

# indian management

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ALL INDIA MANAGEMENT ASSOCIATION

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## REHUMANISE MANAGEMENT

### A MODEL FOR CHANGE

Dominic Ashley-Timms and  
Laura Ashley-Timms



# VICE CHANCELLORS CONCLAVE

## Transformational Leadership for a Viksit Bharat 2047 Transforming India into the Global Hub of Knowledge & Education 22-23 November 2024, New Delhi

Aligned with the Viksit Bharat Vision 2047, the Conclave aims to contribute to the nation's long-term goal of becoming a developed nation by 2047. AIMA's Vice Chancellors Conclave stands as a beacon of transformative leadership, bringing together the brightest minds in academia to foster a culture of excellence and innovation. This Conclave is dedicated to handholding academic leaders, enhancing their capabilities, and nurturing the leadership skills essential for steering educational institutions toward a brighter future.

The Conclave aims to equip Vice Chancellors and Heads of Institutions with advanced leadership skills. Through a series of interactive sessions, keynote addresses, and panel discussions, participants will explore the latest trends in higher educational landscape.

By bringing together a diverse group of academic leaders, the Conclave will facilitate the creation of a robust network of peers. This network will serve as a platform for sharing best practices, innovative ideas, and collaborative opportunities, thereby strengthening the educational ecosystem.

Sessions will focus on developing a long-term vision, implementing effective policies, and embracing technological advancements to enhance the quality of education and research. The Conclave is specially designed for Vice Chancellors, Academic and Administrative Heads of Higher Education Institutions

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Reset Leadership: From Crisis Renovation to Growth Innovation

3<sup>rd</sup> - 6<sup>th</sup> December 2024, Dubai

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Programme Director &  
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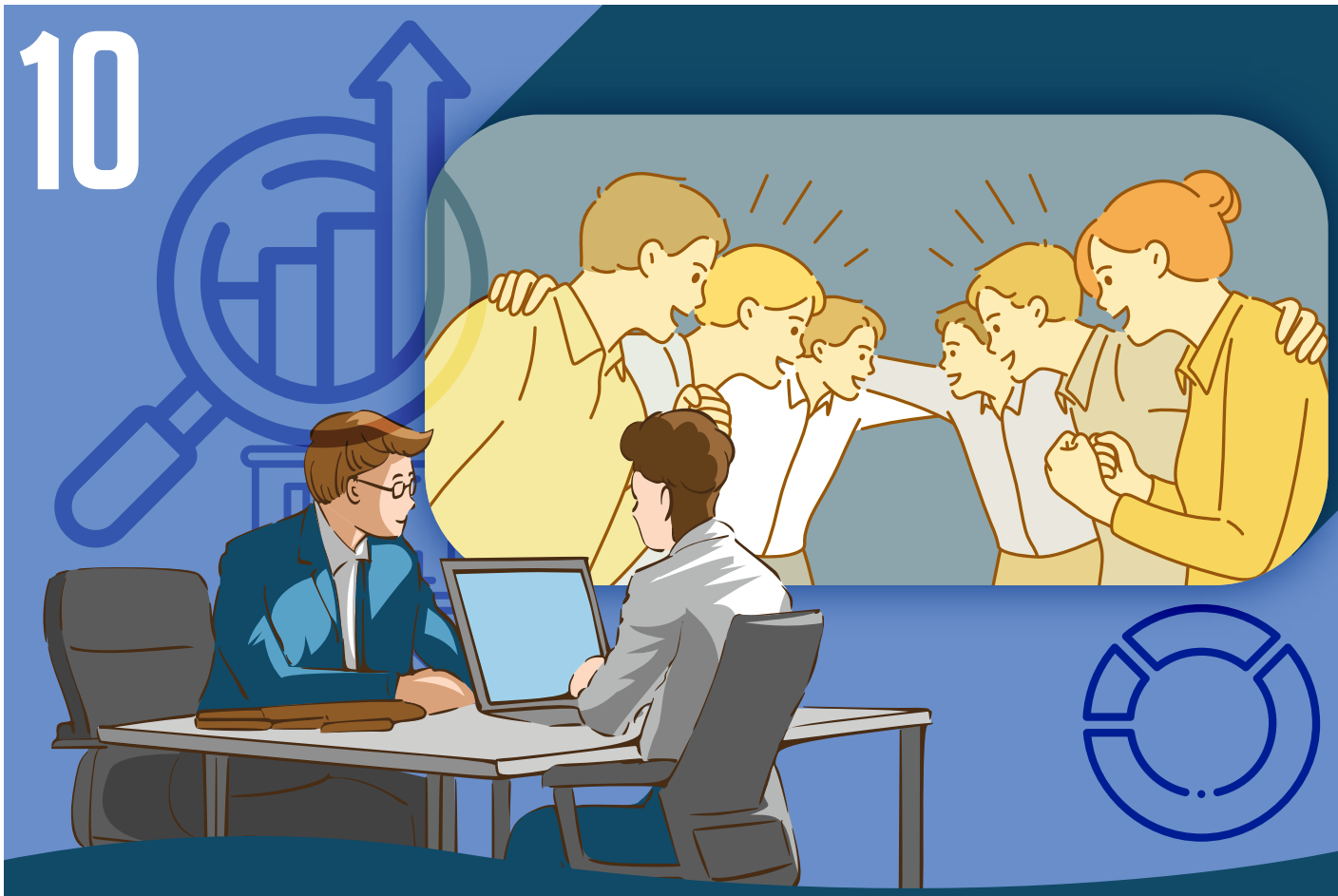
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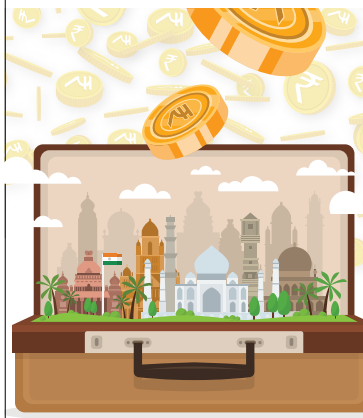
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# ADVANCED CERTIFICATE PROGRAMME IN BUSINESS CONSULTING

The Advanced Certificate Programme in Business Consulting is aimed at catering to the growing need for trained and skilled management consultants. This programme will help the participants in gaining knowledge and developing skills to act as a business/management consultant and further develop them as experts who can help the organisations to come out of the problematic situations they face.

## Eligibility

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The duration of the programme is 6 months.

## Programme Fees

The programme fees for this course is ₹ 75,000 (including GST @18%) which include cost of Course Learning Material & Examination fees.

# Unlocking Indian industry, innovation and talent

Suneeta Reddy is Managing Director, Apollo Hospitals Enterprise Ltd.

**I**t is a privilege to lead AIMA this year and I am committed to its mission of fostering management excellence in the country. AIMA's *Indian Management* journal is an essential resource for India's management leaders and academics. It is a unique repository of Indian management knowledge and wisdom and an important platform to showcase Indian management research. The journal is integral to AIMA's efforts to educate and elevate Indian management and it helps its readers remain ahead of the curve.

India's management fraternity has faced many and varied crises during the past few

**This year, AIMA's special focus is on generating ideas and practices for building the India of tomorrow by unlocking the potential of its industry, innovation and talent**

years and it has proved resilient and inventive in dealing with the unprecedented challenges and in capturing the emerging opportunities. AIMA has made a significant contribution to the adaptability and agility of Indian management. AIMA constantly informs

and prepares India's managers for the contemporary and coming changes through its education, training and leadership development programmes. I am committed

to continuing this tradition of thought leadership.

India is in the midst of a generational churn in technology, business models, and management culture. Indian economy is growing fast and Indian management has to develop the capacity to create and capture opportunity and growth. This year, AIMA's special focus is on generating ideas and practices for building the India of tomorrow by unlocking the potential of its industry, innovation and talent.

AIMA would strive to sensitise Indian management and leadership to the centrality of the human capital to growth. For India to become a developed country, it needs to think more strategically about its human capital—especially education, skills, and healthcare. I am convinced that ensuring good health for society in general and health of employees in particular is key to building a productive society. The productivity that can be improved through enhanced well-being of workforce, and the potential that can be unlocked by making our citizens healthier is significant, and needs deliberate focus and attention.

Alongside, investing in research is critical for Indian organisations to grow in the new innovation economy. India's total spending on research is merely 0.7 per cent of the GDP and this metric must increase exponentially if India is to become a global innovation hub. India needs to use its world-class talent at institutions such


**AIMA is adding education and training programmes to prepare students and executives for adapting to these changes and to the new automation-first world. AIMA also aims to bridge the AI understanding and expertise gap between the conventional and the tech industries**

as the IITs to undertake more discovery and invention initiatives, and to develop alternative options in manufacturing design. AIMA is working towards linking the industry clusters with local IITs for an industry-academia collaboration in research and monetisation of research. AIMA has created the India Case Research Centre to provide a platform for Indian management research. The centre trains B-School faculty in writing case studies and it has created a library of Indian cases that is accessible to any scholar of Indian management.

AIMA is trying to help entrepreneurs create future-ready enterprises and also help legacy enterprises reinvent themselves. The growing reliance on technologies such as predictive AI and the increasing use of generative AI are ushering fundamental changes in business and management. AIMA is adding education and training programmes to prepare students and executives for adapting to these changes and to the new automation-first world. AIMA also aims to bridge the AI understanding and expertise

gap between the conventional and the tech industries by involving the IITs and several leading corporates in developing programs to increase AI awareness to all levels of the business pyramid.

In addition to the challenge of technology and business model shifts, Indian management is also faced with the uncertainties created by climate change, geopolitical upheaval, economic and technology polarisation, and socio-political swings. Indian managers' options and decisions are increasingly constrained by factors beyond their control. Today, India's managers have to multi-task beyond their core job description and also be technology forecasters, social reformers, political experts, and diplomats. AIMA is continuously preparing India's managers to fulfil their new, expanded role through its new age courses, conferences, retreats, and management development programmes.

I have great faith in Indian managers' ability to learn and innovate and I am sure that *Indian Management* can help them prepare for the evolving, and uncharted territory. 

*The opinion expressed is personal.*

## EDITOR'S NOTE

Dear Readers,

As more and more youth from the so called Gen-Z enter the workforce, it is only pertinent that management realises that legacy systems and old, traditional approaches won't work. This is a generation that prioritises career progression, social responsibility, diversity & inclusion, work-life balance, and mental health over money and profits. It values the management's 'humanity aspect' more than the organisation's revenue, profits, valuation, market capital, past and present performance, etc.

In order to lead the 'workforce of the future'—which will comprise a substantial number of Gen-Zs—management will have to let go of its 'command-and-control' ways and adopt a more democratised system in which employee well-being and their aspirations are among the top priorities. In other words, organisations will have to rehumanise management to work at their optimum in the changing business landscape.

However, while we talk about rehumanising management, the onus of enabling an environment of flexibility and coaching the managers to care for their teams lies on the leadership. Dominic Ashley-Timms and Laura Ashley-Timms, co-authors of *The Answer is a Question*, have proposed in the cover story of this issue the STAR® Model—STOP, THINK, ASK, RESULT—which will help them build better interpersonal relationships with their team members and consequently bring out better results in terms of business deliverables.

Do write in with your views to [imeditorial@spentamultimedia.com](mailto:imeditorial@spentamultimedia.com)

*Maneck Davar*  
Maneck Davar

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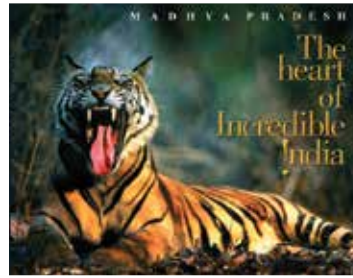
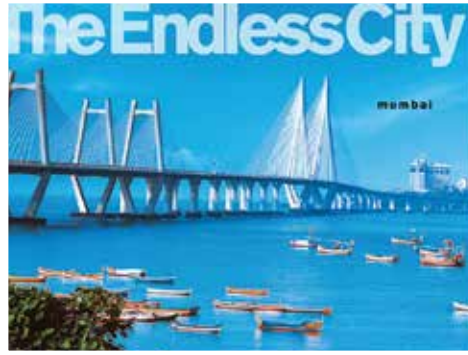
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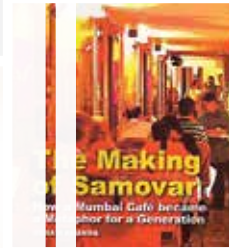
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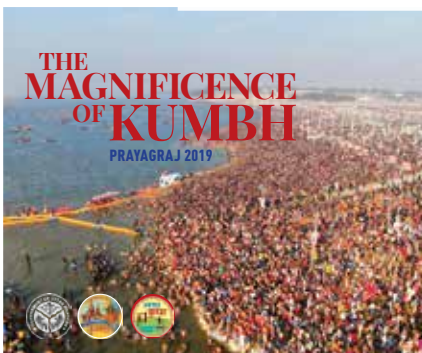
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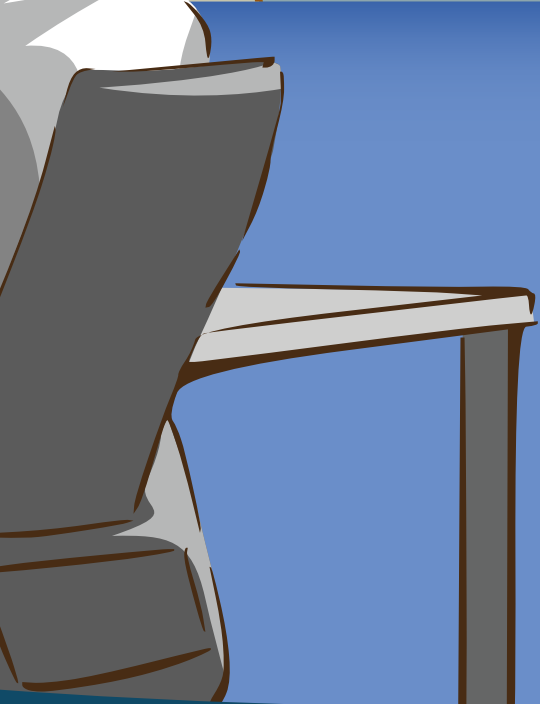
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# MORE ENGAGED AND DRIVEN TEAMS







Dinesh Bhogate

# A model for change

*A simple way to rehumanise management to foster more engaged and driven teams.*

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DOMINIC ASHLEY-TIMMS AND LAURA ASHLEY-TIMMS, CO-AUTHORS, *THE ANSWER IS A QUESTION*



world's employees are quietly quitting, with nearly six in 10 employees falling into this category. Perhaps it is no surprise when global employee engagement levels are just 23 per cent—meaning that the remaining c. 2.5 billion people are unhappy at work.

Inevitably, this low engagement has a high price tag, costing the global economy a staggering \$8.9 trillion, or 9 per cent of global GDP, according to Gallup's research<sup>1</sup>. From an employer's perspective, the knock-on effect on their own productivity and profitability is extremely bad news. So what's going on? Why are employees so disengaged?

### The cost of poor management

One of the key findings of Gallup's most recent State of the Global Workplace 2024 report<sup>2</sup> is that employee stress levels are at a record high, with 41 percent of employees worldwide stating that they experienced a lot of stress the previous day. One of the key reasons for this? Poor management. "Those who work in companies with bad management practices are nearly 60 per cent more likely to be stressed than people working in environments with good management practices", their research states.

It's a fact that good managers engage their people and bad managers don't. As the saying goes, "You don't quit a job, you quit your boss." There's a wealth of research to support this, including a 2022 study by Inpulse which found that employees who feel well-supported by their manager are 3.4 times more likely to feel engaged at work. Anecdotally, it's something we all also know to be true; we all remember that one manager who nurtured us and encouraged us to find our own voice, and conversely, we never forget the micromanagers who made our working lives miserable.

But, while in the past employees were more likely to 'put up and shut up' if they experienced a bad manager, Gen Z and young Millennial employees are more inclined to vote with their feet if the workplace doesn't live up to their expectations—and research suggests that this demographic is currently the least engaged at work. A 2024 CNBC survey<sup>3</sup> found that almost half of Gen Z workers say they're just

**W**e are in the middle of a global productivity crisis. Last year's 'quiet quitting' trend—where employees psychologically disengage from work, doing the bare minimum required to hold onto their jobs—shows no sign of abating. Indeed, Gallup's research suggests that the majority of the

‘coasting’ at work, with 42 per cent claiming they’re just working for the paycheck.

This is particularly worrying, as by 2025, Gen Z workers will make up 27 per cent of the workplace. Employers simply can’t afford to ignore them. What’s clear is that Gen Z individuals want to work for organisations that align with their own values around inclusivity and equal opportunities for all. Research by Deloitte Digital<sup>4</sup> found that Gen Z employees place a high value on empathy from their bosses—indeed, they consider it a prerequisite in the workplace.

This means that the traditional ‘command-and-control’ approach to management simply has no place in the modern workplace. A new, more human-focused approach is needed—one that actively inspires and encourages employees of all demographics, not just Gen Z, to operate at their highest level of potential. Management should be about empowering, not instructing.

### Operationalising coaching...

So, what does this look like in practice? The idea of ‘manager as coach’ has been popular in recent years, but for time-starved managers, the prospect of individually coaching employees can seem like just another box to tick on an already overcrowded to-do list.

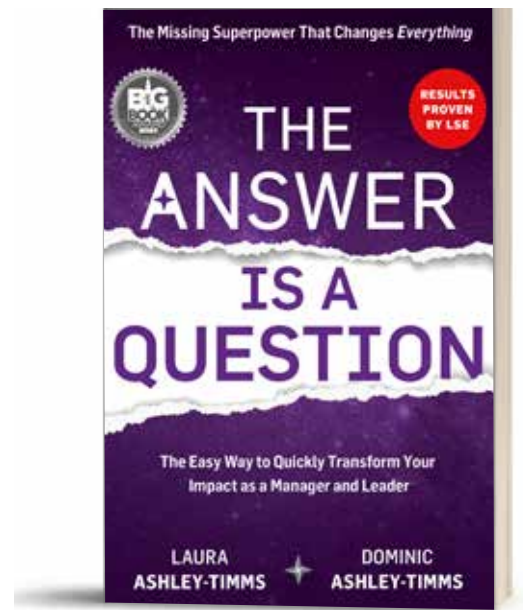
In reality, the ‘manager as coach’ model has had limited success. Managers just cannot find the time to conduct formal coaching sessions, and when they do manage to, they encounter a conflict when trying to coach team members who report directly to them and for whom they hold their own agendas. Consequently, coaching in its current form, even when supported by an organisation’s own internal coaches, typically reaches fewer than 1 per cent of employees.

Shifting the focus away from teaching managers how to conduct structured, planned (and time-consuming) individual coaching



#### ABOUT THE AUTHOR

**Dominic Ashley-Timms** is CEO, Notion and creator of STAR<sup>®</sup> Manager programme. Dominic is co-author, *The Answer is a Question*.



sessions to focus instead on the behavioural aspects related to coaching, is a pathway to helping managers integrate coaching into their daily practices. Bringing coaching into the flow of work without having to make any adjustments to their schedules is achieved by learning to utilise more of an enquiry-led approach. Helping managers to develop a new management practice and adopt an Operational Coaching<sup>®</sup> style of management enables managers to have ‘in the moment’ daily coaching conversations with their employees. And there’s a simple but effective model all managers can learn to apply, that helps them to achieve this: the STAR<sup>®</sup> model.

- **STOP:** When an employee comes to you with a problem, as their manager, you must learn to stop, take a step back, and overcome your natural inclination to step in and solve the problem for them.
- **THINK:** This gives you the space to think about whether the situation an employee has presented offers a coachable moment.
- **ASK:** Mastering the art of asking powerful, thought-provoking questions and then



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actively listening to your employees allows you to ditch the ‘fix and solve’ response, and instead presents the other person with a learning opportunity to become independent, solution-driven problem solvers.

- **RESULT:** Work with the employee to secure a commitment to a result from this coachable moment, so they act on their ideas. You may need to ask a few more questions to agree on the appropriate follow-up, increasing the likelihood that action will be taken and providing a future opportunity to give appropriate appreciative feedback.

The STAR® model shows managers how to change their own behaviour, which is much easier than trying to change everyone else’s. This is then less about ‘control’ and more about ‘enablement’, as managers encourage employees to problem-solve and look for solutions themselves, giving them the tools to find answers rather than simply telling them what to do. Not only does this help employees develop and progress, providing them with the skills to succeed in future, but it also gives



## ABOUT THE AUTHOR

**Laura Ashley-Timms** is COO, Notion and creator of STAR® Manager programme. Laura is co-author, *The Answer is a Question*.

managers valuable time back—as much as 20 per cent in some instances.

The impact of Operational Coaching® as a management discipline has already been assessed by a large-scale randomised control trial, funded by the UK Government and conducted by the London School of Economics and Political Sciences (LSE). The results proved (statistically significantly) that across 62 organisations in 14 sectors, managers were spending 70 per cent more time coaching team members in the flow of work than they were before adopting an Operational Coaching® style of management.

They also improved their capabilities across all nine competencies measured, contributing to a sixfold improvement in employee retention, and 48 per cent of reported successes related to increased engagement and productivity.

By reframing the purpose and intention of management to be about helping others to develop and empowering them to act, and embedding coaching into the organisational structure in a way that does that, organisations can rehumanise their workplaces, ensuring they are places where employees feel valued, supported, and able to grow. And happy employees are engaged employees, resulting in increased productivity as well as lower absenteeism from work. As Gallup CEO, John Clifton, says: “So, what can leaders do today to potentially save the world? Gallup has found one clear answer; Change the way your people are managed.”<sup>M</sup>

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Dinesh Brogale



*Followers at various tiers make their respective sets of unique value additions to the growth of the organisation.*

**MANAGEMENT**

♦ PROF RASHMI BHATIA, JAIPURIA INSTITUTE OF MANAGEMENT, GHAZIABAD; PROF ARUN BHATIA; AND PROF DAVIENDER NARANG; JAIPURIA INSTITUTE OF MANAGEMENT, GHAZIABAD

# Beyond support to active co-creation

**I**n the realm of organisational dynamics, the role of followers has often been overshadowed by the prominence of leaders. Traditionally, followers have been viewed as passive supporters, merely executing the directives of their leaders.

However, this perspective is increasingly being challenged. The modern organisational landscape recognises that followers are not just subordinates; they are active participants who significantly influence organisational success.

Followers can be defined as individuals who engage with leaders and contribute to the achievement of organisational goals. They are not just passive recipients of information or directives; rather, they actively participate in the Decision-Making Processes, Influence Organisational Culture, and Drive Innovation. In essence, followers are integral members of the organisational ecosystem, whose actions and attitudes can significantly impact the overall effectiveness and success of the organisation.

## Characteristics of effective followers

Effective followers possess a unique set of characteristics that distinguish them from passive participants. These characteristics include:

**1. Proactivity:** Proactivity is a defining characteristic of effective followers that significantly contributes to organisational success. It encompasses a range of behaviours and attitudes that empower individuals to take initiative, anticipate needs, and actively engage in the improvement of processes and outcomes. Effective followers take initiative and are willing to go beyond their assigned roles. They seek opportunities to contribute and improve organisational processes.

Proactivity refers to the ability and willingness of individuals to take control of their actions and make decisions that positively impact their work environment. Proactive followers do not wait for instructions or directives from their leaders; instead, they take the initiative to identify challenges, propose solutions, and implement changes that enhance organisational effectiveness.

**2. Critical thinking:** Critical thinking is an essential skill that empowers followers to analyse situations, question assumptions, and provide constructive feedback. This capability not only enhances individual performance but also contributes to the overall success of the organisation. They possess the ability to analyse situations, question assumptions, and provide constructive feedback. This critical thinking fosters a culture of innovation and continuous improvement.

Critical thinking is the ability to think clearly and rationally about what to do or believe. It involves the evaluation of information, the identification of biases, and the formulation of reasoned conclusions. For followers, critical thinking means actively engaging with ideas, assessing their validity, and making informed decisions that align with organisational goals.



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**3. Emotional intelligence:** Emotional intelligence is a vital skill that enables effective followers to navigate interpersonal relationships and contribute to a positive organisational culture. By enhancing collaboration and resolving conflicts, emotionally intelligent followers are crucial for driving organisational success. Organisations that prioritize emotional intelligence development foster teamwork, innovation, and resilience. In today's complex work environment, emotional intelligence is a fundamental requirement for effective leadership and organisational effectiveness.

Emotional intelligence refers to the ability to recognise, understand, and manage one's own emotions, as well as the emotions of others. It encompasses several key components, including self-awareness, self-regulation, social awareness, and relationship management. For followers, emotional intelligence is vital for building strong relationships, facilitating teamwork, and contributing to a harmonious work environment.

Effective followers demonstrate high emotional intelligence, allowing them to navigate interpersonal relationships and understand the emotions of others. This skill is crucial for collaboration and conflict resolution.

**4. Commitment:** Followers who exhibit a strong commitment to their organisation's vision and values are essential for driving alignment and achieving organisational success. Their dedication enhances individual performance, fosters collaboration, and contributes to a positive organisational culture. By prioritising the development of commitment among followers, organisations can create a motivated and engaged workforce

that is aligned with their goals and values. In an increasingly competitive landscape, the commitment of followers is not just beneficial; it is a critical factor for sustainable success.

Commitment in the context of organisational behaviour refers to the psychological attachment and loyalty that individuals feel towards their organisation. It encompasses a deep-seated belief in the organisation's mission, vision, and values, motivating followers to contribute positively to its success. Committed followers are more likely to go above and beyond their assigned roles, demonstrating a proactive approach to their work.

**5. Adaptability:** In a rapidly changing business environment, effective followers are defined by their adaptability and openness to change. Their willingness to embrace new ideas and adjust approaches is crucial for organisational success. By fostering adaptability, organisations can build a resilient and agile workforce capable of navigating today's complexities. In an era of constant change, adaptability is a fundamental requirement for sustained success.

Adaptability refers to the capacity to adjust to new conditions, learn from experiences, and respond effectively to changing circumstances. In the context of followers, adaptability involves being open to new ideas, willing to change established practices, and capable of navigating uncertainty. Adaptable followers are not only resilient in the face of challenges but also proactive in seeking opportunities for growth and improvement.



**ABOUT THE AUTHOR**

**Prof Rashmi Bhatia** is Dean Academics, Jaipuria Institute of Management, Ghaziabad



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**6. Collaboration:** Effective followers recognize that collaboration drives creativity and problem-solving in organisations. By embracing collaboration, they leverage diverse perspectives, enhance idea generation, and develop innovative solutions to complex challenges. Fostering a collaborative culture is crucial for maximizing teamwork benefits and ensuring effective cooperation. In today's interconnected and dynamic business environment, collaboration is essential for achieving organisational success.

Collaboration involves individuals working together towards a common goal, sharing knowledge, resources, and responsibilities. In the context of followers, collaboration is essential for creating a cohesive team dynamic that enhances overall performance. Effective collaboration fosters open communication, trust, and mutual respect, enabling followers to contribute their unique strengths to the collective effort.

## Roles and responsibilities of followers

The roles and responsibilities of followers extend far beyond mere compliance with directives. They play a crucial role in shaping organisational culture, driving innovation, and ensuring the successful implementation of strategies.

Key roles and responsibilities include:

### 1. Support and implementation:

Followers are responsible for executing the strategies and initiatives set forth by leaders. Their support is essential for translating vision into action.

### 2. Feedback providers:

Effective followers provide valuable feedback to leaders, helping to refine strategies and improve decision-making. Their insights can lead to better outcomes and increased

organisational effectiveness.

**3. Change agents:** Followers can act as change agents within the organisation. By embracing change and encouraging others to do the same, they facilitate the successful implementation of new initiatives.

**4. Culture builders:** Followers contribute to the organisational culture by embodying the values and behaviors that define the organisation. Their actions influence the overall work environment and employee morale.

**5. Innovators:** Followers are often at the forefront of innovation. Their unique perspectives and experiences can lead to creative solutions and improvements in processes and products.

**6. Mentors and coaches:** Experienced followers can take on mentoring roles, guiding newer employees and helping them navigate the organisational landscape. This

mentorship fosters a culture of learning and development.

## Contribution of followers to organisational success

The contributions of followers to organisational success are multifaceted and profound. Their active engagement and participation can lead to several positive outcomes:

- 1. Enhanced decision-making:** When followers are encouraged to share their insights and perspectives, decision-making becomes more informed and comprehensive. Diverse viewpoints lead to better solutions and strategies.
- 2. Increased innovation:** Followers who feel empowered to contribute their ideas are more likely to drive innovation. Organisations that foster a culture of co-creation benefit from a continuous flow of new ideas and improvements. Engaged employees are more productive, committed, and likely to stay with the organisation.
- 3. Stronger organisational culture:** Followers play a crucial role in shaping and maintaining the organisational culture. A positive culture fosters collaboration, trust, and a sense of belonging, all of which contribute to overall success.
- 4. Effective change management:** Followers who are actively involved in the change process are more likely to embrace and support it. Their buy-in is essential for successful change implementation.
- 5. Resilience and adaptability:** Organisations with engaged followers are more resilient in the face of challenges. Followers who are adaptable and proactive can help the organisation navigate uncertainties and disruptions.

**Followers who feel empowered to contribute their ideas are more likely to drive innovation.**



#### ABOUT THE AUTHOR

**Prof Arun Bhatia** is an entrepreneur and a business and management consultant.

## The Case of Google

One of the most well-known organisations that exemplifies the concept of followers contributing to organisational success through active co-creation is Google. The company has built a culture that encourages collaboration, innovation, and active participation from its employees, often referred to as ‘Googlers’. This approach has significantly contributed to Google’s success and its position as a leader in the technology industry.

**1. Culture of innovation:** Google’s organisational culture is centered around innovation and creativity. The company fosters an environment where employees are encouraged to share their ideas and collaborate on projects. This culture of innovation is supported by several key practices:

- **Open communication:** Google promotes open communication across all levels of the organisation. Employees are encouraged to voice their opinions, share feedback, and contribute ideas, creating a sense of ownership and involvement.
- **Cross-functional teams:** Google often forms cross-functional teams that bring together individuals from different departments to work on projects. This diversity of thought enhances creativity and leads to innovative solutions.

**2 ‘20 per cent Time’ policy:** One of the most notable examples of active co-creation at Google is the “20% Time” policy. This policy allows employees to dedicate 20% of their work time to projects that interest them, even if those projects are not directly related to their primary job responsibilities. This initiative has led to the development of several successful products, including:

- **Gmail:** Originally a side project by a Google engineer, Gmail has become one of the most widely used email services in the world.
- **Google News:** This service was also developed during an employee’s 20% time, showcasing how individual creativity can lead to significant organisational success.

**3. Employee empowerment:** Google empowers its employees to take initiative and contribute to the company’s success actively. This empowerment is reflected in several ways:

- **Hackathons:** Google regularly hosts hackathons, where employees come together to brainstorm and develop new ideas in a collaborative environment. These events encourage creativity and allow employees to showcase their skills.
- **Feedback mechanisms:** Google has established various feedback mechanisms, such as employee surveys and town hall meetings, where employees can share their thoughts and suggestions. This feedback is taken seriously and often leads to changes in company policies or practices.

**4. Impact on organisational Success:** The active co-creation culture at Google has had a profound impact on the organisation’s success:

- **Continuous innovation:** By encouraging employees to contribute their ideas and collaborate on projects, Google has maintained a steady stream of innovative products and services that meet the evolving needs of its users.

- **High employee engagement:** The culture of co-creation fosters high levels of employee engagement and satisfaction. Employees feel valued and motivated to contribute to the company's success, leading to lower turnover rates.
- **Market leadership:** Google's commitment to innovation and collaboration has solidified its position as a market leader in the technology industry. The company's ability to adapt and respond to changing market dynamics is largely attributed to the active involvement of its employees.

**Conclusion:** Google exemplifies how followers contribute to organisational success through active co-creation. By fostering a

culture of innovation, empowering employees, and encouraging collaboration, Google taps into the collective creativity of its workforce. This strategy has led to groundbreaking products and solidified Google's position as a technology leader. The case of Google highlights the significance of engaging followers in achieving shared goals and driving organisational success.

### Concluding thoughts

The presence of followers is felt at all levels of the organisational hierarchy. From entry-level staff who execute foundational tasks to middle management who bridge the gap between upper leadership and frontline employees, followers contribute to the organisation's overall functionality and success. Each tier of followers brings unique insights and capabilities, enriching the organisational culture and enhancing its adaptability in a constantly changing business landscape. ■



**ABOUT THE AUTHOR**

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# From clarity to competence

**I**n today's demanding world, inspirational leaders need a range of highly-developed skills. Knowing which skills to deploy in different circumstances and embracing a balanced approach can transform your leadership style for the better.

We have all met leaders who are gifted in a particular area. However, when they apply that one skill to every situation regardless of the facts, poor results are not far behind. Leaders with such a narrow skill set are at risk of becoming the one-trick ponies of the leadership world, lacking breadth and nuance in their approach. As one former colleague described the limited style of a peer's leadership, "When you are a hammer, all you see is nails."

At times, there is a dense fog around the terms 'managerial effectiveness' and 'efficiency'. Consequently, these terms are often loosely used. Nevertheless, though they are related, de facto, they are distinct concepts.

Managerial effectiveness refers to the ability of managers to achieve the desired

results. It is about doing the right things. For example, managers are effective if they successfully lead their team to complete a project on time and meet all specified requirements. They are often measured by key performance indicators (KPIs), goal achievement, and overall success in fulfilling KRAs.

Managerial efficiency is the ability to achieve goals with the minimum use of resources such as time, money, and effort. It is about doing things right. Here, the focus is processes and resources. Managers are efficient if they can complete the same project using fewer resources, such as reducing costs or time without compromising quality. They are measured by resource utilisation ratios, cost savings, time management, and productivity metrics.

Managerial efficacy refers to the perceived effectiveness and confidence of managers in their ability to perform their roles. It relates to self-belief in one's managerial capabilities. Managers with high role efficacy feel confident in their ability to lead and solve problems. Efficacy is assessed through

surveys, 360-degree feedback, etc. Thus, effectiveness is about achieving the right outcomes and meeting objectives, and focusing on the results, whereas efficiency is about the optimal use of resources to achieve these outcomes and self-perceived ability to perform tasks effectively, focusing on self-belief.

Now let us come to third related paradigm—role efficacy. It delves into the effectiveness with which individuals perform their roles within an organisation. It encompasses the intrinsic and extrinsic factors that enable employees to feel empowered, competent, and satisfied in their roles, ultimately leading to enhanced performance and success. Understanding role efficacy involves examining the interplay of various elements, such as role clarity, role support, personal development, and organisational environment.

One of the fundamental aspects of role efficacy is role clarity. When individuals have a clear understanding of their responsibilities, expectations, and the scope of their role, they are better equipped to perform their tasks efficiently. Clarity reduces ambiguity

and confusion, allowing employees to focus their efforts on achieving specific goals. For example, in a software development company, a programmer who knows the precise requirements of a project, the deadlines, and the quality standards expected can channel their skills and efforts more effectively than one who is uncertain about these parameters.

Another critical factor contributing to role efficacy is role support. This includes the availability of resources, guidance from supervisors, and collaboration with colleagues. Supportive environments enable individuals to overcome obstacles and leverage their strengths. For instance, in a healthcare setting, a nurse who receives continuous training, access to modern medical equipment, and a collaborative team of healthcare professionals can provide better patient care. This support not only enhances the nurse's efficacy but also improves overall patient outcomes.

Personal development is also integral to role efficacy. When individuals perceive opportunities for growth and advancement, their motivation and commitment to their roles increase. Organisations that invest in employee development through training programs, mentorship, and career advancement opportunities tend to have higher levels of role efficacy among their staff. For example, in a multinational corporation, an employee who regularly participates in leadership development programs and receives mentorship from senior executives is likely to feel more competent and confident in their role, leading to higher productivity and innovation.

Moreover, the organisational environment plays a crucial role in shaping role efficacy. A positive organisational culture that fosters trust, open communication, and recognition.



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Uday Pareek, a renowned behavioural scientist and ex-IIM A faculty was a pioneer in developing the concept of ‘role efficacy’ which refers to the potential effectiveness of an individual in their organisational role. Role efficacy, according to him, is determined by each of the key of the following dimensions.

**1. Role making:** The degree to which an individual integrates their self-concept with their role.

**1.1 Proactivity:** The extent to which an individual takes initiative in his role and self-role integration. For example, software developers who see their role as not just a job but a reflection of their passion for coding and problem-solving, integrating their identity with their professional responsibilities.

**1.2 Creativity, role centring, and role centrality:** The ability to innovate and bring new ideas into role and how central an individual perceives their role to the organisation’s functioning.

**1.3 Influence and growth:** The extent of influence an individual believes they have in their role to perceived opportunities for growth within the role.

**2. Role linking and inter-role linkage:**

The degree to which an individual sees connections between their role and other roles in the organisation

**2.1 Helping relationships:** The extent to which individuals perceive they can form and utilise helping relationships in their role.

**2.3 Superordination:** The extent to which an individual perceives his role contributing to larger organisational goals.

These dimensions and their respective aspects collectively influence an individual’s role efficacy, affecting their performance and satisfaction in their organisational role. A few examples for each of the key dimensions and aspects of role efficacy are:

**Role making:** A marketing manager who anticipates market trends and takes the initiative to propose new campaigns or strategies before being asked by their superiors.

**Creativity:** A teacher who develops innovative teaching methods and engaging activities to make learning more effective and enjoyable for students.

**Role centring:** A customer service representative who understands that his role is crucial in maintaining customer satisfaction and loyalty, recognising its impact on the company’s reputation and success.

**Influence:** A project leader who believes that he has the authority and ability to make decisions.

**3. Measures of role efficacy:** It is often assessed through a structured questionnaire that evaluates the different aspects of the three key dimensions: Role making, role centring, and role linking. Here are the specific measures for each aspect:

**3.1 Role making:** Items assessing the alignment between personal values and job responsibilities, e.g., “I see my role as an extension of my personal goals and values.”

**3.2. Proactivity:** Items evaluating the frequency and willingness to take initiative, e.g., “I often take the lead in initiating new projects without being asked.”

- 3.3. Creativity:** Items gauging the extent of innovation and new idea generation, e.g., “I frequently come up with creative solutions to problems in my role.”
- 3.4. Role centring:** Items determining the perceived importance of one’s role in the organisation, e.g., “My role is central to the functioning of my department.”
- 3.5 Influence:** Items assessing the perceived ability to impact decisions and outcomes, e.g., “I have a significant influence on important decisions within my role.”
- 3.6. Growth:** Items evaluating opportunities for personal and professional development, e.g., “My role offers many opportunities for learning and growth.”
- 3.7 Inter-role links:** Items examining the awareness and connection between different organisational roles, e.g., “I understand how my role is interconnected with other roles in the organisation.”
- 3.8. Helping relationships:** Items assessing the availability and quality of support from colleagues, e.g., “I can easily seek help and advice from my colleagues.”
4. Having looked at various aspects of role efficacy, the next logical question relates to how to measure them. It is normally done through various measurement scales like the Role Efficacy Scale using self-report questionnaires on the lines of Likert-scale items Likert scale: 1 (Strongly Disagree) to 5 (Strongly Agree) to assess various dimensions of an individual’s effectiveness within their role.

Other measurement scales involve Job Performance Scales like Behaviourally

Anchored Rating Scales (BARS), Graphic Rating Scales where employees are rated on various job-related factors, such as productivity, etc., using a numeric or descriptive scale; Meyer and Allen’s Component Model of Commitment tests Gallup Q12 test; Role Rizzo, House, and Lirtzman’s Role Ambiguity and Role Conflict Scales; Minnesota Satisfaction Questionnaire (MSQ)\*\*: Measures job satisfaction through various dimension; Locus of Control Scale; General Self-Efficacy Scale (GSES), etc.

5. Another concept relating to role involves understanding the difference between ‘key role’ and ‘pivotal role’, which are often used interchangeably but have subtle differences in their connotations and usage. This pioneering idea can be attributed to John Boudreau a Professor Emeritus at the University of Southern California’s Marshall School of Business.

A key role refers to an important position or function that is crucial to success. The term suggests importance but not necessarily centrality. A key role is one among several important roles. It is used to describe roles that are significant and influential but might not be the central or most critical one.

Whereas a pivotal role implies a central and critical position that has a decisive impact on the outcome. The term suggests that the success or failure of the endeavour hinges significantly on this role. It emphasises centrality and indispensability. A pivotal role is often seen as the linchpin or fulcrum upon which everything else depends. It is used to describe roles that are absolutely essential and central to the functioning or success.

For example, let us consider a banking or a large retail brokerage

**Compensation surveys are always conducted based on roles rather than designations as they focus on the specific functions and responsibilities**

organisation. Here, a branch manager's role is a key but not a vital role whereas an RM's role is exactly the other way round. Or consider an airline wherein a pilot's role is a key role but not a crucial role.

Thus a pivotal role is one where rubber meets the road wherein there is an intense interaction between the rôle occupant and the client, if the interaction is pleasant then there is an exponential possibility of enhancing business potential or it can work the other way around as well. While both key and pivotal roles are important, a pivotal role is more central and critical to the outcome compared to a key role. By understanding and leveraging the distinction between key roles and pivotal roles, organisations can better align their structures and strategies to foster innovation, drive change, and maintain a competitive edge in a rapidly evolving business landscape.

Compensation surveys are always conducted based on roles rather than designations as they focus on the specific functions and responsibilities. By assessing the actual duties performed, companies can ensure that compensation is aligned with the work being done, rather than the title someone holds. This approach provides a consistent basis for comparison across different organisations, as the same role can have different titles in different companies. Here the focus is on skills, competencies, and experience required. By doing this, compensation can be more accurately matched to the expertise and value an employee brings to the organisation. Moreover this accounts for the variations in what a particular designation might entail in different organisations.




**ABOUT THE AUTHOR**

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The role-based surveys help benchmark against the market standards for similar roles as this ensures that the compensation is competitive and helps in attracting and retaining talent. As compared to this, designation based roles suffer from serious limitations.

- Incentive systems should indeed be based on roles rather than designations as incentive systems based on roles ensure that rewards are directly linked to the responsibilities and contributions of the employee. Such an approach motivates employees to perform well in their specific roles, as their efforts are clearly tied to tangible rewards and ensure fairness and equity in reward distribution. Moreover, employees performing similar roles and contributing similarly receive comparable incentives, fostering a sense of fairness. Role-based incentives allow for tailored performance metrics that accurately reflect the key performance indicators (KPIs) of each role.

This specificity ensures that employees are evaluated and rewarded based on criteria that are most relevant to their work, leading to more meaningful incentives. Moreover, incentive systems that are closely aligned with the roles can boost motivation and engagement by directly linking rewards to the successful execution of role-specific tasks.

Hope that by now, the enigma behind role efficacy is completely resolved. After all, "The efficacy of management lies not just in doing things right, but in ensuring that those efforts yield meaningful and sustainable outcomes." Adapted from Peter Drucker. 



Dinesh Bhogate

Chris Lewis, founder, TEAM LEWIS, and Inez Robinson-Odom, Vice President of Professional Development, TEAM LEWIS dispel myths about world affairs and leadership post-COVID. Chris and Inez are authors, *The Silent Rebellion: Becoming A Modern Leader*.

**MYTH  
BUSTER**

# Leadership after COVID-19

**T**his article is based on our book, *The Silent Rebellion*, which points out how the world has changed since COVID-19. It identifies who has benefited and who has lost. There is nothing new in this because the results are familiar. If there were divisions before COVID-19, then they were deepened, accelerated, and widened by COVID-19. It split rich from poor, manual from managerial, young from old, sick from strong and nation from nation. In this article, we have tried to dispel some myths, based on topics from our book.

## **MYTH 1: The world has recovered from COVID-19.**

It has not. We are still dealing with the economic, social, scientific, and emotional effects. COVID-19 saw one of the largest-ever transfers of wealth from public to private sectors. This money ended up in banks at record-low interest rates. The resulting inflation triggered rapid interest rate rises to twenty-year highs causing four of the five largest-ever bank failures. This destroyed

confidence from which the world is only just beginning to recover. Global treasuries are now putting in place tax rises to repair the damage to national finances. These economic extremes have, in turn, triggered extremism in politics as division has increased. The emotional scars will take longer to heal. Trust needs to be rebuilt and scepticism remains high.

## **MYTH 2: DEI and inclusion have had their day.**

Since when have understanding, empathy, and consideration been of no use to leadership? This is a myth promulgated by those who are uncomfortable with the future. There is also a myth that inclusion is well-meaning but woolly-minded and financially inefficient. This is to belie the strengths of multi-racial, multi-national communities like Singapore. It has no resources except its culture and people, yet it has proven to be one of the most economically successful and socially integrated nations. If leadership wants to achieve greater efficiency, it must make greater efforts to harness the whole team. Ignorance, intolerance, and insensitivity make this task much harder.

### **MYTH 3: History does not matter.**

Perhaps, if we had studied history more closely, we would have been better prepared for the pandemic. The last such was 'The Spanish Flu' epidemic of 1918, yet it is barely recorded. There are no memorials, no films, nor any traces left by an event that killed more people in America than in every war before or since. If there had been greater understanding, there might have been better preparation. Some would like to erase any 'unpleasant' aspects of history because it no

longer fits a modern agenda. Those that ignore history approach the future unprepared. Past is prologue. It is perhaps the speed of modern information that demands attention be focused on the present at the expense of the past and consequently, the future.

### **MYTH 4: The best leadership is the most famous.**

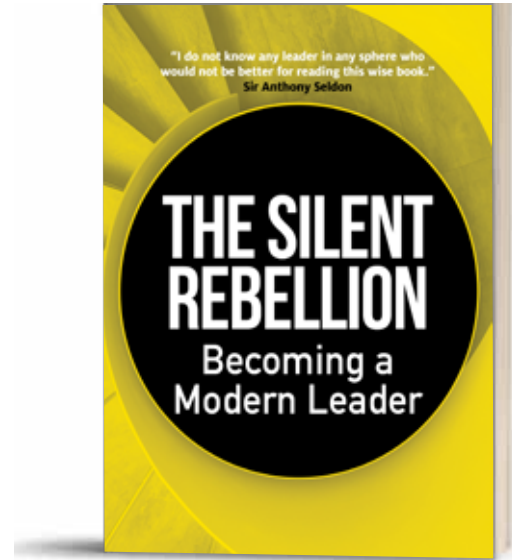
Our book about leaders whom you have never heard of. This is because we have become obsessed with the leader rather than the team. Real leadership requires less focus on the 'leader' and more on the 'ship'.

There is brilliant and better leadership out there that you never hear about. You know it is brilliant because it does not spend time talking about itself. It is these leaders that are highlighted in the book. Many of them work in difficult or unattractive areas of life. These can be places where there is little corporate interest in sponsorship, despite them being of enormous benefit to the community.

### **MYTH 5: The best leadership is in the private sector.**

Of course, there is good leadership in

**Perhaps, if we had studied history more closely, we would have been better prepared for the pandemic. The last such was 'The Spanish Flu' epidemic of 1918, yet it is barely recorded**



both private and public sectors, but the most ignored realm of leadership is in the voluntary sector. None of the leaders profiled in the book consider themselves to be leaders. In fact, they all expressed surprise at their inclusions. This is because they are focused on the task. For many of them, it is a lifetime calling. They neither have riches, nor fame, but the value of their work is undisputed. Their leadership style is worth at least as much study as those who have achieved commercial success.

*The Silent Rebellion* also points out that so much division raises important questions. These are not just about healthcare or governance; they also raise questions about the capital system. The proportion of wealth accounted for by billionaires has risen more since COVID 19 began than in the last 14 years. At \$5 trillion dollars, this is the biggest surge in high-net-worth wealth since records began.

As governments cut public services





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to balance budgets, leadership must be aware of the perception of this inequality. This is another reason for sensitivity and understanding not just at the top but throughout the organisation. The book (and its proceeds) supports the work of the Team Lewis Foundation, a global pioneer in employee-directed philanthropy. It has helped over 2,000 causes all over the world. It allows each colleague to choose their own causes, allocate company resources and cash (a minimum of US\$2,000 per annum), and supervise its application. The Foundation's only criteria is that the cause must be a registered charity.

Employee-directed giving has an important implication for senior leadership. In these days of business and political cross-dressing, politicians behave like business people and business people like politicians. Business cannot have a position on every political issue—environmentalism, equality, identity,

etc. This is dangerous for many reasons. Firstly, business people are terrible as politicians. Secondly, business colleagues are rightly skeptical of top-down schemes designed to make them look good. They have seen too many examples of corporate pink-green-blue-washing. Finally, it is also not what all shareholders want. Of course, shareholders are as diverse as colleagues. Seldom are shareholders pleased with a one-size fits all approach.

We want to raise the values of community leadership—these are dedication, humility, modesty, consistency, and flexibility. Above all, we want to show that modern leadership is not just about goals which are 'Specific', 'Measurable', 'Achievable', 'Relevant', and 'Time-specific' (so-called SMART goals). It is about values. You cannot 'do' inspiring, reassuring, or visionary. You can only 'be' them. Modern leaders need a 'to-be' list as well as a 'to-do' list. ■



*India's tourism sector holds great potential if concerted steps are taken by the government to boost it.*

◆ KRISHAN KALRA, THE CLIMATE PROJECT FOUNDATION

**SUSTAINABILITY**

# Welcome to India

**T**ourism, especially foreigners coming to India, has always been a subject that has received less than the desired attention by successive governments at the centre and in the states. With some exceptions like Kerala and Haryana, a long time ago, no other state seems to have made earnest efforts to boost tourism—especially to attract international tourists. I have often tried to find some answers but failed. Perhaps the only explanations that comes to my mind are either this is not a vote bank puller or perhaps the state governments have not really grasped the economic and employment generation that can come with an increase in incoming foreign tourists.

Even before coming to some facts about the 'effects on economy and employment', just to put the matter in perspective, I looked up Google to check out the countries that attract the largest number of foreign tourists per person of their own population. As expected, Vatican—technically a sovereign nation—is right on top. This tiny nation of just about 1,000 people attracts around 7 million visitors annually, that is about 7,000 per capita. Overall, there are as many as 50 nations that claim annual arrival of

tourists exceeding their population. Leaving out tiny ones like Andorra (population <80,000), San Marino (33,000) & Monaco (36,000), surprisingly Croatia— with a sizable population of about 4 million—located at the crossroads of Central and Southeast Europe attracts visitors every year around 14 times its population!

Anyway, back to The Vatican, and for a very good reason. During the recent inauguration of the Shriram Janmabhoomi Mandir, we all learned about the tourism potential of this forgotten sleepy city of about 60,000 people. So, here we have the highest seat of Catholicism (1.4 billion in the world) attracting 7,000 tourists per capita so why shouldn't we target something on those lines in Ayodhya—now the undisputed tallest place of Hinduism—with a global Hindu population of about 1.2 billion? On a direct proportionate basis, that would work out to a mind boggling 420 million visiting Ayodhya every year; 11.5 lakhs every single day! Okay, we know that is neither feasible nor manageable - logistics & infrastructure would not be able to cope with those numbers even if a miracle was to happen and such multitudes do descend at the holy temple town located on the banks of Saryu river where Lord Ram was born. Also, let's look at two factors—firstly Catholics have only Vatican whereas we Hindus have many other

**We have beautiful beaches, fascinating forests & wildlife, magnificent mountains, ancient forts & palaces, architectural marvels...everything that is needed to attract foreign tourists.**

teerthsthans like Mata Vaishno Devi near Jammu, Golden Temple in Amritsar, Tirupati Balaji in the South, the spruced-up Kashi Vishwanath temple in the transformed city of Varanasi, Meenakshi Temple in Madurai, UNESCO World Heritage 'Great Living Chola Temples' in Thanjavur Tamil Nadu, Mahabodhi Temple in Gaya, Akshardham in Gujarat and Delhi and now in several other locations too...the list is endless. The second vital factor is the location of Vatican and that of

Ayodhya. Whereas the majority of Catholics live in Europe for whom Vatican is just a short drive or flight away. Even for those in USA it is not too far to fly over the Pacific and reach there. Ayodhya, on the other hand, is a long way off for Hindus living in the US, Europe, Canada, Australia, Middle East, and other places in the world that have a sizeable Hindu population. Out of the total 'Hindus' in the world, estimated at 1.2 billion, 80 per cent or nearly 966 million live in India; so we are left with only 234 million living out of the country. Taking all these factors

into account, let's be practical and set our sights on getting just 1 per cent of the imputed figure of 420 million. Even if 4.2 million foreign visitors were to come to Ayodhya, we will have whopping footfalls of over 11,500 visitors daily which is not really an eye-popping figure and well within the local administration's management capabilities. As a matter of fact, our Prime Minister envisions redevelopment of the city to handle up to 3 lakh people streaming in every single day in ten years as per Ayodhya's Master Plan 2031. He sees an investment of ₹5,000 crore over 10 years and himself mentioned that "foundation has been laid on the same day for development works worth more than ₹15,000 crore which would convert the city into a mega tourist hub. Plans include enhanced connectivity, hotels by Taj, ITC,

Radisson as well as budget players like OYO and others. Add to it the newly emerged and rapidly growing culture of home-stays and we should be able to accommodate 11,500 foreign tourists and perhaps a larger number of the domestic ones. Economic gains to the city/region would be enormous. So would be the potential employment for hotel workers, taxi drivers, tourist guides, merchandise retailers, FMCG shops, fruits, vegetables and flower vendors, auto sales and service outlets etc. The Ayodhya Development Authority envisages development of not only the small core city of about 31.5 sq. km but the master planned area of 133 sq. km and even a bigger 'greater Ayodhya' area of nearly 875 sq. km.

But why am I talking about only Ayodhya or only generic 'spiritual tourism'? We have beautiful beaches, fascinating forests & wildlife, magnificent mountains, ancient forts & palaces, architectural marvels...everything that is needed to attract foreign tourists. Why are we then getting less than 10 million (official 2023 figure of Foreign Tourist Arrivals (FTAs) from January to December) of them annually. Let me share some interesting statistics about the FTAs, as well as economic and employment potential of tourism. The 2023 figure cited above is still around 15 per cent less than the pre-pandemic arrivals. From just 6.3 million FTAs in 2011, we crawled up, ever so slowly, to the peak of 10.9 million in 2019. The next two years were of course disastrous due to the deadly Covid but we managed to pull up to 6.2 m in 2022 and an encouraging 9.25 m in 2023. What is more important is the fact that our foreign exchange earnings from tourism in 2022 were \$17 billion and these arrivals would have certainly given a big boost to the employment scenario. Every additional tourist counts; as it has an effect on several sectors like civil aviation, auto industry, hospitality (hotels and restaurants) tour guides, laundries, souvenir shops, general merchandise,



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etc. Coming back to the 2023 FTA figures, worldwide the count was 963 million who collectively spent a whopping \$1031 billion. Money spent by foreign tourists coming to India in the same year was about \$21.4 billion i.e. approximately 2.1 per cent of the total! India accounts for nearly 18 per cent of the world population - and with 'everything that can attract tourists' - why shouldn't we look at 18 per cent share of more than the trillion dollars spent by them? Why settle for a piffling 2 per cent? Our global rank in the 'receipts' in 2023 was a shameful 14. So, the case I am trying to make is that we have everything that tourists want - beaches, rivers, mountains, forests, biodiversity, history, culture, temples, folk dancers, classical music, theatre, cinema etc. All that we are lagging behind is the 'will' to make India the biggest tourist hub in the world and to streamline access - air, rail and road - to our tourist hotspots and hotels to meet all budgets at those places, comfortable buses & taxis, trained & certified guides, excellent maintenance of places of attraction...and we will be in business; ready for the world. Definitely doable.

Some important points, recently mentioned by the chairperson of the World Travel & Tourism Council India Initiative, also need urgent attention of the government. These are (i) the need for rationalisation and reduction of 'hotel taxes'—currently 12 per cent GST for rooms up to ₹7,500 per night and 18 per cent above that tariff—as our competitors like Australia, Cambodia, China, Indonesia, Malaysia, and Thailand charge much lower GST/VAT between 2 to 10 per cent and (ii) higher budgetary allocation for the Tourism Ministry for aggressive overseas promotion. In the Budget 2024, Finance Minister has allocated a decent ₹2,479 crore for tourism, something around the figure industry was asking for! In her maiden speech in the Rajya Sabha Mrs. Sudha Murty also mentioned the need to give a big push to tourism—one of the only two points the distinguished MP spoke about.

Ayodhya is just the beginning. If rest of India can receive even a fraction of the attention that 'Ram Janmabhoomi' got, there'll be nothing to stop a flood of tourist arrivals.



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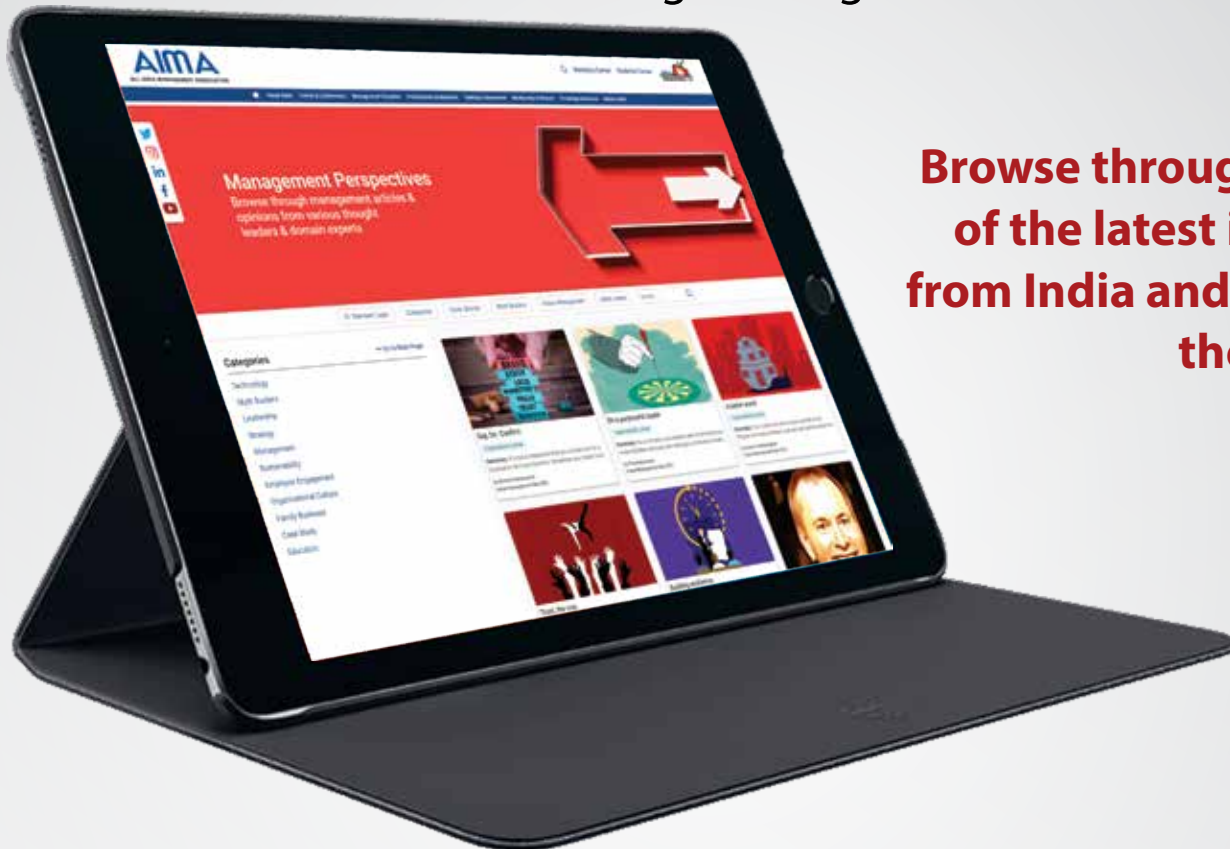
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