



# Leadership in Times of Crisis

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*5 May 2020*



- **On-line class- needs your co-operation for success.**
- Please expect:
  - Class is for 1.45 minutes. We will finish at 4.45p.m.
  - 15 minute break at 3.50 p.m.
  - Please use the Q&A box to raise questions. Every 15 minutes , I will pause and answer questions I find in the Q&A box
  - After 30 minutes I will provide a 5-7 minutes chat time –where you may give your opinions and comments ( not questions) on what you heard.
  - I might call any of you by name and ask the moderator to unmute your mike. I might ask you a question for your opinion and comments – not a test.
  - If the system allows , I might run a poll and please participate.
- Ordinarily, your mikes will be kept on mute and only the moderator can open it.

## Top 6 trends to watch after COVID19 :

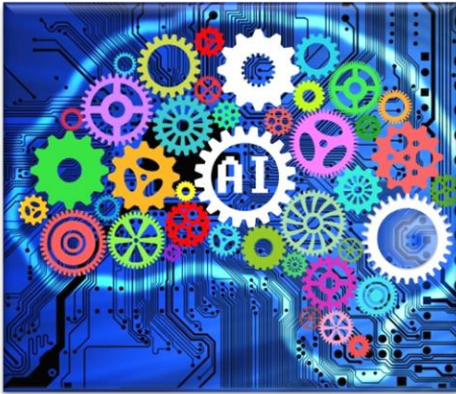


**Crises don't alter all time truths  
– they however amplify and accelerate some aspects of current trends**

# 9 New Technologies that will accelerate (1/3)

1

## Artificial Intelligence



Perform repetitive tasks with near human intelligence

2

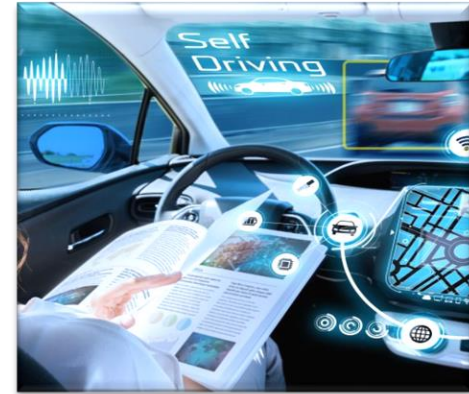
## AR/VR



Enhance learning, improve services and decision making through immersive experiences

3

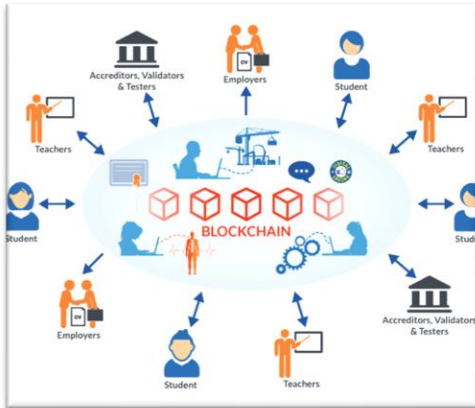
## Autonomous Vehicles



Improve transportation, logistics and mobility

4

## Blockchain



Secure information, identity and privacy of large scale transactions

5

## Data Science



Provide predictive and prescriptive analytics and models for advanced decision making

6

## Biotech/Digital Biology



Solve unmitigated healthcare challenges and improve the quality of human life

7

## IoT



Connect the ecosystem, bridge distances and bring intelligence to “things”

8

## 3D Printing



Bring agility to manufacturing and product development

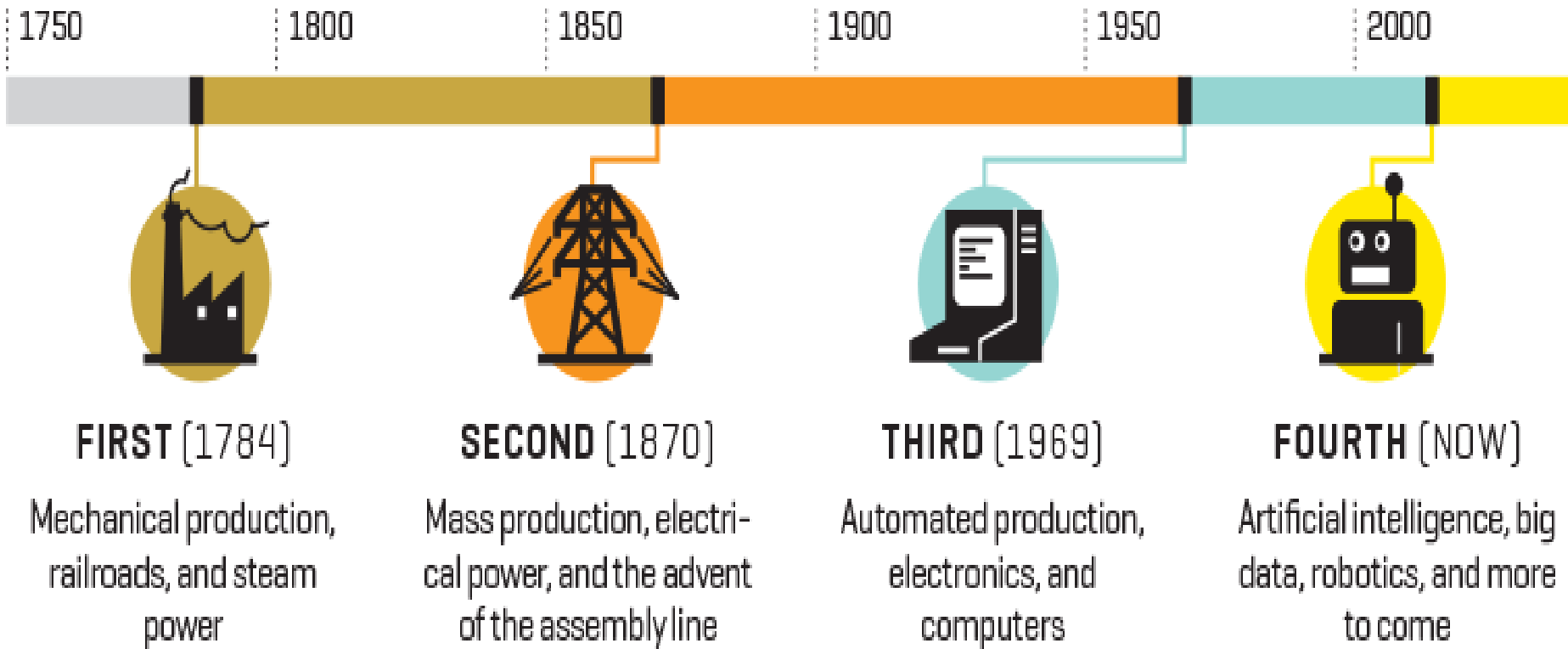
9

## Robotics



Our new intelligent slaves

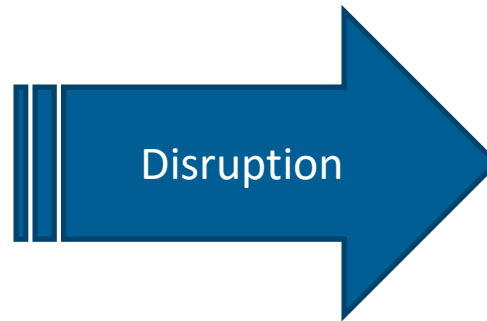
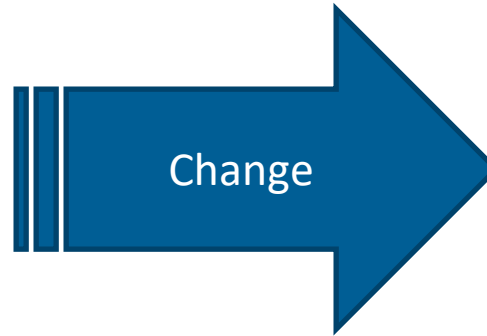
## THE FOUR INDUSTRIAL REVOLUTIONS



# Icons of Disruption-will be further disrupted

 UBER World's largest taxi company Owns NO <del>Taxis</del>	 airbnb World's largest Accommodation provider Owns NO <del>Real estate</del>	 skype WeChat World's largest Phone companies Owns NO <del>Telco infra</del>	 Alibaba Group World's most Valuable retailer Owns NO <del>Inventory</del>
 facebook. Most popular Media owner Owns NO <del>Content</del>	 SocietyOne World's fastest Growing bank Owns NO <del>Actual money</del>	 NETFLIX World's largest movie house Owns NO <del>Cinemas</del>	 Apple Google World's largest Software vendors Owns NO <del>Apps</del>





## Technology Diffusion

*To get into 25 percent of all homes in the US,*

**35 Years** – Telephone

**26 Years** – TV

**22 Years** – Radio

**16 Years** – PC

**7 years** - Internet

## Moore's Law: Growth in Computing Power

Exponential growth of computing power and decrease in size is fueling technological advances



*It took the same amount of computing to answer one Google Search query on iPhone as all the computing done in flight and on the ground — for the entire Apollo program!*

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- Companies that listed before 1970 had a 92% chance of surviving the next five years.
- Those in 2000 to 2009 had only a 63% chance
- Average life span of a company is down to 15 yrs.
- COVID 19 could kill several more



## Technology

- IoT
- AI
- Machine Learning
- 3D Printing



## Demography

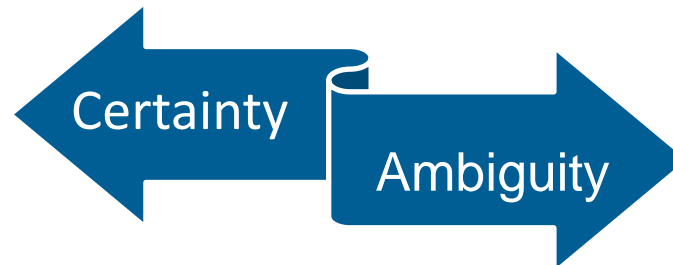
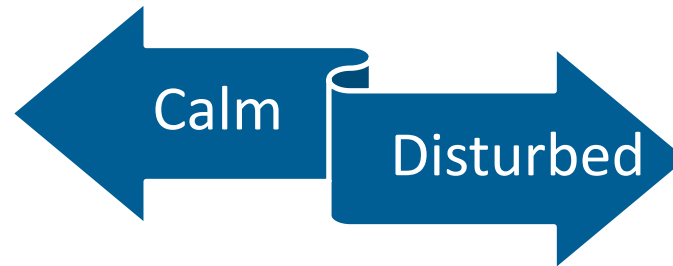
- Rise of Millennials
- Average age by 2020
  - 29 – India
  - 42 -Singapore
  - 37 - China & USA
  - 45 - West Europe
  - 48 - Japan.



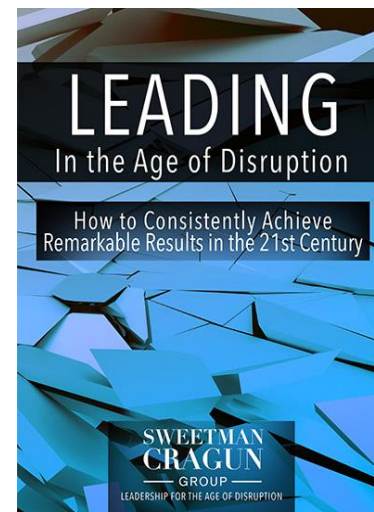
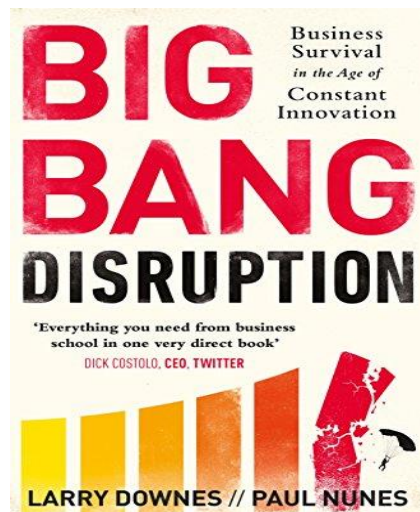
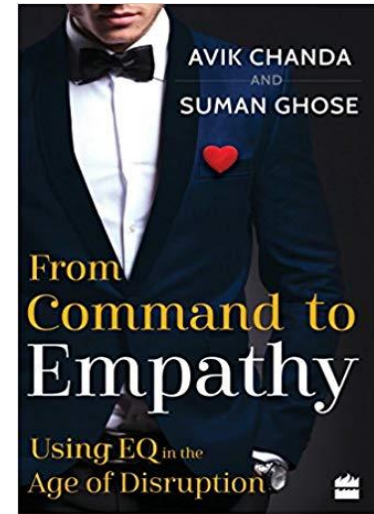
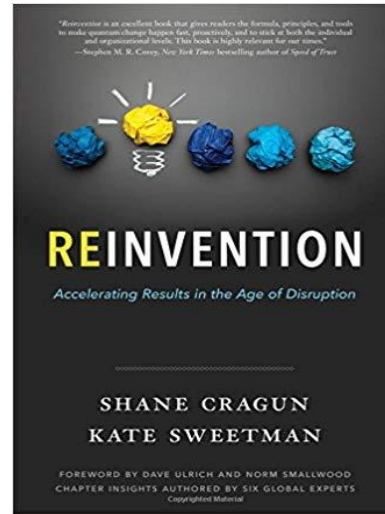
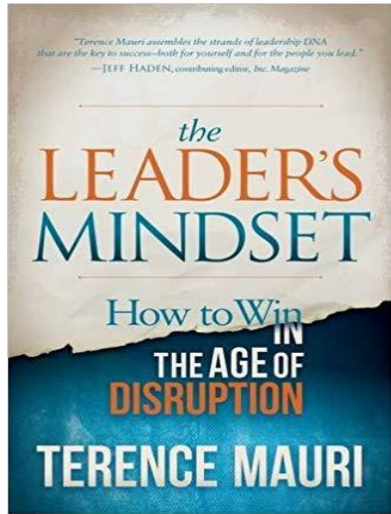
## Science and Envnt.

- Genetic engineering
- Climate Change
- Convergence of bio, nano and information technology
- Pandemics and other disasters

# Implications of Change for Leadership



# Leading in the digitally disrupted world



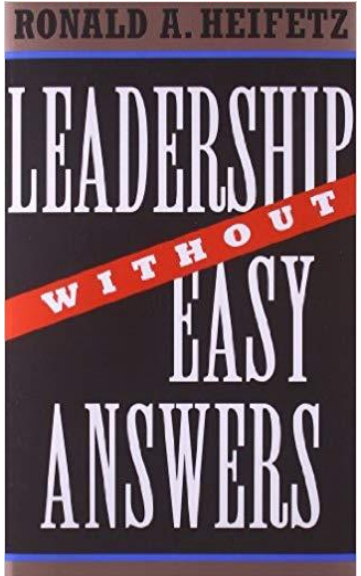
**1** Adaptive Leadership

**2** Servant Leadership

**3** Emotional Intelligence

**4** Empathy

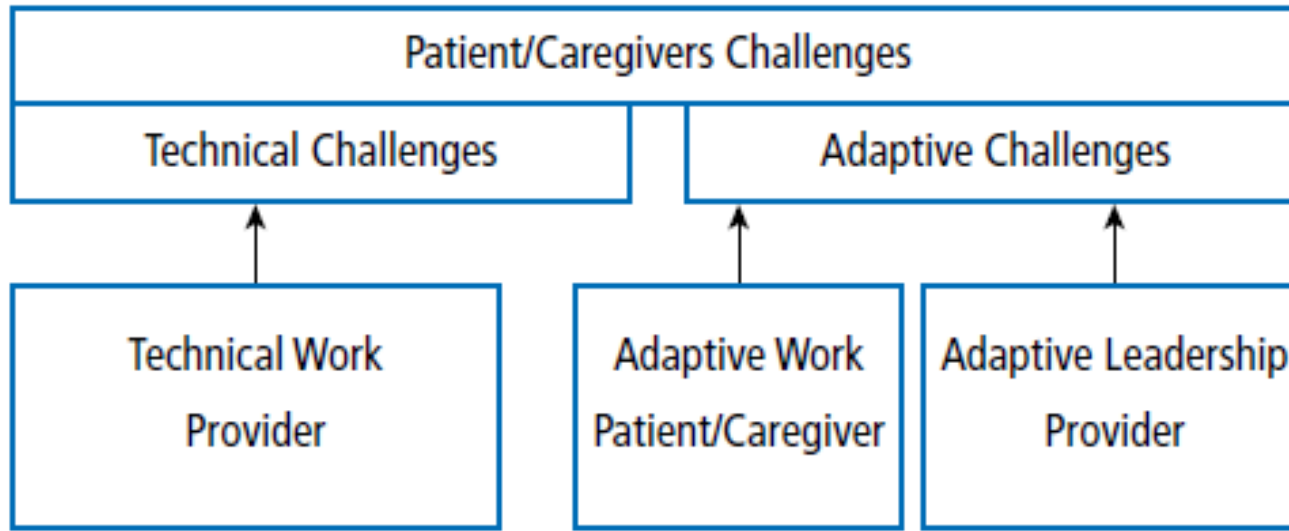
# BEING ADAPTIVE



Technical	Adaptive
Easy to identify	Difficult to identify (easy to deny)
Often lend themselves to quick beliefs and easy cut-and-dried solutions	Require changes in values, beliefs, roles, relationships, & approaches to work
Often can be solved by an authority or expert	People with the problem do the work of solving it
Require change in just one or a few contained within organizational boundaries	Require change in numerous places; places; often usually across organizational boundaries
People are generally receptive to technical solutions	People often resist even acknowledging adaptive challenges.
Solutions can often be implemented and quickly even by edict	“Solutions” require experiments, take a long time to implement

Source: “Leadership without easy answers”, by Ronald Heifetz,





Source: Northouse (2016); Adapted from Adams, J. A., Bailey, D. E., Jr., Anderson, R. A., & Thygeson, M. (2013). Finding your way through EOL challenges in the ICU using Adaptive Leadership behaviours: A qualitative descriptive case study. *Intensive and Critical Care Nursing*, 29, 329–336 and Thygeson, M., Morrissey, L., & Ulstad, V. (2010). Adaptive leadership and the practice of medicine: A complexity-based approach to reframing the doctor-patient relationship. *Journal of Evaluation in Clinical Practice*, 16, 1009–1015.

# Step 1: Distinguish the challenges types



Problem definition

Solution & implementation

Primary locus of resp. for the work

Kind of work

Type I  
(Benign flu)

Clear

Clear

Physician

Technical

Type II  
(Cardio-vascular problem)

Clear

Requires learning

Physician & patient

Technical & adaptive

Type III  
(Metastasized cancer)

Requires learning

Requires learning

Patient > physician

Adaptive

Source: "Leadership without easy answers", by Ronald Heifetz

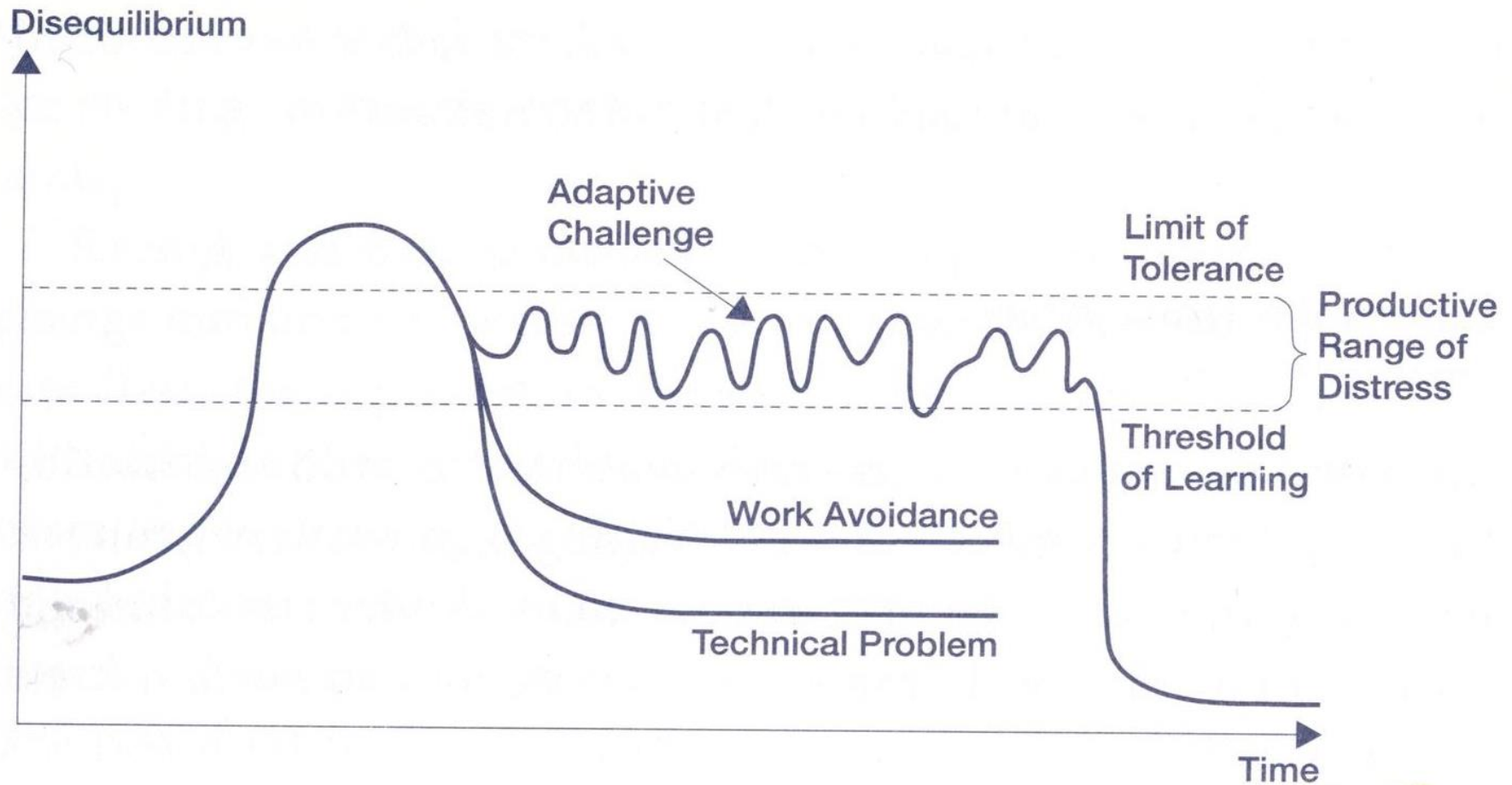
# Step 2: Understand the Dimensions Differently



Social function	Challenge	
	Technical	Adaptive
Direction	Authority provides problem definition and solution	Authority defines adaptive challenge, provides diagnosis & questions about problem definitions & solutions
Protection	Authority protects from external threat	Authority discloses external threat
Role Orientation	Authority orients	Authority disorients current roles, and resists pressure to orient people in new roles too quickly
Controlling conflict	Authority restores order	Authority exposes conflict, or lets it emerge
Norm maintenance	Authority maintains norms	Authority challenges norms, or allows them to be challenged

Source: "The practice of adaptive leadership", by Alexander Grashow, Ronald Heifetz & Marty Linsky

# Step 3: Modulate the stress



Source: "Leadership on the line", by Ronald Heifetz & Marty Linsky

1

Diagnose  
the system

2

Mobilize  
the system

3

See yourself as  
a system

4

Deploy  
yourself

## Un-bundle Issues

**Protect leadership  
voices w/out authority**

(Cover who raises questions  
authorities can't raise)

**Give the work  
back to people**

(Put pressure on people  
with the problem)

**5  
Strategic  
Principles of  
Leadership**

**Keep the distress level tolerable**  
(Control the pressure cooker)

**Focus on ripening issues**  
(Counteract work avoidance mechanisms)

Source: *"Leadership without easy answers"*, by Ronald Heifetz,

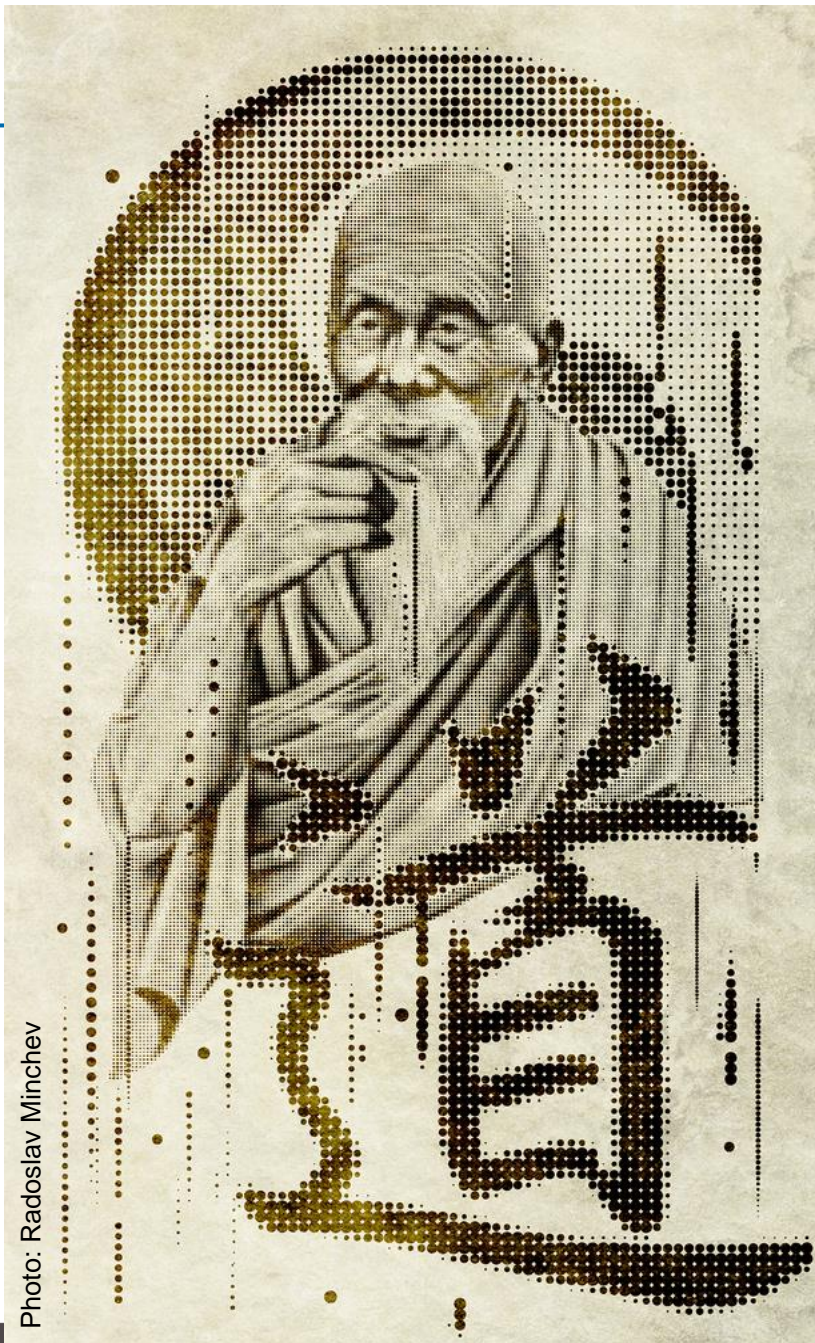


Photo: Radoslav Minchev

The best leader is  
the one  
whose existence  
the group barely  
knows

Laozi, 630 BC

# Servant Leadership





“The servant-leader is servant first... It begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead. That person is sharply different from one who is leader first, perhaps because of the need to assuage an unusual power drive or to acquire material possessions...”

- Robert K Greenleaf

## Career:

- 38 Years at AT&T, largely in management training and development
- 25 Years consulting on Servant Leadership thereafter
- Coined the term Servant-Leader in 1970's
- Founded Center for Applied Ethics (now Greenleaf Center for Servant-Leadership)

## Inspiration:

- Hermann Hesse's short novel Journey to the East in 1960's
  - Account of a mythical journey by a group of people on a spiritual quest
- True leadership stems first from a desire to serve

## Essays:

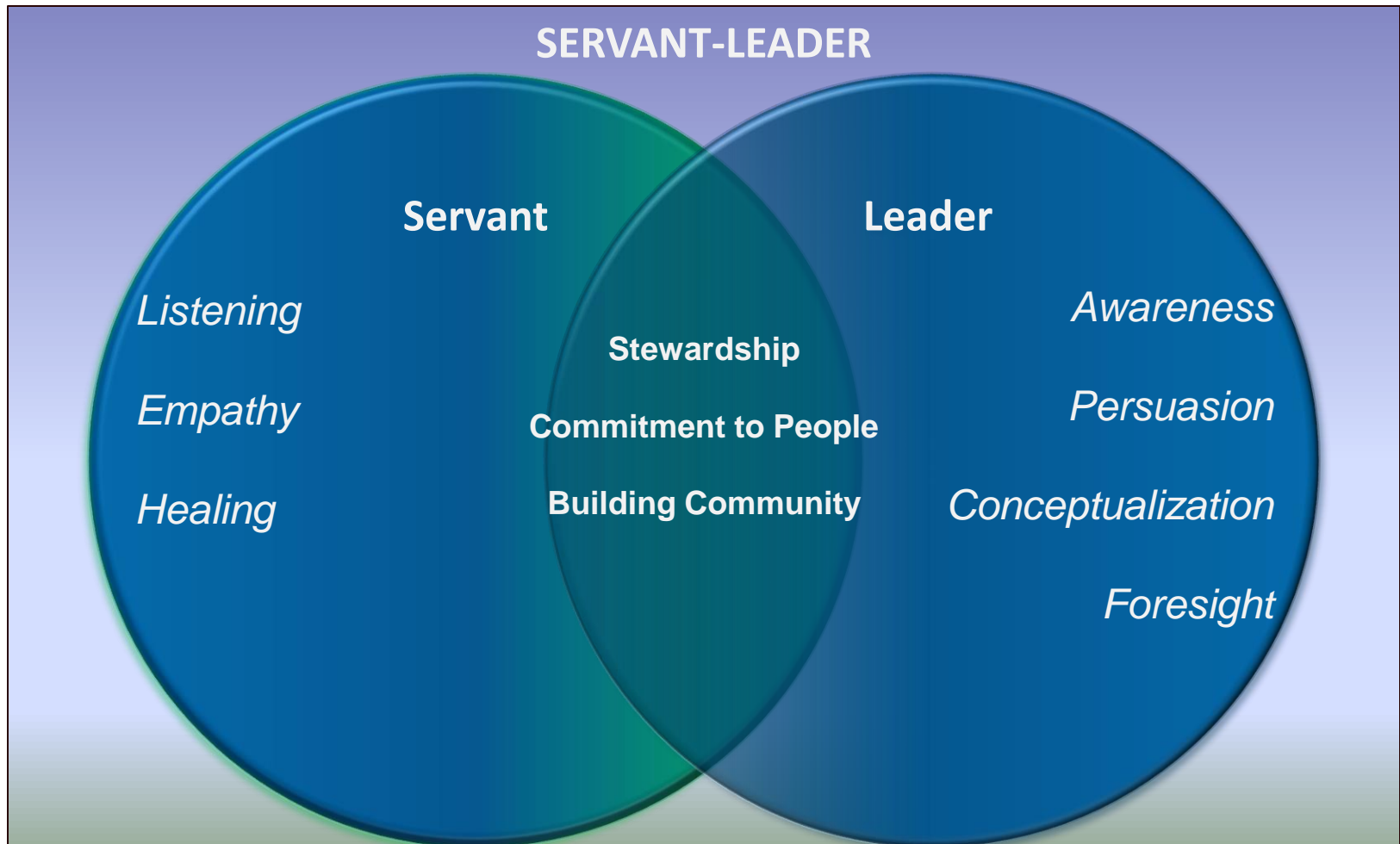
- The Servant as Leader (1970)
- The Institution as Servant (1972)
- Trustees as Servants (1972)



- 1) Listening
- 2) Empathy
- 3) Healing
- 4) Awareness
- 5) Persuasion
- 6) Conceptualization
- 7) Foresight
- 8) Stewardship
- 9) Commitment to the growth of people
- 10) Building Community

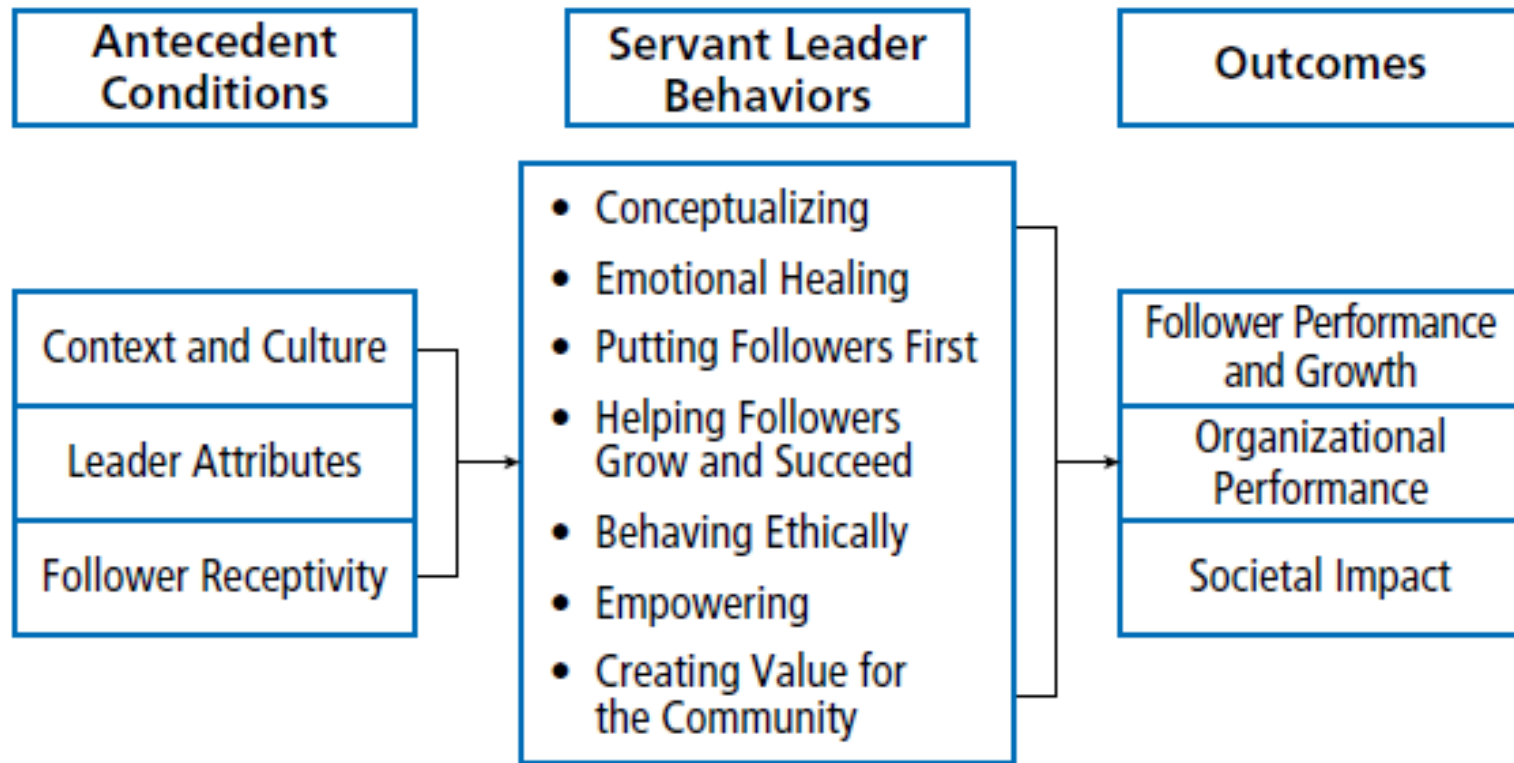
Source: Spears (2002); Northouse (2016)

Breaking out Spears characteristics into 3 dimensions



*Servant-Leadership, itself a paradox, requires a constant balance...*





Source: Northouse (2016) Adapted from Liden, R. C., Panaccio, A., Hu, J., & Meuser, J. D. (2014). Servant leadership: Antecedents, consequences, and contextual moderators. In D. V. Day (Ed.), *The Oxford handbook of leadership and organizations*. Oxford, England: Oxford University Press; and van Dierendonck, D. (2011). Servant leadership: A review and syntheses. *Journal of Management*, 37(4), 1228–1261

Put Followers  
First

Share Control  
with Followers

Embrace the  
Growth of  
Followers

Source: Based on Northouse (2016)

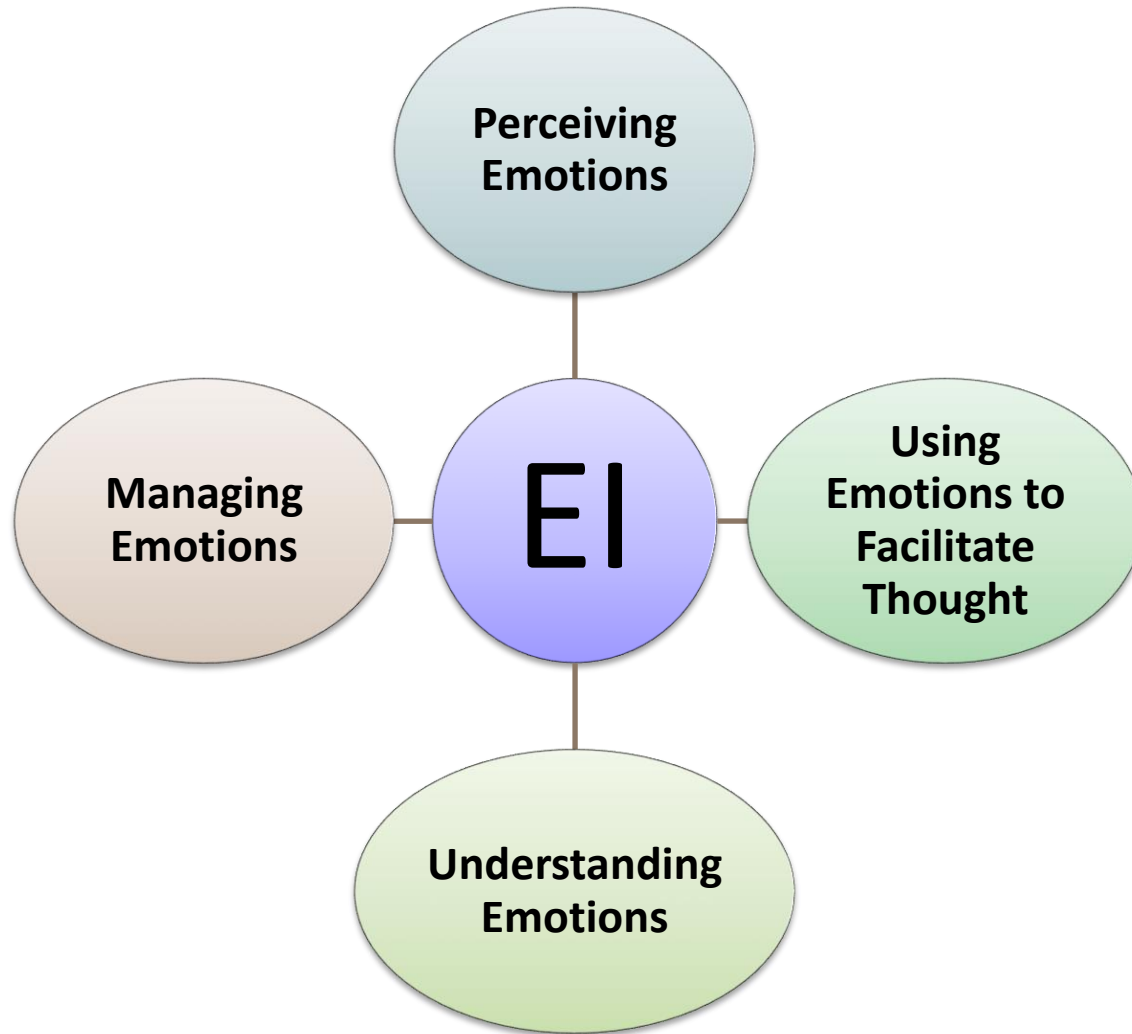
Robert Greenleaf developed a test for servant-leaders and servant-led organizations. He called it the Best Test.

- Do those served grow as persons?
- Do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants?
- And, what is the effect on the least privileged in society? Will they benefit or at least not be further deprived?



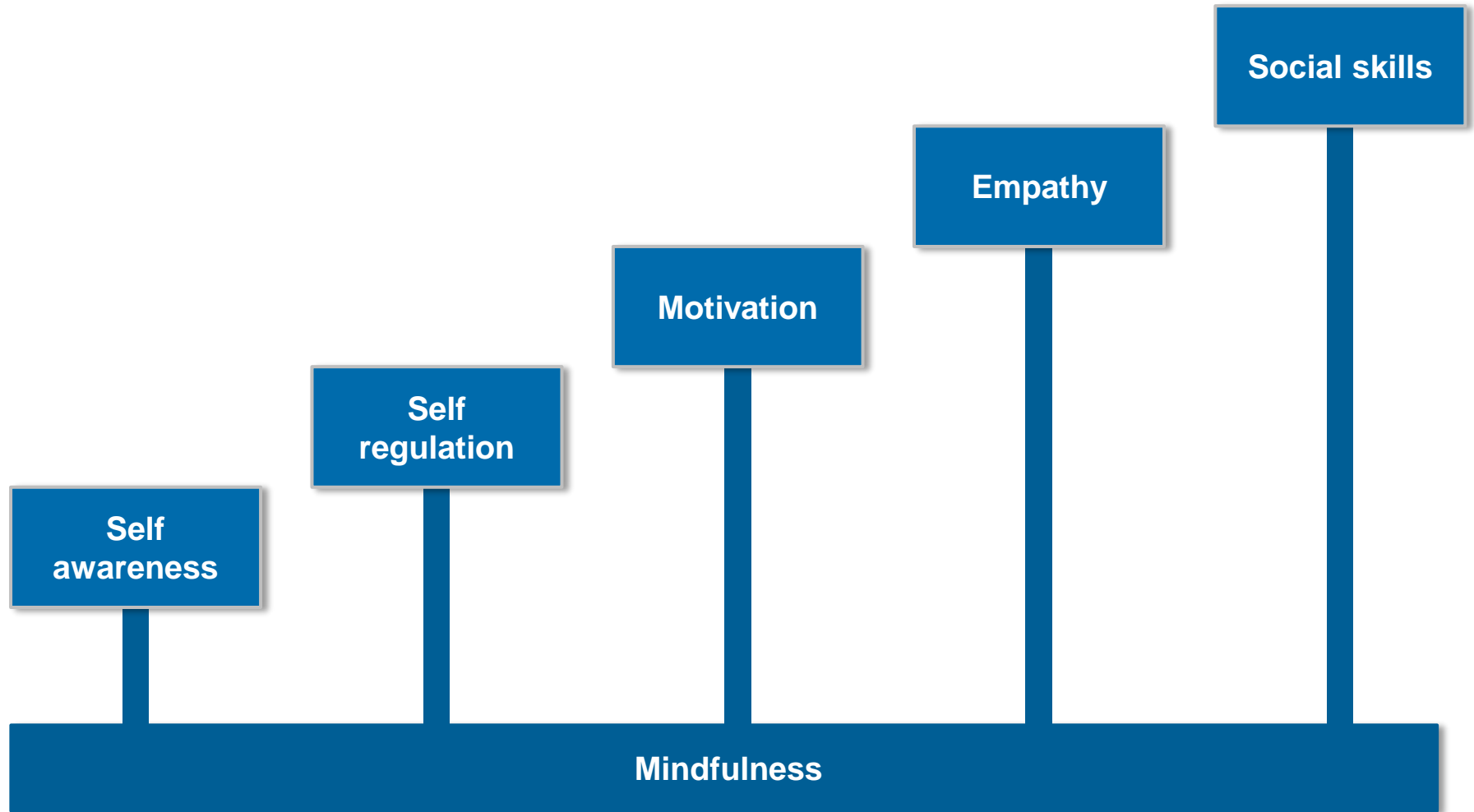


# EMOTIONAL INTELLIGENCE



Source: Mayer & Salovey (1997)

# 5 Steps toward Emotional Intelligence



Personal	Social
<p>Emotional Self-Awareness</p> <p>Accurate Self-Assessment</p> <p>Self-Confidence</p> <p>Emotional Self-Control</p> <p>Trustworthiness</p> <p>Conscientiousness</p> <p>Adaptability</p> <p>Achievement Orientation</p> <p>Initiative</p>	<p><b>Empathy</b></p> <p>Organizational Awareness</p> <p>Service Orientation</p> <p>Influence</p> <p>Inspirational Leadership</p> <p>Developing Others</p> <p>Building Bonds</p> <p>Teamwork and Collaboration</p> <p>Conflict Management</p> <p>Communication</p> <p>Change Catalyst</p>

# EMPATHY



“Empathy may be a central characteristic of emotionally intelligent behavior”

“Empathy is the ability to comprehend another's feelings and to re-experience them oneself”

- Salovey and Mayer (1990)

## Empathy refers to one's ability

- to understand the feelings transmitted through verbal and nonverbal messages,
- to provide emotional support to people when needed,
- and to understand the links between others' emotions and behavior” (Polychroniou, 2009)

Source: (Polychroniou, 2009)







“When we experience empathy, we feel as if we were experiencing someone else's feelings as our own. We see, we feel, we respond, and we understand as if we were, in fact, the other person.” (Katz, 1963)

The increasing use of teams

Inevitable interdependence

Experience is the measure of  
impact

## Three distinct dimensions of empathy

1. Understanding another person's internal state (**cognitive empathy**)
2. Sharing another person's emotions (**affective empathy**)
3. Behaviorally demonstrating that one has understood another person's internal state and/or shared another person's affective state (**behavioral empathy**)

Recent theoretical papers have identified empathy as a critical construct for predicting organizational behavior, including:

- Leader–member exchange (Cropanzano, Dasborough, & Weiss, 2017)
- Crisis management (König, Graf-Vlachy, Bundy, & Little, 2018)
- Corporate philanthropy (Muller, Pfarrer, & Little, 2014)
- Leadership emergence (Wolff et.al. 2002) and
- Forgiveness (Fehr & Gelfand, 2012).

**Study** - Relationship between emotional intelligence and transformational leadership of supervisors: The impact on team effectiveness *by* Panagiotis Polychroniou

**Purpose** – To investigate the relationships between social skills, motivation and empathy (emotional intelligence components) and transformational leadership in Greek organisations

**Approach** – Participants were 267 managers working at various functional units and different hierarchical levels. Data were collected by means of questionnaires in a series of face-to-face structured interviews regarding subordinates' perceptions for the following: supervisors' emotional intelligence; and transformational leadership.

**Findings** – Results provided support for the model which suggests that supervisors' emotional intelligence components such as social skills, motivation, and empathy are positively associated with transformational leadership increasing team effectiveness with subordinate.

Source: Polychroniou, Panagiotis. (2009). Relationship between emotional intelligence and transformational leadership of supervisors: The impact on team effectiveness. *Team Performance Management*. 15. 343-356.

- People are made to feel more worthy and valued as a result of interactions with leaders they admire and respect. (Cooper and Sawaf, 1997)
- Dansereau, Yammarino, Markham, and Alutto (1995), in their recent theory of individualized leadership, argue that support for feelings of self-worth causes one to be viewed as a leader.
- There is growing evidence that we will respond to others as leaders if they make us feel understood and valued as individuals through displays of empathy (Kellet, Humphrey and Sleeth, 2002)

1. Crisis amplifies timeless wisdom and seeks increased adoption of emerging trends
2. Public servants and administrators will play increasing role as civil societies look to operational leadership on the ground
3. Digital technologies will reshape work and life
4. Inequality will grow and so will civil unrest
5. All this will call for greater emotional intelligence and empathy

- ***The practice of adaptive leadership***, Ronald Heifetz, Alexander Grashow & Marty Linsky, HBR ed., 2009
- ***Leadership without easy answers***, Ronald Heifetz, HBR ed., 1994
- ***Leadership on the line***, Ronald Heifetz & Marty Linsky, HBR ed., 2002
- ***Leadership can be taught***, Sharon Daloz Parks, HBR ed., 2005
- ***Leading quietly***, Joseph Badaracco, HBR ed., 2002
- ***Questions of character***, Joseph Badaracco, HBR ed., 2006
- ***Arts of the wise leader***, Mark Strom, Sophos ed., 2007 ([www.artsofthewiseleader.com](http://www.artsofthewiseleader.com))
- ***The powers to lead***, Joseph Nye, HBR ed., 2008
- ***Leading with wisdom: spiritual-based leadership in business***, Peter Pruzan & Kirsten Pruzan Mikkelsen, Response ed., 2009
- ***Rational, Ethical & Spiritual Perspectives on Leadership***, Peter Pruzan, Peter Lang ed., 2009
- ***Leadership, Spirituality and the Common Good***, Henri-Claude de Bettignies & Mike J. Thompson, Garant ed., 2010