

Module III: Leadership Principles

Chapter 1

Leadership Principles

A. Chanakya's Timeless Principles of Leadership

Chanakya (also known as Vishnu Gupta and Kautilya) was the exemplary teacher of Strategic Management, Effective Leadership and Efficient Administration and the practitioner of Ethics and Values in professional and personal life. He lived in India between 370 and 300 B.C.

The two stellar works contain the vision, thoughts, ideas and solutions of Vishnu Gupta. These are "The Kautilya Arthashastra and Chanakya Sutra. His teachings from these two treasures and from his life have given the world many leadership principles, laws, practices, tips etc. and his thoughts and ideas on some the leadership issues are presented hereunder from the book, "Strategic Leadership- A Journey through Chanakya Sutra and Kautilya Arthashastra" by G. Narayan:

Vision for leadership

Chanakya says,

The strategy of managing a kingdom/company/organization is to be based on four core guidelines

- Protecting existing wealth.
- Enhancing existing wealth
- Adding new wealth.
- Taking care of all stake holders.

HRD policy

Chanakya says,

In the happiness of his people lies the happiness of the leader. In their welfare is his welfare. He shall not consider as good only that which

pleases him but treat as beneficial to him whatever causes happiness to all people.

Team

Chanakya says,

Managing an enterprise can be carried out with the help of senior leader-manager-thinkers. One wheel does not transport. Therefore, he should appoint seniors, managers and listen to their opinion.

Selection of Team Members

Chanakya says,

The leader should judge the ability of a person from his capacity of doing work, distribute rank and position according to the ability of persons and assign the place, time and work to them accordingly.

Span of Control

Chanakya says,

It should be according to need and capacity

Reprimand and Punishment

Chanakya says,

- The leader with severe punishment becomes a source of terror and the leader who is mild with punishment is disrespected.
- The leader appropriate and just with reprimand and punishment is honoured.
- Unjust use of punishment in anger or passion or in contempt enrages everyone.
- If reprimand is not used at all, it gives rise to law of the fishes.
- In the absence of atmosphere of order and discipline the strong will swallow the weak.
- Protected by appropriate punishment the right conduct prevails.

- Appropriate law and order is established when people at all levels behave and work well.

Competitors and Collaborators

Chanakya says,

- With whom there is unending confrontation is enemy.
- Competitors and opponents do wish to become collaborators.
- Friends and enemies become because of some reason.
- With strong opponent treaty is to be done.
- With weak and ineligible opponent treaty is not to be done.
- Brightness of opponent is sufficient reason for concluding agreement keeping own self respect intact.
- Unheated metals do not join together.
- Only when opponent is weak, strong can attack the weak.
- Never fight with equally strong one.
- When equals fight, both will perish.
- Carefully watch activities of adversaries.
- Let there be unity in agreement.
- It is essential to safe guard own enterprise from harmful activities of adversaries.
- Joining the weak is cause for grief.

Six Strategies to deal with Competition/ Collaboration

1. Sandhi – (Treaty – Agreement – Peace)
2. Vighram – (Confrontation, Competition, War)
3. Asanam – (Staying put, Stand off, Status quo, Waiting for proper time)
4. Sharanam – (Seeking shelter)
5. Yaanam – (Moving, Marching, Acquiring new territories)
6. Dwaidhi bhaava – (Dual policy)

Chanakya says these are six measures, because of difference in situations.

Among them:

1. Entering into treaty is peace.
2. Doing injury is war
3. Remaining indifferent is staying quiet.
4. Augmentation of powers is marching.
5. Submitting to other is seeking shelter
6. Resorting to peace with one and war with another is dual policy.

Chanakya applied, practiced and succeeded in each of these strategies in dealing with Alexander, Nandas, Cellucus, Parvataka (Porus), Malayakethu, Vaircohana, Rakshasha and many other leaders. With the help of these strategies he assured victory.

The Life of a Noble Leader

Chanakya says,

By casting out the group of six enemies (craving, anger, petty mindedness, delusion, intoxication and aggression), a noble leader should acquire control over his senses, cultivate his intellect by association with elders, keep watchful eye by means of system and information management, bring about security and well being by energetic activity, maintain the observance of duties of team members by carrying out his own duties, acquire discipline by receiving instruction in the sciences, attain popularity by association with what is of material advantage and maintain proper behaviour by doing what is beneficial.

Importance of Time

Chanakya says,

Time comes but once to a man waiting for an opportunity, that time is difficult for that man to get again when he wants to do his work.

B. Thirteen Principles of John Brock

John Brock, who teaches leadership classes at the University of Oklahoma, shared with Harvey Mackay a list of thirteen principles of leadership he adapted from the United States Military Academy:

1. Know yourself and seek self-improvement.
2. Be technically and tactically proficient.
3. Seek responsibility and take responsibility for your actions.
4. Make sound and timely decisions.
5. Set the example.
6. Know your employees and look out for their well-being.
7. Keep your employees well informed.
8. Develop a sense of responsibility in your subordinates.
9. Insure that the task is understood, supervised and accomplished.
10. Train your employees as a team.
11. Employ your team in accordance with its capabilities.
12. Set your priorities.
13. Take the initiative.

C. Leadership Principles from Peter Drucker

In an interview with Bob Buford of *Leadership Network*, Drucker made the following observations on leadership:

1. The mission comes first. And the mission of all non-profits, including churches, is changed lives!
2. The function of management (in a church) is to make the church more church-like, not to make the church more business-like.
3. Management is a social function and has mostly to do with people, not things and procedures.
4. An organization begins to die the day it begins to be run for the benefit of the insiders and not for the benefit of the outsiders.

5. Know the value of planned abandonment. Decide what not to do. Drucker says, "Nothing is less productive than to make more efficient what should not be done at all."
6. Know the value of foresight. You can't predict the future but you must assess the future aspect of present events.
7. Focus on opportunities, not problems. Most organizations assign their best resources to problems, not opportunities.
8. People decisions are the ultimate control mechanism of an organization. This is where people look to find out what real values you hold.
9. All work is work for a team. No individual has the skills or ability to do every job. The purpose of a team is to make strengths productive and weaknesses irrelevant.
10. The three most important questions are "What is our business?" "Who is the customer?" and "What does the customer value?"
11. These are important and valuable lessons for every ministry, congregation, lay leader or pastor. And we should allow these principles to serve as an assessment tool for our own leadership.

D. Doug Stanearth's leadership principles

Doug Stanearth, CEO, The Leader's Institute, USA, gives the following summary of seven of the principles that have been the most effective.

1. Establish solid trust before offering advice. Trust men, and they will be true to you; treat them greatly and they will show themselves great. -Ralph Waldo Emerson
2. Keep promises... even small ones. Character is much easier kept than recovered. -Thomas Paine
3. Be enthusiastic about the success of others. Leaders don't create followers, they create more leaders. -Tom Peters
4. Recognize the potential in others and help them achieve it. Treat people as if they were what they should be, and you help them become what they are capable of becoming. -Johann von Goethe

5. Catch people doing things right. People ask for criticism, but they only want praise. -W. Somerset Maugham
6. Praise the baby steps. Praise is like sunlight to the human spirit: we cannot flower and grow without it. -Jess Lair
7. Go out of your way for people. To lead the people, walk behind them. -Lao-Tzu

Bonus Principle: Always give something extra. Under promise; over deliver. -Tom Peters

E. Golden Rules of Leadership

Think like a Leader

Unless one thinks like a leader, one can never become a leader. A true leader thinks what lies ahead of him and what can he do to achieve it. The following example of Subhash Chandra Bose appropriately illustrates the importance or contribution of this principle in the success of a leader.

Though Subhash Bose was working as an ICS officer which was a plumb job for an Indian at that point of time, he thought something else lied ahead of him where he could do something more satisfying and valuable and the present job was not meant for him and hence, he thought of quitting the same. He wrote to his father and elder brother Sarat, informing about his thought and explaining the reasons why he wanted to resign from the Indian Civil Service. He also wrote a letter on 16 February 1921 to C R Das, the most important Congress leader in Bengal. Subhas wrote: "I would like to know what work you may be able to allot to me in this great programme of national service". Subhas also suggested in the letter what type of work he would be able to do as well as the ways to reorganize the Congress. On receiving an encouraging reply from C.R. Das, his mind was made up. He resigned from the ICS and left for India.

While it may not be possible for everyone to become another Subhash but it is certainly possible for one to develop his traits if one thinks like a leader. It is true that some people are born with great leadership intuition but, it is also true that the others can work hard to develop and hone it.

Generally all people fit into three major categories as far as leadership capability is concerned:

Those Who Are Born With Leadership Traits

Some people are born with exceptional leadership gifts. They instinctively understand people and know how to move them from point A to point B. People with natural leadership intuition build upon it and become world – class leaders of the highest caliber. They always think and act like a leader and become very effective and successful.

Those Who Are Nurtured As Leaders

Not everyone starts off with great instincts, but whatever abilities people have can be nurtured and developed. The ability to think like a leader is *informed* intuition. Even someone who doesn't start off as a natural leader can become an excellent one. People who don't develop their intuition are condemned to be blindsided in their leadership for the rest of their lives.

For example, Gandhi came from a background far worse than ours. He was born as the fourth child from the fourth wife of his father who had less than grade three educations and his mother was illiterate. Gandhi was a below-average student, was married at age 13 and had fathered a son by age 16. He was too shy to participate in any extra-curricular activity and had not read a newspaper until he was 18. In fact he did not show any sign of leadership up to the age of 23. And then, slowly but steadily, he rose to become one of the greatest leaders that this world has ever seen! But, all this became possible because Gandhi thought like a leader and nurtured leadership qualities

Those Who Will Never Think Like A Leader

Nearly everyone is capable of developing leadership skills and intuition. But occasionally, we find someone who doesn't seem to have a leadership bone in his body *and* who has no interest in developing the skills necessary to lead. Those people will never think like anything but followers.

Hence those who are not born with leadership traits but have an urge to become leaders must think like a leader

Know What Your Strengths Are/ Know yourself

Most of us are not aware of the qualities we possess and seek the strength from outside. Imagine someone hands a coconut to you and you had never seen one before. You judge it by the outer appearance and throw it away, totally unaware of the nourishment and sweetness inside. Accessing and developing these inner qualities is a process we call 'Personal Reengineering'. One may be a great map reader, but if he is using a map of Mumbai to find the way to Delhi, then he is simply wasting time. Likewise vast amounts of an organisation's time are wasted through wrong decisions and miss-communication. Having the right map means to know one's own self and the situation.

To be leaders, we need others to reach our goals. Each of us has only some of the skills needed to do a great job. We need to surround ourselves with people to fill in our gaps. Seventy-nine year-old Muriel Tower, an experienced entrepreneur, said, "You get things done through other people. Number one in business gets the best person for the job. Number two, delegate. Number three, supervises—goes back and sees that they did it."

In order to be effective, we need a team to work with. We lead on the basis of our strengths; we gather our team on the basis of their strengths.

Before one is thirty years old, one can probably do all of those jobs without too much difficulty. But once you are over thirty, you realize you don't want to do the things you aren't good at. It uses up too much energy. When you know what you are good at, surround yourself with a team who are good at the other things.

When you have that team, meet with them regularly and have a purpose statement that you work toward. Review it often with your staff so you don't lose your focus. Set short and long term goals, and evaluate two or three times a year to see how you are doing. Your team will be motivated toward reaching your goals together. Give

credit where credit is due. Say "thank you" to the people you are working with. Encourage them often!

Understanding your strengths and the strengths of others is a key to effective leadership.

Set Priorities

The Pareto Principle says that if one focuses his attention on the activities that rank in the top 20 percent in terms of importance, one will have 80 percent return on his effort. Therefore, to be effective, leaders must set priorities and order their lives by following the steps mentioned below:

Since a leader is accountable to somebody – an employer, a board of directors, stockholder, or someone else, his list of priorities must begin with what is required of him. Anything required that's not necessary for him to do personally should be delegated or eliminated.

A leader should spend most of his time working in his areas of greatest strength. If something can be done 80 percent as well by someone else in his organization, it should be delegated. If a responsibility could *potentially* meet that standard, then develop a person to handle it.

Tim Redmond admitted, "*There are many things that will catch my eye, but there are only a few things that will catch my heart.*" The things that bring the greatest personal reward are the fire lighters in a leader's life. Nothing energizes a person the way passion does.

Do the right thing at the right time

Timing being everything, great leaders recognize that *when* to lead is as important as what to do and where to go. Every time a leader makes a move, there are really only four outcomes that can result:

The Wrong Action At The Wrong Time Leads To Disaster

A leader who takes the wrong action at the wrong time is sure to suffer negative repercussions. After the verdict of the Allahabad High Court against the validity of her election of 1971, she used Emergency

to remain in power. It was a wrong decision at the wrong time which brought her downfall when she declared elections after lifting emergency. Her party did not get majority and she lost power. It could be described only a disaster.

The Right Action at the Wrong Time Brings Resistance

It's one thing to figure out *what* needs to be done, it's another to understand *when* to make a move. When Morarji Desai became Prime Minister after 1977 election, he initiated an economic policy based on labour-intensive private industry and voluntary groups in rural areas. But the policy did not shift radically. It was a right decision but taken at the wrong time. Morarji was then riding a chariot of twenty horses, each pulling in a different direction. There were ego clashes and functional disputes. The decision developed a lot of resistance. There was a rising tide of strikes, communal violence and general frustration in the country and his government collapsed in July 1979.

The Wrong Action at the Right Time Is A Mistake

How wrong action at the wrong time becomes a mistake is best illustrated by the Jawaharlal Nehru He did not allow Sardar Patel to deal with the Kashmir issue, though he was incharge of the States Department. When Pakistani tribals invaded Kashmir in October 1947 and Maharaja Hari Singh's forces could not check their advance, he panicked, and in a hurry, acceded to India on 26 October 1947. While accepting the accession, Governor General Mountbatten stipulated "that the Indian Government's acceptance of the Maharaja's act of accession was conditional on the will of the people being ascertained as soon as law and order were restored." When the Indian army was advancing to clear the area of invaders, Nehru unwisely, on the advice of Mountbatten, took the matter to the UNO where the matter still stands. It was a wrong decision of Nehru taken at the right time and every one knows that it turned out to be a blunder and the issue is still a thorn in the relationship between India and Pakistan.

The Right Action at the Right Time Results In Success

When leaders do the right thing at the right time, success is almost inevitable. And the results touch not only the leader but also the followers and the whole organization.

The results of timing		
Action		
Timing	Wrong Action	Right Action
	Wrong Time	Wrong Time
	<i>Disaster</i>	<i>Resistance</i>
	Wrong Action	Right Action
	Right Time	Right Time
	<i>Mistake</i>	<i>Success</i>

When the right action and the right timing come together, incredible things happen. Think about the decision of the Government of India regarding opening of economy/liberalization in early 90s. Both the timing as well as action was right and the economic development of the country thereafter is the incredible outcome.

Develop More Leaders

Leaders who develop followers grow their organization only one person at a time. But leaders who develop leaders multiply their growth, because for every leader they develop, they also receive all of that leader's followers. Add ten followers to your organization, and you have the power of ten people. Add ten leaders to your organization, and you have the power of ten leaders times all the followers and leaders *they* influence. That's the difference between addition and multiplication. It's like growing your organization by teams instead of by individuals. The better the leaders you develop, the greater the quality and quantity of followers.

Lord Rama did it by creating adding leaders like Sughriva, Hanuman, Vibhishana etc. to his side. It brought a lot of other followers and leaders to his side and helped him achieve success in his cause.

More leaders should, therefore, be created/added to multiply growth/success.

In fact, the successful leaders also prepare successors for the top position so that a crisis is not created when the top executive either leaves the company or dies. For example, Roberto Goizueta, the then chairman and chief executive of the Coca – Cola Company did it by preparing Douglas Ivester as his successor and Dhirubhai Ambani did it by preparing Mukesh Ambani as his successor. Their deaths created no crisis for their companies.

It is true that achievement comes to someone when he is able to do great things for himself. Success comes when he empowers followers to do great things *with* him. Significance comes when he develops leaders to do great things *for* him. But a legacy is created only when a person puts his organization into the position to do great things *without* him.

Leaders who want continuous growth of their organization should, therefore create more leaders in the organizations and prepare a successor.

Have Credibility Among Followers

People want to go along with a leader who has credibility. Every message that people receive is filtered through the messenger who delivers it. If they consider the messenger to be credible, then they believe the message has value. That's one of the reasons actors and athletes are hired as promoters of products. People buy Adidas shoes because they have bought into Sachin Tendulkar, not necessarily because of the quality of the shoes. The same is true when actors promote causes. People want to listen to Amitabh Bacchan as he speaks for Polio Programme, not because they believe he is an expert in the field of medical science, but because they believe in him as a person and because he has credibility as an actor. Once people have bought into someone, they are willing to give his vision a chance.

People want to go along with people they get along with.

The acceptability of Mahatma Gandhi as a leader for steering the struggle against the British for gaining home rule is yet another example of the importance of credibility of a leader among the followers. When Gandhi challenged the people to meet oppression with peaceful disobedience and non-cooperation, people went with him because they saw credibility in his challenge. Even when the British military massacred more than one thousand people at Amritsar in 1919, Gandhi called the people to stand, but without fighting back. And they followed him faithfully. He asked them not to fight, and eventually, they stopped fighting. When he called for everyone to burn foreign-made clothes and start wearing nothing but home-spun material, millions of people started doing it. When he decided that a March to the Sea to protest the Salt Act would be their rallying point for civil disobedience against the British, the nation's leaders followed him the two hundred miles to the village of Dandi, where they were arrested by government representatives. Their struggle for independence was slow and painful, but Gandhi's leadership was strong enough to deliver on the promise of his vision. In 1947, India gained home rule because the people had bought into Gandhi and they had accepted his vision.

Another classic example of credibility of a person can be seen from an incidence pertaining to Dr. Rajendra Prasad. An earthquake devastated northern Bihar on 15 January 1934. Rajendra Prasad, who had been imprisoned, was released by the government on 17 January to help in the relief work. The government, it seems, knew that it was Rajendra Prasad who had the organizational acumen to carry out the rehabilitation work sincerely and honestly. He, along with his volunteers, did their best to rehabilitate the people affected by the earthquake. He appealed to the people for funds, food, clothes. Thirty-eight lakh rupees were collected in no time. Such was the faith reposed by people in him. The work done by Rajendra Prasad became national news and from a provincial leader he emerged as a national leader.

Bhagat Singh also showed the importance of credibility in his actins. The following incident brings out this fact:

Bhagat Singh and B.K. Dutt had thrown two bombs in the Legislative Assembly Hall in Delhi by on 8 April 1929. Bhagat Singh and Dutt did not run away but offered themselves for arrest. They had also thrown a red pamphlet earlier from the gallery and shouted revolutionary slogans like '*Inquilab Zindabad*' and '*Long Live Revolution*'. Both of them were arrested and put in solitary confinement in Delhi jail. They were committed to the sessions. Bhagat Singh made an historic statement in the court drafted by himself which forms a glorious chapter in the history of the revolutionary movement'. As excerpt from it reads: "The bomb was necessary to awaken England from her dreams. Our sole purpose was to make the deaf hear and give the timely warning.. We have only marked the end of an era of utopian non-violence of whose futility the rising generation has been convinced beyond the shadow of doubt".

A leader, therefore, should have credibility among the followers to have their continued support.

First Touch People's Heart before asking for Hand

Effective leaders first have to touch people's hearts before they ask them for a hand. According to them, you can't move people to action unless you first move them with emotion. The heart comes before the hand.

Dr. Baba Saheb Ambedkar did it for getting support of people for the success of his mission against untouchability. He resorted to a form of Satyagraha to fight for the right of untouchables to drink water from 'Chavdan Talen' (sweet water tank) a public tank in Mahad inaccessible to the lower castes. Ambedkar and his followers walked upto the tank on 20 March 1927 and drank water from it. The high caste Hindus were furious and attacked them. But Ambedkar advised his followers to stay calm and not retaliate. The case was referred to the court which the 'untouchables' won after a long wait in 1937 from the Bombay High Court. Ambedkar led another Satyagraha in March 1930 demanding the right of all Hindus of all castes to enter the famous Ram Mandir (Kalaram temple) in Nasik. These moves of Ambedkar touched people's hearts and he emerged as the leader of the weaker sections of Hindu society.

A key to connecting with others is recognizing that even in a group, you have to relate to people as individuals. When great leaders stand in front of a group and they see it not as a group of persons but as the number of individuals comprising the group, each of whom has aspirations, each of whom wants to do good, each of whom wants to prosper. When a leader has moved the people with emotion, an incredible loyalty and a strong work ethic can be seen. The vision of the leader becomes the aspiration of the people. The impact is incredible.

Therefore, a leader must learn the art of touching followers' hearts first before asking for their hands.

Practice Yourself What You Want In Others

Good attracts the good and bad attracts the bad. People are attracted to leaders whose values are similar to their own. It doesn't matter whether the shared values are positive or negative. Either way, the attraction is equally strong. Think about some one like Adolf Hitler. He was a very strong leader. But his values were rotten to the core. He attracted Leaders with similar values: Hermann Goering, founder of the Gestapo; Joseph Goebbels, a bitter anti-Semite who ran Hitler's propaganda machine; Reinhard Heydrich second in command of the Nazi secret police, who ordered mass executions of Nazi opponents; and Heinrich Himmler, chief of the SS and director of the Gestapo who initiated the systematic execution of Jews. They were all strong leaders, and they were all utterly evil men. Whatever character you possess you will likely to find in the people who follow you.

Mahatma Gandhi practiced every thing that he wanted others to do- be it wearing of Khadi, opposing untouchability, abstaining from drinking liquor or practicing non-violence.

Leaders should keep in mind that who they get is not determined by what they want, but it is determined by who they are. Good leaders therefore should practice what they preach to their followers.

Set An Example For Your Staff

"Work hard and become a leader; be lazy and never succeed."

Lal Bahadur Shastri, did it more than once in his public life and he not only became the Prime Minister of the country but he also became a very popular and successful leader. Shastri was inducted by Nehru in his cabinet as minister of Railways and Transport, the portfolio which he held till 1956, when he resigned, taking moral responsibility for the train accident near Ariyalur in the south in which 144 persons were killed, he set an example, rather an embarrassing precedent, for the future railway ministers. Even after almost five decades, whenever there is a railway accident the opposition vociferously begins to urge the railway minister to resign reminding him of the precedent set by Shastri in 1956. So far no railway minister has resigned though there have been hundreds of railway accidents since 1956 in which thousands of passengers have lost their lives. That speaks highly of the man that Shastri was.

In the 1957 elections, Shastri was returned to the Parliament from the Allahabad constituency and Nehru inducted him again in his cabinet. He held various portfolios successively as minister of Transport and Communications, Commerce and Industry and became the Home minister in 1961. Once again Shastri resigned, this time under the Kamraj Plan in 1963. But Nehru called him back. Soon after, Nehru suffered a massive heart attack at the Bhubaneswar Congress session and could never fully recover from it. He wanted someone to share his burden and appointed Shastri as minister without portfolio. That Nehru selected Shastri for this important post from among the stalwarts of Congress party showed the immense faith Nehru had developed in the modest, self-effecting but hard-working Shastri, the one who became known for examples for others.

K Kamraj, the then chief minister of Tamil Nadu too set an example for others. He proposed a plan which had come to be known as Kamraj Plan. In June 1963, Kamraj had met Nehru at Hyderabad and had showed his anxiety for the decline in the prestige of the Congress and suggested that all the senior leaders should resign their executive posts as cabinet ministers and chief ministers and devote their time for the rejuvenation of the party. Then the prime minister should decide whom to retain as Cabinet ministers and Chief Ministers. **Kamraj himself offered to resign.** Nehru quickly realized what a powerful weapon Kamraj had put into his hands. On 21 August 1963, Kamraj was urgently called to Delhi to decide with the prime minister who should be axed. An understanding was soon reached. While all the Union ministers and all the chief ministers submitted their

resignations; only those of six Cabinet ministers and six chief ministers were accepted. Those Cabinet ministers who had to go were – Morarji Desai, S.K. Patil, Jagjivan Ram, Lal Bahadur Shastri, K L Shrimali and Gopala Reddi. Among the chief ministers to go were, **Kamraj**, C B Gupta, Biju Patnaik, Ghulam Mohammed, B. Jha of Bihar, and B A Mandloi of Madhya Pradesh. Kamraj was the one who set an example by including himself in the plan.

I am amazed at how often people want a position, but not the responsibility. It is natural to want to escape responsibility; we all do it. However, being a leader means working long hours. It means being available to solve problems or give direction whenever necessary. Being a leader means being a servant, whether you are in your home or at work. You are always on call.

A leader works hard and sets example for others.

Have A Dream That Will Leave This World A Better Place

"Is there anything worse than being blind? Yes! The most pathetic person in the whole world is someone who has sight but has no vision." So said Helen Keller.

Leadership is simply the ability to turn a dream or a vision of a desired future state into a reality with and through the cooperation of other people. To throw your life into something worthwhile, your dream must be worth dying for. What do you get excited about?

Have a big vision; something beyond your capabilities to keep you challenged. If we have aimed our efforts for this moment only—for ourselves, for the accumulation of material things, for pleasure—we will soon become dissatisfied and disillusioned with life. Former British Prime Minister Margaret Thatcher said, "There is little hope for democracy if the hearts of men and women cannot be touched by a call to something greater than themselves."

Have a dream and vision that is greater than yourself—one that will leave this world a better place.

Strive For Excellence

The people you want to influence will not rise to a higher standard of excellence than what they observe in you. The authors of *Mega Trends for Women* write, "Male or female, the effective leader wins commitment by setting an example of excellence."

K Kamraj did it as chief minister of Tamil Nadu. He remained chief minister of Tamil Nadu for nine years,(1954 - 63) and was elected to the Assembly for three terms in 1954,1957 and 1962 consecutively. His long tenure as chief minister is "generally regarded as an outstanding success for laying the infrastructure of economic development, for accessible, firm, and impartial administration, and for striking at caste hierarchy without undue confrontation or rhetoric". By the time he resigned as chief minister in 1963, Madras State had made notable progress on all fronts - food, agriculture, industry, education, power, irrigation and roads.

Strive for excellence and you will motivate others to do the same.

Be Persistent

Mother Teresa was a determined woman. Margaret Thatcher was a determined woman. The key to being a good leader is endurance—being a non-quitter. You will be tempted to quit and be encouraged to quit by those who are friends and enemies. Be unwilling to throw in the towel. Be determined.

One journalist wrote of Mother Teresa: "When I met Mother Teresa, I discovered she was very tiny—less than five feet tall—and kept her head cocked to one side. She had gnarled hands and thick peasant feet that protruded from under her coarse white sari. Although there was no mistaking the aura of warmth and kindness that surrounded her, I felt I was in the presence of the most powerful, focused and determined person I had ever met."

In order to leave this world a different place, you have to be persistent. Leaders don't grow in a comfort zone. Leaders are not people with exceptional talent; they are people who have learned from

their mistakes and get up and try again. Persistence is a key to effective leadership.

Be Willing To Stand Alone

If you have a passion, a dream or a mission, set measurable goals and work toward accomplishing them. You will find that many times you may have to work alone. You will probably be lonely.

People are looking for leaders who are willing to give it all they have, and they will follow—for a while. However, when the going gets tough, when pleasure and comfort compete with responsibility and long hours, followers will drop away. That is when you have to be sure that what you are doing is right, so that you will keep going.

James Cook said, "A person who wants to lead the orchestra must turn his back on the crowd."

Be Ethical

Don't expect your staff or the next generation to do what is right if they see you doing what is wrong. It is incredibly important that we have a strong code of ethics to base our decisions and lifestyle on.

What set of values dictate your ethics—your behaviour? Or do you have a code of ethics? Do you have convictions that cause you to say, "I will never do that" or "For me that is not an option?" If you don't, sit down, think through and write down your non-negotiable code of ethics. Sometimes it can be the little things that erode your standards and—by the way—your self esteem. When temptation comes, you may very well do something that you will later be sorry for. Sometimes you have harmful situations to live with the rest of your life.

Margaret Thatcher once said, "I am not a consensus politician, I am a conviction politician." What kind of leader are you? Do you have convictions of your own or do you live by the consensus of other opinions?

It is of utmost importance to have high ethical standards to be an effective leader.

Be Dexterous/ Considerable

A leader should be dexterous and considerable to be successful and to be remembered for his contributions. The case of Govind Vallabh Pant, the second Home Minister of free India will illustrate the importance of this principle of leadership beyond any doubt.

First Pant was sworn in as minister without portfolio at the Centre by Nehru. He took over as Home minister on 15 February 1955 and established a grip on the ministry as if a second Patel was again at work. He had to handle certain difficult tasks such as state reorganization, which had become a very sensitive and volatile issue. But Pant handled the difficult situation with great dexterity and tact. If Patel was the second Indian Bismarck who brought about states' integration, Pant was the second Indian Bismarck who brought about states' reorganization as Union Home Minister'.

Another sensitive, even dangerous issue, which Pant solved amicably, was the language controversy. Concluding his speech in the Parliament while discussing the Report of the Committee of Parliament on Official Language on 2 September 1959, Pant, putting forward a compromise formula acceptable to both factions, resolved the controversy. He had made the non-Hindi speaking people accept the constitutional settlement. English would remain as the associate language as long as the non-Hindi speaking people wanted it, but Hindi was free to become the official language of the Union in all respects. It was one of Pant's main achievements of statesmanship. This remains the situation today as far as the language issue is concerned.

Pant died on 7 March 1961 and was cremated at Nigambodhghat in Delhi with full state honours. Nehru, who was attending the Commonwealth Ministers' Conference in London at the time, sent a condolence message which summed up the man: We are left desolate and forlorn. Dear friend and comrade, great captain of our people during the days of our struggle for freedom, great in leadership after freedom came, wisest of counselors, gentle and yet firm of purpose, with malice to none, child of our beloved Himalayan Mountains carrying with him something of their calm and imperturbability, *rock* of stability and lighthouse to guide people's minds and paths, how shall we replace him or find his like again'. 'Pant indeed was a considerable figure in India's parliamentary life. In some ways he

was the most considerable.

Have clarity in thinking

A leader without clear thinking will be a failure. The one with clarity in his thoughts and goals will achieve the impossible. Sardar Patel, for example, followed this principle and he achieved what looked impossible.

He was the first Home Minister of free India. The country was faced with several problems and it was left to Patel to solve some of these gigantic problems. One of these was the existence of about 562 Indian states of sizes varying from a few acres to thousands of square miles spread over the whole length and breadth of the country. Patel assumed charge of the Department of States on 3 July 1947. On 5 July he addressed the princes. His speech is a fine example of precision and clear thinking. In a friendly tone he showed concern for the princes and offered them privileges and status to compensate for the loss of their rule. He also tried to evoke their patriotism: "It is by accident that some (Indians) live in the states and some in British India, but all partake of its culture and character. We are all knit together by bonds of blood and feelings no less than of self-interest. None can segregate us into segments, no impassable barrier can be set up between us. I suggest that it is therefore, better for us to make laws sitting together as friends than to make treaties as aliens". His appeal, mixed with a mild and subtle threat, worked, and by 15 August 1947 all the states except Hyderabad, Junagadh and Kashmir had 'been integrated with India. A limited use of force had to be used to discipline Junagadh and Hederabad. Junagadh was annexed in October 1947 and Hyderabad in September 1948 while Nehru was away on a foreign tour.

In October 1947, Maharaja Hari Singh of Jammu and Kashmir signed the Instrument of Accession but the Kashmir case was handled by Jawaharlal Nehru directly. How Kashmir became a problem is a long and tragic Story. It is any body's guess how Patel would have handled the Kashmir issue, if like other states; it had come under the jurisdiction of Department of States. Patel integrated over 560 states thus adding 800000 square kilometers of land and a population of 86 million to the Indian Union. This mild colossus changed the map of India in one stroke. No other leader could have done it. Patel is compared with Chancellor Bismark (1815 -98), who effected the

German unification in the late nineteenth century. While Bismark achieved unification, often through war, Patel did it through persuasion and tact.

Let Influence Work for You

Leaders should only use influence to get support of followers on a long lasting basis. The use of positional power works temporarily and that too with a lot of resistance. Swami Vivekananda used this power very successfully during his visit to the Parliament of Religions.

Vivekananda sailed from Bombay on 31 May 1893 via Southeast Asia reaching Chicago in July. But he carried no official credentials without which he would not be permitted into the Parliament of Religions. But with the help of Professor J H Wright of Harvard University and some kindly Americans who saw in Vivekananda qualities of a genius, Vivekananda succeeded in participating in the Parliament of Religions, the delegates of which represented all the religions of the world, from East and West.

The first session started on 11 September, Vivekananda spoke almost at the end. But his brief speech was like a tongue of fire. "Among the grey wastes of cold dissertation it fired the souls of the listening throngs. Hardly had he pronounced the very simple opening words 'Sisters and brothers of America' that hundreds arose in their seats and applauded." He greeted the youngest of the nations in the name of the most ancient monastic order in the world - the Vedic order of Sanyasins. Vivekananda became the most sought after speaker at the Parliament of Religions. During the following few days he spoke at least ten times including at the closing session on 27 September. He was lauded by the American press. The New York Herald reported: "He is undoubtedly the greatest figure in the Parliament of Religions. After hearing him we feel how foolish it is to send missionaries to this learned nation".