What is Leadership
or
Who is an effective Leader

As for the best leaders, the people do not notice their existence.

The next best, the people honor and praise.

The next, the people fear; and the next, the people hate

When the best leader's work is done the people say, 'We did it ourselves!'"

Essence of Leadership

Leader is symbolic soul of group consciousness. Leader guides group towards shared goal

Civil Servant as Leader

- Represents consciousness of which group
  - People of India
  - Beneficiaries of program
  - Subordinates
  - Press/ Civil Society
  - Minister/ Chief Minister/ Prime Minister

Key attributes of Leader

- Feels very much in charge.

- Accepts responsibility to fulfil group destiny

- Clear about what he wants to do and what he doesn't what to do.

- Exercises high degree of self-control

- Formal position he holds is unimportant for his role as a leader

Skills required to get work done

- Strategic Planning
- Building motivated team
- Handling negativity: most difficult hurdle
- Communication: winning friends and supporters

Strategic Planning

- Deciding exactly what you want. It lays groundwork for what you want to achieve
- RSBY
  - Smart Card
  - Including pre-existing diseases but excluding outdoor patients
  - BPL database
  - Electronic settlement of insurance claims
  - Standardisation of medical procedures and fixation of its rates

Building motivated team

- Team is made up of equals who are different in areas of skill.
- Selection of right team members plays an important role in success of program
- RSBY
  - World Bank team – (Sumita Chopra)
  - GIZ (Germany) team – (Dr Nishant Jain)
  - Core group in Labour Ministry
  - National Nodal Officers of Insurance Companies
  - S Krishnan, IAS, AS & Chairman of IT Committee

Handling negativity

- Most difficult hurdle to cross as those expressing negativity have power to slow or kill your program

- Analyse resistance from different angles – is it real problem, is it a blessing in disguise etc – this way multiple solutions can be thought

- Use decision making techniques to identify best solutions

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- "The only reward you get for solving problems is even bigger problems to solve."

  $\qquad$ - Henry Kissinger

- RSBY
  - Ministry of Labour
  - Ministry of Finance
  - Ministry of IT
  - Ministry of Rural Development

Communication

- Communication leads to clarity. It is more listening than talking.
- It should based on realistic appraisal of situation.
- There should be appreciation for people who work for success of your program.
- RSBY Stakeholder Analysis
  - Central and State Governments
  - Insurance Companies
  - Smart Card Service provider

(Contd.)

- RSBY Stakeholder Analysis
  - Health Service Provider
  - Beneficiaries
- RSBY
  - Marketing the scheme to Insurance companies.
  - Positive response from ICICI Lombard, Apollo Munich, Cholamandalam, Royal Sundaram, IFFCO-TOKIO, Oriental Insurance, National Insurance (West Bengal), United Insurance (Kerala)

(Contd.)

- RSBY
  - Marketing the scheme to Hospitals
  - Marketing the scheme to state governments
  - Success in Kerala, Haryana, Gujarat and Jharkhand
  - Positive media coverage without any expenditure on advertising
  - Meetings with Punjab CM and Chattisgarh CM and both states getting on board

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Questions on Case Study

1. In your opinion, what are the important things the leader did which made RSBY a success? Explain why they were significant for eventual success of RSBY.

2. In the case study, this is mentioned: "Almost all the government schemes take a long time to roll out because there is an attempt to plug all possible loopholes, apprehending misuse and abuse. The entire system is beset with mistrust. There is paranoia. Hence, nothing moves. "

   An effective leader always overcomes the limitations imposed by Government system. Cite two instances from the case study.

The final test of a leader is that he leaves behind him in other men the conviction and the will to carry on. The genius of a good leader is to leave behind him a situation which common sense, without the grace of genius, can deal with successfully.

(Walter Lippmann)