

## Changing Dynamics of Leadership

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### Abstract

Leadership is about developing leaders and building capability in the system. Until recently the Leader was considered as a Hero, who has followers. They used to be admired for their courage, outstanding achievements or noble qualities. But now in the 21<sup>st</sup> century a Leader is someone who guides, inspires, motivates others to do more. Now Leaders exercise a high degree of influence over others to do more, others can be your seniors, colleagues, team members, subordinates or sometimes may be your seniors too. The definition and responsibilities of a Leader is drastically changing. This article is an attempt to understand the evolution of the concept of Leadership till 2020. Each Leadership style is also explained with appropriate case studies. Also an attempt is made to understand the leadership skills which we can inculcate in today's world which can help us to excel in all aspects of our life.

**Key words:** leader, management, leadership style, leadership skills

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### I. Introduction

The rapid growth of the economic environment as well as the emergence of the internet made it easier to communicate with countries around the world. This in turn changed the business environment in every country, causing competitiveness in the market that increases with each passing year<sup>1</sup>. With COVID-19 unexpectedly disrupting business and everyone's way of living and communicating. In order to keep their business afloat, owners have found out that they need to offer innovative products and services. They also need to adapt according to the present business environment and trends in this rapidly changing world.

Effective Leadership is one of the most essential components for an organization to sustain in the face of adversities caused by rapid growth of the economic environment<sup>2</sup>. Leaders are the one who control and take charge of the operation of an organization. A leader until now was considered as the person who has followers. In simple words leader was considered as a Hero recently. We can safely say Hero is someone who is admired for their courage, outstanding achievements or noble qualities. But a Leader is now defined as one who guides, inspires, motivates others to do more. They exercise a high degree of influence over others to do more. There was a misconception that leaders can exercise control only on his followers. But with the changing dynamics of leadership, a leader can influence colleagues, team members, subordinates or sometimes may be seniors too.

Good leaders can also influence their employees and motivate them by strengthening a positive organization culture and through generous employee benefits, for instance health care influence, worker compensation, leave benefit and other employee engagement programs.

A simple definition is "Leadership is the art of motivating a group of people to act toward achieving a common goal". In business setting, "Directing workers and colleagues with a strategy to meet the company's needs". This leadership definition captures the essence of being able and prepared to inspire others. They are the person in the group who possess the combination of personality and leadership skills to make others follow their directions. So, we can define Leadership as the potential to influence behavior of others.

Sometimes the terms leadership and management tend to be used interchangeably. Management refers to a company's management structure as its leadership or to individuals who are actually managers as the "Leaders" of various management teams. Leadership requires traits that extend beyond management duties like intelligence, maturity and personality. Personality means are you the kind of person who people trust and walk up to you when they have doubts.

### Why should we study leadership?

Leadership is about developing leaders and building capability in the system. No matter how successful and smart one is, we all get old and someday will die. Before that happens, the question is "Have we developed others to take what we have started to new heights?". Bill gates left Microsoft, but it is no longer dependent on

him to grow. Whether it is Microsoft or Infosys or the Tata Group, great leaders think of nurturing others around them. It is as if they create a leadership field. Leadership moves the world, which is why it is important why we study it and why we strive to do it well. Leadership is not only a position but also a process and a relationship among people. Employees look at leadership – as it was, as it is, as it should be. Modern democracy requires people who can think critically, reason ethically and participate effectively. Successful organizations must be populated by people who understand group process and how to guide them while maintaining the proper respect for all participants. Change is certain leadership ensures that change is intentional. Leadership takes many forms.

Leadership – you know it when you see it, or in the context of most recent events in the business world, Leadership – you know it when you see it, or in the context of most recent events in the business world, you know it when you don't see it. Either way, we all recognize that certain individuals have the capacity to enable an org or business to achieve results far beyond their potential.

#### Benefits of studying a Leadership

1. Why study leadership isn't it something that is learned by doing – Leadership theory helps us to understand other people's behavior. One of the biggest myths we encounter is the idea that theory is somehow apart from action, means the two are not related. In fact, it is just the opposite. Theory is developed specifically by watching people doing and acting, and then explaining the behavior with words. This concept is called theorizing which means answering questions like "What's going on here?" or "Why did they do that?" in such a way so that it can be understood by someone who did not see the behavior themselves. When you study theory, you are actually studying explanations of behaviors that have been observed and documented and analyzed – and evaluated in terms of effectiveness as well.

2. Studying leadership helps us to be a better follower. The benefit lies in not understanding how to LEAD, but in understanding how to work with a leader. If a follower, subordinate, employee understands leadership "theory", then when he sees an individual engage in a certain behavior, he better understands WHAT and WHY something is happening and also has some insight into how to – best respond, react and interact with that individual to be most effective.

When someone has not studied leadership theory and he 'learns by doing' he may be successful, but chances are that he won't know why he was successful. People use a style (although they might not even see it as such) and its effective in one situation, so then they assume that's the best leadership approach overall. Try it in other situation with different people, different organization, different goals and it may fail miserably. If the leader has studies theory, he would have a much better chance of understanding why he failed and choosing the best approach to begin with.

#### **Misconceptions about Leadership**

Developing leadership qualities requires debunking several misconceptions about leadership. Example – Many people think they can't be leaders since they are not in a position of authority. But at the most fundamental level, people have authority over their own values, actions and decisions and should honor that authority appropriately. Many people think introverts can't be leaders, but would anyone has labeled Civil rights icon Rosa Parks as an extrovert?

Leadership through taking a stance – Rosa Parks

On December 1, 1955, Rosa Parks boarded a bus in Montgomery, Alabama. Instead of going to the back of the bus, which was designated for African Americans, she sat in the front. When the bus started to fill up with white passengers, the bus driver asked Parks to move. She refused. Her 'non' action had her arrested, she lost her job and received death threats for many years. However, her action became an international icon. Her resistance set in motion one of the largest social movements in history, the Montgomery Bus Boycott. She went on to organize and collaborate with civil right leaders, wrote an autobiography, and was awarded the Presidential Medal of Freedom and the Congressional Gold Medal. The United States Congress called her 'The First lady of human rights'.

Finally, some people content that if everyone is a leader, who is going to follow? The truth is nobody leads in everything. Example – If everyone sings lead vocals then who will sing harmony? The best leader's step in and out of their role as leader gracefully, depending on the situation. Leadership skills are beneficial even for those who don't want to lead. Not everyone can be the leader as its most commonly, defined in 21<sup>st</sup> century popular culture. But everyone can develop their leadership qualities and use the influence they have in positive ways. These qualities and skills serve people well no matter what their position in life and they ensure that when a situation arises that requires their particular skills, qualities and knowledge; they will be ready to step in, lead and make the path smoother and better for everyone.

**DEFINITION OF LEADERSHIP**

Leadership is the ability of an individual or a group of individuals to influence and guide followers or other members of an organization.

Author	Definition
Peter Drucker	<p>“The only definition of a leader is someone who has followers”. This definition of leader is too simple.</p> <p>Example - A new army captain is put in command of 200 soldiers. He never leaves his room or utters a word to the men and women in his unit. Perhaps routine orders are given through a subordinate. By default, his troops have a ‘follow’ orders. So, the question is “Is the captain really a leader?” He is a commander YES but leader NO.</p>
Warren Bennis	<p>“Leadership is the capacity to translate vision into reality” This definition about leadership seems to have forgotten OTHERS.</p> <p>Example - Every spring you have a vision for your garden, with lots of carrots and tomatoes becomes a reality. Are you a leader? No but You are a gardener definitely.</p>
Bill Gates	<p>“As we look ahead into the next century, leaders will be those who empower others” This definition includes others, but it lacks parts about goal and vision.</p> <p>Example – Google workers who were so misaligned with the rest of the company they found themselves unemployed.</p>
John Maxwell	<p>“Leadership is influence – nothing more, nothing less” Minimalism in definitions is fine, but this reduction is too much. Maxwell omits the source of influence in the definition.</p> <p>Example - A robber with a gun has ‘influence’ over his victim. A manager has the power to fire team members which provides a lot of influence. But does this influence make a robber or a manager a LEADER</p>

So, what is Leadership?

“Leadership is a process of social influence, which maximizes the efforts of others, towards the achievement of a goal” – Kevin Kruse, CEO of LEADx and author of ‘Great Leaders have no rules’

Notice the 4 key elements in this definition

1. Leadership stems from social influence, not authority or power
2. Leadership requires others and that implies they don’t need to be “direct reports”
3. No mention of personality traits, attributes or even a title, there are many styles and many paths to effective leadership.
4. It includes a goal, not influence with no intended outcome.

Technically a leader could use social influence to just organize the efforts of others, but leadership is about maximizing the effort.

Example: It’s not “Hey everyone, lets line up and get to the top of that hill someday”. But rather “Hey, See that hill? Let’s see how fast we can get to the top..... and I will buy lunch for anyone who can beat me up there”.

**SO, WHAT IS LEADERSHIP ANYWAY?**

Instead of explaining what Leadership is, let’s start with what Leadership is NOT .....

1. Leadership has nothing to do with seniority or one’s position in the hierarchy of a company. Many people talk about a company’s leadership referring to the senior most executives in the organization. Leadership doesn’t automatically happen when you reach a certain pay grade
2. Leadership has nothing to do with titles  
Just because you have a C level title doesn’t automatically make you a “Leader”. You don’t need a title to be a leader.
3. Leadership has nothing to do with personal attributes  
Say the word LEADER and most people think of a domineering; take charge, charismatic individual and so on. But leadership is not an adjective. Wedo not need extroverted charismatic traits to practice leadership.Those with charisma don’t automatically lead.
4. Leadership is not management

Leadership and management are not synonymous. If you have 15 people in your down line and P&L responsibility? Good for you, hopefully you are a good manager. Good management is needed. Managers need to plan, measure, monitor, co-ordinate, solve, hire, fire and so on  
Typically, Managers – manage things and Leaders – lead people

### **LEADERS ARE BORN OR MADE!**

While there are people who seem to be naturally endowed with more leadership abilities than others, anyone can learn to become a leader by improving particular skills. History is full of people who, while having no previous leadership experience have stepped to the fore in crisis situations and persuaded others to follow their suggested course of action. Erika Andersen author of “Leading So People will follow” says that like most things, leadership capability falls along a bell curve. So, the fact is that most folks who start out with modicum of innate leadership capability can, become very good, even great leaders.

### **Example - The evolution of a leader**

Steve Jobs is a classic example of someone who learned to lead despite not being born a natural leader. After starting apple computer with Steve Woznick in 1976, he was fired by the board of directors in 1985 when the company was facing intense competition and internal disagreement about the future direction of the business. Later after finding Pixar Animation Studios and NeXT Computer, he was eventually rehired by Apple in 1997 as CEO and went on to develop the revolutionary iPod, iPhone and many other products. By all accounts, Steve Jobs was a mercurial genius who early in his career (according to some ex-employees). He routinely yelled at employees, co-workers, partners and vendors, was intolerant of anything he viewed as a failure and his foul-mouthed tirades were the stuff of legend. He also believed in brutal honesty and considered other people’s feelings irrelevant. He did not conduct formal review with employees and was sparing with praise for a job well done. As jobs matured his management style began to shift. He started to moderate some of his more negative traits and showed more empathy toward others, realizing that people had limits.

Upon his return to Apple, he was forced to cut staff and was quoted as expressing concern for families of employees who were laid off. Jobs died on Oct 5, 2011 at the age of 56. His name is still synonymous with visionary, genius, innovator and icon. Jobs could not have accomplished much of what he did had Jobs not developed into a leader – Apple probably wouldn’t be around today. Till now experts debate whether Jobs was a transformational leader or an autocratic leader with charismatic leadership style – because he was not a person that changed and transformed individuals on a personal and emotional level. As explained above Job’s arrogant style, he had at least 3 qualities that great executive leaders have

1. A clear vision
2. A passion for the company and its people
3. An ability to inspire trust

### **LEADERSHIP STYLES**

Leadership style is the manner and approach of providing direction, implementing plans and motivating people.

#### **I. AUTOCRATIC LEADER**

Autocratic (authoritarian) leaders use, and often abuse, their coercive power to get people to do their bidding. They use their power to punish to force people to follow them. Rather than earning respect and loyalty, they demand it, believing they’re entitled to it by their position. They impose their will on employees. It’s a lot like a police officer directing traffic. The leader makes the decision alone without asking for the opinions or suggestions of the employees in the work unit.

### **Example - Donald Trump and Bill Gates**

Donald J. Trump is a definition of the American success story, having set new standards of excellence in business. He however is also atypical of an autocratic leader who centralizes decision-making, and wields absolute power. He involves himself with the minutest of details of his enterprise, and limits inputs from a select few in his team.

President Donald Trump during his first 100 days, in the white house, he has been dominating his decision solemnly based on his own opinion and without asking the parliament for approval. However, leaders like Donald Trump and Bill gates exhibit more than one leadership styles. Different leadership styles can be adopted depending on the situation; however, most leaders have one or two dominant styles that are noticeable the majority of the time.

Some call Donald trump style now as participative whereas Bill gates was considered as autocratic when required and other times transformational. Bill Gates is highly regarded in the business world often ranking in the top 10 of fortunes most admired business leaders. Up to the point of him retiring from Microsoft in 2008 Gates was known as a very demanding and slightly abrasive boss who encourages creativity and innovation and recognizes individual and team achievements. Gates would request his employees to present and

report out their ideas and findings to him on a regular basis. During these meetings he was known to regularly interrupt in order to question and challenge facts and assumptions.

## **II. LAISSEZ-FAIRE**

This leadership style is the direct opposite of autocratic leadership. The short form is “Do what you want as long as you get the job done right”. From this leadership perspective, the key to success is building a strong team- and then stay out of the way. Groups and teams do not have the power to make far-reaching strategic decision, as it will be made by the leader only, but leaders allow individuals or teams to decide how they will complete their work. Businesses where it works well are advertising agencies, product design firms, startup social media companies, venture capital investment companies, etc. During the creative phase this leadership works well, or else it’s suitable for highly trained employees.

### **Example - Warren Buffett**

Warren buffet, the CEO of Berkshire Hathaway and one of the world’s wealthiest people, is widely considered one of the most successful investors of all time. He is known for making shrewd and profitable business decisions and for being a suburb manager .It comes as some surprise then that Mr. Buffett employs a “hands-off” management style, which has worked extremely well for him .This style of leadership is referred to as Laissez-Faire, or delegative leadership, and often leads to low productivity levels, but also increases in other resources for employees and teams. Once he makes an investment decision, Buffet trusts his managers to know how to achieve the performance he expects.

## **III. DEMOCRATIC LEADERSHIP**

This leadership is called Shared Leadership or Participative Leadership. The democratic leadership style is based on mutual respect. It is often combined with participatory leadership because it requires collaboration between leaders and the people they guide. The leader presents the problem to individual employees or a group of employees and asks for their opinions, concerns, and suggestions and so on. However, the final decision lies with the leader only. Few traits of this style of leadership are mentioned below:

- a. Collaboration boosts morale of employees.
- b. Leader invites input from employees on all or most company decisions. The staff is given pertinent information regarding company issues and a majority vote determines the course of action the company will take.
- c. Disadvantages: time taken to make decisions is too long.
- d. Advantages: high quality and inclusive decisions

### **Example - Jeff Bezos**

Jeff Bezos, the founder of Amazon has a unique leadership style in which he is able to change styles depending on the people he is working with. His strong sense of sarcastic humor and excellent memory helps him bring people to ease before he can make them do what he wants them to do. In general, he pretends to be a Democratic leader (evidenced by the data obsessed nature of the organization) but is highly Authoritative at most times (evidenced by the fact that Jeff and his top lieutenants will override monumental amounts of data on basis of a “gut-feel”)

His strong sense of sarcastic humor and excellent memory helps him bring people to ease before he can make them do what he wants them to do. Judging solely by the stock weighted compensation across Amazon, we can conclude that a large part of Bezos leadership personality is “Transactional” by nature.

“You work hard for me for 4 years; I make you a millionaire. Not 1 year or 2 years, I need your nose to the grindstone for 4 full years” is what he tells his employees. You see a lot of Amazonians quit just past their 4 years in that sweet rest/vest spot. If they aren't quitting, they are watching the AMZN ticker closely on their computers to see when it hits record highs, with high fives all over. But this doesn't mean it's all bad. Amazon has had amazing success because Bezos is also a “Paternalistic leader” whose Technical Assistant (in essence a shadow) rotational role has been highly coveted at Amazon. Bezos like every other top leader has his blue-eyed boys (in his case, literally!) so he will be paternalistic with them. They get to see a side of Jeff Bezos that 99% of Amazonians don't have the privilege to view.

## **IV. PATERNALISTIC LEADER**

In this leadership style,

- The Leader acts as a ‘Father figure’.
- Makes decisions but may consult
- Believes in the need to support staff

All in all, it’s about taking the whole responsibility. No matter what!

### Example - Jack Ma

In 2013, soon after Alibaba was declared the largest IPO in history, Jack Ma in an interview mentioned how his paternalistic leadership helped him to succeed. He said he gave his team the confidence to follow his commands as he took all the responsibilities of anything which goes wrong.

While constructing a new company there were many hurdles including Chinese policies and other government influences? Jack Ma made it very clear that if something goes wrong and somebody has to be jailed, he will be the one to walk to prison.

He believed that it's not a good idea for a leader to compare his technical skills with his team. The team should always be better than him. Jack Ma learned the paternalistic approach of leadership during his career as a teacher. As a teacher he always hopes that his students are better than him. And later he practiced the same approach when he began to run his own company.

## V. TRANSFORMATIONAL LEADER

A leader who is Purpose driven and becomes a role model for others, which means be 'walk the talk' kind of a leader. He needs to inspire the followers to do better for themselves as well as the organization. He is a people driven leader means he has genuine concern for needs of his followers. Another important trait of a transformational leader is being Innovative themselves and also challenging his followers to be innovative and creative.

Transformational leadership is defined as a leadership approach that causes change in individuals and social systems. It creates valuable and positive change in the followers with the end goal of developing followers into leaders.

### Example: Jack Welch GE(November 19, 1935 – March 1, 2020)

Jack Welch is considered as the Master of Transformational Leadership. During his tenure, he had staked out a world-class reputation as a transformational and charismatic leader. When Jack Welch took over GE in 1981 and became the youngest CEO in GE's history, the legendary leader made a resolution to transform GE into the world's most competitive enterprise.

As CEO of General Electric from 1981 to 2001, he transformed it from a company known for appliances and light bulbs to a multinational corporation that stretched into financial services and media as well as industrial products. He was initially criticized for cost-cutting and layoffs, which earned him the moniker "Neutron Jack," but as GE's revenues expanded and its share price soared in the ensuing years, he was lauded.

**'Lead by Value or Value Leadership'** - He believed the only way to lead is to talk about company's values not numbers. GE's values are not based on antiquated ideas about etiquette and proper behavior. Instead, the values include pleasing customers, disdaining bureaucracy, thinking globally and being open to ideas.

The late Jack Welch CEO of General Electric from 1981 to 2001 probably isn't the ideal model for 21st-century executives. He is, of course, criticized for his choice of successor as GE CEO, Jeff Immelt, under whom the company lost many billions of dollars of value. His leadership is questioned by many now but still the following three lessons will help any manager or CEO today

1. Get your people decisions right.

Effective hiring was "brutally hard" but a key skill to develop. As a young manager, he had a hit rate of only 50%, but those 30 years later, as CEO, he'd improved enough to make a great selection four times out of five. In his years at GE, Jack probably spent more than half his time getting the right people in the right places and then helping them to thrive.

2. Speak with candor

"What would happen if for years and years you don't tell someone that they are underperforming, not giving them the chance to try to improve, check whether they can do something else in the company, or alternatively look for somewhere else? And then a recession comes, and you need to fire the person, older and unprepared, in a much tougher market? Which is crueler?"). He emphasized values as well, and, in fact, used a two-by-two matrix to evaluate employees on both metrics. If people weren't achieving top marks in both categories, he let them know and, if they didn't improve, he let them go.

3. Be insatiably curious – we need to be curious always because only then we will have the hunger to keep on learning.

## VI. Inspirational Leadership

Inspirational leadership comes not just from decision making and strategy, it comes from risk taking, going against the grain, often when you are driven by a higher cause, a deep care for others or a complete conviction that you are acting for the greater good. Inspirational leadership is not a style of leadership, but, at its core, is about finding ways to enhance the potential of those you lead in a way that works for them, and inspiring others to push themselves, achieve more and reach that potential.

So, the question arises 'Is Leader an Influencer?'

Leader might be an influencer but not all influencers are leaders. An influencer usually focuses on honest reviews and telling others stories. Whereas a thought leader is someone who focuses on becoming the go-to expert in their field. Their strategy is based on expertise, knowledge and credibility rather than just pure numbers (followers and engagement).

**Leadership through compassion – Princess Diana shaking the hands of an AIDS patient.**

In the 1980's, AIDS arrived on the world stage. It was a new, frightening disease with no cure and was rampaging through communities and countries. People believed that you could catch AIDS from touching someone who had it, or even sitting on the same toilet seat. Sufferers were shunned, and up to 50% of people polled in the US believed that those with AIDS should be quarantined. On the 19<sup>th</sup> April 1987, Princess Diana of Wales visited AIDS patient at a hospital in London, for the opening of the first unit which was dedicated for treating people with HIV and AIDS. During her visit she shook the hands of a patient without wearing hand-gloves. The gesture challenged the once-common (but incorrect) belief that HIV or AIDS could be transmitted by touch. It changed people's perception and attitude towards the disease forever. The moment is emblematic of Diana's unwavering compassion for other people.

The above example shows us the essence of inspirational leadership. Many times, the leaders won't be having knowledge as to who are their followers; they don't have any set sample target as such. They mainly try to inspire the entire humanity. Let's look at few more example of Inspirational Leadership

✓ Leadership through level headedness – Chesley Sullenberger for landing a plane on the Hudson River  
On the 15<sup>th</sup> of Jan 2009, US airways flight 1549 lost power to both engines shortly after take-off from LaGuardia Airport after striking a large flock of Geese. The captain, Chesley Sullenberger, realizing they would not make it back to an airport, landed the plane on the Hudson River and saved the lives of all the 155 passengers and crew. He remained calm at all times, despite describing it as 'the worst sickening, pit-of-your-stomach, falling-through-the-floor feeling' he had ever experienced, and was the last to leave the plane after ensuring no-one was left aboard.

✓ Leadership through survival – Malala Yousafzai's campaign for female education  
Malala grew up in northwest Pakistan, where the Taliban had often banned girls from attending school. She became a vocal supporter of female education when a Taliban gunman shot her three times in the head in an assassination attempt. She survived, and the attack provoked worldwide outrage, and in Pakistan, it led to ratification of the Right to Education Bill. Since her recovery, Malala became the youngest person to receive the Nobel Peace Prize, addressed the UN, met world leaders, and founded the non-profit Malala Fund.

✓ Leadership through camaraderie – Luis Urzúa, foreman of 33 men trapped in a Chilean mine for 70 days.

In 2010, a collapse at the San Jose copper-gold mine in northern Chili trapped 33 men 700 meters underground. Foreman Luis Urzúa immediately recognized the seriousness of the accident and took charge; organizing the men for a long-term survival situation and helping them cope mentally with the situation. He made detailed maps of the area to help with the rescue effort and co-ordinate closely with engineers on the surface. Rescue operation went on for 70 days and finally was successful in saving all 33 workers and the foreman. The secret for keeping the men focused on survival was majority decision-making. "Everything was voted on.... There were 33 men so 16 plus one was a majority." Like a ship's captain the 54-year-old foreman Mr. Urzuawas the last to leave after being trapped under the Atacama Desert for 70 days.

**TOP LEADERSHIP SKILLS in 2020**

Leadership skills can help you in all aspects of your career, from applying for jobs to seeking career advancement. One of many soft skills that employer's value, leadership skills often incorporates several different personality traits and communication abilities that are useful for anyone to learn and practice over time.

**1. Decisiveness**

Effective leaders are those who can make decisions quickly with the information they have. Effective decision-making comes with time and experience. As you become more familiar with your specific industry, you'll be able to make decisions faster, even when you don't have all of the necessary information. Decisiveness is seen as a valuable leadership skill because it can help move projects along faster and improve efficiency.

**2. Integrity**

Integrity is often seen as just truthfulness or honesty but, in many cases, it also means having and standing by a set of strong values. Integrity in the workplace often means being able to make ethical choices and helping the company maintain a positive image. All businesses seek to hire workers who have a strong sense of integrity.

**3. Relationship building (or team building)**

Leadership requires the ability to build and maintain a strong and collaborative team of individuals working toward the same goal. Team building requires other leadership strengths, like effective communication skills and conflict resolution.

#### **4. Problem-solving**

Good leaders are skilled at problem-solving issues that arise on the job. Effective problem solving often requires staying calm and identifying a step-by-step solution. Problem-solving skills can help leaders make quick decisions, resolve obstacles with their team and external teams alike, and ensure projects are completed on time, according to the specifications.

#### **5. Dependability**

Being a dependable leader means that people can trust and rely on you. A dependable person follows through on plans and keeps promises. The strong relationships built by a dependable leader create a resilient team that is able to work through difficulties that may arise.

#### **6. Ability to teach and mentor**

One of the skills that differentiate leadership from many other competencies is the ability to teach and mentor. Effectively teaching colleagues or direct reports how to grow in their careers helps organizations scale. Often, this skill requires that leaders think less about themselves and more about how to make their team as a whole successful.

#### **Which Leadership style to follow??**

There is neither best style nor a “one size fits all” leadership style. So, knowing which theory to use when is a benefit. Jack Welch was widely considered as one of the most effective leaders in modern history, is a prime example of this. Many of his followers who were trained in his unique leadership style, known as “The Welch Way” have gone on to lead others larger organizations. However, their success in those organizations has been mixed – with some finding moderate success and others experiencing total failure, including bankruptcy and firing.

“A good leader should always .....” – How you finish that sentence could reveal a lot about leadership style. Leadership is a fluid practice. We are always changing and improving the way in which we help our direct reports and the companies grow. But in order to become better leaders tomorrow, we need to know where we stand today.

What this shows us is that there is NO one RIGHT way to lead, so those CEOs tried to implement “The Welch Way” in organizations where the situation was not favorable. They knew only one way and lacked tools to make course corrections when the initial approach did not work out. So understanding various theories gives us an extensive toolkit to use to tackle variety of organizational problems.

#### **Case Study: Southwest Airlines**

When we think of excellent *leadership*, we imagine *victory*. Few images which come to our mind may be:

- The captain of the army standing at the top of the hill with a sword raised high
- The winning football coach being carried off the field on the shoulders of his players
- The CEO proudly announcing first quarter profits and stock dividends
- The preacher standing in the pulpit with a packed church building and a full offering plate.
- The politician declaring victory on election night.

But we never imagine a Leader as a SERVANT right.

Southwestern Airlines is one of the The airline was established on March 15, 1967 by Herb Kelleher as Air Southwest Co. and adopted its current name, Southwest Airlines Co., in 1971, when it began operating as an intrastate airline wholly within the state of Texas, first flying between Dallas, Houston and San Antonio. Initially it used to fly within USA and used to use only one type of plane Boeing.

Herb Kelleher was the co-founder and CEO of Southwest Airlines from 1981 to 2007. He was known as a very empathetic and charismatic leader that earned him respect throughout the industry resulting in a profit for a consecutive 24 years

When rival airlines were bleeding billions of dollars, Southwest was churning out consistent profits as a low-cost carrier — even when fuel prices soared. Its success was built on a signature cocktail of low costs, low fares, frequent flights and a rapid expansion into new cities. But with high fuel prices, growth has been harder to find, and analysts have questioned whether the airline can sustain its singular operating style.



But still the rebel company is going strong in the last 47 years and making profit consistently. Its business model is one of the successful models which was copied and, in each country, you will find a low-cost airplane based on the model of Southwest.

One of the features of southwest was there was no reservation booking of seats and customers had to buy ticket on the spot. No food or beverages were given other than peanuts. Innovative leadership, excellent management of non-human resources and a clear vision have all been essential elements in Southwest Airlines' success. But for all the accolades the airline has received, they remain focused on their excellent treatment of employees and customers.

**To start with, Leadership at Southwest Airlines, what is so amazing and spectacular about the leadership?**

The airline exercises the servant leadership model and prioritizes taking care of its own before it takes care of others. Means it takes care of its employees first and then its customers

Who is more likely to excel at their job and go the extra mile – a happy employee or an unhappy one? The happy one, of course. Those who are pleased with their role and feel they are valued are more willing to contribute to the company mission. They aren't just happier people because their bosses treat them well, although that's a large portion. They also feel a deeper connection to the company and are more determined to see it do well.

Managers who practice servant leadership often remark that employees are the most important customers. Making the actual customer the second-most important person in the business world may seem counter-intuitive, but placing them just below the employee delivers rich benefits. When you make your employees the most important people in your business, you empower them to deliver their best effort time and again. A happy salesperson will bring in prospects, while a recruiter will find others who fit your company's mold. Execution teams will perfect their services and create excellent products. All this leads to a phenomenal experience for the customer. Odds are they will notice the difference between your company's products and comparable ones from other businesses, and will develop a stronger loyalty to your brand.

**“Satisfied customers go away. Raving fans stay.”**

In the case of servant leadership, it's your own employees that you turn into raving fans. Southwest has attracted the attention of both customers and shareholders because they don't focus simply on how to generate revenue; they put their emphasis on creating the best experience possible for their employees. When employees are happy at their jobs, they in turn go out of their way to make customers happy. Treating all team members as equals – regardless of their title or seniority – and letting your staff know you believe in them is crucial when creating a productive workplace environment. They have created such a happy and fun-loving working environment for their employees and the kind of dignity, respect and care-loving attitude exuded by them is fabulous. As the current CEO, Gary Kelly kick-starts 2012, saying, “My top priority is protecting the job security of our more than 43,000 Employees and nurturing a Culture that excites them to come to work.” It sincerely strives to be the best place to work. The Southwest gives a whole new meaning to leadership development. Leadership expectations at Southwest: develop people, build great teams, and think strategically, excellent results and the identification with the values of the company. At Southwest Airlines they don't just develop great employees but great people with high regard and immense dignity, inculcated with fantastic values.

This real-life adventure story taken place with Southwest Airline will make the entire concept of leadership along with a caring attitude instilled in the people at Southwest crystal clear Gary Kelly in his own words told,

*“We received a note from a Customer who traveled with us recently to visit her daughter, who'd had emergency surgery while on vacation in Orlando. One of our Flight Attendants recognized that the Customer was upset, took great care of her during the flight, and drove her to the hospital to see her daughter once the plane landed. At Southwest, we're all about getting you to your final destination, but this Flight Attendant went above and beyond to get our Customer exactly where she needed to be.”*

This is the type of fun-loving, caring and superb leaders that Southwest Airlines makes of their employees, their people. Some flight attendants joke with passengers, others play games and sing, or, in the case of one flight attendant made famous in a YouTube clip, break into rap songs.

Southwest lets inexperienced workers be hired as interns to learn from a good well-experienced employee for a period of time. This is done so that a newbie can observe the essence of Southwest culture from the demonstration of the experienced one. It also trains employees to put their own shoes on other colleagues of different departments. They have the chance to experience other department's work so that they can understand others' difficulties and become more willing and natural to help. Also, managers often come to walk around to work with the front-line employees to understand their working and difficulty.

Southwest tries to let employees know that it is not a company but a big family. The profit-sharing plan is an example. Also, Southwest promotes celebration. Every year, there are many times to celebrate for the new opening of an airport or for someone to be the best server of the year. They care about each other and even the president can know somebody is sick and needs encouragement.

All the employees of Southwest Airlines work as a big family, and everyone in the crew share the responsibility of cleaning up the aircraft, and enabling their planes to have the take-off again after a spending very short period of time after the ground duty. Southwest Airlines have, in fact, pioneered a rapid turnaround service on keeping its aircraft on the ground for less than twenty minutes. Beside the fact that they have all the people working to get the plane ready for the next flight despite of the original duty, Southwest Airlines has also gone into the effort of change the internal design of the aircraft in order to speed up the time of ground duty.

Every employee of Southwest is creative and has his or her own personality. Their original clothing and dress, humorous conversations, and interesting broadcasting lead to a relaxing and delighted atmosphere. It can relieve the stress and pressure for passengers that take Southwest Airlines as well as create additional entertainment for everyone onboard without spending additional money. Too much emphasis on deference can build a wall between people. It's hard to express one's true self in an environment that is focused on providing the most professional service. Instead, Southwest employees always treat everyone properly with their heart, and they do it not because the company requires them to, but because they want to. This is part of the Southwest spirit.

Just as wearing one's favorite clothes can help let someone relax, Southwest Airlines also has many ways to let their employees relax as well. There are gadgets, games, and other creative outlets readily available on planes and in the corporate offices to make it easy for employees to engage in breaks. Having a humorous time cuts down on the time spent on feeling stressed and creates a work environment that is interesting and fun. Every employee of Southwest is emotionally-connected with their company, and as such is willing to do anything for the beneficial growth of Southwest. Every employee infects each other with an extreme sense of joy and satisfaction; therefore, as a result, customers are also influenced by the employees' delight and are, consequently, may also feel happiness. This is how Southwest became one of the most efficient airlines.

The secret for the success of Southwest Airlines is that it never sacrifices happy employees in order to satisfy customers. In other words, Southwest uses the Market-Focused Management Model. It believes that the company should trust and stand on its employees' side because sometimes customers might be wrong.

Southwest's human resources department, also called "The People Department," has its own principles to select employees. The motto is, "Employees are hired for attitude and trained for skill." All the employees of Southwest Airlines work as a big family, and everyone in the crew share the responsibility of cleaning up the aircraft, and enabling their planes to have the take-off again after a spending very short period of time after the ground duty. Southwest Airlines have, in fact, pioneered a rapid turnaround service on keeping its aircraft on the ground for less than twenty minutes. Beside the fact that they have all the people working to get the plane ready for the next flight despite of the original duty, Southwest Airlines has also gone into the effort of change the internal design of the aircraft in order to speed up the time of ground duty.

Southwest has a lean structure and informal code of conduct. The leanness leads to the cross-functional communication. Employees can connect with managers or even the president immediately whenever they want to deliver opinions and suggestions. Its hierarchy is quite simple so that department supervisors can manage employees very well and both sides can maintain good and direct communication. The leaders of Southwest are not in a prominent or unreachable position. Any employee can enter their offices to discuss anything at any time. If there are suggestions to be made, the leaders are there to hear them. The leaders also, surprisingly, help with ground work such as baggage handling. This type of organization allows Southwest employees to feel free to do their job and continuously improve upon whatever needs to be improved without many restrictions or pressure.

One of the most popular frameworks in scholars is the Goolsby Leadership Model, which primary developed from the transformational leadership approach and anchors in the more recent emphasis on authentic leadership. Goolsby Leadership Model suggested that positive leadership could influence on three dimensions of employees healthy, which are Integrity, Courage, and Impact (Keller et al., 2005). The model explains that only leader with positive attitude, healthy, courage and passion can improve employees healthy. The Goolsby Leadership Model shown in Figure 1 elaborates key dimensions of Integrity, Courage, and Impact.

#### **WHAT IS SERVANT LEADERSHIP?**

The servant leadership concept was coined in 1970 by Robert K. Greenleaf to demonstrate a kind of leadership that requires people to be servants first before aspiring to be leaders, and to assist followers to "grow healthier, wiser, freer, more autonomous, and more likely themselves to become leaders" (Boone & Makhani, 2012 p. 83). Servant leadership is the practice of looking after others, or serving them, instead of just looking after what's best for the organization.

- ✓ Managers who embody the servant leadership style spend much of their time tending to the best interests of their employees.
- ✓ Managers who practice servant leadership often remark that employees are the most important customers.
- ✓ Making the actual customer the second-most important person in the business world may seem counter-intuitive, but placing them just below the employee delivers rich benefits. The CEO's emphasis on the importance of caring for people and putting employees first demonstrates that he practices servant leadership.

Garry has been known to advance a leadership style that acknowledges and gives credit to employees by firmly believing that leadership is more a function of people's relationships than position.

In line with the servant leadership paradigm, Garry not only recognizes that the empowerment of people is an important goal, but also shares with them his vision for the future in addition to communicating the desired strategic direction of the organization with regard to its mission, values and beliefs.

The CEO also demonstrates his moral objective of serving people by showing sensitivity to their concerns, facilitating employees to identify and solve challenges, demonstrating genuine concern for subordinates' career growth and development by providing support and mentoring, and using actions and words to make it clear to employees that satisfying their work needs is a priority.

When fledgling Southwest ran into financial troubles in 1973, Kelleher had the choice of firing employees or selling one of the planes. The plane went and the hallmark of Southwest's culture emerged from that crisis: Treat people with respect and have fun at work. Take care of your employees first, he relentlessly preached, and they will take care of your customers

Kelleher's instinctive, self-taught management style has been studied in business schools and emulated at countless companies.

## **LEADERS IN 2020**

The world is changing at a much faster pace than before. Whereas before, one could be content with finding a winning formula and stretching it out for decades while making a nice profit, in today's world, many tried and tested formulae as swiftly becoming outdated. Technology has become the great equalizer and as such, the great disruptor. In 2020 many new forms of leaders and leadership skills have emerged. Let's go through a few of them.

Digital leadership is about empowering others to lead and creating self-organized teams that optimize their day-to-day operations. Leadership is no longer hierarchical – it needs participation, involvement and contribution from everyone. The speed at which you do things can be the difference between success and failure in the digital economy - AGILITY. Digital leadership requires adaptability to handle pressure and constant changes, and to take decisions with agility. The digital leadership will need to address the skill gaps, prepare themselves and their teams to face the future by creating an environment of lifelong learning.

Knowledge Leader - A knowledge leader (or champion) is a person with or without the title of Chief Knowledge Officer (CKO), Head of Knowledge Management, or something similar. However, he or she is widely noticed as the person who is setting the direction for knowledge management and driving it forward. Anyone can be a leader based on the knowledge possessed and willing to share. Knowledge Leader should support, motivate and inspire sharing of knowledge.

Lead out of the box – in 2020 all should think out of the box. Now even the term box less leading is very popular. No boundaries or restrictions, based on the situation and people decide the leadership styles you will use to motivate others and also yourself. Situational leadership refers to when the leader or manager of an organization must adjust his style to fit the development level of the followers he is trying to influence. With situational leadership, it is up to the leader to change his style, not the follower to adapt to the leader's style

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