

Management by Gratitude

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1 Introduction

Gratitude is acknowledgment with humility. It is acceptance with purity and benevolence of everything which has been given to you. It may be in the form of a human body, mind and soul, family, siblings, progeny, job, working environment and complete life management. It is an era to think with humility, not arrogance; with detachment not attachment. It is the time to practice everything small and accomplish big things. It is the time to think in harmony with nature, rather than with self and ego. It is the time to prefer peaceful solutions over the number of findings to solve the disputes. It is an apt opportunity for opting for contentment rather than ambition; arriving, not striving. It is also time to choose thoughts that are congruous with the "GREAT GOD", rather than illusions of self-importance based on ego and I. It is a phase of team work for dividing the task and doubling the success. It is also the time to put you into realization to change long established habits and contemplate different management preaching. It is also the time to shift the paradigm of management of credit seeking to credit giving and not to live in hangovers but to work on the philosophy of management by gratitude, management of thanks and management of team ship.

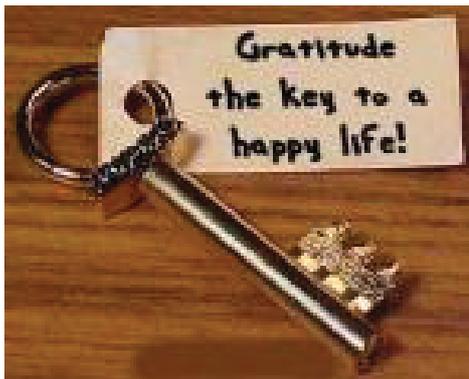


Figure 1: Gratitude is a key to Happy Life

Managers are entrepreneurs who believe in management by gratitude have different leadership style. One, they are the leaders from the front without credit seeking attitude having human qualities. It is a story of motivating the whole team and to play

naturally the game of management. It is to keep the morals of their employees high not just during the crisis situation, but in their day-to-day activities.

On seeing what others miss and taking rest is the way of situation on real time basis. It is to read between lines and see what other may have missed. Managers/entrepreneurs cannot afford to be not daring.

One should be graceful enough to accept his follies and not to pass the buck to other teammates. This helps to help the required trust within the team. Mutual trusts betters the performance. Mutual trust between team members is of paramount importance and it is the leaders responsibility to build that. Management by gratitude followers will have fair share of criticism. Entrepreneurs and managers are bound to attract criticism throughout their endeavours. Criticisms are not detour unnecessarily and make the leader go off the track. Criticism, in fact, can be healthy, if taken in the right way and right spirit. Such type of management needs We dont rely on one specific individual, we expect everybody to contribute.

2 Key Ingredients

Leadership given by management followers of gratitude have following key ingredients:

1. **Uninhibited Style** Irrespective of the background, one should not hamper style or behavior. In fact, the raw energy should be given an expression. One should not be shy of expressing himself in any giving situation. In a competitive corporate world, you are often judged by your past or stereotyped and it is important to maintain a positive ego at all times.
2. **Managing Egos** In a hierarchic environment, leaders go ahead of several established players in a team laden with stars and former captains. One should take time and should not interfere in proven methods to manage to extract the best out of these stars at most times without ruffling feathers. Many young managers who inherit legacy organizations face this challenge at the workplace.

3. **Change Management** It is first to establish ones credibility and over time dealt with these issues and manage the transition through the process of natural attrition and performance management. Most CEOs confronted with change management issues at the workplace will do well to take a leaf out of MSDs book and not take the bull in a china shop approach while dealing with change.
4. **Managing success** Early success is to be dealt with a lot of maturity with ones feet firmly on the ground, which eventually led to his elevation. It requires a great degree of level-headedness and humility to handle fame and money at an early age. In a corporate context, early success need not lead to brash behaviour towards colleagues and customers. We have seen that at times, young managers who see success early lose their balance and face early career burnouts.
5. **Versatile** One should be versatile and can adapt to any situation. Dhoni plays all the three formats of the game, can bat in any position, keep wickets and can roll his arm over if required. Versatility and adaptability is the key for long-term success for executives.



Figure 2: Success Cycle

6. **Managing Pressure** Ability to stay calm and keep ones cool with a seemingly uncluttered mind is the greatest gift as a leader. This soothes the nerves of the rest of the team and ensures that they stay focused and continue to believe in themselves. Dhoni is a lesson for all leaders in terms of their ability to manage extremely stressful work environments. Managing periods of high stress without losing your composure is the key to long-term success and good health.
7. **Focus** One should have immense ability to insulate himself from the surrounding environment and continue to focus on the job. In a corporate context, it is vital for managers to stay positive and focus on the task at hand and avoid

distraction and negative energies in play at the workplace.

8. **Backs his People** One places immense trust on his people and backs them to deliver. This allows them to express themselves freely without any fear of failure. At the workplace, team members reciprocate and feel a sense of responsibility based on the trust shown by their leaders on them.
9. **Instinct** There are occasions when managers forget the “gut factor” in decision making when confronted with data. Dhoni has often followed his instinct and on most occasions has been proved right. At the recently concluded Champions Trophy final against England, while data would have dictated that he choose Umesh Yadav to bowl one more over, he chose Ishant Sharma for the crucial over which turned the match for India.
10. **Managing Failure** At the workplace, failure has to be dealt with the same fashion as success and one has to continue to be focused on the job at hand.
11. **Invokes Respect in Rivals** Ones mere presence, calmness and body language should invoke great respect and fear in the opposition camp. In a work environment, it takes a great deal to be respected by competition who would be itching to have you on the other side of the fence. This comes through sheer performance and acknowledgment from your internal and external stakeholders.

3 Characteristics

Primarily, in sum and substance, the leaders with attitude of gratitude have following:

- Leading by being a part of team
- Building the team and acceptance as the trusted leader
- Strategizing smartly using the resources available
- Enormous self belief and self confidence
- Humility- the hallmark of his leadership style
- Operates unflappably to ensure that all are grounded

- Keep cool, focused and determined
- Always ready to lead from the front when in crisis
- Straight forward feedback without malice.

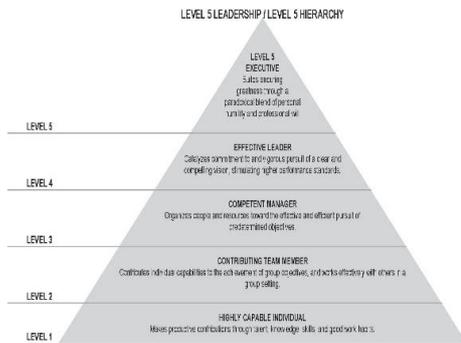
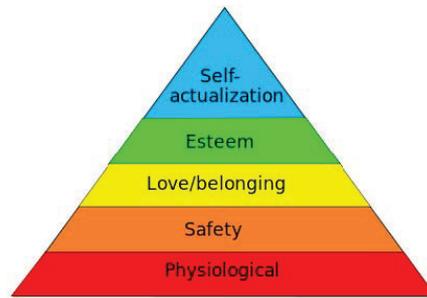


Figure 3: Level 5 Leadership/Level 5 Hierarchy



4 Gratitude Model Correlation

The gratitude model of leadership matches with a Level 5 leadership model of Collins and also fits into the Maslows Hierarchy of needs of motivation, resulting into self actualizations of ones capacity and tenacity.

Collins describes Level 5 leader as Humility + Will = Level 5. They are the nurturing leaders who do not want credit but want success to sustain over a longer period of time, long after they are gone.

Level 5 leaders are modest and fearless and possess the capability to transform an organization from good to great without portraying themselves as wizards with magic wands.

They prefer talking about the company and the contribution of other people but rarely about their role or achievements.

I dont turn up in the ground to achieve anything special as a captain. For me, winning the game is very important, and that is of utmost importance for us as a team, he said.

5 Hierarchical Leadership

Let us have a look at the hierarchical level of leadership identified.

There are certain actions performed by Level 5 leaders which separate them from the rest of the leaders and senior executives.

- The first step if their **ability to identify and include right people** with them towards achieving goals. Unlike the traditional method of building strategies and then looking for the right people to carry them out, they take a different route. Its about getting the **right people on board** and then deciding on the destination.

They also do not shy away from **facing and accepting brutal truths** and realities of data, numbers and situations but at the same time they do not lose **hope of a better future**.

- They also strive towards aligning **consistent efforts towards a goal**, rather than giving one massive push they believe in **small but firm pushes to bring in the momentum**.
- They also **exercise their judgment** to understand an aspect, in depth and thoroughly, rather than burdening themselves with myriad information.
- They practice and encourage a **bf disciplined approach** towards their work life and as visionaries **use carefully identified technologies** to give their businesses strategic advantage.

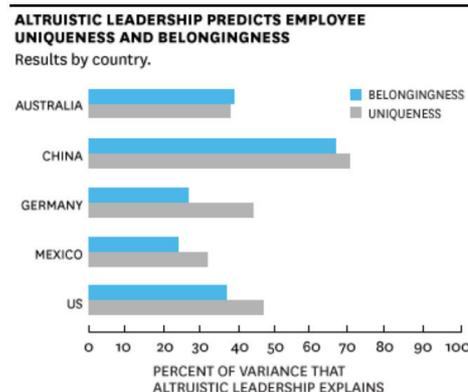
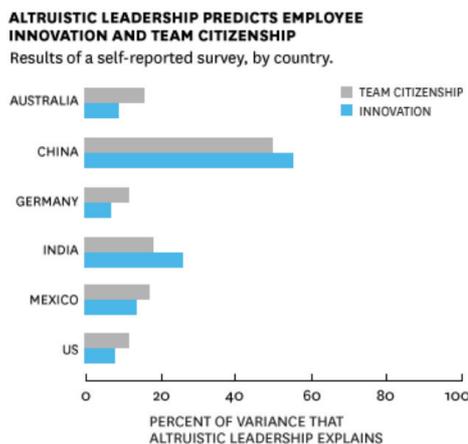
This is intrinsically the concept of Maslows needs hierarchy which finally shapes into self-actualization needs which is equivalent to level 5 leadership which is nothing but building enduring greatness through

a paradoxical blend of personal humility and professional will .

6 Conclusion

The Best leaders are humble Leaders. In inference it is just humility in creating space for others to contribute without humility you are unable to learn.

- Share your mistakes as teachable moments. When leaders showcase their own personal growth, they legitimize the growth and learning of others; by admitting to their own imperfections, they make it okay for others to be fallible, too. We also tend to connect with people who share their imperfections and foibles they appear more human, more like us. Particularly in diverse workgroups, displays of humility may help to remind group members of their common humanity and shared objectives.



- Engage in dialogue, not debates. Another way to practice humility is to truly engage with different points of view. Too often leaders are focused on

swaying others and winning arguments. When people debate in this way, they become so focused on proving the validity of their own views that they miss out on the opportunity to learn about other points of view. Inclusive leaders are humble enough to suspend their own agendas and beliefs. In so doing, they not only enhance their own learning but they validate followers' unique perspectives.

- Embrace uncertainty. Ambiguity and uncertainty are par for the course in today's business environment. So why not embrace them? When leaders humbly admit that they don't have all the answers, they create space for others to step forward and offer solutions. They also engender a sense of interdependence. Followers understand that the best bet is to rely on each other to work through complex, ill-defined problems.

By reversing roles, leaders not only facilitate employees' development but they model the act of taking a different perspective, something that is so critical to working effectively in diverse teams.

The information / views expressed in this paper are of the authors and are based on their experience. Comments / observations may be sent to the author at pradeep.rail@gmail.com.

Pradeep Kumar is an Electronics & Communication Engineer who graduated from BIT, Mesra in 1980. He has authored three books on Heritage of Railways. He has also authored "Protege to Mentor" & "Ready Today, Within Tomorrow - The RailTel Story". He has also designed and commissioned The Regional Rail museum in Howrah. He joined the Railway service as an IRSSE-1984 batch Officer and has worked in various positions in the Indian Railways. He has also visited many countries like Netherlands, Belgium, France, Switzerland, Germany, England, South Africa, Spain, Italy, Bhutan and Uzbekistan (Tashkent) for training / seminar / conferences for presenting papers. He is currently heading the Eastern Region of RailTel Corporation of India Limited as its Executive Director. He is a keen quiz master and is also a Hindi poet and is presently penning a book on RailTel Corporation.

