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## You can be a Leader of the 21st Century

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## You can be a Leader of the 21st Century

J.K. KHARBANDA\*

*Technological advancements now demand that social effectiveness should keep pace and change fast so as to take best advantage of technologies for the human race and be able to bring development in harmony with social justice. If the leadership is not cultivated, these very technologies can be misdirected for the destruction of mankind. Leading change for the betterment of society is the challenge before us.*

*So, we need to cultivate leadership. It is urgent, let all of us realise, before we destroy ourselves. It is required in every field of life and activity to harmonise the total effect on the society. There is a scope for everyone to take leadership behaviour, create family legacy, help to create future Leaders.*

### URGENCY IN AROUSING LEADERSHIP

Over the years we have learnt to overcome the obstacles of the nature. We now fly to the moon; communicate electronically anywhere in the space; extract dramatic yields from the soil. In any technical field, the accomplishments are astonishing. From prehistoric axe to particle accelerator, technical advancements had been bringing increasing effectiveness and success with decreasing effort and risk. Surprisingly with our own less and less efforts, using outside energy, we are gaining more and more output.

Technologies such as Robotics - artificial intelligence, Genetic Engineering - modifying codes to remove defects, Cloning - replicating codes and creation, and Nano Technology - Molecular Technology at the level of  $10^{-9}$  metre scale are going to revolutionise further, practically all aspects of life.

However, social effectiveness has not kept pace with the technological effectiveness. This has manifested further in the form of social counterforces - an imposing amalgam of the economic, political, professional and psychological resistances which are fielded by the environment in the form of colleagues, employees, consumers, competition, financiers, governments and so on.

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Earlier farmer's success was dependent on his skill to draw the maximum yield from the soil, today it depends on the ability to profitably market his produce against the resistances of the market.

Even today the leading positions in the society are occupied, not on the basis of specific fitness or excellence but on the basis of undeserved power - acquired or inherited purely by chance. Leadership in every walk of life is missing. Social justice in the last 200 years has not advanced in line with the technological advancement and effectiveness. (Figure 0-01).

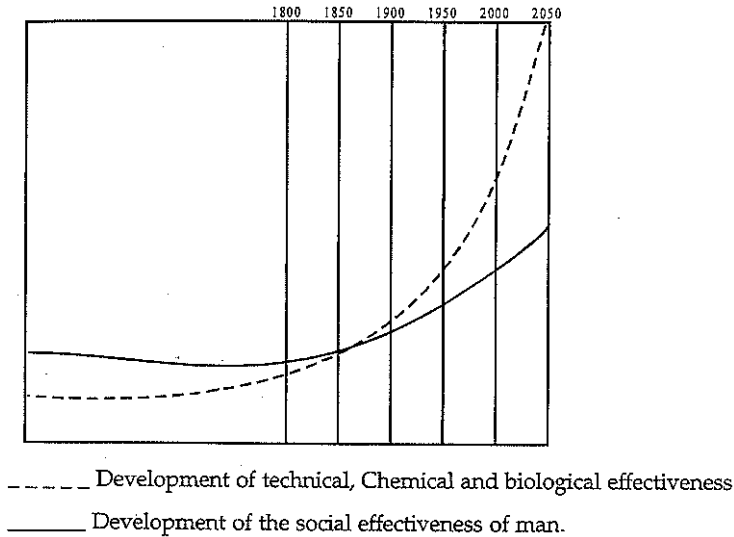


Figure - 0.01

Technological advancements now demand that social effectiveness should keep pace and change fast so as to take best advantage of technologies for the human race and be able to bring development in harmony with social justice. If the leadership is not cultivated, these very technologies can be misdirected for the destruction of mankind. Leading change for the betterment of society is the challenge before us.

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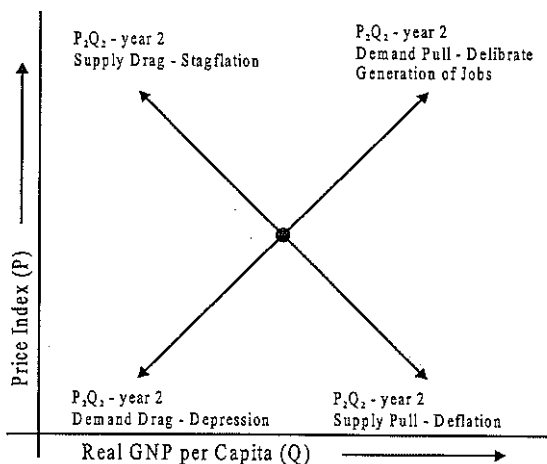
## LEADERSHIP OF THE 21ST CENTURY

To be able to understand the leadership needs of the 21st Century, we need to appreciate the developments on economic, technological, and political fronts.

One of the objectives of every nation is to improve real GNP per Capita while containing the price levels.

From year to year the economy will have either :

- (i) Supply pull, under the conditions of cheaper inputs and improved technology (Deflation), or



Movement of economy from year to year

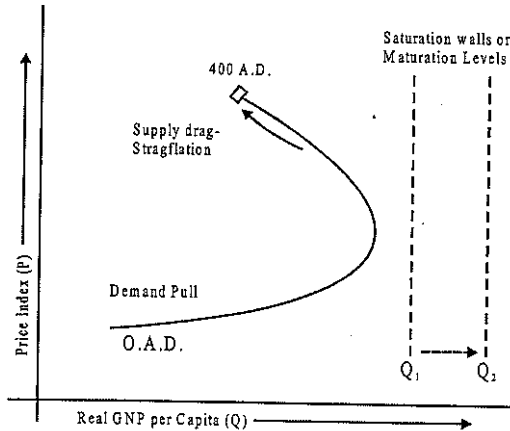
Figure - 0.02

- (ii) Supply drag, under the conditions of shortages of raw materials and other inputs (Stagflation), or
- (iii) Demand pull under the conditions of the Government's deliberate efforts to create jobs (Keynesian's theory situation) or
- (iv) Demand drag under lack of demand and purchasing power (Depression). - (figure 0.02)

Because of the inflexibility in life style and scarcity of cheaper inputs, every society tends to reach saturation level and economic growth becomes sluggish. There comes a saturation point beyond which reverse trend takes place and the society degenerates, unless the size of the economy is enlarged, there by shifting the saturation wall. (figure 0.03)

Roman empire is a classic case in our history. U.K. had steady increase in real GNP per capita in the 18th and 19th Centuries, practically without any inflation. In the 20th Century U.K. experienced growth at the cost of faster inflation due to shrinking empire, and non availability of cheaper inputs.

By the end of the 20th Century, practically all the developed nations or economies had matured and are hitting the saturation level. They are becoming inelastic to their domestic demand.



Economy in the long run (example Roman Empire)

Figure - 0.03

Less developed countries are still far from saturation and are flexible in demand with socio political tolerance for unemployment and social securities.

To prevent hitting the social saturation or shift the wall of saturation, it is essential for the developed countries to enlarge the size of the economy. Simultaneously it is in the interest of the less developed countries to have continued access to stable export markets, capital and technology. This mutual need is leading to international economic integration. W.T.O. is a step towards this.

Alvin Toffler in his book "The Third Wave" published in 1980 had predicted that in the 21st Century, Micro and Nano technologies would revolutionise the way we live. He predicted :

- Knowledge, Knowhow and technology would be available across the globe, even at the remotest corner having no infrastructure, through telecommunications.
- Energy will be available at door steps tapped directly from nature.
- Economic power will get decentralised, with overall guidance, policy framework and checks and balance from the government. In the global economy, with free movement of resources and common monetary system, no standard theories such as capitalism, communism, socialism etc. would be valid. The bottleneck strategy which helped developing technologies would need to be applied at national, corporate, organisational or even at individual level for growth.

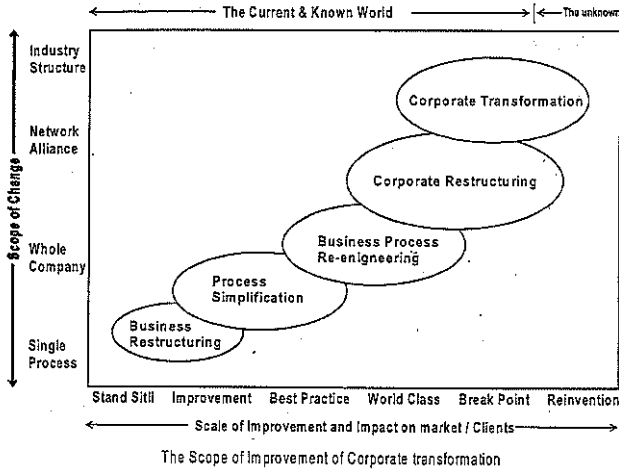
We can already see certain developments which will effect life tremendously in the next 20-30 years.

This international economic integration, along with the fall of communism and technological changes is leading to liberalisation, globalisation and privatisation. Boundaries are melting. Roles of governments are shifting to more of governance, providing direction, checks and



Organisations, only with pro-active Strategic posture on on-going basis will survive and lead. With this situation, all institutions - corporate bodies, or even governments - would need to ask much more frequently than before: do we need to change ? What ? How ? When? What must be destroyed to construct new ?

Figure 0.05 giving scope of change and scale of improvement indicates kinds of changes that may be required in a business corporate set up, but every organisation would need to attune with the changing scenario, even though the mission of the organisation may not change.

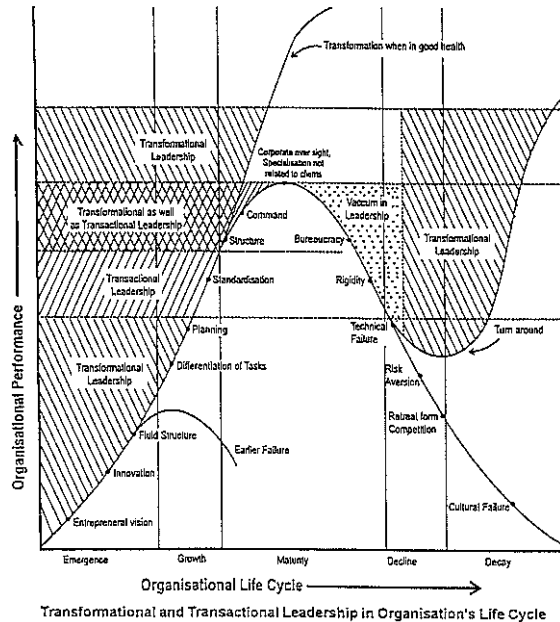


The scope and impact of Corporate transformation.  
**Figure 0.05**

This has thrown great challenges to the leaders in all walks of life. In the earlier generation of leaders the norm was stability and the belief was "If it is not broken, do not fix it". But today the leaders have to transform the institution well in time, when the institution is healthy, lest the institution is lost for ever.

Every individual and organisation has a life cycle, from womb to tomb, but an organisation can have longer life cycle depending upon leadership inputs from time to time.

From the figure 0.06 on organisational life cycle, one can appreciate that organisations must seek solutions, change fast while the organisation is strong, before complacency sets in, when they must be able to throw off their old cultures and histories, when they must cut costs, delays, revitalise, fight back and when they must transform totally. What then is the role of leaders of the 21st Century ?



### Transformational and Transactional Leadership in Organisation's Life Cycle

Figure 0.06

Today we need more and more of Transformational leadership. We need Dynamic Leaders (Who can understand when to transform, not just for the sake of transformation) who, by contrast, get people to do more than they themselves expect they can do. It is commonly described as charismatic or inspirational.

One very recent example is Jack Welch, CEO of General Electric, the most admired and known as CEO of the Millennium. He sold 71 businesses, built 118 new businesses, broke the General Electric of the past, moulded it anew with the focus that every business of GE should be either number one or two in the industry. He brought GE from No 10 to 5 on the Fortune 500 list. He yelled at GE's bureaucracy and changed the decades of comfortable living. In his period of 20 years GE's market capitalisation has gone up from US\$ 14 billion to US\$ 400 billion.

In his words, leader of the 21st Century would need to be like orchestra leader - a leader of a group of people who are leaders in their own way with lot of freedom to strategise and implement. It will be one amongst equals, cheering them with total transparency, with lot of communication, he won't be the power base that knows two facts more than others, same information will be available from customers to employees. The leader of the 21st Century has to be focussed, has to be everywhere. Command, control structure and power



have gone. The energy and power has to be drawn from the mission of the organisation. One of the important tasks of the leader is to develop leadership allowing them to make mistakes in the process of development

### LESSONS FROM A WELL KNOWN LEADER

We all know how India was reborn in 1947, under the leadership of Mahatma Gandhi. India, courageously, unleashed a collective conscience for breaking the bondage of colonialism.

With India at the helm, others followed in her footsteps, creating the pursuit of free will and independence for the rest of the world's colonial enclaves. For us there can not be a better example than that of Mahatma Gandhi, to analyse and understand the leadership, in totality.

Mahatma Gandhi was not a born leader. As a young attorney in South Africa, he was petrified to appear in the court. He had little confidence and perhaps showed very little promise to others in the court.

Gandhi, however, was transformed when he found a passion for promoting basic human rights for fellow men in South Africa. In September 1906, it was convened to oppose the Asiatic Law Amendment Ordinance of the Government. The resolutions of this meeting were chiefly notable for initiating the method of nonviolent direct action to the unjust laws, with all its consequences. This was followed in 1909 in Champaran in North Bihar for another unjust law. With Rowlatt Bills in 1918, Gandhi was convinced that British Indian Community, instead of getting freedom of thought and action, will be suppressed further. Gandhi took up movements initially to redress the specific wrongs and subsequently for freedom with "Quit India" in 1942.

With this passion for basic human rights and freedom along with the path of truth, love and non violence he created a vision for freedom and independence from colonial rule.

Gandhi was never elected to any formal position. He held no title other than that of "Mahatma- A Great Soul", which was lovingly bestowed upon him by his followers.

He was able to capture the hearts and will of people by being a principle centred person. He spun the universal principles such as trust, non violence, integrity, path of truth, love and respect into his very being and character. He was often harassed, jailed and ridiculed but stood to his principles, character, integrity and won the trust and moral authority.

Gandhi inculcated and cultivated leadership. He was a leader of leaders, charismatic and inspirational with

- Passion for right task, for cause, at right time.
- Personality with principles (clearly, deliberately stated).

Gandhi with the passion for grand mission of Free India had identified mission within the mission, handled link by link towards the whole chain of control for the grand mission. It clearly indicates that he knew the tasks of leader, which became more and more refined and clear by holding on to the grand mission - Free India. He mastered gradually the various

tasks of creating context, risk making and taking, taking up unpredicted actions and inspiring the masses. Finally he created a team of leaders which unleashed the tremendous energy.

Same has to be performed by the leaders of India in every walk of life. India has failed in inculcating leadership in the society. We have just become at best reactive rather than proactive.

Of course, had Gandhi been alive today, he would have said "In spite of what the Indian people or the Indian Government have done or left undone during the past 53 years, I shall never abandon the faith I have that India is capable of delivering the truth and lead the whole world. And I wish that all Indians, men or women, whether they are Hindus, Muslims, Parsis, Sikhs, Christians or Jews, will share with me this unquenchable faith. Faith which can move mountains."

From Mahatma Gandhi, we learn that basic requirement for leadership are :

- (i) Passion for a right task for a right cause.
- (ii) Principle centred personality, particularly the changeless universal principles - trust, integrity, reliability, compassion, fairness, willingness to understand others etc.

Passion for a right task for a right cause - a sense of purpose in life and a mission provides an anchor through which one learns to integrate principles and values in life. Mission is a kind of a personal map - it provides perspective and often helps to get back on the track. More the noble, greater is the principle centred personality. These are deliberate decisions or could be the influence of nurturing and professional environment.

Thus, with cognitive restructuring, one can choose to be a leader. Leadership is about character and moral authority and responsibility.

Leading our families with love, honour, trust, respect, kindness, understanding and spirituality will create a family legacy for future generations. Family is precious and vital to the well being of any nation - none of us can afford to fail on this front.

So deliberately choose to be a leader, at least for the sake of your family. The very first step is realising the inner potential. It also begins with being pro-active. This is about our personal choice and accountability to life. When we are pro-active, we choose our responses either to the ordinary or to the challenging conditions in life. When we capture our inner power, we begin to see the magic of creation.

### LEADERSHIP DOMAIN

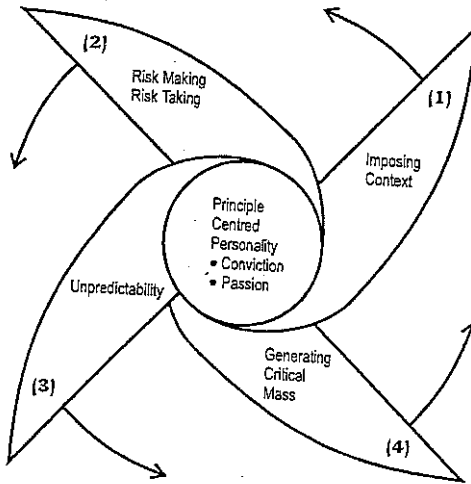
Domain of leadership is like a fan with four wings. The personality is like the motor, passion provides the energy to drive but the tasks are performed by the four wings. (Figure 0.07)

- Imposing context
- Risk Making & Risk Taking
- Unpredictability
- Generating Critical Mass

- (2) RISK MAKING/RISK TAKING**
- Change What?how?when?
  - Recognise risk, Take.
  - Catch the opportunity
  - Go for it, face it
  - If you make mistake face it, but go
  - Fix goals, keep on.

- (O) PERSONALITY**
- Driving force
  - Passion for grand mission
  - Conviction
  - Believe in yourself
  - Trust worthy
  - Tell it, like it is
  - Put your heart, tough, not fanatic

- (1) IMPOSING CONTEXT**
- Work on information - past present & future
  - Stand apart - Look at yourself
  - Be precise - where to go, where not to go
  - Make it known, blow up to resolve conflict act.



- (3) UNPREDICTABILITY**
- Induce urgency, crisis
  - Disturb the equilibrium
  - Bench mark best practices
  - Give up past to operate in future
  - Work on uncharted territory
  - Make Leaps ahead
  - Answer tough Strategic questions

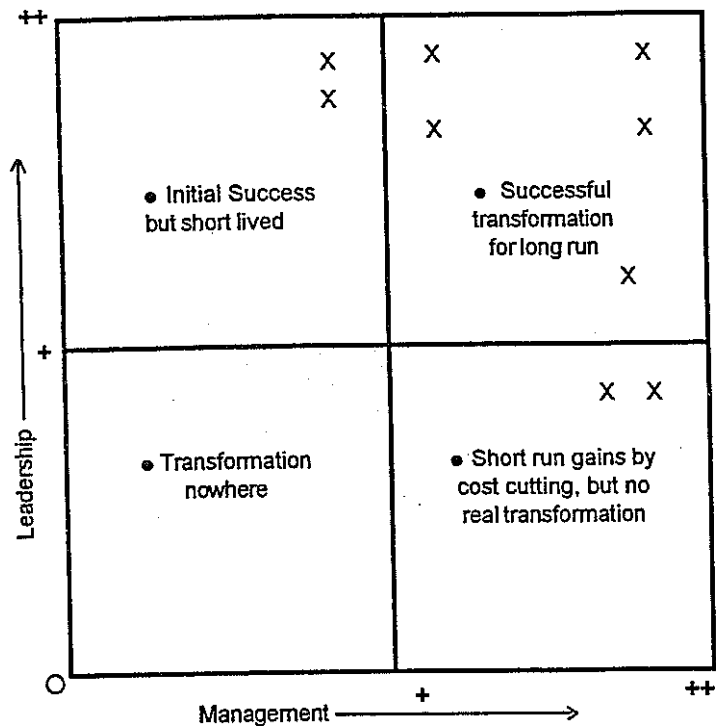
## The Leadership Domain

Figure -0.07

- (4) GENERATING CRITICAL MASS**
- Involve people to make decisions
  - Create urgency, stretch people
  - Persuade, Influence, gain Commitment, Communicate
  - Empower People, let them design the change,
  - Focus on one link at a time.

At this juncture it is important to clearly identify the difference between Managers and Leaders. We have produced very good managers but not good leaders.

Leadership, as earlier discussed, is proactive and establishes directions - vision - strategy, whereas management is reactive and makes plans and budgets. Leadership aligns and inspires (not manipulates) people whereas management organises, controls and solves problems.



X - Traits of group members responsible for successful transformation  
Leadership and Management in the process of transformation.

Figure 0.08

From figure 0.08 we can appreciate that for successful transformation, we need both the skills. In any large scale change in large organisation the guiding coalition - the group of leaders, responsible for the change must also have high managerial skills (To repeat, leaders in true sense with values & common goal and not people with high ego and snake character to undercut the whole process).

**ROOT STRATEGIES FOR DYNAMIC LEADERSHIP**

Dynamic Leaders are charismatic and inspiring and are able to get men do what they can never imagine, they can do. Dynamic leaders with their small energy are able to suck great energy from the environment - society at large, market, government and use the energy for the development, power and harmony at large.

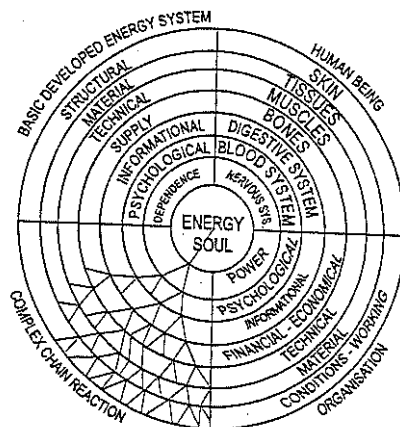
If we appreciate the way the technological advancement took place and the laws governing such advancements, we can realise that we are competent to bring change in the social effectiveness as well to match technological advancement. We can make Dynamic Leaders, they don't have to be born Leaders.

Technological advancement took place around one central strategic principle; to focus one's own forces more and more precisely on the bottlenecks in the natural and technical systems. The consequence of this strategy has been increasing effectiveness and success with decreasing efforts and risk.

If we appreciate the fundamental laws at the core of evolution of the cosmos, we find them the decisive factors in growth and success. Some follow them so naturally and unwittingly that it looks as if they are born with success and leadership traits. But every one can acquire these.

The fundamental laws guiding the evolution are :

1. There is invisible energy behind every visible - organic or inorganic material, system and even social formations. There is a stabilising effect between the visible material and the energy. Any change at the energy level brings chain reaction automatically. (Figure 0.09)



Fundamental structure of energy system and complex phenomena of chain reactions.

Figure - 0.09

2. The fundamental structure of all energy systems - including human beings, companies, markets, societies have a core and a periphery with several layers in between. Intangible energy at the core and each layer becoming more tangible and less fluid (Figure -0.09).
3. Evolution started when concentration of energy was formed in chaotic space and proceeded spirally which is easier and surer way to creation. (Figure-0.10). We all know that galaxy is unfolding spirally.

In the beginning the particles of energy and matter were chaotically scattered. In course of time, they arranged themselves into energy concentrations. The energy concentrations thus condensed to solid bodies, that is , the energy concentrations summed to matter.

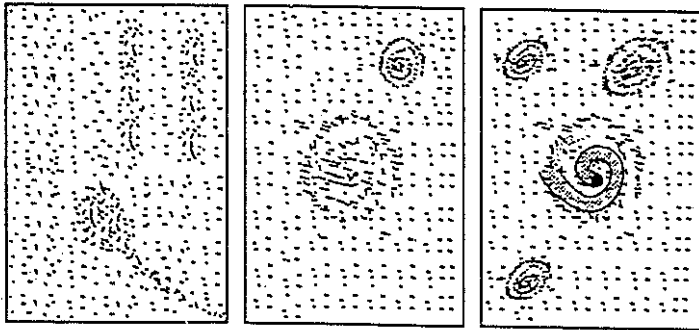


Figure - 0.10

4. Systems in the competitive fray are basically energy systems, competition is basically an interplay of energies. Seed: (or Embryo) with very little or small energy of its own, surrounded with very powerful energy systems such as biological, mineralogical, ecological and climatological unfolds into a fullfledged tree by concentrating on different system layers, one by one, in line with their needs, there by sucking energy for growth. The steps are (i) take the position, (ii) concentrate (iii) on the gap in between, and (iv) deep action from one system layer to another. In this process one small energy system can suck or convert the environment to favour rather than resist in the growth.

Based on these fundamental laws of evolution and growth, which work on increasing returns rather than diminishing returns, Mewas - a renowned German consultant on strategies and Leadership has given Energo - Cybernatic Strategy to a surer way to lead & succeed.

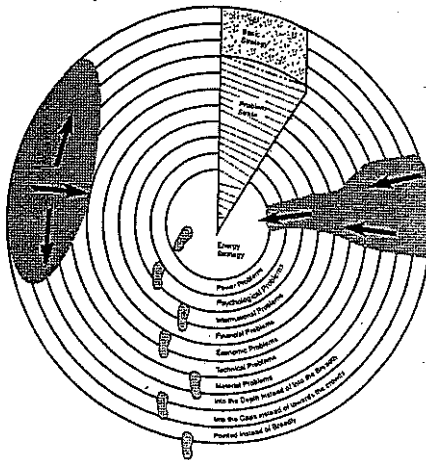
#### ENERGO-CYBERNATIC STRATEGY TO LEAD AND SUCCEED :

##### 1. Don't become a 'Nomad' but a 'Settler' :

Identify a fixed point - a mission - a purpose and stay there till accomplished. This starts attracting support and energy automatically from other surrounding systems; develops intuition; creates awareness in the society.

## 2. Not "Broadly" but "Pointedly".

Concentrate or specialise in relation to the fixed point-purpose-mission. This brings ability to outwit genius, greater success in one stroke, goodwill, popularity, image in the society, economy of scale and effective marketing; removes frustration and fear of failure; solves many problems in one go; promotes inspiration and brings automatic connection with the environment to support rather than resist.



Development into depth towards the core-fixed point  
against cancer like growth into breadth.

Figure - 0.11

## 3. Not towards "The large crowd" but towards "The Gap between the others".

This provides path of least resistance; bridges the gap and helps the society; provides most effective point for action; develops one's uniqueness and competition is minimised.

## 4. Not towards "The Breadth and Perfection" but towards "The more central problem and inter-relationships-Depth".

This ensures laws of increasing returns, control over inter-related problems, leads to synchronisation, coherence, stability and peak achievement in relation to the purpose or fixed point, leads to moving from one bottleneck to another and spiral development - one link at a time towards great chain of achievement, power and harmony (Figure 0.11).

In brief EKS (Energ Cybernatics Strategy) is specialisation in solving a specific problem of the society and not in a function - is a behaviour to bring change at invisible energy level, make others pour energy and knowledge automatically, brings success automatically, leads

to peak achievement, influence and grater hold on the environment, makes you indispensable, leads to common good, creating win: win situations solving many psychological, social and interpersonal problems. Keep puzzling the EKS way to handle any problem or opportunity, you will get the answer.

## DYNAMIC LEADERSHIP PROCESS

The Dynamic Leader identifies definite purpose in his life, identifies missions leading to grand mission, goes out to actualise them, is more concerned about moving the energy patterns. In this process he also becomes a principle centered personality tuned to subtler forces and creates a legacy.

Aligning with Energo Cybermatic Strategy, tasks and actions, behaviour of Dynamic Leader involved in bringing change can be summarised as under : (Figure 0.12). Followed with how to identify and actualise the mission.

### A. Identification of Mission :

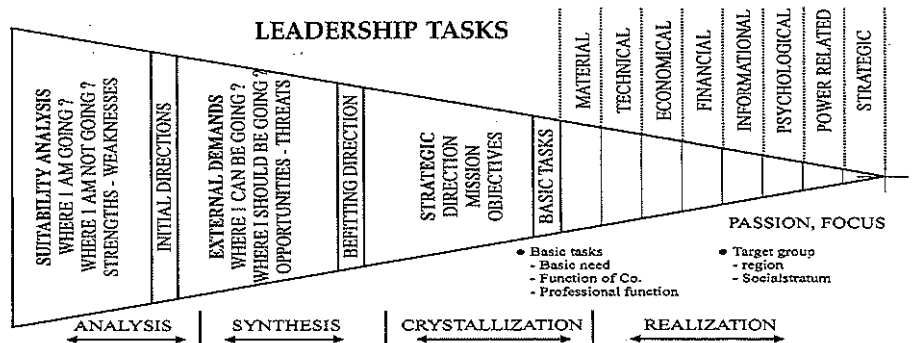
In the identification of one's mission there are three steps involved, called Task oriented behaviour of the leader.

(I) **Analysis** - Introspection, crunching information in all possible manners, looking at yourself as an outsider, blowing up - where I am going and where I am not going, creating guiding coalition and if necessary with the help of an outsider, imposing context - the need towards betterment.

(ii) **Synthesise** - Identification of gaps, problems in the society, hunting opportunities, matching with the known capabilities of oneself, identifying and knowing the risks.

(iii) **Crystallisation** - Gradually knowing the mission - the problem I can solve best for a target gorup - the passion - the purpose, along with strategic directions - the unpredictable tasks which must be initiated.

In identifying one's purpose following three elements must get reflected in the mission statement :





**a. The basic need or the basic problem of the society :**

More the universal and lasting need is addressed, better is the effect on the long run - such as communication, water systems, transportation, shelter, education, waste disposal, heating systems, energy needs.

**BASIC LEADERSHIP CONCEPT / STRATEGIES**

<ul style="list-style-type: none"> <li>• Introspection</li> <li>• Concentration</li> </ul>	<ul style="list-style-type: none"> <li>• Identification of gaps</li> </ul>	<ul style="list-style-type: none"> <li>• Gradual focus on a point-away from self-Problem of society I can solve best - Passion.</li> </ul>	<ul style="list-style-type: none"> <li>• Deep into action towards core, cutting across the problem layers, not digressing in to Problems.</li> <li>• Every layer-concentrate, a gap deep into action, till core.</li> </ul>
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**DYNAMIC LEADERSHIP**

<ul style="list-style-type: none"> <li>• Imposing context</li> <li>- Stand apart</li> <li>- Seek &amp; crunch information</li> <li>- Know precisely</li> <li>- Blow up what is and what is not ?</li> </ul>	<ul style="list-style-type: none"> <li>• Risk making/ taking</li> <li>- Hunt opportunities</li> <li>- Identify options</li> <li>- Know risks</li> <li>- Be willing to take risks</li> </ul>	<ul style="list-style-type: none"> <li>• Unpredictability</li> <li>- Set new directions</li> <li>- Shake</li> <li>- Communicate</li> <li>- Experiment</li> <li>- Answer tough strategic questions</li> </ul>	<ul style="list-style-type: none"> <li>• Generate/inspire critical mass</li> <li>- Involve people to decide / implement</li> <li>- Influence, gain</li> <li>- Expect &amp; inspect</li> <li>- Empower people</li> <li>- Focus on one problem / one link at a time</li> </ul>
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**LEADING CHANGE**

<ul style="list-style-type: none"> <li>• Establish urgency till team believes status quo unacceptable.</li> <li>• Create guiding coalition with high leadership &amp; management skills, enthuse common goals and trust.</li> <li>• Unfreeze</li> </ul>	<ul style="list-style-type: none"> <li>• Develop vision &amp; strategies</li> <li>• Communicate extensively-repeat at forums</li> </ul>	<ul style="list-style-type: none"> <li>• Empower those implementing, to design and plan Change</li> <li>• Recognize short-run wins</li> <li>• Promote further with professional inputs-use change agents.</li> <li>Co-relate new behaviour with success- freeze new culture</li> </ul>
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**LEADERSHIP TASKS & ACTIONS**

Figure 0.12

**b. How the need shall be fulfilled :** Where you are placed from raw material stage to process stage to final services (Figure 0.13). It is always better to be close to the society and horizontal specialisation rather than vertical specialisation. Although one may start anywhere, but long term stability comes only when you are close to the end clients.

Various functions before satisfaction of a fundamental need. In horizontal specialization the fundamental need is covered completely as possible. In vertical specialization supply is assured efficiently and economically.

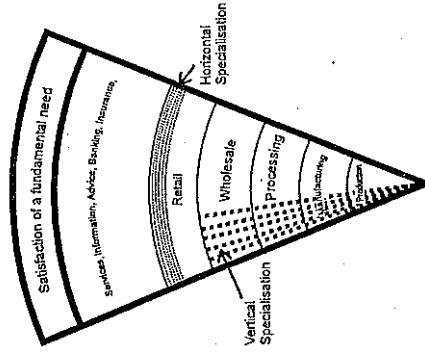
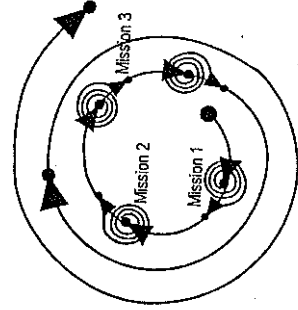


Figure - 0.13

**c. Target Group :** It is very essential to identify clearly the target group to be served. Initially it is better to focus on a smaller group (location, social stratum etc.) as with repeated knocks one can penetrate. Progressively the target group can be enlarged.

One may have grand mission - purpose of life and various missions in between - land marks towards the grand mission. It is growing spirally (Figure 0.14)



Spiralling to grand Mission  
Figure 0.14

A leader working for an organisation would have two sets of missions - one for the organisation and one for himself. To gain power and harmony the leader must tune his mission with the organisation's mission. This, with his small energy will be able to bring forth the energy and knowledge of the whole organisation, including the target group of the organisation being served.

## B. ACTUALISATION OF THE MISSION :

In the actualisation process - implementation stage the main steps are :

- (i) Specialisation in relation to your mission - This would call for updating and sharpening skills all through, you can afford the knife to be blunt, if it has to cut. With use also it gets blunt although without use it gets blunt very fast. The 10-20 formula of reading aloud, the material specific to the mission in hand, for 10 minutes and subsequently reading silently for 20 minutes, will keep you alert even in the old age.
- (ii) Identification of problem layers and gaps where penetration would provide least resistance.
- (iii) Deep into action towards the central problems one after another. Keep knocking and you will get the results.

These three activities will automatically bring forth the following action oriented behaviour as a dynamic leader.

- involvement, commitment and mutual respect.
- fully discussed goals with all concerned.
- expect and inspect, continuous wrap up.
- empowering people, involving people to take decisions to change the situation.
- Direct confrontation, creating win : win situations.
- encourage experimentation, innovation
- Solo, one to one and one to all relationship.
- Clear identification of principles and values.

## C. PRINCIPLE CENTRED PERSONALITY :

Although every leader would have and should have clearly spelt principles and values, which would automatically keep emerging from activities indicated in 'A' & 'B' above, but there are certain Universal Characteristics which are essential for a leader. These should be clearly visible and are :

- Trustworthiness, Reliability and Being Responsible
- Conviction, Self confidence
- Authentic

- Win : Win interpersonal interactions in Negotiations, influencing others and conflict resolution.
- Positive Persisting Personality.
- Reliance on supernatural - creative mind.
- Health Caring.
- Transparency.

Leader ensures that his target group and his team knows his personality in totality.

### COGNITIVE RESTRUCTURING

You are unique. You are You. You have a definite personality - you helped to make it - it is yours. It represents traits, carried in the genes and chromosomes of all of your ancestors throughout the ages, plus the effects of all of your nurturing, plus the main factors of your personality, what you have consciously or unconsciously contributed.

With the help of adult in you, you can restructure the nurture aspect of your personality while becoming aware of the nature aspect.

Leaders are not born but made, a lot depends on nurturing. It is our responsibility to restructure ourselves and simultaneously encourage youngsters-leaders in the making to cultivate characteristics required as a leader. There is nothing better than becoming an example.

Faith is a very powerful secret source of energy in the human bosom. One of the greatest definitions of "FAITH" has been given to us by St. Augustine when he says : "Faith is to believe what you do not see and the reward of this faith is to see what you believe."

When we once embrace an ideal to the bosom of our dimly comprehending intellect, belief in that ideal becomes natural. This belief is that secret power in the human mind to hold on to what he intellectually believes but has not yet come to experience (see) in his life.

Embracing the ideals to the bosom of our comprehending intellect is the principle behind cognitive restructuring \*\* - Changing the perceptions. It is an approach to :

- (i) **Self Concept** - understanding the present script and the new desired script (including grand mission of the participant).
- (ii) **Self Instruction** - Corrective script writing to promote new behaviour, and
- (iii) **Self Reinforcement** - Changing through repetitions consciously as well as through subconscious faculty, practising winning strategies, creating small wins one after another.

In building a finer personality leaders keep cultivating the leadership traits by following golden rules such as

- Take decision using intuition or logic
- Persist.

- Sharpen skills & perceptiveness
- Sane sex order
- Render service more than expected
- Put yourself on many situations, towards your mission.
- Mix business with pleasure
- Treat objections with respect, calm.
- Continuous developing the creative mind - the sixth sense.

Daily Declaration, drawn up, after lot of checks and cross checks, provides an anchor and reminder to new behaviour. This if read loudly once in the morning and once, in the evening will definitely bring change towards dynamic leadership.

Right mission, Right attitudes and Right reinforcement is a definite way to dynamic leadership and succeed.

#### **CONCLUSION - LEADERSHIP TRAINING & DEVELOPMENT**

Leadership is elusive but momentous, passionate but single minded, a matter of patience but sudden opportunity, a great struggle for victory and finally creating leaders to replace you.

Leaders do different things and also differently.