

A photograph of Mahatma Gandhi leading a group of men in white clothing, likely during the Salt March. The image is faded and serves as a background for the text.

Leadership

State Institute of Health & Family Welfare, Jaipur

Who are you...

A boss??



A leader ??





Do you...

- Create fear or confidence
- Breed resentment or enthusiasm
- Say “I” or “We”
- Fix blame or mistake
- Know or show “How”
- Make work drudgery or interesting
- Rely on authority or cooperation
- Drive or lead



You are...



A boss...if you

- Create fear
- Breed resentment
- Say “I”
- Fix blame
- Know but do not show “How”
- Make work drudgery
- Rely on authority
- Drive others

A leader...if you

- Create confidence
- Breed enthusiasm
- Say “We”
- Fix mistakes
- Know and show “How”
- Make work interesting
- Rely on cooperation
- Lead others



Leadership is...

The process of influencing others to accomplish a task or mission by providing purpose, direction and motivation.





Leadership

- Getting extraordinary from ordinary people
- Bring people to work together efficiently for a common goal
- Ability to get people to follow and willingly do what you want them to do
- Process of influencing activities of an organized group into efforts towards goal setting & achievement



Leader: Attributes

- Knowledge
- Initiative- focused, eye on excellence
- Courage
- Firmness
- Flexibility
- Problem Solving
- Rapport & Communication
- Recognition & Appreciation
- Morale
- Achiever- outperforms peers



Leaders influence by

- » Position
- » Charisma
- » Moral
- » Power
- » Intellectual
- » Accomplishment

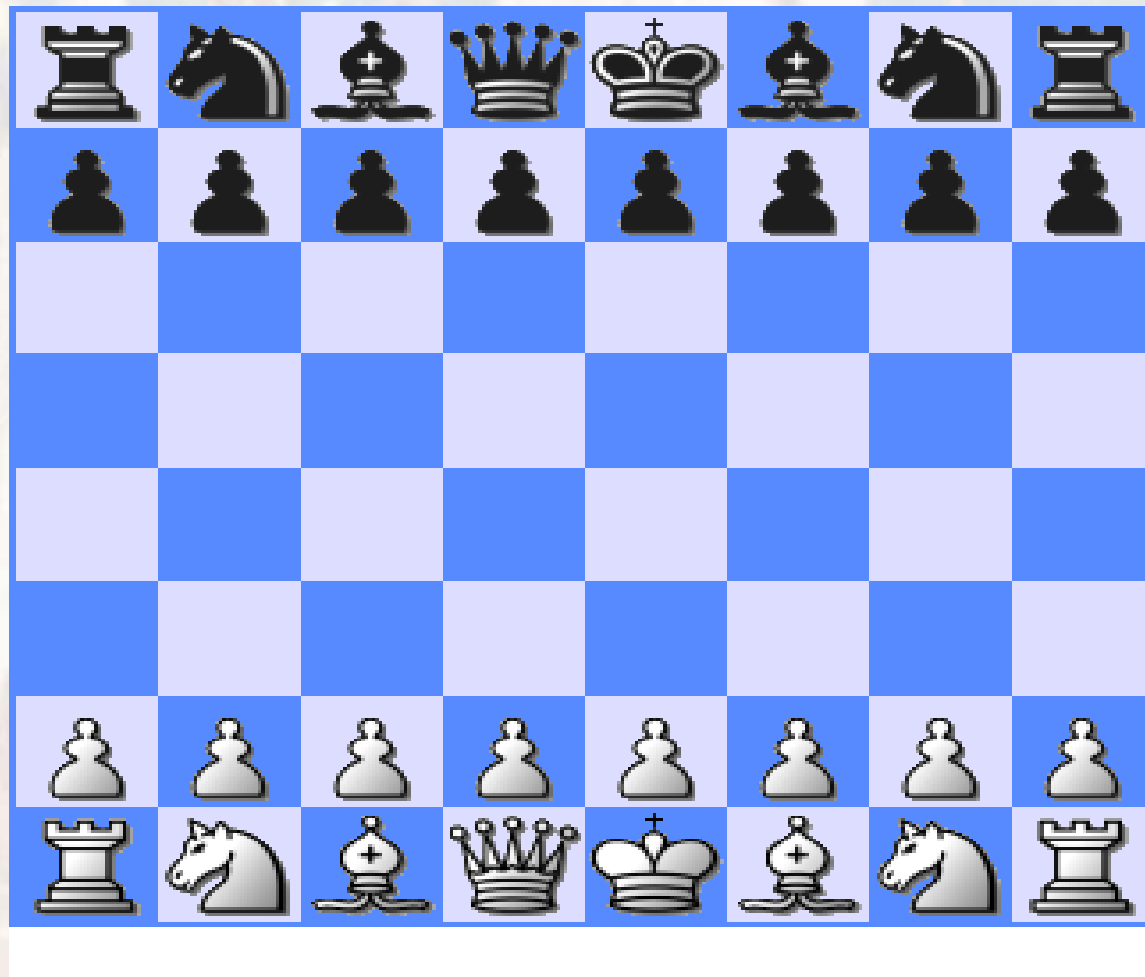


Ps of Leadership

- **P**ay attention
- **P**raise what is to be continued
- **P**unish what you want to stop
- **P**ay for results you want
- **P**romote who deliver



Strategic moves in Leadership





Empowering leadership



Managing performance



Recruitment & Retention



Workforce diversity



HRM strategy



Capacity Building





Roles of a Leader

- » Challenge the process
- » Inspire a shared vision
- » Enable others to act
- » Model the way
- » Encourage the heart



Leader v/s Manager

- Leader
 - Focus on people
 - Do the right things
 - Inspire
 - Influence
 - Motivate
 - Build
 - Shape entities
- Manager
 - Focus on things
 - Do things right
 - Plan
 - Organize
 - Direct
 - Control
 - Follows the rule



Leadership v/s Management

- Coping with change
- Establishing directions
- Aligning people
- Motivating, mentoring & inspiring
- Producing change
- Coping with complexity
- Planning & budgeting
- Organizing & staffing
- Controlling & problem solving
- Producing predictability & order



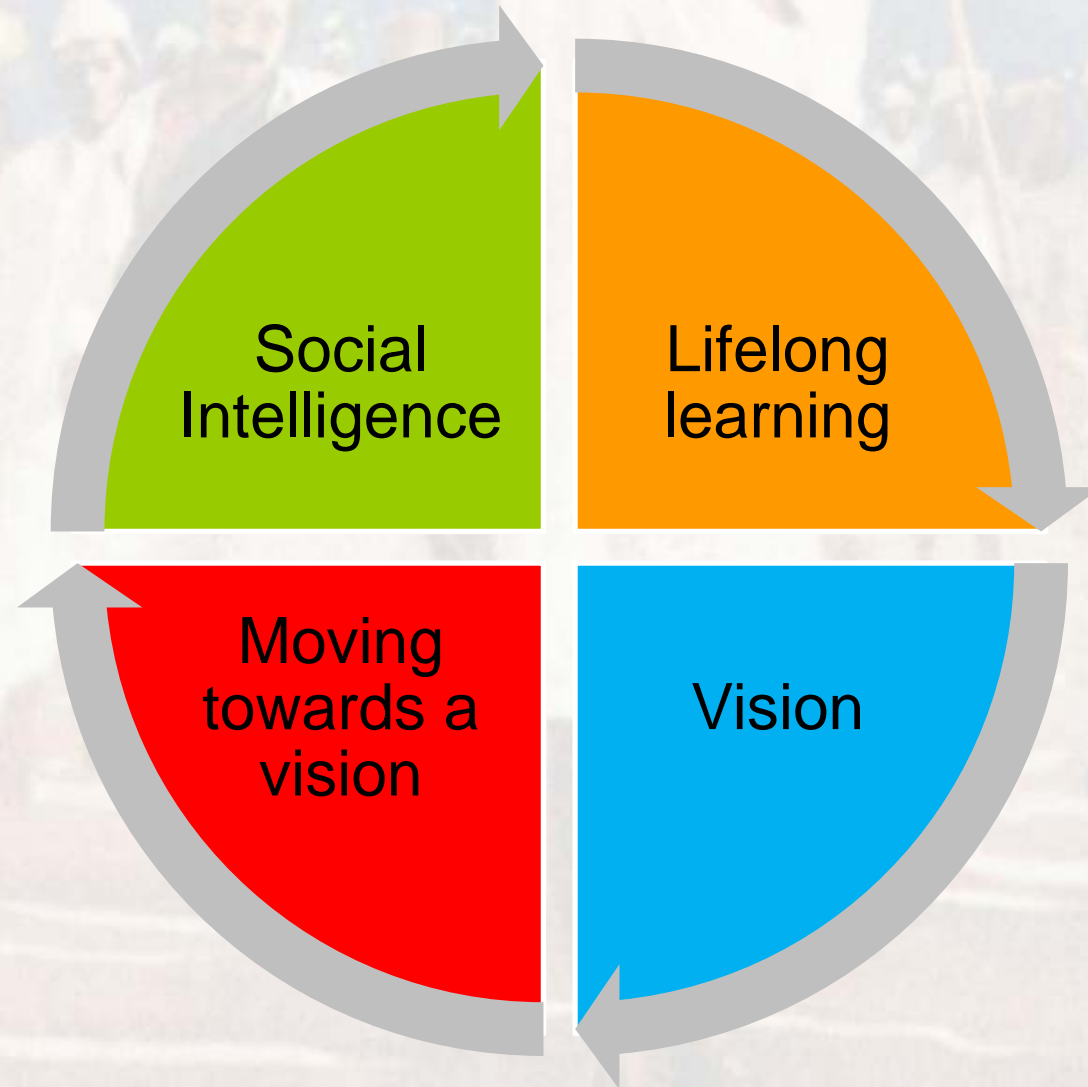
Being a manager too...

- Represent the organization
- Plan, Organize, Direct, Control
- HR functions
 - » Orienting employees
 - » Clarifying roles
 - » Asking for inputs
 - » Listening to suggestions
 - » Conveying appreciation
 - » Giving credit
 - » Allocating formal rewards
- Initiate action
- Communication

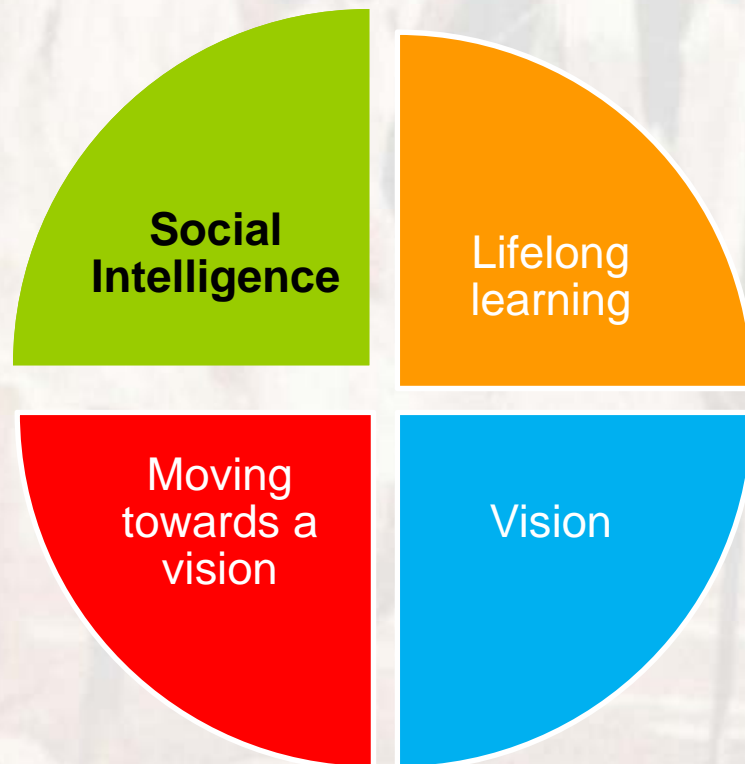




Essentials for a Leader



Essentials for a Leader

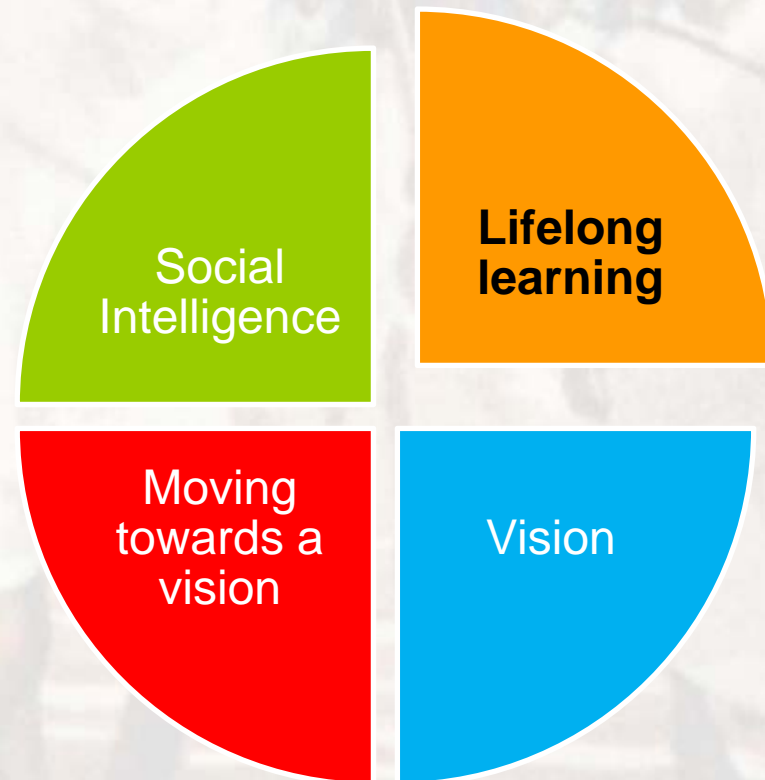


- Communication skills
- Interpersonal skills
- Empathy
- Humble self-assessment
- Openness
- Solicitation of opinions
- Good listening skills



Essentials for a Leader

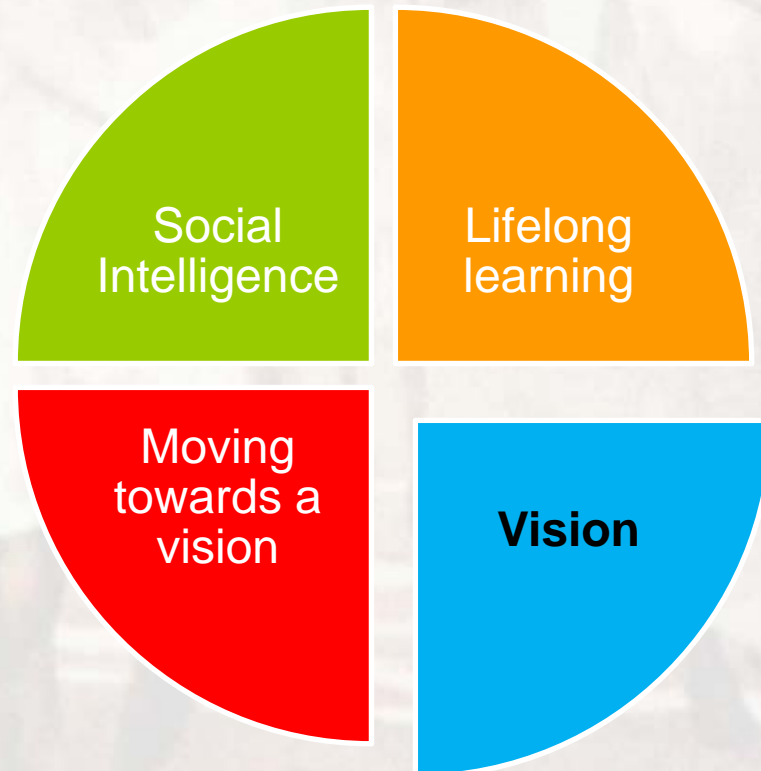
- Motivation
- Curiosity
- Initiative
- Enthusiasm
- Adaptability
- Desire to continue to grow, develop and learn





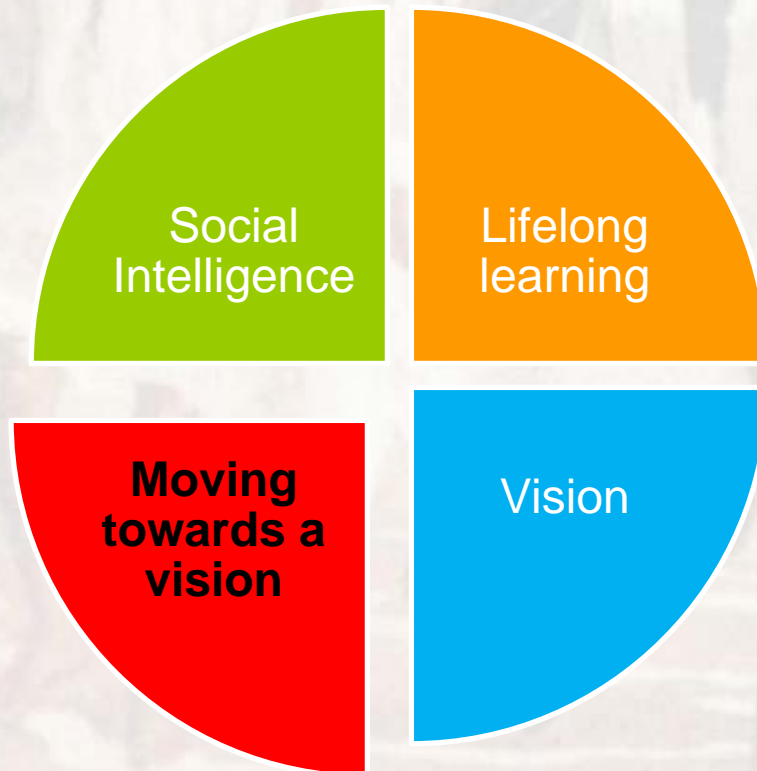
Essentials for a Leader

- Creating a vision
- Seeking challenging opportunities
- Risk taking
- Commitment
- Ability to see the bigger picture
- Openness to different solutions





Essentials for a Leader



- Ability to motivate others
- Influence others to utilize their maximum skills
- Optimism
- Need for achievement
- Celebrating small victories
- Power of 'thank you'



Effective Leader

- Motivates
- Trusts & Pays attention to people
- Places well being of all above self
- Effective time management
- Proper communication
- Friendly
- Leads by example
- Fairness in approach or dealings
- Does not push but allows process to unfold



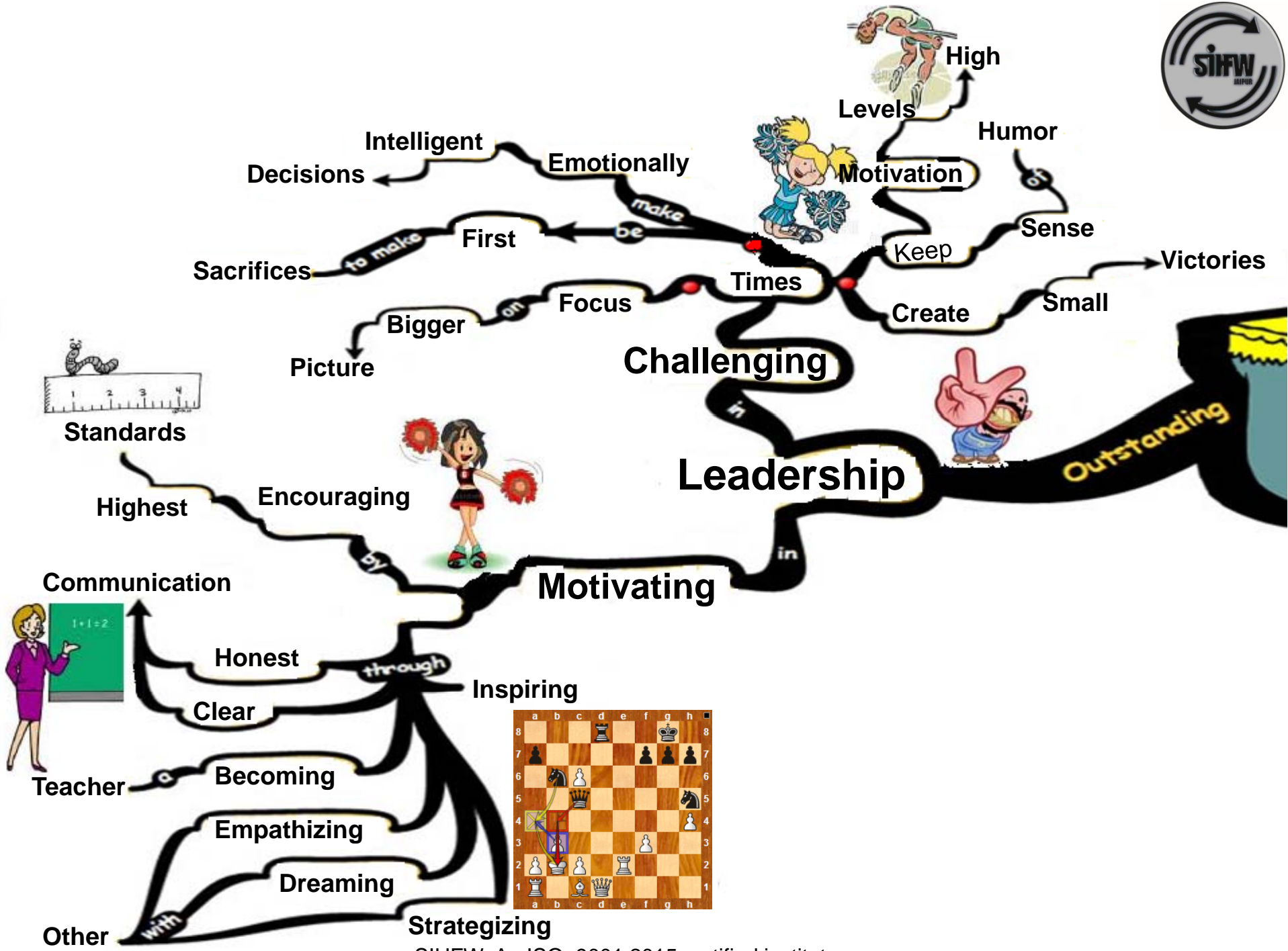
Effective Leader

- Works in any setting, without complaint, aware of happenings
- Speaks simply & honestly but does not compromise
- Facilitates but does not intrude
- Takes the blame for poor performance
- Shares joys of success, does not get ruffled by failures

Assumptions leader must have about people



- Think
- Have great potential
- Expect to be heard
- Want to work
- Have aspirations, expectations
- Possess distinct behavior patterns, attitudes
- Have knowledge
- Are expensive
- Have the power to compare





Leadership Theories



Great man Theory

- Capacity for leadership is inherent
- Leaders are born and not made
- Great leaders will arise when there is a great need

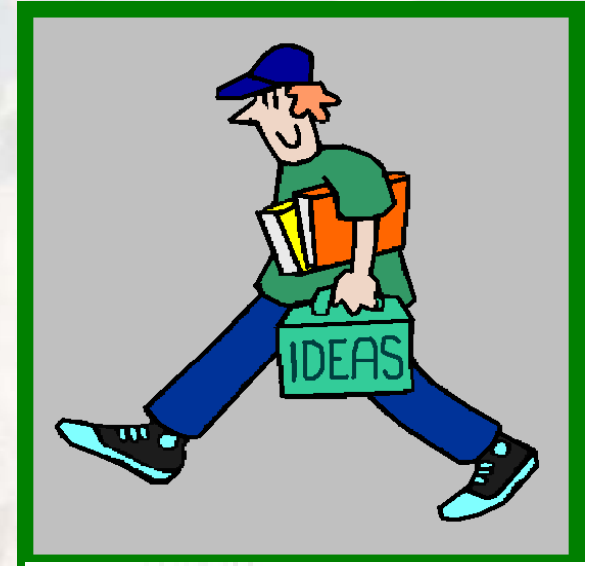


Trait Theory

- Similar to great man theory
- Born with certain qualities and traits better suited to leadership
 - » intelligence
 - » self-confidence
 - » determination
 - » integrity
 - » sociability
- People possess qualities but are not leaders?

Behavioral Theory

- Leaders can 'be made', rather than are born.
- Successful leadership is based in definable, learnable behavior.
- People can *learn* to become leaders through teaching and observation.





Contingency Theory

- Leader's ability to lead is dependent upon -
 - leader's preferred style
 - the capabilities and behaviors of followers
 - various situational factors



Transactional Leadership Theory

- Clear role of leader, group and performance
- Chain of command
- Reward and punishment system
- Build healthy relationships
- People agree to cede all authority to their leader

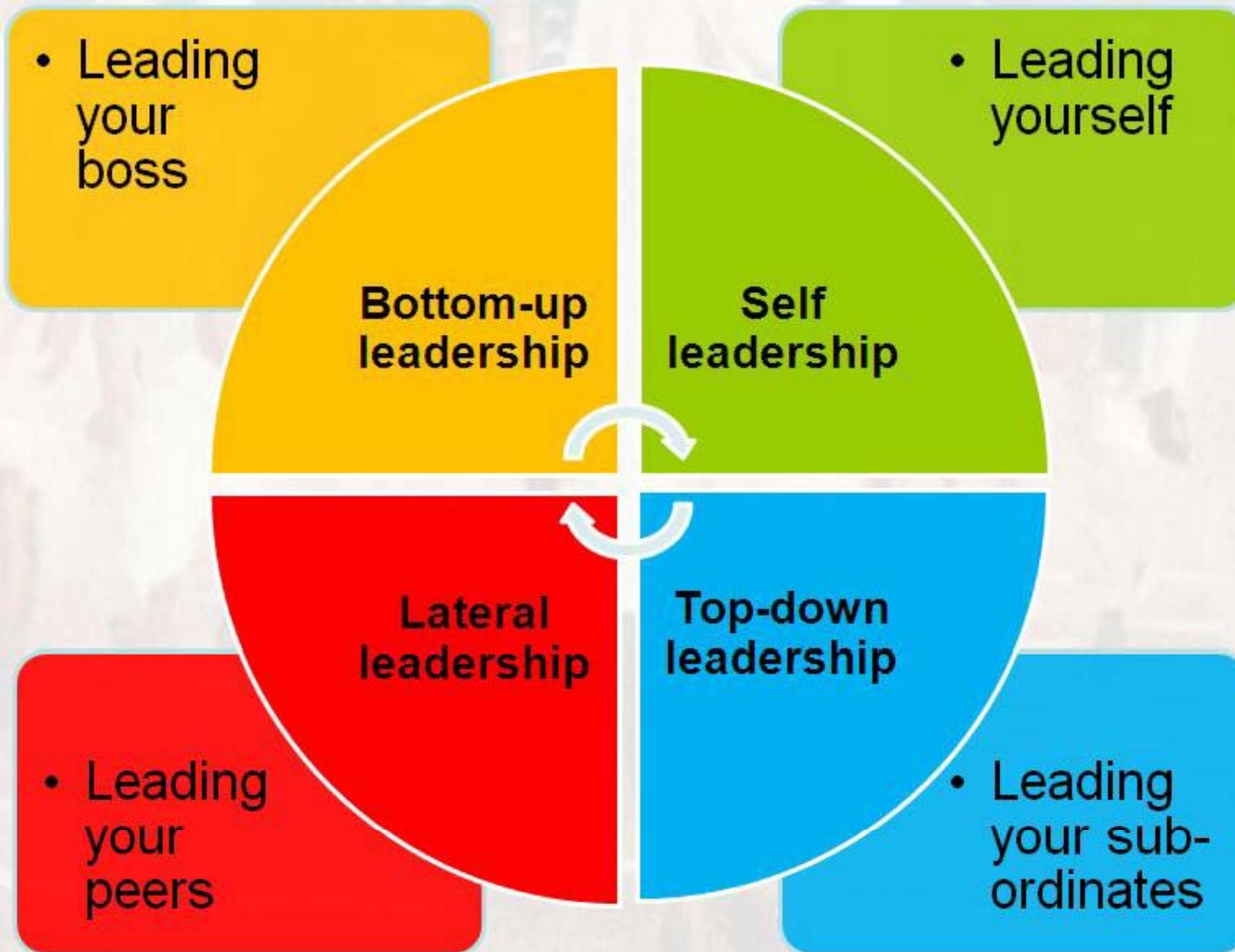


Transformational Leadership Theory



- Leader motivates followers to:
 - do more than is expected
 - see raised value in tasks
 - put group's common cause in front of individual needs
- Leader
 - inspires
 - has vision and passion
 - injects enthusiasm and energy

Leadership attribute x 3600 achievement





Leadership....a function

Leader

Personality
Beliefs
Preferred style



Group

Responsible
Dependent
Confidence..



Situation

Organization
culture
Time
pressure...





Integral role





Leadership style

Manner and approach of providing direction, implementing plans and motivating people.

- Autocratic
- Participative
- Laissez Faire/Free Rein





I want both of you to . . .



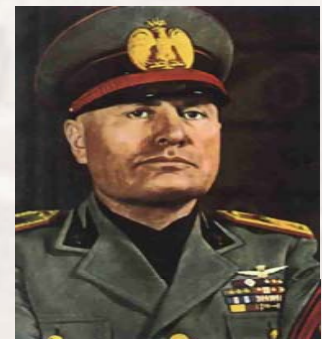
Let's work together to solve this. . .



You two take care of the problem while I go. . .

Autocratic

- Leader makes decisions without reference to anyone else
- High degree of dependency on the leader
- Valuable in situations where quick decision is needed
- Can create de-motivation and alienation of staff



Participative

- Consultative-
 - Takes opinions from group
 - Not obliged to accept them
 - Final authority to make final decision





Participative

- Consensual
 - Encourage group discussion
 - Decision reflects general agreement of group
 - Delegate more authority to group
 - Considerable delay in decision making





Participative

- Democratic
 - Final authority with group
 - Collection of opinion and then voting for decision
 - Relevant for community activities and not for work settings



Laissez-Faire/Free reign



- 'Let it be' attitude by leader
- Responsibilities are shared by all
- Very useful where creative ideas are important
- Highly motivational as people have control over their working life
- Coordination and decision making consumes time
- Lacking in overall direction





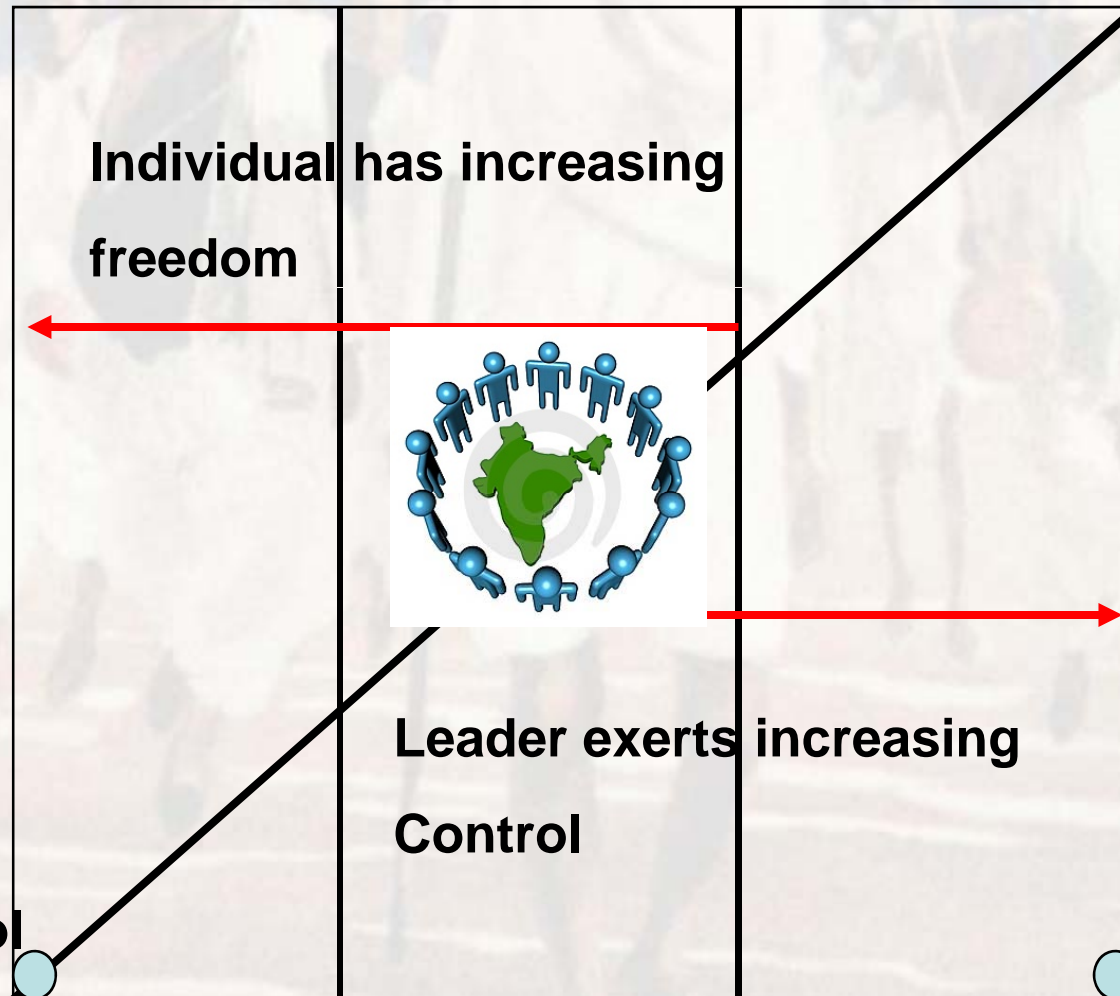
Style depends on

One's preferred attitude on people & their behaviour pattern

- Theory X
 - People dislike work, are lazy, not ambitious, indifferent to organizational needs and resist change
- Theory Y
 - People are not lazy, are ready to change, require proper environment

Leadership

Free Rein Participative Autocratic



Individual has Complete Control



Leader exerts increasing Control



Leader has Complete Control



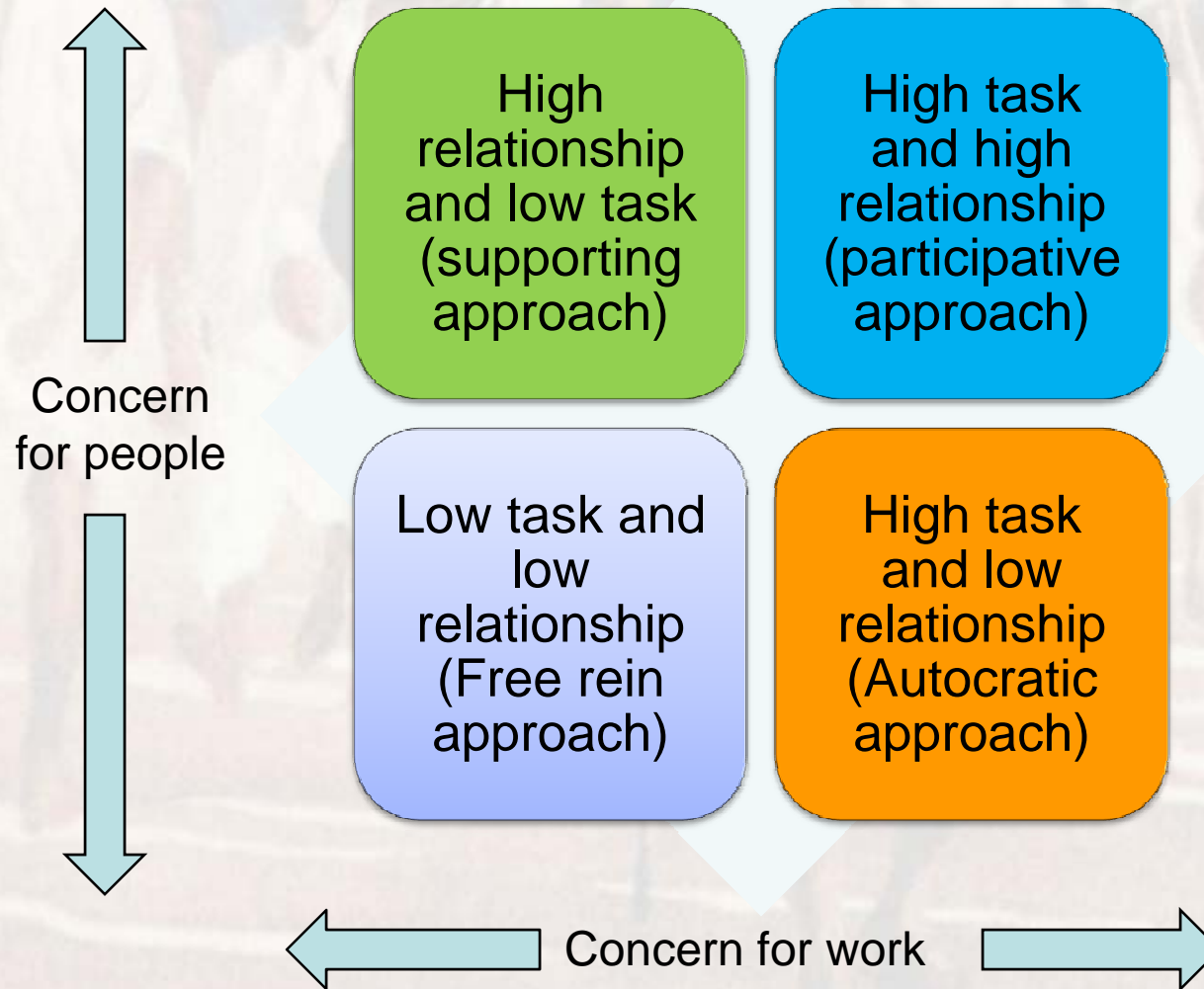
Leadership approach

- Concern for task
- Concern for people



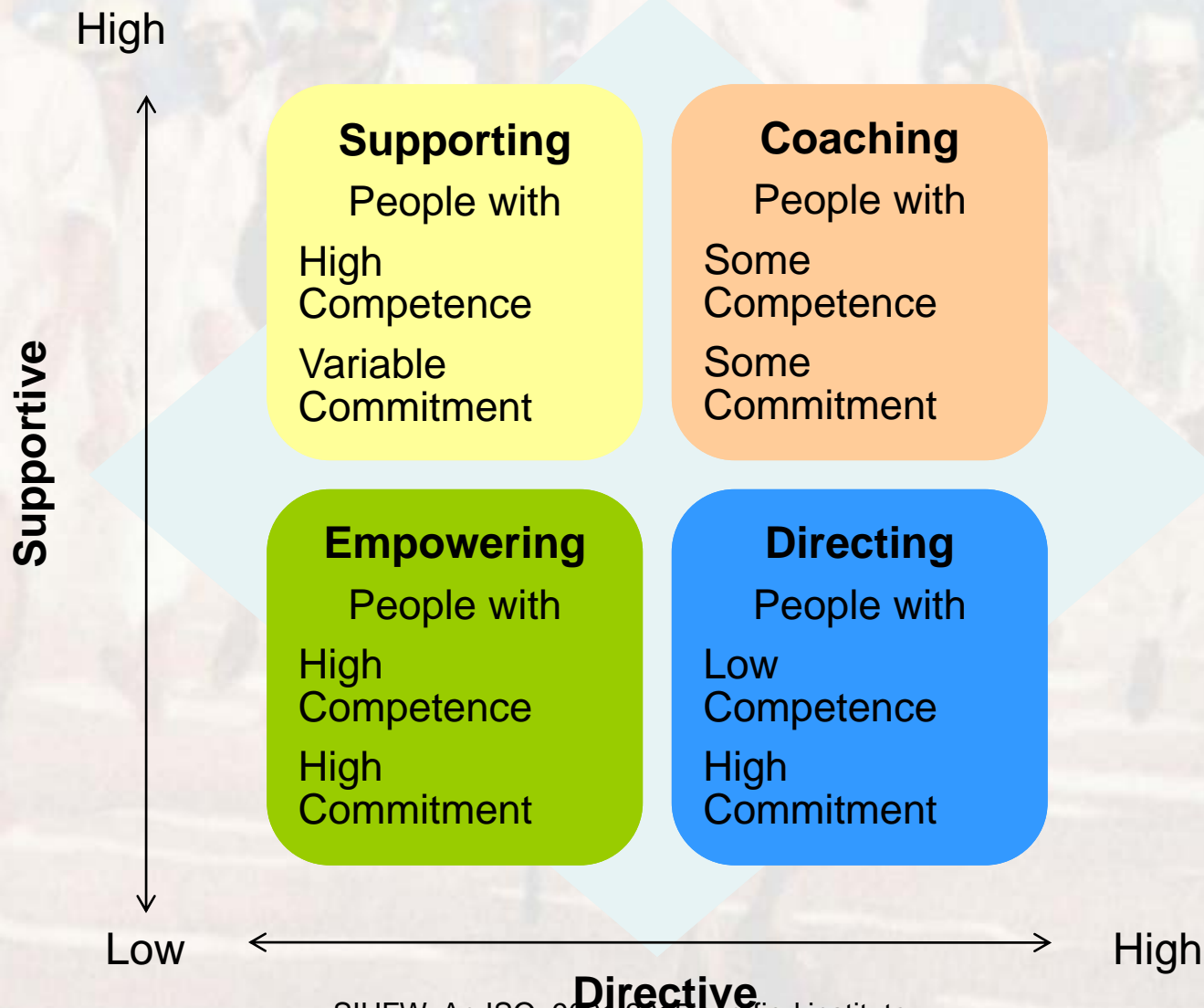


Leadership Approach





Situational Leadership Approach





Ineffective Leader

- Does not listen
- Fails to delegate
- Does not show respect to others feelings
- Shows no interest in followers
- Gives negative feedback to third party
- Does not praise when praise is due
- Criticizes in front of others





Ineffective Leader

- Takes personal credit for other's ideas
- Always taking control
- Tendency to bully
- Uninformed about the problem being discussed
- Non-participative
- Rigid in holding on to ideas
- Offensive and abusive in language style



Key lessons for leadership

- You might have to neglect people sometimes
 - All cannot be pleased
 - Some feel annoyed, some neglected
- If people stop coming to you with problems
 - Loss of confidence in you
 - Feeling that you do not care anymore
- Do not always be led by experts
 - have data not the judgment
- Don't procrastinate things



Key lessons for leadership

- Never neglect details, in clutter situations leader needs to be more vigilant
 - Delegate but keep eye on details
- Don't wait for official blessing to try things out. You can get away if you try
- Keep exploring even if you may get what you do not like
- Success comes with people so attract and make efforts to retain the best.



Key lessons for leadership

- Make work place dynamic
 - Encourage people to learn new skills
 - Don't stick to stereotypes
 - Pay attention to what the situation demands
- Your attitude has a direct influence on followers whether it be
 - Optimism and enthusiasm
 - Pessimism and cynicism



Key lessons for leadership

- When recruiting apart from intelligence look for people who have
 - Integrity
 - Balanced ego
 - Loyalty
 - High energy drive
- Use KISS principle in solutions – Keep it Simple, Straight
 - Simplify
 - Useful for clarity of purpose, credibility of leadership and integrity in organization



Key lessons for leadership

- Command is lonely-
 - Willing to take tough and unambiguous decision
- Don't run at breakneck pace. Take leave when you have earned it.



Thank You

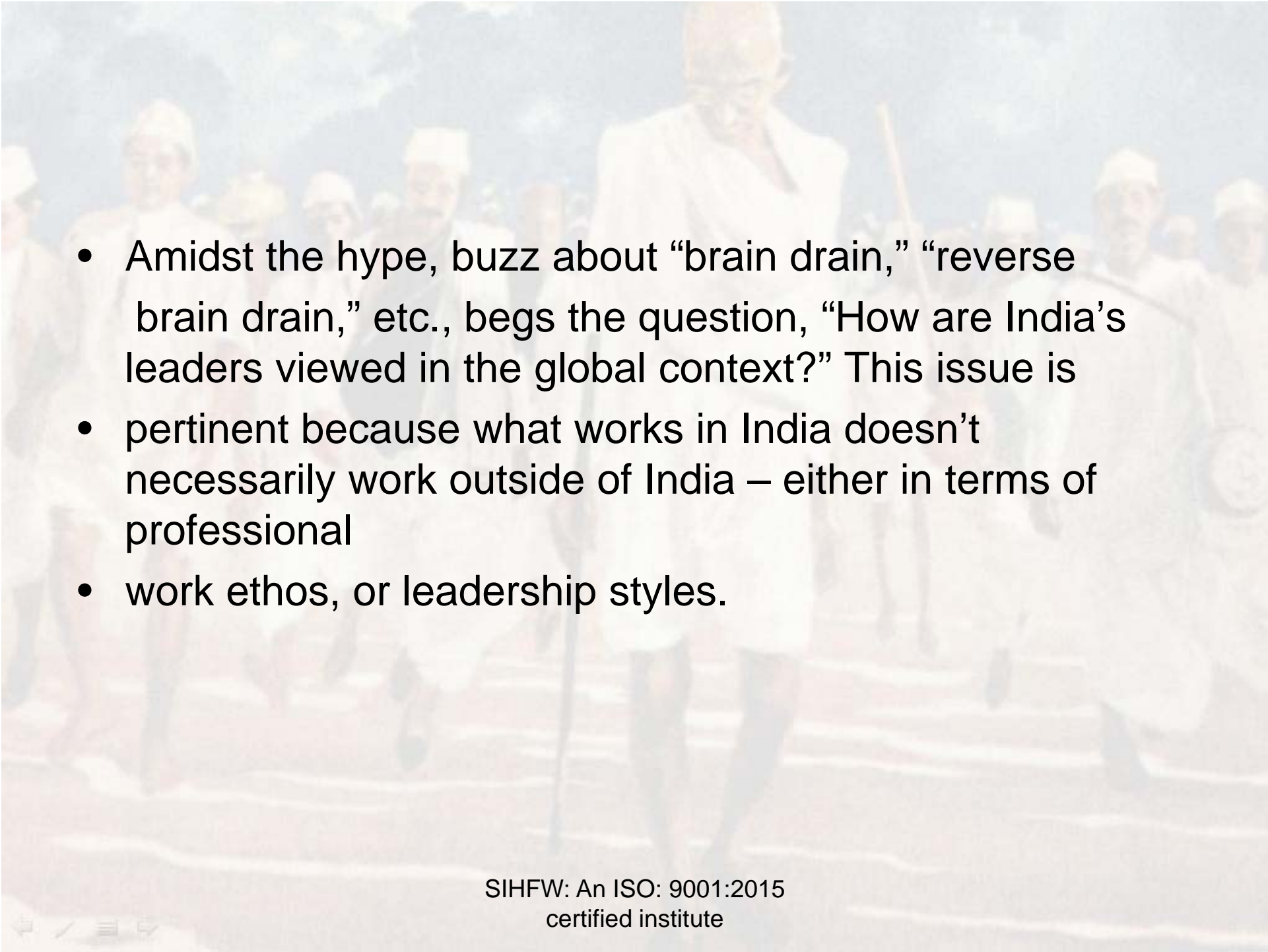
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Are India's Leaders Global?

- When talking about the world's top business leaders, Indians generally are doing well at running both multinational companies outside of India, as well as globalizing Indian companies. Vikram Pandit, head of Citibank;
- Rajat Gupta, the erstwhile Managing Director of McKinsey;
- Vinod Khosla, one of the most successful venture capitalists in the world; Narayan Murthy, a global citizen and visionary – these are but some of the great names often regaled as proof of India's leadership potential.

- 
- Amidst the hype, buzz about “brain drain,” “reverse brain drain,” etc., begs the question, “How are India’s leaders viewed in the global context?” This issue is
 - pertinent because what works in India doesn’t necessarily work outside of India – either in terms of professional
 - work ethos, or leadership styles.

- In 2007, Korn/Ferry International along with the International Management Assessment (IMA) group conducted
- a study of Indian leadership styles where 100 very seasoned CEOs were assessed nationwide and across
- industry sectors. The study showed that Indian leaders are still more task-focused and action-oriented and less
- participative or social than their North American counterparts.

- The traditional leadership styles might impede some senior Indian executives from being effective in a truly “global” context.
- So, whether you are sending your Indian leader abroad, or evaluating NRIs or expats for India-based assignments, having a concrete understanding of their mindset and leadership preferences is essential. In fact, extensive research conducted by Korn/Ferry International

- 
- shows that 50% of the best leaders' success is based on their “leadership styles” and “behavioral competencies, ”and not from their technical skills, experience, or market knowledge alone.
 - So, when seeking new talent or promoting internally for global assignments, it is helpful to get a scientific, research-based perspective on who would “potentially” succeed better.

- Indeed, clearly defining parameters that
- can be used to benchmark and evaluate Indian leaders helps determine the most essential and appropriate
- leadership characteristics required for any given role. This article examines some of the most pressing
- scenarios facing Corporate India today – scenarios where the early evaluation of executives' true leadership
- acumen could maximize their chance for success.

Leadership

Indian leaders are more directive and hierarchical than their Western counterparts, and less concerned about appearing open to the input of others and building consensus. While this may be effective in an Indian business context, such a leadership style could backfire with international management teams who may need to feel a stronger sense of empowerment to stay motivated and productive.

Leadership Styles of IMA Executives vs. North American Executives

