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**LEADERSHIP & MANAGEMENT STYLES WORKING HANDS ON WITH ORGANISATIONAL CULTURE**

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**ABSTRACT**

*This paper examines some of the parallels between vedantic degrees of consciousness and leadership styles at work place for such consciousness, and how it works in sync with the organizational culture. Leadership has been described as the "process of social influence in which one person can enlist the aid and support of others in the accomplishment of a common task". Management styles are characteristic ways of making decisions and relating to subordinates. Style of leadership is dependent upon the prevailing circumstance; therefore leaders should exercise a range of management styles and should deploy them as appropriate. Every company has its own "personality" or culture or internal capabilities shaped by management heritage or style. For an organization to be successful over the long term, its culture needs to be managed effectively through management style.*

**KEYWORDS**

human Element, Leadership Style, Living Company, Management Style, Organizational Culture.

**INTRODUCTION**

Questions to ponder-What makes a good leader or manager? How leadership and management styles work hands-on with the organizational culture? This work synthesizes 21<sup>st</sup> century techniques and speaks about Leadership styles that should be adopted that meets the need of the moment. Good and bad management style heritage practices through centralized and decentralized combination shape the culture of organization. Internal capabilities or culture shaped by management style gives rise to strategic tasks.

**LEADERSHIP**

A manager or supervisor can create the type of environment through expectations, responsibility and feedback that develops employees into self starters.

**LEADERSHIP STYLE**

Leaders or Coach should find one flying speck or the strength that the individual or group harnesses from inception. Making it the strength to drive them towards the goal.

**DIRECTION**

In direction style of leadership there is centralized power and decision making. It requires close supervision and control. It disciplines through rewards and punishments. It involves the leadership style through one-way communication. It involves total dependence of subordinates on supervisors. It depends on leaders for everything.

**ATTRACTION**

It involves a type of leadership style where there is "Reward Motive" or "Fruitive Intent" on part of subordinate.

**AFFILIATIVE**

This kind of leadership style represents the collaborative competence in action.

This kind of leadership style promotes harmony, fostering friendly interaction, nurturing personal relationships, that expand the connective tissue with the people they lead. This kind of leadership style focuses on emotional need of employees even over work goals.

This focus makes empathy the ability to sense the feelings, needs, and perspectives of others another fundamental competence here.

This kind of leadership help in writing together diverse or ever conflicting individuals into a harmonious working group.

**DELEGATION/PACE-SETTING**

The leader holds and exemplifies high standards for performance. He is obsessive about doing things better and faster and asks the same of everyone. He quickly pinpoints poor performers, demands more from them.

The achievement competence means pace setting leaders strive to learn new approaches that will raise their own performance and that of those they lead.

It also means these leaders are motivated not by external rewards such as money or title but rather by a strong need to meet their own high standards of excellence. These kind of leaders trust peoples of their capability and delegate.

**VISIONARY**

With the visionary at the helm, the company's emotional climate changes to reflect his/her passion and commitment, as he/she sets the tone for entire company, with the following agenda/accord/protocols (modus operandi).

1. Continually remind people of larger purpose of work.
2. Visionary lends a grand meaning to otherwise workday mundane tasks.
3. Workers understand the shared objectives as being in sync with their own best interest.
4. The result: inspired and improved work.
5. A standard performance feedback that revolves around the vision.
6. Help people to see how their work fits into the big picture, lending people a clean sense not just that what they do matters but also why.
7. Visionary leader articulate where a group is going but not how it will get there-setting people free to innovate, experiment, and take calculated risks.
8. Sense that everyone is working towards shared goals, builds team commitment: people feel pride in belonging to their organization.

**DIFFERENT MIX OF LEADERSHIP STYLES**

1. For different individuals different leadership styles to approach/apply.
2. For different groups different leadership styles to approach/apply.
3. For different situations (individuals/groups/backgrounds) different leadership styles to approach/apply.
4. For same individual/group/situation :
  - Different temporal leadership styles to approach in time gaps.

N.B.- Here gaps means achieving competence of leadership styles w.r.t individual/group/situation with time period.

- Different spatial leadership styles in space gaps.

N.B.- Here Space gaps means achieving increased multi task/ competence of leadership styles w.r.t. multi-skilling spatial distribution of leadership styles.

5. Holistic and sustainable leadership: A perfect blend of appropriate leadership style based upon individuals, groups, situations and backgrounds.
- Temporal leadership style: initial entry level job in sales requires motivation, coaching and direction from supervisor but after a time period they achieve flair for sales and become team players in which case they would require affiliative style of leadership.

- Spatial leadership style: a person doing multiskilling in achieving sales and leading a team has to be coached/ motivated for achieving individual and term sales target as well as delegated work to lead the team and maintain the team talent inventory.

**INTERPRETATION FROM VEDANTA OF HINDUISM IN CONTEXT TO MANAGEMENT / LEADERSHIP STYLES**

There are five kinds of persons with different degrees of consciousness or life particle. The human activities are carried out by the will of the conscious life particle which is then translated through the intelligence and mind to the human body, ultimately projecting the decision making level of the individual. There is a gradual, evolution of consciousness passing from a less conscious state to a higher conscious state according to the subtle laws of Karma. The 21<sup>st</sup> century management leadership styles approach match parallel with vedantic degrees of consciousness classification of five kinds of persons to be managed at the work place.

**TABLE 1: KINDS OF PERSONS / CONSCIOUSNESS / DECISION MAKING**

Sl. No.	Vedantic parlance	Contextual management leadership Parllance	Traits
1.	Fully Bloomed	Star	Visionary, change, agent, goal oriented, performance driven, respect all human being not deviated by catastrophes, understand the practical Reality of doing business, wealth creators.
2.	Blooming	Pure Goodness	Conscious, Emotional neutral, leadership attributes, believe in human element, fun loving, independently handle profit centres.
3.	Budding	Goodness	Believes in equity, hard skinned inside and outside, Revenue oriented, logical and reasoning attitude, ethical, duty driven judgmental, decisive, work oriented, Not affected by failure, innate motivation, positive thinking, creative, innovators.
4.	Shrunken	Awakening	(Negative thoughts) Indecisive/ lack of emotional intelligence, attitude to share knowledge, unethical, put forth individual interest to group interest, only motivated by rewards, bad team worker, brings only unstable temporary results, cannot do troublesome works.
5.	Covered	Ignorance	Illogical, ignorance, lives in darkness, confused, fearful, inertia, requires work supervision no trust or faithfulness, require training and development, produce imperfect products, lamentous requires guidance and direction requires and supervision.

Source: Adapted from A.C Bhaktivedanta Swami Prabhupada, "The vedic philosophy for students"-characteristic of modes of nature, (Mumbai:Sri Sri Sitaram Seva Trust,2001)Appendix1;Arindam chaudhari, "count your chickens before they hatch", (New Delhi:Vikas,2001) pp 155-165,

**TABLE 2: DNA ATTRIBUTES OF EMPLOYEES**

Sl. No.	Traits	Covered	Shrunken	Budding	Blooming	Fully bloomed
1.	One flying speck or DNA Attribute	Work faithlessly, improperly, does not know why will work, or for what I will work confused on reality of business	Works only for fruitive results (Reward motive) objective seeker	Work is considered with a sense of duty	Work is performance oriented	Visionary, vision oriented ,vision sharing

Source: Adapted from A.C Bhaktivedanta Swami Prabhupada, "The vedic philosophy for students"-characteristic of modes of nature, (Mumbai:Sri Sri Sitaram Seva Trust,2001)Appendix1;Arindam chaudhari, "count your chickens before they hatch", (New Delhi:Vikas,2001) pp 140-192,

**TABLE 3: EMPLOYEE GROUP CONSCIOUSNESS AND LEADERSHIP STYLE**

Sl. No.	Traits	Covered	Shrunken	Budding	Blooming	Fully bloomed
1.	Situation / employee / group / group consciousness	Asks for excuses / procrastination , employees lack responsibility, right attitude, need careful supervision	Employees attracted towards fruit or reward, only work for fruitive results, reward motive	No expectation of reward, goal-seekers / employees need recognition , making them feel part of organization, used to lighten team harmony increase morale, improve communication or repair broken trust in an organization	Highly ethical, employee are self motivated, highly competent, need little direction	Workers understand the shared objectives being in sync with their own best interest during a turnaround
2.	Management or leadership style at work place	Direction / command / coach	Reward / Attraction	Association / Affiliation / Participation / Democracy	Delegation / pace setting	Visionary /transformational

Source: Adapted from A.C Bhaktivedanta Swami Prabhupada, "The vedic philosophy for students"-characteristic of modes of nature, (Mumbai:Sri Sri Sitaram Seva Trust,2001)Appendix1;Arindam chaudhari, "count your chickens before they hatch", (New Delhi:Vikas,2001) pp 170-175,

**CONSCIOUSNESS**

- In same individual there is variance of consciousness (temporal and spatial).
- In different individuals there is different consciousness.
- On earth living and non-living matter include- stone (consciousness is latent), plants; (consciousness is wakes up) animals (consciousness walks) and human being (consciousness runs).
- Each category belongs to same group soul (e.g. droplets of water from the same bucket of water).
- As per the subtle laws and cycle of karma-any lower category group soul may be prominently expressed in any human being.



TABLE 4: LEADERSHIP STYLES IN SYNC WITH ORGANISATIONAL CULTURE

Sl. No.	Traits	Covered	Shrunk	Budding	Blooming	Fully bloomed
1.	One flying speck or DNA Attribute of employee	Work faithfully, improperly does not know why will work, or for what I will work confused on reality of business	Works only for fruitive results (Reward motive) objective seeker	Work is considered with a sense of duty	Work is performance oriented	Visionary, vision oriented ,vision sharing
2.	Corporate culture	Ignorant culture	Fruitive culture	Sense of duty culture	Performance oriented culture	Vision sharing culture
3.	Appropriate leadership style	Leadership by direction or command	Attraction / Reward	Affiliative / participation	Delegation	Leadership by vision

Source: Adapted from A.C Bhaktivedanta Swami Prabhupada, "The vedic philosophy for students" -characteristic of modes of nature, (Mumbai:Sri Sitaram Seva Trust, 2001) Appendix 1; Arindam chaudhari, "count your chickens before they hatch", (New Delhi: Vikas, 2001) pp 155-165,

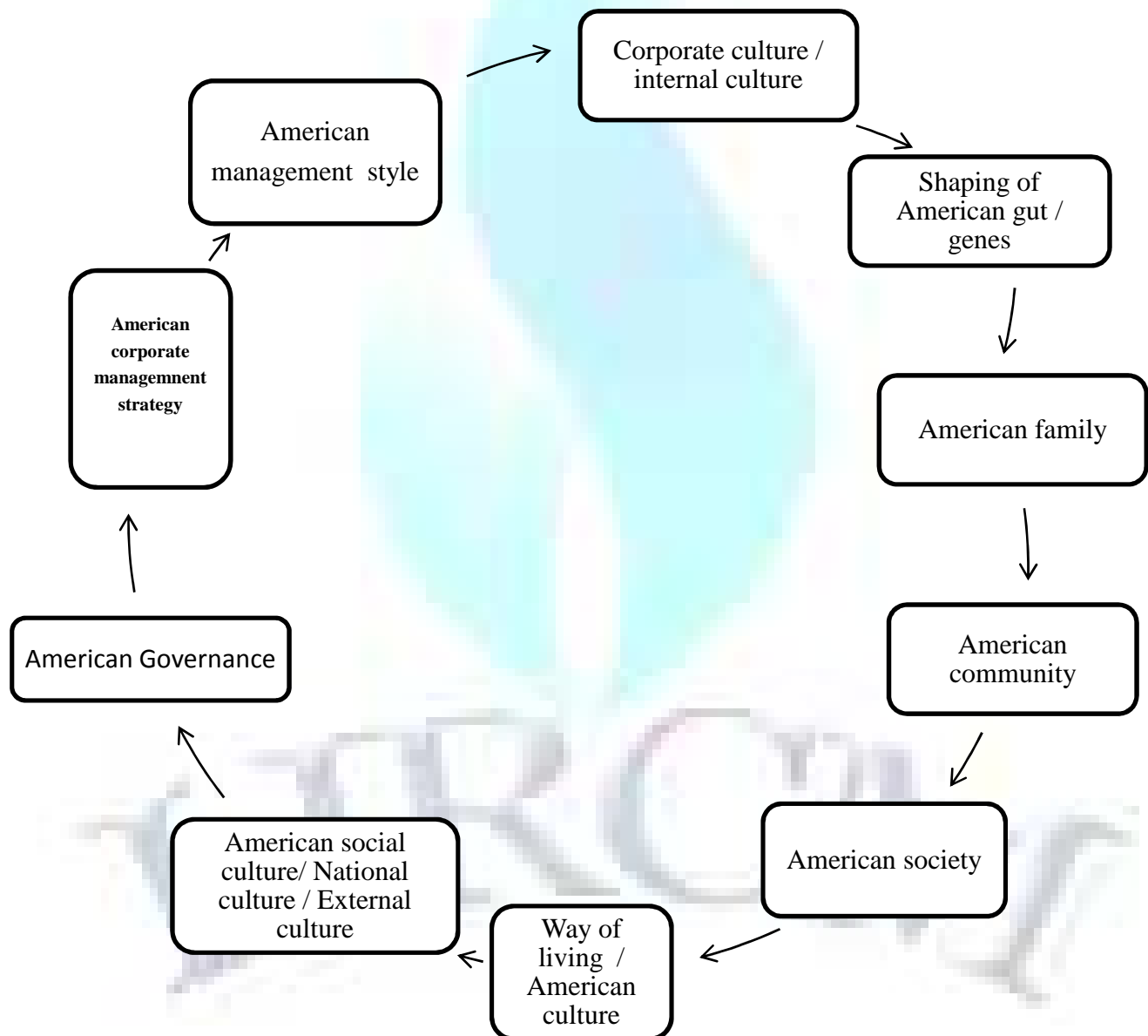
#### MANAGEMENT STYLE IN SYNC WITH ORGANISATIONAL CULTURE

Every company has its own "personality" or culture or internal capabilities shaped by management heritage or style giving rise to strategic tasks.

#### AMERICAN MANAGEMENT STYLE

From "Hire and Fire" Management Style they are hugging to the concept of "Living Company" and "Human Element" Concern Management Style. The American Culture can be otherwise depicted as "Can-do" Culture or "Self-Reliant" Culture.

FIG. 1: FLOW CHART DEPICTS THE SHAPING OF GUT FOR THE FORMATION OF AMERICAN MANAGEMENT STYLE CARRIED BY THE CORPORATE CULTURE VEHICLE



Source: Adapted from Arindam chaudhari, "count your chickens before they hatch", (New Delhi: Vikas, 2001) pp 110-138,

#### AMERICAN CULTURE

- The strengths of American culture are stress or endurance, individual achievement, success efficiency hard work, progress, material comfort.
- People bring culture what they have learnt from other companies.
- Culture in a small business starts with the values of the owners. Each decision she makes each action she takes shapes the culture of her business. Overtime her values will become part of the shared understanding of "how business is done around here".

Children love their parent without reserve. Their unqualified love is as much in parents faces as their innocent expectation that parents will love them as fully in returns. In any family the possibility is for father and mother to blend their unique perspectives to the benefit of all.

#### **GENETECH AND GOOGLE BOARD SYSTEM OF MANAGEMENT IN CONTEXT TO CULTURE**

What draws people to both companies is the environment one where they have an ability to pursue things largely on their own terms.

They (Google) emphasize an atmosphere of creativity and challenge. They want a flat organization, a lack of hierarchy a collaborative environment. Google wants all its employees to play a part in being involved in keeping (our) its culture the way it is today but also growing and developing it.

Google has been challenged to transplant its California-born culture to other cultures. The work-environment has lava lamps, beanbag chairs, massage chairs as well as play areas with foosball and billiards interspersed with powerful computer workstations i.e. you are in googolplex.

In its research centre in Bangalore, India, there is strong evidence that its unique culture has been transferred, but there is also evidence that it has been influenced by the culture of India as well.

Google's rigorous hiring practices have helped to ensure that it brings new employees into the Google fold who are not only highly qualified to make a contribution to Google product development and services but also that they will be a good fit for the Google culture. "Google is embracing to the concept of living company".

#### **APPLE SYSTEM OF MANAGEMENT IN CONTEXT TO CULTURE**

What's the difference between Apple and the Cub Scouts? The Cub Scouts have adult supervision-Guy Kawasaki, quoted in Apple, 1998.

While the founder's are inextricably associated with the success of Apple, the company was famous for its team philosophy in which many people contributed to the overall success of a project. With the exception of the top management, Apple was very horizontal in its hierarchy. Software and Hardware Engineers worked together with interface designers, marketing and documentation personnel to build a complete product.

Apple changed the traditional organizational hierarchy from tall to very flat.

Each January Apple does a Macworld Expo. The event is huge for Apple's employees because it's the culmination of a 12-month, highly secretive, product development cycle since the last Expo. Employees can finally breathe a sigh of relief after shipping their product many take extended vacations as soon as the show is over.

#### **GENERAL ELECTRIC SYSTEM OF MANAGEMENT IN CONTEXT TO CULTURE**

"The people factory"- In GE everyday there's an informal, unspoken personnel review, in the lunchroom, the hall ways and in every business meeting. That intense people focused-testing everyone in a myriad of environment defines managing at GE. In the end that's what GE is.

At GE they build great people, who then build great products and services. In manufacturing they try to stamp out variance. With people, variance is everything. Differentiation is not easy- finding a way to differentiate people across a large company has been one of the hardest things to do. Over the years they have used all kinds of bell curves and block charts to differentiate talent. These are all grids that attempt to rank performance and potential (high, medium and low).

They also led the change into "360-degree evaluations" which take into account the views of peers and subordinates.

They found out one better way to evaluate the organization, they called it vitality curves. Every year, they would ask each of GE's businesses to rank all of their top executives. The basic concept was they forced their business leaders to differentiate their leadership. They had to identify the people in their organizations that they consider in the top 20%, the vital middle 70% and finally the bottom 10%. If there were 20 people on the management staff they wanted to know the four in the top 20 and the two in the bottom 10, by name position and compensation. The underperformers generally had to go.

#### **INDIAN MANAGEMENT STYLE**

##### **INDIAN CULTURE**

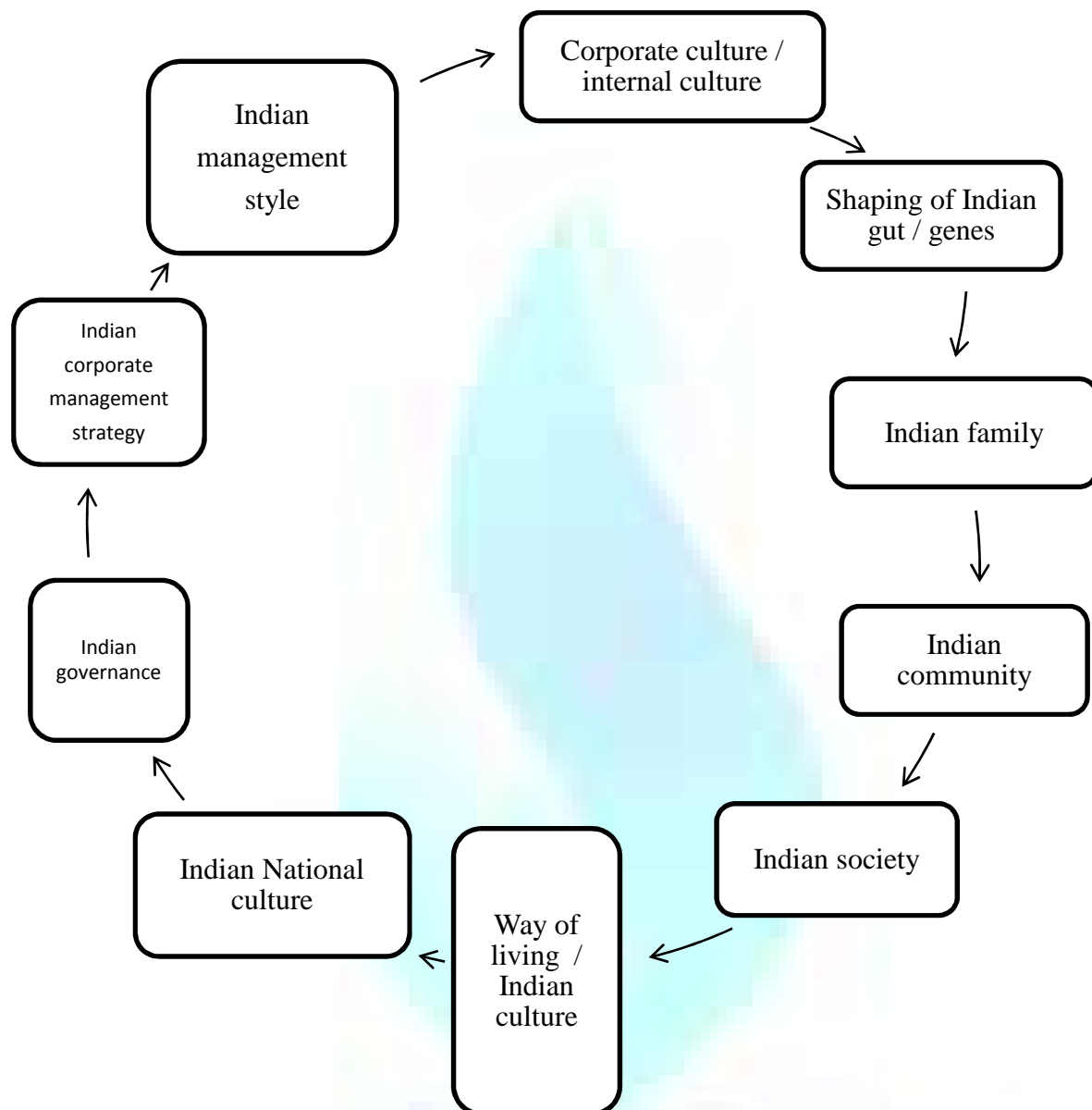
It depicts "we culture", in India joining an organization is similar to strong marriage, institution, we grow old with an organization we brand ourselves.

Indian culture emphasizes on peace, harmony, truth, spirituality, forgiveness service etc.

In Indian culture you will find joint and nuclear families, elderly people are taken care of, fine weaving bond in the family, and values non-violence, truth, peace, love and right action.

The Indian marriage institution is strong. Parents stress their children high on imbibing moral values i.e. keeping ideals at poetic height and trying to attract realities of life up towards them. Children are raised with emotional support and stability. Initiatives are taken to make primary education compulsory. Most Indians value emotional bonds and long term relationships. Most Indians value commitment.

FIG 2: FLOW CHART DEPICTS THE SHAPING OF GUT FOR THE FORMATION OF INDIAN MANAGEMENT STYLE CARRIED BY THE CORPORATE CULTURE VEHICLE



Source: Adapted from Arindam Chaudhary, "Count Your Chickens Before They Hatch", (New Delhi: Vikas, 2001) pp 110-138,

#### INDIAN IT INDUSTRY SYSTEM OF MANAGEMENT IN CONTEXT TO CULTURE

To counter the high levels of attrition and stress, IT companies have put in place a variety of employee-friendly policies. The physical environment in most software companies is equal to that found in any American or European office, salaries are much higher than in other sectors, and employees are offered a variety of attractive incentives, from employee stock options to subsidized housing loans. A range of HR (Human Resources) practices designed to create employee loyalty include social events such as team picnics and dinners in five-star hotels, subsidized gym memberships, recreational facilities in the office, yoga and aerobics classes, and so on. As one informant put it, HR departments go to great lengths to "keep the atmosphere happy". 'Employee-friendly' HR policies are part of a larger strategy of creating a strong corporate culture, and are aimed at attracting, retaining and motivating employees. Some companies have created such a strong 'brand value' in terms of employee relations that they are considered to be the most desirable employers, even if they offer lower salaries than other companies. These 'soft' HR policies provide some balance to the systems of direct control described in the previous section.

In addition, some software companies in Bangalore have acquired, or are attempting to get, PCMM certification, which is the equivalent to CMM in the area of people management. PCMM certification presumably means that they are following very enlightened HR policies and practices.

**MARRIOTT INDIA SYSTEM OF MANAGEMENT IN CONTEXT TO CULTURE**

**Marriott has carved a number in great places to work because of these reasons:**

**1. A strong Brand**

Marriott International does not own the hotels it operates. It owns the brands and runs the management. In this sense it is a true professional services firm.

**2. True Empowerment**

Empowerment is the cornerstone of "the Marriott way." Marriott has numerous examples of how their Associates feel empowered. Employees decide when to give a fruit basket or other complimentary items to guests. There is a high degree of pride in the unique relationships they form with their guests. In the employee website, as well as, the company website you will find a number of stories of exemplary behaviour of Associates.

**3. Guarantee of fair treatment**

Marriott employees feel empowered because they know that fair treatment is a cornerstone of the Organisation's philosophy. Each manager has to give an undertaking of fair treatment. There is a process of escalation of employee grievances (Speak Out process), right up to him.

**4. Communication**

If fairness ensures that employees are not penalised for doing the right thing, communication processes are what ensures that employees know what the right thing is. Marriott is the only hotel which has a daily newspaper, called the Daily Packet. The Daily Packet is a communication tool which comprises of the Hospitality Basic of the Day, Events for the day, Daily Birthdays, Special guest recognition of associate efforts, HR eye opener for the day, Daily occupancy rate, etc.

**CLASSIC STRIPES SYSTEM OF MANAGEMENT IN CONTEXT TO CULTURE****CLASSIC STRIPES HAVE ETCHED THE IMPRINTS IN GREAT PLACES TO WORK DUE TO THESE FOUNDING PRINCIPLES**

**1. Wealth creation is for everyone, not just the owner.**

Classic Stripes has a profit sharing scheme for everyone. The bonus which started at 8.33 per cent of salary keeps on increasing every year and is currently at 14 per cent. Employees with more than 5 years service gets Rs.25000 and keeps on getting it every year after completing 5 years. Average salary of a worker will be Rs. 20,000 per month in their factory. Compensation in Classic Stripes is impacted by their profitability, not by industry benchmarks.

**2. Quality at source, not at inspection**

Kishore Musale, the founder keeps giving the example of Sony which has no formal inspection for quality because of the belief that quality is produced at source. Regardless of volumes, Kishore is relentless about being number one in the world in quality.

**3. No labour unions**

Kishore, is the union leader! When the bonus was the statutory minimum of 8.33 per cent Kishore challenged it. Today it is more than 14 per cent. A year ago, on achieving targets, each employee received a motor cycle (scooters for women). Employees in Classic Stripes talk about the Chairman & Managing Director at the slightest opportunity. Whether it is visiting an employee for his daughter's wedding in a rural district in Maharashtra, or skipping a ceremony at home during *Bhai Dooj* to go for *Griha Pravesh* ceremony of an employee who bought a flat, there are hundreds of instances of Kishore attending to personal requests of employees.

**4. Adherence to values**

Kishore, has no pretensions of being a management guru. However, he is a role model in honesty, integrity and ethics. In an era where it was common for businessmen to take out funds from their Organisations, Kishore has been an exception. His employees trust him, as is obvious from their comments. It is only recently that Kishore and his team have come up with their Vision, Mission and values. Trust is a mutual process at Classic Stripes. During the last floods in Mumbai, the Company put up a notice for all employees stating that it will reimburse all losses that employees may have suffered due to the floods.

**5. We are a family**

*"In our organization, our family members are also given importance. For example, the company regularly organizes family get togethers, picnics, and drawing competitions for children."* The above employee comment indicates why Classic Stripes' employee turnover is still in single digit. The concept of family extends beyond employees. The Kishore Musale Charitable Trust works with 200 schools and subsidises the education of 25,000 children.

**CONCLUSION**

Faced with the strategic tasks like reducing manufacturing costs, procuring efficient low cost raw material, efficient and effective factory and machinery establishment and installation, side by side sophistication, the ability to respond to these tasks with bravado is usually constrained by their internal capabilities or culture, which are shaped by company's both good and bad management styles and practices through centralized and decentralized combination.

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