

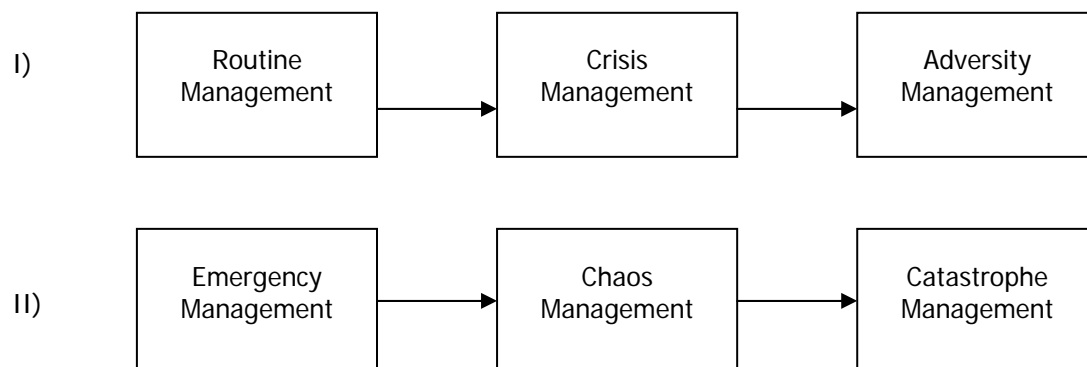
## **TOWARDS ENLIGHTENED LEADERSHIP: A FRAMEWORK OF LEADERSHIP AND MANAGEMENT**

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For improvement of competitive edge in a liberalized and globalized economy, it is important to sharpen the strategic tip of business. Tip refers to three components viz., technology, information and people. Strategic tip can be sharpened like a diamond tip, through harmonization of above three components. In this concept of strategic tip, people dimension gets its rightful place. This concept indicates that only through people, better performing organization can be evolved.

For performing organizations, positive energies of people should be channelized in a creative manner. Hence, there is a need for enlightened leadership. An enlightened leader harmonizes vision, mission and action through positive management and proactive actions and thereby provides leadership in sharpening the strategic tip of the business.

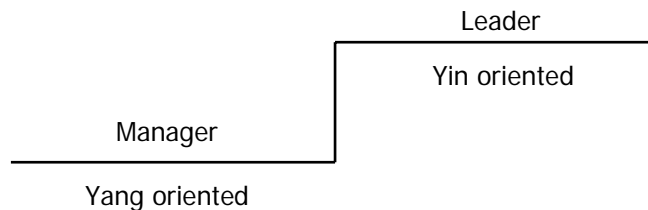
In order to harmonize vision, mission and action, it is important to get a view of the portfolio of situations that modern day leaders and managers face. Such a portfolio is characterized by three types of situations; 1) routine and emergency; 2) Crisis and chaos, and 3) Adversity and catastrophe. Thus, the portfolio of situations that modern day managers face are as follows:



A distinctive shift has been taking place from routine management to crisis management and from crisis management to adversity management. Similarly, a shift can be observed from emergency management to chaos management in which there is a continuing emergency, and from chaos management to catastrophe management. Situations of adversity and catastrophe management call for greater involvement of people.

Given the need for harmonizing the vision, mission and action, and sharpening the strategic tip, under situations characterized by a portfolio mix of catastrophe situations, the task of building performing organizations presents a challenge for the new generation of managers. Hence, there is a greater need for enlightened leadership for organizations that can enthuse and involve people through HOPE (Higher Order Purpose for Existence) values.

In order to develop a framework of enlightened leadership, we would first consider the difference between a manager and a leader as highlighted in the academic writings. Kotter (1990) provides this distinction by highlighting the manager - leader traits. In this distinction, manager is more rational - analytic while leader is more intuitive - holistic. An analysis of these traits indicates that managers are more yang / left brain oriented while leaders are more yin / right brain oriented. Figure 1 presents the manager-leader distinction in a step form.

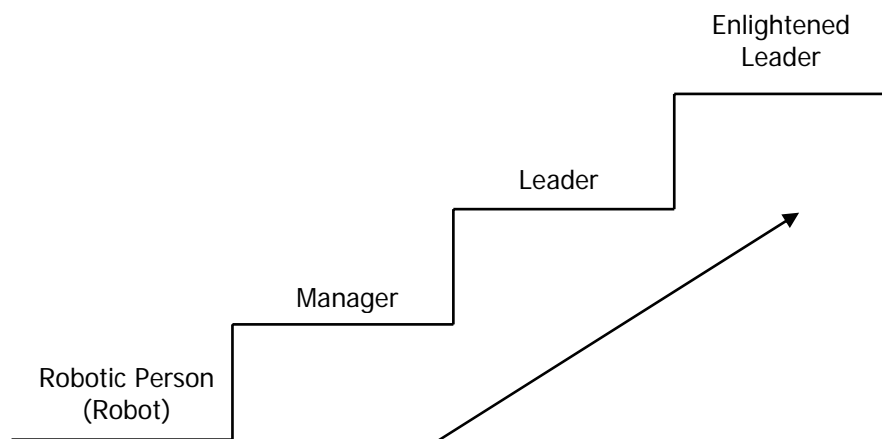


**Fig.1: Manager-Leader Step**

We can also differentiate between a 'robot' and manager. While manager makes decisions, a robotic person doesn't take decisions. Such a person merely follows the instructions and procedures as per the programming and doesn't retort back. In robotic style of management, there is no scope for discussion. Manager is not a robot, as he / she is expected to make decisions that a robot cannot make.

Like there is a distinction between a robotic person and manager, there is also a difference between a leader and an enlightened leader. An enlightened leader harmonizes vision, mission and action in the context of changing scenarios. Such a person represents a combination of both the yin and the yang qualities, i.e., a combination of both the left brain and right brain qualities.

Figure 2 summarizes the above discussion as a step model of enlightened leadership.



**Fig.2: A Four Steps Model for Enlightened Leadership**

The key metaphors differentiating the robotic person, manager, leader and enlightened leader are summarized in Table 1.

**Table 1: Typology of Persons and Corresponding Metaphors**

<b>Typology</b>	<b>Metaphor</b>
Robotic person	Robot / No use of brain
Manager	Yang / Greater use of left brain
Leader	Yin / Greater use of right brain
Enlightened Leader	Use of both sides of brain

When management scenarios discussed earlier are viewed in terms of this framework, we observe that a robotic person is suited to routine management. A manager can effectively handle both the routine as well as the emergency situations. A leader is the one who deals effectively with situations of crisis and chaos. An enlightened leader is the one who can deal with situations characterized by adversity and catastrophe as well as the situations characterized by crisis and chaos management. It was earlier indicated that a modern manager faces a portfolio mix of situations that include routine management, crisis management as well as adversity management. Hence, the need for enlightened leadership for creating performing organizations is more urgent in today's context.

We can also view our framework of enlightened leadership from the viewpoint of nature of change process. Buddha was perhaps the first person to formulate a 'theory' of change, when he declared that everything in this world is changing. However, nature of change could be of following types.

1. Incremental change (shaney-shaney)
2. Radical change
3. Sea change

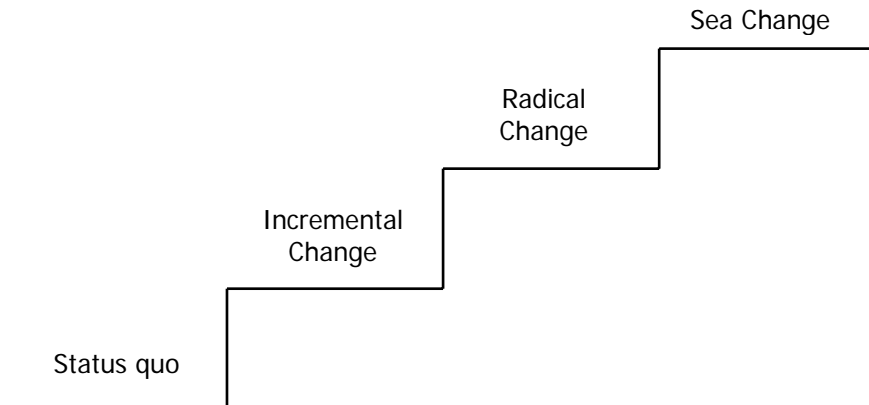
**Incremental change** or shaney - shaney is indicative of the small changes. Usually such changes are incorporated in a step by step manner in one's working environment. As a result, impact of such changes may not even be visible because individuals and organizations on an incremental basis assimilate such changes in their consciousness.

**A radical change** may bring a total change in the way individuals and organizations function. For example, militancy in North East has brought in a radical change in the life-style of plantation managers. Their houses are now grilled and the open spaces around their bungalows are no more available to them. Radical changes may be cataclysmic in nature and may occur due to shocks and stirs to which individuals or organizations may be subjected to. History presents several examples of radical changes brought in through revolutions and rebellions as well as revelations.

**A sea change** implies a major change e.g. a beach on the sea shore undergoing a change because of repeated waves hitting the shore. Socio-economic changes due to emergence of markets as a major force are illustrative of sea changes.

In addition to above, we also observe the phenomenon of cosmic change. It implies changes of great magnitude and great importance such as the changes occurring at the galaxy levels. Disappearance of civilization, nations and ideologies from the scenes of history are closer to the concept of cosmic change.

The above discussed typology of change is presented in Figure 3.



**Fig.3: A Typology of Change**

The typology of change presented here can be related to the framework of enlightened leadership discussed earlier. A robotic person works best in the no change or status quo situation. A manager with his rational-analytic mind set is well suited to incremental change situations. A leader with intuitive - holistic mind set performs well in the radical change situations. An enlightened leader as a harmonizer of vision, mission and actions is able to foresee the sea changes and is able to respond to such changes effectively. A super-enlightened leader or the avatara can manage even the cosmic changes with ease.

When viewed in terms of Rowe's *decision making styles* (Rowe, 1987), a robotic person operates best under the directive or the *adesh* style. A manager tends to use analytical or the *vishleshan* style indicating scientific - analytic orientation. Leader makes a greater use of behavioural or the *vyavhar* style and enlightened leader uses the conceptual or the intuitive-holistic style characterized by the metaphor of *drishta*.

A diagrammatic summary of the above discussion is presented in Exhibit-I which provides an integrated framework for enlightened leadership. The following represent the highlights of this framework:

1. An enlightened leader harmonizes vision, mission and action through HOPE values and positive management approach.
2. An enlightened leader combines both the yang and yin qualities and thereby creates movements and performing organizations through people.
3. An enlightened leader performs effectively in situations characterized by adversity and catastrophe.
4. An enlightened leader responds effectively to radical and sea change situations.
5. An enlightened leader is a *drishta*.
6. An enlightened leader combines both leadership and management metaphorically represented by the concluding verse of Gita, which in view of this author provides a most lucid definition of enlightened leader.

To conclude, an enlightened leader is visualized as a person who combines the four elements of VEDA (Vision, Enlightenment, Devotion and Action). Through vision and enlightenment, such a person is able to foresee the radical and sea changes and through devotion and action the person is able to effectively deal with the portfolio of changing situations represented by crisis and adversity. By combining the four elements, an enlightened business leader sharpens the strategic tip of his organization and thus improves its competitive edge. In essence, an enlightened leader is guided by a positive management approach in his/her proactive actions. Hence, for evolving performing organizations through people, enlightened leadership is the requirement of the day.

#### Key words

Strategic Tip	:	Technology, Information, People
HOPE	:	Higher Order Purpose of Existence
VEDA	:	Vision, Enlightenment, Devotion, Action
Shaney-shaney	:	In incremental fashion
Adesh	:	Order or Directive
Vishleshan	:	Scientific-analytic
Vyahvar	:	Behavioural
Drishta	:	Visionary
Positive Management	:	A management approach based on positive means and positive use of power

#### References

- 1) Kotter John P, *A Force for Change: How Leadership Differs from Management*, Free Press, 1990.
- 2) Rowe A J & Richard Mason, *Managing with Style: A Guide to Understanding Decision Making*, Jossey-Bass, 1987.

**Exhibit-I: An Integrated Framework for Enlightened Leadership**

