

Leadership

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Note: All Views Expressed are Personal

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Abstract — *"Leadership is the process of influencing an organized group toward accomplishing its goals" - Roach & Behling, 1984.*

While a lot has been said and written about this evergreen theme, my attempt is to give it a contemporaneous dimension, given the digital age we live in today. A defining theme of this era is that leaders, while continuing to lead from the centre, will lead those AROUND them, not just those below them.

The key ingredient for success in such a context is influence, not authority. Influence stems from credibility. The holistic value of credibility itself is derived from four levers - honesty, competency, vision, inspiration. More importantly, credibility in this context is earned, not conferred. I recall here Mary Parker Follett's timeless view of participatory management (as far back as in 1926) that as "power with" as opposed to "power over"!

The path to earning credibility takes one through multiple landscapes, such as legitimacy (the starting point which comes with the position), reward (based on recognition of others) and expertise (superior knowledge).

As one undertakes this journey, it is appropriate to say that leadership itself, in terms of outlook, can be redefined as e-leadership in the digital era. The transformation of leadership to e-leadership is determined by ramp-up of one's digital quotient and reverse mentoring with the millennials. Leaders ride the crest of the wave, no matter what era they find themselves in.