Leadership and Team Effectiveness
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Lecture - 06
Leader Development: The Action-Observation-Reflection Model

In continuation of our previous lecture, this session, we will talk about the action-observation-reflection model and can leadership be taught? Now, many people have this particular question. Earlier also, we have talked about whether the leaders are born or made? We will be discussing the crucial role of perception in the spiral of experience in the actions-observation-reflection model.

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The perception and the action, we will be talking about perception and the observation, perception and reflection. So, these action-observation-reflection models we will be talking about with the perception and action and observation and reflection context, reflection and leadership development, we will be talking about as usual we will having the one case study as an example, then research paper and book recommendations.

Now, the question arises can leadership be taught? Now, you see that traditionally whenever we talk about leadership, it is always has been said that is the leadership that has to be about the leaders are born leaders are not made, but that was a trait theory, but the trait theory is up to certain extent has been again advanced and then further research has been done.

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Can Leadership be taught?

Merely taking a one-semester college course in leadership will not make one a better leader. However, its strongly believed that it can lay a valuable foundation to becoming a better leader over time.

Do you accept that leadership can be learned (rather than just "being born" in a person)?
Yes

Do you also believe that the most powerful lessons about leadership come from one's own experience?
Yes

How we learn from experience?
Learning from experience pertains to how complex or multifaceted your conceptual lenses are for construing experience

And then, in that case, it is strongly believed that it can be a valuable foundation. So, therefore, in the case when we are talking about the MBA students, for example, when they are joining, so, by the valuable foundation to becoming a better leader over time, so, yes they can become the better leader. As we talked about it, leadership can be learned, yes, and that is why you are here? To learn this particular course.

So, you want to be aware of leadership and leadership effectiveness and team building. Do you also believe that the most powerful lessons about leadership come from one's own experience? Yes, because it is situational. Therefore, in this situation, you are there. So, what we provide that is from experience, we learned the many ways that how complex or multifaceted your conceptual lenses are for constructing the experiences. So, in that case, it is always better that whenever we are talking about that leadership that can be taught, it is with the complex variables.

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Leadership can be taught

- Becoming familiar with the complex variables that affect leadership gives you a greater variety of ways to make sense of the leadership situations you confront in your own life.

- In that way, completing this course in leadership may not make you a better leader directly and immediately, but actively mastering the concepts in the course can nonetheless accelerate the rate at which you learn from the natural experiences you have during and after your course

- In fact, about 70 percent of variance in a person's effectiveness in a leadership role is due to the results of her experience; only 30 percent is due to heredity (McCall, 2010)

Image Source: https://www.tinypulse.com/blog/14-employee-survey-questions-about-management-effectiveness

Complex variables are the followers and situations that affect leadership, giving you a greater variety of ways to make sense of the leadership situations you confront in your life. So, therefore, every individual, whether it is in the personal role or into the professional role, he is having that particular context in which he is developing his own experiences to build leadership in that way, completing this course in leadership may not make you a better leader directly and immediately, but actively mastering.

So therefore, it is becoming essential; that is, the experiences will take time. So therefore, it will not make the instantaneous leader to you. So, it will be a period it is gradually and therefore, leadership development as you see, it goes by the actively mastering the concepts in the course, then definitely the rate at which you learn from your natural experiences 70% of the variance in a person's effectiveness in a leadership role is due to the result of her experience only 30% is due to heredity.

Now, this is a very interesting point: whenever we talk about the past, learning from the past and learning from the past gives you 30% only, and the rest of the 70% comes with the time you learn. So, how you handle the situation and your belief in that particular experience became strong in a given situation. So, you adopt a good leadership style; in past experience, it becomes effective if you have developed that perception by participation. So, that will be a milestone for you, for your leadership.

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AOR Model

- **Action-Observation-Reflection (AOR) Model** shows that leadership development is enhanced when the experience involves three different processes: action, observation, and reflection.

  ➤ Action(What did you do?)

  ➤ Observation (What happened? Results and impact on others)

  ➤ Reflection (How do you look at it now?, How do you feel about it now?)

- Leadership development through experience may be better understood as the growth resulting from repeated movements through all three phases.

The action-observation-reflection model shows that leadership development is enhanced when the experience involves three different processes: action, observation, and reflection. So therefore, these three different processes are about the actual observation and reflection. What is the action? Action means what we, what did you do? So therefore, whatever actions you have taken in the past that will be decided observation means what happened is the results and impact on others.

Moreover, therefore, in that case, it is we learn from our observations and during these observations, the behaviour, what results and impacts to others that have been very much fruitful in reflection, how do you look at it now, how do you feel about it now, so, that is about actually your feedback and reflection is the feedback, what actions you have taken, what has happened, that is your observations, and then the reflection that we see now, based on that, what are the lessons of learning.

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Figure – The Spiral of Experience
Image Source: (Hughes, Ginnett, & Curphy, 2015)
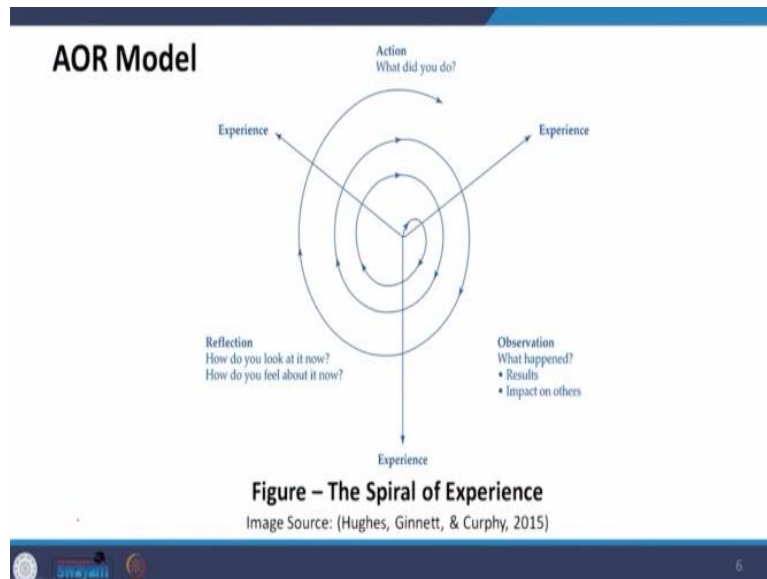
Here based on this AOR model, action observation and reflection model, it talks about whatever we have done in the past, that experience that goes on continuously to improve our leadership style, because the first-hand experience whatever has been taught in the classroom, that so, you know, the different ways. So, what is the contribution of the classroom leadership teaching is that we tell you about the ten types of leadership styles.

And then you are experimenting with those at your workplace, and maybe you might come out with the 11th style because you will make a hybrid model. A hybrid model will be unique for you so that that action will be decided. So, in the case of these observations, whatever the results you obtain, success or failures, that will impact others, this is very important; I can share my experience when I was the labour officer in the luncheon mill.

We were negotiating with the union and all, and that time it was when whatever the outcome was there of that negotiation or the wage agreement, and then I found it is that was given me the direction for the following wage agreement. So, this way, the results impacted my leadership style; how do you look at it now? Moreover, how do you feel about it now?

So, I find it is the as I have known for the further model, so, when I entered into the academics, so, now and I see now, so, I combined my experience with my current observations. Then I teach in the classroom whenever I am interacting with you, I am combining my experience also that is the this was the style these were the union and union handling was there in the luncheon mill, but when I was in the Sriram group, then I found that is, it is the more the employee handling rather than the union handling was there.

So, therefore, the leadership with the employees and the unions were both different. Moreover, on that case, my observations and reflections have carried out about the perception, that the perception in the about what perception I have developed, that is there in case of the IR industrial relations, and in case of these the HRD human resource development. So, naturally, you have to focus on the different perceiver targets and situations.

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The Key Role of Perception in the Spiral of Experience

Perception

It is a Process by which individuals organize and interpret their sensory impressions to give meaning to their environment.

Factors Affecting Perception

- Perceiver – Attitudes, Motives, Interests, Experience and Expectations

- Target – Novelty, Motion, Sounds, Size, Background, Proximity and Similarity

- Context (Situation) – Time, Work Setting and Social Setting

(Robbins, Judge & Vohra, 2019)

So, what has happened with our perceptions, which individuals organize and interpret their sensory impressions to give meaning to their environment, nature? The perceiver target and situations. So, whatever the I was the perceiver and the target was that whereas the employees or the unions from which I was interacting, and what was the situation? The situation was that it is team building.

So, therefore, in that case, it becomes very, very important how I have perceived; if I perceive the situation positively, naturally, my interaction with others will always be positive, whenever I will talk about leadership, I will say yes, these things work, but if my experience was the failure, then definitely, in that case, I will not be able to perform in a better way. So, this perceiver and then what factors that is affecting the perception.

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Perception and Action

A person's expectations about another may influence how he acts toward her, and in reaction to his behavior she may act in a way that confirms his expectations. (Jones, 1986)

A Perceptual variable that can affect our actions is the **self-fulfilling prophecy**, which occurs when our expectations or predictions play a causal role in bringing about the events we predict.

As also established in a Research, "supervisors are biased toward making dispositional attributions about a subordinate's substandard performance and, as a result of these attributions, often recommended that punishment be used to remedy performance deficits". (Mitchell & Wood, 1980)

Image Source: http://adviesvandirk.nl/zelf-vervullende-voorspelling/

In the case of the perceiver, it will be his attitude, his personality, his thought process, his actions that is becoming very, very important, in case of the target, who is the target as I was giving the example of the unions and then the employees so, that has to be taken care of, and the situation that matter what situation I am working. So, on this basis of the perception, whatever I have pursued, my actions will be decided a person's expectation about another may influence how he acts towards her and in reaction to his behaviour.

She may act in a way that confirms his expectations. So, now, what happens whatever action I will decide an ROI, I will think that is the if this is a behaviour this will be the return behaviour a perceptual variable that can affect our action is a self-fulfilling prophecy, which occurs when our expectations or predictions play a causal role in bringing about the event we predict. Now, this is an important word that is the causal role is there, and here in this diagram, we see that is reinforced.

Moreover, our beliefs influence our actions towards others or impact others' beliefs, then that is about the causes there. So, in that case, research supervisors are biased towards making dispositional attributions about a subordinate substandard performance. Moreover, as a result of these attributions often recommended that punishment be used to remedy performance deficits. So, the particular perception is there as an action, and the reaction is there.

However, here I would like to say that is there one more word I would like to use, and it is a corrective action. So, it should not always be the punishment rather than we have to talk about that is it is required to be having the corrective actions is essential from your past

actions, what I have learned that yes, when we talk about the reinforcement of behaviour, in the reinforcement of behaviour, it is taking about the positive reinforcement and negative reinforcement.

Moreover, therefore, in that case, it is becoming very, very important, that is the what approach do you have, and here in the case of the perception and action, it becomes despite the punishment what I will advise that is let us go for the corrective actions are there whenever we understand our target and target has made a particular mistake and invariably what the leader does invariably leader makes an application of that particular correct punishment, which is to be according to me, that should be the last option.

It should not be the first option if these corrective actions are the first option, and the punishment will be the last option for that.

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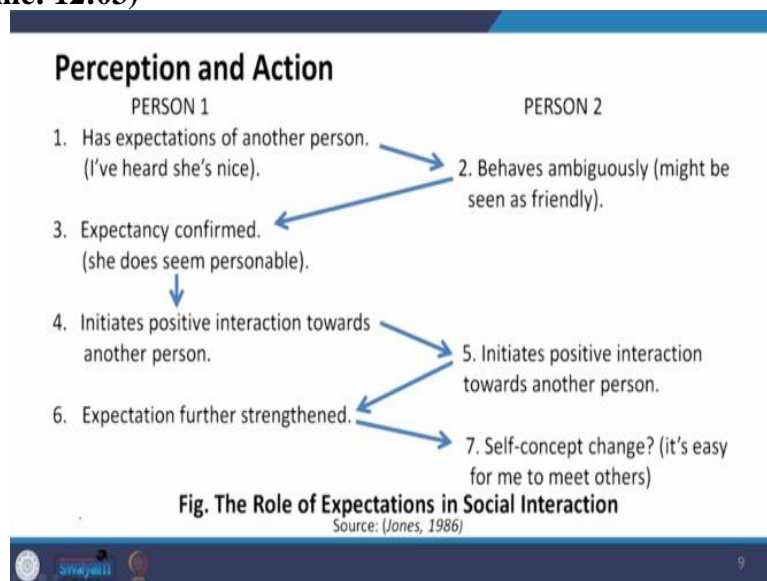
Now, we are in perception-action person 1 has expectations of another person; I have heard she is excellent, and a person 2 is to behave ambiguously might be seen as friendly. At the same time, expectancy is confirmed, she does seem personable, and then initiate positive interaction towards another person, because you are talking about that, she has that positive interaction in them, these initiates positive interaction towards another person because it is the flow and the expectations for the strengthen the self-concept change.
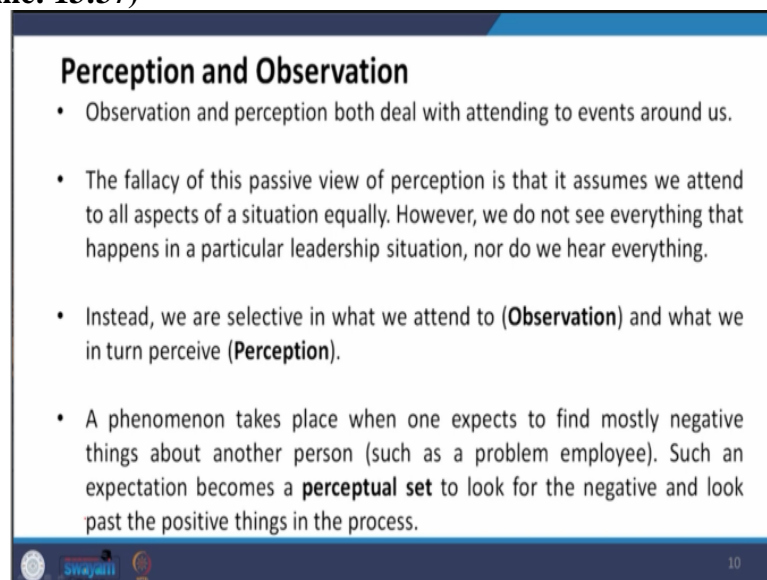
It is easy for me to meet others. So therefore, from the design, whether they when you are heard about a person is nice, and then when you are making the interaction, definitely, in that

case, it will be essential that your result will be positive. So, here are the observations and perceptions both deal with attending to events around us all naturally; what is the perception? We perceive through the situation, and one of these perceptions is that we have this keen vision.

So, vision is becoming very, very important touch, smell, and then, in that case, it is the see or that vision, that observation and perceptions They are making us the more learnable the fallacy of this perceived view of perception is that it assumes we attend to all aspects of a situation equally there is a limitation of our senses. Moreover, therefore, in that case, when we have limited senses, we do not see everything that happens in a particular leadership situation nor hear everything.

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Perception and Observation
- Observation and perception both deal with attending to events around us.

- The fallacy of this passive view of perception is that it assumes we attend to all aspects of a situation equally. However, we do not see everything that happens in a particular leadership situation, nor do we hear everything.

- Instead, we are selective in what we attend to (**Observation**) and what we in turn perceive (**Perception**).

- A phenomenon takes place when one expects to find mostly negative things about another person (such as a problem employee). Such an expectation becomes a **perceptual set** to look for the negative and look past the positive things in the process.

So, this is the warning is there, that is the I do not think that is your observations are complete are 100% they are not completed 100% instead, we are selective in what we attend to observation and what we in turn pursue. So, it is not the reality, so perception is not complete. So, a phenomenon occurs when one expert finds primarily negative things about another person, such as problem employee such an expectation becomes a perceptual set to look for this particular perception and then decide about your reflection.

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Perception and Reflection

• Perceptual sets influence what we attend to and what we observe.

• In addition, perception also influences the next stage of the spiral of experience—reflection— because reflection is how we interpret our observations.

• Perception is inherently an interpretive, or a meaning-making, activity.

• One important aspect of this is a process called **attribution**. Attributions are the explanations we develop for the behaviors or actions we attend to.

Image Source: https://in.pinterest.com/pin/742249582312325878/

So, these perceptual sets influence what we attend to and what we observe, and if we are selective, some persons are very selective in their perception because their observations are minimal. Although we cannot have 100% observation, this is also true that we can have the maximum observations if we are more sensitive. In addition, like a beautiful picture is given here, that is how you can imagine a cat similarly can image is a lion.

So, that is about perception; how do you perceive yourself also influences the next stage of the spiral of experience, reflection, because reflection is how we interpret our observations. So, a practical example is when you are occupying a higher position, your image about yourself changes; perception is inherently an interpretive, or a meaning-making activity is there.

So, usually, this is about the reflection, that whatever we perceive, we create an image and accordingly, whatever image is there, we interpret it and therefore, make this particular activity. A critical aspect of this process is called the attribution we develop often are behaviours or actions we attend to. Moreover, therefore, in that case, these actions the actions are based on our attribution are there.

So, suppose we are creating an image of ourselves, a larger image, a compelling one. In that case, you then in that case, definitely our action and reflection will be that is we are strong, and then in the case, when we are talking about that is a perception about ourselves is the smaller one, where we are not confident, then in that case, naturally, our actions will be

affected accordingly. So, how do you perceive yourself to be an effective leader? That must be you strongly perceive yourself.

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So, how this attribution depends on? Attribution depends on the tendency to overestimate the dispositional causes of behaviour; what does it mean? Does it mean that is the what are the different causes are there? A simple example is a superior-subordinate relationship, it is having on the relationship with the subordinate, it has the primary cause, but what happens the boss he making the dispositional causes of behaviour that is no, I am not going to bother about him and underestimate the environmental causes when others fail.

Moreover, therefore, in the result, what happens that is you are not taking care of your subordinate's self-serving bias is there whatever the external attributions are, they are making the internal attributions are there. So, therefore, in that case, it is a locus of control, an external locus of control, an internal locus of control. The actor and observer differences refer to the fact that people observing in action are much more likely to be having the behaviour similarly.

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Reflection and Leadership Development

- The most important yet most neglected component of the action–observation–reflection model is **reflection.**

- Reflection is important because it can provide leaders with a **variety of insights** into how to frame problems differently, look at situations from **multiple perspectives,** or better understand subordinates.

- Leadership development can be enhanced by raising such implicit beliefs to conscious awareness and thereby more to thoughtful reflection.

- **E.g.** – One approach used a variety of art prints to stimulate personal and group reflection on ideal forms of leadership. The prints were used to identify five fundamental archetypes of leadership

The most important yet most neglected component of the action observation reflection model is that is a reflection is there. However, the outcome, so, they will be the input, they will be the process, they will be the output, but the most crucial point is that the people are in observation and reflection model, and they are underestimating the reflection is there. However, it is essential because it can provide leaders with various insights whatever the experience you are having.

Moreover, if you are ignoring or becoming the bias about that particular certain factors or causes, then definitely, in that case, you will not be able to improve your leadership dear friends, so, variety of insights to be accepted, look at situations from multiple perspectives and not only by the or better understand the subordinates as I was giving the exam example, leadership development can be enhanced by raising such implicit beliefs to conscious awareness and thereby more to thoughtful reflection is there.

So, acceptance, this is very, very important is that acceptance is required example is given us a variety of art prints to stimulate personal and group reflection on ideal forms of the leadership, the prints were used to identify five fundamental archetypes of the leadership's are there and therefore, in that case, it is not the limited one. It should be sensible, and a very contributing one is there.

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Reflection and Leadership Development (Cont.)

➢ **Teacher-Mentor**, who cares about developing others and works beside them as a role model.

➢ **Father-Judge**, who provides oversight, control, moral guidance, and caring protectiveness.

➢ **Warrior-Knight,** who takes risks and action in a crisis.

➢ **Revolutionary-Crusader**, who challenges the status quo and guides adaptation.

➢ **Visionary-Alchemist**, who imagines possibilities that can benefit all members and brings them into reality.

Now, here the first example is taken from teacher and mentor. So a teacher who cares about developing others and works beside them as role models has a mentorship. So, can a teacher be a mentor? Yes, he can be the mentor, but because the teacher is developing the others, what is becoming those who are the followers, they want to be like him, and that is achieved is there.

Father and judge so who provides oversight control moral guidance and caring protectiveness is there in both the roles the person has the same objective. So therefore, the reflection is becoming the same. Warrior and knight who takes risk and action in a crisis and, therefore, crisis management crisis manager and who is the best crisis manager who has that particular warrior attitude are there.

A revolutionary crusader is there who challenges the status quo and guides the adaptation and therefore, in that case, it becomes very, very important that is the leader, so they learn, and they get the guidance from the special force of these adaptations is there if it is done, then definitely, in that case, the leader will be successful. Visionary Alchemist who imagines possibilities that can benefit all members and brings them into the reality is there.

Moreover, in that case, we always have to imagine that if you are imaginary, you will be able to get a better and better output. So, this is about the action observation and reflection model is there and through which this learning from the action observation and reflection model, we are enhancing our leadership styles by adopting the experiments.

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As the founder of management coaching organization TMBC and author of the standout, Marcus Buckingham is an expert on creating leadership programmes. He recommends the following steps that are first and foremost to find or develop the assessment tools. Now, you see that he is the personality component as I mentioned that is the subordinates you have to understand his personality when we are talking about the big five inventory test, that is the about the extrovert, introvert sensing, thinking-feeling person MBTI.

So therefore, in that case, the test can be included, and we can find out the characteristic leadership styles, the top leaders in the organization and administer the test to them and in that case, because within one organization you see there is a particular culture and that culture we can be adopted by the adopting that leadership styles. So, this tape is not to determine what all the leaders have in common, but to group the top leaders into categories by their similar profiles, so they are at the high profile of people.

So, therefore, how they will become the high profile people how they reached this particular position that is becoming very important in step 3, interview the leaders within each profile category to learn about the techniques they use at work. Now, when you are interacting with them, those are your organization's top leaders, then you have to interview them, and that is their work style that has been successful for this organization.

Often these technologies will be unique unscripted because nobody knows it is knowledge management, storing the tacit knowledge and revealing the correlation to the strength in each leader's assessment profile.

So, whenever we compile the techniques within each profile category, there are different categories. You find different leaders are there the results of the top leader profile categories, which we combined from the above steps and these leader techniques can be used to create an algorithm or tailored method for the developing the leaders or there this is a beautiful way to develop the excellent leadership style in the organization administrate the assessment test to developing the leaders.

Moreover, it reminded their profile categories; the techniques from successful leaders can now be shared with the leaders who are most like them because they share the same profile. So, now what has happened is that they all have the same profile, but the leadership styles are different, and therefore, the leaders to whom you are interviewed will give a direction.

These steps provide a means for successful leaders to pass along techniques that are likely to feel authentic to the developing leaders and encourage creativity. So those who are the developing leaders are there no. So, some leaders are already established in the organization; some are into the developing stage, young and at their leadership positions. So, therefore, they can develop this leadership style and authentic leadership style.

The techniques that can be delivered in an ongoing process is a short personalized interactive and readily applicable tips and advice that yielded results and therefore, in that case, whatever the interaction is there that interaction will apply to the budding leaders here you can have this assignment what are some potential negatives of using Marcus Buckingham's approach to leadership development?

Are there potential negatives? Because you see, every leadership style is not perfect; there are confident positives and certain negatives. What negative do you find? Would you suggest applying Buckingham's steps to your organization? Why or why not? Moreover, therefore, in that case, based on that is your observation actions, observations and reflection model AOR model on what do you think whether it will be based on the experience which you have in your organization and interviewing with the people that have to be accepted or not to be accepted?

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The research papers in this context have been selected his leadership development learning accelerators, voices from the trenches, and therefore, in that case, you will find that is whenever the purpose of this paper was that is the how-to develop that leadership run by the
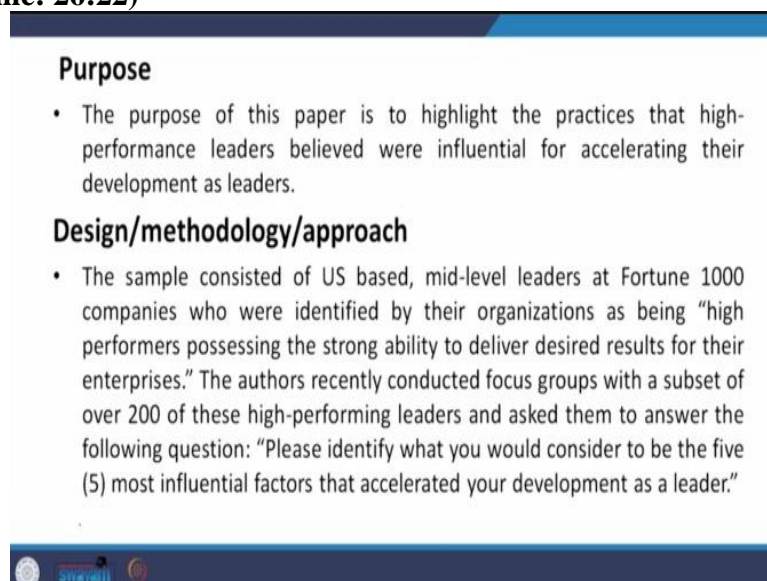
learning accelerators are there and that is the yes we can learn we can learn from the voices from the trenches.

Moreover, as a result of which leadership developing learning can be adopted by the different methods, we are also to find out that is critical indexing the development accelerators who are the accelerators? Here I want to say that this paper will be helping you to identify the accelerators at your workplace, but whenever you are at your workplace, then definitely, in that case, you will be able to find out practically what accelerators are motivating you in your organization.

Because unless and until you are not able to identify the accelerators, what are who are the accelerators? Accelerators are those actions or people or those reflections which have been encouraged and motivated the leadership style; if the leadership style has been encouraged and motivated fast, then definitely in that case, based on this paper, it will be very much important that is the how-to identify the accelerators and making the implications of these accelerators at the workplace.

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Now, here the purpose of this paper is to highlight the practices of high-performance leaders. If your organization is a high-performance leader, are your organizations that believed were influential for accelerating their development as a leader. So therefore, role models, we cannot go away from our role models; the role models are those who have accelerated their careers, and you can easily find out in some organizations that some people will become highly influential in a highly progressive.
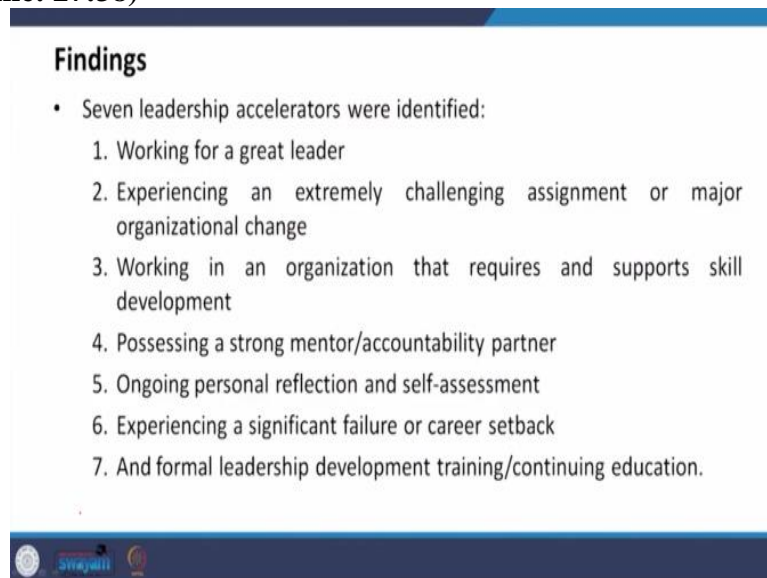
In this study, the sample consisted of US-based mid-level leaders of the Fortune 1000 companies who have identified their organizations as high performers processing the strong ability to deliver desired results for their enterprises. So, here what is the parameter? The parameter is the delivery of results; if results are delivered, there is no problem. The author's recently conducted focus group is a subset of 200 of these high performing leaders.

Furthermore, therefore, in that case, whoever been the accelerators are there, they have been interviewed, and they have been identified seven leadership isolates were identified based on this interview, which has been conducted by the author and then it has been, and the same will be there at your workplace also.

The first is working for a great leader. So therefore, leaders are also working for a leader. So, there must be these accelerators, who are the leadership accelerators. So, what they do, they were there working for a great leader experiencing an extremely challenging assignment or the significant organizational change are there. Furthermore, in that case, they are not working for the easy work; they are taking the challenging assignments, working in an organization that requires support skill development.

Here I would like to take the example of citizenship behaviour and then possess a strong mentor accountability partner. So, you are working under somebody, or with somebody, those who are the strength partners, ongoing a personal reflection and self-assessment

experiencing a significant failure or the carrier setback. So, therefore, in that case, that reflection model your reflection may play a significant role.

Moreover, formal leadership development training or continuing education is there like you are taking these courses and trying to develop your leadership styles. So, therefore, in that case, it is always better that is you have continuous education, learning from others.

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Research limitations/implications

- It is important that leaders, HR professionals, and talent managers know and understand these factors and to make it an ongoing priority to systematically address the key questions that emerged from these findings.

- Leaders should thoughtfully answer the questions presented for themselves and encourage leaders in their organization to do the same.

Moreover, the limitations of this type of study are that leaders, HR professionals, and talent managers must know and understand these factors and make it an ongoing priority to address the key questions that emerge from these findings systematically. So unless and until your structure of that research is not well designed? So therefore, if you are doing research in your organization.

Then make sure that these thoughtfully answer the questions presented for themselves and encourage leaders in their organization to do the same. So therefore, it is not just a formality; somebody is asking the question, and you are answering rather than it should be a thoughtful exercise. So, let the leaders' commitment is significant from both sides the first person who is asking the question and the person who is answering the question?

Because unless and until there is no thoughtful or sincere approach, this child will not be becoming successful. So to make this successful, these accelerators are to be strictly followed.

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Image Source: https://www.amazon.in/Little-Book-Leadership-Development-Employee/dp/0814437834

Here we have specific recommendations for the book, the little book of the leadership development, the 50 ways to bring out the leader in every employee and therefore, in that case, based on that is the how our actions and observations and reflections can be contributed for the leadership development because ultimately objective is what? Ultimately objective is to develop the leaders from amongst all the employees.

Once we develop these leaders from the amongst our employees, it is not that the leader is one and followers are many rather than there are many leaders and very few are followers. So, but leaders mean what it is not that they are directed into different directions leaders are those who are contributing towards organizational goals and achievements, once they have the organizational goals and achievements to commonly by all the leaders working in the organization, then nobody can stop that organization to grow.

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Image Source: https://www.amazon.in/Little-Book-Leadership-Development-Employee/dp/0814437834

Kusy's redefine effect is their traditional leadership as an inflexible yet concrete and proven actions are there. So, therefore, in that case, this concrete word must be taken care of ultimately; it should not be vague; it should be very, very specific, but specific to your organization. Free of complicated theories, The Little Book of the Leadership Development focuses on what works to motivate others, encourage productivity and equip future leaders to design a straightforward system.

So therefore, it is not that is it is coming through the different complicated theories rather than this system tailored a method is there of your own the book delivers streamlined instructions on 50 practical strategies including modelling behaviours sharing information building accountabilities stretching teams and providing feedback is there. Based on this, in that case, you will find that different strategies have been mentioned.

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So, these are the contents of these books, where you will find the different chapters that have been mentioned. And then if they every chapter, you will find it yes, it has been given that is the what the after-action reviews are there and on whatever the actual development of the through conceptual understanding is there on development as personal growth is there any development through the feedback is there.

So therefore, whenever we are talking about the development of the modelling of effective leadership, that development through the skill-building is very, very important once we have that skill-building attitude amongst the other employees, but, here the mythology that has to

be correctly understood that mythology as far as the in your model we are talked about that it is to be the actions observations and reflections.

Furthermore, based on the actions, observations, reflections, whatever the methodology is there, the methodology that has to be appropriately taken is to be considered once you consider that these methodologies are appropriately adopted. You can find out the causal behaviour in a given organization when you know the causal behaviour in an organization than as a reflection; you can identify what the different accelerators are there and based on those accelerators who have contributed to the development of the leadership that you once you identify you will be successful.

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These are specific references about these particular leadership development practices and leadership enhancing the lessons of experience McGraw Hill, John C interpreting interpersonal behaviour and then the McCall's recasting leadership development, industrial and organizational psychology is there.

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These are the references from the Mitchell supervisor's responses to subordinate poor performance that is how a test of an attributional model very, very interesting and in the Robin's book is there which has always been preferred for the textbooks also. So, this is all about the AOR model and developing the leadership attributes and understanding the causal effect in the organization. Thank you.