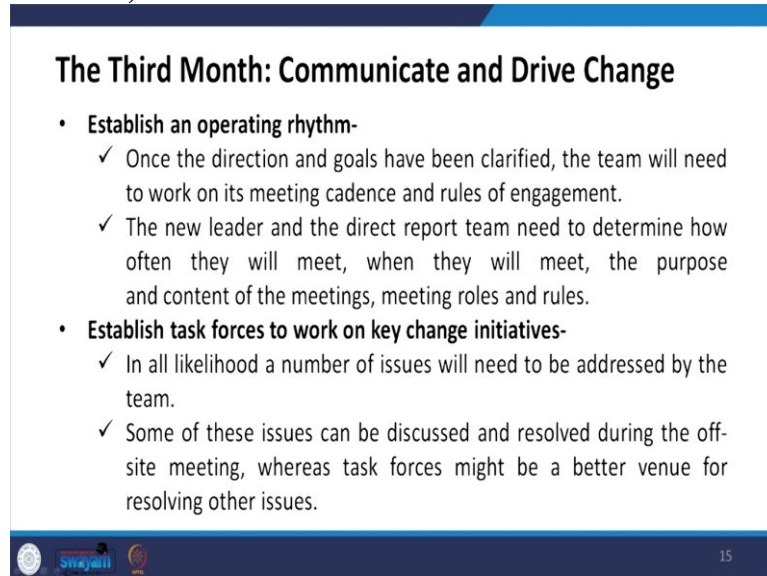
swajati 14

So, get an agreement on the critical attributes and values of team members. So, interact with the team should aside time during the off-site meeting to finalize and clearly defined the positive and negative behaviors for all the attributes and values they want to see in team members. So, now it is the time you can tell about that what about what you are looking amongst your team members.

What are the positive and what are negative attributes that you do not want? So, therefore, in that case, create a team scorecard. The new leader will paint a vision and some overall objectives for the future. But the direct report team needs to formulate a set of concrete, specific goals with timelines and benchmarks for measuring success, and then here it becomes it should be measurable.

It is always has been told that whenever we are talking about the achievement of goals, so goals are to be very specific, they should be concrete means they should be measurable, that is the if these are the goals are there and then, in that case, you how you will achieve those goals what will be your pathway for them to achieve their particular goals and when you are sharing with all these aspects with your team members. Then definitely, in that case, you will be becoming a pioneer leader because your team members have a very clear and establishing operating rhythm.

(Refer Slide Time: 19:55)



The Third Month: Communicate and Drive Change

- **Establish an operating rhythm-**
 - ✓ Once the direction and goals have been clarified, the team will need to work on its meeting cadence and rules of engagement.
 - ✓ The new leader and the direct report team need to determine how often they will meet, when they will meet, the purpose and content of the meetings, meeting roles and rules.
- **Establish task forces to work on key change initiatives-**
 - ✓ In all likelihood a number of issues will need to be addressed by the team.
 - ✓ Some of these issues can be discussed and resolved during the off-site meeting, whereas task forces might be a better venue for resolving other issues.

swajati 15

And once you start then definitely you have to develop a rhythm with your team members. Once the direction and goals have been clarified, the team will need to work on its meeting and cadence and rules of engagement are there then how to perform those. The new leader and the direct report, our team need to determine how often they will meet, when they will meet the purpose and content of the meetings, meeting roles and rules will be there.

So, therefore, everything is very clarified, establish the task forces to work on the key change initiatives. So, whatever the key change initiatives are there, you will make certain people responsible in all likelihood a number of issues will need to be addressed by the team. So, naturally, when we are talking about the key change initiatives, your team members, they will address the issues and then on basis of those issues, there will be discussion, some of these issues can be discussed and resolved during the off-site meeting.

Whereas task forces might be a better venue for resolving the other issues. Always whenever you are having these types of the issues or try to resolve these issues with your team members. Now, as usual, I would like to support a research paper on these particular concepts.

(Refer Slide Time: 21:10)

Research Paper

Paper: Embracing leadership: a multi-faceted model of leader identity development

Authors: Wei Zheng, Douglas Muir

Journal: Leadership & Organization Development Journal

Published: 18 February 2014

DOI: 10.1108/LODJ-10-2013-0138

The content of this journal is available on Emerald Insight at www.emeraldinsight.com/10.1108/LODJ-10-2013-0138

LODJ
3(6)

Embracing leadership: a multi-faceted model of leader identity development

Wei Zheng
Department of Management and Marketing,
University of Worcester, Worcester, UK, and
Douglas Muir
Department of Health & Science, College of DePaul, Glen Ellyn, Illinois, USA

Abstract
Purpose: Leadership development has long sought to establish a link between learning and development and is concerned to the extent to which individuals are able to adjust to the needs of the organization and environment. The purpose of this paper is to explore the concept of leader identity – one of the core areas that leader identity. The authors extend the field by the critical focus of identity change that occurs in individuals' identity with ongoing understanding of the role of learning, research, theory, and practice in providing a model of leadership and identity development for higher level of understanding in the leadership identity.

Design/methodology/approach The authors conducted a grounded theory study of participants and their responses to the leadership development program in a public domain. The authors identify three a sequential model describing how leader identity evolves.

Findings The authors suggest the leader identity development process is a continuous one. It is a multi-faceted process that encompasses the five facets of identity development: research, learning, experience, development, and learning. Further, as the leader identity evolves, it leads to a more complex understanding of leadership that is a more active leader identity.

Research limitations/implications The model allows the paper to discuss on how leader identity develops over time. It includes and expands existing knowledge on leader identity development by exploring the aspects of that which is more or less active in individual leaders' lives.

Practical implications The authors suggest the need to create leadership development programs to build support learning activities around the components of leader identity development. Despite what people say in their leadership practice, the practical implications are more and more people are looking to learn in the presence of leadership that leader identity.

Originality/value The authors provide an original and unique perspective on the concept and development of leader identity. The authors also provide a model of the concept and development of leader identity. The authors also provide a model of the concept and development of leader identity.

Keywords Leadership; Leadership development; Identity development

Paper type Research paper



And embracing leadership a multi-faceted model of leader identity development is there, how you can develop that leader. Now, the authors and the journals have been mentioned here. And therefore, in that case, this particular paper's leadership development has made the always a skill-based focus. Now, you see leadership is also a skill. So, therefore, this paper also is saying that is a multi-faceted model.

And then as we have discussed earlier, that is whenever we are talking about the leadership models and approaches of leadership, then that leader is required to identify the development at what sort of development is required in a given situation, if in a given situation, the person is able to complete that particular task, then definitely he will be able to deliver and getting this leadership more and more effective, unless and until he is not making that understanding of these multitask.

Multitask multi-faceted leadership is there then there will be no challenges and there will be no issues that will be the part of this the effective leadership is there. So, leadership development has been the replete with a skill-based focus.

(Refer Slide Time: 22:27)

Purpose

- Leadership development has been replete with a skill-based focus. However, learning and development can be constrained by the deeper level, hidden self-knowledge that influences how people process information and construct meaning.
- The purpose of this paper is to answer the question of how people construct and develop their leader identity.
- The authors intend to shed light on the critical facets of identity changes that occur as individuals grapple with existing understanding of the self and of leadership, transform them, and absorb new personalized notions of leadership into their identity, resulting in a higher level of confidence acting in the leadership domain.



However, learning and development can be a constant by the deeper level is of hidden self-knowledge that influences how people process information and construct meaning is there. So, here we also see that is how hidden self-knowledge is can be, we can explore and the purpose of this paper is to answer the question of how people construct and develop their leadership identity.

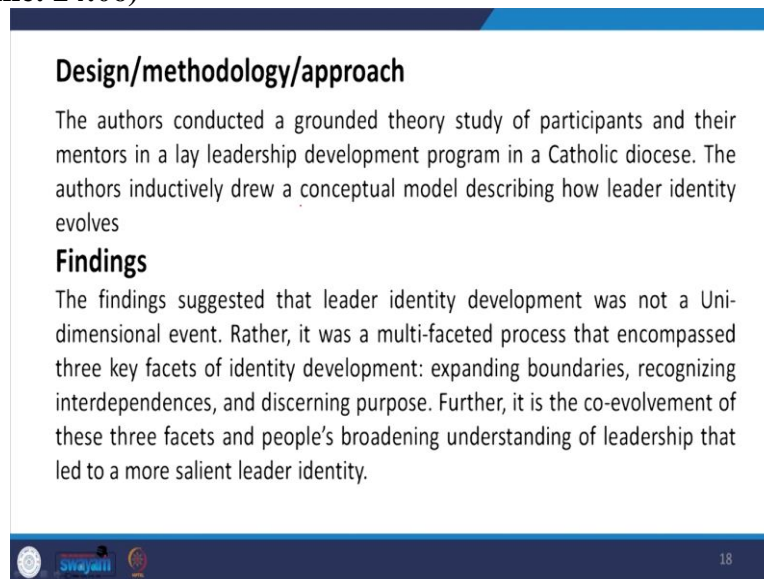
As we have seen that is in the previous part that is whenever we are talking about developing the leadership in the 90 days of that particular model. Similarly, we are to also see that is how people construct and develop their leadership identity is there. The authors intend to shed light on the critical facets of identity changes that occur as individuals grapple with existing understanding of the self and leadership transformed them.

And observes new personalized notions of leadership into their identity and therefore, in that, this is a new identity there, when you have joined, you are having a particular identity and when the middle of time you develop your leadership style, now, there is your new identity is there. So, what is the new identity it is more acceptable and why it is called the new because you have changed as soon as you are joined the organization you are having the new leadership stand then definitely you have changed?

So, your identity has also been changed. Now, in an earlier organization, it might be the autocratic or the authoritative style while in the new organization it is more democratic, and participatory style is there because you are developed a particular culture. So, based on these

are the leaders a continuous journey and in this continuous journey, he is developing a new identity.

(Refer Slide Time: 24:06)



Design/methodology/approach

The authors conducted a grounded theory study of participants and their mentors in a lay leadership development program in a Catholic diocese. The authors inductively drew a conceptual model describing how leader identity evolves

Findings

The findings suggested that leader identity development was not a Unidimensional event. Rather, it was a multi-faceted process that encompassed three key facets of identity development: expanding boundaries, recognizing interdependences, and discerning purpose. Further, it is the co-evolution of these three facets and people's broadening understanding of leadership that led to a more salient leader identity.

Swajati 18

A grounded theory study of participants in their mentors in a leadership development program in a Catholic diocese and the authors inductively drew a conceptual model describing how leader identity evolves. And therefore, in that case, we have to also see identity is how successfully the new identity has been developed. And for this purpose, they are finding that leader identity development was not a unidimensional event.

Rather, it was a multi-faceted process that encompassed 3 key factors of identity development, expanding boundaries, recognizing interdependences, and discerning purpose. Further, it is a co-evolution of these 3 facets and people's broadening understanding of leadership that led to a more salient leader identity is there. So, therefore, always whenever we are talking about boundaries and interdependence.

Then definitely in that case of the leader actually in the factor, the leadership will be boundary-less, because it will be kept on changing and whenever we are having this keep on changing the leadership style, then definitely it will be very much possible that is your new identity is developed. So, it will be very interesting that is in your previous organization people are saying about your identity something different and in the new organization. The people are saying your identity is something different and therefore, in that case, but, ultimately what is the result.

(Refer Slide Time: 25:35)

Practical implications

The findings could be used to guide leadership development professionals to build targeted learning activities around key components of leader identity development, diagnose where people are in their leadership journey, set personalized goals with them, and provide pointed feedback to learners in the process of developing their leader identity.



The finding could be used to guide leadership development professionals to build targeted learning activities around key components of leader identity development, diagnose where people are in their leadership journey must set personalized goals with them, and provide pointed feedback to learners in the process of developing their leader identity is there and therefore, in that case, this is the always the whatever the these your followers.

They are giving you the feedback on basis of that feedback you are developing and that particular identity is there and that new identity and again you join the organization which is more or less similar to your previous organization then definitely, in that case, you can also find out that is the yes you can develop that particular identity, which was in the previous organization.

(Refer Slide Time: 26:26)

Case Study: Time to act as a Leader

- Laura is the associate director of a non-profit agency that provides assistance to children and families.
- She is the head of a department that focuses on evaluating the skill-building programs the agency provides to families and she reports directly to the agency leadership.
- As a whole, the agency has been cautious in hiring this year because of increased competition for federal grant funding.
- However, they have also suffered high staff turnover. Two directors, three key research staff, and one staff person from the finance department have left.



Laura is the associate director of a non-profit agency that provides assistance to children and families and this is a case study of the time to act as a leader. And in this particular role, she is the head of the department that focuses on evaluating the skill-building programs the agency provides to families and she reports directly to the agency leadership is there, so that Laura is this particular role, that is the, like the assistance to the children and families.

It is giving the, through the agency in the hiring this year because of the increased competition for the federal grant funding is there and this skill-building programs agency provides therefore, in that case, here the it is a directly to the agency leadership is becoming important. However, they have also suffered a high staff turnover 2 directors, 3 key research staff and one staff person from the finance department have left.

Now whereas she was working as ahead of the department and there it is the implies turn over that was becoming a very very important issue and as it has been mentioned, that is this finance person those who have who were working in this particular organization and those they have already left the organization. So, therefore, in that case, it becomes the for a leader when she has become this particular role. Then she has to find out the reason.

(Refer Slide Time: 27:58)

Case Study (Continued)
Laura has a demanding schedule that requires frequent travel; however, she supervises two managers who in turn are responsible for five staff members each. Both managers have been appointed within the last six months.

Manager 1: Kelly manages staff who provide research support to another department that delivers behavioral health services to youth. Kelly supports her staff and is very organized. Kelly is very motivated and driven and expects the same from her staff.

Manager 2: Linda has a strong background in social science research. She manages staff that work on different projects within the agency. She is known as a problem solver and is extremely supportive of her staff. She is very organized and has a wealth of experience in evaluation of family services.

21

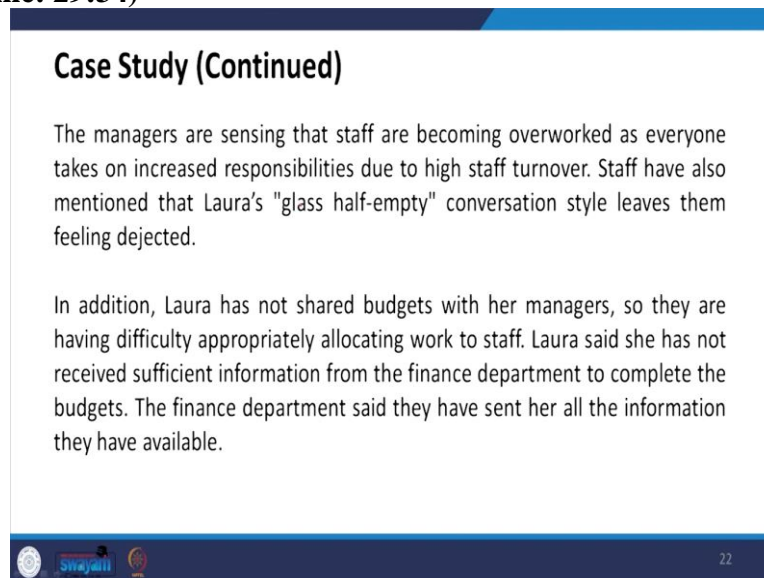
And Laura has a demanding schedule that requires frequent travel. However, she supervises 2 managers who in turn are responsible for 5 staff members, and each of both managers who have been appointed within the last 6 months is there but ultimately she is a leader. So, she has to find out the solution because employees are leaving. So, they have had these 2 managers be their managers.

Kelly manages staff who provide services support to another department that delivers behavioral health services to youth. Kelly supported her staff and is very organized. Kelly is very motivated and driven and expects the same from her staff. And therefore Laura is having this strong support from Kelly. Linda has a strong background in social science research.

She manages staff that works on different projects within the agency. She is known as a problem solver and is extremely supportive of her staff. She is very organized and has a wealth of experience in the evolution of family services. So, therefore, in that case, and here she is becoming the team member and her staff on there they are having the highest support for her and as a result of which you will find that is that leadership styles both managers those who were reporting to Laura and there are having the different approaches.

And therefore in that case, when we are talking about the delivery of the task, whether manager one, manager 2, and Laura, because ultimately what was the challenge? The challenge was employee turnover.

(Refer Slide Time: 29:34)



Case Study (Continued)

The managers are sensing that staff are becoming overworked as everyone takes on increased responsibilities due to high staff turnover. Staff have also mentioned that Laura's "glass half-empty" conversation style leaves them feeling dejected.

In addition, Laura has not shared budgets with her managers, so they are having difficulty appropriately allocating work to staff. Laura said she has not received sufficient information from the finance department to complete the budgets. The finance department said they have sent her all the information they have available.

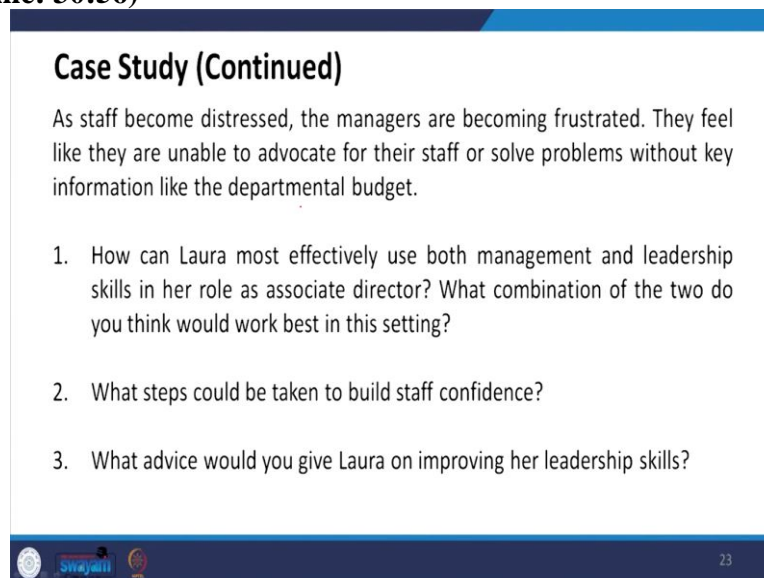
swajati 22

The managers are sensing that staff are becoming overworked as everyone takes on increased responsibilities due to high staff turnover. The staff has also mentioned it Laura's glass-half-empty conversation style leaves them feeling dejected. Now here and that is the glass half empty style means that is sometimes full sometimes not and therefore, in that case, can conversation style and they were not sure whether she is positive or not, in addition, Laura has not shared budgets with her managers.

So, they are having difficulty appropriately allocating work to staff, Laura said she has not received sufficient information from the finance department to complete the budgets. The finance department said they have sent her all the information they are available is a very, very common problem. That is the Laura is saying that is the finance department has not communicated the budget properly. And the financial department says they have sent all the information to Laura whatever she is supposed to know.

And therefore, in that case, this was the same department way earlier the employees have left the organization. And here also you will find it is even the current staff and they are saying that they are giving her the full information, while the employee is saying that is they know they are not able to find out the solution.

(Refer Slide Time: 30:56)



Case Study (Continued)

As staff become distressed, the managers are becoming frustrated. They feel like they are unable to advocate for their staff or solve problems without key information like the departmental budget.

1. How can Laura most effectively use both management and leadership skills in her role as associate director? What combination of the two do you think would work best in this setting?
2. What steps could be taken to build staff confidence?
3. What advice would you give Laura on improving her leadership skills?

swajani 23

Now, if this is so, how can Laura most effectively use both management and leadership skills in her role as Associate Director, and what combination of the 2 do you think would work best in this setting. So, therefore, because, as a staff has become distressed and becoming frustrated, they feel like they are unable to advocate for their staff or solve the problems without key information like the department budget is there.

So, therefore, in that case, then what steps could be taken to build staff confidence is there because the staff is dejected, the staff is feeling dejected, the staff is demotivated and they have whether these are leadership skills in the role is the Associate Director both management also so then, in that case, she has to take certain actions, what advice would you

give to Laura on improving her leadership skills and I miss of the above that is 90 days preparation.

What we are talking about that is how she will make create the team because she is facing this particular problem that you are to answer. The book recommendations the art of leadership, this particular book of Kent Curtis is there.

(Refer Slide Time: 32:09)

Book Recommendation

The Art of Leadership

Edited By:	George Manning, Kent Curtiss
Publisher:	©by McGraw-Hill Education
Authors:	George Manning, Kent Curtis
Language:	ENGLISH
Paperback:	592 Pages
ISBN-10 :	0077862457
ISBN-13 :	978-0-07-786245-9



Image Source: <https://www.amazon.in/Art-Leadership-George-Manning/dp/0077862457>

24

And therefore, you will find that is in this book, it has been recommended that is the how that is a different leadership style that will work, and in this case, it will be very, very important that is whenever we are changing the organization and when the followers are changing or there is a crisis also all these have been discussed, that is how your leadership style that will be more and more effective. If you can develop your leadership style according to the situation.

And then definitely you are to change you to change your the art of leadership and whenever you are changing this art of leadership, then definitely you will be able to come out with the successful situations.

(Refer Slide Time: 33:05)

Book Recommendation

LEADERSHIP: Enhancing the Lessons Of Experience (Eighth Edition)

Edited By: Andrea Heirendt
Publisher: ©2015 by McGraw-Hill Education
Authors: Richard L. Hughes, Robert C. Ginnett, Gordon J. Curphy
Language: English
Paperback: 753 Pages
ISBN: 978-0-07-786240-4
MHID: 0-07-786240-6

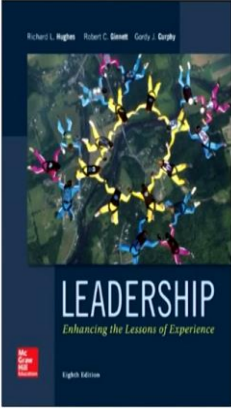


Image Source: <https://www.amazon.in/Leadership-Enhancing-Experience-Richard-Hughes/dp/0078112656/>

25

In this, we are talking about enhancing the lessons of experience like that we have discussed in the earlier session also this particular book, that is the same book, which continued to give you this recommendation, that is the how this book will be helpful in the case by understanding from the experiences of others when you are having the learning from the experiences of others.

Definitely, some of the situations that will be helpful to you to solve the problem, while the sum of the situations that may not be the same, then definitely again I will say which I mentioned earlier also that you are supposed to be the creator because, from the experience of others, you can get exposure, you can get an understanding, but getting this same situation and same leadership style does not copy that that will not be useful.

Because ultimately what is important is this that is in a given situation, you have to adapt your style by doing the perfect homework. So, this is all about this particular the first 90 days basically the leadership styles which we are talking about.

(Refer Slide Time: 34:27)

References

1. Hughes, R. L., Ginnett, R. C., & Curphy, G. J. (2015). *Leadership: Enhancing the Lessons of Experience* (8th Edition). McGraw Hill.
2. Robbins, S. P., Judge, T. A., & Vohra, N. (2019). *Organizational Behavior* (18th Edition). Pearson Education Inc.

Online Source

- https://cyfar.org/ilm_8_casestudy1

And these books of this the Robinson, Judge and Vohra of his book, this is also becoming very helpful to understand the leadership and the leadership enhancing the lessons of experience, which has been mentioned definitely this will be a sort of the and that the supporting references for which whatever you have learned and these type of references that will create you the more reading and more understanding. So, all these about all these leaders in the first 90 days and as settling yourself as a leader with your team members. Thank you.