

## **Leadership – Fulcrum Above & Beyond Part 3<sup>1</sup>**

**Gaurang Vora**

Director, Projects & Alliances  
PMOGA India Hub

In the last article in this series, I enumerated the attributes leaders need to have in the future decade, which are Adaptability, Empathy and finally the Purpose. In this last and the final article, I wanted to share 3 shifts which a leader ought to have to be successful and also to make the team and organisation successful.

Let's start with the Shift in Identity as in the past managers were recognised because they were depended upon for problem solving based on enhanced information gathering. This will get severely challenged as AI will give better and precise answers and leaders won't be perceived as information gurus anymore. What will matter now is asking good & thought-provoking questions. Recently, I heard about a CEO who made executives on his team switch roles every few years; we all would be sceptical about how Sales Leader can be expected to run an engineering organization, or a chief financial officer can become a strong chief marketing officer. This is because as teams grow, leaders spend less time on the specific craft of their discipline. At higher levels of management, the job roles start to converge no matter background. Success in the role is linked to some key skills: hiring exceptional leaders, building independent organisations, establishing a transparent vision, and communicating well.

Second is Mindset shift – From the 50s to 90s it was an era of command and control, which is now largely moving towards self-run teams with servant leaders . At the end of the 1990s French and Raven identified 5 sources of power:

- Coercive - which was about penalising and rewarding people
- Legitimate - which is about hierarchy in organisation where authorisation flows down
- Referent - It's about people whom we admire
- Expert - People having knowledge and expertise
- Informative - where leaders use to have information from their sources

The shift to self-managed teams orchestrated by a leader is well represented by a orchestra conductor, who would only direct the group of musicians but not tell them when to start and stop. The musicians themselves would collaborate and self-organise to create a great music experience.

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In 1985 a white paper was published in which Meindl said - should we replace the romantic view of unitary leadership and examine leadership not as a property of an individual, but as a collective phenomenon that is shared among the team. Edgel shine is a well-known consultant and whenever he enters an organisation for a consultancy, he says I am a consultant and don't have all the answers similarly we are leaders and don't have all answers, but we can collectively find the answers.

And the third shift is a shift in the Perceived Intelligence - In past, there was focus on the cognitive intelligence of leaders but now it is shifting to emotional intelligence. In the VUCA world leaders need to have emotional intelligence as scenarios are developing and so are the answers or solutions.

We all know if diverse teams are managed well with emotional intelligence (EQ), with inclusive culture, then the results are fantastic. There are 4 emotional intelligence elements that will help leaders create balanced EQ

- Identification: Identify my own and other people's emotions
- Understanding: What are the trigger points as in where those emotions are coming from
- Environment - should the team be in positive or negative mode? The environment should be conducive for the task to be accomplished
- Regulating/Managing: my own and others' emotions

Leaders should create an environment where teams can foster growth, to create that kind of environment where there is understanding and sharing of each other's emotions.

In the first article, we looked at some views about what Leadership means, Gartner survey establishing the need for being different than before and the three mantras of being a Futuristic Thinker, to serve the people and be passionate about leadership.

In the second article, we saw that leadership is about providing people with direction coupled with energy - motivating and inspiring, making people enthusiastic to achieve goals. People cannot choose their managers, but followers can decide by whom they feel led. People follow those whom they trust. Uncertainty increases anxiety and stress, in such times, people look for direction from leaders.

Finally, I would like to conclude by saying starting with me and everyone else who is in a leadership role, we must lead ourselves well first if we are to effectively lead and set the example for others to follow.

## **Acknowledgment & References**

1. [The Romance of Leadership on JSTOR](#)
2. [Emotional intelligence: Do you know the four basic components? | HRZone](#)

## About the Author



### **Gaurang Vora**

Mumbai, India



**Gaurang Vora** is a knowledgeable Program Manager well-versed in providing strategic direction and ongoing leadership to teams, also proficient in building strong innovative teams delivering successful solutions. He is a veteran of project management with almost 2 decades of demonstrated track record of success playing a pivotal role in transforming through people, process and technology. Ready to apply expertise and experience to challenging new roles, he brings deep understanding of program/project management, delivery management, budgeting and revenue forecast.

Gaurang is a results-oriented leader with a strong track record of working in a BRIGHT (Blur, Risky, Interconnected, Global, Hi-tech, Timely) world with Thought Leadership, Ownership and Accountability. He was a Top 15 PMO influencer as part of PMO Global Awards 2020 and is Director – Projects & Alliances at PMOGA India Hub.

Gaurang has a Bachelor of Commerce degree and a Diploma in Business Management. He resides in Mumbai, India with his family and can be contacted at [gaurang.vora@gmail.com](mailto:gaurang.vora@gmail.com)