

“ Dear Papa and Mama, By the time you get this letter, I will be observing you from the sky, enjoying the hospitality of the Apsaras. I have no regrets. In fact even if I become human again, I will join the ARMY and fight for the NATION.

If you can, please come and see where the Indian Army fought for your tomorrow..... Never forget the sacrifice of these men. Papa you should feel proud, Mama so should you....

Ok Then, its time for me to join my clan of Dirty Dozen. My assault party has 12 Chaps..... Best of Luck to you all...

Live Life King Size.....”



**CAPT VIJYANT THAPAR, VrC (POSTHUMOUS)
KARGIL WAR 1999**

MILITARY LEADERSHIP : FOR MANAGERIAL EFFECTIVENESS



A TALK BY

LT GEN Dr. RAJESH KOCHHAR (retd.)

AVSM and Bar, VSM, SM

Sr Director, CAO, Jindal Institute Of
Leadership Development And Executive
Education (JILDEE)

FORMER CHIEF OF STAFF, ARMY TRAINING COMMAND
SHIMLA



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AIM

**TO HIGHLIGHT THE ESSENTIALS OF
MILITARY LEADERSHIP**

**WITH A VIEW TO RECOMMEND
MEASURES FOR MANAGERIAL
EFFECTIVENESS**



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PREVIEW

❖ PART I : LEADERSHIP DEFINED & ITS PROCESS

❖ PART II : UNDERSTANDING MILITARY LEADERSHIP

❖ PART III : INDICATORS OF GOOD LEADERSHIP

❖ PART IV : LESSONS FOR THE CORPORATE

❖ PART V : CONCLUSION



DEFINITION OF LEADERSHIP

**“WHETHER YOU LEAD FIVE
MEN OR FIVE MILLION, THE
ESSENTIALS OF LEADERSHIP
REMAIN THE SAME”.**

FIELD MARSHAL SLIM

VIDEO



LEADERSHIP

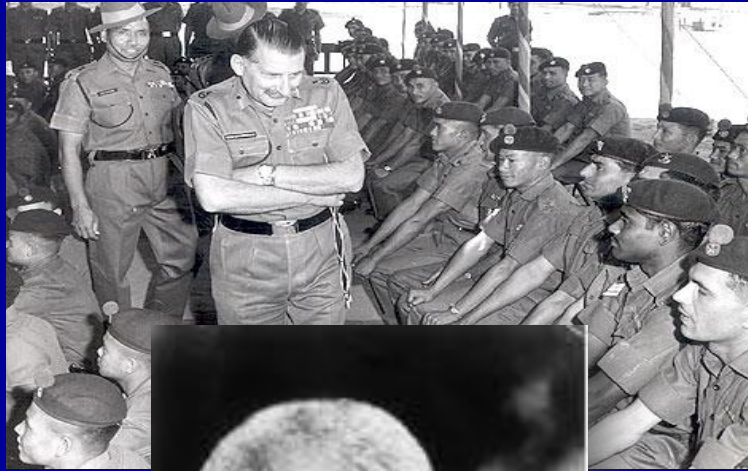
**LEADERSHIP IS THE CAPACITY TO
FRAME PLANS THAT WILL SUCCEED
AND THE FACULTY TO PERSUADE
OTHERS TO CARRY THEM OUT, IN THE
FACE OF DIFFICULTIES – EVEN DEATH**

LORD MORAN

WHAT IS LEADERSHIP?????

Leadership has been defined as a process of influence on a group in a particular situation at a given point of time and in a specific set of circumstances that stimulates people to strive willingly to attain organizational objectives, giving them the experience of helping attain the common objectives and satisfaction with the type of leadership provided.







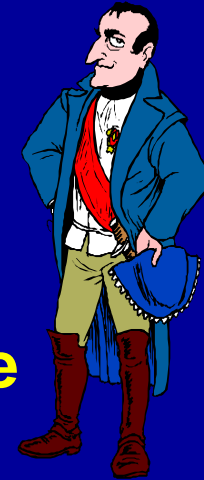
WHAT IS LEADERSHIP?

Leading people

Influencing people

Commanding people

Guiding people



Leadership : Concept

- If you build an army of 100 lions and their leader is a dog, in any fight, the lions will die like dogs. But if you build an army of 100 dogs and their leader is a lion, all dogs will fight like a lion.

....Napoleon

Leadership : Concept

- During actual war, in a sample of 100 combat troops, about 10% are courageous, 10% non-courageous and 80% can be influenced either way. Successful leadership consists of pointing the most courageous in the right direction and influencing the remaining to follow.

....Patton

**TOI - Lead India
"Tree"
2 mins
Existing Track
26 11 07**

VIDEO

LEADERSHIP

Leadership is defined as influencing others to work diligently toward achieving their goals.

- ❖ Clearly stating your vision!
- ❖ Explaining your plan for attaining your vision!
- ❖ Instilling confidence and optimism!
- ❖ Expressing confidence in those you lead!!!



“Leadership is about taking responsibility not making excuses”
– *Mitt Romney*

21ST CENTURY LEADERS

- ❖ Dynamic leadership influences the attitudes of the people being led!
- ❖ Leaders must be *charismatic*, *inspirational*, *respectful*, and *stimulating* when leading!



“A leader is one who knows the way, goes the way and shows the way”

- John Maxwell

VIDEO LION

VIDEO



- **ARE ALL MANAGERS
LEADERS???**



Leadership & Management

Leadership



A manager

is someone who:

- Plans and budgets;
- Organizes and allocates resources;
- Controls and solves problems.



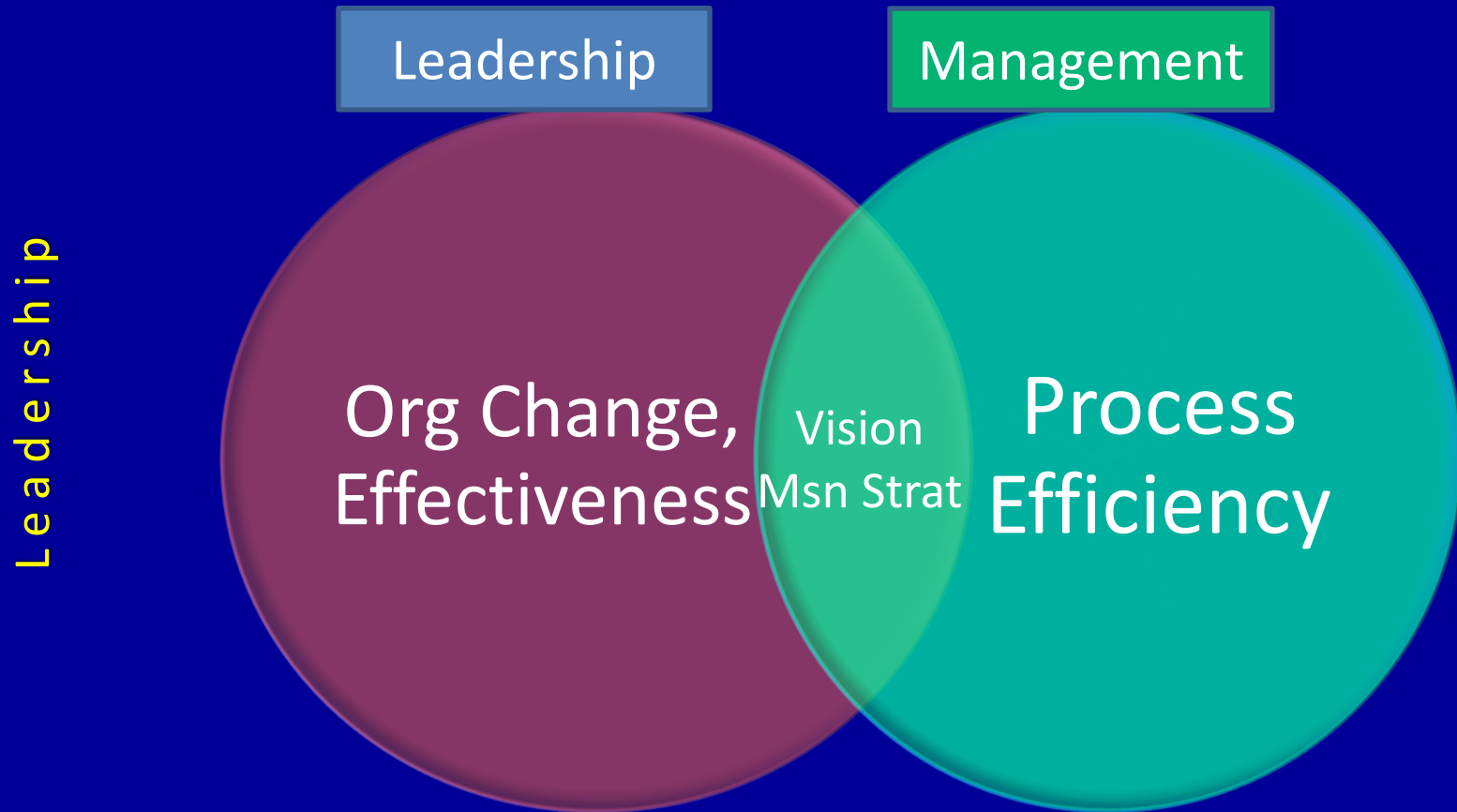
A leader

is someone who:

- Shows a direction;
- Aligns and influences;
- Motivates and inspires.

Manager and Leader

Leadership & Management Overlap



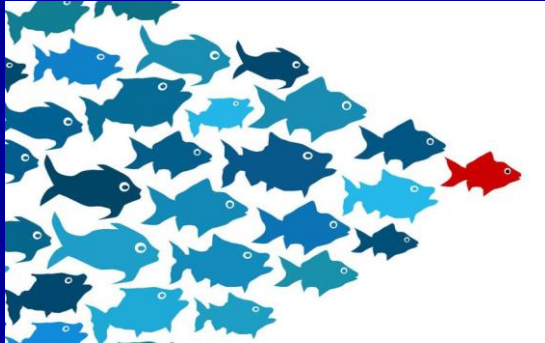


- **"MANAGEMENT IS DOING THINGS RIGHT; LEADERSHIP IS
• DOING THE RIGHT THINGS." (PETER DRUCKER)**



Leadership Traits

Leadership Traits



- Ambition & Energy
- The Desire to Lead
- Honesty & Integrity
- Self – Confidence
- Intelligence
- High Self - Monitoring
- Job – Relevant Knowledge

VIDEO

HIERARCHY OF LEADERSHIP TRAITS

LEVEL 5

LEVEL 5 EXECUTIVE

Builds enduring greatness through a paradoxical blend of personal humility and professional will.

LEVEL 4

EFFECTIVE LEADER

Catalyzes commitment to and vigorous pursuit of a clear and compelling vision, stimulating higher performance standards.

LEVEL 3

COMPETENT MANAGER

Organizes people and resources toward the effective and efficient pursuit of predetermined objectives.

LEVEL 2

CONTRIBUTING TEAM MEMBER

Contributes individual capabilities to the achievement of group objectives and works effectively with others in a group setting.

LEVEL 1

HIGHLY CAPABLE INDIVIDUAL

Makes productive contributions through talent, knowledge, skills, and good work habits.



More Behavioral



Presents

Popeye's Lessons in Leadership

VIDEO

STYLES OF LEADERSHIP

STYLES OF LEADERSHIP CONT...

- ❖ Kurt Lewin and his associates at the University of Iowa.
- ❖ In their studies the researcher explored *three leader behaviors* or styles:
 - ❖ Autocratic,
 - ❖ Democratic and
 - ❖ Laissez faire.

THEORY “L”: LAISSEZ-FAIRE LEADER

- ❖ Uninvolved - “leave them alone”
- ❖ Sees main role as passer of information
- ❖ Lets others make decisions
- ❖ Basically abdicates responsibility for team or unit



THEORY “X”: AUTOCRATIC LEADER

- Lacks flexibility
- Controlling and demanding
- “carrot and stick” approach
- Focused solely on productivity



THEORY “Y”: BENEVOLENT LEADER

- ❖ Very people oriented;
encouraging
- ❖ Organizes around people
- ❖ Can be paternalistic
- ❖ “country club”
atmosphere: non-
competitive



THEORY "Z": TEAM LEADER

- ❖ Balances production and people issues
- ❖ Builds a working team of employees
- ❖ Team approach: *involves* subordinates
- ❖ Organization is a *vehicle* for carrying out plans

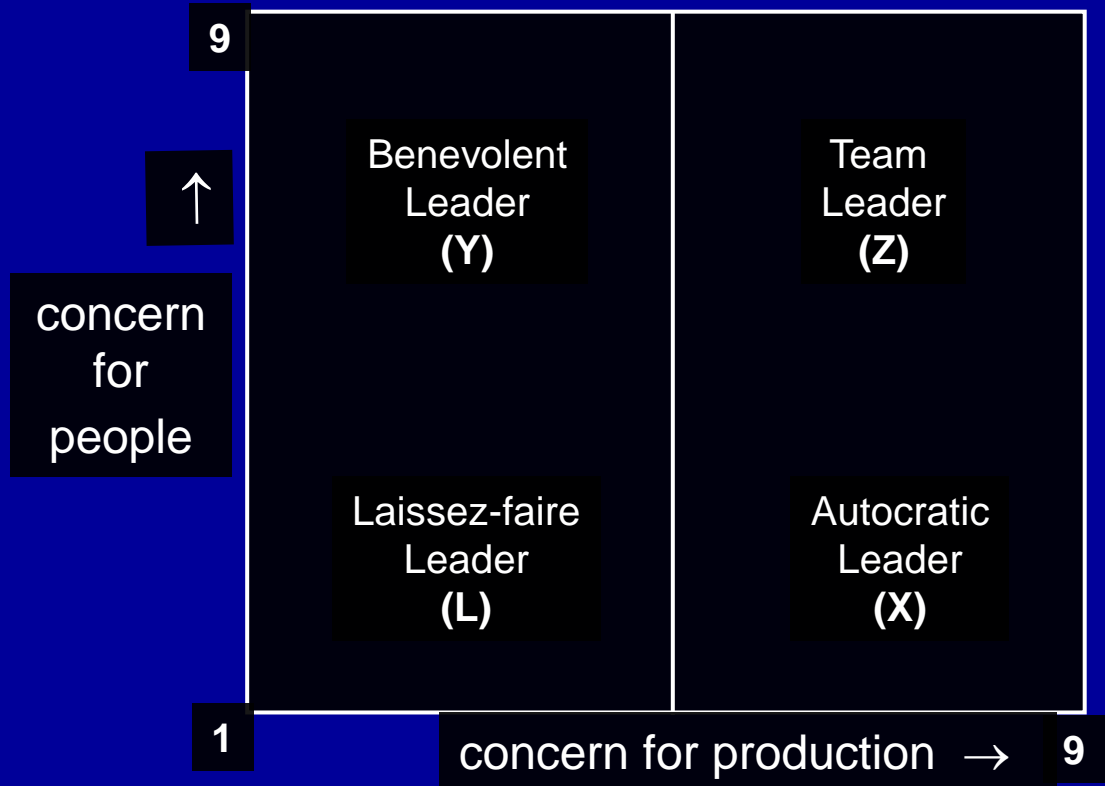


LEADERSHIP MATRIX

Based on two parameters i.e.

- ❖ concern for people and
 - ❖ concern for production
- LEADERSHIP is further divided :

- ❖ (Y) BENEVOLENT LEADER
- ❖ (Z) TEAM LEADER
- ❖ (X) AUTOCRATIC LEADER
- ❖ (L) LAISSEZ-FAIRE LEADER



Best Leadership Style

Leadership

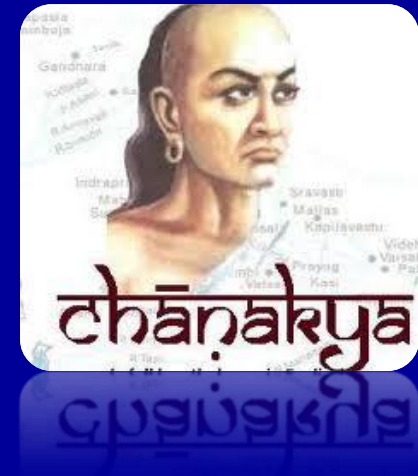
- No one leadership style is the most effective. Each is probably effective under given set of conditions. Consequently, I suggest that effective leaders are those who are capable of behaving in many different leadership styles, depending on the requirements of reality as they and others perceive it. I call this REALITY ORIENTED

Chrys Argyris



CHANAKYA'S LEADERSHIP WISDOM

- ❖ Factors lead to true power:
 - Intellectual power
 - Manpower
 - Financial Power
 - Power of enthusiasm and morale
- ❖ Art of Punishment - Appropriate
- ❖ Leaders success by controlling senses – LUST, ANGER, GREED, PRIDE, ARROGANCE, OVER EXCITEMENT
- ❖ Maintain secrets
- ❖ Three aspects of Success:
 - Success by counsel – good advisors
 - Success by might – through one's position



CHANAKYA'S LEADERSHIP WISDOM (CONTD..)

- Success by energy – willpower
- ❖ Qualities of a Leader –
 - TOTAL ALERTNESS, MULTIPLE TASKING, OPEN DOOR POLICY, ETHICS IN BUSINESS, KNOWLEDGE FOR A LEADER, GOOD DECISION MAKING, EYE FOR DETAIL, BEING ENERGETIC, SETTING AN EXAMPLE, WORK THROUGH PROBLEMS.
- ❖ Growing under a Mentor
- ❖ Motivating Employees
- ❖ Managers into Leaders
- ❖ Delegating Work
- ❖ Protecting old Employees

CASE STUDY 1:: APPLE

INNOVATIVE

FOCUS



TAKING
RESPONSIBIL
ITY

SIMPLIFY

PRODUCT
BEFORE PROFIT

STAY HUNGRY, STAY
FOOLISH

CASE STUDY 2:: TATA

INITIATOR

CREATIVE

RESPONSIVENESS TO
COMMUNITY

MOTIVATOR



VISIONARY

RISK TAKER

BUILDING
RELATIONSHI
P

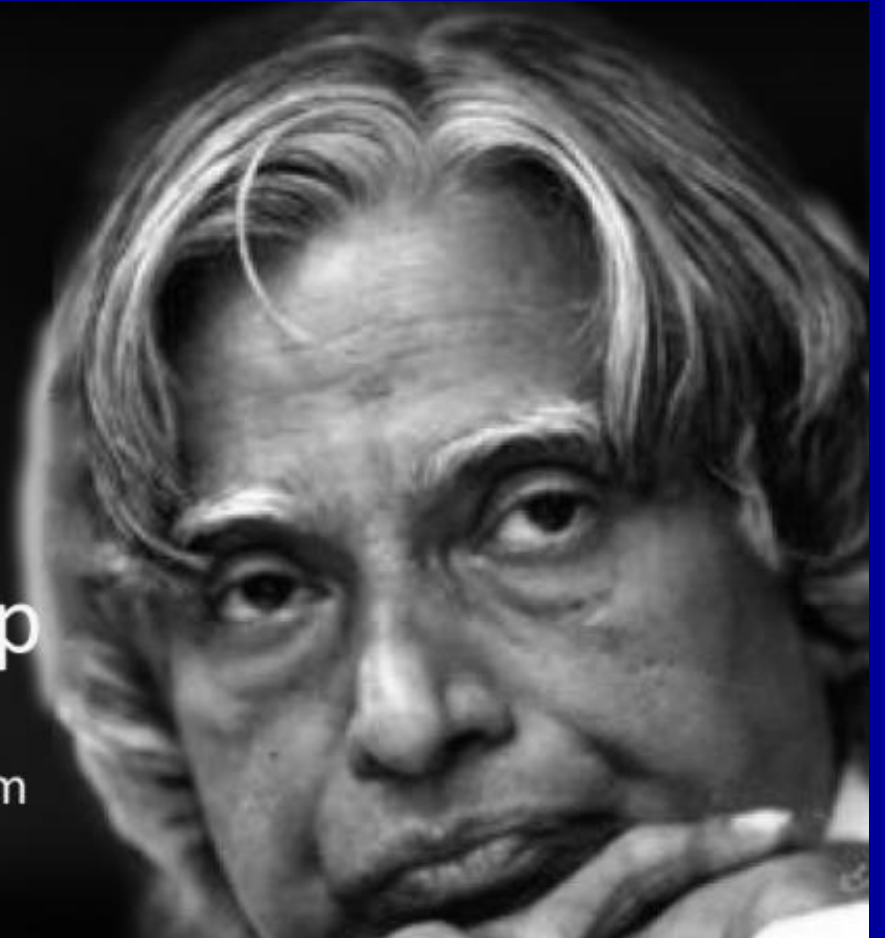
INTEGRITY

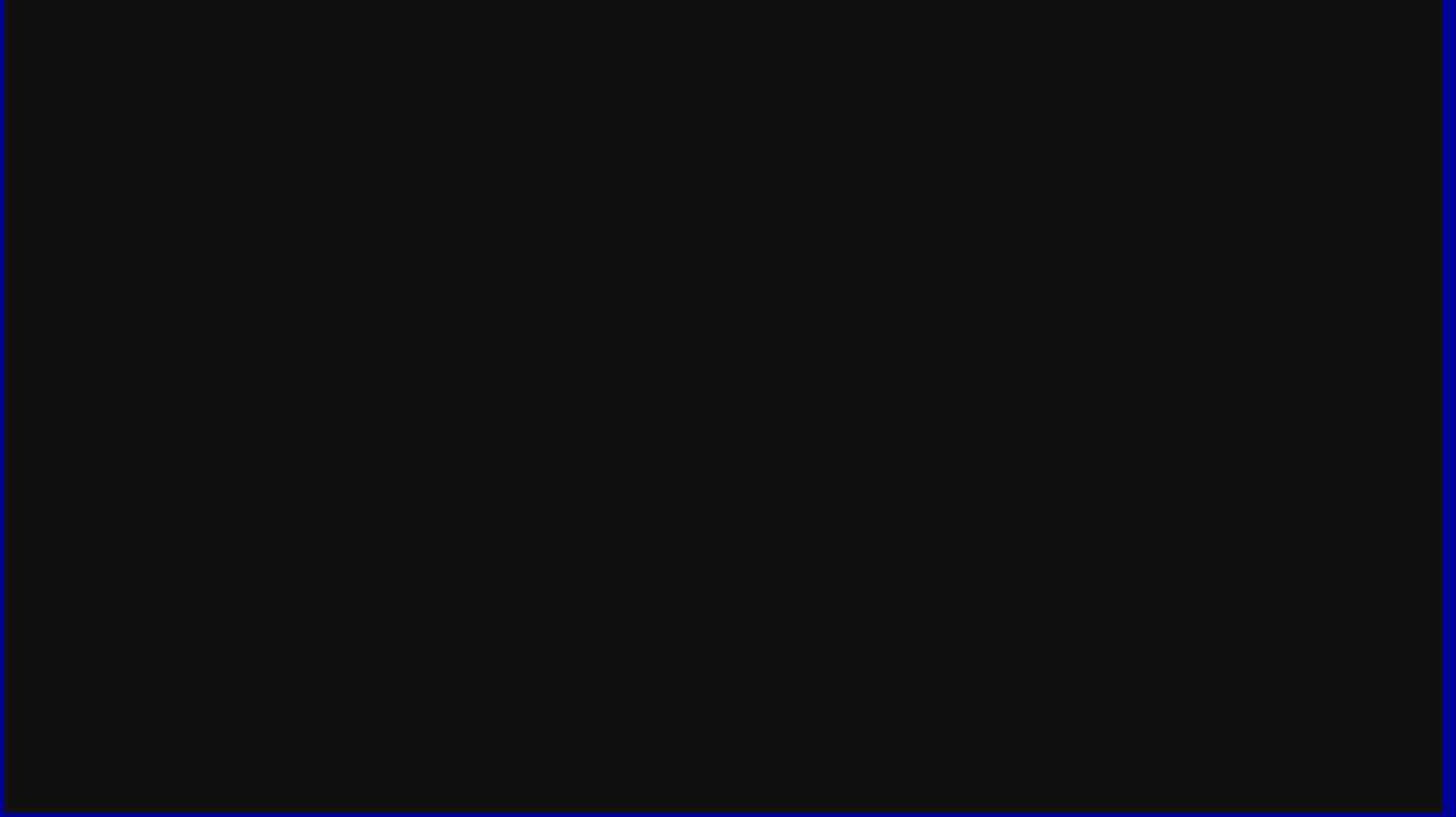
Dreams

is not what you see
in sleep

is the thing which
doesn't let you sleep

- A. P. J. Abdul Kalam







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LEADERSHIP

Knowing what to do

+

GETTING THINGS DONE



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LEADERSHIP PROCESS : THE 'MAHAVAKYA'
(THE ETERNAL TRUTH)

TO BE : TO DO : TO SEE : TO TELL



THE MAHAVAKYA

- ❖ **TO BE : AGGREGATE OF ALL THAT IS THERE IN A HUMAN BEING.**
- ❖ **TO DO : PRACTISE WHAT YOU PREACH.**
- ❖ **TO SEE : TO BE IN COMPLETE TOUCH WITH REALITY.**
- ❖ **TO TELL : KEEP CHANNELS OF COMMUNICATION OPEN.**

The Leader Must

“BE”

Values Attributes

- Loyalty
- Duty
- Respect
- Selfless
- Service
- Honor
- Integrity
- Personal
- Courage__

“KNOW”

Interpersonal
skills

Conceptual
skills

Technical
skills

Tactical
skills

“DO”

Influencing

- communication
- Decision making
- motivating

Operating

- Plan/Prep
- Executing
- Assessing
- Improving
- Developing
- Building
- Learning

AFGHANISTAN

1947-48 WAR

CHINA

SKARDU

GILGIT

PAKISTAN

JAMMU AND KASHMIR

Case Fire Line

KARGIL

BARAMULLA

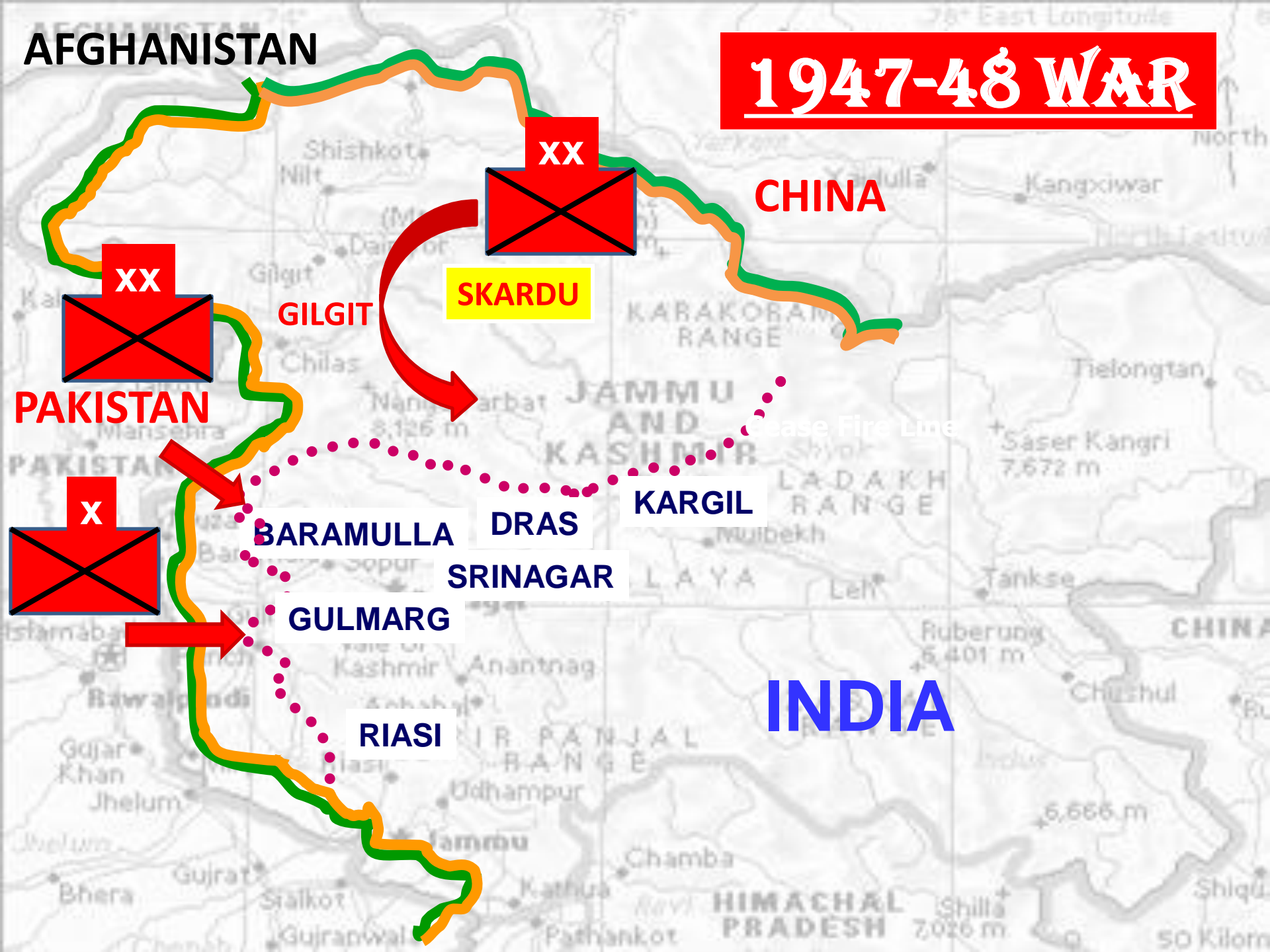
DRAS

SRINAGAR

GULMARG

RIASI

INDIA

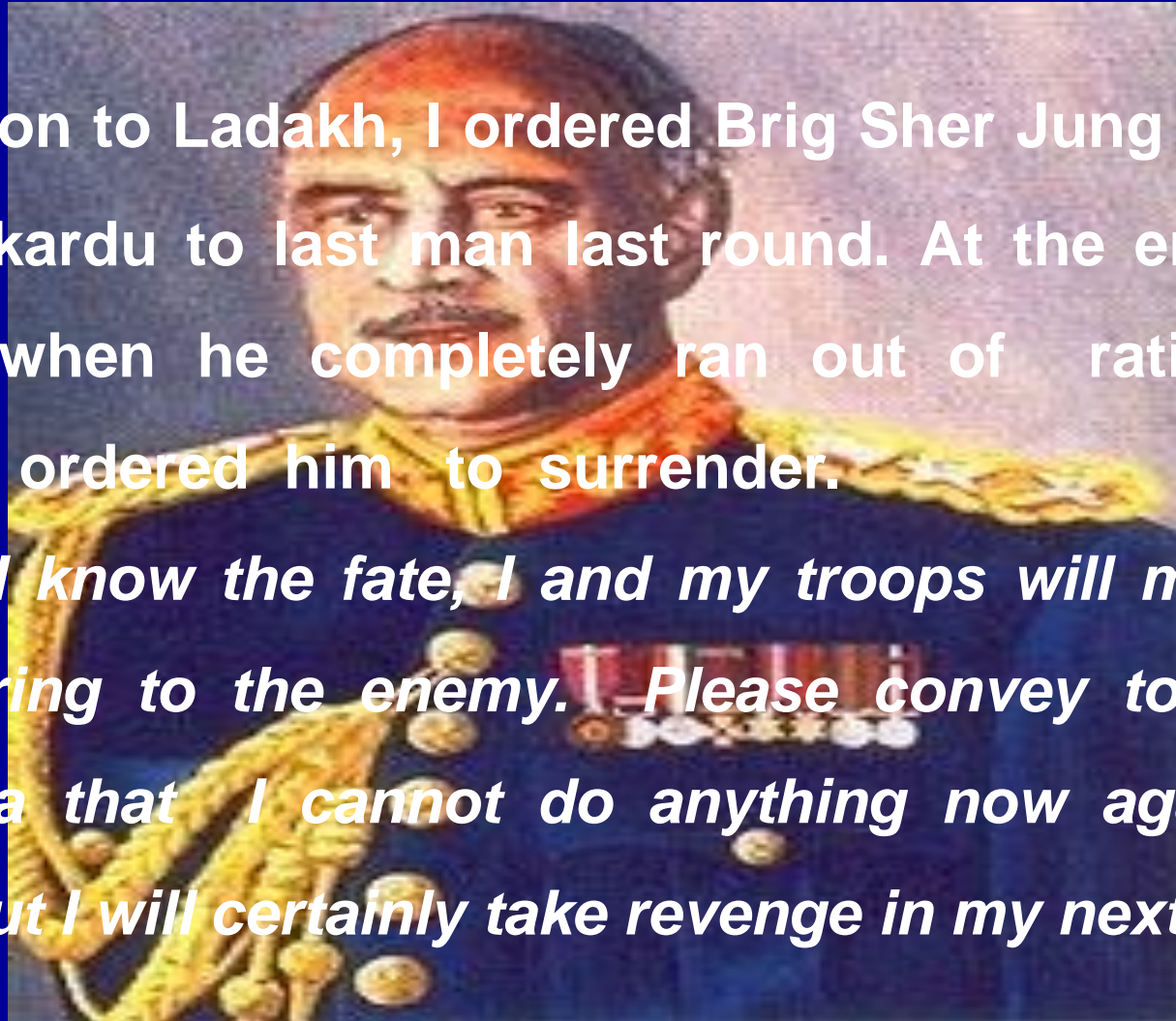




EXCERPTS FROM GEN THIMMAYA'S TALK

“To hold on to Ladakh, I ordered Brig Sher Jung Thapa to defend Skardu to last man last round. At the end of six months, when he completely ran out of rations and ammo, I ordered him to surrender.

He said ‘I know the fate, I and my troops will meet after surrendering to the enemy. Please convey to General Thimmaya that I cannot do anything now against the enemy, but I will certainly take revenge in my next life’.



AFGHANISTAN

1947-48 WAR

CHINA

POK



PAKISTAN



BARAMULLA

DRAS

KARGIL

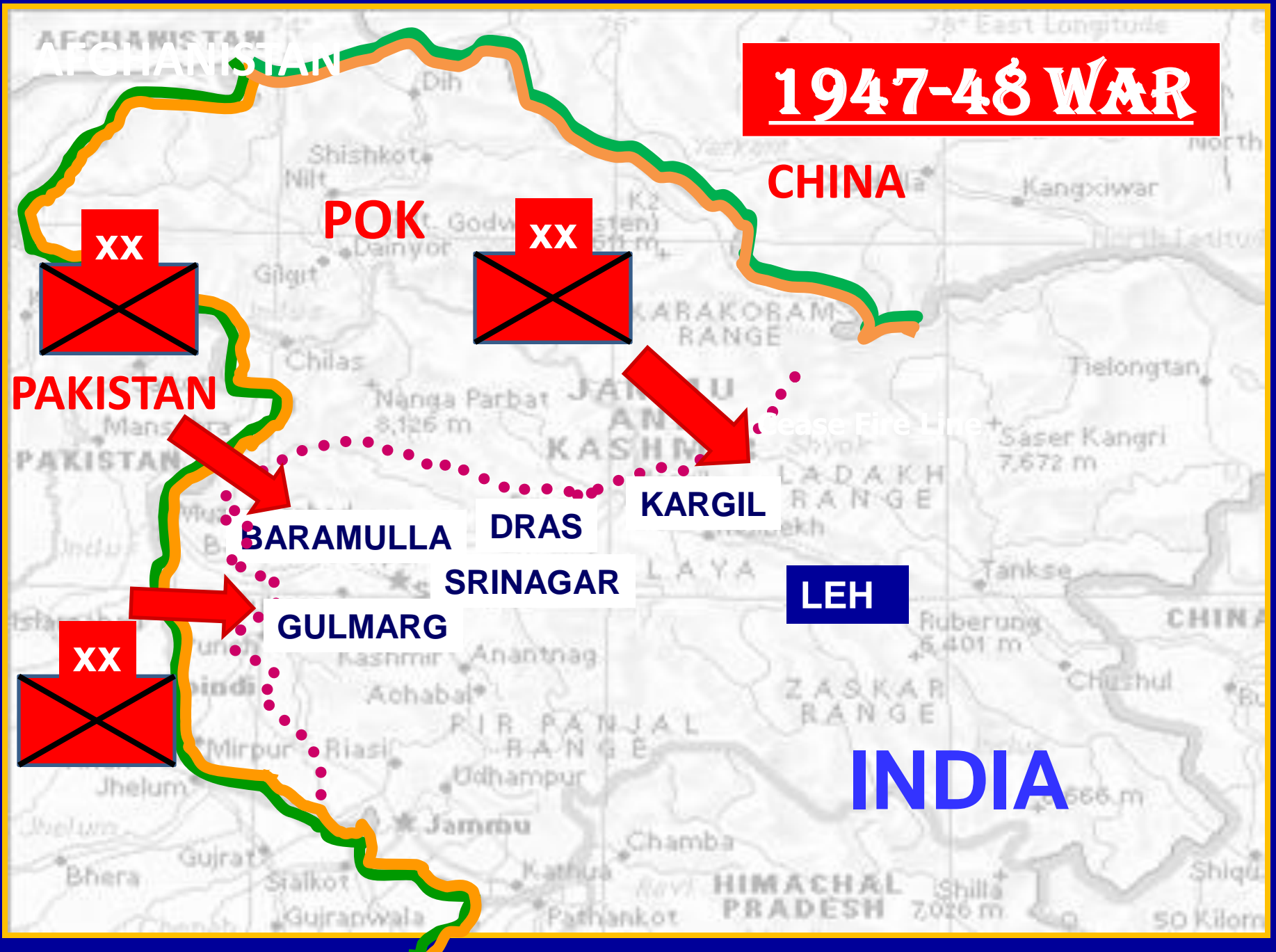
SRINAGAR

LEH

GULMARG



INDIA





EXCERPTS FROM GEN THIMMAYYA'S TALK

“The problem was that no one had flown & landed at Leh. I discussed the grave situation with Air Commodore Mehr Singh and asked him if he could fly to Leh, he agreed immediately. We landed on 24 May 1948 and gave ammo to Prithi Chand and told him to hold on till we could send reinforcements by air. On return, I wanted our people at Delhi to allocate the necessary air effort but received the stock answer ‘Dakotas cannot land at Leh’. When I told them that I had just returned after landing there, they would not believe it”.



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EXCERPTS FROM A TALK BY LT GEN SAGAT SINGH TO 18 RAJPUT

"I know you have suffered casualties. It happened. But remember, it was due to your actions. The enemy blew up the bridge, leaving behind a trail. If someone hurts me in battle, I do not want to seek revenge, rather than taking the hands. If you refrain from taking revenge, the Battalion and the future generations may include your offspring, will never carry the stigma. Now, I expect all of you to give a voice that you would go across the border to join your parent brigade".

THEY ALL SAID "YES".



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UNDERSTANDING MILITARY LEADERSHIP





MILITARY LEADERSHIP

**“A PROCESS OF INFLUENCING OTHERS
TO ACCOMPLISH THE MISSION
BY PROVIDING PURPOSE, DIRECTION
AND MOTIVATION”.**



MILITARY LEADERSHIP MODEL

“ I have followed four simple rules:

- Firstly you should be thorough in your profession;
- Secondly, you should complete the job at hand.
- Thirdly, you should have implicit faith in your subordinates and finally;
- Your effort should be honest & sincere.

If you follow these principles you can never go wrong”.

*Arjan Singh, Padma Vibhushan , DFC
Marshal Of The Air Force*



MILITARY LEADERSHIP MODEL

ATTRIBUTES

• WHAT A MILITARY LEADER IS

LEADER OF CHARACTER

- MILITARY VALUES
- EMPATHY
- WARRIOR ETHOS

LEADER WITH PRESENCE

- MILITARY BEARING
- PHYSICALLY FIT
- COMPOSED, CONFIDENT

LEADER WITH INTELLECT

- SOUND JUDGEMENT
- INTERPERSONAL TACT
- MENTAL AGILITY

CORE COMPETENCIES

• WHAT A MILITARY LEADER DOES

LEADS

- LEADS OTHERS
- EXTENDS INFLUENCE BEYOND THE CHAIN OF COMMAND
- LEADS BY EXAMPLE
- COMMUNICATES

DEVELOPS

- CREATES A POSITIVE ENVIRONMENT
- PREPARES SELF
- DEVELOPS OTHERS

ACHIEVES

- GETS RESULTS

What A Leader Must Be

-Leaders Attributes-

Mental Attributes

- -Will
- -Self Discipline
- -Initiative
- -Judgment
- -Self- Confidence
- -Intelligence
- -Cultural Awareness

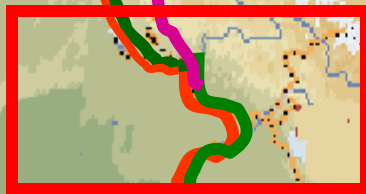
Physical Attributes

- Health Fitness
- Physical Fitness
- Military and Professional Bearing

Emotional Attributes

- Self Control
- Balance
- Stability

SHAKARGARH BULGE



Pakistan

India

BATTLE OF BASANTAR





On 16 December 1971, the Squadron Commander of the Poona Horse asked for reinforcement as the advancing Pakistani Armour was superior in strength. In this transmission, Second Lieutenant Arun Khetarpal volunteered to lead along with his troop, to assist the other

squadron. Second Lieutenant Arun Khetarpal and his troop came under heavy fire from the enemy. The young officer, started attacking by literally capturing the enemy. Soon thereafter, the enemy launched a second attack. A fierce tank fight ensued and Second Lieutenant Khetarpal was severely wounded. He was asked to abandon his tank as he realised that the enemy though badly decimated would still break through his sector of responsibility and if he abandoned his tank, the enemy would break through. At this stage his tank received a second hit which resulted in the death of this gallant officer. Second Lieutenant Arun Khetarpal is remembered for his best qualities of leadership, tenacity and the will to close in on the enemy. This was an act of courage and self-sacrifice far beyond the call of duty.

THE OFFICER WAS AWARDED 'PARAM VIR CHAKRA', POSTHUMOUSLY





INDICATORS OF GOOD LEADERSHIP



MORALE

ESPRIT DE CORPS

DISCIPLINE



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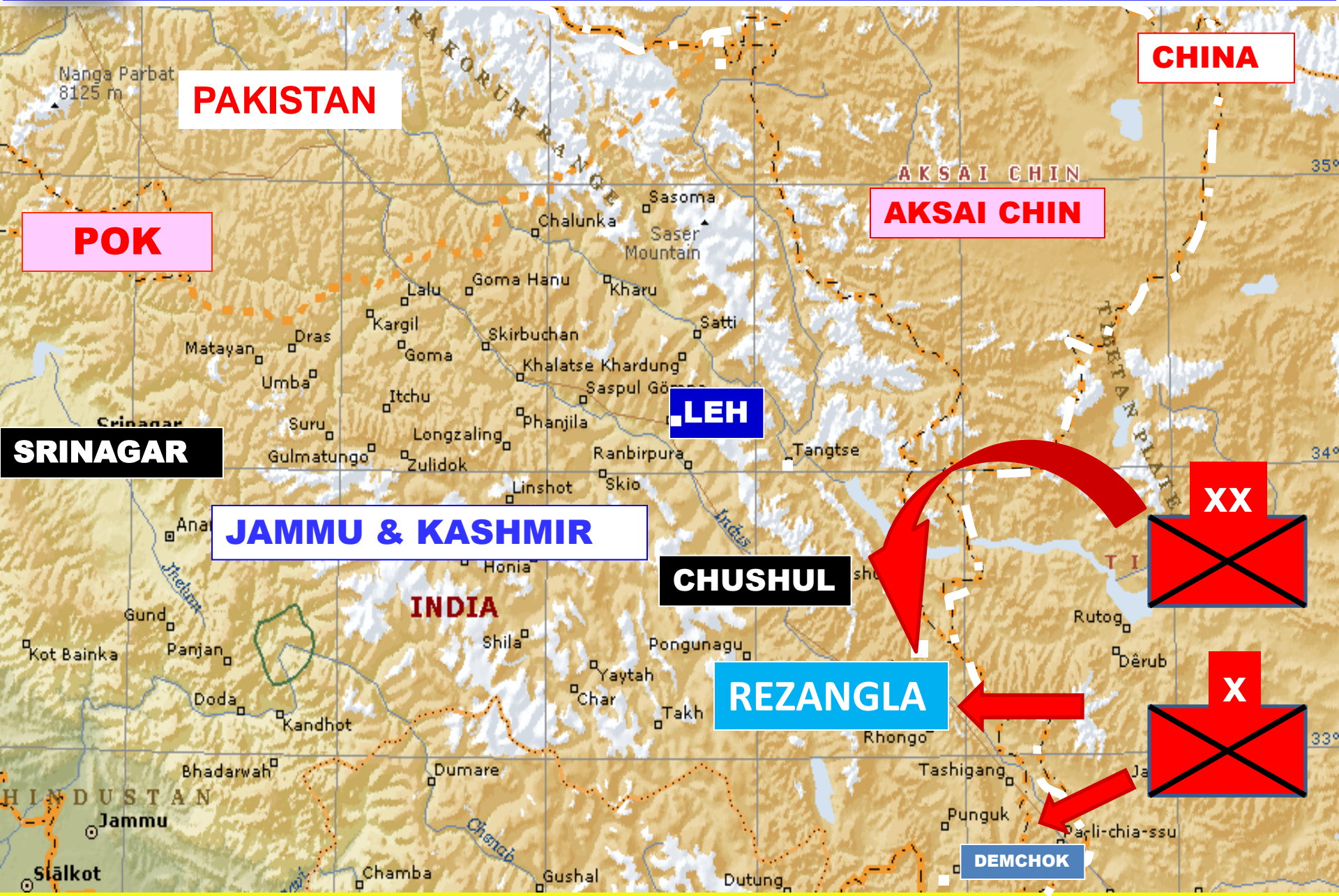
MORALE

**“OF ALL THE FORCES THAT INFLUENCE THE
BATTLE SPIRIT OF THE SOLDIER, HIS MORALE IS
THE MOST IMPORTANT.
IT IS THEREFORE THE FIRST TASK OF EVERY
COMMANDER, WHATEVER HIS GRADE, TO
ENSURE THAT MORALE OF HIS TROOPS IS HIGH ”.**

INDIAN ARMY WAR COLLEGE



BATTLE OF REZANGLA



PAKISTAN

CHINA

POK

AKSAI CHIN

SRINAGAR

LEH

JAMMU & KASHMIR

CHUSHUL

REZANGLA

XX

X

DEMCHOK

HINDUSTAN Jammu



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BATTLE OF REZANGLA



13 KUMAON



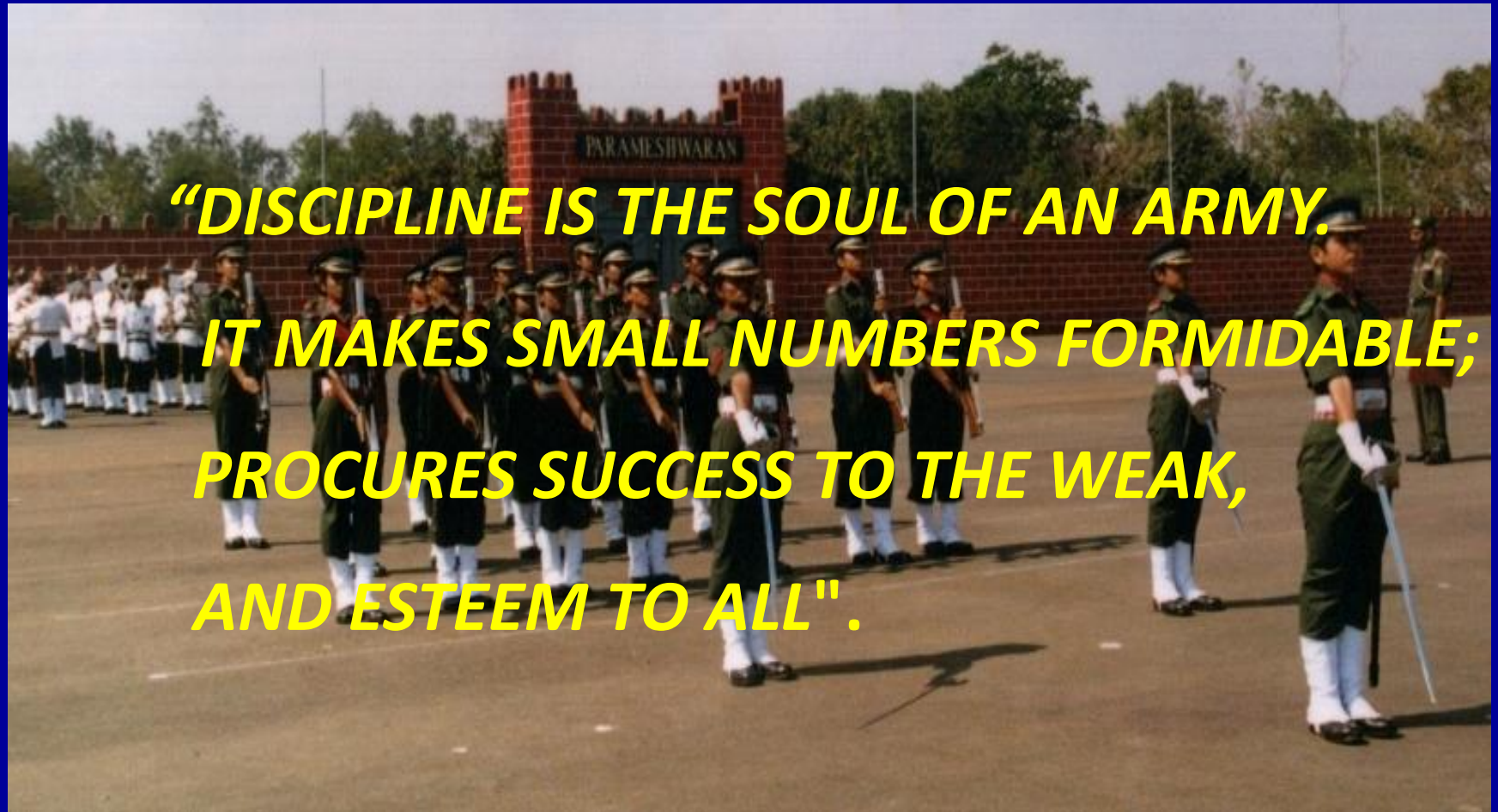
PARAM VIR CHAKRA





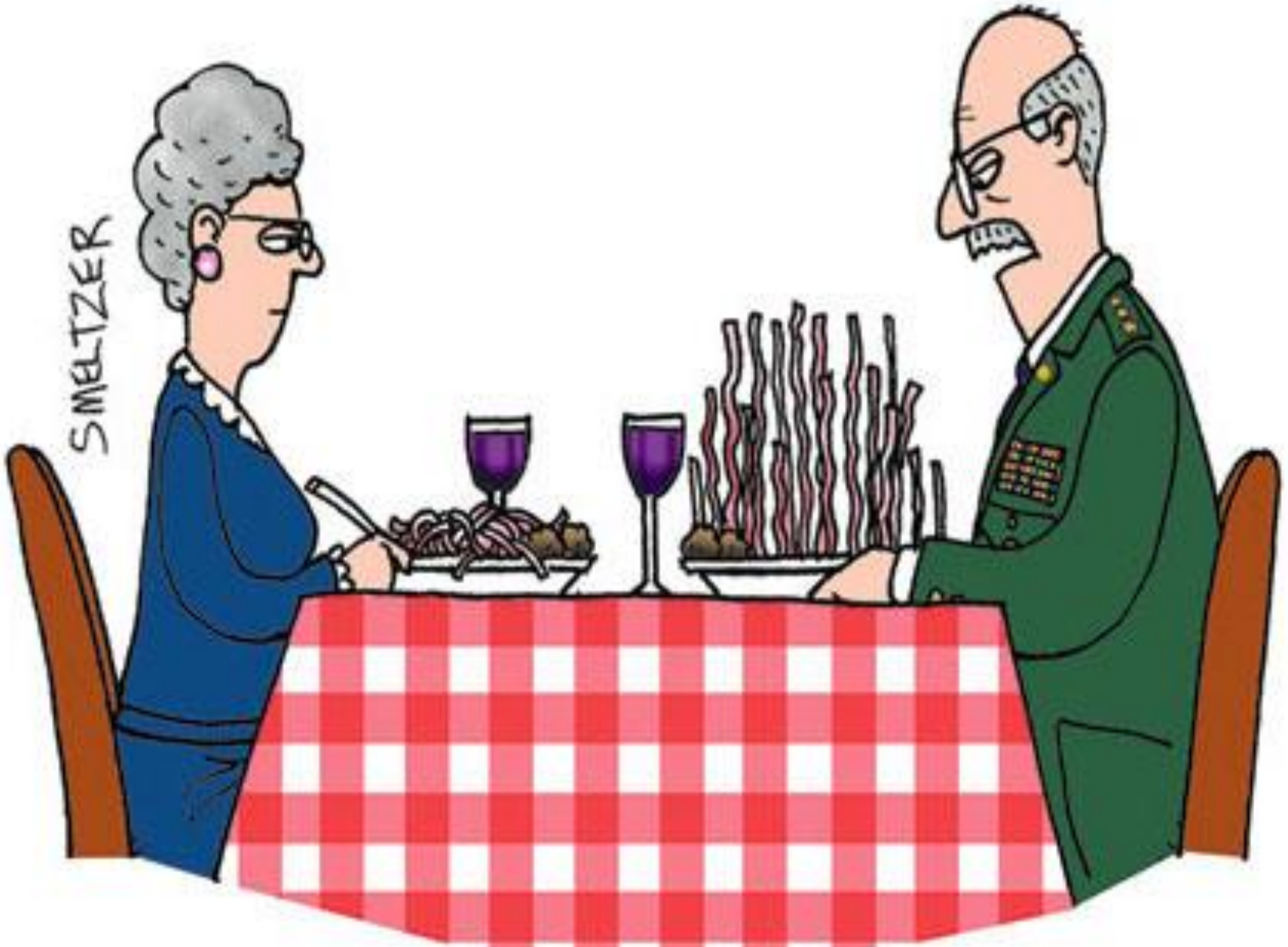
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DISCIPLINE



***“DISCIPLINE IS THE SOUL OF AN ARMY.
IT MAKES SMALL NUMBERS FORMIDABLE;
PROCURES SUCCESS TO THE WEAK,
AND ESTEEM TO ALL”.***

GEORGE WASHINGTON.



“At Ease!”

Principles of Leadership

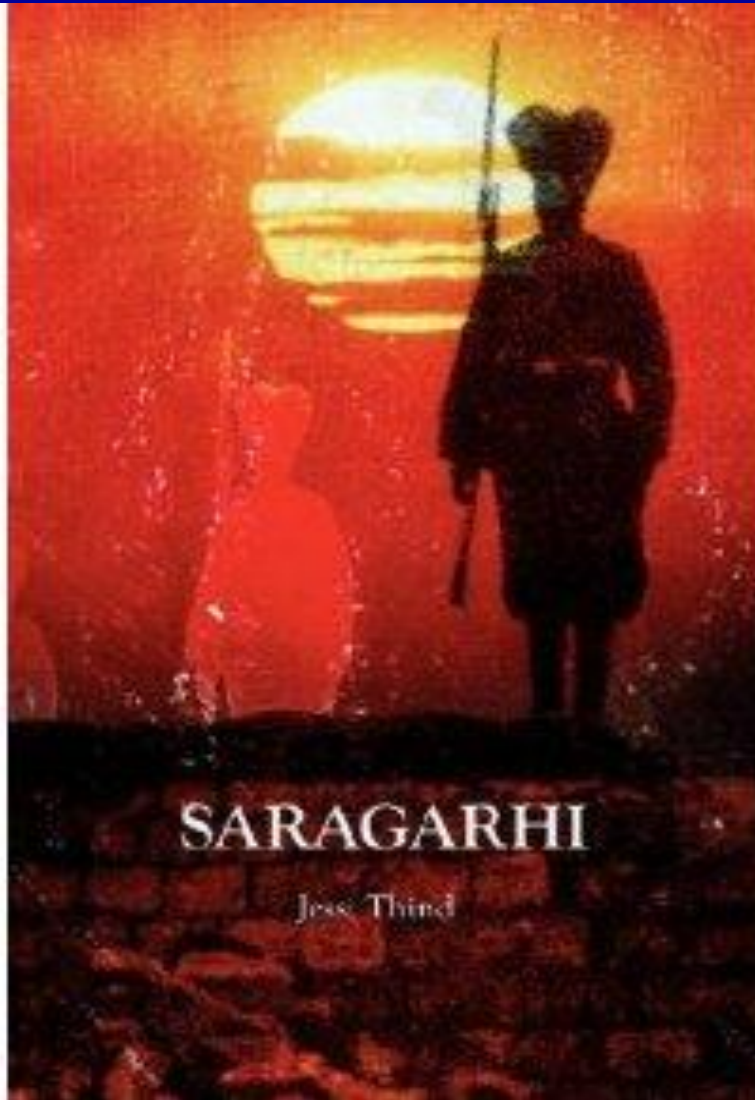
- Know yourself and seek self-improvement.
- Be technically proficient
- Seek responsibility and take responsibility for your actions
- Make sound and timely decisions
- Set the example
- Know your people and look out for their well-being

Principles of Leadership

- Keep your people informed
- Develop a sense of responsibility in your people
- Ensure that tasks are understood, supervised, and accomplished
- Train your people as a team
- Use the full capabilities of your organization



BATTLE OF SARAGARHI





The Battle of Saragarhi

- “It is no exaggeration to record that the armies which possess the valiant Sikhs cannot face defeat in war” - *Queen Victoria, British Parliament 1897*
- “21 vs 10,000. To the last man, with the last round.”





MEASURES FOR MANAGERIAL EFFECTIVENESS



“Without exception, the CEOs interviewed emphasized that the military offers an early opportunity to acquire hands-on leadership experience that cannot be found in the corporate world or at a similarly early stage in people’s careers”.

Korn/Ferry International



MILITARY ETHOS

- **LIVE & DIE FOR EACH OTHER.**
- **PRINCIPLE OF IMPARTIALITY & JUSTICE FOR EVERYONE.**
- **PRINCIPLE OF SECULARISM.**
- **INTEREST OF THE COUNTRY & SUBORDINATES COMES FIRST.**



INDIAN ARMY OFFICERS' CREDO

The Safety, Honour And Welfare Of The Country Comes First, Always And Every Time.

The Honour, Welfare And Comfort Of The Men You Command Come Next.

Your Own Ease, Comfort And Safety Come Last, Always And Every Time.

*Field Marshal Sir Philip Chetwode
at the inauguration of IMA in 1933*




LEADER IS THE MAIN ASSET

- ❖ IN COMPETITIVE ECONOMIC ENVIRONMENT PEOPLE ARE MORE IMPORTANT THAN RESOURCES.
- ❖ CORE GROUP IS THE NERVE CENTRE, RESOURCES TO BE BUILT AROUND IT, IF PEOPLE ARE LOST IT IS DIFFICULT TO MAKE A TURNAROUND.
- ❖ GOOD LEADERS WITH THEIR VISION WILL TURN GREAT STRATEGY INTO A GREAT PERFORMANCE.
- ❖ PRINCIPLE OF LEADERSHIP IS TO DEVELOP OTHERS AND THEN DEVELOP SELF.



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LEARNING HOW TO WORK AS PART OF A TEAM



**“COMING TOGETHER IS A BEGINNING;
KEEPING TOGETHER IS PROGRESS;
WORKING TOGETHER IS SUCCESS.”**

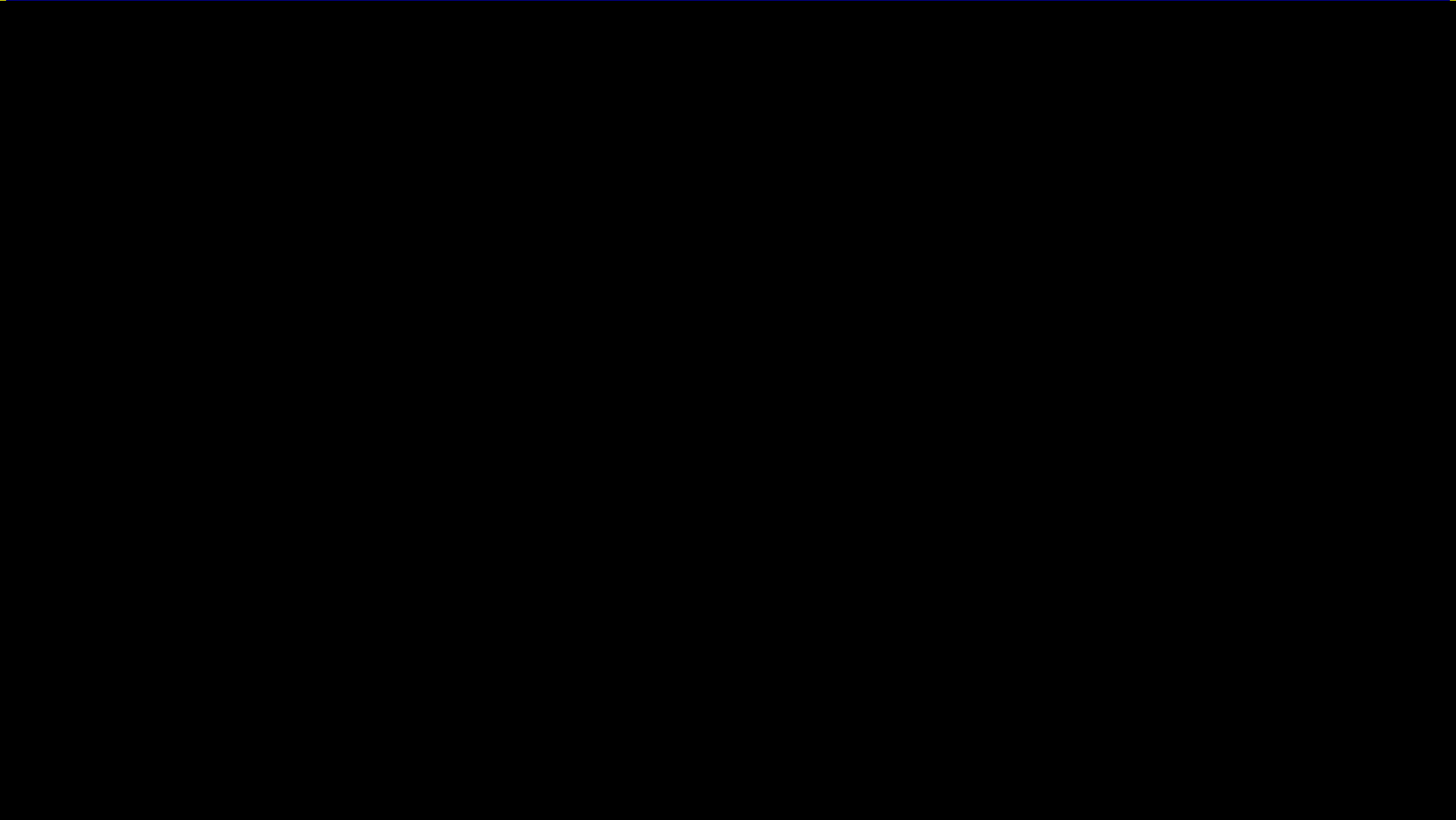
HENRY FORD





ESSENTIALS OF TEAM WORK

- ❖ **YOU DO NOT FOCUS ON FIRST PERSON TO CROSS THE LINE, YOU DO NOT FOCUS ON THE LAST PERSON- YOU FOCUS ON THAT EVERY ONE CROSSES THE LINE.**
- ❖ **TEAM WORK MEANS LEADING AS WELL AS FOLLOWING.**
- ❖ **DISAGREEMENT DURING STRATEGIC & PLANNING STAGE IS ACCEPTABLE, ARGUMENT BEYOND THAT IS UNACCEPTABLE.**
- ❖ **A POOR PLAN WELL EXECUTED WILL BEAT A GREAT PLAN EXECUTED POORLY.**





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ORGANISATIONAL SKILLS, PLANNING & EFFECTIVE USE OF RESOURCES





ORGANISATIONAL SKILLS, PLANNING & EFFECTIVE USE OF RESOURCES

- ❖ **CORPORATE LEADERS NEED TO FOLLOW EXPANSIVE SKILLS IN STRATEGIC PLANNING, WAR GAMING, COMPETITIVE INTELLIGENCE & INNOVATION IN EXECUTION.**
- ❖ **GOPINATH (DECCAN), CPK NAIR(LEELA GROUP), KEN HICKS (FOOT LOCKER), BOB Mc DONALD (P&G), JOHN MEYER (ACXIOM), DAVE GRANGE (PPD), ALL CREDIT THEIR SUCCESS TO MILITARY SKILLS.**



“ In the civil enterprises, one always gets caught in what is known as the activity trap- firefighting, crisis management and getting by. There is a need to visualize the future in terms of the evolutions taking place, and structure long term strategies of organic growth like the military.”

Dr MB Athreya



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GOOD COMMUNICATION SKILLS





COMMUNICATION SKILLS

- ❖ **EFFECTIVE LEADERS UNDERSTAND THE NATURE & POWER OF COMMUNICATION.**
- ❖ **MOST IMPORTANT LESSON IS WILLINGNESS TO LISTEN AND FORMULATE AN OPINION THAT INCORPORATES AS MANY PEOPLES IDEAS AS POSSIBLE.**
- ❖ **LEADERS GENUINELY BELIEVE IN WHAT THEY ARE DOING AND ENGAGE THOSE AROUND THEM IN THE SAME WAY.**



“LEADERS DO NOT HAVE TO BE CHARISMATIC IN THEMSELVES. INSTEAD, THEY MUST HAVE A CHARISMATIC CAUSE AND THE ABILITY TO COMMUNICATE ITS VALUE TO THEIR TEAM”.

Gen Romeo Dallaire

UN FORCE COMMANDER RWANDA



DEFINING A GOAL & MOTIVATING OTHERS TO FOLLOW IT

- ❖ **THINKING SKILLS ARE DIRECTIONAL SKILLS WHICH PROVIDE VISION, PURPOSE & GOAL DEFINITION.**
- ❖ **AS A LEADER PEOPLE SHOULD TRUST YOU AND BE SOLD ON YOUR VISION.**
- ❖ **PEOPLE UNDERESTIMATE THE IMPACT OF ARTICULATING A COMPELLING VISION AND ALIGNING PEOPLE FOCUSED AROUND THOSE PRIORITIES.**
- ❖ **MAKE JUNIOR LEADERS COMFORTABLE IN LEADING.**



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HIGHLY DEVELOPED SENSE OF MORAL & ETHICS

Morals are an
acquirement—
like music, like
a foreign
guard

“MANY DISMISS ETHICS AND PRINCIPLES AS BEING OUTDATED
AND WITHOUT UTILITY. MANY CYNIC AND HYPOCRITE WILL TRY TO
DOWNGRADE DUTY AND HONOR TO THE EXTENT OF
MOCKERY.....BUT THEY BUILD YOUR BASIC CHARACTER. THEY
MOULD YOU FOR FUTURE ROLES AS THE CUSTODIANS OF THE
COUNTRY'S DEFENCE”.

GEN MACARTHUR



What is Ethical Leadership?

Given the central role of ethics in the practice of leadership, it is remarkable that there has been little in the way of sustained and systematic treatment of the subject by scholars (Ciulla 2004: 3).

An increasingly common position in both scholarly and popular leadership literature is that *the essence of effective leadership is ethical leadership.*

The first major theorist to take this view was historian McGregor Burns.

What is Moral Leadership?

According to Aristotle excellent actions are good and noble in themselves, and not only by their outcomes; and a virtuous person has appropriate emotions along with dispositions to act the right way.

The actions and strategies of ethical and moral leadership should be good and noble in themselves, and not only in their outcomes.



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ETHICS

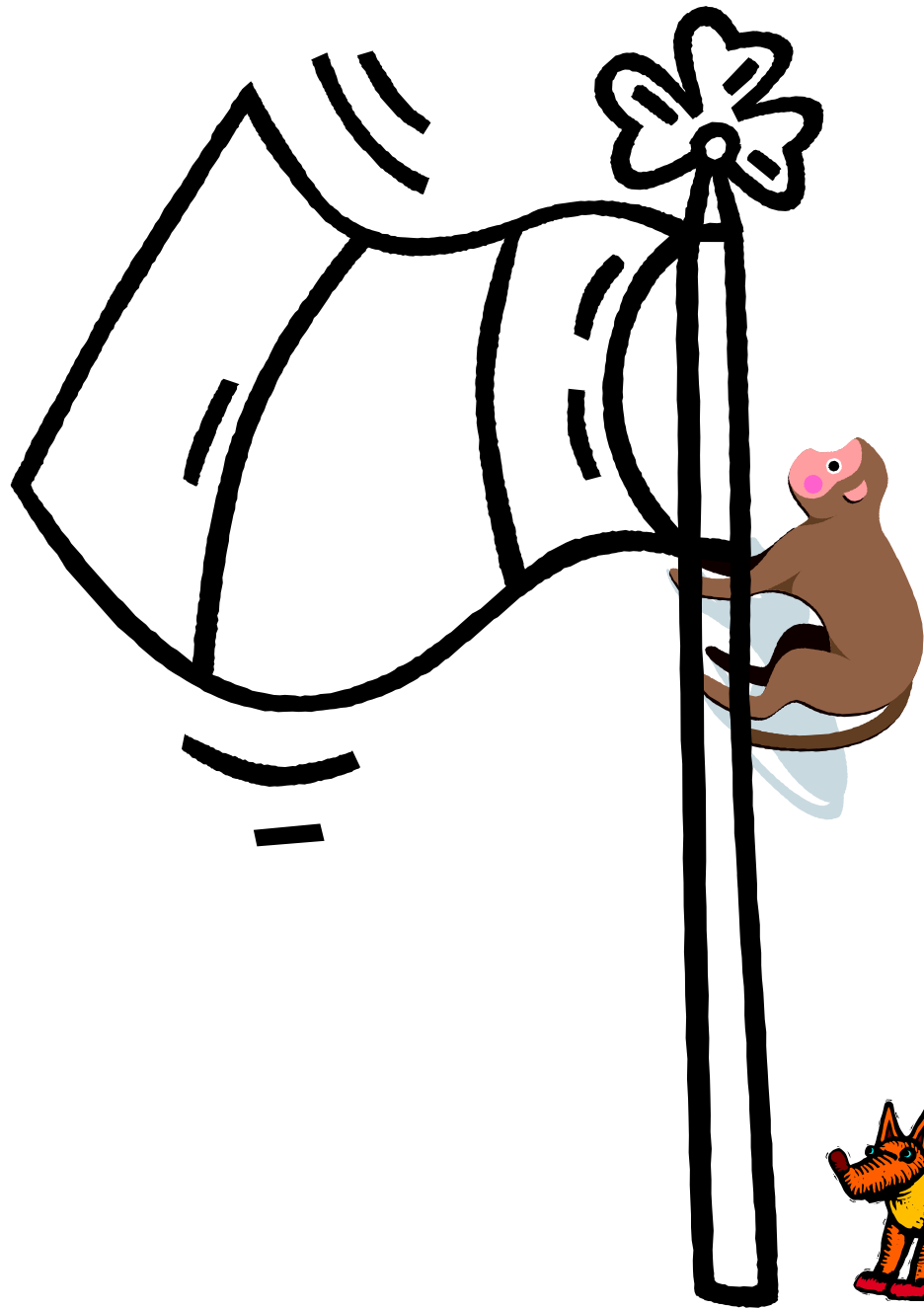
- ❖ ETHICS IS THE HEART OF MILITARY SERVICE AND CAN BE APTLY TERMED AS BACKBONE OF LEADERSHIP.
- ❖ **ETHICS DO NOT CHANGE WITH TIME.**
- ❖ PERSONAL POWER COMES FROM RIGHTEOUS CONDUCT, MORAL & ETHICAL VALUES.
- ❖ **ETHICAL CHARACTER IS A PERSONAL ATTRIBUTE THAT ENCOMPASSES ALL OF THE ADMIRABLE QUALITIES OF HUMAN NATURE.**
- ❖ SENIOR LEADERS NEED TO BE MORALLY UPRIGHT AND MEN OF CHARACTER .

General George Smith Patton

General George Smith Patton Jr. (November 11, 1885 – December 21, 1945) was a senior officer of the United States Army who commanded the US 7th Army the Mediterranean and European theaters of World War II, but is best known for his leadership of the U.S. Third Army in France and Germany following the Allied invasion of Normandy in June 1944.







The higher
you are on the
flagpost, the
more your
backside is
exposed





“ONE OF THE THINGS I APPRECIATE ABOUT THE MILITARY IS THAT THESE VALUE SYSTEMS DO GUIDE YOUR DAILY ACTIONS AND DECISIONS. IT’S NOT JUST WINNING THAT MATTERS IN THE BUSINESS WORLD; IT IS HOW YOU WIN”

STEVE LORANGER , ITT Inc



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QUOTABLE QUOTES

“ONE OF THE ESSENCES OF A BEING A CEO IS RISK MANAGEMENT. HARDLY ANYTHING YOU DO IS WITHOUT RISK, AND THE MILITARY MAKES YOU MORE COMFORTABLE IN TAKING RISK”

CLAYTON JONES

“SOME PEOPLE WANT TO KNOW MORE AND MORE INFORMATION BEFORE MAKING A DECISION. IN THE MILITARY YOU DON'T HAVE THAT LUXURY. I HAVE FOUND THAT IN BUSINESS IT IS INCREDIBLY IMPORTANT TO BE QUICK TO MARKET, OR TO DEAL WITH A CRISIS”.

CLAYTON JONES

The Process of Great Leadership

- Challenge the process
- Inspire a shared vision
- Enable others to act
- Model the way
- Encourage the heart



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SOME PRACTICAL TIPS ON LEADERSHIP

- **GOOD LEADERSHIP INVOLVES RESPONSIBILITY FOR WELFARE OF THE GROUP.**
- **SMALL COMPANIES AND START-UPS DON'T HAVE THE TIME FOR ANALYTICALLY DETACHED EXPERTS.**
- **LEARN FROM THE PROS, OBSERVE THEM, SEEK THEM OUT AS MENTORS AND PARTNERS.**
- **STRATEGY EQUALS EXECUTION.**
- **GOOD LEADERS DON'T WAIT FOR OFFICIAL BLESSING TO TRY THINGS OUT.**



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SOME PRACTICAL TIPS ON LEADERSHIP

- **“ IF IT AIN'T BROKE, DON'T FIX IT” IS THE SLOGAN OF THE COMPLACENT, THE ARROGANT OR THE SCARED. IT'S AN EXCUSE FOR INACTION.**
- ORGANIZATION CHARTS ARE FROZEN, ANACHRONISTIC PHOTOS IN A WORK PLACE THAT OUGHT TO BE AS DYNAMIC AS THE EXTERNAL ENVIRONMENT AROUND YOU.
- **CHANGE IS STIFLED BY PEOPLE WHO CLING TO FAMILIAR TURFS AND JOB DESCRIPTION.**
- **FLITTING FROM FAD TO FAD CREATES TEAM CONFUSION, REDUCES THE LEADER'S CREDIBILITY, AND DRAINS ORGANIZATIONAL COFFERS.**
- EFFECTIVE LEADERS UNDERSTAND THE KISS PRINCIPLE, **“KEEP IT SIMPLE, STUPID”**.



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CONCLUSION

**IF ALL ELSE FAILS
IF NONE SUPPORT YOUR STANCE
ONE MUST WALK ALONE
TAKE THE PATH LESS TRAVELLED BY
AND
*THAT WILL MAKE ALL THE
DIFFERENCE !!***



VIDEO



ARMY DAY 2019

INDIAN ARMY – NATION FIRST



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THANK YOU

A formation of military helicopters is shown in flight against a dramatic sunset sky. The helicopters are silhouetted against the bright, orange and yellow light of the setting sun. The formation consists of several helicopters, with one larger one in the foreground and several smaller ones following behind it. The background shows a hazy, orange-tinted landscape, possibly a field or a plain, under the low sun.

ANY QUESTIONS?