Transformation of Human Capital towards Making India

IMI Kolkata organized its first HR Symposium themed "Transformation of Human Capital towards Making India" on 11–12th September 2015. The symposium brought together a confluence of ideas of eminent HR professionals from the city.

The Theme

Human capital transformation is an approach that helps companies define, structure and realize their human capital management strategy by focusing on the development and delivery of services that target their most important assets — employees. It builds a culture and operating model that helps everyone, including leadership, management and human resources (HR), to take responsibility for effective human capital management.

In India, rate of human capital formation has consistently increased after independence due to qualitative improvement in each generation. In the second decade of the 21st century, the third generation of India's population is active in the workforce of India. This workforce has a different set of aspiration, therefore it is a very important question before the policy makers to understand how to fulfil their employee's aspiration and create a balance between organizational goals and individual needs. IMI-Kolkata conducted the symposium on the theme *Transformation of Human Capital towards Making India* to discuss and debate on the issue. The Chief Guest and the Guest of Honour for the event provided valuable insights on the theme. The Keynote Speech focused on *New Paradigm of HR for Make in India* while the panel discussions dealt with two contemporaneous issues - *Current Practices in Talent Acquisition* and *Managing the Rising Aspirations of High-Calibre Workforce.*

V C Agrawal
President–Corporate HR, RP-SG Group
& the Chief Guest

Transformation is not an incremental enhancement of knowledge and skills. It deals with changing the basic traits of people viz. habits, attitudes etc. According to the iceberg model of competency, certain components of competency viz. knowledge and skills, are easily noticeable like the tip of an iceberg. However the underlying elements of competency like traits, thinking styles, initiative, self-image etc., are less visible and stay beneath the surface but impact the surface behaviour. Transformation primarily deals with these elements. People are judged on the basis of Intelligence Quotient (IQ) or the Emotional Quotient (EQ). EQ acts as a very relevant and important factor in transformation of the human capital. There also lies a necessity to build a person on the basis of his/her strengths.

For transformation to take place people are to be first considered as human beings with feelings, emotions and experiences rather than capital or any other resource of an organization. Managing self is the prerequisite to manage/transform others.

Nihar Ranjan Ghosh
ED - HR, Retail Sector, RP-SG Group
& the Guest of Honour

India is standing at a juncture where its development primarily depends on its ability to capitalize on the opportunities offered by the economy. There are some countries superior to India in terms of wealth, however, they lag behind in human development. For Indian economy to become an important part in the global economy, the human resources of the country need to play a significant role. The developed nations have been able to innovate superior quality products that are inexpensive with the use of advanced technology. This has been possible due to the people working seamlessly with robust processes. In India, a country with the largest youth population in the world, focus on 5Cs is imperative for the nation to move forward. These are Confidence, Credibility, Character, Creativity to innovate products to sustain without causing any harm to the environment and a Culture of performance and excellence.

R. Sridhar
EVP & Head – Learning and
Development, ITC Ltd & the Keynote
Speaker

With liberalisation in the 1990s the politicians, leaders and the Government in India have tried to push the nation towards a higher orbit with several initiatives. However most of them turned out to be futile in the long run. Hence the current *Make in India* campaign too arouses scepticism in the minds of the people about its success. Developed countries like Germany or Japan had encountered difficult times due to the wars and conflicts but their effort to place the interest of the nation first, has assisted in transforming the entire society through constructive efforts.

In India differences in opinion persist between various social groups and the Government. Transformation becomes difficult with the country being locked up in various concerns like strikes, compliance issues along with all pervasive corruption. Gradual change in small pockets of the country with the change in mindset of the people is essential for bringing a substantial change. Addressing serious concerns along with the revamp of unreformed factor markets for land, labour and capital is crucial. As the digital marketplace is on the rise, the industry and educational institutes should partner with each other to impart the necessary knowledge and skill to the masses to develop employable people.

On Current Practices in Talent Acquisition

Abhijit Sengupta
Senior GM – HR, Eveready Industries India Ltd

Talent is a set of unique competencies. Today due to the mounting complexities in the world focus is more on team talent in contrast to individual talent. Talent comprising of skills, knowledge and expertise, is a waste if it is not identified, engaged and harnessed. The organizations are required to be proactive and therefore hire, engage and retain talent keeping in view the objectives of business. Bringing the talents together to work cohesively is also a challenge faced by the organizations. There lies a huge gap between the skills and knowledge imparted by the institutes and that required by the corporates. Talent management requires skill gap analysis, developing a sourcing strategy, analysis of organisational demographics and emphasis on the ability to take adaptive challenges.

Shantanu Das
VP – HR, Emami Ltd

If the factors affecting all companies in a country remain same, talent is one aspect that sets a company apart from the others. With the talent war intensifying day by day, talent acquisition and retention are becoming increasingly difficult on the part of the organizations. Globally recruiters are therefore stressing on the quality of hire.

Creating a talent pool means nurturing a culture and it is essential to place the right person on the right job.

Employer branding is also fundamental to acquire talent. Talent branding on the other hand is what a talent thinks, feels, and shares about the company. Individuals are to be hired keeping in view the current as well as the future needs of the company. Talent mapping also helps to achieve the long term objectives of an organization by bringing the best on board and analysing the potential of individuals as to where they can add value. At present there are several validated scientific tools to place the right person on the right job. What an organization hires today will determine its shape in future.

Sujoy Banerjee
President – Group HR & OD, Mc Nally Bharat Engineering Co. Ltd

The HR professionals in companies are increasingly facing talent acquisition challenges. Due to the advent of new forms of companies like e-commerce, there is a rising demand for individuals with new technical skills. The millennial generation has different set of expectations and demands from the organizations and they think and operate differently. Talent acquisition, management and retention are therefore becoming more and more challenging on the part of the organizations. A culture that facilitates and accommodates the needs of all three generations is important at present. The quality of students passing out from the institutes is also falling short of expectations of the hiring companies. Their readiness to meet global standards and face the counterparts from other regions of the globe is very important. They need to quickly learn and unlearn in this rapidly changing world with focus on team orientation, practical and lateral thinking.

On Managing the Rising Aspirations of High-Calibre Workforce

Chandrima Banerjee
Director, Unigrow Solutions Pvt. Ltd

Liberalisation has brought in massive change in the society and managing multicultural workforce or workforce diversity is an important agenda for the leaders. The organizations are now required to manage the aspirations of four generations at the same time.

High talent workforce is one that delivers more than what is expected. The organizations have to engage and retain employees by providing freedom to experiment, flexibility at work, virtual connect, learning opportunities, cross functional exposure and personal branding. Emphasis is on individual excellence as well as team work. Employees on the other hand, are looking for a workplace that is dynamic, empowering, challenging and socially responsible.

Few ways of managing high calibre workforce are: harness human potential, promote learning & development, enable work life integration, help employee build network, emphasize on social responsibility, encourage personal branding, foster entrepreneurship.

Disability as a Dimension in Inclusive HR

Roma Puri*

It is time, organizations across India focus on CSR and inclusive HR practices. There are instances where organizations have shifted from traditional sources of talent to the non-traditional ones in the organizations' efforts to become employers of equal opportunity (Ball et al, 2005). The employment of people with disabilities is seen as an initiative to enhance the diversity quotient of the workforce. The prevalent understanding of diversity is differences in terms of age, gender, race, physical ability or disability, mental disability, geographical location, religion, earning differentials, education and work experience to name a few (Nafuko et al, 2010). Although talent with physical disabilities comprises diversity, it is neither given the opportunities nor the recognition it deserves.

Census data 2011 shows that 26.8 million people in India are included in the category of "persons with disability" which accounts for 2.21% of the total population (AIF Report, 2014). Although we are riding the wave of demographic dividend, there is a sizable group of persons with physical impairment who need gainful employment. The National Skilling Policy 2009 provides guidelines to skill this group. The NGOs provide vocational training but that empowers the trainees to work only in the unorganized sector. However, it has been found that the barrier has been broken by many who have fought against societal stigma and have managed to get integrated with the mainstream workforce. Due to the passing of legislation to have quotas for the physically challenged, premier educational institutions are providing opportunities to this group of aspirants to equip themselves with technical and managerial skills. In spite of such efforts there is a large mismatch between supply and demand, reason being non-acceptance and reluctance by society. There is an opportunity for Indian organizations to take the initiative to correct this imbalance. Companies can promote an integrative approach to hiring of people from non-conventional sources as a part of their CSR agenda. This form of integrated recruitment can further be calibrated into the HR strategy.

Diversity management includes different forms of disability - physical, sensory, cognitive and emotional as they interact with different (a) workplace demands and tasks; (b) attitudes and expectations of employers and coworkers; and (c) perception of people with disabilities themselves (Nafuko et al, 2010). Radnik Exports, Wipro, ITC, Lemon Tree Hotels, Barista are some of the Indian organizations who are taking the lead to enhance integration and become Equal Opportunity Employers by employing persons with physical disabilities (AIF Report, 2014).

This is important from the HR professional's perspective as well. How can the HR facilitate this integration? HR can be the champions and the voice of people with special talents. HR can hone up their skills to match the needs of the organization. Understanding of the different forms of disability and diversity management skills are important for HR managers. Human resource management responses in terms of assistive technology, job modifications and schedule alterations can create a more congenial workplace for people with physical disabilities. Such employees need to believe that they are being treated fairly and as equals. It is seen that there is a loud question raised by NGOs and people with physical disability about the apathy and disparity in their skills and opportunities available. One of the reasons cited by employers is lack of appropriate skills. HR professionals in collaboration with the training agencies and NGOs can map the skill requirements, provide relevant training and match the competencies of the person with the requirements of the role. Another big challenge is to create a culture of openness and receptivity to diversity within the organization. Organizations have to promote attitude of tolerance and acceptance of differences. HR can promote a diversity climate which has been defined as the extent to which employees view an organization as utilizing fair personnel practices and socially integrating all personnel into the work environment (McKay et al., 2008).

Sensitization to diversity of the existing employees becomes important. HR needs to make provision for adequate training and infrastructural support so that the person can integrate and perform the work with minimum inconvenience. Assigning mentors would help in the process of induction and assimilation into the organization.

Given a fair and empathetic treatment, there is every reason why people with special talents would be successful. In fact the energy they have demonstrated in reaching this far in their struggle for existence and growth would propel them ahead and can be effectively channelized at the place of work. HR would find this enriching and rewarding as they become effective partners in building the brand of the organization as a sensitive and caring company.

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Role of Transformational Leadership in Human Capital Development

Rachana Chattopadhyay*

In today's turbulent economic environment, organizations face high competition, technological obsolescence, and globalization. In this situation, none other than intangible assets i.e., knowledgeable employees, could help their organizations to achieve competitive advantage (Perez and de Pablos, 2003). Therefore, firms put immense efforts in creating new knowledge among employees and through which they develop organizational knowledge. Davenport and Prusak (1998) described knowledge as "a fluid mix of framed experience, values, contextual information, insight that provides a framework for evaluating and incorporating new experience and information. It originates and is applied in the minds of knowers". Further, knowledge is characterized by transferability, capacity for aggregation, appropriability, and specialization, and therefore, it could be utilized throughout a firm (Grant, 1996). Apart from individual employee knowledge, there are generally two types of knowledge mentioned in the literature, which are explicit knowledge and tacit knowledge. Knowledge that is structured, documented, and shared through information technologies is explicit knowledge; whereas tacit knowledge is prevalent only in employees' minds and is delivered through their behaviours and perceptions (Yahya and Goh, 2002). Interactions between these types of knowledge with individual employee knowledge enormously support firms to create organizational knowledge, and thus, firms exploit the benefits of competitive advantage when the developed organizational knowledge is rarely available in other firms, valued more in current firm, and unimitatable by other firms (Perez and de Pablos, 2003; Barney, 1991). Therefore, organizations are highly concerned about the issues of human capital development through knowledge management.

Human Capital

Emphasizing human capital as a part of intellectual capital, human capital theory acknowledges the contribution of employee's human capital on developing intellectual capital. Social capital, a component of intellectual capital like human capital, also inevitably contributes on human capital development. According to Nahapiet and Ghosal (1998), social capital is "the sum of the actual and potential resources embedded within, available through and derived from the network of relationships possessed by an individual or social unit". However, employees have a controlling mechanism while investing on their human capital (Becker, 1975). Human capital is referred to as employee's knowledge, skills, capabilities, commitment, know-how, and ideas and health, which add economic value to firms (Becker,

1962; Skandia, 1998; Sullivan, 1999; Ulrich et al., 1999; Snell and Bohlander, 2007). Bart (2001) particularly defines human capital as "the collective knowledge, education, skills, attitudes, and experiences of a firm's employees". On searching for specific attributes or characteristics by which both human capital and human resources are differentiated from each other, Garavan et al. (2001) quoted that flexibility, adaptability, and employability are the attributes which act as catalyst for revolutionalizing human resources into human capital. According to human capital theory, investments on human capital would be high when employees greatly benefit from the developed human capital (Wayne et al.,1999). Such human capital benefits are high individual return on investment, increase of compensation, being a future leader, opportunity to participate in high profile project, and increase in status and authority (Ulrich et al., 1999; Harley, 1999; Bontis, and Fitz-enz, 2002; Motley, 2007). These benefits are employee perceived benefits, and so the extent at which they gain these benefits will be related to the amount of employees' perceived human capital creation. Bontis and Fitz-enz (2002) explained human capital benefits through human capital effectiveness and human capital valuation in terms of human capital return on investment and compensation factor respectively. Employees perceive their human capital benefits when they have potential to deliver more return in terms of contributing to intellectual capital creation over the investment made at them. Further, they realize the degree of human capital improvement by the increase in pay. Considering an employee as one of the future leaders by the organization is the benefit derived from human capital since s/he has enormous potential to vertically move into an influential position (Ulrich et al., 1999). These future leaders show their better performance on the given responsibilities and work related activities. Further, employees feel their human capital benefits when they get opportunity to participate in high profile project or cross-functional teams (Ulrich et al., 1999). Finally, employees also feel their human capital benefits when their authority and status increases. In this moment, it should be noted that skill development is associated with change in authority and status. In line with Harley (1999), these employees realize change in authority as they are empowered.

Transformational Leadership and Human Capital Development

The concept of transformational leadership was first introduced by Burns (1978). Transformational leaders exert influence by empowering, inspiring and challenging others to achieve higher

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levels of functioning through the transmission of motives, values and beliefs (Bass & Riggio, 2006). Transformational leadership is conceptualized as comprising four separate dimensions namely idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Idealized influence occurs when leaders behave in ways that engender the trust and respect of others, and are consistent and reliable. They behave as role models to lead through the demonstration of deeply-held values and beliefs. Leaders who engage in inspirational motivation set high standards and raise followers' expectations regarding what they can achieve. They inspire and energize others to go beyond minimally accepted standards, by providing followers with a compelling vision of the future. Intellectual stimulation involves engaging the rationality of others, encouraging them to think for themselves and approach problems in innovative ways. Intellectually stimulating leaders empower followers to contribute new and alternative ideas. Finally, individualized consideration involves recognizing individuals' developmental needs, displaying a genuine sense of care, compassion and empathy towards others.

Transformational leaders gain their influence by maximizing the quality of their relationships with others (Wang, Law, Hackett, Wang, & Chen, 2005). They place great importance on developmental processes, such as empowering followers (Avolio, 1999), helping them to become autonomous in their actions, and encouraging them to reach higher levels of functioning.

> **Transformational leaders place great importance on developmental processes, such as empowering followers (Avolio, 1999), helping them to become autonomous in their actions, and encouraging them to reach higher levels of functioning.**

In the organizations, transformational leaders stimulate employees' intelligence, provide vision, recognize employees personally, and consider employees individually (Rafferty and Griffin, 2004), and consequently "leaders and followers raise one another to higher levels of morality and motivation" (Burns, 1978, p. 20). Leaders who are perceived to possess the characteristic of idealized influence always have more willingness to involve in risk-taking job activity and thus, they are more influential, effective, and willing to trust their employees (Bass, 1990a; Bass and Riggio, 2006; Sgro et al., 1980). Alternatively, these leaders create trust by providing employees with autonomy and decision making to perform their tasks and thereby they promote employees' innovative behaviours and self-efficacy (Scott and Bruce, 1994; Conger and Kanungo, 1988). On other hand, this type of empowerment or increased intrinsic motivation improves employees' creative performance (Speritzer, 1995; Amabile and Gryskiewicz, 1987). Supporting employee perceived human capital benefits, London (1993) and Harley (1999) assert that empowerment assists employees to gain authority in their

organizations. Further, Phillips (2005) considers employees' innovative behaviour and creative performance as human capital measures since these attributes enhance human capital effectiveness in the form of return on investment such as new products or processes development, patents, and copyrights. To support these arguments, Podsakoff et al. (1996) found from 1,539 employees that employees who express more trust at leaders are perceived to have more ability, experience, and knowledge. Leaders possessing the characteristic of inspirational motivation augment employees' goal accomplishing capabilities or job performance to achieve the set vision (Nemanich and Keller, 2007). In other hand, transformational leaders create individual and team spirit among employees as they show enthusiasm and optimism at employees through coaching, encouraging, and supporting. As a result, they enhance employees' performance while performing job activities and produce high return on investment from employees (Yukl, 2006; Boerner et al., 2007). Leaders who intellectually stimulate employees, encourage them to solve task-oriented problems in new and different ways and thereby leaders enforce their employees in challenging organization-held beliefs and values (Yukl, 2006). From this, these leaders promote employees' ability to analyze and solve organizational problems (Rafferty and Griffin, 2004). Thus, leaders encourage employees' professional growth to support employees to attain human capital benefits (Turner et al., 2005). Another characteristic of transformational leaders, individualized consideration, supports employees in achieving self-actualization through fulfilling their expectations by individual understanding (Rowe, 2007). Because of this individual consideration, leaders promote high interpersonal relationships among employees to avoid any conflict, and ensure enhanced employee productivity in the organizations (Nemanich and Keller, 2007). Further, leaders provide employees who have human capital value opportunities to participate in projects that contribute to achieve competitive advantage (Schepers et al., 2005).

On the basis of the research evidences described here, it can be clearly stated that transformational leadership has a definite role in human capital development. Therefore, organizations should train their managers to develop transformational leadership behaviour which can act as a facilitator for human capital development and thereby organization can gain the competitive advantage.

References

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Managing aspirations of the workforce in an organization is not as hard as it seems but it becomes difficult to deal with greed or over-ambitiousness. Increasing compensation is not the way to retain talent. An organization needs to engage people. In the ever-changing and dynamic society it is the emotional connect with the workforce, the values and the culture that matters. It is only due to this reason that when CESC Ltd. faced massive turmoil some years back, none of the leaders left the company. An organization should help people grow through equity in treatment, empowerment, robust performance management system with credibility, feedback mechanism and effective communication to endow them with power to run the business independently.

Jagannath Oleti
Head – HR, L&T Ltd.

By 2030 India will become the largest contributor to the global workforce. The government therefore needs to create jobs, skill India, encourage entrepreneurship spanning all areas across India. For the first time in history there are four generations working side by side, who are different in the way they grew up in communicating, and they see the world differently. Now work is not limited by boundaries and by 2030, millions of baby boomers will retire giving rise to million job vacancies. Today workforce is continuously evolving and connecting. They aspire for speedy growth. Thus to manage the rising aspirations of the high calibre workforce, to prepare them to become future leaders, the organizations are required to take up bold roles and techniques. Facebook for instance emphasize not on degrees but on the capability to innovate remarkable objects with a big impact. On the other hand, employees at FedEx offer valuable feedback for the management to take important decisions. Google employees are allowed to spend 20% of the time given to them on projects outside their typical responsibilities for innovation.

Ajaya Kumar Sahoo
VP-HR, RP-SG Group

With the advancement in technology and changing demographics and environment, organizations need skilful workforce to survive. Social media is also playing a vital role on the functioning of the organizations today. The companies have to deal with the generational and gender diversity with their varied expectations. Besides compensation, the HR professionals nowadays need to emphasise on the career and growth opportunities of the workforce, challenging work assignments and their work life balance to manage key talents. In doing so the organizations often make mistakes like: assume high potential individuals are highly engaged; equate current high performance with future potential; fail to link their star employees to the strategy of the organization.

Bengal Economic Association Mid-Year Seminar 2015 in Collaboration with IMI Kolkata

The Mid-year Seminar 2015 of the Bengal Economic Association (BEA) was held on September 27, 2015 in collaboration with the International Management Institute Kolkata at the Institute's campus at Alipore. The topic for this year's seminar was *Planning Commission and Niti Aayog: Experiences and Expectations*. The inaugural ceremony was graced by Dr. Anup Kumar Sinha, Professor, IIM Calcutta, Dr. Biswajit Guha, Senior VP, BEA, Dr. Arindam Banik, Director, IMI Kolkata, members of the BEA and the faculty and staff members from IMI Kolkata. Dr. Raj Kumar Sen, President, BEA however could not attend the session due to ill health.

Dr. Arindam Banik in his welcome address stated about the role of BEA and such organizations in promoting research and discourse on contemporary topics. Professor Anup Kumar Sinha, while delivering the inaugural speech, stated that the Planning Commission has been unsuccessful in bringing the transformation of India as predicted, the major reasons being corruption and erroneous or faulty strategies. He then gradually shifted the focus to the newly constituted National Institution for Transforming India (NITI) Aayog, a 'think tank' under the Modi Government, aiming at a shared vision and promotion of "Cooperative Federalism". The researchers and the academicians presented their papers in two technical sessions based on the topic. Dr. Banik in the valedictory address deliberated on trade openness and poverty in India while focusing on the theme of the seminar.

The Ideal Leader: Reflections on Imbibing Good Leadership Qualities

*Mohua Banerjee**

It has been a few years now that my academic work space has been closely meshed with assembling a team and working shoulder-to-shoulder in close proximity with my team mates in institutional building activities. What starts as an idea every time, has to be delved into for conceptualization and successful implementation. Market conditions are largely undefined, constraints are there and expectations are high in the initial phases. Through my interactions with seniors and colleagues during these stages, there has been some tremendous scope for observations and learnings on the dynamics that make teams click. While at one end of the continuum theories on leadership are replete with stances that great leaders are born and not made ("effective leaders are those gifted with divine inspiration and the right characteristics"- Carlyle, 1888), the other end abounds with behavioural theories based upon the belief that great leaders are made, not born ("people can learn to become leaders through teaching and observation" - Watson, 1930). Now as my thoughts dwell upon the concept of an ideal leader for a team, ten key qualities stand out conspicuously for contemplation. Following are the qualities:

Personal Traits

An ideal leader is genuine and composed, though admittedly he may not always appear to be so. Being very confident is a usual characteristic that enables him to stretch people and inspire commitment in them. He has a natural flair for putting people at ease after measuring their worth. In important matters with no convergence of views in the team, he encourages brainstorming, takes expert advice, hears all views patiently and validates arguments before giving his decision without any bias. It is of paramount importance that he does not take any decision impulsively or unilaterally. Once he takes a decision, he motivates his team to implement it. He possesses a remarkable sense of self-restraint, is empathetic in ample measure, but moves fast after taking a difficult decision. Time management is the forte of a good leader. Harbouring vengeance and dwelling on petty matters is not his style and he takes care of the small expectations of his team members without showing favouritism, creating any division or spying on the members, so as to avert any division or split in his team.

Team Personae

Credibility is his middle name and an ideal leader does not shirk responsibility. He is fully aware of the entire job scope of every member of his team and competent to guide them whenever required. Large-hearted in his disposition, he does not encourage malice. Praise for the team flows sincerely only when it is deserved. A good leader blends with the team members like a friend, shoulders his part of the responsibility, respects them and earns their esteem as their leader. He is open to suggestions but not in a way that his team members start dictating him. When his team suffers from low morale for any reason, a leader proves his worth by cheering up the team in a subtle yet effective manner. He leads by example and sets benchmarks that his team members aspire to achieve.

Fostering Relationships

A leader is adept in building and mending relationships – his acceptability is never in question. Magnanimous in rewarding good performers, he motivates them to do even better. He is always available and willing to guide and assist his team members, when they get overwhelmed with a task or undertaking a new responsibility. He respects confidentiality and is forgiving by nature. A good leader will invariably love people (but may seldom display it). His hallmark is his genuine desire to help any team member in personal distress. It is also crucial to be nice to members of other teams as well – as they may soon become part of his team.

Training the Team

Like a new batsman on the crease, many people take time to settle down. It is important for a good leader to keep counselling them initially. He motivates team members by focusing on their strengths and subtly working on their weaknesses. He conducts himself with a belief that the team is stronger and more efficient than the sum of the abilities and performance of the individual members. Gradually he delegates more and more to the right people and monitors selectively. Unless unavoidable, he does not impose himself on his team. While it is important to be aware of the others' limitations and simultaneously accept them, a leader knows which athlete could win which event for the team. Called transformational leadership, this concept was initially introduced by presidential biographer James MacGregor Burns, 1978. It can be seen when "leaders and followers make each other to advance to a higher level of moral and motivation".

Necessity to Reproach

A leader extends guidance to weak team members, appreciates their efforts publicly (especially when such efforts fail to achieve results). Any adverse observation or remark is first made known to the concerned person as he alone can and needs to improve upon it, rather than his knowing of it through colleagues or his annual evaluation reports. While good performers can be appreciated publicly, a leader takes care not to criticize anyone openly. If necessary to chide team

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members, he never does so publicly and also never in a manner that affects someone's self-respect. Reproval is essentially followed by subsequent hand holding – especially for the weaker team members. It is also necessary to deal with deviations in performance and behaviour, not only to rectify them, but also to reinforce to the majority members that their conformance to performance and behaviour is noted and appreciated. A leader knows that harbouring of deadweight in the team, who do not pull their weights, demotivates the entire team sooner than expected. The underlying theory of such transactional leadership is based on a system of rewards and punishments that was explored by Bernard M. Bass in the early 1980s.

Crisis Circumstances

Being with the team more closely is vital in situations of any emergency or failure. A good leader is genuinely interested in the well-being of the team members, extends support to them in a crisis situation and shields them from the higher management for any aberration. He never disowns the team, nor exposes his juniors or blames them if something has gone wrong. Nonetheless he projects them when things have gone well. A leader puts in enough time and thoughts in the planning stage and develops contingency plans so that any developing crisis can mostly be pre-empted. Maintaining his own composure prevents panic to set in the team. He then executes the thought-out control and corrective measures that would quell the crisis soon. A good leader does not lose his cool or blame others for every setback that the team suffers.

More Gifted Members

A leader recognizes that there may very well be team members more gifted than him. Yet he must necessarily feel secure himself and not threatened – for which he must continuously learn and improve his potential and thereafter act as a mentor for his team. A good leader is proud and happy if any of his team members under his mentoring scales greater heights – just as a guru would feel for his successful 'shishya'. He is willing to share his knowledge and experience gathered in his hind-sight over the years to his team members, which would translate as their fore-sight and help them avoid similar setbacks.

No Super-human

A leader does not try to project himself as a super-human. There is no depiction of a "know-all" attitude. So he does not pull down his own image by unnecessary falsehoods. He is ever willing to learn, even from the juniors. He openly admits his mistakes and errors of judgment and furthermore endeavours not to bluntly dictate terms. He is conscious of the limitations of his team and does not delegate tasks and targets that are unrealistic to achieve with the available resources.

No Self-Centeredness

A leader is often commonly perceived as someone with many apparent contradictions – like he loses his temper, indulges in falsehoods, is selfish, and may be autocratic. But the fact remains that like anyone else, occasionally a leader himself experiences phases of depression but nevertheless, the good leader knows how to pull himself out of it. He is aware of such situations in the past and does his utmost to mitigate these traits. A very ordinary man with little attainments may be a great leader if he has worked with great leaders along his career. He thus provides the ground, environment and mentorship for his team members to excel and flourish. Sadly, a self-centered leader may have over-looked the potential of many of his subordinates and a mean-minded leader may have clandestinely but successfully dwarfed the achievements and career prospects of many potentially good team members, who have worked closely with him.

Self-evaluation

Unlike other people, a leader is 'self-actualized' and dwells less on how his experience has been with his team members. Rather, he puts himself in other's shoes to know how others perceive him and how they could do better under his leadership. His primary responsibility is to build his team and improve upon their collective performance. He continuously engages himself in self-evaluation to learn and improve to be on top of his task in this dynamic environment. Stagnation in knowledge accumulation would lead to extinction in due course.

Through time immemorial what construes the elements of leadership has been an object of intrigue. Though in 1936, psychologist Gordon Allport found that one English-language dictionary alone contained more than 4,000 words in describing different personality traits, this article has taken a practitioner's perspective in drawing up only a few. To conclude, let it just be said that a leader lets his team achieve their personal and career goals and they are willingly working under him as a cohesive unit, enjoying their work and improving on their performances continuously. This energy and satisfaction level becomes apparent to everyone, including the outsiders and that is the achievement of the leader and his most satisfying gain!

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