

# Leadership By Choice Not by Chance

Opportunities for students in leadership  
with tips for existing elected  
public leaders and entrepreneurs.  
Everything you want to know about  
multifacets of leadership.

Compiled and Written by  
**Dr. Kirit Shelat**

## Title

Be a Leader, By Choice, Not by Chance

Opportunities for students in leadership with tips  
for existing elected public leaders and entrepreneurs.  
Everything you want to know about multifacets of leadership.

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The purity of gold is tested by;  
rubbing, cutting, heating and pounding.  
Similarly a man's quality can be tested by his  
gentlemanliness, manners, dealings and character.



Buddha



Identifying the wrong as-it-is  
Identifying the right as-it-is  
With right vision who conclude right  
They go the right way of the light



Buddha

## Foreword



Prof. Nathu Puri

India has a long history of self-governance and responsible leadership. It has emerged as the largest democracy in the world, rooted in tradition and culture. As the nation grows at a rapid pace, there are issues of poor health delivery system, inadequate education profile, social conflicts, disparity in growth of areas and people, lack of urban and rural infrastructure, and continued poverty in the rural areas. These gaps are against a backdrop of revolution in telecommunications and information technology, creating a long-term impact on social structure and public administration. There is now an environment of opportunities, challenges and pressures for all the participants in the process of development. At a time when technology advancement and globalisation are the keys to way forward and India is becoming a power to be reckoned with, Indian leadership will have to address several core issues. The leadership at all levels, therefore, assumes a great importance, starting from village level to national level – a leadership that can compete the global challenges and address local level issues, is the need of the time.

Dr. Kirit Shelat's book on leadership portrays what are the challenges before the nation and what is the role of the leaders, how to become a leader, what are the different facets and styles of leaders, how a leader should function, how people must keep an eye on their leader, what is the role of followers and what is the role of the managers. He has emphasised the need for capacity building of existing leaders particularly at grass-root level for sustainable development. But more importantly he has focused on the future generation.

He has very rightly said:

- There are innumerable career opportunities in leadership and through it they can excel in life.
- That each one is capable of becoming a leader
- That everyone has some qualities of a leader
- That the missing qualities can be acquired-learned
- That one can become a leader by choice and not by chance – but it requires a determined mind.
- That the world-over the most successful leaders are from the common masses.

He has stated that nations, organizations have grown whenever they have good leaders, they have excelled whenever they have outstanding leaders and the vice versa is equally true – bad leaders have created chaos, countries have lost their freedom, many people have become poor or a large segment of population has lost their lives with continuing conflicts within society.

In his last chapter he has dealt with educational leadership and pointed out the significant role it is required to play to prepare future generations to assume these responsibilities. It is very true that we have a world-class education system but enough is not done for preparing, good and outstanding public leaders. With a view to meet this challenge Puri Foundation for Education, India has made a small beginning by setting up of an International School for Public Leadership in Gujarat, India – with the focus on existing leaders, future generation and university teachers. Dr. Shelat is the ‘Founder Member’ of this School.

Dr. Shelat has taken illustrations from Indian scriptures, the depth of wisdom of which is equally relevant today. He has referred to Chanakiya Kautilya, Manusmriti, Yoga Vasistha, Vidur Neeti, Bhagvat Geeta, Gautama Buddha, Panchatantra, Akbar-Birbal.

In fact in the new millennium with rapid growth, India has asserted its global position. It has the largest young generation in the world. The new knowledge economy has opened a multitude of opportunities. But there are problems due to complexities of growth like imbalance in socio - economic development resulting into social conflict and expansion of Naxalism to the one third of the country (This is a direct threat to the democratic system of government), suicides by farmers due to poverty and debt, imbalance in provisions of amenities within the urban areas, despite the increase in employment opportunities, the number of un-employed youth is growing; it is therefore important to strengthen existing leaders at all levels: the elected leaders, the new entrepreneurs, civil services, judges, NGOs and the like and prepare the future generation to become strong leaders. This is equally true for many parts of the world where the public governance system has failed due to lack of leadership or bad leaders and there is a chaotic situation leading to corruption and mismanagement of scarce of resources, increasing inequalities, despots ruling mercilessly and deaths of millions of innocent people. Even countries, which are known as developed, are now facing problems like the slowing down of economy, social un-rest by youth. Dr. Shelat's present book addresses all these issues for which he is eminently qualified being Ph.D in Public Administration and having worked for forty years in Public Administrative in Indian Administrative Service at various levels and with deep involvement in rural development in his second inning, post retirement. He has personal experience and understanding of public leadership being part of it and knows what are the challenges in that.

I am sure this book will be of interest to all who have interest in building a strong nation, sustaining a viable village economy and maintenance of democratic system eternally. It will be of immense use to the students to understand where opportunities lie and how to grab them. I feel that this book is an inevitable source of reference to all existing as well as aspiring leaders as it tells them how to reach new heights of excellence, which will be perennially remembered by the generations to come.

**Prof. Nathu Puri**



## Preface



Dr. Kirit N Shelat

While writing my book “What Ails Our Agriculture” I had an occasion to study in depth, the problem of farmers’ suicides and spread of Naxalism to one-third area of our country. I realized that the one reason for phenomenon of farmers’ suicide was failure of extension and development administration to reach out them. On the other hand, it was total failure of public governance system, which was the root cause of spread of Naxalism. In both the situations, it was the failure of leadership at local level the elected and non-elected. There was no dearth of resources or system like distribution of essential commodities at subsidized rates, the law enforcement agencies, the special welfare scheme for families below poverty line, the participative public governance system like three tier Panchayati Raj local self government system. There are comprehensive packages for rural and remote area for development and the spectrum of initiatives for poor families that came out in last five decades of development of our country. But all these failed to deliver at village level in areas where we have the above-mentioned problem. While with the growth in economy, initially slow – later on rapid – others went ahead – these people were left behind and are running in the opposite direction. Above the village level, we have the taluka level hierarchy of public governance system which includes the taluka pramukh of taluka panchayat, the tahasildar, taluka development officer, the police inspector, the Judicial Magistrate and above that at district level the chairmen of district panchayat, the collector and district magistrate, the district development officer, the district Superintendent of Police and so on and so forth. All these people do not bother about failure of its own system. They are satisfied with what is happening in the better part – areas of their territory and reporting that to state level and above. The end result is farmers get frustrated – loose faith in themselves with suicide as one outcome or leaving agriculture and migrate outside. But grave is the issue of spread of terrorism in rural areas of our country due to expansion of naxalite movement, which attracts youth and make

them to use muscle power and remove who ever comes against them with brutality and establish their rule. The recent reports on Naxalism in affected areas reveal that there is nothing like public Governance in these areas where they (the naxalite) rule. The other facet of the same situation, I came to know, from some officers of Chattisgarh, which is a neighbouring state where the spread of Naxalism is very high.

It revealed that the young generation has lost faith in Public Governance system and are lured away, thinking that they get power by joining this movement and they force others to join them. In fact they do not know that they can become a Sarpanch, a taluka Pramukh, MLA or Chairman of cooperatives or/ of a Self Help Group and participate in public governance and share power. They do not know that they can successfully set up a micro enterprise on their own. I felt that education in public leadership is the need of time not only for sustainable development but also because phenomenon of farmers suicide, increase in imbalance between urban and rural areas, and within the rural its remote areas, have enhanced social discontent despite rapid growth and the spread of Naxalism which is direct threat to democracy – it is a time bomb, which is clicking.

After my retirement from Government in January 2006, I had an occasion to interact on this subject with Shri. Nathu Puri. He is an eminent Indian industrialist based in U.K, with his enterprises spread all over the world. He was a truck driver in early 60s in a remote village of Punjab, who moved to U.K. to grow as an entrepreneur. He has set up the Indian Institute of Advanced Research at Koba, Gandhinagar for research and education in biotechnology through his Puri Foundation for Education in India. He was also thinking on similar lines. It was therefore thought of to set up a School for Public Leadership (International School for Public Leadership – ISPL), which can take up this task under Puri Foundation for Education, India based in Gujarat.

We started the leadership programme from December 2006 for grass root level existing leaders like Chairmen of Milk Cooperative societies, Women leaders, Chairmen of Self Help Groups, Trade Union Leaders, and for graduate and post-graduate students and university teachers. Some other like-minded persons like Late Prof. Anil Bhatt and Prof. D.M. Pestonjee (retired faculties of Indian Institute of Management) joined efforts.

Interaction during the programmes with participants confirmed that existing leaders need to be strengthened, as a number of participants were not aware of their own role in their organization even in what are called developed villages. It was equally true that students have also no clear perception of public leadership, its dimensions, and, availability of immense opportunities in it. The perception was that it meant political leadership of elected public bodies It is only for politicians – it is a dirty business!.

Another important realization was that despite the democratic process of election based on adult franchise, and that our constitution empowers that any voter can become an elected leader, there are areas and areas where leaders get elected not on individual merits but by family background, by caste influence, by muscle or money power. Increasingly small or big contractors are capturing such positions at village level or even at taluka level and many of such persons do not have the public good as their priority.

The far-flung remote areas and tribal areas have also problems. Here leaders who are elected even on merits have had in many cases, no idea of what are their responsibilities and authority. In all such cases the local self government bodies or cooperatives are under command of Secretary of Village Panchayat, or of Cooperatives, who does what he likes. This dependence on subordinate staff by elected leaders seemed to be a common phenomenon – all over.

It was in this background the idea of writing a book on public leadership came in with an intention that it will be useful to both existing leaders and future leaders wherever they are and make them conscious that one can become a leader by choice, determination and efforts. Effort is to make it as simple as possible with illustrations

I found that the leadership was also the most important matter in our ancient days and our scriptures have dealt with it extensively – I have drawn upon that along with wisdom of modern pundits in this subject. The illustration of leaders have been taken from its galaxy, they are neither comprehensive nor a final list but they are very good examples.

This is not an entirely original work and not even a perfect guide on the subject and nor are all conclusions final. The leadership is a very dynamic subject but an effort is made to touch some aspects of it, which concern the existing, and the future leaders and our country and deal with it in an extensive manner, with an intension that this will be useful all those who have interest in this subject.

## Acknowledgements

I am thankful to innumerable readers who welcomed my books on the 'Mapping Development' and 'What Ails our Agriculture'. The Present book is on Public Leadership – which has responsibility for rapid but equitable growth. The future generation need to know what are these challenges. It is meant both for existing leaders and students. I have not limited the generally known definition of Public leadership to mean only elected leaders but to apply it a wide range of areas where it exists and has a role to play.

I am thankful to a wide spectrum of people with whom I discussed these ideas to lay out a framework of the book. This includes the Chairmen of Milk Co-operative Societies, District Milk Producers' Union, Women Self Help Group and the village level Sarpanches, the Trade Union Leaders, the District Development Officers, the Collectors, the students, the University teachers, Principals and Vice Chancellors, Entrepreneurs and wide variety of people who are the existing leaders or future leaders or those who have something to do with them. All these gave me clues into what goes into making of a leader, how he succeeds or fails even after his success. This provided basic outline to conduct research.

I am extremely thankful to Prof. D.R. Patel who is an eminent Management Guru and an expert on entrepreneurship. He went critically through draft of the book several times before it matured. He offered very valuable suggestions, which I have incorporated at relevant places. I am thankful to Prof. V.J. Trivedi who is an eminent Educationalist who spared his time for editing the draft. However, if there are any mistakes or faults that are entirely my own.

My thanks are due to Prof. Nathu Puri for agreeing to write the foreword of the book. He has been awarded the honorary Doctorate by London South Bank University, U.K. very recently for doing pioneering work for development of educational leadership despite being very busy entrepreneur. I am thankful to Ms. Lizamma Thomas for assisting me this entire work through out. I am thankful to Shri. Kathan Kothari for his interesting artwork and designs page by page.

My thanks are due to my neighbour Shri Narayabhai Patel and Kathan's mother Mrs. Shraddha Kothari who have gone through the script and offered valuable suggestions – common persons' perception on leadership. I am also thankful to ISPL team – Shri. J.P. Saigal, Shri. B.T. Dabhi, Shri. Vinod Desai who all provided important suggestions.

I am grateful to Shri Shreyas Vishnu Prasad Pandya and Shree Bhagwati Trust for publishing my 6th book; without his full support this could not be possible.

I am thankful to my wife Ila and sons Vrajesh and Mitual who encouraged me to write this book.

My gratitude is due to Param Pujya Pramukh Swami Maharaj who provided me inspiration to take up this task.

**Dr. Kirit N Shelat**



# Introduction

'Leadership' is the key to success for a Nation or an Organisation for its survival as well as for its growth. The Prime Minister of a country, or the Chief Minister of a state, or the Sarpanches at a local village level Panchayat (Council), heads of business organization and non-business organisations all these are key leaders. Only a successful leader can foster growth and harmony and lack of it results in the downfall of organizations or for that matter of a nation. In the modern context it is the most vital in Management education.

Leadership offers a vast range of opportunities to young people – the future generations – they must know what it is – how to identify such opportunities and work towards it.

Be it be a society or a country or an organisation– it needs capable leaders who are transparent, wedded to their organization and accountable to people. The continuation of a democratic system or successful running of an organization depends on this. It is, therefore, important that the existing leaders also know what their responsibilities are and what they have to learn to meet the challenges of the development process.

The present narration deals with all these and with various facets of leadership and its dynamics and outlines the opportunities available – which can be grabbed through effective steps. It confirms that leadership can be acquired by choice and by persistent effort. It is not a matter of fate or destiny. It deals with qualities, which a leader must have, how to maintain the leadership and be remembered forever and that involves how it can be lost and lead to disgrace. It deals with various types and styles of leadership and its requirements – role of the managers, the followers and the people.

It also incorporates extracts from our Indian ancient treatise like Yoga Vashistha,, Manusmriti, Vidur Neeti, Mahabharat, Bhagvat Geeta, teachings of Gautam Buddha and advice from political master of his time 'Chanakya' along with scripts from stories of Akbar – Birbal and Panchatantra. It also contains quotes from the famous Chinese author Lao Tzu. These words of wisdom are very relevant even today.

A special reference is made about Educational leadership, which is responsible for building up of the future generations.

All this is intended to be useful to the existing leaders as well as the future generations. The leaders must be prepared by a nation for its own stability, growth, prosperity and well being of all its citizens.

## Leadership

The dictionary meaning of leadership is “head, manager, person in charge, organizer, chief, boss, director, guide (teacher)”.







- The leadership concept emerged with new dimensions in the later part of the last century and assumed importance in the beginning of the new millennium. This was so, both for governance of a Country, and for the public and the private organizations including educational institutions.
- Historically, leadership was determined by succession or snatched by power. The monarch or a despot or a military ruler thus ruled countries. The authority was transferred both in length and breadth of organizations right up to the grass-root level according to the desire of the ruler.
- Increasingly many parts of the world resorted to democratic set up of governance. This required leaders to be elected by people on adult franchise basis and accountable to people, and they were required to be re-elected after a fixed tenure.
- Earlier the organizations, both public and private, with nearly monopolistic positions, were not bothered for accountability of their performance. Their heads were selected by rulers from relatives or friends. Private organization – Industries became monopoly of a few families. This situation changed with increasing competition in economic affairs. Initially, private business organizations, and, later on, government business organizations, even under despotic rules, were required to perform and establish their credentials. The Industrial organizations, no longer remained a monopoly of a few families. The others could also set up and run them – this came to be known as new entrepreneurship movement.



- Elected positions in a democratic government and private organizations opened up opportunities for everybody. Any citizen of a country can rise to elected positions like Member of Parliament and can become a Minister, a Prime Minister or a President and govern the country. The governments started encouraging - promoting young persons to become entrepreneurs, promoting co-operatives and Self Help Groups as joint economic ventures activities. There are also associations – unions like the Chamber of commerce, Women Organization, Farmers clubs, Trade Unions where Chairman – Secretaries are elected by members. All these have opened manifold opportunities for young persons. The Civil Services, which are integral part of Public Administration and open to young persons who can by competing in a national level and state level examinations held by Public Services Commission became Civil Servants and hold important positions.



- The need for a leader became inevitable due to certain socio-economic factors. The initial society or social groups needed a head to decide internal issues and solve their difference of opinion. In ancient days, senior most elderly person used to guide small settlements. Over a period of time, in such settlements elder persons got identified with a family whose head became leaders by succession for the basic governance of its own system. The territorial jurisdiction for each settlement came in over a period of time to be called as country – a nation, state, and each independent from one another. The hereditary family leaders came to be known as a King and monarchy came into existence. With development of the democratic system of governance, a formal written “constitution” set out the rules for governance and procedure for constituting government. It laid down procedures for election of people’s representatives and for election of a leader who becomes the head of the government to be called President or Prime Minister of the country. In this new system people have the opportunity to share authority by participation in the election process.



## What goes into the making of a leader?

- Under a democratic system leaders came to be elected. Persons from all walks of life came out to participate in the governing process and over a period of time a galaxy of leaders evolved. The new leaders were conscious of the needs of people who elected them and remained accountable to them. Along with this the welfare concept came in. With complexity of social systems and globalization, the leaders in order to remain successful need a wide range of qualities. Leaders also became very important for the society as its own welfare came to depend on their performance. The people started looking for their leaders who have all kinds of qualities and along with this is the competition for becoming a leader also grew.
- But there is nothing like an ideal leader. A leader grows like the banyan tree – it takes time for a person to grow as a leader – it is an evolutionary process.
- Leaders do not have universal characteristics, traits, skills or styles that lead to their success – but they have certain inherent basic qualities, styles and vision.



- Leadership evolves and emerges from one's own life constantly, one has to look for that purpose and work towards it.
- In order to become a leader, one has to look – and inspire oneself to take up leadership. There are some qualities, which are inborn – if some are missing, they can be acquired by learning followed by practice. A leader must have a vision – what he wants to do, and must have followers without whom there is no leadership. All this is equally true for a person who has got into position by inheritance, caste factor, party support, by money or muscle power, with or without leadership qualities.
- **But in order to become a leader, one must be first a successful person.**

## The Preamble for leaders First be a successful person



- Who is a successful person?
- The dictionary definition of success is “achievement, accomplishment (of a task), victory or triumph.
- Most often we admire such persons who have achieved success, but many of us envy them. Some time we say that he is lucky; God has given him the gift. He is born with the proverbial gold or silver spoon – so on and so forth.
- This is not true, success, most often, is a result of hard work and persistent effort. Each one of us can become a successful person.

But in order to continue to achieve success in one task or another and remain 'successful' certain qualities are needed like:

- Clear goal – what is to be achieved needs to be spelt out. How that should be achieved - must be learned.
- Humility- politeness
- Hard work and patience and persistent effort.
- Gets on well with others
- Listen to others
- Self-confidence – self-reliance
- Integrity
- Bold and not afraid of doing the right thing
- Positive thinking – even takes criticism positively
- Self-discipline and punctuality
- Self-motivation and alertness
- Personal values and self-esteem
- Good health
- Faith in God and fear of God (God fearing)
- Does self-evaluation continuously
- Despite difficulties and odds on the path, keeps on his track uninterrupted.
- Some of these traits one has already the remaining can be acquired by learning but one must make effort to find what one has and what is required to be learned.
- It is not necessary that all successful persons become leaders but once a person is successful – chances of his becoming a leader and continue to be so are very bright. But there are impediments on the path as was realised by Lord Rama who seeks guidance on these from Rushi Vashistha.



## Impediments on the Path



### Discussion between Lord Rama and his Guru Vasishtha

'Rama Enquires – "O Holy Sage – please guide me' 'All relationships in this world are bondage. All so-called enjoyments ultimately become diseases. Desire for happiness or to become successful is only a mirage. One's own senses are one's enemies. One's own mind becomes one's worst in effective. Egoism is the foremost cause for evil. It makes wisdom weak. One's intelligence is governed by in effective egoism, instead of being the other way round. There is no peace or happiness in mind as a result correct action many a time fails. Youth is fading. Company of holy ones is rare. No one is happy at the prosperity and happiness of others. People are getting baser and baser day by day. Weakness has overcome strength. Cowardice has overpowered courage. Evil company is easily around. Good company is hard to come by. I wonder where 'Time' is driving humanity.

Holy one, all these leave a mysterious power to destroy even the most powerful leaders. It robs whatever is considered eternal, of its permanency. Is there then any hope for a simple person like me? This mysterious power is spreading in to one and all and is a major hindrance for becoming successful in life."



### **Vasistha - Replies**

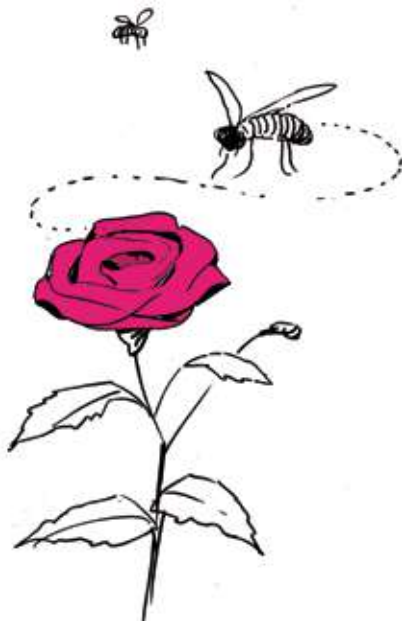
“There is no power greater than right action. One should take recourse to self-effort. By gritting one’s teeth, one should overcome evil by good and fate by persistent effort.

One should free oneself from likes and dislikes. Engage oneself in righteous self-effort and reach the supreme truth. It must be understood that self-effort alone is another name for divine will. One should divert the impure mind to pure endeavour by persistent effort.

Self-effort, springs from right understanding, which manifests in one’s heart. But this needs exposure to the teachings of the scriptures and understanding the conduct of the holy ones and digest their meaning. Self-effort is based on (a) knowledge of the scriptures (b) instructions of the Guru and (c) one’s own effort. Fate (or divine dispensation) does not enter here. Hence, one who desires to be successful must divert the impure mind to pure endeavour by persistent efforts.

By doing this, the mind will be at peace, all disturbing thought waves will get subdued and truth will be realised and right action will follow and with this one would become successful in achieving his goals in life.

**Extracts from Vendant treatise in Sanskrit – the “Yoga Vishistha”, translated by Swami Venkatesnanda of Divine Life Society, Rishikesh**



Bee collects honey from flowers with charm  
Moving without disturbing colour and scent doing no harm



Buddha

# Public Leadership The Need Of The Day





India has a long history of Self-governance and responsible leadership. It has emerged as the largest democracy in the world, rooted in age-old traditions and diverse cultures. As the nation grows at a rapid pace, there are issues of poor health delivery systems, inadequate education system, on going social conflicts, gender imbalance, and discrimination, poverty and lack of infrastructure particularly in rural areas. These gaps are against a backdrop of revolution in telecommunications and Information Technology and rapid growth in service and manufacturing sectors in urban areas. This has a long-term impact on the society with increasing social imbalances between urban and rural areas. There is now an environment of opportunities but there are challenges and pressures for all the participants in the process of development. At a time when technology advancement and globalisation are the key to the way forward and India is becoming a power to be reckoned with, Indian leadership will have to address several core issues.

The country has a rich experience of the democratic system. The Constitution has assigned a special role for the governance to elected leaders from village level to central government. Similarly there are elected leaders to head co-operatives, trade unions, trade organizations and the like. There are business organizations; there are civil servants and teachers. The people are stakeholders. The Public Leaders need to be knowledgeable, committed and efficient for good governance. The public leadership needs to be prepared to meet the challenges of the day and of the future. The future (young) generation is required to be sensitised to emerging issues and move to become public leaders and to assume responsibilities.

## There is a need to develop public leadership at all levels of governance:

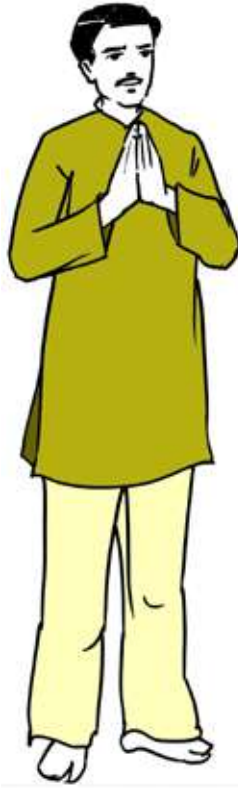
- Village, taluka, district, state and Centre
- Public utility organizations.
- Government and private sector organizations
- Co-operatives, organizations of trade and industry.
- Non government and community based organizations farmers' group, women leaders, trade union Association of persons like etc. Educational organizations, voluntary institutions consumers' organisation, Shareholders' organisation etc. and even in a spiritual organizations.

## Tasks and Challenges

- The young generation and students need to be trained so that they can become future leaders and can assume responsibilities in all these areas.
- The existing leaders are most often not aware of the sphere of their activities, duties and responsibilities. Many a time they get elected due to caste, family or local factors. They need capacity building to shoulder their responsibilities.
- The prevailing education systems does not specifically focus on public leadership development. They are known to focus on technology and knowledge development in areas such as law, economics, information technology, medicine, engineering and biotechnology. Existing institutes and professional bodies engaged in management, development and social sciences do not have any thrust on public leadership. Courses offered by them treat leadership in a general manner with focus on management of private organizations.



- Public leadership assumes great significance in different dimensions of the development process like rural development, removal of poverty, removal of social and regional imbalances and conflicts, empowerment of women management of local self-government bodies and this with participation of people. Increasing complexities created by rapid but uneven growth of the economy, the desire to strengthen India's position as a global leader and to meet the standards of efficiency and productivity of countries like USA, Europe. Over and above all these need to maintain their democracy, this requires strengthening the capabilities, attitudes and behaviour of the existing public leaders. They need to become aware and learn new technologies and methodologies of E-governance. They need to know and become capable of handling problems like growing Naxalism and issues like farmer's suicides, resistance to new concept of growth like Special Economic Zone (SEZ's) . This also calls for younger people to be motivated and join in the task of running the country and preparing the younger generation to assume responsibility as leaders and remain committed to the needs of the country. In fact this opens up vast career driven opportunities for them. There are opportunities from a lower step like a Sarpanch of a gram panchayat to become a member of parliament and ultimately grow as minister or even as prime minister of the country.



Without anger, anger you win  
With gentleness, aggression you win  
With giving, miserliness you win  
With truth, untruth you win.



Buddha

# The Public Leadership Thrust Areas

## Future Leaders

Leadership offers a vast span of opportunities. It is now feasible for anyone to become a leader. Society needs good and capable leaders. The students have career opportunities by becoming a leader in very many areas.







**It is necessary to focus on the capacity building of students who can grow as leaders and also strengthen and build the capacity of existing leaders such as:**

- Women leaders
- Cooperatives leaders
- Labour leaders and self help group leaders
- Leaders of Panchayat Raj Institutions
- Leaders of Urban Public Institutions like municipalities and municipal corporations
- Leaders of Public utility organizations: e.g. water supply, electricity, transport, healthcare & education, tele-communication.
- Leaders of Constitutional bodies like: representatives to Parliament and representatives to State Legislative Assembly



- Chairmen of Public Undertakings
- Voluntary organizations
- Government organizations
- Public and private organizations and business enterprises.
- Members of Political parties.
- Entrepreneurs
- Spiritual leaders
- Civil servants, Judicial services, Armed forces
- Leadership for specialized Associations like Trade and industry associations, chambers of commerce, trade unions, religious organisations, farmers club consumer associations shareholder association etc.

Educational Leadership at University, colleges and schools

- These are some of the important “areas” where leadership is very crucial for success of an organization or for that matter that of a nation.

## Why a person likes to lead?



- Power motivation – he wants to exercise his ability and authority over others. He enjoys commanding.
- Welfare Motivation: He believes that his involvement as a leader is must for the welfare of the group – society - organization. He wants to contribute something to society. He is sensitive to sufferings of people and is confident that he can bring them out of these.
- Rebellion – motivation to resist - He believes that the present leader is working against the interests of people or organizations and is exploiting them – is a tyrant; his actions are foolish and whimsical. He must overthrow such a person or regime and occupy his position. He wants to improve organisations.
- Hereditary – By succession, the family head is the leader of society, a political group or country or business organisation.
- Money motivation - one wants to earn more money – multiply activities and wealth. Entrepreneurs have generally such motivation.
- Excellence motivation – one wants to become a topper and show his skills to all others and lead them over others in competition or do some extra ordinary work.
- Independence – a person does not like to work under anybody else and he wants to set up his own enterprise or a voluntary organisation or a political party.



Avoid doing evil deeds all  
Carry our good deeds benefit of all for  
Continuously purify own mind too  
This is Buddhas' message for you



Buddha

# Public Leadership

## The Opportunities



On completion of graduation or post-graduation, students have several options to pursue their future new life as under:

- Advanced education
- Take up a job
- Become self employed – become an Entrepreneur
- Join social service- join public life – become an elected leader
- Join group economic activities like cooperatives or self help group
- Appear in competitive public services examinations like Indian Administrative Service, Indian Police Service and even become a judge
- Join Educational activities – become a Professor – lecturer or a teacher

## Public Leadership - Opportunities

- Public leadership offers immense opportunities. There are varieties of areas where one can become a leader. It ranges from village level to national and international level.
- The Indian constitution provides an integrated system of public governance inclusive of checks and balances within it to include legislative, executive and judicial branches of government. The public leadership therefore is not confined only to elected leaders but it has wider ramifications.

### I - Elected leaders

- Elected Public Leaders: The Constitution of India provides decentralized management of Government starting from village to State levels to Central government with peoples' elected leaders participation in it.
- One can be Sarpanch of a village Panchayat, President of Taluka Panchayat or District Panchayat, member of Village Panchayat, Taluka Panchayat, District Panchayat, Member of a legislative assembly, member of parliament and can become a minister or the speaker of assembly and the like.

#### Elected Public leaders are from following categories:

- By hereditary - There are families who have political background or erstwhile rulers and they are well known to the public like Gandhi, Bush, Kennedys, Abdullahs.
- Member of political party - A political party selects from its members/candidates to contest election to become Member of Legislative Assembly, Member of Parliament, and District Panchayat and like.

The young or professionals can become leaders and occupy public positions.



### How to become an elected public leader?

- It involves participation in the election process as defined in the constitution and its related statutes.
- One has to be a citizen of India and a voter. A citizen of India who has attained the age of 18 can become a voter – this requires registration.
- In the case of Gram Panchayat- there is no political party- sponsored candidates – Election is without a party symbol.
- In the other categories like Taluka Panchayat, a Municipal body, District Panchayat, Member of Legislative Assembly or Member of Parliament, there is sponsorship by a recognized political party. If one wants to contest on behalf of a political party – its membership is a must and the party must sponsor the candidate in writing and provide the party symbol
- One can contest election as an independent candidate without affiliation to any political party.
- After being elected – if one belongs to a majority party i.e. ruling party – there are opportunities to rise further by becoming a Minister and even become a prime minister.
- The basic functions of elected representatives are to represent people, bring solutions to their grievances, take up public welfare schemes to people, help poor people, act as a link between government and the people. If one becomes Office bearer like Taluka Pramukh or a Minister in Government – the responsibility is much greater. This includes governance of taluka or for that matter of state for public welfare as laid down in the constitution.





## II - Non-Government organization (NGO)

- Voluntary institutions known as NGOs can be set up for public service. Voluntary institutions of the like-minded persons can work for rural development, public health, sanitation, and education and the like. In order to receive the donations and grants such institutions have to register with the Charity Commissioner under the Charitable Trust Act.
- Joining association of mutual interest like the chamber of commerce, farmers club, trade union.
- On one's your own, one can work in the public interest without occupying a position by working for public like (a) follow up demand of people for amenities with authorities (b) grievances of people against problems not solved by the authorities (c) assisting people in need – like poor people, patients in hospitals, serve old people and the like (d) take up community work like cleaning of roads (e) One can become a sports-person, singer, actor and excel in all such fields.
- This one can do at any time either as a young person, as a housewife, even while doing a job or business or after retirement. One can do it alone or organise a group and take up such activities of public interest.



### III - The Co-operatives and Self Help Groups

- One need not be alone but can bring persons of mutual interest to set up a co-operative society or a self-help group for a common purpose or for business or for public good.
- A Co-operative society is a registered body under the Co-operative Societies Act. A minimum of 11 members are needed. The purpose has to be common like Housing, Bank, Milk Producers society, Vegetable growers societies and the like. The chairman is elected by members for a fixed tenure. There is a governing body responsible to members. Any social or economic activity can be undertaken. In order to initiate such activities, the promoters have to set up a society first.
- An example of strong public leadership for benefit of the farmers is the 'AMUL' pattern at the district level milk producers' union – to which village level milk producers' societies are affiliated.



#### Self Help Group

- This is for joint economic activity of interested persons. It is not a registered body. It is eligible for certain subsidies and special bank loans at lower rate of interest under rural development programmes. This movement is a great success in rural areas of our country.

## IV - Entrepreneur



### Who is an entrepreneur?

An entrepreneur is a person who takes initiative to set up a business enterprise on his own. Business is earning money by an activity of marketing buying, selling or supplying goods or services.

### Entrepreneurs are generally from following groups:

Hereditary i.e. family owned business or service unit or industry. This can be family business like trading activities by Mahajan families, artisan families and the like.

There are professionals in the new era known as Chief Executive Officer CEO or Managing Director of a company

But now a young person can become an entrepreneur.

## How to become an Entrepreneur?

Intelligence is nobody's monopoly. Similarly entrepreneurship is nobody's monopoly and even a small person can set up a cycle repair shop and grow up to be a manufacturer of cycles. Some time this happens by accident but with proper education and learning it is possible for a person to become an entrepreneur without any Family background of business. This can be acquired with a determined mind. The Governments are encouraging young persons to become entrepreneurs. There are special training programmes, packaged loans from financial organizations, which encourage and assist young persons to become entrepreneurs. Entrepreneurs build a nation, and they make it self-sufficient and add to its growth by increasing wealth of the nation.

The entrepreneurship can be in a variety of activities as under:



### Manufacturing Unit:

One can set up a manufacturing unit. A production unit involves multiple activities like, identifying a project and its implementation. There can be a large unit, a small unit or even one-man or two men workshop.

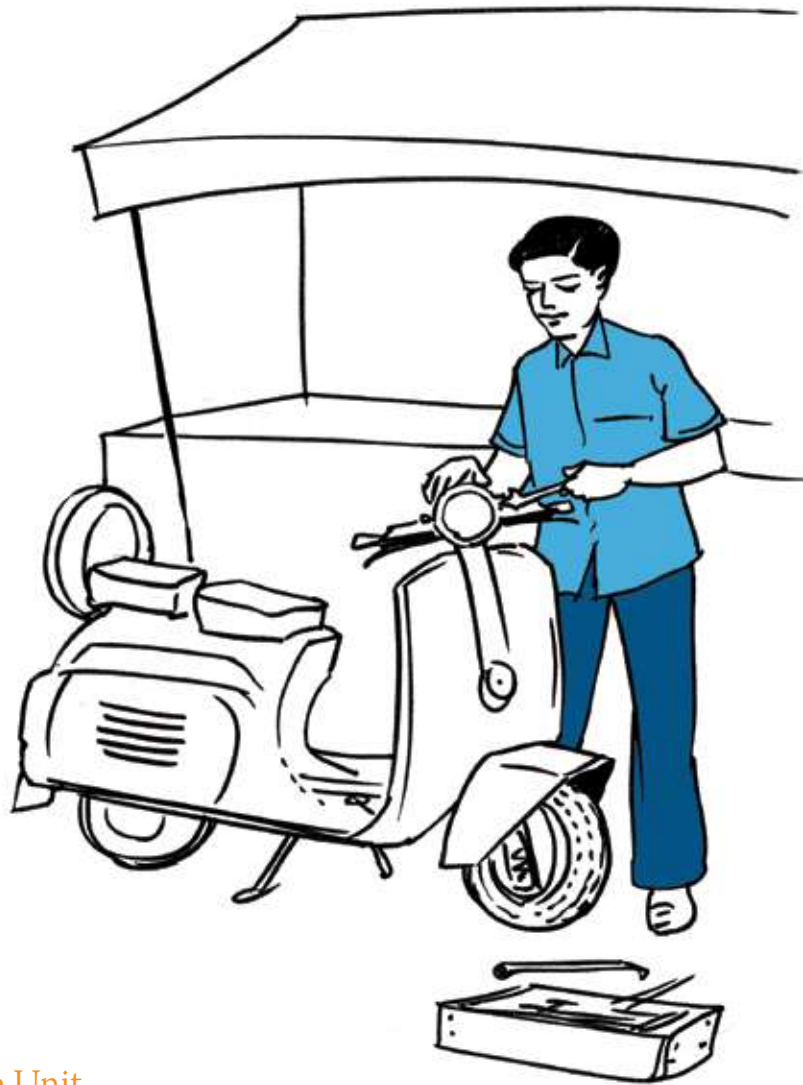


## Becoming a Chief Executive Officer of an organisation

Public Limited Companies now a days select professionals as Chief Executive Officers or a Managing Director. There are also other positions like chief finance officer, general manager etc. This requires a professional degrees and experience.

## Business Enterprise

A business enterprise can have retail outlets, sales and purchase of commodities, providing inputs like fertilizer, seeds, pesticides and agriculture equipments. At village level, one can set up a kirana-grocery shop, Pan-bidi shop, Video Parlour, Vegetable Shop.



### Service Unit

A wide range of services are needed and one can set up repair shops for automobiles, tractors, equipments, television sets, computers etc.

### Professional Services

Like advice on accounts, contesting legal cases are also opportunities. This depends upon having qualifications like Chartered Accountants (CA) for setting up an Accounting Service Unit, a Bachelor of Laws (LLB) for setting up one's own practice, a Bachelor of Medicine and Bachelor of Surgery (MBBS), or Doctorate in Medicine (MD) can be a doctor – on his own and can set up his consulting rooms or a hospital, agriculture graduates or postgraduates can provide farm consultancy.



## V - Civil Service

Civil Services offer immense opportunities to work for the Public Administration. There are varieties of positions, which one can reach by appearing in public competitive examinations. These are held at national level for Indian Administration Service, Indian Police Service, and Indian Forest Service. The candidates selected have to go under rigorous training for two years- before taking up a field position – starting from Assistant Collector, Collector, District Development Officer, and later to work as Secretary to Government- so far as IAS is concerned. There are similar examinations held at State level for State Administration Service. There are many other positions for which competitive examinations are also held. The young persons with a basic graduate degree can appear and join Civil Service. Good public administration is the need of the day.





## VI - Educational Leadership

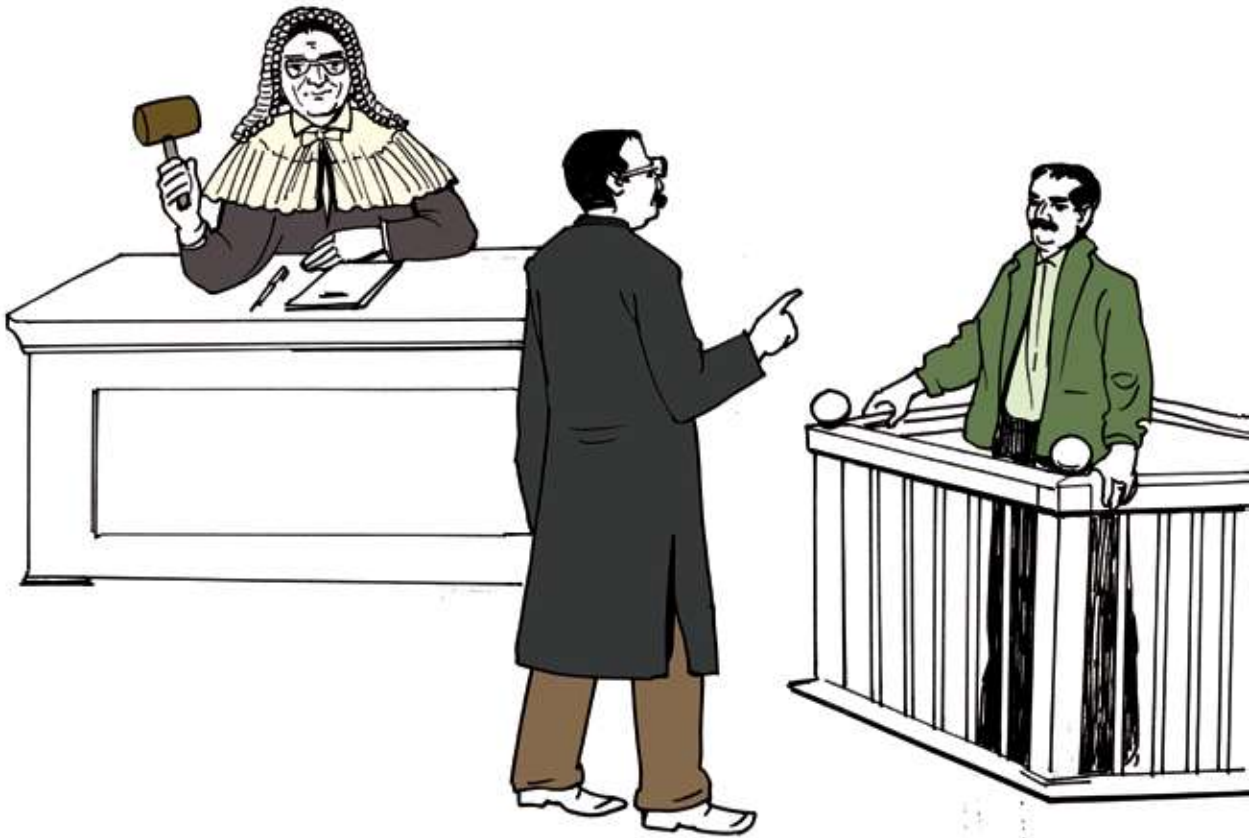
Education is a vast span and is a base for building a Nation. This involves Capacity building of children by a teacher of a school or of a student of industrial training institute after teaching in college and University. These are opportunities for young persons to take up an academic career and prepare future generations. This is the key to develop a strong nation. Committed teachers can make a great difference in imbibing patriotism, developing values in students and make them productive assets.



## VII - Spiritual Leadership

There has been wide spread growth of spiritual and religious organizations belonging to various beliefs and sects within one religion and among all religions. Some of such organizations are also doing noteworthy public services by doing rural development work, setting up hospitals, schools, and colleges involving themselves in rehabilitation and calamity relief. Such organisation have a spiritual head and under him “Sadhus” and devotees. Becoming a Sadhu is also an opportunity for a young person who is spiritually inclined and also interested in social work. Before he is baptised he has to work as a trainee – Parashad. The examples are Institutions like Ramikrishn Math, Divine Life Society, Bochasanwasi Shri Akshar Purushottam Swaminarayan Sansthan (BAPS), Jesuits and Christian relief organisations.





## VIII - Judicial Leadership

The judiciary is an important organ of the public governance system. The judges decide the disputes between citizens and citizens, citizen and government and impart justice but more importantly the judges decide the punishment to be given in case of violation of Laws and this relates to both criminal and civil matter. In order to become a judge, the basic qualification of being a bachelor in Law (LLB) is needed and a person has to be practicing lawyer. The minimum requirement of becoming a judicial magistrate, is active practise of more than 5 years and minimum requirement of becoming a judge in Superior Court., is active practise of more than 10 years. One can become a judicial magistrate; district and session judge, a High Court judge and even can become a judge of the highest court of country - the Supreme Court.



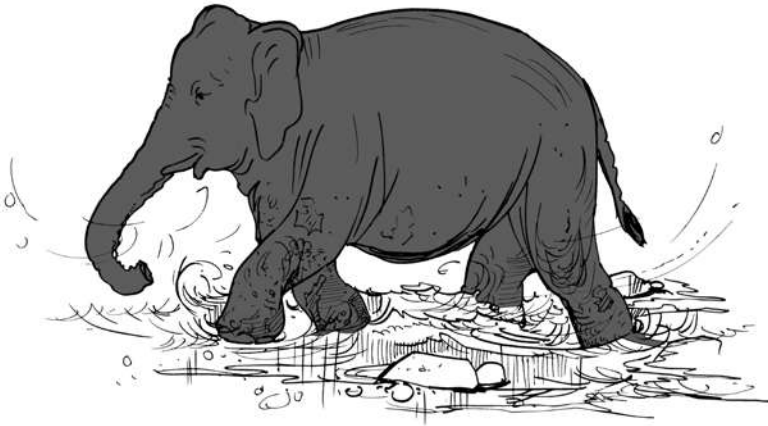
## IX - Women Leaders

Over centuries men have dominated all areas of public leadership whether in elected bodies or otherwise. Women empowerment is a major movement. Now special opportunities exist for women. In the local self-government bodies like Panchayat, Urban Municipalities, there is 30% reservation for them among the members to be elected. There is reservation by rotation for women to be elected as Sarpanch, Taluka Pramukh and District Pramukh of Panchayat. Special facilities and subsidies are available for women self help group and for becoming entrepreneurs and for their business enterprise.



## X - Armed Forces

Commonly known as “Services”, has generally three branches - Air Force, Navy and Army. One can join services as a soldier with a minimum qualification of higher secondary with proper physical fitness. One can join also as a junior officer as a lieutenant. Public examinations are held from time to time for recruitment. It offers a wide range of opportunities to grow further like a major, brigadier, general. It is most challenging assignment for young persons who want to do something for the nation.



With perseverance alert; you be  
With control, holding mind, you be  
From the mud pond how elephant come out  
From the difficult material world you come out



Buddha

# Leadership

## Some Basic Qualities

Leadership can be acquired by working towards it and it takes time. “You cannot get to the top of Everest” says Robin Sharma, “by Jumping up the mountain”. You can go to the top of the mountain by taking incremental step by step and you get to the goal.



The qualities needed can be acquired by learning, by practice and by effort. This involves:

- Practicing of values and principles is a must
- Team building is essential a must in and around
- Values become reality when tested under pressure. A situation requires, for achieving particular result, that you sacrifice certain basic values like honesty and truth. You do not want to do that and at the same achieve the desired goal. This is the test of leadership.
- The family is very important –members of the family, relations, friends and colleagues have to be with you, in addition to followers. Net working is important. The team is together both at the time of difficulty and celebrations.
- Your personality is very important. That is your reputation. One has to be consistent at work, with family, community friends – you have to be the same person-steady and confident all the while.
- Leader must add to values – he needs to bring out the potentialities of the followers, enhance their ability and through participative efforts create facilities, wealth, growth and meet the challenges. And as the end result each participant gains something.
- There is always a conflict of interest within any organization between followers – due to selfish interest, competition to grow up or different perceptions of the same situation. Leader must know how to resolve such conflicts and identify them well in advance before the organization gets disrupted due to internal quarrels.

Thus leaders need certain basic qualities for becoming and continuing to be a successful leaders. This further includes the following:

- Strong strategies, analytical skill, prepared to take risk and excellent in communication.
- Accessible, recognises values in others.
- Realistic and pragmatic in approach
- Believes, nothing is impossible
- Has creativity, adaptability, and capacity to develop collaboration and strategic alliances.
- Takes everyone together through team building
- Empathy, concern for others aspirations and requirements
- Has a reputation of following win-win strategy through his action, rather than by an argument.
- He is knowledgeable, has concentration and assumes responsibilities.
- Leader must have faith in himself. He must have faith in God and understand – his vastness. He must learn to respect the human nature and the environment. He must be patriotic and committed to his country and his organisation.
- He has capacity to say “No” – even under pressure for issues, which he thinks are not right.
- He does not blame others for his mistakes
- He has to be forward looking but with one foot on the ground.
- He does not try to do everything himself – delegates work and power.
- However there are different types of leaderships. Each is different from one another and requires certain additional strengths over and above what has been mentioned above.





Behaves with right conduct  
who follows truth, right path  
who does well his own work  
who he is dear to all



Buddha



## Special additional qualities for different types of leadership



### Elected public leaders:

- High ambition
- Power motivation
- Fame motivation
- Welfare motivation
- Crisis manager
- Excellent organizer
- Chanakya style
  - Explanation
  - Compromise (or bribery)
  - Penalty
  - Divide and rule for achieving his goals

## Leaders of private organizations (CEO or MD)



- Good administrators
- Technically qualified.
- Crisis Managers
- Skilful at problem solving skills
- Awareness about SWOT- Strengths and weaknesses, opportunities and threats
- High level of ability to negotiate leading to win-win strategy
- Knowing how to select right persons for the right job

## Shri. Deveshwar

ITC



Mr. Deveshwar has a distinguished corporate career. In 1996, he became Chairman and Managing Director of ITC Limited. Under his leadership, the company diversified its businesses in Hotels, Packaging, textiles, Agri Business, Retail & Distribution and branded FMCG goods including Foods and Garments. He has given expression to sustainable philosophy through his unique business models. He developed Chaupal Scheme for rural areas key to his success is changing with the time and anticipating new growth areas - the rural markets.

## Shri. Anil Naik

L&T



Anil Naik Joined L & T in 1957 as a junior engineer – within three decades he rose to become Managing Director and Chief Executive Officer, the youngest member of L & T to occupy such a position. Key to his successes are 16 hours work per day and calculated risks. L & T switched from trading to engineering with manufacturing of equipments and took up major engineering projects on turnkey basis to include setting up of refineries etc.

## Shri. K.V. Kamath

ICICI



Mr. K. Vaman Kamath is the Managing Director and Chief Executive Officer of ICICI Bank Limited. ICICI Bank functions as a universal bank in the areas of corporate finance, commercial banking, investment banking, asset management, non-banking finance, investor services, broking and insurance. The strategic initiatives and structural changes instituted by him have helped ICICI to expand its boundaries and increase its business potential at international level with the ability to provide complete financial services to different classes of customers.

# Entrepreneurial Leadership

- Has capacity to take risk
- Achievement motivation and can think big
- Innovative – creative to identify new opportunities
- Quick decision maker
- Team builder
- Not afraid of failure, is persistent – he never gets tired – always remains energetic.
- Money motivation – he wants to multiply wealth.
- Fame motivation – he wants to become number one and well known.
- Keeps track of change in commercial environment and looks for new opportunities

## Why Entrepreneurs Fail?

Entrepreneurship is not a one-time situation. An entrepreneur has to remain continuously vigilant and avoid pit-falls, which if not taken care of, can lead to failure.

### Failure comes from the following:

- Does not go into depths of project undertaken to examine its true feasibility and financial viability.
- Fails to choose the right person for the right job and deploys relatives – even if they are incompetent, in key posts. He sometimes fails to deploy competent persons and appoints negative and obstructive persons due to his personal likes and dislikes.
- Does not pay debts timely and accumulate interest burden, which makes project non-viable
- Does not visit the site where the work is going on
- He is not aware about changes in the environment, and about the strength of his competitors. He does not change with time and the situation.
- He is not bothered about the quality of his products; samples and their supply do not match. He is not careful to make timely delivery of his goods.

## Dhirubhai Ambani

## Reliance



Dhirubhai Hirachanda Ambani was a young boy from lower middle class family of the rural area of Junagadh, Gujarat. He became a most successful modern entrepreneur in India. He started as a Vendor to grow as a textile entrepreneur. This is multiplied into largest Petro Chemical Company and biggest refinery Unit and telecommunication Company in the country under Reliance Industries banner. This was un-presidential rise in 3 decades, which any Indian entrepreneur had achieved. Key to his success was his anticipation of future opportunities, his boldness and capacity to take risk and think big and his participative efforts with his shareholders. His two sons Mukesh and Anil Ambanis have multiplied Reliance group and have become important global players and enhanced prestige of Indian Entrepreneurship world over.

## Kasturbhai Lalbhai

## Kasturbhai Lalbhai Group



Kasturbhai Lalbhai hails from Gujarat. He was nationalist businessman and known for ethics. He introduced professionalization in his enterprise and modernized textile industry in early years. He promoted number of educational and social institutions and took up charitable activities. He is considered as a pioneer of textile industry in Gujarat.

## JRD Tata

## Tata Group



Jehangir Ratanji Dadabhoy Tata was a pioneer aviator and one of pioneer of Indian Industry. He was awarded Bharat Ratna. Under his leadership, the Tata assets climbed from Rs.62 crore in 1939 to over Rs.10,000 crore in 1990 and Tata entered into several new businesses, many of them unconventional, and produced a vast range of products from airlines to hotels, tucks to locomotives, soda ash and other heavy chemicals to pharmaceuticals and financial services, tea and air conditioners. He set up a series of educational institutions including related to social service and fundamental research. Key to his success is his vision for modern India. Shri. Ratan Tata who has become global Icon, has followed his footsteps and expanded the vision of Tata's which is now the world leader in many of its enterprise, giving India international status as an industrial giant.

## Leader of an NGO Voluntary organization



- He is wedded to self-less social work and ignores personal gains.
- His goal is to assist people
- He has affection motivation.
- He goes to do field work by himself and is not dependent on others to understand the needs of people.
- He is a link between people and government



## Ilaben Bhatt



Smt. Ilaben Bhatt started with a small group of Self Employed Women Workers, which grew into the largest women organization in India in three decades catering to more than 7.0 lacs women members. The members of SEWA include self-employed workers, vendors, home-based workers and women labourers. SEWA brand and Rudy brand are very popular for a wide range of products. SEWA has been responsible under her leadership to introduce sustainable livelihood and self-empowerment to rural and urban women particularly belonging to weaker section of the society. Key to her success is her persistent efforts, clear goal, organizing capacity and participative efforts with fellow members.

## Kantisen Shroff



Shri. Kantisen Shroff is a Mumbai based industrialist and Chairman of Excel Group of Industrials. He is the promoter of sustainable rural development programme in the arid region of Kutch Gujarat, which has been replicated in many other parts of country. He has made Bhujodi, a rural place in Kutch as his permanent residence. Key to his success are understanding of the requirement and capacity of rural people and use of science and technology for improving their livelihood, use of natural resources and it's harnessing through agriculture, forestry and water management and participation with rural families. His wife Chanda Shroff has also contributed to sustainable livelihood for rural women by promoting hand-art based textile products.

## Arvind Mafatlal



The Chairman of Maftlal group of Industries, which was the third largest industrial organization in late sixties and early seventies. He was pioneer in introducing the social help concept in industrial organization. He set up Sadguru Sewa Sangh Trust, which did extensive work in drought prone areas of Gujarat and Maharashtra. Along with Shri. Manibhai Desai - he set up Bhartiya Agro Industry Foundation, which came out with cross breeding and artificial insemination technology for up grading the local breeds of cows for increase in milk yield. He initiated wasteland development and farm forestry. Key to his success is his realization of gaps in technology in rural areas and bridging them.

## Co-operatives Self Help Groups Leaders



- He is committed to the principles of cooperation and joint efforts.
- He treats all members equally and respects their views.
- He is not lured by attraction from private competitors and alerts his members about such efforts and stands up to their competition.
- He believes that by cooperation, and with joint efforts, economic or social goals could be achieved.
- He is transparent in his behaviour.
- He believes in community participation in decision-making process and believes in joint and participatory management system



## Dr Verghese Kurien

AMUL



Varghese Kurien is called the father of the White Revolution and known as the Milkman of India. He was the chairman of the Gujarat Co-operative Milk Marketing Federation Ltd. (GCMMF). GCMMF is an apex cooperative organization that manages the Amul food brand of 12 districts milk union of more than 12000 milk producers' cooperatives with more than 100000 members. He is credited with architecting Operation Flood – the largest cooperative dairy development programme in the world. He worked along with Shri. Tribuvandas Patel in Kheda district where first the cooperative milk processing plant came into existence. Key to his success was faith that even a small milk producer is capable of managing his union – what he needs is capacity building and professional support.

## Tribhuvandas Patel

AMUL



Tribhuvandas K Patel was reared in the Gandhian tradition of combining politics with social work. Under the guidance of the Sardar Vallabhai Patel, he worked with the villagers of Kheda district and organized village level cooperative of milk producers. This in turn created Kheda district milk producers union. Milk, which was considered as a perishable product – got processed into number of milk products. Milk also got marketed to places like Mumbai. The end result was that the farmers got remunerative prices. Dependence on seasonal agricultural activity got reduced for livelihood. This provided supplementary source of income to farmers as the milk was so far only sold within the village itself or used only for personal consumption. Key to his success was participative efforts and teamwork.

## Viakunthbahi Mehta

Shri. Vaikunthbhai Mehta started his career as a Bank Manager of Bombay State Cooperative Bank to grow as Managing Director of this apex level federal body. He worked for cooperative movement in Banking Sector and played a key role in its expansion and consolidation in the rural areas of Gujarat and Maharashtra (Erstwhile Bombay State). He developed a strong network of District Cooperative Banks. He also became Minister of Cooperation in Bombay State Government.

## Civil Servants



- His commitment is to the constitution and acts according to Law and pursues the laid down policies, without fear or favour.
- He has the capacity to understand the place, the time, situation and resolve the problem.
- Hard task master
- Provides leadership for implementation of welfare programmes and policies for field level team.
- Crisis management
- Develops schemes and policies

## V.P. Menon



Vapal Pangunni Menon was an Indian civil servant who played a vital role in the partition of India and the integration of independent India, during the period 1945-1950.

After the independence of India, Menon became the secretary of the Ministry of the States, headed by Sardar Vallabhbhai Patel. Menon worked closely with Patel over the integration of over 500 princely states into the union of India. Menon also worked with Patel over the military action against the hostile states of Junagadh and Hyderabad, as well as advising Nehru and Patel on relations with Pakistan and the Kashmir conflict. The Cabinet had dispatched Menon to obtain the accession of Kashmir into India in 1947.

## H R Patankar



Shri. H. R. Patankar retired as the Chief Secretary to Government of Gujarat. He was responsible for the introduction of the concept of “Induced Industrial Development” in backward regions of Gujarat in early seventies as a Chief Executive Officer and the Vice Chairman of Gujarat Industrial Development Corporation. He introduced scheme of provision of industrial sheds on easy installments – only 12.2% as down payment with facility water, power and roads and back up finance from state finance organizations and Banks. These efforts triggered of rapid industrial growth in Gujarat. This model was replicated by many other states of India. Key to his success is capacity to take risk despite being a civil servant and meticulous planning.

## P N Haksar



Purshottam Narayan Haskar had an important role in the early part of maturing of political and democratic set up of independent India. He played a meaningful role during Prime Minister Mrs. Indira Gandhi’s tenure for ushering special programme for removing poverty. He was an advocate of centralization and socialism. Key to his success was his capacity to maintain autonomy, an independence of character and opinion in his official position.

## Judicial Leader



### Judge

“A Judge requires certain specific strengths in character and outlook”, Says Justice N.G.Shelat ‘ “Everyone in judicial service should have feeling that justice is one of the few attributes of God and any known lapse on his part is a sin, unpardonable in the eyes of the Almighty”. He attributes specific qualities for a judge like:

- He should be fearless
- He must consider all equal before him that is why justice is known as blind
- He must observe rule of law even when it comes to State itself
- He should not take up a role of lawyer
- His reputation and conduct must be such that people, lawyers and the both the litigating parties have confidence in him that he will decide impartially and on merits.

Source: Law Lawyer & Judiciary , by Justice N. G. Shelat, Year - 1972



## Lord Denning



Lord Denning was a Judge of Superior Court in U.K. for 38 years, retiring at the age of 83 in 1982. He is renowned for many judicial reforms. He introduced the concept of judicial review on executive action. He moulded to his perception private and public morality based on wisdom. He introduced simple language in judgment so that a common man can understand them. He made people feel that they were in the presence of a benign judge. Key to his success was that despite being a Lord in British Imperial System, his heart was of a common man.

## P N Bhagwati



He was the Chief Justice of Gujarat High Court in 1967. He became Chief Justice of India in 1985. He initiated judicial reforms, encouraged public interest litigation and set up the Legal Aid Committee for providing legal aid and advice to the poor and weaker persons free of charge through voluntary efforts of lawyers. He is a famous jurist. Key to his success was his understanding of complexities of judicial system and predicament of a common person as a litigant.

# Educational Leader



## Qualities of Educational leaders:

- He is thought provoker
- Open-minded
- Charismatic personality and character
- Loves academic excellence
- Has capacity to provide opportunities for thinking a fresh for his team.
- Research mindedness
- Persistence
- Keeps track of changes in educational methods content and change in the environment.
- Capacity to get along with dissenting colleagues and give them freedom for testing their ideas.



## Dr. A P J Abdul Kalam



A P J Abdul Kalam was the 11th President of India. He is a distinguished Engineer. He developed missile programme of India to be known as Missile Man. As President of India, he took great interest in educational institutions, research institutions, teachers and scientists and promoted their cause. The development of young generation for building future India was his mission. After demitting office of the President of India, he has taken up teaching and is associated with number of universities.

## Prof. Yash Pal



Yash Pal is one of the top physicists in India. He held several academic positions and later on served as a the Chairman of University Grants Commission. After retirement, he took to propagation of science on the Indian Television. He was elected to the prestigious American Academy of Arts and Sciences.

Professor Pal was the 1980 receipt of the Marconi Prize honoring individuals whose scope of work and influence carry on the legacy of Guglielmo Marconi. As the first director of the Space Applications Centre at Ahmedabad, he was a leader in applying modern communications technology to meet the needs of isolated rural Indian villagers through the use of a satellite-based direct television broadcast for education and development

## Ramesh Kothari



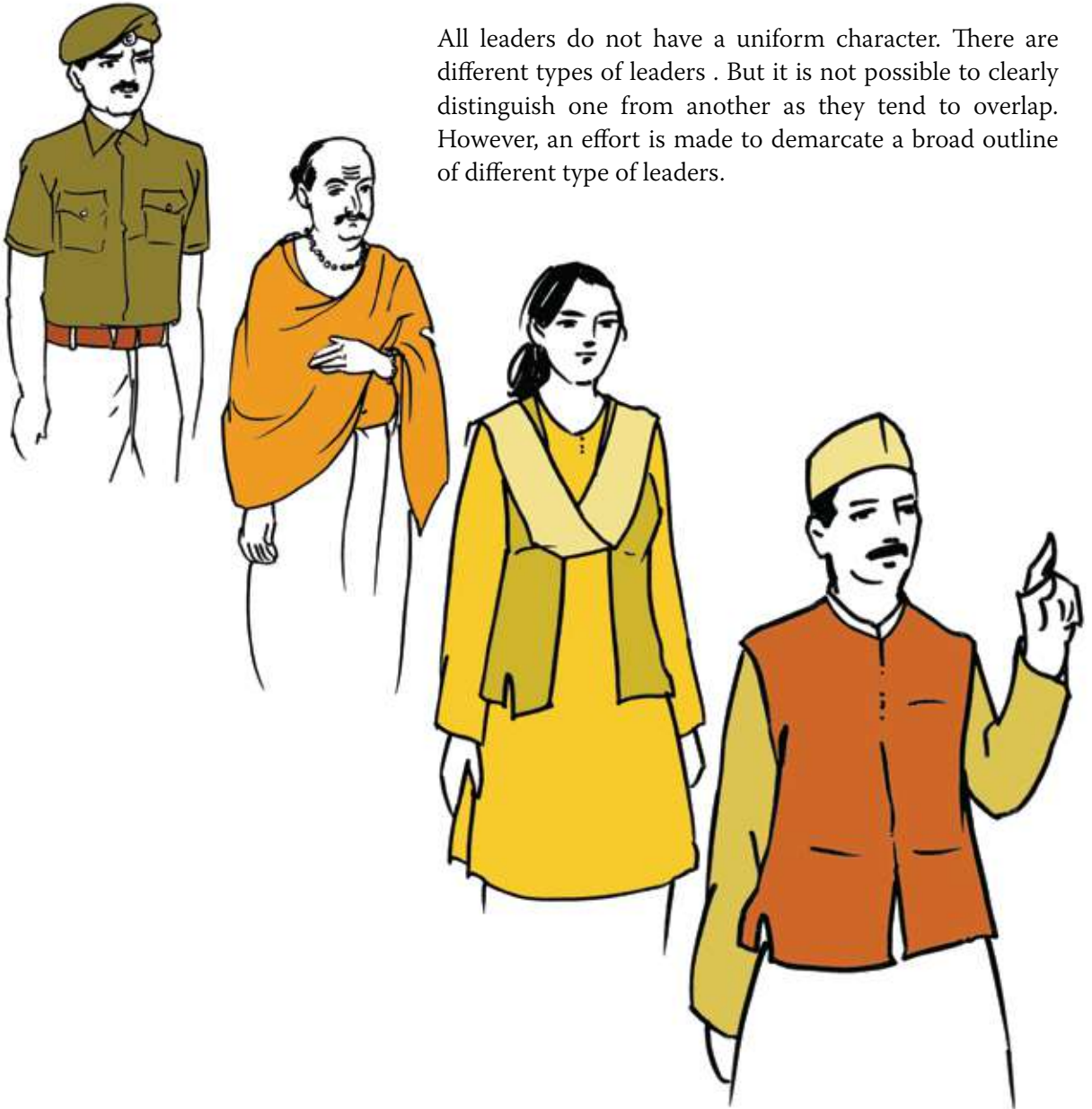
Ramesh Kothari started his career as a Science Communicator at Vikram Sarabhai Community Science Centre, Ahmedabad. He worked as a script writer for science films. He was also involved in designing several science exhibitions. He was one of the first person to conceptualise and produce 'Do - it Yourself' activity kits, which benefited students to learn about science with the help of simple science activities. He also tried to educate people about science with the help of multi-dimensional mediums like puppet shows, exhibitions, films, science circus, etc. bringing entertainment and innovation in the field of science education. For his work in this field he received Science Popularization Award, from Govt. of India.



# Leadership

## Different types

All leaders do not have a uniform character. There are different types of leaders . But it is not possible to clearly distinguish one from another as they tend to overlap. However, an effort is made to demarcate a broad outline of different type of leaders.



# The Natural Leader

## Pandit Jawaharlal Nehru



Pandit Jawaharlal Nehru was a key political leader of the Indian National Congress, in the Indian independence movement. He articulated the India-Pakistan partition, and the first Prime Minister of the resulting Independent India. Nehru was the youngest leader of the Indian National Congress. Nehru became a charismatic, radical leader, advocating complete independence from the British Empire. He was responsible for creating a strong foundation by taking major infrastructure projects projects, like Bhakranangal Dam, steel and power, etc. He created an independent identity of India in the international community.

## Sardar Vallabhbhai Patel



Vallabhbhai Patel was a political and social leader of India who was called Sardar by his followers. He is hailed as the Iron Man of India. Patel organised the peasants of Kheda, Borsad, and Bardoli in Gujarat in non-violent civil disobedience against oppressive policies imposed by the British Raj and in this role, he became one of the most influential leaders. He provided very strong leadership. He united more than 300 small states into India, but for these efforts the country would have been an integrated one.

General meaning of a leader is one who has the power to command others or one who has done some good work due to which people follow him even without his being in authority.

One who grows on his own is known as natural leader. He is with or without authority. In case he has authority – he has acquired it under due process of law. He has direct relationship with his followers. He has a clear vision for a defined mission. He shares this with his followers. He involves them and gets them committed through persuasion, motivation and inspiration. He tries to add values in them through consistent and persistent efforts. He even scolds them when needed.

He enables others to lead themselves. He provides followers with the right tools, training and empowerment to make decisions. Encourages them to set higher realistic goals for them and makes them achieve success on their own. He has grown by effort and hard work. He has always focussed on public welfare or for that matter good of the organization he is heading. Sardar Patel, Lal Bahadur Shastri, President Abdul Kalam are some of such natural leaders.

## The Religious leader

### Spiritual leaders

Spiritual leaders are generally religious leaders. They acquire it by succession or by a natural process of growing in a religious organization and one can set up one's own spiritual or religious place for worship. They have a large number of followers. The spiritual leaders have natural and spiritual qualities. They have an inspiring personality, which influences followers. The followers believe that he represents God and is empowered by God. The followers believe that he has supernatural powers; his blessings can solve their problems. Many of them follow his guidance with strong faith and without questioning. Some spiritual leaders are involved in social work and are reformists they remove superstition and even help people outside their sect. Such leaders have a general following and worldwide respect. There are a number of such examples like Vivekanad, Sahajanad, Shankaracharya, Saibaba, Mother Teresa, Shri. Pramukh Swami Maharaj, Sri. Sri. Ravishanker.

The objective of spiritual leadership is – rendering services to society to promote un-selfishness and building up of a harmonious society and make their followers to grow inwardly to attain peace in life. In Indian ancient history, such leaders were used to guide kings and give them advice for good governance. They lived in Ashrams - located, away from the city in forest, near riverside. These Ashrams were also schools of learning. Young persons belonging to royal families and others were sent there. These were also centres for spiritual guidance for persons who wanted to become “Sadhus’ and follow the path of spirituality.

## Swami Vivekananda



Swami Vivekananda was one of the most famous and influential spiritual leaders of the philosophies of Vedanta and Yoga. He introduced concept of social service in religious organisation and introduced Yoga and Vedanta to America and England with his lectures on Vedanta philosophy. Vivekananda was the first known Hindu Sage to go to the West, where he introduced Eastern thought at the World's Parliament of Religions.

## Swami Sahajanad – Lord Swaminarayan



Swami Sahajanad popularly known as Lord Swaminarayan came to Gujarat at a very young age from Uttar Pradesh in 1808. He created a separate faith of Swaminarayan. He introduced many social reforms and helped weaker sections of the society. He propagated faith his personal visit by road to villages and all over Gujarat. His sadhus also visited devotees in their farm and villages and made them free from vices.

## Mother Teresa



Mother Teresa was a Roman Catholic nun who is the founder of the Missionaries of Charity in Kolkata, India in 1950. For over forty years she ministered to the poor, sick, orphaned, and dying, while guiding the Missionaries of Charity's expansion, first throughout India and then in other countries. She won the Nobel Peace Prize in 1979 for her humanitarian work. Mother Teresa's Missionaries of Charity continued to expand, and at the time of her death it was operating 610 missions in 123 countries, including hospitals and homes for people with HIV/AIDS, leprosy and tuberculosis, children's and family counsell programs, orphanages, and schools.

## The Military Commander

### The Chief Commander of the Army

Army has its Chief Commander. He has certain specific qualities. His goals are to protect the sovereignty of his country, destroy the enemy and win battles.

#### Some common traits of a successful military commander are:

- Instil confidence among soldiers who have faith in his command.
- He knows how to select a person for a definite assignment.
- He gives clear decisions. Delegates tasks and does not interfere once that is assigned.
- He keeps track of what is happening within his set-up and that of his enemy.
- His clear goal is to defeat the enemy and protect his country or, if required, conquer another country.
- He is willing to sacrifice himself, his soldiers, majors, and generals – if required, in order to win a battle and or protect the prestige of his country.
- He has high qualities for inspiring others. He demonstrates them by his action. His soldiers follow his order without questioning.
- He is a careful planner – visualiser and is ready with options to meet his goals.

## General Manekshaw



Sam Hormusji Framji Jamshedji Manekshaw, is an Indian Army officer. In a long career spanning nearly four decades, Manekshaw rose to be the 8th Chief of Staff of the Indian Army in 1969 and under his command, Indian forces concluded a victorious campaign during the Indo-Pakistani War of 1971.

Sam Manekshaw is the first of only two Indian military officers to hold the highest rank of Field Marshal of the Indian Army. His distinguished military career has spanned four decades and through five wars, including World War II.

## Field Marshall Montgomery



Field Marshal Bernard Law Montgomery, was a British Army officer. He successfully commanded Allied forces at the Battle of El Alamein, a major turning point in the Western Desert Campaign during World War II, and troops under his command were largely responsible for the expulsion of Axis forces from North Africa.

He was later a prominent commander in Italy and North-West Europe, where he was in command of all Allied ground forces during Operation Overlord until after the Battle of Normandy.

## Field Marshall Rommel



Erwin Johannes Eugen Rommel was one of the most famous German field marshals of World War II. He was the commander of the Deutsches Afrika Korps and also became known by the nickname “The Desert Fox” for the skilful military campaigns he waged on behalf of the German Army in North Africa.

He was later in command of the German forces opposing the Allied cross-channel invasion at Normandy. He is thought by many to have been the most skilled commander of desert warfare in World War II.



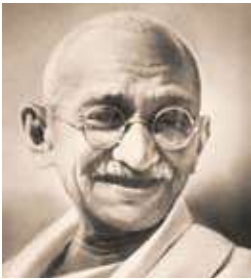
## The Charismatic Leaders



The charismatic leaders are leaders with a highly dominating but attractive personality. They charm masses by their personality, vision and action and speeches. They are outstanding orators. They command, respect and they inspire great confidence and strength in their followers who tend to follow their direction and command. They achieve such strength by rising from one success to another and by taking very bold decisions. They have a huge mass following. They are known for their brave action, doing public good even at the cost of personal loss and standing up to external pressure at any cost and by consistently taking right action. They are always remembered over the ages by their outstanding contribution to society. Such popular leaders are like Mahatma Gandhi, Jawaharlal Nehru, Sardar Patel, Indira Gandhi, Churchill, Abraham Lincoln, Nelson Mandela, Subhash Chandra Bose and Dr. Vikram Sarabhai.



## Mahatma Gandhi



Mohandas Karamchand Gandhi, was a major political and spiritual leader of India in the Indian independence movement. He was the pioneer of Satyagraha—resistance to tyranny through mass civil disobedience, firmly founded upon truth and ahimsa or total non-violence—which led India to independence and inspired movements for civil rights and freedom across the world. He is known as the Father of the Nation.

## Churchill



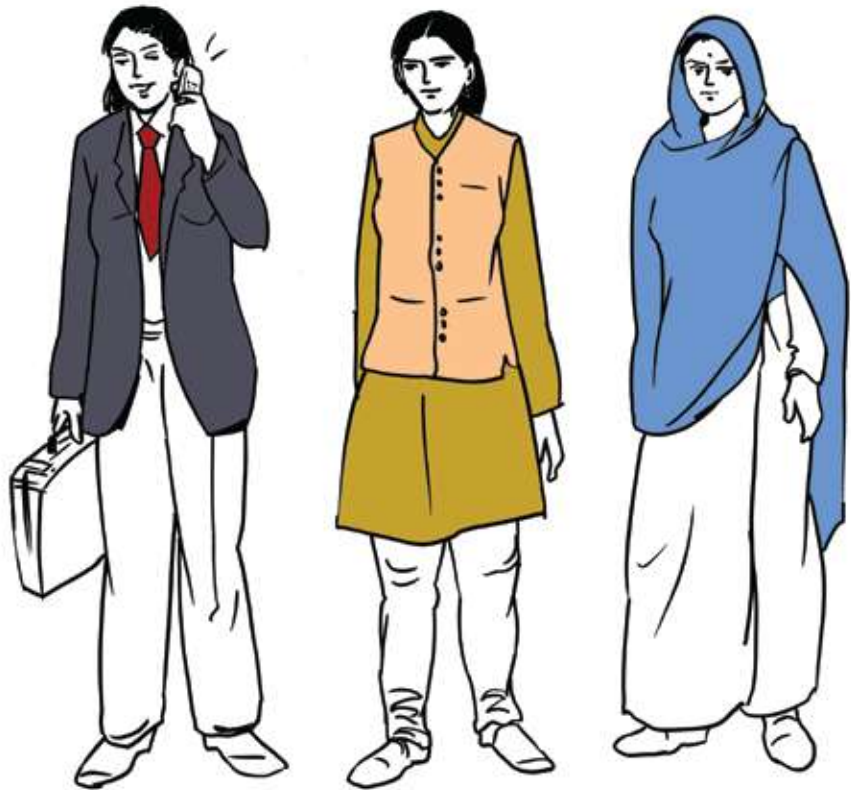
Sir Winston Leonard Spencer Churchill served as a Prime Minister of United Kingdom during the Second World War. He provided a strong leadership in war against German leader Adolf Hitler and united many nations in this war against Germany, which were called as Allies. His speeches inspired confidence in people and armed forces.

## Abraham Lincoln



Abraham Lincoln was the sixteenth President of the United States, serving from March 4, 1861 until his assassination. As an outspoken opponent of the expansion of slavery in the United States, Lincoln won the Republican Party nomination in 1860 and was elected president later that year. During his term, he helped preserve the United States by leading the defeat of the secessionist Confederate States of America in the American Civil War. He introduced measures that resulted in the abolition of slavery, issuing his Emancipation Proclamation in 1863 and promoting the passage of the Thirteenth Amendment to the Constitution in 1865.

## Women Leaders



- By nature they are good managers of time, conflicts and have intuitive approach.
- They are quick learners – emotional in approach
- They have very strong inherent strength but it needs a great effort or a heavy provocation to bring it out.
- Historically women leaders were exceptions like Rani Laxmibai or Razia Begum. In modern times both in political leadership and private organization it is on the rise.

## Sarojini Naidu



Sarojini Naidu, known as Bharatiya Kokila (The Nightingale of India), was a freedom fighter, and poet.

Naidu was the first Indian woman to become the President of the Indian National Congress and the first woman to become the governor of a state in India. She was active in the Indian Independence Movement, joining Mahatma Gandhi in the Salt March to Dandi, and then leading the Dharasana Satyagraha after the arrests of Gandhi, Abbas Tyabji, and Kasturba Gandhi.

## Mrs Indira Gandhi



Mrs. Indira Gandhi remained as a Prime Minister of India for the longest tenure. She provided leadership in the war against Pakistan and in defeating Pakistan in 1972. She was a great strategist and had a charismatic personality. She carried out nationalisation of banks, introduction of poverty reduction programmes and strengthening infrastructure of the country and abolition of Privy – Purses granted to erstwhile rulers of small Indian states, which merged into India. She declared “Emergency” in the country in 1975-76 to circumvent an adverse decision by the court. But she had capacity to realize her mistake and removed emergency and called for fresh election, which she lost. But she came back as Prime Minister in 1980 and remained as a most popular Prime Minister of the country before she was assassinated in 1984.

## Margaret Thatcher



Margaret Hilda Thatcher, Baroness Thatcher a British Politician, she served as Prime Minister of the United Kingdom from 1979 to 1990 and as a leader of the Conservative Party from 1975 until 1990. She is the first and only woman to hold either post. Thatcher’s tenure as Prime Minister was the longest. She was known as Iron Lady. She boldly introduced political, administrative and economic reforms including privatization and labour reforms in U.K. All these had far reaching impact in improving the British economy. Key to her success was understanding of changing world and competition and courage to bring about changes in the old and the orthodox systems.

# The Despotic Leaders

## Idi Amin



Idi Amin Dada was an Ugandan politician and military leader who served as the President of Uganda. Amin joined the British colonial regiment, the King's African Rifles, and advanced to the rank of Major General and Commander of the Ugandan Army. He took power in a military coup in January 1971, deposing Milton Obote. His rule was characterized by human rights abuses, political repression, ethnic persecution, extra-judicial killings and the expulsion of Indians from Uganda.

## Saddam Hussein



Saddam Hussein was the President of Iraq from July 16, 1979, until April 9, 2003. He was a ruthless leader and removed all opposition against him brutally. As the president, Saddam maintained power through the Iran-Iraq war and the Persian Gulf War. During these conflicts, it is believed that hundred of thousands people who opposed him were killed. He was captured by American forces, tried by the Court and sentenced to death in December 2006.

## The Tyrants

The despotic leaders act from position of authority either acquired by force or received by inheritance. He demands compliance from his followers to whatever he says. He commands them. He imparts fear of his authority by intimidation, reprimand and or by punishment. He considers himself a supremo. He believes whatever he does is right and desires quick obedience of his commands. Some of such type of leaders may have acquired authority through a natural process but have over a period of time become authoritative. But majority of them are kings, military rulers or colonial rulers. They are by nature ruthless. They sometime become popular due to their seemingly people oriented acts or racist stand. But some of them create a regime of terror.

## The Benevolent rulers

There are benevolent despotic rulers or monarch. Indian history has many such examples and legends about how they looked after their people and made scarifies for their welfare. like king Ashoka, Raja Bhoj and Vikramaditya.

## King Vikramaditya



He was legendary benevolent king. He may have lived in the 1st century B.C. in Ujjain – M.P. It is believed that he had “Navaratna” - nine scholarly and capable men of letters in his court which included Kalidasa, the famous poet, Varahmihira an astrologer, Vetalbhatt and Varuchi. He used to visit at night in his city, disguised as a common person to understand people’s views and problems and took corrective action. He used to help poor and needy. Vikram Samvat the Hindu calendar was initiated by him, which is even used today in India and Nepal.

## Raja Bhoj



King Bhoj ruled from 1010 to 1060 in Malwa (in what is known as today as Madhya Pradesh (MP)). He was known as the great philosopher-king of medieval India. His extensive writing cover philosophy, poetry, medicine, veterinary science, phonetics, yoga, and archery. Under his rule Malwa became an intellectual centre of India. Bhoj also founded the city of Bhopal to secure the eastern part of his kingdom. He encouraged scholars and promoted social harmony.

## King Ashoka



The great benevolent king – King Ashoka ruled from Magadha 268 BC. He reigned for 28 years and had spread his regime to entire India. He got converted to Buddhism and regretted his past deeds and followed Buddha’s teachings. He promoted that religion and under his reign, Buddhism spread all over India. King Ashoka had 84,000 stone pagodas constructed, all containing a tiny relic of the Buddha. These pagodas were distributed around India and other parts of the known world to advocate Buddhism with this spread of Indian culture, outside India took place. He organized digging of wells for drinking water, planting of trees for shade, founded hospitals, public gardens. He took special care of poor people and for education of women.



Be a Leader by Choice  
and not by Chance



## MAKE YOURSELF A LEADER

Leadership grows in a person. He has to realise that these qualities exist within him and work forward with it. It does not come only by being at the top of a ladder. At any stage or level of your position, one can be a leader – even a peon can become a leader – there are examples of people at the grassroots level growing in public life and becoming even President of the country like Dr. Abdul Kalam who is a fisherman's son. Bochasanwasi Shri Akshar Purushottam Swaminarayan Sanstha (BAPS)'s Shri. Pramukh Swami Maharaj who is a farmers' son.

Leadership is therefore not the monopoly of a few families. It is also an evolutionary process. A common person can rise when he brings out his own intrinsic strength. Whether one is from a poor family or rich family, an employer or a vendor or a grass root level political worker, a teacher, a government servant – one can reach great heights. One must act, act and act for it. One must remain highly motivated through out.

There are vast areas for service to people – without being an authority. Most of us have a desire to help others – or do some enterprise, social work on one's own but we do not achieve that desire as we are busy for ourselves with our family, doing study, – busy at work job, household matters etc. This hidden capacity to do something for others needs to be brought out and one must try to become a leader. It does not require any family background nor any organizational support, one can do this on one's own. It requires an incremental step to achieve this. It is step by step that a leader gets built up.





Simple  
Authorative  
Cooperative  
Distributor

## LEADERSHIP STYLES

Leaders have their own styles Sometime they overlap.  
Some popular leadership styles are as under:

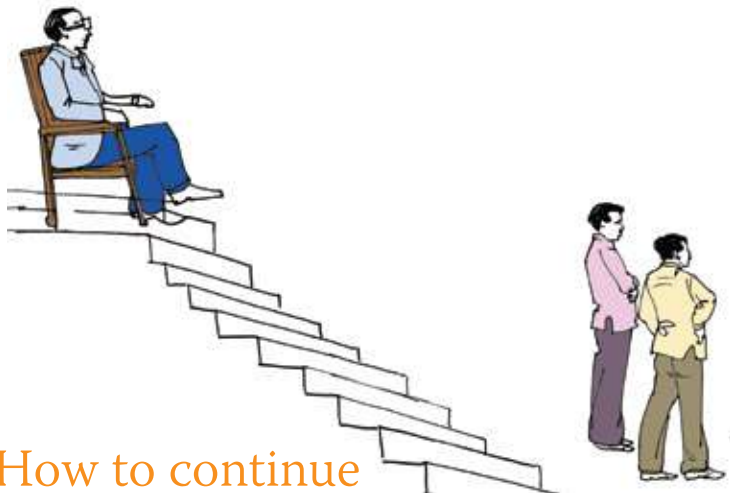
**Authorative:** Generally dictate to the followers. Gives instructions on each and everything and ensures that they are complied with. Followers are afraid of him.

**Simple:** The leader provides direction but is persuasive and involves followers to participate to share his vision, motivates them to achieve goals, he accepts suggestions.

**Cooperative:** The leader facilitates and supports followers for achieving specific goals. Guides them continuously to achieve desired results.

**Distributor:** The leaders make efforts to lead as it were from behind and make followers feel that they are leading themselves. He watches and follows them to achieve desired goals. He encourages followers to generate values and allows them to share them.

But, most often, one comes across persons who have a mix of all such styles.



## How to continue as a successful leader?

- Apart from having maintaining qualities mentioned earlier, a leader in order to remain where he is or to grow further up, must keep track of following:
- Flatterers and sycophants like to be around him but he should have the capacity to keep them away. He must keep check on his personal staff to ensure that they do not misuse his authority or do not allow people to have access to him.
- Select personal assistant (PA) and advisors carefully. PA do your 50% of day to day routine work.
- Must have capacity to recognize cunning persons within and outside his system.
- Must have capacity to anticipate what his competitors (enemies) are planning and meet their challenges.
- Must know how to encourage followers, subordinates, and colleagues by a word of appreciation and a pat on their shoulder.
- Establish a system of reprimand and takes action against defaulting person even if he is a relative.
- Face criticism – do not shun it – learn from it as an opportunity for improvement.
- Has both a tough and kind face.
- He needs to maintain certain basic standards. John Maxwell who is a modern pundit on leadership rightly says one must follow certain basic standards as a leader.

## DO NOT BE A HYPOCRATE

The Basic Standards		
I say to the employees: "Be at work on time"	I arrive at work on time.	They will be on time
I say to the employees: "Be positive."	I exhibit a positive attitude	They will be positive
I say to the employees "Put the customer first"	I put the customer first	They will put the customer first

If what I say and do are not the same, the results are inconsistencies, for example:		
I say to the employees: "Be at work on time"	I arrive at work late	Some will be on time Some won't.
I say to the employees: "Be positive."	I exhibit a negative attitude	Some will be positive while some won't be
I say to the employees "Put the customer first"	I put myself first	Some will put customer first, some won't.

The former organization excels. The later icollapses over a period of time.

Source: John Mannual, Life @ Work on Leadership

# LEADER AND FOLLOWERS

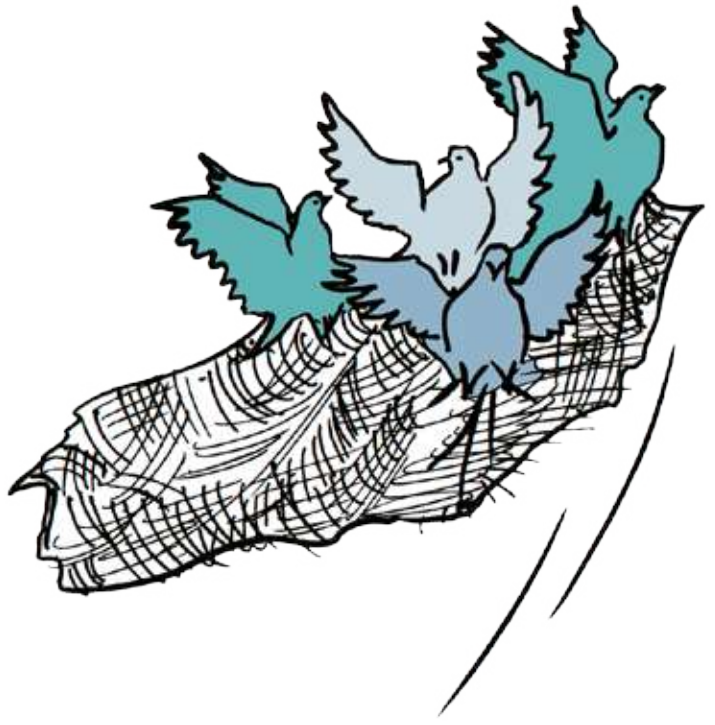


Leadership by definition means one has some people to lead. That means a leader has followers. Without followers there is no leadership. A leader leads the followers and works for them.

There are two types of followers - the blind follower and independent follower. The former follows whatever the leader says to them later believes in leader only if he is convinced. A Blind follower – does not look left or right – just carries out instructions even if the situation has changed. They need constant guidance and monitoring. Independent followers - do not carry out all directions. They follow only if they feel that the directions are useful and proper. They also question their leaders.

What leaders need are “Successful followers” who understand his views, vision and share his goals. He must develop his followers to have competence to act on their own, once an outline and strategy is provided, they must be able to lead themselves from that position. He needs to identify the negative, the dis-gruntals and or the lazy ones and improve them or replace them.

The success of leadership is directly dependent on followers. One remains as a leader till the followers follow him. If followers feel that the leader is useless they eject him or abandon him. Leader s must therefore add to their value. They must stand by their followers in most difficult of situations. The leaders have to be creative like the king of pigeons Chitragreeva as narrated in one of the famous stories of Panchatantra.



## CREATIVITY

### The Pigeon and Hunter A story from Panchatantara

Once upon a time, one day a Shikari (hunter) was moving towards a banyan tree with a net and food grains. His intention was catching the birds residing on the banyan tree. The king of pigeons- Chitragreeva noticed the shikari moving towards them and laying a net and spreading food grains. Before he could warn his fellow birds, the entire group went for grains. They were immediately caught in the net and started crying. His own life was also in danger. The king Chitragreeva, however, remained calm and looked for an idea and he found a way out. He told the birds to stay calm and asked them that all of them should fly altogether so that the net gets lifted – they should use all their strength to fly high and follow him. The shikari saw the birds caught in the net and was rushing towards the tree but before he could do that all the birds flew with a great force in the sky high along with the net and above led by their king. He tried to follow them but within a minute they were out of his sight. He lost the grains as well as the net. On the other side the King Chitragreeva was thinking while leading them in the sky whose help should be taken in such a difficult situation. He remembered his friend the mouse, a rat called Hiranyak who was staying in a hole not very far away. He moved all the birds towards that place and called out Hiranyak. Hiranyak came out. The King requested him to cut the net with his sharp teeth, which he happily did and all the birds became free and thankful to their king and Hiranyak his friend.

Leader need to be creative to solve a different problem. He must keep up with his followers in their difficult times. He must use his network for assistance. The followers should also follow their leaders advice.

Panchatantra are stories from the animal kingdom full of wisdom written years ago by Pandit Vishnu Sharma.

## LEADER AND MANAGERS

Leaders and managers are two distinct but integral parts of an organisation. Their functions and activities are separate but complimentary to each other. Both are needed for a successful organization. There cannot be just a leader and followers or employees. The managers occupy the middle position and are a link to both. In every organization whether public or private a leader needs such intermediaries through whom instructions get communicated and its implementation is monitored.

Managers deal within the organization. This involves action for each and every part of it, like working out details of a plan and its follow up, maintenance of accounts and fund management, administration, developing and implementing feedback and monitoring systems. There is also a hierarchy of managers – lower to upper level, and functional, horizontal and vertical layers.

In fact the Indian Constitution provides for a unique system of decentralized public governance. The Panchayati Raj structure make village level Sarpanch, its management committee and Gram Sabha (all voters of village) to govern village level issues like the levy of local taxes, prepare their own budget, collect revenue, receive grants for development projects, decide where they should be implemented and implement them. Similarly local self-government bodies at block and district level are also fully empowered to decide and work independently. The Sarpanchaes are probable future leaders. Since the decentralized system has come into existence, many of them have grown into Taluka Pramukhs, Jilla Pramukhs (District council – chief) and even became Ministers in the state or national government.

In private organizations also there is an increasing trend for adopting such a system and allow the decision taking process at operational level. There is also promotion of team building and decision being taken by teams with opportunity for a leader to grow within the team. Promotion of decentralized leadership and removing hierarchies is a new philosophy.

Managers are also future leaders. Good leaders provide them opportunity by sharing authority and encourage them within the organizational framework to lead for different tasks to act on their own. Such a system of management is now increasingly becoming popular.

Leadership opportunity is therefore everywhere as a sarpanch of a small village or as a manager – one can grow as a leader and continue to grow up and up by every incremental step – but it needs determined and persistent effort. Be a leader by choice and not by chance.



## The leader and the other side



- Every organizational member must realise that his superior's decisions are "superior's decisions" and needs to be carried out—although they may not necessarily be "superior decision".
- Appreciate his achievements and stand behind him when he fails.
- Do not argue a point but try to convince him your viewpoints gradually through 'yes – but' method.
- Do not speak badly about him within and outside the organisation.
- Do not try to over smart him.
- Try to implement his orders – even if not convinced – be obedient.
- In case you are convinced that you cannot go along with the boss leave the organization, but do not go on complaining but remain loyal to organization and leader so far as you are part of it.
- Develop a skill to answer his most difficult question or like that of Birbal – use presence of mind even when you are cornered.

# AKBAR – BIRBAL

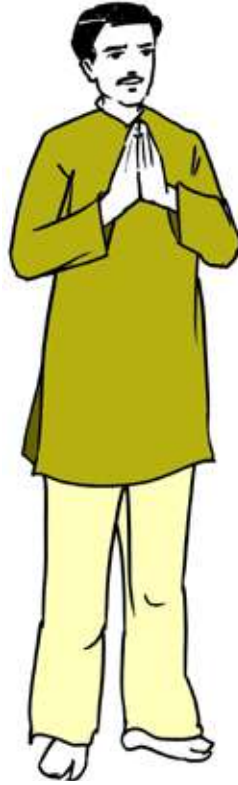
## Find out Truth



One day King Akbar enquired from his ministers – “what is the difference between truth and falsehood?” “Give a reply in three words”, he ordered. The ministers were confused and could not reply and looked at one another. Finally all eyes rested on Birbal – his principal advisor. “ How about you, Birbal?”, king Akbar looked at Birbal enquiringly.

Birbal replied, “O great King. The difference between truth and falsehood is “Four Fingers”. The other ministers looked bewildered. They could not understand the reply. He was asked to explain. Birbal elaborated. He explained that the difference between truth and falsehood is that “what you see with your own eyes is the truth, but what you may have only heard, may not be true. Many a time it’s likely to be false and misunderstood out of context”. “The Emperor asked, but why did you say that the difference is of only four fingers?” Birbal replied smilingly your honour” The distance between one’s eyes and one’s ears is of four fingers, that is why”.

The lesson is that a leader should not take important decisions based on mere hearsay. But before deciding any matter, he must see things himself, verify facts and examine the entire matter to have true assessment of the situation.



Giving example of right conduct  
Is better than giving; all  
Essence of right conduct,  
Is better than essences; all  
Happiness of right conduct,  
Is better than happiness; all  
Eliminating craving,  
Wins difficulties, grieves; all



Buddha

## ORGANIZATIONAL POLITICS AND LEADERS



Leaders are required to manage conflicts and build relations and support within the organization. This sometimes leads to organizational politics, which involves putting one, against another, for personal ambition and goals. It also involves the temptation to use the position for personal gain and exploitation of the situation. It is used for surviving against odds. Such a situation exists in all organizations. Organisational politics starts either from the top, the middle or even from the bottom. It is full of deceit, dirty rumours and character assassination. It sometimes gets started by internal competition among managers who want to climb the success ladder fast and there are few positions at the upper level. They try to malign one another. Sometimes it is started by members of the family who are aspiring to take hold of the organisation. It can be even a game plan of those who want to capture his position or of competitors who infiltrate and launch such activities. A leader must become aware of such activities and control them. A leader should therefore desist from initiating such activities himself. It may get initial gains but results ultimately in his own downfall. A good leader's aim should be remain aware of internal politics and defeat such efforts of disturbing and polluting the internal environment.

## PEOPLE AND LEADERS



- Keep watch on the conduct of leaders
- Obtain information under the Right to Information Act about favours, amassing of wealth and wrong deeds by leaders.
- Ventilate grievances through media and public meetings and challenge their actions.
- File public interest litigation in the court.
- Keep conduct of elected leaders under view at the time of election and reject them if found not proper.
- Create pressure groups to expose wrong deeds and keep them under check.
- In the case of public limited company shareholders can take up such issues in Annual General Meeting of the Company .

## THE SUN SET

There is a galaxy of leaders – some are remembered for their good deeds, some others for their bad deeds.

### Respected Leaders



Dr. Vikram Sarabhai



Subhash Chandra Bose



Nelson Mandela

- Every leader likes to have a glorious end and generally wishes himself to be remembered over the ages and respected by generations.
- Such leaders must have faith in God and understand his power. He is afraid of God also. He believes that he has reached such a position due to the grace of God – even if efforts are his.
- He continues to learn and grow always. He never develops an attitude that he knows everything. He respects the wishes of the community and even of minorities. He has humility and respect for others.
- He has a strong character and he is true to it throughout his life. He does not even care for family members – if a choice is to be made between public good and benefit to his own family.
- He makes one or more contributions for public good and for the future. Such contributions are significant and are of great public value and are landmark events of that time. Many a time such events are responsible for a change in history

# HATED LEADERS

## The negative aspect of power



Pol Pot



Adolf Hitler



Slobodan Milosevic

But there are examples when leaders fail to meet the expectations of people and hated for their bad deeds.

People who reach the top are sometimes unable to sustain their position. This happens as:

- They develop arrogance – insult and humiliate others
- Know all everything attitude – think whatever he does is right likes falters
- Have weak ears and act/take decision on mis-information
- Does not listen. Rather than attempting to find out the truth from followers, enjoys flattery and remains aloof
- Exploits people - organization for personal goals and egos and amass personal wealth.
- Make others fight with one another within the organization.
- Punish followers, subordinates, and people on trivial issues. He wants everybody to be afraid of him.
- Disregards public opinions or grievances and inflicts whims on others.
- Misuse their authority
- Removes anybody, kills people who criticises him or opposes his dictates.
- Has no vision, is indecisive, and incompetent.
- Ultimately such leaders are not liked. They are dethroned. People / followers reject them. They destroy themselves by their own conduct.



## The Tao of Power

They do not display themselves;  
Therefore they are illuminated  
They do not define themselves;  
Therefore they are distinguished  
They do not make claims;  
Therefore they are credited.  
They do not boast;  
Therefore they advance.

They succeed and do not boast  
They succeed and do not make claims  
They succeed and are not proud  
They succeed and do not acquire in excess  
They succeed and do not force

### Evolved Individual says

One who accepts the disgrace of the organization  
Can be called the leader of the grain shrine  
One who accepts the misfortunes of the organization  
Can be called the leader of the world

“A weak leader is he whom the people despise  
The good leader is he whom the people revere  
The great is he the people say,  
“We did it ourselves”.

Lao Tzu  
Tao Te Ching by R L Wing

## LEADERSHIP -THE INDIAN SCRIPTURES

In Indian scriptures there has been considerable discussion about how leaders should conduct himself.

'Yoga Vasidtha' is a sacred Vedanta treatise. It is a dialogue between Ram and Sage Vashistha – Rama seeks clarification on this doubts for he has to live a successful life. Swami Venkateshnanada of Divine Life Society, Rishiksh has translated it.

Another norms about how a king should conduct his affairs and have norms for a social system are to be found in the "Manu Smruti" which forms part of puran called "Sri Manu Dharma Shastra Btrugu Kathit Sanhita". It deals with how a society should conduct its affairs and it provides comprehensive guidance and rules for it. The code of conduct to be followed by the king is in chapter 7 and 8. Some of the relevant extracts from them are incorporated here. The Manu Smruti has been published by Sastu Sahitya Granth Karayalaya – Ahmedabad and is translated by Shri. Shastri Girijashanker Mayashanker in Gujarati.

In Mahabharat there is an extensive discussion about principles to be followed by a leader-king and about good governance. One important dialogue is between Vidur and Dhruthrashtra. Vidur is the Minister and also relative of the King Dhrutharashtra who was blind. Extracts of 'Vidur Neeti' are taken from the Gujarati translation made by Shastri Giraji Shankar Mayashanker.

Another important dialogue is between Krishna and Arjuna on the first day of the war between Kauravas and Pandvas. This is enumerated in "Bhagvat Geeta" the famous scripture of Indian Heritage. It deals with duties of a military leader and also deals with duties of a person.

Similarly, Bhagavan Buddh in his discourses had mentioned about characteristics of an ideal leader "Uddat Neta". These have been brought out by G. Naryana Guruji. Extracts from his book "Uddat Neta" there are placed at relevant places in the book.

Chanakya was one of the most knowledgeable political pundits of his time. In his "Chanakya Neeti". he advises how one should conduct himself. Some relevant extracts from the publication "Chanakya Neeti" written by Shri. Vishumitra Sharma have been also incorporated here.



## Leader - Code of Conduct: Manusmriti

The king must use his power for punishment carefully. He must first examine all aspects of the problem, the local situations, the place and time and should have complete knowledge of the act committed. After examining all these only, he may punish the person who has acted unjustly.

The king who lives always with proper conduct (Sadachar) and behaves well, even if he is disgraced – people remember him. But the king who conducts himself badly and his mind is full of lust, his fame vanishes from the mind of people like, a drop of “Ghee” in the water.

The king who behaves impolitely with the people, gets destroyed along with his family. But the king, who behaves politely with the people, even if he is disgraced and thrown out, gets back his power and crown.

The king who indulges in vices and bad habits, and acts with anger and is conducting himself against the basic principles of religion and Raj-dharma, such rulers are destroyed.

Before taking important decisions on public affairs, first the king must consult his ministers. He must discuss with them and consider their opinion and then decide in favour of the public good.

The king must have advisors and ministers who are competent and knowledgeable about various languages, they must have the capacity to plan for the future, are trustworthy, are willing to take up any assignment that may be entrusted and they, assess the time and the situation before tendering advice.

The king must know his own weaknesses and ensure that others do not come to know about them. He must gather information about the weaknesses of others. He should not trust people who are not trustworthy, and should not over trust even the trustworthy.

The King must know how to use 'Sam' (Persuasion), 'Dam' (money), 'Bhed' (division) to solve a problem. If necessary when these three are not successful to achieve the desired result, he may use 'dand' (punishment).

The King must know when to act tough and when to act soft or to be kind – depending upon the nature of work. Everybody likes such a King.



## Leadership - Tips for Success Chanakya

- The wise kings always keep the persons of noble lineage around them because they always stand by them, be it the time of ascendance or period of decadence or the time of troubles.
- An industrious person can never be poor; always keeping God in mind keeps one away from sin, the silence does not let quarrels appear and an ever-vigilant person has no cause for fear.
- Nothing is impossible for the powerful and mighty, no place is out of reach for traders, no land is alien for men of learning and no one is stranger for a polite talker.
- Knowledge is like a holy Kamadhenu cow. It bears fruit in all seasons. In foreign lands it protects and rewards. That is why it is considered as inbuilt secret treasure.
- It is better to have one good son instead of having hundred worthless sons. There are thousands of stars in the sky but it takes the sun or the moon to brighten up the world.
- The purity of gold is tested by; rubbing, cutting, heating and pounding. Similarly a man's quality can be tested by his gentlemanliness, manners, dealings and character.

- Problems come to everyone. The wise ones rightly are not afraid of crises and troubles when they appear on the horizon. But when they arrive they set up and boldly face them.
- A king who tours the countryside to know the state of the people is adored by masses. A preacher who lectures in foreign lands is respected. A yogi who undertakes travels far and wide is always appreciated. But a woman who takes the road gets desecrated.
- Whatever the project a person has to execute, the lion teaches us that begin it with full thrust of one's power and not to relax till the task is completed.
- A clever man must concentrate his attention on his goal just like a crane, when it spots a fish it stands immobile, eyes fixed on the catch.
- The cock imparts four lessons; rising early, being ever ready to defend or attack, giving due share to others and grabbing one's own share of food.
- One, who is in conflict with his own soul, perishes. One, who is in conflict with the learned, sages and noble souls, also perishes. Having conflict with others causes destruction of wealth.
- If the King is religious and pious, the subjects would be of a similar nature. If the King were sinful then the subjects would have no hesitation in committing sins. If the King is careless the subjects too will care for nothing. As the King is so will be the subjects.

Extracts from Chanakya Neeti:  
Vishnumitra Sharma, Manoj Publication – 2007.



## Leader - Norms for Selection

### Vidur

Vidur neeti is enumerated in Prajagar Parva, which forms part of Udyogparva in the epic Mahabharat. Vidur Neet is in the eight the chapter compromising 140 verses. Vidur is responding to queries of King Dhrutharashtra as to what kind of political responsibility he should confer on Pandavs who were legal heir and eldest among them Yodhister was required to be nominated as a king and the eldest son of Dhrutharashtra – Duryodhan need to relinquish his seat. Vidur advises about do and do nots for Kings – leaders. He describes in detail what a person should possess to become a king and who should not be made a king.

#### Some qualities of a good king are:

- A good king should have qualities of a Pundit.
- A pundit is one who does praise worthy deeds, who believes in God, who has faith in God and who does not do deeds, which can be criticized by the people.
- He is not affected by anger, pleasure, arrogance and pride. His action is not hamperad by cold and hot weather, by threat or emotion, by luxury or poverty.
- He does not allow others to know what he is planning to do and what he is thinking to plan, but people only come to know about his successful achievements once his action is completed.





- He is a practical and intelligent person who follows the basic principle of economics and the path laid down under Dharma to achieve the desired task/goals.
- He does not insult anybody, acts according to his capacity and knows his personal limitations. He listens to others and he does not interfere in the work of other persons and he does not talk un-necessarily.
- He does not try to obtain things, which do not exist. He does not regret for not being able to obtain things, which have been destroyed. He is not confused in the time of difficulty, but goes on implementing his tasks without interruption.
- He does not allow time to be wasted. He controls his mind and emotion. He is not flattered by his recognition. He does not get angry by insults and is always calm.
- He is knowledgeable about the society and its tradition and he looks for solutions to problems faced by the society. He is aware about the needs of the people. He has a pleasant personality. He has knowledge about scriptures and laws and is competent enough to explain them.
- He uses the wealth of the country for the benefit of the people and takes care about the needs of his people. He maintains cordial relations with people and followers and allows his followers and people to have access to him to know what is happening in his Kingdom. He listens to their problems and solves them and accepts their good suggestions. He keeps his followers and people happy with his language, conduct and pleasant manners.

- He treats all his followers and people equally and respects them. He also treats his ministers and others working with him with dignity and equity. He takes decisions without fear or favour and without being dragged by emotional attachments even in matters of decisions related to his own Kith and kin. He punishes his own family members if they have committed a wrong deed or acted in a deceitful matter.
- He is well versed in the art of war and knows how to conduct a war. He selects his military head – Senapati after careful enquiry and listens to his advice.
- He tries to find out who are his enemies, what are their weaknesses and acts with intelligence and caution against them. He does not quarrel or war with powerful people un-necessarily and without proper preparation.
- He is ashamed of himself if he has committed any wrong deed and corrects such action without being afraid that other will come to know about it.

## Leader - Norms for Rejection Vidur

Following qualities in a person aspiring to become king can lead to the destruction of society or if a king has such qualities, it leads to his downfall.

- Weaknesses which a king should not have:
  - If a king-leader listens to following persons for taking his decision, it is sure to lead to his downfall:
    - A person who is without intelligence
    - A person who makes long speeches to give his view point
    - A Person who is a flatterer
    - A person who gets excited about small achievements
  - Indulges in gambling, is fond of hunting and is a drunkard. He punishes harshly his followers / people without going deep into the matter on trivial reasons.
  - He spends wealth of his country and believes that he can deal with it – whatever way he pleases. He favours his relatives and friends. He turns a blind eye to their wrong deeds and even supports them when their claims are not true.



- He does not pay attention to his language while communicating with others and talks in an insulting manner by using dirty words. He enjoys hurting the feelings of his friends and followers. He is jealous, vindictive and is deceitful.
- He is satisfied with small and minor achievements
- He is not able to identify his enemies and keeps their company
- Indulges in lust
- Always praises himself and is boastful.
- Uses his intelligence in wrong actions against the interest of society
- Wants to obtain things which are not available or do not exist
- Misbehaves with his family members including daughter-in-laws and indulges into family quarrels
- Never remembers assistance which he has received from others, does not fulfil his promises.
- Keeps company of bad people.  
People desert such leaders.
- Vidur repeatedly in his long discourse advises that a person who has qualities to be as a king is Yudhisthir and not his (Dhrutrashtra's) son Duryodhan – who is not a true legal claimant and has wrong attributes to be a king. Hence Dhrutrashtra must do justice to Yudhisthir and choose him as a king.

## Leader - The Right Action



### Bhagvat Geeta

Bhagvat Geeta is one of the most important sacred scriptures in Indian heritage. It deals with how one should conduct oneself. It starts with certain basic leadership principles and questions related to emotional attachment, which makes a leader to deviate from his path. Arjun is a “Senapati” of Pandav Sena in the war against Kauravs who are their cousins. Pandavs were rightful heirs and were deprived of their right to govern by deceitful acts of Kaurav. Hence a war was declared between them. The Army of Kauravs consisted of his cousins, uncle - Bhisma, Guru Dronacharya, Karna and other near and dear ones. Arjun gives up arms and does not want to fight as it means killing of his own relatives.

Krishna, the legendary hero, guides him in this dilemma – Krishna tells him that as a Senapati – a military chief commandant – in his war against injustice, must do his duty as a military leader even if that means killing of his relatives.

The Geeta makes it very clear that a leader must remain unattached while taking decisions – his personal relations should not influence him. Further he should not worry about consequences of his action when he is doing a rightful act.

The extracts of the dialogue are as under:

### Arjun

“I cannot believe that I can secure my welfare by killing my relatives in the battle. O Krishna I do not wish for victory, not for kingdom nor even for happiness.” Saying this to Krishna, Arjuna, further says, “I will not fight”, and become silent while commanding the army which is ready to commence a fight.

Krishna replies – O Arjun

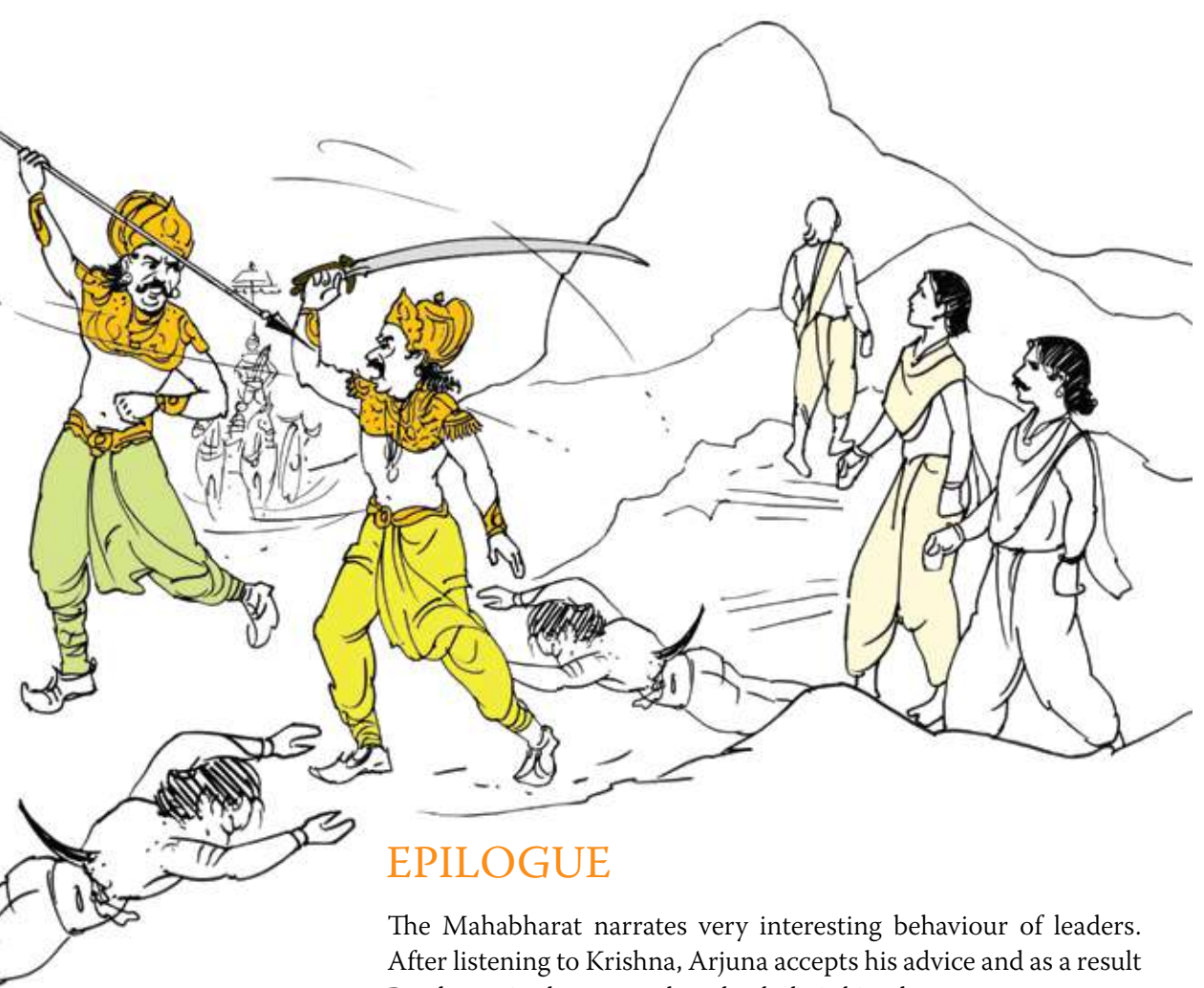
“He who thinks that he is the slayer and he who thinks the other is slain, are both ignorant, because this self neither slays nor is slain”.

“Looking to your own duty as warrior, you should not falter, for to a Kshatriya, there is nothing more valuable than a righteous war”.

“If you abandon your position, all the great heroes will think that you withdrew from the battle-field through fear. And you, who have been esteemed highly by them, while they will be thought of as a weak person.

“Let your concern be only with actions, never for their reward. Let not the reward of action be your motive. Do not be attached to inaction”. “Therefore, without attachment, always perform the action, which has arisen as a duty. He, who performs action without attachment, reaches the Supreme Lord”.

What Krishna refers here about “action”, is “rightful act” and what he implies is that the result of such a “rightful action” is bound to be ‘good’ and ‘beneficial’ and therefore while performing such ‘action’ a person should not worry about its results and not deviate from his path due to emotions. His advice also implies that the result of wrongful act is contrary and also disastrous and is not beneficial to the person concerned.

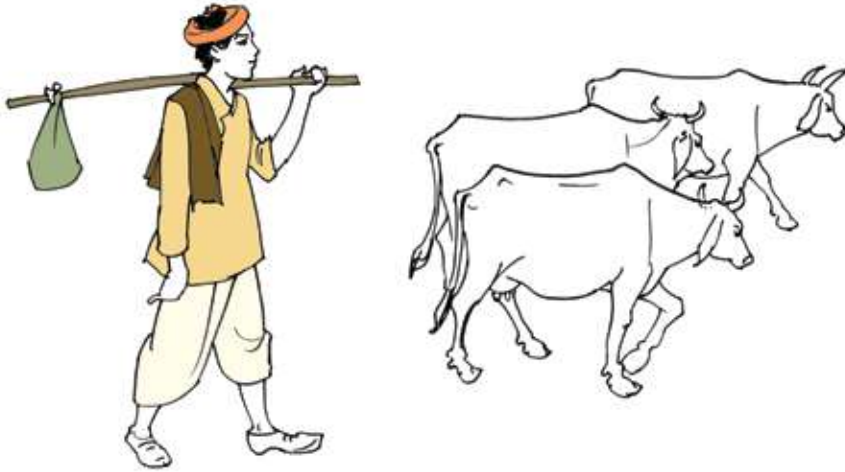


## EPILOGUE

The Mahabharat narrates very interesting behaviour of leaders. After listening to Krishna, Arjuna accepts his advice and as a result Pandvas win the war and get back their kingdom.

In contrast to this, Dhruthrashtra listens to Vidur but does not follow his advice. He understood that Yuthisthir possessed qualities for being a good king and that his son has no deserving qualities for that position but he does not do justice and takes wrong decision due to emotional attachment to his son. Pandvas' claim for installation of Yuthisthir as king was not accepted. The end result was a great war of the Mahabharat wherein ultimately Kaurava's loose the war and all of them got destroyed. Dhruthrashtra is remembered as an example of faulty leader, even today for his blind attachment for his sons and a cause of a great war between families and deaths of a very large number of people.

What it says is that leaders who remain on true path and act without attachment and do not worry about consequences of their right action have a glorious future. A leader who act otherwise and take decisions under emotional pressures and for personal benefits ultimately loses and faces destruction and disgrace.



Cowherd follows cows with stick  
When time comes strikes cow in a flick  
Death follows men with stick  
When time comes it strikes in a flick



Buddha



EDUCATIONAL  
LEADERSHIP

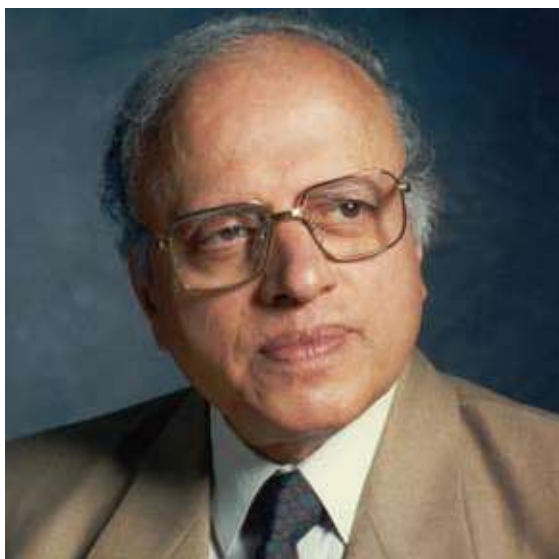


- Education is a vast span. It is responsible for development and it adds to the intellectual wealth of the nation.
- Education generates and develops human assets; convert them into a highly productive form for building the nation.
- It is the key for rapid economic growth and its equitable distribution in the society.
- It contributes to cultural development and transacts change. It develops fraternity and co-operation among social members.
- As per UGC Internet site, in the list of world-class 200 universities (2007), there are only 3 from India. The three Indian universities have the following rank:
  - (a) IITs - 53rd rank (53/200)
  - (b) IIMs - 68th rank (68/200)
  - (c) Jawaharlal Nehru University – 197th rank (197/200)
- India is an emerging economy. A very large segment of population is below 25 years of age. They are all productive assets. This requires a rigorous focus on education and its leadership to convert the youth in to the wealth of the nation.



Chanakya has aptly described the significance of educational leadership “A teacher is never an ordinary man, prosperity and peril breed in his lap”.

## Dr. M.S. Swaminathan



Interconnected research to Extension Education to farmers causing the green revolution.

## Shri. Jagdish. K. Patel



Initiated sustainable education programmes in wide spectrum of stream for different kind of disabled persons.

## Ramlal Parikh



Responsible for developing “Non formal” education up to university level, and adult education movement.

## Dr. Vihari Patel



Introduced education in entrepreneurship for young persons, resulting into new entrepreneurship wave.

## Educational Leaders Who are they?



- Vice Chancellor
- Principals
- Deans of Faculty
- Heads of Department
- Teachers
  - Professor
  - Assistant Professor
  - Lecturer
  - Tutors
- Registrar (Administration)
- Trustees
- Government Authority

## Educational Leader have:

Clarity of thought	Ability to influence and put it on the right path
Research orientation	Deductive and inductive research based on objective information and experience
Achievement motivation	To ascend higher peaks towards excellence
Pragmatic approach	Applied research affecting wider segment rather than dry and sterile research
Charismatic personality	Integration of thought and act and character
Technical skill	Expertise in the field of specialization along with generalist approach
Love for Academic Excellence	To honour and encourage academic excellence in students and participants
To encourage thought Provocation	To motivate students to think independently and analyse the areas of study and research.
Research mindedness	To identify new research areas and to link them to past research resulting into cumulative research.
Persistence	Insistence for right things, which are in the interests of the society
Conversant with research	Ability to hypothesise, experiment, analyses methodology and conclude on inductive natural research and deductive social research  Focus on students must have future of students at his heart.

Effective Leadership in Education is second only to teaching. It has direct impact on students' learning and improving their performance. This involves having a vision, and clear goals. The Educational leaders must provide guidance and a path to achieve it with participation of all stakeholders. They must have focus on development of students but in order to develop students, first we must develop teachers and supportive staff members.

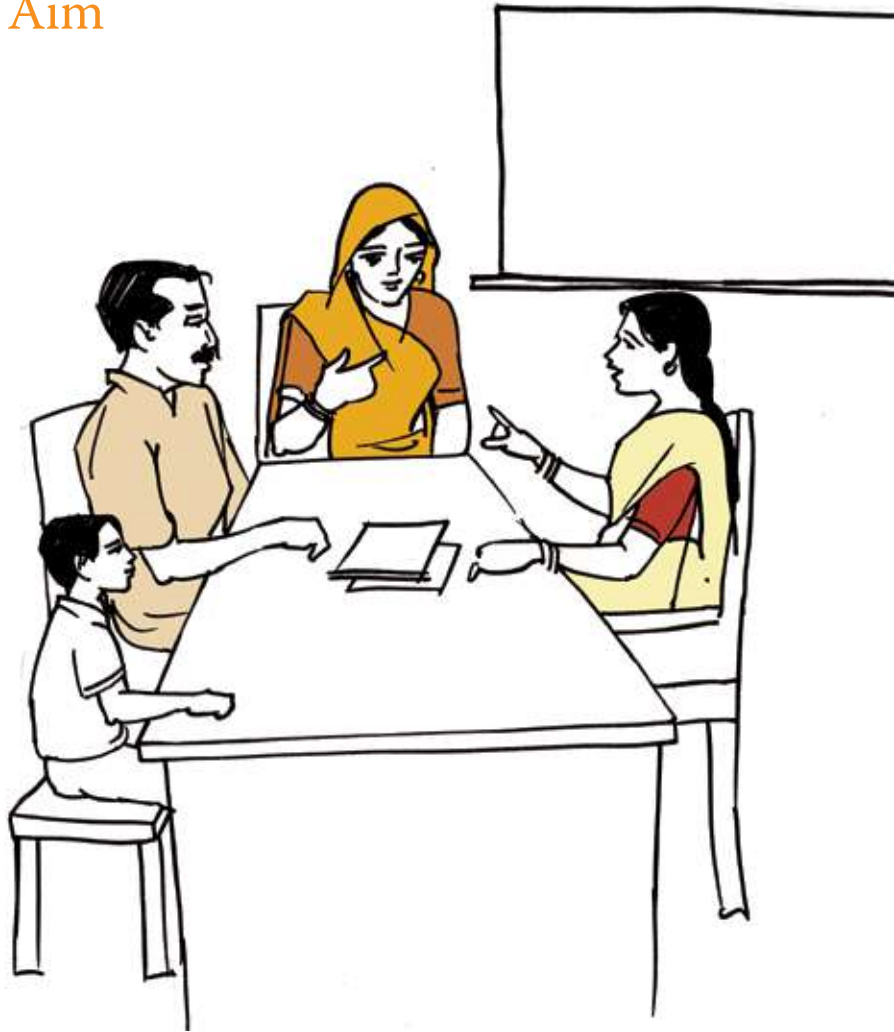
# Impediments

There are impediments in the path. These are as under:

- Lack of commitment and interest of government authority, promoters and trustees as well of implementers – the teachers – professors. for well being and future of students.
- Difference of perception between authority and teachers for the same matter e.g. one wants strict action but the other takes a lenient view.
- Lack of well-established system of assessment for performance and recognition of work done.
- Too much theorization and involvement in sterile research. Real and practical problems of the existing situation do not get priority to develop as teaching material. Old material continues to get used – even though it might have become useless with change in technology and environment.
- Stagnant course curriculum, which remains static for years ignoring events taking place, in the outside world and in technology and new development.
- Students are not demanding. They are interested in passing examinations and getting degrees rather than personal growth and discipline of the mind. They like to follow guidebooks and go for cramming instead of understanding and learning a subject. Like to spend time - more outside the class at tea stalls – canteen – or roadside.
- Parents ignore their role. They like to hold universities, college and professors responsible for their children's failures. They do not bother whether their children are attending college or not and are learning properly or not.
- Authorities give secondary treatment to academic excellence. Politicians, sometime, use students for political ends.
- Teachers, even, do not go into the depth of their subject, copy notes and do not adopt modern development; they like to follow the conventional beaten track.
- Education Leaders have to overcome all these impediments – obstacles by a well laid out strategy and a detailed plan.



## Aim



To improve teaching requires cooperative efforts of all students, teachers, principals and parents. The teachers need to be guided in different styles of teaching like case study based problem solving, simulation models, strategic plans, or oriented and visualizing future situations likely to develop in a changing environment. The need to use participative, instructional teaching methods – which also involves transformal approach to change attitudes and perceptions.

## Vision



- Head of Educational Organization at the level of Vice Chancellor must spell out his vision which includes the following:
- Clear goals - Principals, heads of the department, teachers and students, all must be advised about the expectations of institution and how to go for achieving the laid down goals.
- Monitoring of performance by a well laid out system which provides feedback – both for teachers, students and supporting staff.
- Effective interaction with teachers on regular basis to have their views and to understand their problems and work out solutions for them.
- Developing people - Principal, Head of the Department, Teachers, Lab Assistant, Administration – accounts, maintenance team, all need to be developed so that they could do their job as per the expectations. This requires shared responsibilities and a system of recognition.

## This further includes

- A clear course that everyone understands by establishing high expectations, continuous track on progress and performance of each student.
- By developing the teachers and students and others involved in the system by providing necessary support and training to succeed and to become a successful person.
- By making the entire organization work – focussing on students – removing hindrances that inhibit teaching and learning process.
- Support systems like Library, Labs, Audio-visual aids, Computers – Internet facilities, field visits and project work, sports and cultural activities, canteen facilities, competitions should become integral part of overall framework with focus on students.
- Creating and sustaining competition among students or by:
  - Participative discussion
  - Project assignment
  - Field visits
  - Competition like Essay writing, Elocution and presentation of projects.
  - Sports
  - Extra curricular activities – cultural programmes
  - Social work assignment
  - Team building
  - Meeting with parents
- Students to be encouraged to participate in national and international competitions.



Teachers should be encouraged to have subject matter expertise – more specifically:

- Understanding of course curriculum
- In-depth study of subject matter
- Examination system
- Reference through use of library and inter-net and website.
- Students family – background – students home and institution both are complementary
- Culture of the institution
- Culture of students coming from different background
- Knowing students by their first name.

## Information and Communication Technology in Teaching



It is a means for supporting educational needs. It provides resource for teaching and learning. Added with the use of video/audio and other electronic appliances for teaching learning, becomes effective and makes teaching interesting.



There are students, who need special attention - Weak students, disabled students and reserved category students. There are also students with unacceptable behaviour like irregular students, bullying students and class bunking students. They need independent attention. They need extra care and support.

All they need is attention and unconditional and emotional security, which can surely lessen their wayward behaviour ways. The “disabled students” require special care and treatment after which they can easily join the mainstream.

## Meeting a class

### Suggestion for a teacher



- Introduce yourself.
- State clearly what you expect from your students.
- Learn names of students and call them by their first names.
- Make students introduce themselves.
- Learn to cope up with interruptions – do not get upset – keep track of what you are teaching, find out the causes of interruption.
- Acquire basic skills of oratory with illustration and have in-depth subject matter content knowledge.
- Have brain Storming sessions to open up students.
- Discuss contemporary issues and developments in the class.
- Develop logical relations in “Science” subjects and creative divergent fluency in “Arts” subjects.
- Bridge the gap between theory and practice.

The teachers and Principal need to develop a contact with family – parents. The environment at home is as important as that of the classroom. Parents must be made aware of (a) learning needs, of their children (b) provide support to their learning (c) to keep track of performance (d) and support corrective needs if any. This requires periodical interaction with them.



## Role of Principals

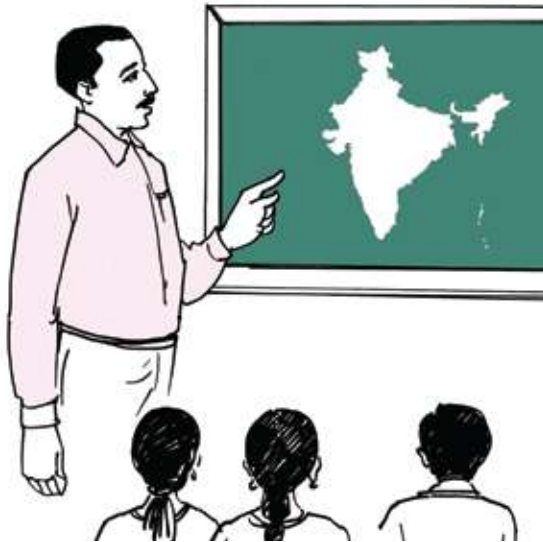


- Developing organization system to enable teachers to do their job effectively.
- Offering them intellectual support and simulations to improve work providing model practise and support.
- Developing shared goals.
- Monitoring performance of teachers and students.
- Effective communication with teachers and students.
- Developing deep understanding of how to support teaching.
- Managing curriculum in ways that promote student learning.
- Developing ability to transform the collage into an effective organization that fosters powerful teaching and learning for all students.
- Arrange vocational guidance to students.

The principals need to have national and global overview. Especially the Competitive status of other university students, Job needs of employing organizations, higher educational opportunities, Guidance for job-based competitive examination like IAS, IPS, IRS, GMAT, GRE/CAT, etc and making teachers and students aware of the possibility of learning abroad.

# Challenges Ahead

- Teachers need to equip themselves with following:
- Knowledge of multiple languages in addition to English like Chinese, Japanese, Russian, and German or french.
- Not only classroom lecturer but also act as a facilitator tutor for multiple disciplines.
- Creation of multiple teaching modules like simulation, role-play and case study approach based on national and global problems and experiences.
- Using video conferencing to inter-act with other Universities
- Concept thinking and model building
- Use of Internet network for learning, and for identifying new emerging areas.



Teachers themselves are leaders of thoughts who have the very important role of shaping students' future. They have to overcome the hindrances and imbibe patriotism and personal values for building a strong nation. Developing them to become visionary, having an ambition to achieve something in life for themselves, for their family and the nation and to become leaders in various walks of life.

## LEADERS - BEWARE



Prevent your own downfall. This happens when you climb up or especially you have reached top – the Mount Everest Diagnosis the decline by observing symptoms like:

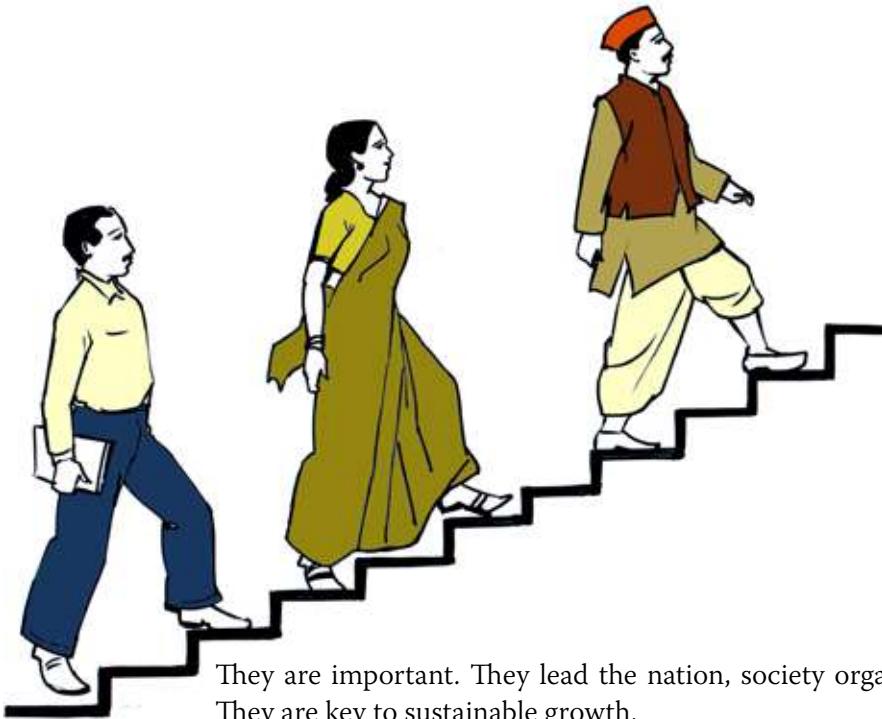
- Over confidence or sense of complicity.
- Reducing access to people – followers – managers - avoids meeting them.
- Stop listening to suggestions, criticism or seeing pointed finger at wrong actions or results.
- Reducing response or lack of response to letters, telephones, emails or other communications – leave personal secretary or manager to reply.
- Allow relative or friends working for you to go Scott-free even if they have failed, committed blunders or indulged into malpractice
- Tendency to become ungrateful to the people from whom you have received benefits.

So-on and so-forth.

Watch your steps – understand pitfall, and plug them.  
Have determined mind and persistent efforts to identify your own failures and correct them before it is too late.

# LEADERS

An inevitable force for sustainable growth.



They are important. They lead the nation, society organizations. They are key to sustainable growth.

Nations, organizations have grown whenever they have good leaders – they have excelled whenever they have out-standing leaders and vice versa is equally true – bad leaders have created chaos – countries have lost their freedom and many people have become poor – or a large segment of population have lost their lives with continuing conflicts within society. In the case of organizations – have become bankrupt with hundred thousands of people losing their jobs.

History is full of such examples. Every day such happenings are taking place – whether they are countries in Africa, Asia or Europe or multinational or national giants companies in western or eastern world.

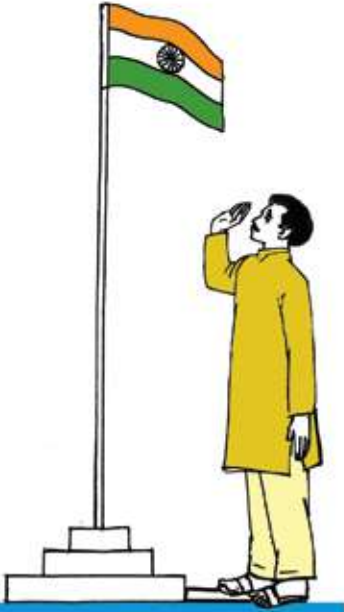
But society, its educationists, the people themselves do not pay attention to this. They do not bother about their leaders. They do not choose the right leaders. They do not check existing leaders when they start going in wrong direction – but more importantly they do not train the future generation for developing as out-standing leaders.

# LEADERS - THE FUTURE AND THE PRESENT

## The future generation is also most often not aware that:

- There are innumerable career opportunities in leadership and through them they excel in life.
- That each one is capable of becoming a leader
- That everyone has some qualities of a leader
- That the missing qualities can be acquired – learned
- That the world-over the most successful leaders are from the common masses.
- Leadership has many facets – different types, styles – but all these grow within a person. It requires an effort to bring out your hidden desire to become a leader, followed by further persistent efforts to grow as a leader. The same persistent efforts are needed to continue to remain a successful leader and ultimately to be remembered for generations.
- It requires a determined mind to take an incremental step. Leadership is by choice and not by chance or destiny.
- We cannot always build the future, or foresee all the challenges that may come, but we can always build our youth to become leaders who can turn around future for welfare of all sections society, - we can always build our existing leaders to remove the imbalances in the present and bring the prosperity for all.

Take a step forward to be a leader.



## FOLLOW THE ACHIEVERS

Reach top

Be vigilant

Make persistent efforts

Have determined mind

Work out a plan

Decide goals

Have vision

Be successful

Rashtra Pita

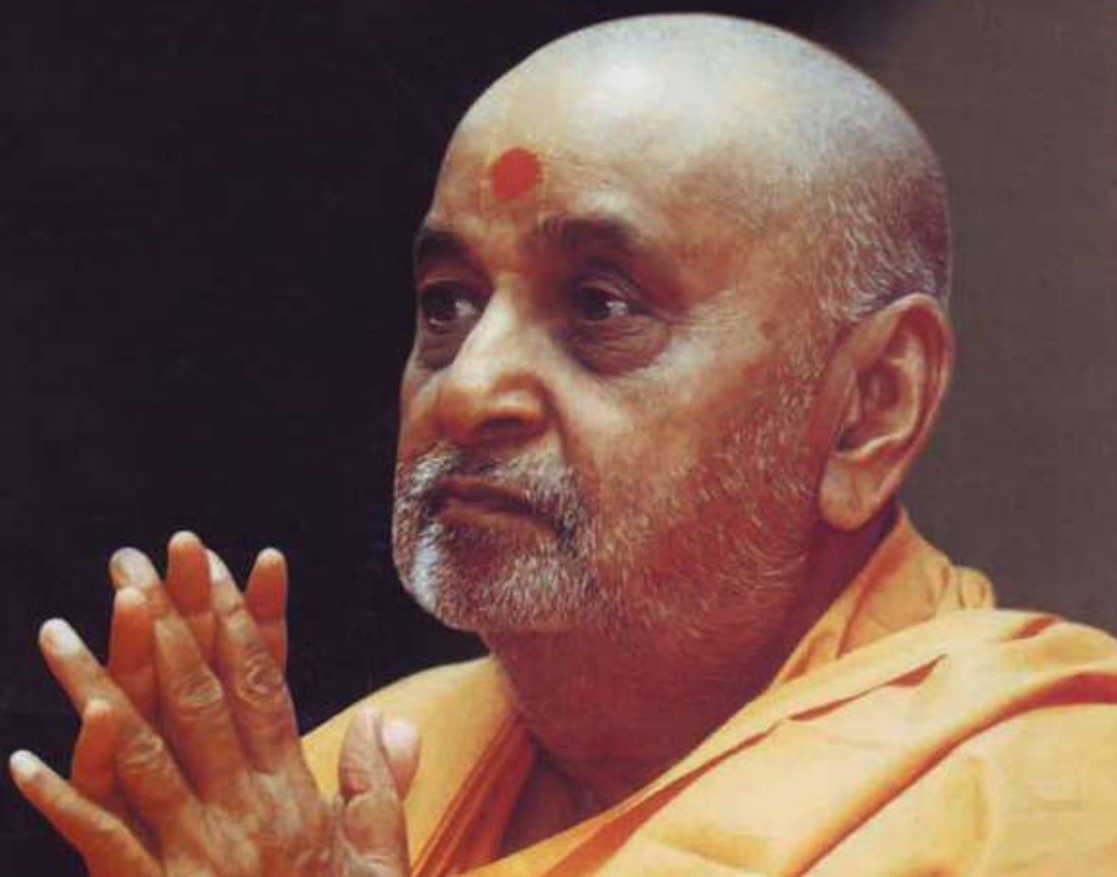


## Mahatma Gandhi

He introduced mass movement through his concept of non-violence to bring independence to India and has become an inspiration world over to use truth and non-violence based protest to achieve rights goals in public life.



**Yug Purush**



**Param Pujya  
Pramukh Swamiji Maharaj**

He has changed the definition of religion by focusing it as means to serve humanity. He has introduced concept of voluntary service for public good of all and one, and imbibing of spiritual values in children to make a strong nation. He has spread the Indian Culture world over by setting up more than 713 temples.

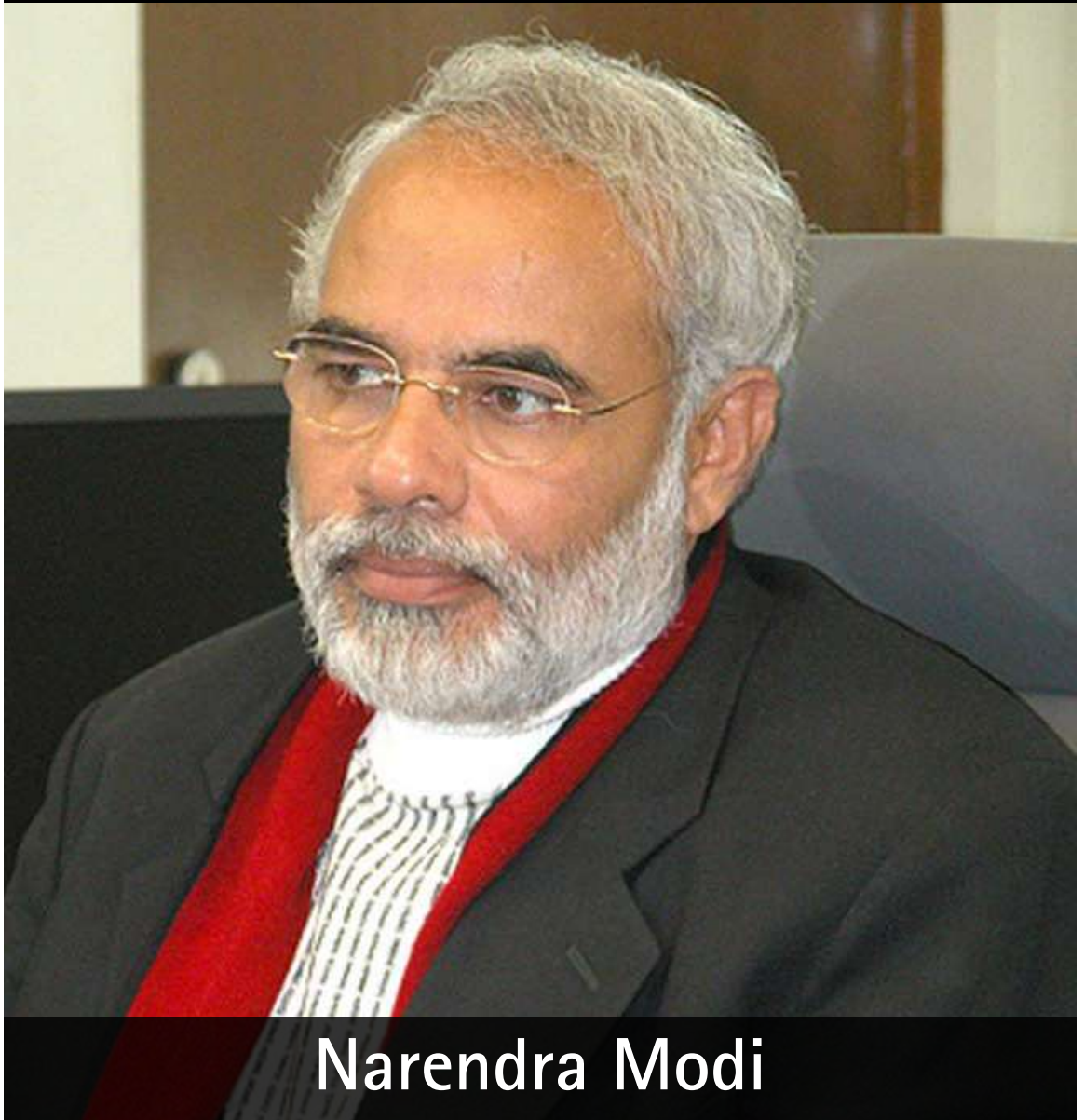
## The Leaders of the New Millennium



**Dr. Manmohan Singh**

Architect of un-precedential inclusive economic growth to make India a world level economic and political power in new millennium.

## The Leaders of the New Millennium

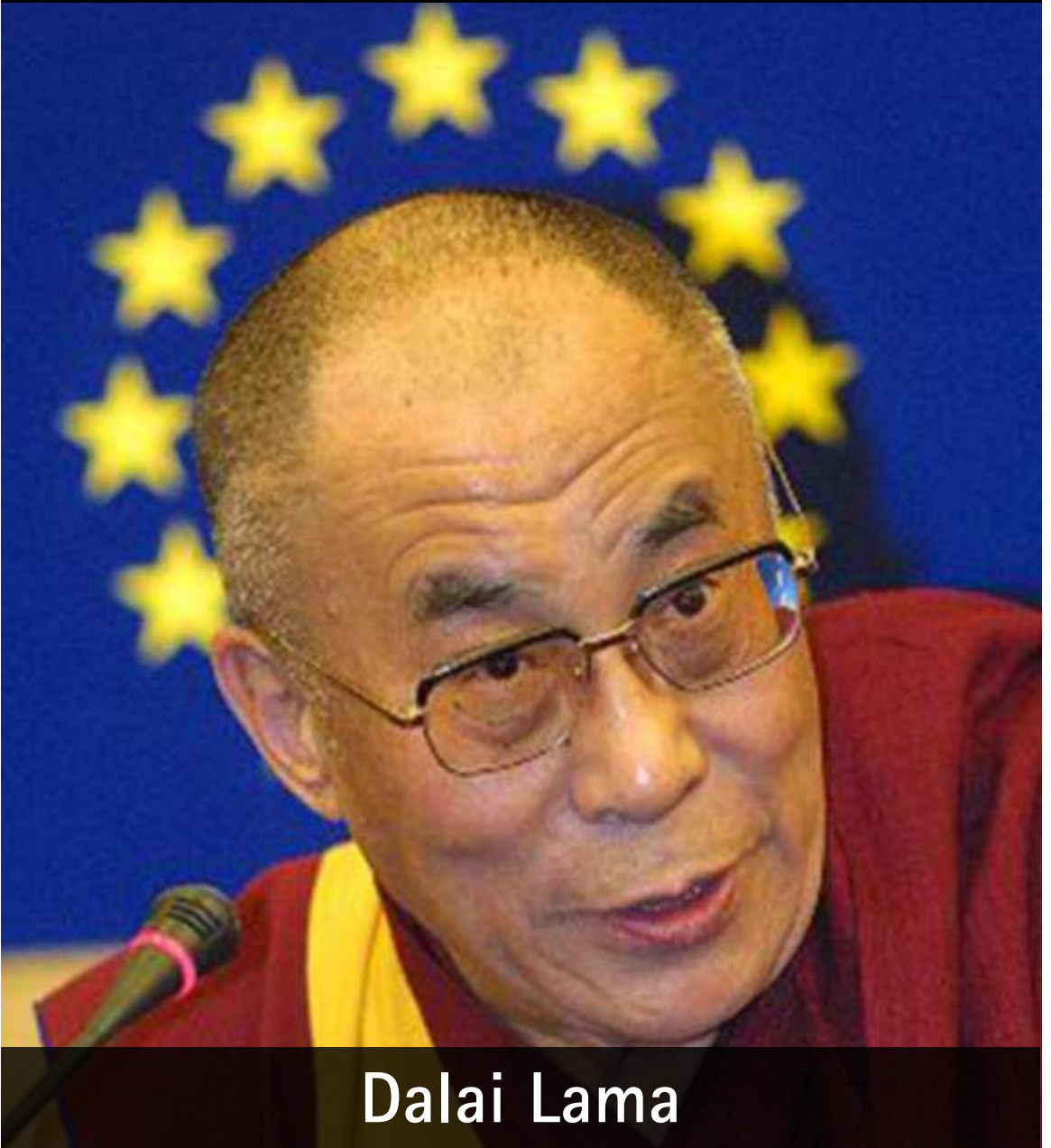


**Narendra Modi**

He is the new face of Indian Politics who ushered in Gujarat a rapid economic growth by competence, corruption aversion and consistency with performance orientation and public – private partnership, which is now known as a Gujarat model of public governance.



## The Leaders of the New Millennium



**Dalai Lama**

He has revived Buddhist philosophy, its message for peace and spread it world over in new millennium.

## The Leaders of the New Millennium



**Pratibha Patil**

She is the first woman president of India, whose heart is in upliftment of farmers and women empowerment.

## The Leaders of the New Millennium



**Narayana Murthy**

He is from the new generation of professionals who have become world-class successful entrepreneurs and is the key player in bringing information technology revolution in India and spread a network of young Indian I.T. Professionals all over the world.



## The Leaders of the New Millennium



M S Dhoni

He is the young face of India. At the age of 26, he led Indian Cricket team in world cup to make it world champion by his efforts, self-confidence, strategy, aggressive teamwork and quick but right decisions.



## The Leaders of the New Millennium



**Swati Piramal**

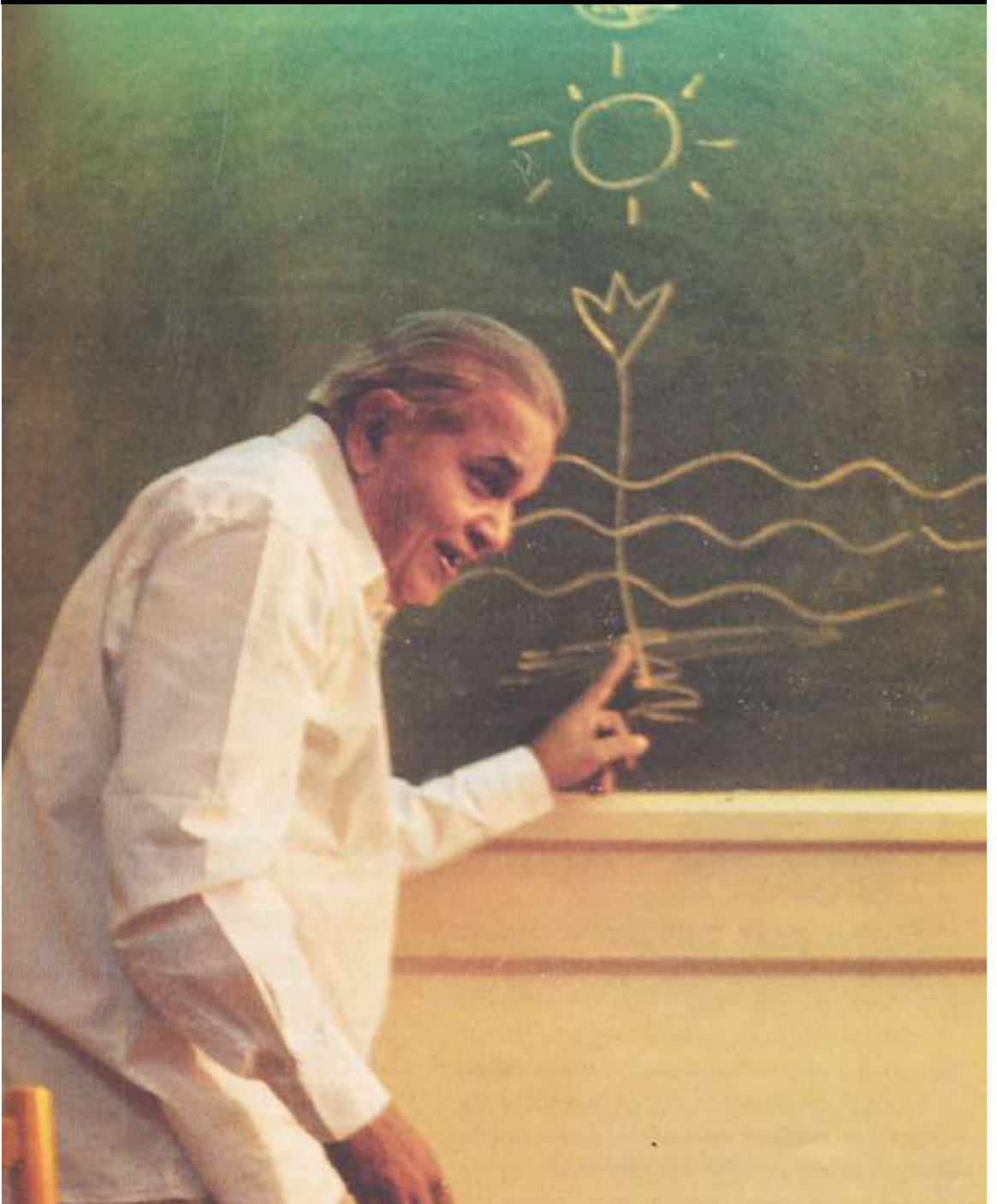
She is a new face of Indian Women, aggressive, dynamic, using science and technology to become a star enterperneur in the new millenium.

## Modern Pandits of Leadership



**Mr. Attreya**

## Modern Pandits of Leadership



**G Narayan**

## Modern Pandits of Leadership



**Peter Ferdinand Drucker**

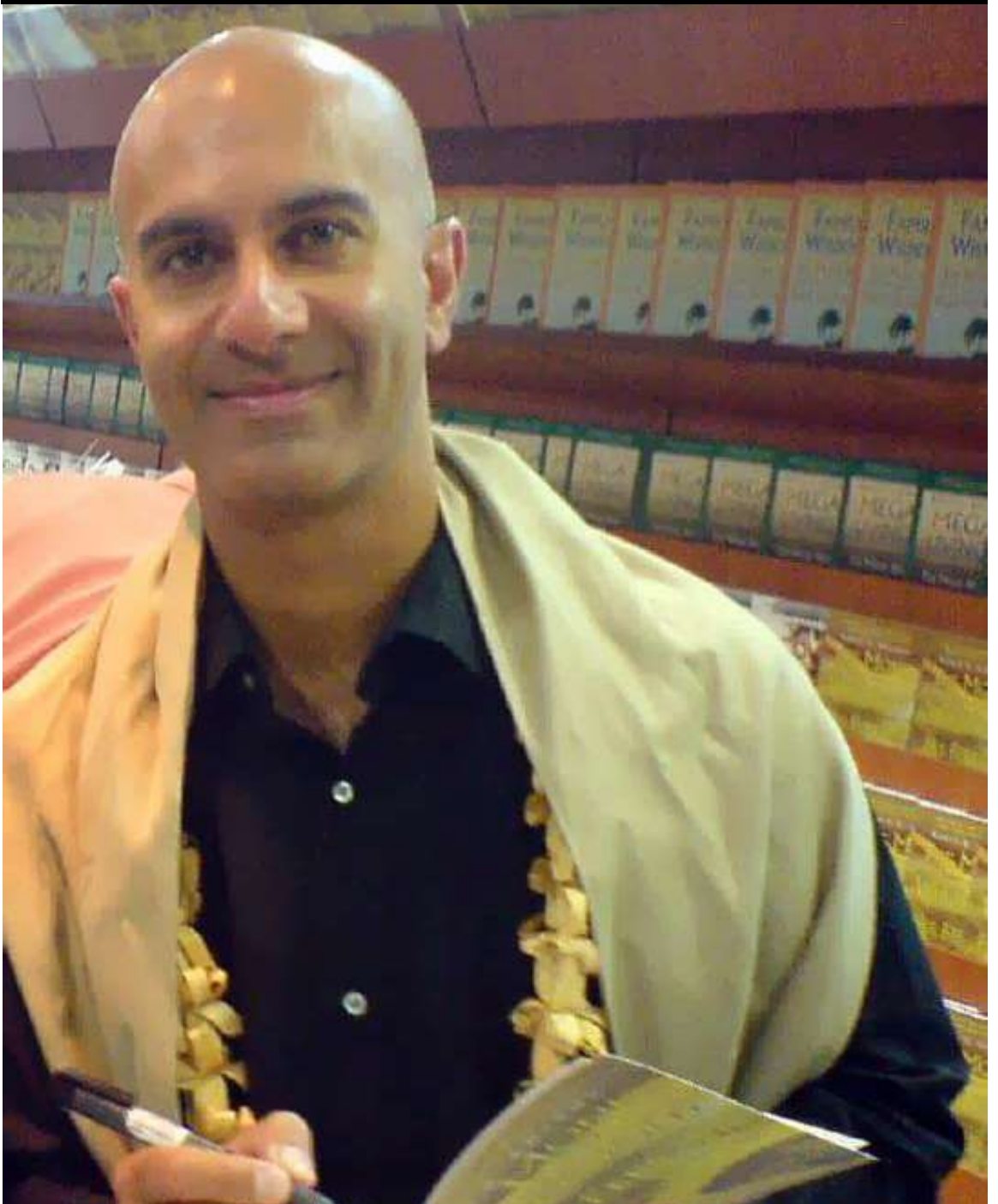


## Modern Pandits of Leadership



**John Maxwell**

## Modern Pandits of Leadership



**Robin Sharma**

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## INTERNATIONAL SCHOOL FOR PUBLIC LEADERSHIP



The School of Public Leadership is based at Ahmedabad – Gujarat. Its mission is strengthening the capabilities, attitudes and behaviour of elected and non-elected public leaders. Preparing the young generation to assume responsibility as public leaders and to remain committed to the needs of the country and objectives of socio-economic development and preparing existing leadership to face challenges of globalisation, poverty removal, rapid economic growth etc.

The school has benefit of veterans in management education like Dr. Pestonjee, Retired faculty of Indian Institute of Management, Ahmedabad Prof. D.R. Patel, retired professor of B.K. Management School Prof. Mukul Ashar, National University of Singapore, Dr. Venkataraman, Public Administration Department, South Gujarat University, Surat apart from its own faculties.

The programmes are conducted at taluka – Tahsil level and district level from 2 days workshop to 2 weeks. At present focus is on grass root level leaders like Sarpanches, Chairmen of Milk Producer's Co-operative Societies, Chairmen of Self Help Group, village level women leaders, graduate and postgraduate students of rural areas and university teachers, trade union leaders, chairmen and Secretaries of khadi ad village industries organizations and like. So far in last one year, more than 50 workshops covering more than 2000 participants have taken place with of cooperation of level institutions.

Website: [www.isplindia.org](http://www.isplindia.org)

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## ABOUT THE AUTHOR

Dr. Kirit Nanubhai Shelat is Ph.D in Public Administration. He recently retired from the Indian Administrative Service. He started his career in public administration by joining the Gujarat Administrative Service in the year 1967. During his career of 40 years, he has worked at the grass-root level and had his hand in the formulation and implementation of policies for Agricultural, rural and Industrial development. He has worked as Commissioner of Rural Development, Industries Commissioner, Commissioner for Employment and Training, Commissioner for disabled persons and Secretary Energy Department. He has also worked, as Chairman of State Level Public undertaking like Gujarat Agro Industries Corporation, Land Development Corporation. He also worked in Afghanistan as Land Settlement Advisor to Government of Afghanistan.

He has designed and implemented large-scale projects for poor families, farmers, and micro entrepreneurs. He has made a significant contribution in the development process of Gujarat. He developed guidelines for Micro-level planning with focus on individual poor family and village development plan. He was responsible for “Cluster development approach’ for small industries and “Step up project for rural micro level Entrepreneurs. He developed micro level production plan module for individual farmer and has his hand in restructuring the Gujarat agriculture sector. After his retirement as Principal Secretary – Agriculture and Cooperation Department, Government of Gujarat, he is associated with multi-dimensional rural programmes and is actively involved in International School for Public Leadership. He is the author of number of books on development including biography – Param puja Pramukh Swami Maharaj.

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