

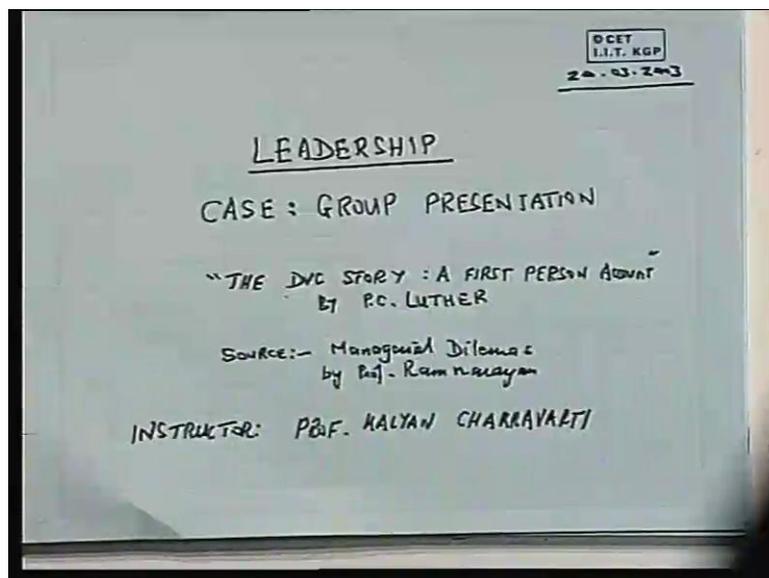
Leadership
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Lecture - 9

Case: The DVC story - A First Person Account Leadership in Action - (Part - I)

Come let us start. So today what are we going to have? We are going to have case group presentation - each group will present the case.

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The questions have been asked for each group. They will focus their presentation on the questions of this and it will carry 5 marks. You have 10 minutes to speak. So, watch the clock. If you have a time overrun, you will lose marks. After we finish the presentations, there will be questions and we will give 5 minutes time for the questions. So, that will be 15 minutes per group into how many groups? 6 groups. So that means, how many minutes - 1 and half hours. And half an hour we will have general discussion to bring out the learning points from this case. Case is on leadership. Have you noted the time? 3:40 - your time starts now.

Student: By now I feel that most of us want to become a leader and not a manager. So the question which we are trying to answer today is what a leader, how is a leader different from a status quo oriented manager with reference to DVC. Now...

Speak into it and do not fiddle with the switch please, into it like a crooner.

Student: Leadership copes with change. He develops a vision and align the people towards his vision and communicate the vision. In scenario of DVC, we have identified the incidences, the selection and then reflection, selection of the incidences and reflection of the leadership qualities. The first incidence was of that of strike. There was a strike which demanded a 12 percent bonus instead of 8.5 percent bonus.

I was showed some exceptional leadership qualities which some of them which were highlighted how he tackled the strike were risk taking abilities. Initially there was no person, no head of the DVC previous who could challenge the union, but he did it shows his exceptional risk taking abilities. Another one is he inspired trust among people, he was able to break the union unity in the sense that he was able to influence the engineers and other union members, there were many unions, so he was able to inspire trust in him.

And he said that I will be he backed them, so that they could come out of the animations which work because of the politically related unions. The second incidence was the beautification of the walls, why? Because he thought that if the ambiance is not good people are not willing to work. His leadership qualities challenging the status quo, why because it has been there for many years he changed that, in fact he tore the very first poster himself it showed his initiative taking abilities also.

Then he was a very astute problem solver, astute why he brought in from my outside to tore those posters, so that in case on a brawl he can people are able to fight it out. Then the way he tackled that situation after that he beautified the walls, so that the ambiance is good, he knew that this is one prime criteria why people, he thought of a psychological point of view also. He thought that if the walls are beautiful, if the ambiance is good, atmosphere is good people are more willing to work.

There are many other incidence like the school activity the grievance balance which will be taken care of by Gaurav. There was a main difference between the status quo manager and the leader the status quo manager, which means that he is very happy to be within rules, when there are no problems day to day jobs defined and he operates within those rules and he does not risk to go beyond.

In case of Mr. Luther what all the incidences highlight that he was very strict on rules, but also he went beyond the rules to justify the needs of the people. Now, one of the incidences is each for example, that of the school where he had he proved his ability to

influence people, more importantly he showed the emphatic how he recognized the real problem of the students.

And the second incident was the grievance panel, here it shows that he was very truly people oriented and primarily he targeted people, rather than the system or the structure, basically his whole aim was directed for improvement of the personnel. However, given that the means adopted by people as long as they were within limits, only then he entertained the employees, which means that he was a fine blend of a strict disciplinarian and highly people oriented to...

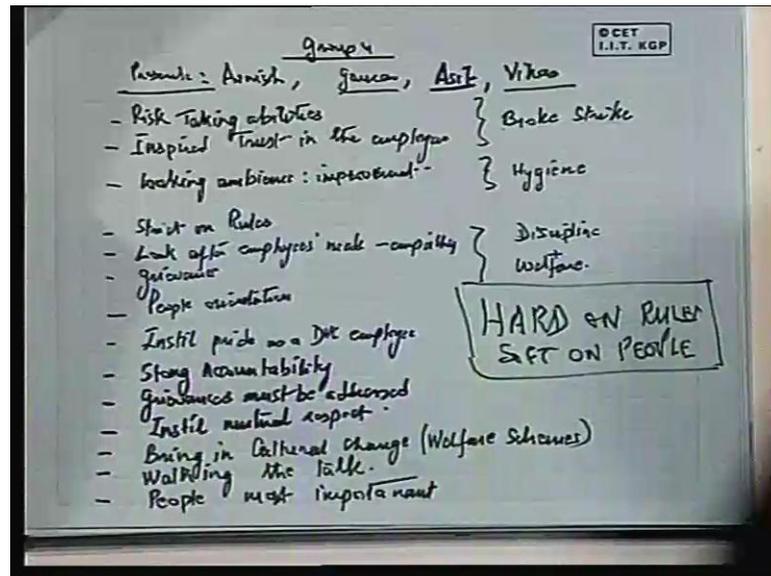
And what we could understand his he had a inclination to make DVC a people first culture, he wanted DVC people to imbibe the sense of pride, while work as an employee of DVC for example, while taking a ticket at the station. When the ticket collector entertained the personnel even after I mean everything was over and when he introduced himself as an DVC employee, the later part will be taken up by Asif.

One of the major leadership qualities which Mr. Luther exhibited during his tenure at DVC was the setting up of a very strong accountability system, previously people were not accountable to anybody else, like the grievance grievance redressal, which brought in helped quite a lot in the revival of DVC. In this the major initiative of Mr. Luther was he made people accountable and he gave a time frame of 90 days saying that look, if anybody has a problem directly write in to me, 90 days is the time if that does not happen, then I am personally accountable.

He thought that if people have grievances against their coworkers or the system, then it is the duty of the people to sort them out and vice versa, this was one of the major initiative he had taken. And he also instilled respect among the workers, respect among workers and chief engineers, respect among skilled workers, unskilled workers, this was one of one of the major initiatives he had taken. And people realized their importance relative to each other which brought in a very good work culture and thus led to success of DVC. Then finally, the other general changes which Mr. Luther bought in would taken up by Thanija.

Good afternoon, this we have already talked about the selections and reflections of the DVC story where various incidents were lined up and it shows the qualities which was reflected by a leader.

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Now, there are some general incident not pertaining directly to the questions, but which shows the qualities of a leader in vis a vis status quo oriented manager, like the leaders bring the cultural change which leaders deals with the change, complexity of the change. This Mr. Luther who brought up the various welfare schemes which mark the improvement like the team work, the people focus all this were the cultural change.

Other things which Mr. Luther acted which shows his leadership qualities is, the qualities of walking the talk, in which whatever he persuaded people to do he was also acting on that. And he was more focused towards the people rather than the system and the structure, he feels that that people are most important and should follow the means or not, he was showing the this particular pattern that whether we should also take care of the means or we should only take care of the ends.

And other welfare schemes like trust, which brings the trust which helps the trust building and the culture building of the DVC. So, overall we see that the leaders which work towards the, which cope up with the change and complexity of the change are quite a different from the status quo oriented manager, thank you.

Thank you. Now we have 5 minutes for question, let me ask the first question to group four collectively one of you can answer. So, what is one or two words to describe Mr. Luther's leadership just one or two or three words a punch phrase.

Student: Sir, hard on rules soft on people

Hard on rules soft on people all r.

Student: Sir, one negative.

[FL]

Student: Negative comment about Mr. Luther.

All right.

Student: Sir, ((Refer Time: 11:52)) primarily focused on people, the vision was it was not to that extent on growth, the situation on DVC.

Come here and talk. The situation of DVC today where I think Krishna will agree with me, the electrical charges of DVC which DVC charges to industry and other kinds of consumers in its area of jurisdiction is substantially higher than what other electric company charges. The primary reasons behind this are lot of activities which DVC does in the name of social welfare are totally free as the name suggests things should be free, but I think. Let me interrupt you.

Student: Gone beyond that...

Can you close this by a punch line what is the criticism?

Student: the criticism is...

Too much welfare is that what you want to say?

Student: Too much welfare ((Refer Time: 13:08))

Too much welfare, good thank you very much and you can sit down give them a hand, now questions on the house we have 3 minutes.

Student: Sir.

Yeah, tell me.

Student: ((Refer Time: 13:30)) said that they are hard on production soft on...

Hard on rules soft on talk.

Student: Soft on people.

On people.

Student: I think he was selectively soft on people, because when the ((Refer Time: 13:42)) leader confronted him, he immediately suspended him because he had crossed the ((Refer Time: 13:50)), so can we universally say that he was soft on people, it depends upon the situation as they behave, so he responded.

So, his style changed depending on the situation, but overall you still agree that he was soft on people.

Student: No, I would not ((Refer Time: 14:03)) he empathized with people cared for their welfare, but whenever they cross the Lakshman Rekha he was very tough.

Let me ask you a question which the class can answer any one, was he task oriented or people oriented.

Student: Mixed both.

Mixed, example of task orientation.

Student: I think he was task.

When I say task I mean performance, organization or performance.

Student: Task orientated in the absolute sense without caring for the people that is absolute task orientation.

Does the case suggest anywhere were he went after targets or set stretch targets.

Student: ((Refer Time: 14:40))

Let us stop that discussion on that question, any other question yes Francis, no questions pass, any other questions if no questions we will call upon group number 1 and excuse group number 4, group 1 please.

Student: Sir ((Refer Time: 15:18))

Yes, it is possible if you want you can write on this and it will automatically go on the board, have you watched the clock Diraj keep an eye on the clock, what is your time?

Student: Sir, I am started.

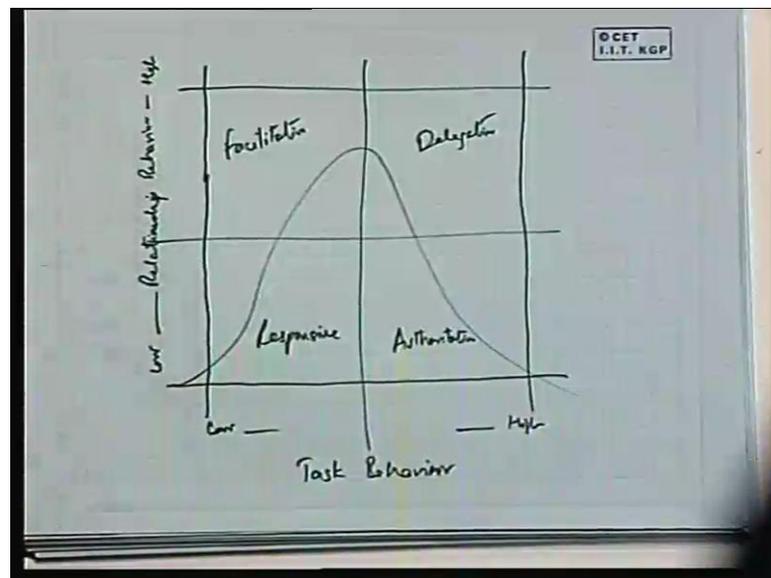
Your time starts now.

Student: Sir, we just preparatory.

All right preparatory, but is eating into our time.

Student: Yes sir, I will try to make it as fast as possible.

(Refer Slide Time: 15:36)



You can call out Diraj, what you are writing.

Student: I will come to this in moment.

All right, so you are starting now.

Student: Yes sir.

It is 4 minute to 4...

Student: Yes sir.

So, you have till 10 minutes you have, 6 past 4, you start now.

Student: Good afternoon sir.

Good afternoon.

Student: Good afternoon friends, we are group 1, let me just introduce my friends I have Francis Vergis, Devesh Vakil, Sandip Nellore, ((Refer Time: 17:13)) who is unfortunately not here with us and myself Diraj Verma. Now, the question that we have to answer was what does the DVC story tell you about leadership track and leadership growth. Now, our group felt that the DVC story is totally explained in the first 2 pages, if you could just if you have the case with you, if you just look at the data that has been provided that Mr. Luther joined in 83. And the data that we have was in 79 80, the company was importer of energy of 63. Come to that camera.

Student: ((Refer Time: 17:59)) around 2020 million units of power, then improvement in revenue earnings from 1120 million to 2220 million and other data that has been given in the same place reflect the whole story, the efficiency and the efficacy of the individual that Mr. Luther was. Now, coming to the concept of leadership style our group felt that it was very difficult to bring into explanation any particular theory that we had rather the figure that I have put up on the screen is one of the best models that the whole story fits into.

Now, this theory is helps situation leadership model which explain the relationship between a leaders task behavior orientation and relationship behavior orientation. Now, when I say situational leadership model it means that, it does not mean that a leader is placed at one particular at a always along his behavior. What it means is that depending upon the situational requirements, the constraints that the leadership, the leader his behavior is around this normal curve.

Now, the quadrants are authernative, if the task behavior is high and leadership behavior is low, delegative if it is, if the both the relationship behaviors are high, responsive if both are low. And facilitative if the relationship behavior is high and task behavior is comparatively low, now to explain from this the DVC story point of view we have Mr. Luther's behavior being related to all these four characteristics at different points of...

Do not be camera shy Diraj.

Student: I am not shy sir.

Come into the camera hold this, so that we can be heard.

Student: Now let us check this reasons one by one ((Refer Time: 20:17)) system into the organization, the first thing was authoritative that is emphasizing on punctuality, emphasizing on attendance and the way it was implemented was purely on the behalf of this position. Again he meet people and tried to explain to them why these things are necessary for the work and growth.

Coming to delegative part of it the best example is the grievance redressal forum that he set up with a mixed group of finance, personnel and other people in the organization, so that they could handle the grievances of the individuals at the plant level itself. At the different location itself the redressal forum had own groups handling the grievances of the local people there; so the delegation part of his behavior was first evident from this part of the story.

Now, well responsive although it brings into high, low, in task and low in relationship, but it is definitively a basic nature of responding to the call of the situation, like the power plant manager in Chandrapura when we came up to Mr. Luther looking for help, saying that he had some problem with the high school and all. The immediate action was that he had to go back to plant and Mr. Luther followed him the next day, and with strong action against the highs, I mean with strong action through his talk to the students, he immediately responded to the requirement of the power plant manager.

But that does not mean that he did not attend the high school requirements he realized that all grievances like ((Refer Time: 22:34)) to take his verbatim, he says that grievances are ultimately the results of some loop holes ((Refer Time: 22:44)), so have to be taken care of by the management alone. So, all that were required by the high school that again taken care of by Mr. Luther, facilitating the last few pages are full of activities that he had arranged for the organization.

Setting up of libraries, schools, yoga classes all facilitating a holistic growth of all individuals related to the organization, in fact who came into the family of the organization.

We have 3 minutes Diraj and 3 speakers waiting down the line.

Student: Sir, I am the only the speaker of my group.

So, what are they doing here?

Student: I am the spokesman.

They are giving you support ((Refer Time: 23:32))

They give me support during my study.

Okay, why do not they sit there?

Student: To answers the question.

To answer questions.

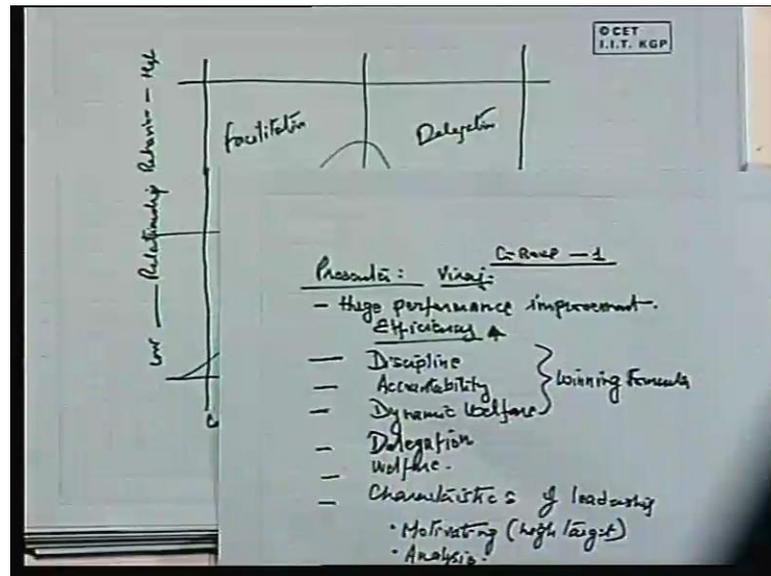
Now, there are again several areas theoretically explains as characteristics of the leaders that Mr. Luther had exhibited in different points of time, like being democratic where he says that people are the basis of an organization, except that they should be following rules where they have to. Then motivating people to achieve high targets without which the first few data's would not have been practically possible.

Then analyzing situations likes previously explained each and every problem that he solved, where results of in depth analysis by individual who was capable and quite self motivated to do it. And he somehow imbibed trust in the organization itself, the different components of trust like integrity, competence, consistency, loyalty and openness. Openness which is executed by the simple fact that he welcome all kinds of grievance letters and frank responses from any individual, irrespective of the cadre in the organizational hierarchy that he belong to...

To write directly to him in case his grievances were not handled immediately, so our group feel that instead of putting Mr. Luther into a specific school of leadership style. We would rather declare him as an ideal situational leader who performed to the best of his ability and to the best of the results that we find, as and when the situation called for his performance, thank you very much.

Good, now any questions?

(Refer Slide Time: 25:52)



So, he has ideal situational leader this is what Mr. Luther is that is the groups view anyone challenging that.

Student: ((Refer Time: 26:01))

That is the question is there any theories, theoretical frame work.

Student: ((Refer Time: 26:10))

Come here Diraj, because you can be seen answering on behalf of the group.

Student: This situational leadership model is a result of extensive research by ((Refer Time: 26:25))

((Refer Time: 26:26)) I do not remember the year of research, in fact it is still being worked upon, it is still being developed.

I think Diraj the question is can you make a statement, he is a situational leader can you given any instance from the case and related to the theoretical framework to show how he is a situational leader.

Student: Yeah, I only explain that sir.

Say repeat it he missed that, that means in situation A he exhibited some type of characteristic or leadership, situation B which is different he exhibited yet another type that is the question Vikas.

Student: ((Refer Time: 27:05)) that big small lies leads to big lies that smallest impaction if given big space will lead up in larger impatient. So, we step of acting to such happenings ((Refer Time: 27:20)) implementation of discipline that is and walking talk, which was simply behave what he speaks otherwise it is very difficult to moderate a group as such.

Then in case of delegation I said we had like the grievance redressal forum, posted in different locations in responsive we spoke about responding to managers, individual problem and attending to the high school grievances by providing immediate funds and enhancing the school to ((Refer Time: 28:01)) and facilitative is explained.

So, what you are really saying is whereas in the first situation he was authoritative.

Student: Yes sir.

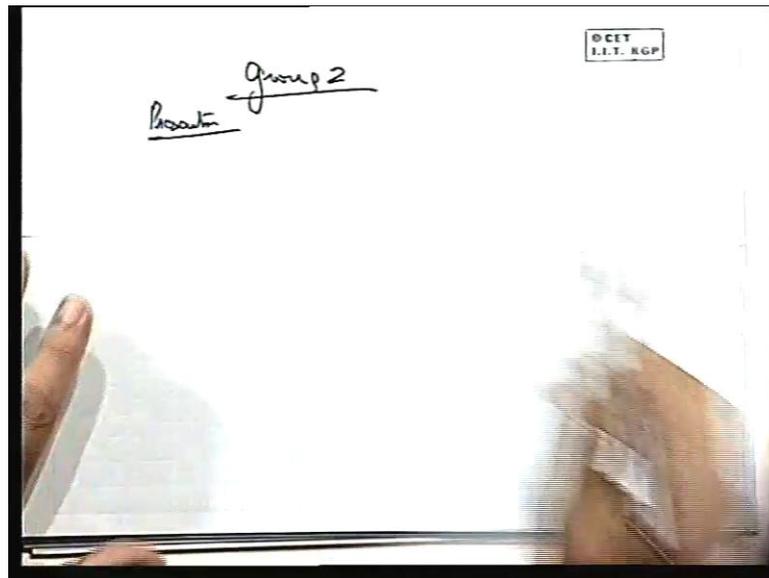
On account of discipline accountability, in another situation where he felt there is a genuine grievance he was welfare oriented, he could as well have said no, I am not going to give you all these and spend all the money, but did he say, so no.

Student: No.

He did not he executed another characteristic, where is handling that grievance that was more people oriented, any other questions, any one from the back there, there are engrossed in preparing for the thing. But, you should listen also that is part of the learning, listening to the other presentations, any questions? No, questions from this side, right at the end no questions at all, so you give them full marks any questions, if there are no questions, thank you very much.

Student: Thank you very much sir.

(Refer Slide Time: 29:23)



Next is group 2 who is presenting for group 2?

Student: I am presenting sir.

Have you noted the time look by that look at the clock, it is 9 minutes past 4, so you have till 4:19, your time starts now, please pay attention.

Ours is group number 2, our group comprises Santosh, Arun, Reddy, Naived and me, while speaking about the leadership style of P.C. Luther at DVC, let me first of all mention that DVC was a public sector bureaucracy replete with trade unionism in discipline below power performance and lack of optimum production. So, in such a situation the role of P.C. Luther was unique, what he did was he played the role of the benevolent autocrat, on the one hand he was production centered and on the other he was people centered.

His production centered attributes come out in the results that he produced, he increased production to 600 Mega watts made DVC an exporter of energy increased its profits and net revenues. And on the people centered part he improved the welfare of the people at DVC I will give further examples as I proceed. Now, he changed his style of leadership depending upon the situation, so while he was both production centered and people centered, maybe I will rank him as a 9 9 on the Blake Mouton Managerial Grid.

He was also situational specific, so if we interpret his leadership style in terms of Fiedler's contingency model, we find that the situation in DVC was not good, as I said it

was bureaucracy with rampant trade unionism. So, the leader member relations, the degree of task structure, the position power of the leader all these were not really conducive to effective leadership. So, there we needed a leader who was tough, so in extremely good or extremely bad situations Fiedler says we need a tough leader.

In a middle of the road situation an ordinary leader will do, so it was there that he fit the bill so well, just some examples of P.C. Luther's leadership he enforced norms, he walked the talk he had innovative ways of doing things. He imposed discipline people had to come before 9:30 in office, file have to be moved within 24 hours he was uncompromising in his attitude when it came to matters of principle.

He could stand up to bullying and pressure tactics as well as threats and physical abuse, his action on over time, his action against an intuitive leader, his action against the bandh all these bear result. Similarly, he could take risks, during the bandh he staked his entire career on the success or failure of the bandh and he came out triumphs. He was a leader of people, a motivator who imbibe the speed of performance in his people, but he could also instill fear where is it was necessary.

What he believed in his style of leadership was the, in position of just and judicious authority and the use of power, he also upheld human dignity he brought forward a system of grievances which was, I mean not through the union he increased the prestige of the management. The incidence at Chandrapura in the high school bears this out, he was also principle centered in the sense that means, were always more important to him than ends.

There was also a personnel touch to his leadership, the letters to the chairman that anybody could write, the personnel interactions that he had, the example of the Safaiwala in Chandrapura whose hand he held and said, his dirty hand he held and spoke so beautifully to him. All this bear I mean all these are examples of his personnel touch in leadership, what he had was definite and specific goals, the letters regarding grievances that if there were not issued within 90 days he said within 14 days sharp I will issue these letters, so he was very specific very I mean definite in his goals.

He could also inspire the credibility and the trust of a subordinates, he could motivate them and basically walk the talk, so it was his open communication that was another aspect of his leadership, open communication which breed mutual trust and self respect.

Another aspect of his leadership which might be considered the people centered aspect was his dynamic welfare, what he speaks of in the case as a warm and visible leadership that is what he says.

So, this warm and visible leadership showed his concern for the people, he spent time in the fields, he spent time on human beings on their welfare, so that they could have a sense of pride in the organization. He looked after staff welfare and what he did was he set of schools, libraries, yoga classes and films for the children of the staff, so all these welfare measures earned him the goodwill of the people.

Another aspect was that he could forge a team spirit in the organization, so this team spirit and the involvement that he could brought to bring upon the DVC was something really unique, I mean they had this ((Refer Time: 35:03)) the cope in DVC after P.C. Luther took over charge of the leadership. Then he was also improvement oriented, the various improvement trusts that he set up for each subsystem of the thermal plants, there were a unique measure something you can say akin to the quality circles we have in Japan.

So, for each of these quality circles, for each of these subsectors what he did was he identified the flaws in those system, how production was being carried on, what where the possible areas of improvement and tried to improve upon them. So, this innovative ways of bringing about improvement in production and efficiency was another very important aspect of P.C. Luther's leadership.

And he was also daring, he was ready to bring about large changes, big changes, organizational changes, so that he could make the organization a divisional one from a basically functional bureaucratic hierarchical organization. So, these were the changes that he brought about, so basically when we end up we will have to say that the leadership role that P.C. Luther played was that he lead from the front, he responded to challenges.

He set personnel examples through huge scarifies, he looked after the welfare of the people he dealt with change what he actually challenged the status quo, in terms of Kurt Lewin's change model, 3 step change model, we can say that he challenged the status quo, unfreeze the present status quo, then activated it and then froze it again. So, this

three stages of unfreezing, activating and freezing again was what we tried to and successfully brought about in DVC that was his leadership role.

So, he also imposed the rule of law in DVC inspired the trust and confidence of his subordinates and made enormous sacrifices, in retrospect we can say that he empathized with his subordinates and also he could instill fear when necessary. So, as I said at the very beginning he was both production centered and employee centered depending upon the situation, so that was the leadership style and the leadership role that P.C. Luther played in DVC, that is all thank you.

Good, now do not go away.

Student: No, I am standing.

Come and stand here, any questions?

Student: ((Refer Time: 37:38)) three step framework of management change, the unfreeze, activate and freeze again.

Yes.

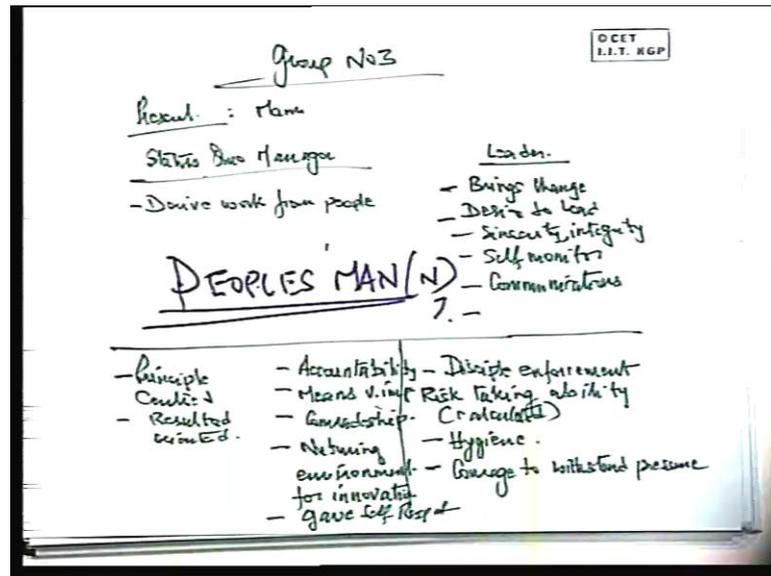
But, first two are ((Refer Time: 37:48)), so you are removing a change culture from an organization.

No.

It is not good to continue is it not, it better to keep continuing with change with respect to bank balance, freezing a particular

Let me respond, I mean it was already a frozen situation which P.C. Luther encountered when he came in first, but if the freezing is for good I mean then it is fine of course, there are avenues for change any time when I mean change, I do not mean a permanent freezing of the change. Of course, maybe after few years further changes, further betterments improvements might occur, that is it. Any other question, Devash any questions any observations, then we will give a big hand, next we have group number 3, where is group number 3.

(Refer Slide Time: 39:02)



Who is going to present come have you noted the clock what time is it?

Student: 19.

19, you have till 29, your time starts now.

Good evening friends.

Good evening.

We have the case on the DVC story, our question is the one that how do you differentiate between a status quo manager and a leader, so the group consists of myself Rajpreet Singh Mann, Praveen, Pavitra and Rajeev, Bushan ((Refer Time: 39:46)) they are absent. I will, but we half of the presentation I will manage the other half he will take over.

You will lead and you will manage also.

Yes sir.

Good.

So, I will draw of the structural framework, before it goes deep into DVC case to bring out difference between a leader and a manager, first question what is a manager, what is a status quo manager. The basic definition says that a manager is a person who is able to derive work out of the other people of this work is relative in organization context in which you are performing.

Organization brings together the people with whom you interact and you work towards a prespecified goal, in this context a manager basically does the 4 roles that is planning, organizing, leading and controlling. Now, all these activities of a manager can be divided into 4 things, one is the traditional roles those are the controlling, planning and all these things. The second is the HR development the training of people you are regularly motivating them and you are causing their development.

The third is communications regularly communication within your organization and the fourth is networking, now these are the four activities which a manager is mainly linked with. A framework is given by Lutyens, unfortunately I can not bring it over to you, it says that how a manager divides his time between these four activities, like that describes his effectiveness.

A simple manager like he is doing about 25 percent each in each of the four areas traditional roles, communication, networking and HR development. If you compared with these successful manager or an effective manager we find that the time that they are spending in communications and networking goes up. So, we felt that this communication and network they draw the pedestal for them, for these managers to go up and become leaders.

This is the first line that differentiate a manager budding to be a leader and a manager who is going to remain there forever, now let us move a little bit ahead and see that how do we differentiate between a leader and a manager. A manager is a person who manages complexity, now this complexity comes in terms of setting targets for the employees, setting an hierarchy of the organization and controlling that is seeing if the targets are being met by the organization.

In comparison a leader, a leader is a person who manages change, the crux thing behind leader is that he has a vision, that leader has a vision, the second thing is that he aligns people to that vision. And the third thing is that he is continuously motivating them, pushing them to move ahead in line, causing their personal development as well as the development of the organization. So, putting this into a framework is one more thing is that a manager does the things, but a leader does the right things.

Now, going ahead it is, there is one more theory which we came across on the web, it says that it is very interesting, it says that a person who have in the brain who are left side oriented, they are more methodological, there are more...

Logical.

Student: Yes, they are more logical, they are more into mathematics they make better managers

Physics, Chemistry.

Student: Yes, sir they make better managers as compared to the people who have a stronger right side, they are more creative, they are more self motivated and they make better leaders. Now, you cannot say whether this is right or this is wrong, but he has turned a number of examples saying that like, but it says that there can be people who is equally left side and right strong. But, there are very few examples like he said Leonardo da Vinci is one such case who was very good manager plus a leader.

One more thing is that an a good leader can become an effective manager, but it is difficult for an effective manager to become a good leader, that the incorporating the trades is difficult. Finally, drawing out 5 or 6 trades of a leader, first thing is desired to lead, sincerity and integrity, intelligence, work related knowledge and lastly and the most important communications and being a peoples man.

Now, one thing that lot of people in fact, brought out in the case that a leader has to be a self monitor, he has to keep changing himself with respect to the external environment and you saw it in Mr. DVC case, Mr. Lutyens, that first when the person comes and when the person comes and reports to him. So, that guy is aggrieved towards the school when he goes there and he sees the situation there he takes a different perspective. Now, that is the kind of self monitor leader has to be, now my friend will take you deep into the case.

I can see is that we are enjoying the case that is good, you must enjoy what you do?

Mann has clearly differentiated what are the trades of status quo manager and that of a leader, now I would take more into the case as in particular with the Luther case, so how he has modulated into the role of a leader. Now, he has identified three different trades

are very important for bringing of radical changes in the organization, that is the three trades which he has believed are discipline accountability and dynamic welfare.

Now, in discipline he has showed the trade of initiativeness of tearing away posters and this is tearing away posters is something related with risk, and no people have come forward to help him out, that means he has the calculated risk taking abilities. Everybody can take risk, but the leader differentiates between those of other people the managers, effective managers whether he is able to calculate the risk which is going to take, the calculated risk whether he could retain results or how much of what probability of it does end in good results.

And in this case the calculated risk take taking ability of tearing away the posters is supplemented with invigorating the environment by the beautification of walls. He had showed the once he tears away the posters, the unions will be against him and in order to compliment it he has also added this beautification practice, which makes the people satisfied and which makes them not to again dirty the walls. And he was strict when situation demanded this and he has a courage to stand pressures also.

He is strict when the situation demanded this has been clearly described when he has removed the personnel manager from discharging his duties, because he was not up to the expectations of his employees and up to himself. The next thing is accountability, now he believed in certain ethical values which does good for the welfare of the people, not only to himself, not only to the satisfying his goals, but also it is centered more towards the societal values.

He said that the means should be legitimate and we should not just believe in the ends, and he has shown a sense of comradeship which means equal treatment to all whether he is a worker or whether he is a supervisor. He in fact, initiated this comradeship by shaking hands with a Safaiwala, and he has created a supportive climate where people are encouraged to come out with new ideas, where people are encouraged to do new things and at the same time gather a self of self respect among the people.

And it was clearly shown that when he is leaving out of the company he was a given a plate which has on which has inscribed that this to the man who gave us self respect that means, he has won the hearts of his people overall. And this is the true trade of a

successful leader he is principle centered and he is result oriented, not only he is result oriented, in the sense that he is not just interested only in creating the profits for the firm.

But, also in creating a better standard of living for the people and he has inspired trust and confidence, now when we come to the dynamic welfare, he has implemented many measures like he has come out with various schemes for the widows, he has come out various schemes with for the women, he has come out various schemes for the fisheries in order to develop the society in general. And apart from that he also fostered the team spirit and a sense of involvement, he has come out he has asked the people to volunteer themselves, in order to form the institution of improvement trust.

Where the people can come out and create come out with their creative skills and ideas in order to better manage their resources and further betterment of themselves.

You have 30 seconds now.

Now, last but not the least the organization changes which he has taken over work is he has will to cope with change, he has a infused inspiration, he has more importantly he has empathy towards his people, but when situations demanded he is a strict disciplinarian, thank you.

How would you sum up, no do not go away, how would you sum up in one phrase his leadership, one phrase you can help him the group can enter in the sum up, one phrase.

Student: Sir, he is a peoples man.

Peoples man, not a bosses man he was not looking for a promotion, peoples man.

Student: ((Refer Time: 51:13))

Peoples man, give them a big hand, questions.

Student: ((Refer Time: 51:38))

Come here before you answer, no come, come here speak into we want to record this pulse of wisdom come on.

Student: Then we go through it again.

No.

Student: Is there any other attribute of a status quo oriented.

Speak into the mike.

Student: I will take you again to the 4 rule.

No, do not go through the four, sum up now he wants something new, do not give us a litany of what you have just said anything else, can you help him.

Student: Sir, the basic four activities are planning, organizing, leading and controlling

Wait a minute status quo, what is the meaning of status quo orientation?

Student: Sir status quo is a person an average manager.

Quo, what does it mean it is a Latin word.

Student: The present situation.

Present remains.

Student: Yes sir present remains.

Change less.

Student: Yes sir.

All right.

Student: Yes sir.

Has he done anything to change.

Student: Sir we are talking of managers.

Yes, there are many things to change, he has challenged the status quo.

Student: Yes sir.

And that is in itself an exhibition of leadership, challenging the status quo instead of remaining powerless and letting the environment consume you, any other question?

Yes Rohit.

Student: You said that Mr. Luther used to take calculated risk, say for instance that does not pay off and it backfires, then how would you that counteract it.

Good question get it.

Student: I will take it.

Speak into...

Student: Whenever you take risk there is obviously, a down side of failing, but the important thing is that you should learn from that failure. And if suppose I go into a project and tomorrow it fails, the people who are working in that project they have gained something may be if I have gone to a new...

Student: Speak into the mike, please.

Maybe if I go into a new market today and I have done a small test marketing and it has failed, but that learning to an organization and that is very important. And you should always like Hindustan Lever's it has so many project and you only hear of these successes.

You hear of their successes.

Student: But, there are and much more number of failures.

All right, close it now there is art of closing have I told you before.

Student: No sir.

You have not I told the 1st years, please learn how to close when you answer a question, even in interviews do not ramble, answer the question close it that is called the art of closing.

Student: Thank you.

One more minute I want to answer Rohit and before that we will take two more questions wait a minute.

Student: ((Refer Time: 54:25)).

All right.

The pattern it was a calculated risk, so ((Refer Time: 54:31)) not working out it has been calculated.

His question is what happens if the risk fails, so answer the question, I think I will answer you Rohit by saying he will have to take the rap, when you take a risk you have to be prepared to take the rap if it fails or if it succeeds bask in the sunshine all the kudos that you get. Any more questions one more I can take, yes Virat.

Student: He will answer.

He will answer all right, give him the mike, he is armed with the mike now.

Student: ((Refer Time: 55:08))

Listen let him say do not answer in a interview before you hear the question.

Student: ((Refer Time: 55:18)) the example of the bandh that case say what in the bandh really happened took place, 6 power plants more produce and one plants ((Refer Time: 55:29)). So, if a risk of that nature ends up in a loss to the nation, then who learns from the failure.

I just wanted to modify what he said.

When he is asking you a question.

Student: We cannot do anything.

Answer the question.

student: We have to take the blame being a leader you should be responsible for all the actions you take, so he will be responsible and he was ready for it. In fact, the way he went on meeting the people...

Okay. I think we will have to close this session, because the reel is running out, but before that, thank you very much. If you want to allow your junior, when you are a manager, to take a risk in taking a decision, then you have to risk your junior, taking a risk of a decision. That is a big risk. Do not get too frightened to allow the junior not to take or to take a decision. Allow him to do that.