

SUSTENANCE OF RESONANT LEADERSHIP FOR EFFECTIVENESS IN THE ORGANIZATIONS

Ms. Mona Kawatra¹, Ms. Anju Bharti²

¹Assistant Professor (Sr), ²Assistant Professor,

Maharaja Agrasen Institute of Management Studies, GGSIPU, Delhi

ABSTRACT

We have been witnessing leadership for many years and also its importance in running organizations effectively. There could not be any nobler goal than to lead people to excellence, fulfillment and collective achievements. The environment is changing rapidly and unpredictably in recent years so we need great leaders who can see beyond today, spark hope and draw others into an intentional journey of transformation. Organizations are facing daunting challenges due to profound transformations in organizational models. Leadership is the process of influencing the behaviour of others to work willingly and enthusiastically for achieving predetermined goals. Leadership is an important factor for making any type of organization successful. Throughout the history, it has been recognized that the difference between success and failure, whether in a war, a political movement, a business, or a team game, can be attributed largely to leadership. In today's challenging business environment, we need resonant leaders who can take their employees through the road that requires vision and courage. Resonant leaders are able to embrace today's challenges and tomorrow's promise.

Keywords – *Effectiveness, Hope, Mindfulness, Organizational Compassion, Resonant Leadership*

I. INTRODUCTION

The organizations are also gearing themselves to keep up the political, economic, technological and social changes stable. We are in need of a strong and vibrant leadership to meet all challenges in internal as well as in external environment.

Resonant leaders are stepping up and motivating people – powerfully, passionately and purposefully. They give of themselves in the service of the cause but they also care for themselves, engaging in renewal to ensure they can sustain resonance over time. Great leaders build resonant relationships with those around them.

The resonant leaders are helping and inspiring their organisation and communities to reach for dreams that seemed to be impossible but now those are being realized. Even the customers are also benefitted as the organisation is meeting their requirement and need. Organisational structures are changing dramatically, providing more opportunities for efficiency, effectiveness, challenging and rewarding work, and achievement of goals[1].

The great leaders are awake, aware and attuned to themselves and to the world around them. They are committed towards strong values, beliefs and live passionate lives. They are strong enough to face the uncertainty of the environment with hope through clarity of vision, optimism and a firm belief that they have the ability to turn people's dream into reality. And in this journey, they face sacrifice, difficulties, challenges as well as opportunities with compassion for the people they are leading.

Resonant leaders are in tune with those around them. This results in people working in sync with each other, in tune with each other's thoughts and emotions. They act with a mental clarity and not just following an impulse. They are the people who can create the competencies of self awareness, self management, social awareness and relationship management[1]. These four components of emotional intelligence are the determining factor in excellent leadership. They not only know and manage themselves but they also manage other's emotions and build strong, trusting relationships. They devote time in understanding other's emotions well. Emotions being contagious, are powerful drivers of people's mood and ultimately reflect in their performance. They try to read people, groups and organizational cultures accurately building lasting relationships with them. As discussed above, the resonant leaders inspire through demonstrating passion, commitment and deep concern for people and the organizational vision. The positive channeling of emotions that empowers people to be top performers is called resonance.

... Resonant Leaders inspire others. When you interact with them you leave feeling charged up, excited... inspired!"

— Dr. Richard E. Boyatzis, Professor, Organizational Behavior, Case Western Reserve Weatherhead School, Cleveland, Ohio

According to Boyatzis:

“Resonant leaders are people of high Emotional Intelligence (EQ) who remind others of the vision or purpose of the organization, which arouses context, meaning and hope. They care about others; beyond empathy or understanding, they deeply care.

Resonant leaders are mindful; they are authentic, transparent, genuine and act with integrity. On the whole, resonant leaders inspire others. When you interact with them you leave feeling charged up, excited...inspired!”, so, resonant leaders have the ability to restore order from chaos, create calm in the midst of storm and inspire purpose and direction where confusion and despair once reigned.

Through their lived example we find it possible to believe in the ability of the organization to grow, thrive and contribute to the advancement of people, planet and prosperity.

Resonant leaders help blending the financial, human, intellectual, environmental and social capital into a potent recipe for effective performance in organizations. They keep track of other factors also affecting the organizations like understanding the market, the technology and the people etc. Though this knowledge is necessary but not sufficient to produce sustainable and effective leadership. This is where resonance comes into play. Resonance enables the leader to use this expertise in pursuit of the company's performance. It allows the leader to engage the power of all of the people who work in and around the organization.

II. WHY RESONANCE LEADERS ARE EFFECTIVE?

The resonance is taken as a nature of the job and managing it but it is actually developing practice of value which is to be renewed through habits of mind, body and behaviour that enables us to create and sustain resonance in the face of unending challenges. Leadership is exciting but may be stressful. Leaders may feel lonely because leadership exercises power and influence, and power creates distance between people. Sometimes dissonance is created, a phenomenon which is called- power stress. So the 'renewal' must be regulated in order to maintain resonance and to sustain effectiveness. Resonant Leaders are able to turn situations around, finding opportunities in challenges and creative ways to overcome obstacles. They are optimistic yet realistic. They create powerful, positive relationships that lead to an exciting organizational climate. The leaders who sustain their resonance understand that renewing is required as it is a holistic process which involves the mind, body, heart and spirit. Without regular renewal the sacrifice becomes too great and dissonance results with often destructive results. Renewal begins with mindfulness, hope and compassion. Mindfulness is conscious awareness of one's whole self and of the world around us. Hope enables us to believe that the future we envision is attainable and help us to move towards vision and goals. Together these three elements counter the destructive effects of power stress and keep us continually in a state of renewal and thus they help to produce resonant relationships and great leadership. We need to cultivate mindfulness and learn to engage the experiences of hope and compassion. They create healthy, vibrant cultures and climates for getting the results.

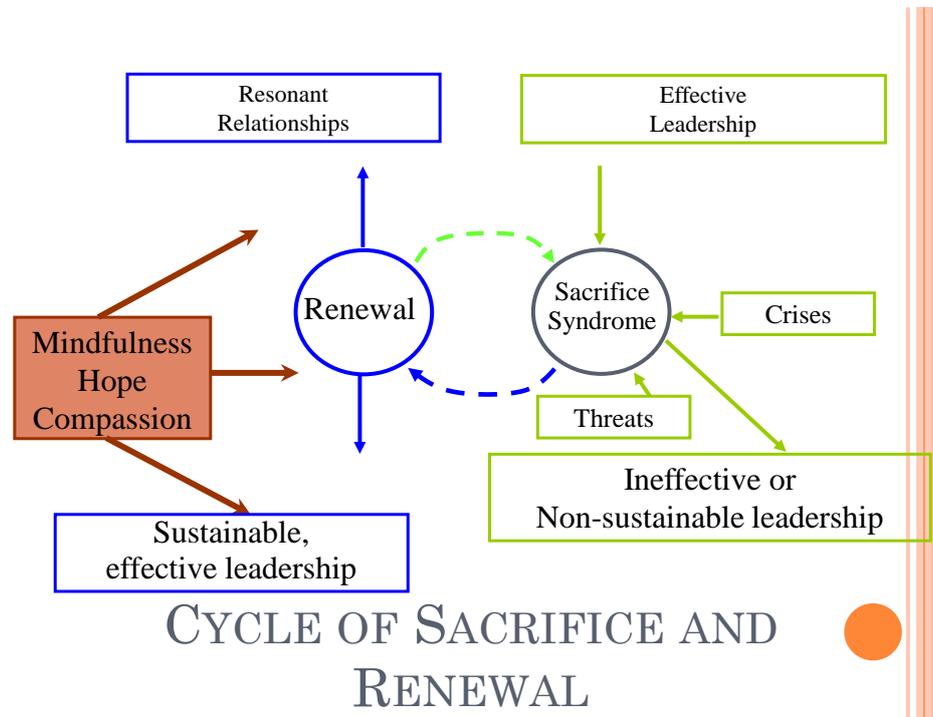
III. SUSTAINING RESONANCE

For creating resonance in culture and being successful in business, we have to attend to ourselves. Today in the turbulent environment, the need is to manage the inevitable sacrifices of leadership, to renew and to create and sustain resonance in organization. As the emotions are contagious, the manager must pay attention to their feelings and mood. Certain aspects of leaders like close connection with people and customers make them hopeful, inspired and ready to face challenges. Care and concern for the need of others actually renews them. Leaders can create and sustain resonance in themselves only through a conscious process of renewal, through connecting with people they care about. Renewal invokes a brain pattern and hormones that changes our mood and return our bodies to a healthy state. It evokes changes in perception and eventually in our behaviour. Until and unless a leader moves in and out of renewal, they will not be able to sustain it which is required for effective leadership. They maintain a reasonable level of effectiveness and an aura of success.

Renewal begins as certain experience arouse a different part of our limbic brain than that involved in stress response. Sometimes just to achieve effectiveness, we give of ourselves too much, leading us to ultimately become ineffective, this is sacrifice syndrome. Sustainable effective leadership occurs only when the experiences of the sacrifice and stress of leadership are interchanged with those of renewal.

The leader has to learn managing the downside of leadership through engaging in a process of intentional change and continual renewal[2]. As individual change is not that easy but to engage in real change, we must engage in a process over time to capture our dreams and learn to achieve them. We need to plan an agenda for learning with support of people around us to begin the change process.

IV. RESONANCE AND RENEWAL THROUGH MINDFULNESS, HOPE AND COMPASSION



V. THE CYCLE OF SACRIFICE AND RENEWAL (BOYATZIS, MCKEE ,2005)

For maintaining the resonance and countering the sacrifice syndrome, we need to make renewal a way of life . Mindfulness, hope and compassion brings positive emotions and healthy relationships that enable us to be flexible and function effectively even in the face of challenges. Renewal is a dynamic process in which the above three components restore us and counter the destructive effects of power stress[1] . To renew ourselves, we need to remain hopeful even in the midst of real difficulties, to care about people we are leading and experiencing compassion. Mindfulness, Hope and Compassion are the traits which cannot be created overnight in a leader. This is a continuous process to develop Mindfulness, Hope and compassion in one’s behavior. Mindfulness is developing our intellect, taking care of our bodies, using the power of our emotions and attending to our spirituality. It enables us to pay attention to what is happening to us and our surroundings. Leaders are often asked to focus only on the rational mind and on the mechanics of business and to leave the other parts behind. But bringing only parts of ourselves to work will leave us feeling lost and dull etc. The resulting disconnection with ourselves, our colleagues, our customers and even friends will result in increasing isolation and dissonance. Mindfulness is a state when we are awake and feeling what is happening to others. It’s a self development. Leaders who are self developed are always engaged with the people around. Leaders who are subtler and curious about mind, their heart and spirit are quicker, smarter and happier.

The Third Dimension: Mindfulness

Overall Emotional Tone

	Positive	Negative
Yes	Resonant Leader	Demagogue
No	Clueless Leader	Dissonant Leader

© Richard E. Boyatzis and Annie McKee, 2005.

The experience of hope and compassion actually cause changes in our brains and hormones that allow us to renew our minds, bodies and hearts which makes us more resilient and have more capacity for creating resonance when we are optimistic. The feeling of hope gives an excitement of possible future which can be attainable. Hope channelizes our positive energy. Result of hope which we are foreseeing is contagious. Hope helps people to move forward and concentrates their efforts towards the objectives. Hope always adds life in the process of achieving realistic objectives. Compassion is a combination of deep understanding, concern and a willingness to act on that concern for the benefit of oneself and others. Compassion is a feeling for people around us. Like hope, compassion is also contagious. Compassion includes respect, love, concern and care one offering to others. A resonant leader will be benefitted by the compassion in a way that suffering of people would be lessening and they work better for a common goal.

According to Armstrong (2011)[3], compassion is in the heart of all religious, ethical and spiritual practices, advising us to treat others in the same way we want to be treated[4]. Aristotle defined compassion as the emotion directed at others' suffering and indicated three necessary factors: perceiving others' suffering seriously, believing this suffering is not deserved, and believing that a person can suffer from the same thing[5]. Even Adam Smith, described as the saint of self-interest from time to time, mentioned positive effects of compassion in his articles[4].

Together these elements counter the destructive effects of power stress and keep us continually in a state of renewal, and thus they help to produce resonant relationship and great leadership while helping leaders and people around them to renew themselves.

VI. OPPORTUNITIES

People tend to be influenced by resonant leaders. Resonant leaders drive emotions in a positive direction through hope, compassion, enthusiasm, compassion and excitement. They bring out the best from the people through creating a culture where people thrive. When the leaders create resonance, the results are seen. Good leaders begin with emotional intelligence. Intelligence or intellectual capability is linked to cognitive ability. Emotional intelligence accounts for 85 to 90 percent of the difference between outstanding and average leaders. EI affect culture and climate, which account for about 30 percent of business performance[6]. We are naturally drawn towards the leaders who exude passion, optimism, enthusiasm, compassion and hope. Everyone wants to live with these people as they inspire us to give of ourselves, to strive to be and do our best[7] (McKee, 2011).

VII. CHALLENGES

Resonant leaders do create environment where we can do our best offering both courage and hope[6]. But the reality is that sometimes good leaders are not able to take the constant pressure. Because over time, the physical and emotional toll of leadership limits our ability to sustain high performance and resonance. As discussed above when leaders are caught in sacrifice syndrome, they become dispirited, act in unhealthy ways, disregard values and turned to burn out. The leaders then try to cope rather than find a cure. They try harder by working harder. In this way, they sacrifice too much and in the process they are cut off from support and relationships with people. The emotions are contagious, so the dissonance becomes the default in this case. They drive people too hard for the wrong reasons and in the wrong directions.

Stress has always been part of the leader's reality and always will be but the problem arise because of too little time one has for the recovery. Many leaders fail to manage the cycle of sacrifice and renewal that must be regulated in order to maintain resonance. We need to show compassion in order for renewal to take place. When we are in emotional turmoil and especially when our basics are crumbling, we need to know that we have to repair the situation that we are not alone. Using renewal to return is only the key for achieving resonance again.

VIII. CONCLUSION

Renewal is a conscious process that invokes physiological and psychological changes. It counters the effects of chronic stress and sacrifice. It begins with mindfulness, hope and compassion. Resonant leaders use all these three components to develop mutual understanding. Such resonance within an organization is a vehicle for renewal and moves people along with organization to service. Resonant leaders live and lead with hope and optimism. They are energized by the changing environment and create favourable conditions in which people can do their best. Such leaders seek a meaningful future for their people, organizations and communities. They take care of passion of their own and that of others and use emotion, relationships and vision to make people move towards a better future. Leadership deals with vision, keeping the mission in sight and with effectiveness and results[8]. A leader who is more passionate is always a source of inspiration for others. Even if there are gradual changes in leader's behavior, that will help him to change his organization positively. How effectively a manager implements the vision of the organization depends on his orientation. The orientation paves the way for

the emergence of a specific organizational culture and this organizational culture in them creates a competitive advantage for the organization. (Bennis & Nonus)

To make an organization effective, resonant leader uses all resources: financial, social and intellectual capital in an effective way. For a great leader, it is necessary to know and understand the market, technology, people and other factors affecting the organization. However, knowing all about these is not adequate for an effective and sustainable leadership. But resonant leaders enable to use their expertise for the performance of the organization. It also enables leaders and others both in and out of the organization to support each other[6] .

Leadership is affected by the rapid change in today's world. In this context, one can expect new leadership approaches to emerge. One of these new concepts is resonant leadership, which is based on emotional intelligence. Resonant leader is in tune with others by using his emotional intelligence. However it also has to be noted that the studies on both issues are quite new. Therefore there may be a need for this model to be revised in light of future research. The objective of the study was to drive attention to both of the concepts of resonant leadership and organizational effectiveness. From this point of view, it is suggested that there is a major need to work on the effects of resonant leadership upon organizational effectiveness.

REFERENCES

- [1] Boyatzis, Richard; McKee, Annie (2005). Resonant Leadership: Renewing Yourself and Connecting with Others through Mindfulness, Hope, and Compassion. Boston: Harvard Business School Press.
- [2] McKee Annie, Boyatzis Richard and Johnston Frances (2008). Becoming a resonant leader, Harvard Business Press, Boston
- [3] Armstrong (2011). Twelve Steps to a Compassionate Life Paperback – 6 Jan 2011, <https://www.amazon.co.uk/Twelve-Steps-Compassionate-Karen-Armstrong/dp/1847921582>
- [4] Rynes, Sara L., Jean M. Bartunek, Jane E. Dutton and Joshua D. Margolis. Care and Compassion Through an Organizational Lens: Opening Up New Possibilities. *Academy Of Management Review*, 37(4), 503-523, 2012.
- [5] Frost, Peter J., Jane E. Dutton, Sally Maitlis, Jacoba M. Lilius, Jason M. Kanov and Monica C. Worline. Seeing Organizations Differently: Three Lenses on Compassion.
- [6] Boyatzis, Richard; McKee, Annie; Goleman, Daniel April (2002). Reawakening Your Passion for Work, Harvard Business Review.
- [7] McKee (2011). Singapore institute of management, Resonance and leadership: Inspiring through hope and vision.
- [8] Prasad, L.M., (2006). Organisational Behaviour, Leadership, Sultan Chand & Sons educational publishers, New Delhi.