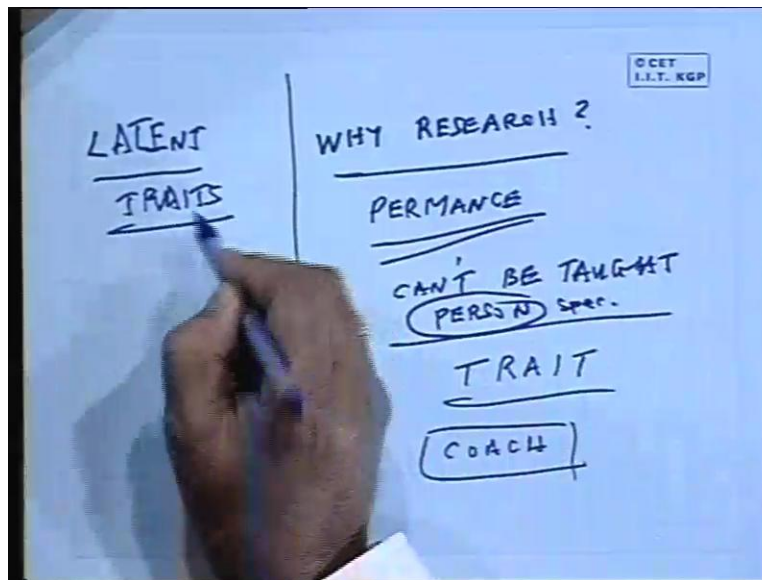


**Leadership**  
**Prof. Kalyan Chakravarti**  
**Indian Institute of Technology, Kharagpur**  
**Lecture - 01**  
**Introduction to Leadership: Functions**

All right, so this is the first time I am going to take your class. I have had the privilege of taking the first years but this is the first time I am taking the second year right. I was just saying a few minutes ago that I find it a little strange that leadership as a course was not available to be taught here because after all we are turning of leaders are we not. So it is essential that some amount of exposure should be given to some of the principles and the research findings on leadership.

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Now leadership is one subject where a huge amount of research has taken place, huge amount of research and the of course the idea of the research is clear to you right, why do they research it can anyone tell me, why research leadership? Why research leadership?

Student: Sir, in the rapidly changing times only a leader can direct the whole organization in such a manner that it can cope up with the phase of change.

Okay what he saying is they can keep performance of is not it.

Student: Sir, it is a people's stress a person stress it it cannot be taught in a course set rules

He says it cannot be taught is that what you are saying leadership cannot be taught.

Student: Sir, it is person specific sir

See he is made a important point I am sorry to interrupt you he says it cannot be taught because it is person okay specific right person specific that is what he has said? What are you saying?

Student: I am saying that to identify the traits of an effective leader to try and influence them in an organization to.

So are you really saying the same thing then that it is specific to a person.

Student: I am not saying that I am saying that.

You are talking of identifying traits of who of a person

Student: Of a leader

Of a leader.

Student: Yes sir.

So again it is person specific is not it is person specific.

Student: There should be common traits.

I agree with you, I agree with you but is he not saying the same thing the focus is on the person maybe number of persons is not it and what are you searching for, you are searching for traits, you are searching for traits. So what is the theoretical basis of this statement? Theoretical basis is that for leadership all right they must be individuals who possess some traits those who do not possess it, they do not qualify for taking leadership roles is it not being is not that what is being said.

Student: I would like to disagree with that.

Okay, good tell me Rohit.

Student: Because if you can identify what are the traits in a leader then you can always coach a person so that those qualities will be developed in that person and he will be he will involve, evolve as a leader.

Okay, that is another point he has made it is a good point. He said traits are fine the someone who is not born with this traits you first find out what are the traits which he possessed by an individual we will make him a leader and then you simulate that. You then set up coaching classes and you coach people. So that the imbibe these traits and then you have another leader, so.

Student: Sir, I have a point here.

But do you agree with what he is saying that people are not born with it, they can be taught the traits.

Student: They, they, they because they said that they have not felt that they had those qualities it is just a little bit of coaching help

All right, all right what you are saying is latent traits that means traits are there but below the surface, it does not come out but again latent traits, latent traits but traits nevertheless. So as we

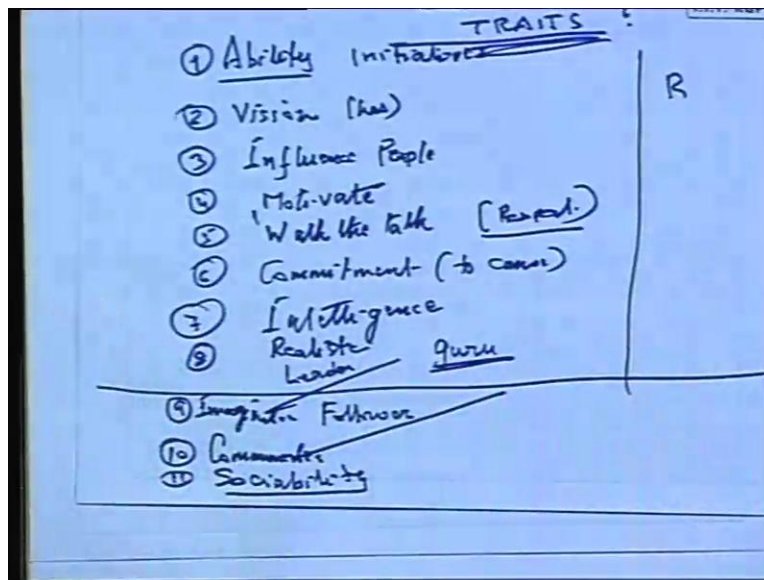
are discussing now, we are developing an idea the idea is that yes people are born with certain traits which are leadership traits and this is what we have been saying right. We are also saying at the same time there are people who are not born or born without leadership traits, without leadership traits and then we say but those who have been without leadership trait they can be coached and taught the leadership traits.

So that at the end of the day whether you are born with it or you have trained to imbibe that you become kind of equal, you can be leaders. So we have come to that conclusion but then some one said in the beginning that it cannot be taught, you either have it or you do not have it. So this is a kind of a stalemate, so why do you have so much research then huge body of research on that why or leadership.

Student: Sir, research can.

Let him let Pollard say.

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Student: Sir, I feel one reason might be that establishing these common traits is a because of problem there maybe numerous traits which are specific to a particular situation and which are related to the followers.

Numerous traits all right, let us try and put down, what are these traits, leaders traits, leaders traits. Let us try and list a few traits which you consider are the hallmarks of a leader, Taneja can you kick it off one trait.

Student: Ability to take initiative.

Ability to take initiatives, ability okay for initiatives anyone else

Student: Vision.

Vision that means he can see is it.

Student: Foresight, foresight.

Foresight, somebody like Sanjay he had a he had a third vision you know in Mahabharat that means he can see is that what you mean by vision is very ambivalent kind of a term you know what do you mean vision okay but what sort of vision, I mean what do you really mean by vision.

Student: Come to the future and how the organization is building.

For the time being let us accept that he has vision okay has in bracket.

Student: Sir, for things to come.

One, one minute yes.

Student: Ability to influence people.

Ability to influence people that means he needs power you know is not it.

Student: Without power too.

Without power right influence people.

Student: Influence means motivate.

Influence.

Student: Sir you should lead by setting an example, walk the talk.

Motivate.

Student: Yes sir.

Should have the ability, motivate.

Student: Intelligence it will come to.

Walk the talk, someone said, what do you mean by that.

Student: what said that?

So you do not know all right, who said what the talk? Asif you said

Student: I said walk the talk.

Then, tell me what do you mean by that.

Student: you should be an example of what you are saying if you are saying that

You should be an example of what you are saying I think what you what you mean is practice what you preach, what you say you must do, why should we do that?

Student: That will be the best example for people perform to impress people, so that they will have respect for you and they will follow you.

Respect, very right respect you earn respect that way what else, what else?

Student: commitment

Commitment, a leader should have commitment right. Commitment to what?

Student: To whatever cause he is fighting for or towards any

Commitment to cause and come, Devash

Student: Sir could you elaborate this word respect?

One moment

Student: Could you elaborate this word respect? How we see that a person is respected?

I will given even better I will ask the person who said respect to elaborate it, tell me what do you mean by respect.

Student: Sir if a leader does not command respect.

No, no, no, no, we must have clarity here he wants to know what is meant by respect.

Student: The subordinates when your subordinates when you are seniors when they should value you and your work

Value your work are you satisfied with that he says value in you and your work that is respect.

Student: No sir.

you are not satisfied

Student: Value is other words you should value and respect your subordinates and colleagues then you will be.

No, you may do it your followers may do it but the point is what is respect is not it that is what we are, this is very important thing you know in in communication is it not that we must have crystal clear clarity and when you go for your job interviews and so on these this is the most important that is what they want to see. So again respect someone defined it by saying it is value which people feel that you yield or which you have.

Yes Viraj.

Student: Yes sir.

What do what do you feel? How would you define respect?

Student: Sir, feeling time first.

Is it a feeling first.

Student: yeah

It is a feeling, so we are getting somewhere, now respect is a feeling all right feeling for what.



Student: Feeling where anyone looks up to you.

Feeling of looking up to someone is not it because of some reasons because of some reasons something with you value as an individual you feel the person of your the object of your respect all right he has those values maybe that is why you respect him or admiration also can be one of the drivers of respect, you wish that you could be a champion player you know like Tendulkar, you wish that you could be that but you are not but at the same time you respect his ability to be a champion and the way he plays okay but nevertheless having said all that I think we all agree that respect is something which you look for in a leader that is a trait okay, anything else, yes tell me.

Student: And it is also appreciation of your ability and competency, the respect can be born out of respect.

Yes, it can be you know you you learnt about something called expert power in the first year.

Student: yes sir

yeah

Student: There were five pieces of power sure expert power what is expert power that means irrespective of your position in the company or in the hierarchy.

The fact that you have some special expertise or knowledge or skill by that very token you have respect to other people because you can do something or you have something which others do not have. So to some extent yes that is true you will also now start finding out that since, you see behaviour science is a soft science. You know it is not compartmentalized, you know various topics which are taught basically to get some amount of conceptual ability, you know on different nuances but really they are all interrelated, power is interrelated with politics, charisma is interrelated with power is it not so many things are interrelated.

So we are getting somewhere so a leader traits we are only thing one thing we have said is a leader all right has traits which make for leadership traits you may be born with or you may acquire it through training and coaching but once you have it you are okay, you are a leader for all seasons all situations all right, all contingencies, irrespective of any other variable think about it.

Student: Sir many other variables.

What are the variables?

Student: For example, I want to give an example if we take intelligence as one of the traits which a leader must possess.

Let us put it down then intelligence.

Student: But however if the leader is much too intelligent than the follower then it becomes difficult for the follower to follow the leader. So the leader must be intelligent then the follower but not much more intelligence than the follower, so the it is situation specific.

So he is he is introducing a new concept here have you.

Student: Sir, it should be like this, basically realistic.

No one movement one movement this is a new concept he is saying he is saying the leader may have all the traits but he is bringing in something else from the environment something called a follower okay and here he is giving a hypothetical case, why hypothetical maybe true that the follower is more intelligent, intelligent is being one of the traits which we have identified for leadership well at least in that leadership trait the follower has more intelligence then the leader. So he says that has some dynamics with the fact whether this leader can effectively lead if he has a whole bunch of followers you know who are in more intelligent than him do you think he will have any problem then.

Student: Sir, in my mind the very important actually.

I am allowing you to state your mind but we should follow through these arguments.

Student: Sir, that is why I am

You are saying that all right good carry on.

Student: The leader is never threatened by strength of his follower or his fears, if he is a if he is a leader he should never be threatened by their intelligence or superior intelligence of his followers but he should he should able to emphasize with whatever he is trying to say and integrating all these abilities and skills which we are talking these are these makes a true leader because intelligence cannot be a sole criteria for deciding some once leadership quality.

Any reactions to what he said I thought he is quite insightful just to some up what he said what he said is a true leader right he is secure in his knowledge that overall whether he is got one trait in which his follower is better than him or two traits of or five traits, he has something to contribute all right.

So in our own Sanskriti you have heard of the fact that a real guru is very very pleased ,a real guru if his Sishyas, you know or his, you know reach a position of pre-eminence, you know and success in life knowledge maybe in the area of knowledge then he himself that is his true reward you heard of that or not.

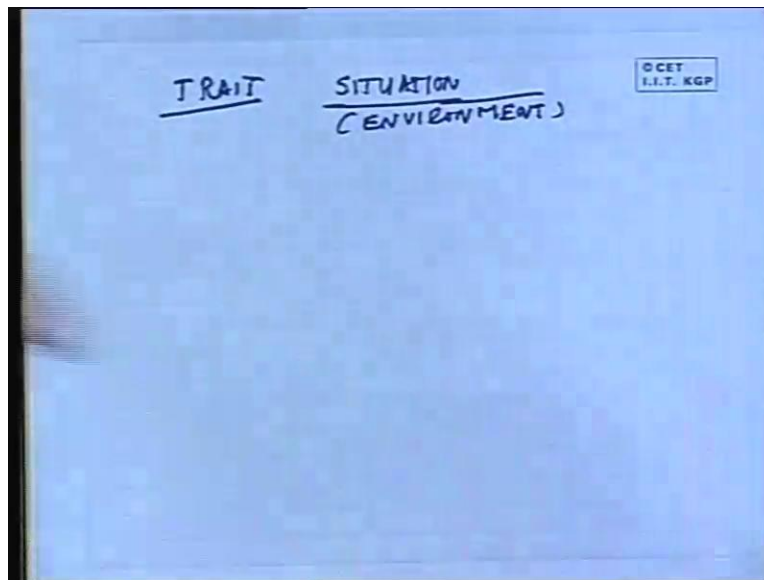
Student: yes sir

Or the guru is competing with his Chelas.

Student: Sir, the true leader will use the ability of his follower to his strengths and that will add to his leadership qualities and that will give him more strength, he will not feel threatened by a more.

So he does not feel insecure is not it does not feel insecure.

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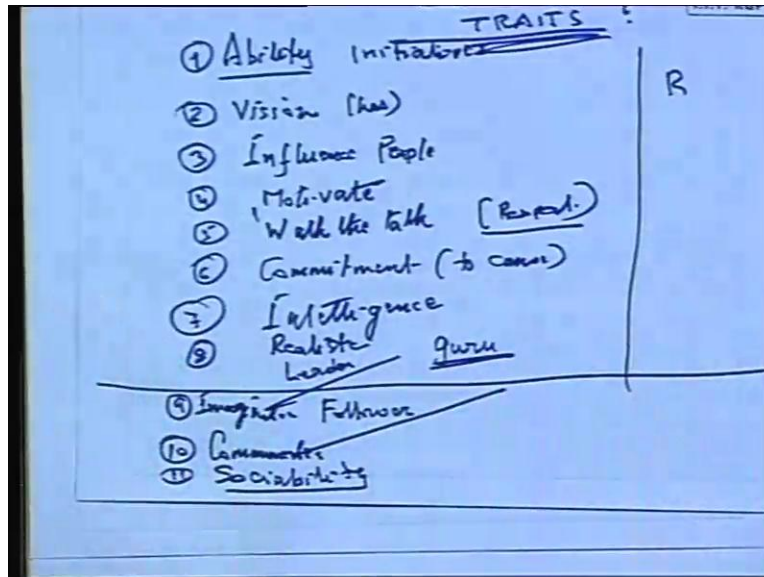
So anyway be that as it may what Polash has got out is apart from trait which we discussed, there is another variable and that is the how will we say situation did you say, okay situation or environment, let us say what else is an any other component.

Student: It should be realistic.

You are talking about trait for the leader.

Student: Yes sir.

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We have finished with the trait for the time being all right but I can add it for your satisfaction. So that you do not feel you are not contributed I do not want you to feel deprived, so I will add it realistic.

Student: Then, why do not you add imaginative?

All right I will add it, there is no reason why I should not add imaginative. So what is the conclusion we are coming to I told you there are many overlapping areas, many overlapping areas.

Yes Viraj.

Student: The most important trait is still missing.

Okay, come on tell me.

Student: Good communicator.

Communicator bravo, there are books written on it that the main role of the leader is communication. I have read at least three books on that during the time when I was in industry communication since so many people have so many theories all right and to some extent each is right each is right, so communicator.

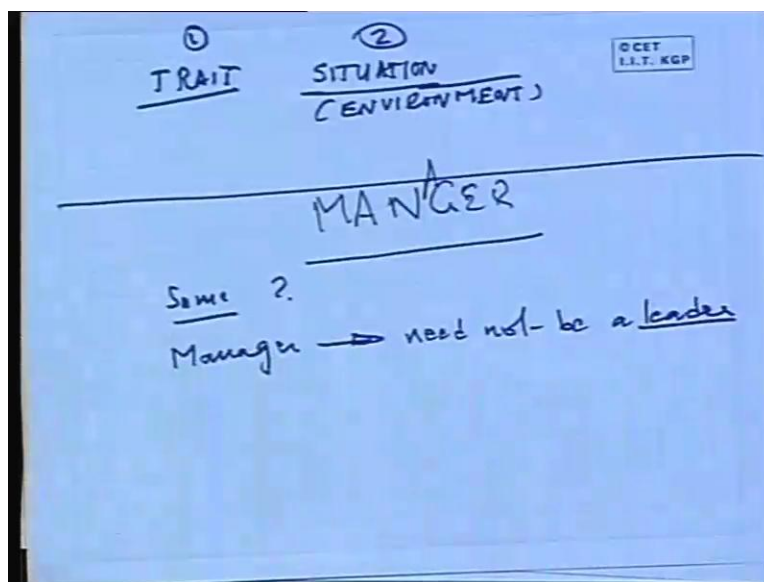
Student: Sir can I say a related point might be sociability.

Sociability, ability to do social networking all right network building yes, I accept that right or wrong sociability I do not think what he means is just wining and dining, what he means is his ability, his ability to empathise with people, ability to win friends and influence people.

Student: Sir, I believe it is subset of communicative ability.

It may be a subset yes but does it not have a true place of his own sociability or it is just relegated to the realm of being a subset we will put it down sociability. Now we come back to it one is trait other is situation environment okay let us pause here for a bit all right and say all these things we have discussed for a leader all right.

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Now we have large number of companies and we have large number of colleges and schools, business schools which teach you business administration and all the time in these books we hear the term manager okay those who manage. So now how would you kind of link up a leader and a manager, manager is it same, is it same.

Student: Sir, leader is a protestor a leader might be a leader of corporation of an army of field anywhere but a manager is more or less a corporation specific term.

Not necessary, I am afraid you people do not agree with that.

Student: No sir.

Can we say that a leader is not a manager? No, can we say a manager is not a leader.

Student: Yes sir.

We can.

Student: Yes sir we can.

Manager is not manager, he need not be a leader.

Student: No sir, I there is one.

Let him say what do you say that. You mean he maybe a sort of manager of systems. So he does not have to lead basically, the leader is a CEO is that what you mean.

Student: No sir, I want to say that all managers need not be leaders.

Okay that seems to make sense because all managers become leaders then who will be the followers. I will come to you, I will coming to you okay. Let us hear with his agreement.

Student: Sir, a manager has four function major functions. PLOD, plan, lead, organize and deliver, so lead comes in, so if he does not have that component in him, he is not a manager sir, he cannot lead one major component of a of a manager's role is not there.

Okay, so in short what he is saying that a leader has to be a good manager in any case but the manager cannot be a leader.

Student: I am not saying that if the manager if a manager is a manager then he has to be a leader also.

Okay, let me let me so one thought at you, see manager's are usually empowered by a circular that is an executive directive right between the company and your assistant manager and one day the boss calls you and says look you have done a good work and we think you have a good future and all I am pleased to inform you that you are getting promoted with effect from first of next month. So what is in in effect happening, it is judged by the power that be okay the management of that company that you are now going to be given the empowerment organizationally of being a manager okay.

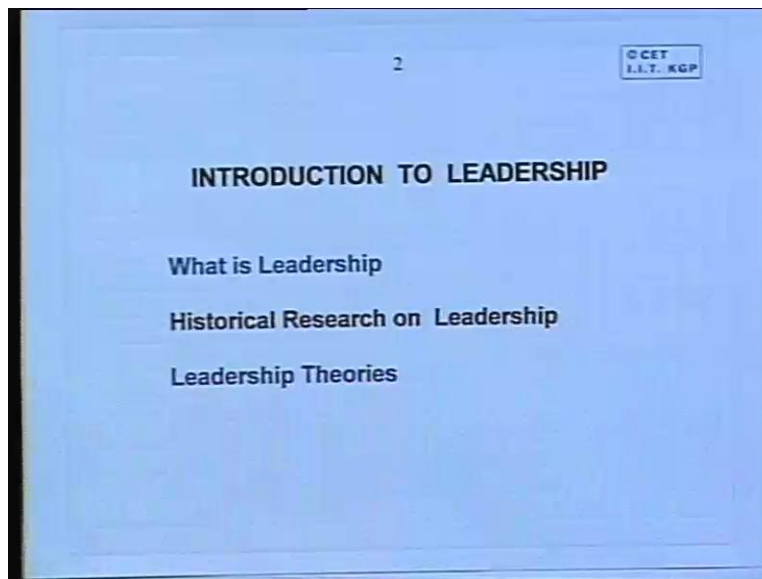
So managers are appointed are leaders appointed would anyone ever call you and say look I appoint you a leader or no that is the thought I am trying to plant leaders, make themselves all right, they make themselves you know visible through various manifestations, acts all right and then they are accepted by a following people then accept him you know it is very curious all of you will go out into companies and many of you will handle human relationships all right part of which is also handling negotiations, settling disputes all right with unions, union is a constituency, it is a constituency in the management firmament, is it not and then when you handle unions all right, you will be also dealing with the union leaders and normally you know it is a sobering thought union leaders are not appointed by anyone they emerge from within the group of workmen they have the blessing may be if they are affiliated to external organization



and all but essentially they emerge whereas the managers they are usually appointed and appointed by due deliberation and judgment of the superior managers but my experience at least says man for man if you look at the union and management negotiations all right the union leaders are no less than the management in fact the experience is they are better leaders than the managers they are better.

So what is now you see we as we are discussing one thing is surfacing that we are not quite sure you know that is there is a difference okay if there is a difference all right we feel there is a difference but then what are the exact differences can we put all this in a compartment, what is a leader and what is a manager it is a difficult kind of a situation all right. So let us for a moment look at.

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Student: Sir, may I ask a question sir.

Please ask.

Student: This is related to what Srivats pointed out the definition of a manager he has worked in software companies correct me if I am wrong there is a concept of project manager and a project leader and in the software companies hierarchy project managers comes under project leader so..

Okay fine it maybe company specific also.

Student: Okay, no I am just trying to convey my point project leader is working under project manager is it new.

Student: Yeah, yes yeah, so that is why in this context he is absolutely right that a manager has already become a leader.

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3

CCET  
I.I.T. KGP

**What is Leadership & What is Management ?**

- Coping with Complexity
- &
- Coping with change

(John Kolter) HBS

- Providing Vision, Mission, Strategy
- Implementing the Strategy

Robert House :  
Wharton School

Contd. ...

Okay, but maybe the maybe the fallacy of this is we are trying to discuss generic meaning you know whereas this is company specific for instance in a steel plant, you know this is horary tradition of steel industry that superintendent and general superintendent, assistant superintend, superintendent, general, general superintendent is a real big shot in a steel industry traditionally the world over whereas in the engineering industry for instance a superintendent is a fairly lowly

functional you know you have the works manager above him and you have the general manager and the vice president manufacturing and so on. So that is company specific okay but then again what is leadership historical research on leadership we have been talking huge amount of research and theories which have emerged many theories. We have more or less discussed quite a few of these theories as we have went along for the last what half an hour.

Let see what some of these are about what is leadership and what is management? Now all these are various scholars who have been researching in this area they come to some conclusion which they publish all right and here is something which you may consider John Kolter of Harvard Business School this is what he says coping with complexity and coping with change that is leadership and managership, managers cope with complexities of business and leaders they cope with change.

So what does it really mean what is the focus here, focus is any businesses is complex in any case per say it is complex managing a complexity managing a business managing means what implicit in managing is managing it well and managing it well is defined as managing for fulfilling the objectives in a good fashion and in the company setting. It is usually sales turnover profitability dividends that you are able to declare all right market share which you can control these are various parameters of performance okay but coping with change that is what John Kolter says you know that is where the difference comes that is where the little difference between a competent manager and a leader there is another view here you know of Wharton's school providing vision mission strategy and implementing strategy. Now tell me who is supposed to provide vision mission and who is supposed to implement.

Student: Manager implements and the leader.

Manager implementation and the leader provides the vision mission and strategy that is another view, okay any reactions to this.

Student: What is the reason? I mean, I would say that he is not.

So he is not a leader according to you, unless he has also provided the vision and the mission. I suppose it is conceivable to have a leader who also gives a hands on kind of a person, I mean he does not just think in his office and makes stay you know mission statements and vision statements and strategy plans, he also has to do with some of the implantation aspects it is conceivable and as you well know and as we said in the beginning you cannot compartmentalize these word if you sit down one day in the life of a leader and one day in the life of a manager and just with a stopwatch, you see in eight hours what is both doing or what are both doing? You will find that there are always commonalities is it not some implementation aspect which a leader also has to do but this is what they say.

Student: Other question is..

What would you like to do tell me Krishna, I am asking you will you rather be according to the definition of a leader or a manager.

Student: I would like to be both according to the definition I would like to have I would like to if at all allowed to if I am in that strategy I would like to implement it all.

Then, what do you think will be good at?

Student: That is for the results to determine and the people around to judge I got.

You talked about traits and so on.

Student: Yeah.

Leadership traits.

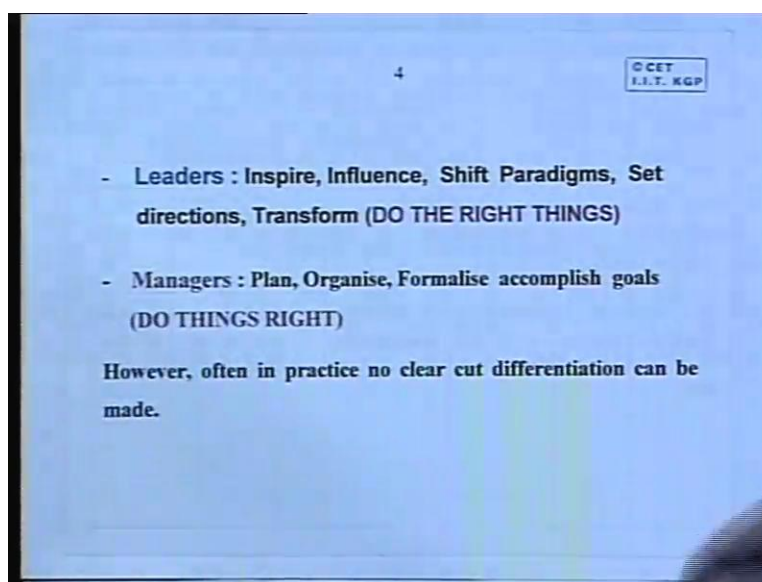
Student: sir that I got my question is for that only my question is leader only supposed to lead then a particular effort is being undertaken is it also possible that a leader can lead in following

or see a leadership quality in someone else and stay back and let that person take over particular time is that also.

That is an interesting question no chief coach Mister Narayana Murthy would you say he is a leader today he calls himself chief coach we all have felt he is a great leader is it not he has built a great company he has positioned it on the world stage. But today, he says I really do not want to get into to the implementation and so on. I just want to coach people you know, give the benefit of my experience and my insides and my learning to the other people in the company yeah.

Student: Sir, implementation when it comes to it I think it should be left to those who are expert in the different fields what they are not probably capable of is seeing the holistic thing which is the job of the leader and he is and he is still providing vision mission and strategy absolutely right, when we talked about the vision he would talk about the same vision like how you see your strength and what way you want to go, how you are managing this thing when it comes to implementation probably you can go on a broader level that this has to be done but you might not have the necessary skills to get that in a fusion. So it should be....

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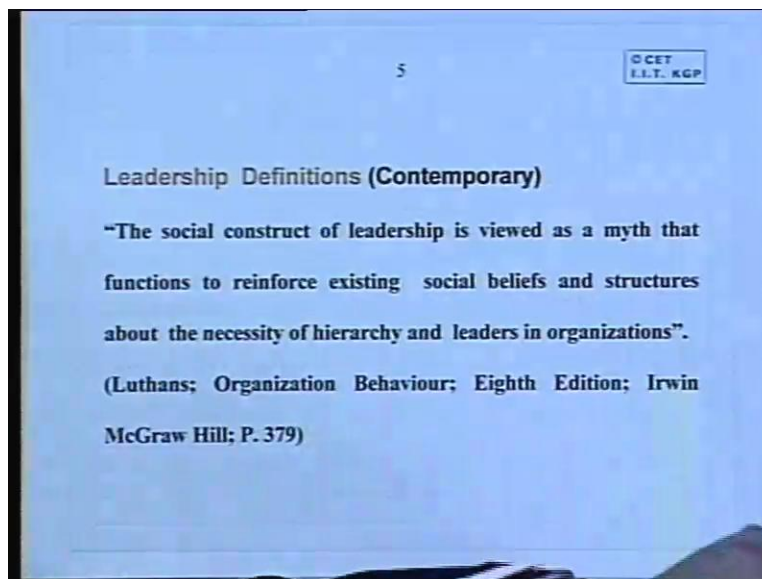


So we are coming to the conclusion that anyway the lines are not cut and dried, you cannot have a situation where the leader who is essentially a leader and he is providing leadership is not at all involved in implementation maybe you cannot have that situation and at the same time all right that there is lot of commonality between these two roles of leadership and these are two attempts by two gentleman to try and make out the difference in nuance at least between the two roles.

So the first talks of change and complexity, complexity is very important to manage.

So you need to have the ability to manage complexity that is a leadership side what Krishna said is you can wear two hats that is what you would like to do, when the need is there he would like to manage complexity and if that means being a manager, so be it but when the need comes to manage change he would be also very happy to manage change and he will put on the change that all right and thereby assume the avatar of leader and he says how he is judged, he leaves it to his followers and the world at large and I think that is the very balanced view okay.

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Now here is something more you know which people say leaders inspire, influence, shift, paradigms, set directions, transform and in a nutshell they do the right things, this is what Mister Satya Prakash Agarwal in his speech also I think said this they do the right things and managers

plan organized formalize accomplish goals and in short they do the things right there is a need for both I think. However, often in practice no clear cut differentiation can be made this is what we have been also seeing this is emerging, the crucial word here is clear cut there is a clear cut you can make some differences but there always be overlaps always.

So what is the conclusion we are coming to that every leader has to have some amount of ability to cope with complexity that is to manage real situations and organization in companies but he has to have that is necessary, it is necessary but he has to have something more I think he has to have something more I think all this is finally coming to the conclusion that leader has to have something a little more than manager okay. Let us look at some of the definitions again while this definition is applicable to contemporary managers.

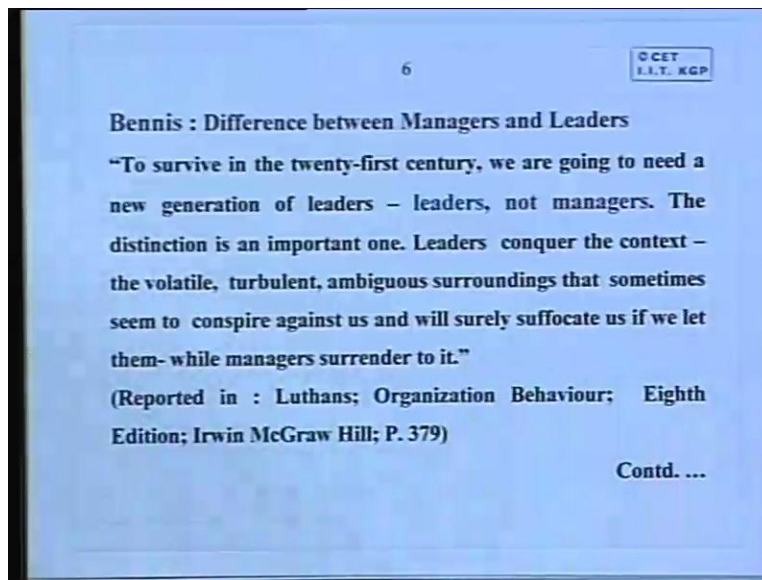
Now contemporary maybe defined as maybe the last two or three decades you know since the information age came and there was a real change, a order of change in the way businesses have been run the social construct of leadership is viewed as a myth that functions to reinforce, existing social beliefs and structures about the necessity of hierarchy and leaders in the organizations. Read it twice because it is not a easy thing to understand, this definition and then tell me what do you think about this definition.

Well, I will tell you contemporary views, some of them are quite radical, some of the views which are coming now is basically there is no such thing as leadership, this is one view, this is what this whole phrase is trying to say there is not anything it is a fiction of the imagination, it is a myth what we have idolized and eulogized you know all right as leadership just is not there this is something which make us feel good you know man the social animal you know makes us feel good.

So we create a myth and this myth functions to do what how does it help us to reinforce exciting social views which are very near and dear to our heart you know, we have a you have a] you know you have a king, you have a great man we like to believe in these things shall I let us say it is a emotional crutch or it is a social crutch, we will have to believe in all this and therefore we create this myth that you know you must have a leader and these are kind of leadership traits you

must respect him, he must be intelligent, he must be this, he must be that, he must long list we could create a list which is much longer than this is that view.

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So we perpetuate this because social beliefs and structures about necessity of hierarchy and leaders in organization these are things which we think are very near and dear to our heart, we will have to perpetuate them, so we say you require a leader, so leader is created this is one view all right. So as we have anyone read Alice in Wonderland.

Student: Yes sir.

There is a phrase that things are getting curiouser and curiouser you know we talk such a lot about leadership it is a given we accept that leadership is there and then we have some people coming and saying look it is all a myth nothing there at all. Now here is another very important person you know in organization behaviour that is Warren Bennis. Now he has a view difference between manager and leaders to survive all these are contemporary definitions remember to survive in the 21 century we are going to need a new generation of leaders okay, leaders not managers he is emphasizing that and he is talking of survival that means he is ringing the death



knell to all managers either be a leader or perish because you cannot survive is not it that is what he is saying. The distinction is an important one leaders conquer the context all right the volatile, turbulent, ambiguous, surroundings that sometimes seem to conspire against us and will surely suffocate us, if we let them. So they conquer and what do managers do vice managers surrender to it. It is not a very complementary picture which is painted about managers you know. So who would like to be a manager according to this definition in the new age no one you all have to be leaders.

Student: Sir, will you explain the fact about managers they surrender to this means..

Yeah it is a provocative kind of provocative kind of statement is not it managers surrender.

Student: Is it, is it trying to point the fact that manager is trying to work within constraints.

I do not think so, I think what he is saying is what he is meaning that is managers throw up their hands and say look we cannot do it, we cannot manage the environment is so tough we just cannot manage it, we want someone else to come and do it for us I think that is what we means. So how many agree with this any takers for this definition.

Student: Sir can we see the definition first.

Once more all right. Yeah, so all others disagree basically with this definition is that so.

Student: Sir, it is innovative.

You agree with it Devash tell us why.

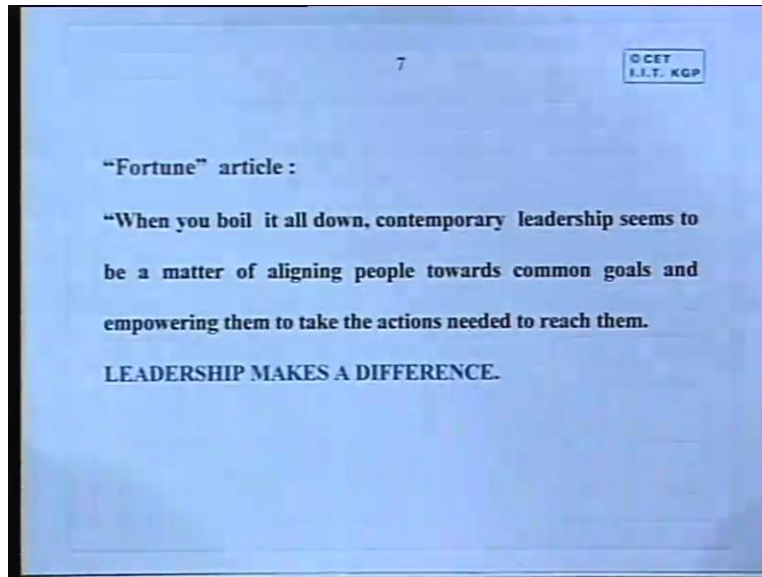
Student: The current business environment is sometimes too complex that managers who are basically concentrating on day to day like day to day working of a business they give up then there are some managers who emerge out of this situation and perform among all odds then I would like to name those type of managers as leaders they qualify as, one is limiting yourself to

the known constraints and other is trying to remove those constraints. So leader managers are supposed to think out of the box and should be able to find out means by which by which he can remove the constraints and instead of being bound by the constraints and optimize on the basis of those constraints, this trying to say that the context should also be under the control over person, you should not take the context as given. Sir, the but I think it is more problem of because in an organization certain managers who are doing day to day work might develop into leaders as they face a certain turbulent environment. So basically the line the line of distinction becomes blunt between managers and leaders as the definition goes.

Yeah but there seems to be an underlying difference there seems to be underlying difference that manager is not equal to a leader does it there seems to be all this research all this and as I see it seems that it is necessary to be a manager to manage a company successfully right a good manager but that does not necessarily qualify you to be a great leader or a good leader that is a kind of thing which is coming out and people of course like to put in various dramatic ways you know to drive home the point, no I do not mean it, I do not mean it, I do not mean that as I said these things are told in certain dramatic ways you know to highlight a point at the point being that there is more to a leader than a good and a very competent manager there is something extra, there is something which is difficult to lay your finger on but which we try to define with many attributes or traits you know that he should possess this, he should have that, he should do this we try it why because constantly we have a sense of unease to accept that there is no difference between a manager and a leader because in our minds eye a leader is something which is little more than what a very good manager does.

I mean that is what I think is the essence of what all these people are trying to bring out and constantly they are searching for the holy grail, I mean one day can they do the welcome you know find out what really is a difference. Now if you do it is fantastic then you can simulate it and create so many leaders there are so many leadership trainings also now trying to train leaders with varying degrees of success.

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Here is another article in Fortune which makes a bold statement what does it say when you boil it all down contemporary leadership seems to be a matter of aligning people towards common goals and empowering them to take the actions needed to reach then to reach the goals, this is all boils down to that.

Now you call it a leader you call it a manager, you call it anything, it just boils down to that aligning people. Leadership is that now implicit in that word aligning there is a wealth of meaning in it how do you align people, do you have to inspire them, do you have to empathize them so these are various traits which come out then, it is not easy to align everyone and when he says everyone he means in the organization by and large in the team to start with the top management team if you have CEO, it is not easy to align all your direct reports who may be functional heads, you know vice presidents of finances or not easy to align them.

He says this is leadership aligning people to what towards a goal, one goal and then empowering them again this phrase empowering has a hidden meaning that means it is accountability, empowering means by the same token of empowering you, I make you accountability do I not

that I empower you to carry out these tasks to achieve this and accomplish this goal but the hidden meaning there is now look here.

I am going to call you one day and say what have you done have you been able to do it so accountability also yeah to take actions to need empowering them to take action also implies that the leader is providing resources does does it not imply that and hand in hand goes the accountability okay, now I think yes tell me.

Student: This article it defines the leadership in a very narrow role.

Narrow.

Student: If it is a common goal it does not speak about how we come to that common goal who defines that common goal and leader is supposed to leader should be one who varies those common goals in such a way that revolutionary achievements are happening. I was reading an article by Gary it says that in today's world the companies who are succeed are in a this type of leadership will not succeed the people who actually bring up a revolution in thinking in striking these new goals will succeed in this world of tomorrow.

Yes, any comments on that what Devash said. He said it is too narrow its two narrow but then he said in lighter wind when boils down to it. You start boiling milk and ultimately you are left with little.... know at the end what he what he says is lot can be said about it but the point is that you align people empower them all right to accomplish the goal and vision and mission which you have set that is leadership okay.

Now, we have finished one class so I would suggest we take five minutes break right and then we will reconvene because research has also shown that your concentration will start flagging all right. I can also, I have already seen some people are nodding off you know who will be asked to make a presentation in the second section, so that the thinking process starts okay.