OD Quarterly

Revealing Power Struggles in Bollywood:
A Twitter Network Analysis

Do Women have it Tougher than Men at Workplace?
An In-depth Study on Inclusion

How can Organizations prepare for the Workplace of tomorrow?
A Conceptual Exploration

And many more..

April 2022

Contents

From the
Editor's Desk

While we approach a post-pandemic era, we resume grappling with the sustainability of the organizations. The Great Resignation forced us to rethink the health of the organizations and the welfare of the employees. To cope with the paradigm shift, organizations are transforming into a new normal where they are again concerned about the softer aspects which aim to their maximise returns.

The constraints that arose due to the pandemic compelled the organisations to rely on technology to function and firefight during the hard times. Hybrid communication became more acceptable and this provided the remote employees with the opportunity to collaborate with others worldwide. The speed at which the changes took place was unprecedented and of course, was accelerated due to the pandemic.

However, myriad issues cropped up that now pose a threat to the healthy functioning of the organizations and their employees. The disruption in functioning created changes in communication, culture, and sustainability. Lack of communication, formal and informal, the rise in misunderstandings, and isolation between the employees, marked the turbulence within the organizations. This has led the OD practitioners to ponder on what to change, how to change, and how to implement changes given the hybrid nature of working. Observing bonds and working methods became a challenge that the practitioners realised during the pandemic. There arose a need to address the disruption with the help of meaningful interventions. Hence, the need for coaching, workshops, and training programs to cope with the changes has become even more vital. What strategies should be used? How do we put theory into practice? How do we gain participation? These are some of the questions OD practitioners are all now plagued with.

Changes take time and effort. Should the efforts be knee jerk reactions, there lies a possibility of uncertainty and increased costs. Without intentional and deliberate change, the endeavours might create fatigue and thereby become ineffective. Organizational processes need to seamlessly incorporate the changes to maximise effectiveness while not forgoing efficiency. It is a Herculean task to keep the employees engaged and yet, it is a must. For that, values should be constantly expressed and applied, and employees should be connected on a frequent basis. The organizations are bound to transform with or without purposeful intervention which might lead to very different outcomes depending on the path they take.

We hope that this Quarterly enlightens our leaders with some of the concepts that might be useful when contemplating change in their organizations.

Revisiting Theories

How can organizations prepare for the workplace of tomorrow?

Smita Chaudhry

Smita Chaudhry is an Associate Professor, in the Department of Human Resources at FLAME University, Pune. Smita is a doctorate in Organizational Behavior from Indian Institute of Management Calcutta, and a postgraduate in management from Indian Institute of Management Bangalore. She has over ten years of experience in management consulting in one of the Big Four consulting firms. She currently teaches in the business management programmes, conducts research, and provides consulting to organizations. Her areas of expertise are Leadership development, workforce management and HR Analytics. She is also certified in Hogan Leadership and Personality Assessment.

How can organizations prepare for the workplace of tomorrow?

Smita Chaudhry

Organizations across the world are facing myriad challenges in dealing with and managing the workforce. Recruitment and retention of talent is becoming problematic. For existing employees, several new areas of concern are coming to the fore, like work from home and hybrid models of employment. This is happening at a time when organizations are trying to focus on agility, adaptability, diversity, equity and inclusion and creativity and innovation. Some of the challenges are directly or indirectly a consequence of the Covid-19 pandemic, but others simply denote a natural evolution of organizations. Given the current situation, we are confronted with the question as to how organizations can go about exploring solutions to these challenges in the long term in a strategic, structured and sustainable manner, so that they can mitigate similar circumstances in the future.

Understanding the workforce of the future

We can possibly start by understanding the dominant workforce in the coming years. A majority of the workforce belongs to three generations: Generation X (born between mid-1960s and late 1980s), Millennials (born between early 1980s to mid-1990s) and Generation Z (born between mid-1990s and early 2010s). This classification of generations is based on the varied nature of economic, social, cultural and technological environment that individuals have been exposed to. Research has indicated that people belonging to the same generation tend to exhibit similar behaviours, attitudes, preferences and values, and they differ from people of other generations on these attributes. This implies that there are cross-generational differences in the way people think, feel and act. Since we are focusing on the workforce of the future, let us talk about Generation Z.

Generation Z covers a population ranging from children who are going to enter the teens, to youth who have just entered the workforce.

This generation has been brought up in the midst of internet, smart phones and social media. It has been raised in nuclear families, and is exposed to a variety of options and opportunities in consumption products and services. It is controlled and responsible about finances. According to several research studies, Generation Z at the workplace has certain other distinct characteristics, which can be classified under relationship and task orientation.

Relationship orientation: Individuals belonging to Generation Z are open to working with people from diverse backgrounds and communities, especially in the online environment. They are skilled in using different media to communicate with colleagues, supervisors and subordinates. However, they are more comfortable at texting rather than having face-to-face conversations. Also, maintaining relationships are as vital to them as work. They usually enjoy teamwork. They actively seek and respond to specific and critical feedback in order to learn and grow.

Task orientation: Individuals belonging to Generation Z value tasks that are varied, challenging, provide autonomy, help them learn, develop new skills and make an impact. Job content is more important to them compared to income or position. They prefer to apply their skills in doing something, rather than gain more knowledge. They are satisfied and engaged when they feel that they are making a clear and meaningful contribution to the organization. They care little about job stability as long as they enjoy the work and culture of the workplace.

Given these characteristics, organizations can take certain initiatives to enable Generation Z to be engaged in their jobs and perform effectively. We can identify these initiatives based on social exchange theory.

What is social exchange theory?

Social exchange theory is one of the fundamental theories that explain human behaviour. It was first formulated in 1958 by G. C. Homans. According to this theory, people behave based on the perceived benefits vs. costs in the relationship. Their behaviour is more positive if they perceive net-benefits, thus causing desirable outcomes. Their behaviour is more negative if they perceive net costs, thus causing undesirable outcomes. Based on this tenet, the theory explains behaviour through different perspectives:

a) Behaviour is likely to be repeated if it is rewarded, if the reward in valued, if the frequency of receiving the reward is low, and if the probability of the reward is high.

b) Behaviour tends towards initiation, maintenance or termination of a relationship based on a comparison of current outcomes with past outcomes and expected future outcomes from the same relationship.

c) Behaviour is intended to bring about equity between the inputs vs outputs for self vs. the inputs vs outputs of others.

Scholars have extensively used social exchange theory to understand employee behaviour in terms of outcomes like commitment, engagement and performance. Social exchange research, across a wide cross-section of industries, has indicated that there are certain organizational factors that explain these three outcomes. The most significant factors are described below:

• Organizational Justice
Organizational Justice pertains to the fairness that employees experience over the course of their employment. It may be guided by past experience, notions and beliefs, estimate of their own inputs or comparison with others in the same organization. Justice is of four types: distributive, procedural, informational and inter-personal. Distributive justice is fairness of outcomes like compensation and benefits, position, rewards and recognition. Procedural justice is fairness of formal and informal processes, procedures and policies of the organization. Informational justice is fairness in top-down and inter-department sharing of information. Inter-personal justice is fairness in one-to-one interactions with senior management leaders, supervisors, colleagues and subordinates.

• Organizational Support
Organizational Support pertains to the value and utility of resources provided by the organization in order to help employees perform. These resources can be in term of benefits, facilities and amenities, information, communication, and access to tools and training. They may also include special considerations, concessions or help provided by the organization when the employee is dealing with challenges or a crisis in personal life. Senior management, HR department and immediate supervisor have a primary role to play in determining organizational support for the employees.

• Leader-Member Exchange
Leader-Member Exchange pertains to health of a relationship between the supervisor (leader) and the subordinates (members). A high-quality exchange is established when the leader and members have a strong bond with each other resulting in the leader having higher trust, confidence and sense of responsibility towards subordinates' well-being and success. A high-quality leader-member exchange is characterised by better sharing of information and communication, provision of resources, emotional support, opportunities for growth and learning, and rewards and recognition.

• Group Cohesion
Group Cohesion pertains to bonding between members of the same group. This bonding may exist due to similar interests or perspectives, and/or high identification with the tasks or objectives of the group. Cohesive groups have frequent communication and high exchange of information within the members. The members are more forthcoming with sharing knowledge, helping each other in their tasks, and providing emotional or psychological support. Goals of the group generally take precedence over member's individual goals.

According to social exchange theory, employees whose perceptions of organizational justice and support are positive, have high quality leader-member exchange with their supervisor and are part of a cohesive group, would be committed to the organization, engaged in their job, and therefore are likely to perform well.

Applying Social Exchange Theory to Generation Z

Given the relationship and task orientation of Generation Z and the factors determining employee outcomes, organizations can focus on certain areas to enable Generation Z's effectiveness in the workplace.

Work content

Jobs can be restructured to be more directly and visibly related to organizational goals, and indicate their impact clearly. They would need to provide a sense of challenge, scope for creativity and feeling of accomplishment. They would also need to be accompanied with required resources, support and feedback at every stage. Such jobs would have well-defined roles and responsibilities, provide empowerment, and ample scope for collaboration and teamwork. They would enable opportunities to learn and develop skills.

Working environment

Social and cultural events, which allow them to participate in informal activities and network with others, can increase their identification with the organization. Recognition and rewards would be more effective in encouraging them, compared to positions and titles.

With Generation Z, there is promise of diversity, equity and inclusion, as well as creativity and innovation, in organizations. Taking the right measures can help organizations to not only recruit, develop and retain this workforce, but also get the best out of them.

Flexibility and freedom would be key to keeping the workforce motivated. As long as employees find the work content appealing, get clear instructions, and maintain strong bond with their supervisor, they can perform well and sustain in an organization, even in a work from home setup.

Book Review

Catalyse
Power Up Your People
Ecosystem - Krish Shankar

ODA Team

Krish Shankar is a seasoned human resources executive who has worked in five different sectors. He began his career at Eicher Tractors, then spent over two decades with Hindustan Unilever, and headed HR activities at Bharti Airtel and Infosys, with a brief stay at Philips. He received his bachelor's degree from XLRI Jamshedpur and his PhD in business administration from Aston University in the United Kingdom. During 2019–21, he also served as Honorary President of the National HRD Network.
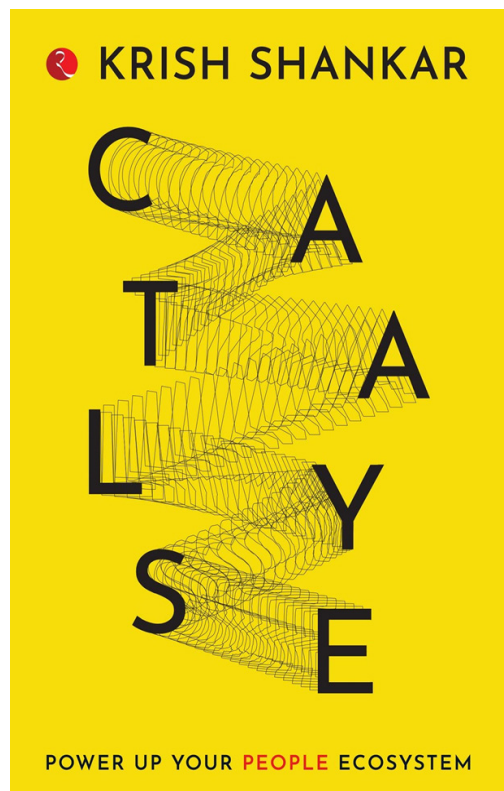
Catalyse Power Up Your People Ecosystem - Krish Shankar

ODA Team

Krish Shankar's book Catalyse is intended to be a comprehensive guide for people transformation, with suggestions to assist enhance human potential. This book is a must-read for professionals who want to make a difference in business, as it is based on personal experiences and real-world ideas with an academic grounding. The book outlines various concepts ranging from golden theories related to justice and equity theory, motivation, Maslow's Hierarchy of Needs, Heisenberg's two factor theory to modern insights of SCARF model, SMART objectives, and SBEM to name a few. It urges the readers to delve into the deeper questions while providing insights from the author's experiences. There are several snippets from various leaders providing anecdotes, learnings, and experiences that provide value to the reader.

Krish covers various topics which are core to understanding what HR is and where HR can lead us. To understand the present context, he describes the psyche of the current workforce. There has been a considerable shift in career paradigm where individuals have greater diversity and have greater demand for flexibility. Employer Value Proposition (EVP) attracts fresh talent and helps retain them. There is also a greater shift towards customization. Standardization and factory-like approach may not work to help extract talent and in its retention since it reduces the scope for innovation and opportunity for flexibility. Throughout the book, Krish emphasizes the need for innovation and takes examples of the organizations that actively encourage this trait.

Additionally, the organizations are now focusing on sustainability as the discourse of Environment, Social and (Corporate) Governance (ESG) grows stronger. Organizations are giving importance to all the stakeholders and not just the shareholders like it was done in the past. Alongside, society's expectations from the organizations are increasing leading organizations to rework on their strategies. All these factors require the organizations to focus a great deal on unlearning and relearning leading to a new 'skills economy'. Of course, given the fast change in pace in almost every facet of life, mental health issues and stress have become instrumental in accounting for organizational success.

According to Krish, value is created when the resources are not replicable but sustainable in the long term. He suggests that alent (people and their capabilities), Culture (behaviors) in the organization and Reputation (brand) are the key differentiating factors when an organization attempts to create value. However, these take time to build. For this, leadership plays a key role. Leaders may need to invest more time to clearly articulate the people outcomes to align the people with the business. The people outcome consists of talent, culture, engagement, systems, etc. Krish in his book has outlined 10 Foundational Outcomes that are essential to drive business, build competitive advantage and help create value.

Krish has also developed a new model for articulating the future role of the HR/people function. According to him HR function falls in the following categories: equitable HR processes, right talent, and articulation of culture and collective emotions. For equitable HR processes, he states that the role of Inclusive Organization Designer and Advocate is necessary. For strong talent development, a Talent Partner and Coach is advisable who would ask the basic questions about hiring, onboarding, growth, opportunities, and relevance. To articulate culture and collective emotions, Krish calls out for the need of a Culture and Emotions Architect and Catalyst. Interestingly, Krish mentions the need for organizational network analysis to provide access to the workforce and analyze various touchpoints for fairness and inclusiveness.

The book talks about the levers of employee cost and effectiveness of a person in a job which may differ across both role and industry. In order to assess the competency of an individual, Krish warns

us in the book that just one approach may be ineffective. He advises three options which include manager's recommendations with discussion with other leaders, support from a development center with manager's inputs, and data on performance and behaviors, including 360-degree and regular manager and stakeholders perspective. These would help build the true picture of an employee's potential.

Coming to learning, Krish puts great emphasis on learning new skills and building a wide network for employees to stay relevant. He writes about neuroplasticity where groups of neurons fire up new pathways and connections. He recommends the readers to design the right experiences at all times since learning is a continuous process. Additionally, emotions play a huge role in learning. Positive emotions promote learning, but fear and anxiety inhibit it. Research has also demonstrated that making learning more personal has a significant effect. Krish also suggests that gamification helps since it triggers the release of dopamine, serotonin, and endorphins which create positive emotions that help in learning. The importance of psychological safety has also been touched upon.

Krish's suggested framework on employee engagement T (team), R (recognition), L (learning), P (psychological safety), and P (purpose) is based on his experiences and research. However, the caveat is the right sustainable actions are needed for this to work out. The key, he suggests, is to consciously understand emotions that are associated with these and work on them even though leveraging emotions is not easy.

There has been an ample discussion on diversity and inclusion in this book. As Krish states, "Creating an inclusive culture comes before hiring a diverse workforce". He warns us that some of our actions may cause exclusion unconsciously. He suggests three key levers of engaging a multigenerational workforce – empowerment, empathy and inclusion." In the last span of the book, Krish comes up with the most vital question – that of purpose. He highlights that working for organizations that have an inspirational mission and are having a wider social impact inspires a huge proportion of millennials. Aligning an individual's purpose with that of the organization can create a synergy.

Organizations need to keep asking themselves whether they have the right intent and what kind of outcomes are they expecting. Krish urges for a better diagnosis of issues with the help of technology and accounting for subjectivity and people's buy-in when it comes to execution. However, Krish astutely states that technology cannot be the panacea. For example, analytics can be used to our advantage while we use the principles of design thinking but may not be the answer to everything.

This book is an insightful read, especially for someone who wants to learn or revisit the theories that help define organizational decision making. The reader will benefit from the anecdotes and also can look at HR as a function from both a strategic and a tactical point of view.

Special Articles

Verbal 360-Degree Feedback tool - The Leadership Prism

ODA Team

About ODA

We are passionate about supporting individuals and organizations that strive for continual growth and excellence. Our work is embedded in the philosophical foundations of being appreciative, holistic, and interconnected to the whole. These philosophical foundations are built into the DNA of everything we undertake, whether designing an intervention, writing in a publication, or doing a keynote speech.

Verbal 360-Degree Feedback tool
The Leadership Prism

ODA Team

There are several 360 degree feedback tools. Some organisations also have created their own 360 tool based on the competencies. This paper explore the real benefits of a verbal 360 and how this could be a better option specially if you are addressing senior leadership.

Why do we seek feedback?

While everyone agrees that feedback is welcome, one has often noticed how skeptical, defensive, withdrawn or argumentative people get when actually confronted with frank feedback, especially negative feedback or "constructive criticism" as the euphemism goes. So despite genuinely wanting feedback on how to improve ourselves, our defence mechanisms get triggered anytime we perceive our self-image under attack. People tend to feel judged and evaluated by the process and are somehow found lacking. When this "lack", artfully sandwiched between layers of positive feedback is presented, most people find it unpalatable. And once the defences are up the impact o the feedback and the good it can do for us is lost.
And yet the value of receiving insight into our blind spots, our limiting beliefs that may be holding us back, our derailers, and strengths that through overuse may be becoming counter-productive is indisputable.

Why 360 Degree feedback?

In Optics, a prism is a transparent optical element with flat polished surfaces that refract light. The refractive index of various materials varies, eg, glass, which causes the light of different colours to refract differently. Thus a beam of white light hitting a prism would exit the prism as a rainbow of different colours. Alternatively, a prism can be used to reflect light and thus be a substitute for a mirror.

But what do mirrors and prisms have to do with 360-degree feedback you ask?

Human beings are unique and the angles with which we view the world are unique to our nature and environment. Our life experiences, beliefs, values, circumstances and upbringing all go into shaping the lens through which we view the world. And so how we perceive others and are perceived by others depends on this unique lens that each of us is carrying. I may perceive the same behavior very differently as compared to how it may be perceived by you. And therein lies the attraction of 360-degree feedback or multi-rater feedback as it is also known.

360-degree as it is commonly used helps us get a view of ourselves from our superiors, peers, subordinates and in some cases external customers also, thereby forming (hopefully) a holistic picture of our work behaviours and how we impact those around us. From this feedback, the employee or participant then picks out the elements he or she has as strengths and areas he or she needs to develop and improve upon.
The robustness and value of this feedback can be gleaned from its increasing popularity in the corporate world, with some studies reporting as many as 90% of Fortune 500 companies to use it1.

How do we collect 360-degree feedback? - Quantitative or Qualitative Approaches

Like many behavioral measurement and assessment techniques, 360-degree feedback has its origins in World War II. Initially devised by the German Military, many of these tools and techniques started to be used for performance evaluation and development in the corporate world in the 70s and 80s. Through the 1990s and 2000s, much of the performance measurements have been predicated on the principle that "What can be measured can be controlled and what can be controlled can be improved".

With the advent of Internet-enabled online data

capturing systems, 360-degree feedback became widely popular as multiple question items seeking feedback on the participant's behavior could be rolled out to multiple raters and data collected and collated in real-time with minimal delay and efficient administration.

The question items are usually crafted out of a set of organizational or leadership competencies (behaviours that are seen to lead to superior or successful performance in that context). Owing to the appeal of measurement, the participants must be rated on each item along a typical Likert Scale mostly having 5 or 7 or max. 10 points. The items usually ask the rater to judge the Intensity to which a certain behavior or attribute is displayed by the participant or the Frequency with which the behaviour is demonstrated. A qualitative text box may be optionally provided to gather summary comments or any explanatory incidents.

So far, so good. Or is it?

As my repeated experience has shown there are multiple problems with the quantitative technique of gathering data on a participant's performance or behavior.

1. **Rater Subjectivity -** Subjective understanding of the question items leads to different interpretations by different raters of the same item meaning the same score of 3 on an item given by two different raters may mean different things. Often there are also concerns raised on the ability of certain raters/ rater categories to evaluate all work-related behavioral standards and attainments.

2. **Inter-Rater Variations –** The Likert Scale is balanced value is equal i.e. the behavioural gap indicated between 2 and 3 points is the same as between 5 and 6 points on the scale. However, as all behavioural data is subjective and open to interpretation the behaviours that mean a 3 for one rater may mean a 4 for another. This is found to be the case even when category labels such as Rarely, Seldom, Sometimes, Often, and Always are used. Even Behaviourally Anchored Rating Scales are unable to solve the problem satisfactorily. Thus, collation and averaging of scores across raters make the final score as representative of the frequency or intensity of behavior questionable.

3. **Statistical problems of Central Tendency and Averaging -** Rating scales often suffer from most people giving an average mid-point score in order to play it safe. Thus an accurate picture of the behavior may not emerge. The second issue is in averaging scores across raters in order to get a composite item or competency score. A lot of nuances and sharpness of distinctions are lost in this average score. For example, each of For example, each of my peers may experience me differently, but my quantitative report gives me one average score across the Peer level raters who responded to my 360 feedback questionnaire. The same is true for subordinates and supervisors where there may be more than one.

4. **Bias of Recency and Primacy –** Often raters suffer from the primacy or recency effect, wherein the most recent or some very old events may colour their responses, thereby skewing their feedback on all items basis those few events.

5. **Confidentiality of Responses –** There is often difficulty in gaining genuine feedback when only one rater exists in a category and he or she knows their feedback won't be anonymous. This is especially problematic for Subordinates who may anticipate negative consequences and cushion their feedback instead of being brutally honest.

6. **Problems of Interpretation –** Finally when the report dos come, the participant is left with the arduous task of interpreting and meaning-making from scores that may range from 1.3 to 4.76! What does 4.76 mean exactly and how do I take it to a 5? What does 1.3 really consist of? What does it really mean in behavioural terms? What should I do more of? less of? Add, subtract, modify? That boils down to searching through the qualitative comments section for clues on what the score really implies!

7. **The GAP Mindset –** Perhaps the biggest concern I have with the quantitative 360-degree questionnaire methodology is the GAP focus that it is designed. The scores are meaningful only if there are either extremes outliers of scores, huge dips in some competencies or behaviours or significant contrasts between self and rater perceptions. This again has its foundations in the historical background of psychology that arose from the study of sick and mentally unsound

people. However, what of participants whose sores are not very distinguishing among rater category responses or are already at a healthy 4 on 5? How do we enhance the performance of already productive leaders, not just the problem cases?

One of the latest, much-touted 360 tools in the market called itself the 'medical equivalent of an MRI to health'. But under what circumstances would you and I go for an MRI? Only the direst or an enhanced state of well-being. Both definitions lead us to take a very different set of actions. Companies today are seeking not just to help their underperformers do better or solve their problem cases but are actually wanting to enhance the effectiveness of their leaders and enable their top performers to tap into their truest potential. In that scenario, an MRI may not be what the doctor ordered but a more holistic, person-centred, insight generating methodology, akin to Yoga - what we call the **Leadership Prism!**

The ODA Approach to 360-degree Feedback

Let me come back to our analogy of mirrors and prisms in order to understand the unique approach to 360-degree feedback we offer at ODA.

Raindrops are nature's prisms, and when sunlight hits raindrops (or many thousands of them) it breaks into spectral color and a rainbow is formed. A prism is not flat - it's 3-dimensional, like a small tent. When light hits a prism it actually enters the prism, which slows the light down, and when light slows down it bends. Bending the light actually releases all the color that exists within white light. These are the seven colors of the rainbow. This is exactly how a rainbow is formed.

The verbal 360 feedback carried out by ODA is unique in its properties of acting like a prism and a mirror at the same time. One objective is to reflect back to the leader the way he or she is being perceived by their manager, peers, subordinates, and internal and external customers. The other is to refract and pick out the various colours and hues from this feedback that are relevant and meaningful to the leader in a way that weaves a coherent story of his or her personality and equips

the leader to use new insights into the self to act as a springboard for his or her future growth and personal development.

Philosophical Underpinnings of Leadership Prism

The verbal 360 we offer is based on the core philosophical tenets that we at ODA believe in and bring to all our work:

1. **Person-Centered and Humanistic –** The leader is at the centre of all the feedback that is gathered and pen picture that is created, not the competencies, not the questionnaire and not the scores.

2. **Appreciative Lens –** The focus is not on the gap but on the positive core, in unearthing not what is not working, but rather what is working and what strengths the leader can leverage upon. The feedback is centered around connecting the leader to his or her deepest value and purpose rather than on competencies and behaviours he or she may be lacking in.
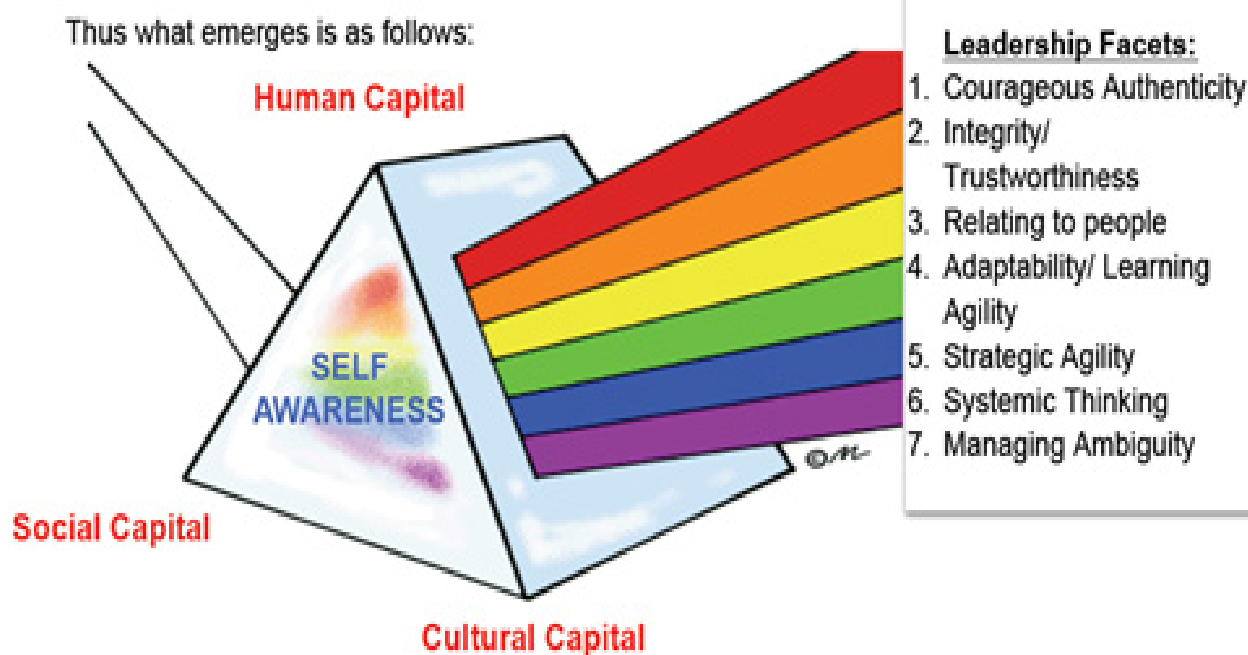
3. **Whole systems thinking –** The complex web of interactions within which the leader is embedded, is understood through the rater interview process and the feedback from raters placed within the context of the rater and the leader. The semi-structured interview allows the space to probe more and understand the nuances and underlying assumptions and lens of the rater also while giving the feedback, rather than assuming the human raters to be perfect mirrors that reflect back accurately.

4. **Integrated and Holistic –** The process allows ODA consultants to surface not just visible behaviours but also invisible thoughts, feelings, beliefs, values and motivations of the leader. The verbal 360 approach enables us to tap into the whole Iceberg of personality, touching the core of the person, the purpose and values, rather than just the external competencies displayed. This enables the feedback to become a powerful and insightful process that releases positive energy for action rather than defensive energy that freezes up a person.

Leadership Prism Methodology

The process consists of semi-structured Interviews with 10-12 raters identified for each leader across superiors, peers, subordinates, customers and other internal/external stakeholders. The ODA leadership model of building Human Capital, Social Capital, and Cultural Capital forms the foundation of this interview. Further, we account for the unique set of leadership competencies that our client organization may have that can be rolled into the interview process.

> *This model acts as the prism through which the leader's behavior (white light) is refracted along 7 key leadership facets that arise from the ODA Leadership Competencies*

Thus what emerges is as follows:

Human Capital

SELF AWARENESS

Social Capital

Cultural Capital

Leadership Facets:
1. Courageous Authenticity
2. Integrity/ Trustworthiness
3. Relating to people
4. Adaptability/ Learning Agility
5. Strategic Agility
6. Systemic Thinking
7. Managing Ambiguity

Authentic Self + Beliefs + Workstyles + Competencies

Thus our framework takes into account the WHOLE SELF of the Leader – the inner Being and the outer Doing. The semi-structured 1-1 interviews conducted either face to face or telephonically help to gather high-quality data, maintain rater confidentiality and yet prevent the rater from getting obscured in anonymity or the feedback from losing all texture and flavor of the unique leader-rater relationship and context. The interviews allow raters to build context, share anecdotes, and expound necessary examples and stories to allow for high-quality insights into the leader's mindsets and workstyles to emerge. The data gleaned goes much deeper than just frequency of observations or a personal evaluation but becomes the creation of a narrative or a pen picture of the leader. Psychometric tools and a Lip Map, in-depth 1-1 dialogue with the leader helps understand the Leader's unique point of view and context. This rich narrative that emerges is thematically analyzed by ODA facilitators and synthesized to identify themes, trends and areas of enquiry that become unique and customized for each participant and not the "one stroke paint all" approach that is the risk in using purely quantitative structured questionnaires. The feedback session then generates powerful insights for the leader that triggers deep reflection and leads to actual shifts.

The **Leadership Prism Insight Report** is custom designed for each client and focuses on :

- Capability Spikes
- Leadership Maturity – Self Awareness, Authenticity
- Key Strengths and Areas of Development in each Base – Human, Social, Cultural Capital
- Leadership Facet Assessments
- Role Fit and Readiness for the next higher level (in the context of realizing strategic objectives and business competencies) – Institution Building Mindset

The insights triggered during the feedback dialogue allow the leader to reflect upon the choices he or she wishes to make:

- Do I agree with the feedback (perceptions are a reality)?

- Do I want to use this to make any shifts / regulate my style?
- Do I want to maintain the status quo? What are the pros and cons of maintaining it in the present context? In future context?

Thus, the monochromatic image of the good or bad leader gets nuanced and textured into a rich and intricate tapestry of insights that which the person can draw meanings and lessons. The leader can engage with the feedback, ponder on its implications, carefully give meaning to the comments and finally choose his or her response to the action.

We believe this to be a deeply insightful and meaningful 360-degree feedback exercise that organisations can gift themselves and their leaders on their journey of growth and personal development.
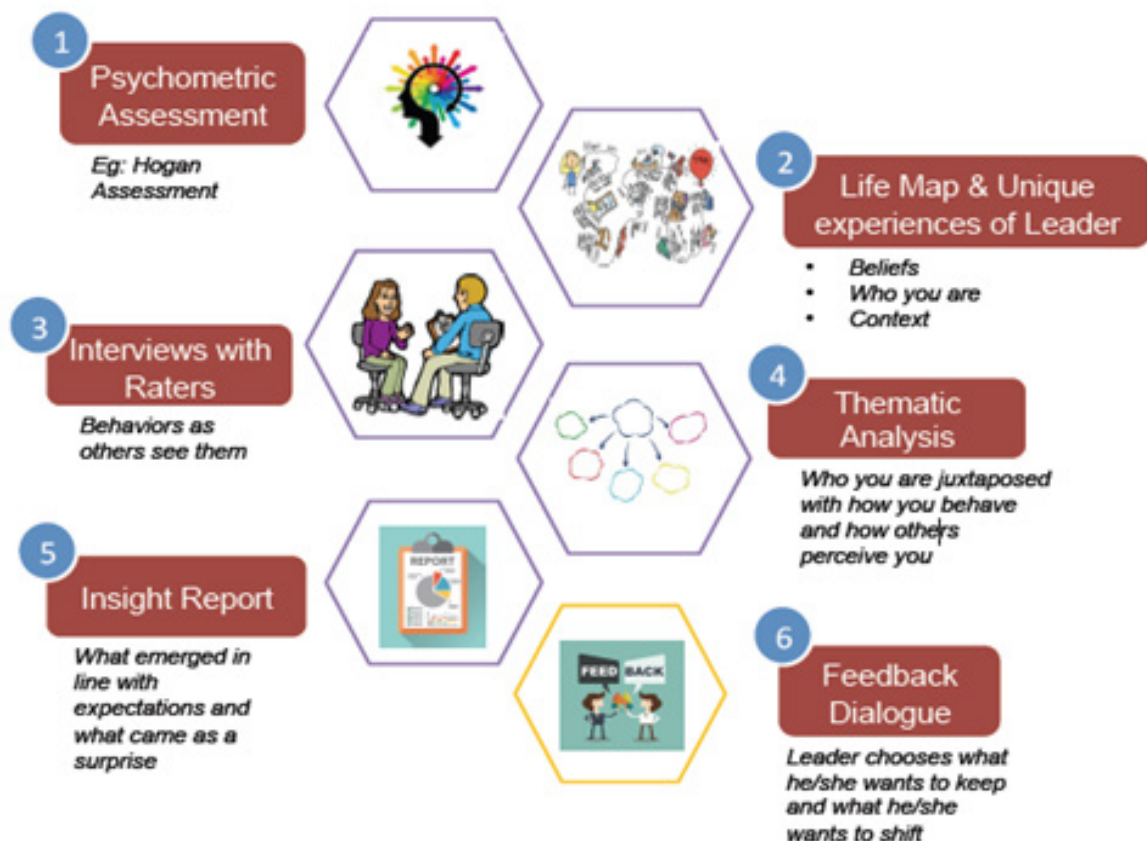
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Special Articles

Iridescent: The Many Colors of Leadership

ODA Team

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Iridescent: The Many Colors of Leadership

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If we want more women in senior roles in Indian Oraganisations, what do we need to do? Do we know the underlying overt and covert challenges women face at workplace? Do they face a glass sealing? This ODA study explore these themes

Executive Summary

Women have greater opportunities for forming and pursuing their own goals now, more than ever before. And yet women continue to be underrepresented in the leadership pipeline. At ODA, we felt the need to look at the issue from more than one point of view. When we undertook this study, our aim was to understand what the glass-ceiling metaphor was really all about and, where it really fell along the journey that women took in their professional lives. To say that we come away enriched by the findings of our study is an understatement. The study helped us identify and explore spaces for the multiple narratives that emerged. In the process we realized that the impediments that led to the creation of the glass ceiling are not always explicit in their manifestation.

Even more importantly, by depicting a single, unvarying obstacle, the metaphor of the "glass ceiling" failed to incorporate the complexity and variety of challenges that women face in their leadership journeys. In truth, women are not turned away only as they reach the penultimate stage of a distinguished career, they disappear in various numbers at many points leading up to that stage. One clue to the pressures that contemporary women experience in connection with their ambition can be found in stories that usually successful women tell about their lives. And although women are no longer denied access to capability development and opportunities for career advancement in most types of careers, they have come up against what seems to be an even more powerful barrier to their ambitions.

There is no evidence that the desires to acquire skills and to receive affirmation for accomplishments are less present in women than they are in men. So why is it then that we find such dramatic differences between men and women in their attitudes toward ambition and in how they create, reconfigure, and realize or abandon their goals?

Across professional spheres women we spoke to for this study are facing the reality that in order to be seen as feminine, they must provide or relinquish resources – including recognition – to others. It is difficult for women to confront and address the unspoken mandate that they subordinate needs for recognition to those of others – particularly men. The expectation is so deeply rooted in cultural ideals of femininity that is largely embedded in the subconscious. Women can work, and they can professionally grow but doing so is socially condoned only if they have first satisfied the needs of all their family members: husbands, children, elderly parents, and others. If this requirement isn't met, women's ambition as well as their femininity is called into question.

And that is why it is critically important for organizations to look at the challenges women often face and clear the path for talented and dynamic leaders to rise to the top from a systems perspective.

It is also important to realize that differences between leadership styles are not necessarily

positive or negative in building organizations, but leaders need to be aware of their style and how they come across to others in their organization and outside. This will help organizations work on their culture through efforts made in reinforcing behaviors that promote rather than undermine effectiveness of their women leaders.

We hope our study will help women leaders to build more Conviction (in their aspirations), Connections (with allies), Creation (of own script of success) and Compassion (towards self) to help them soar.

We believe that this study will inform and encourage organizational leaders to take clear and decisive steps to develop the leadership potential of their female employees— and in the process we will all be stronger for it.

Methodology

Participants

Purposive sampling was adopted that included a total of 102 participants i.e. 81 female leaders & 21 male leaders. The sampling method was selected from both understanding- oriented and action-oriented perspectives, to clarify the deeper causes behind the issue and its consequences. Participants in this study came from a variety of industries & ethnic backgrounds and represented several fields of the industry.

Measures Used

Structured, open-ended interviews were used to collect the data. The questionnaires were formulated on the basis of secondary research to gather deeper understanding of contextual & capability challenges faced by women leaders.

Procedure

Qualitative content analysis research technique was used to analyze data obtained from participants to quantify themes. The data was collected during March & April 2019 and translated into data files that were subsequently uploaded into a qualitative research computer program, ATLAS-ti.

The data were sorted into themes derived by the initial interview questionnaires, a coding scheme was then devised according to terms of frequency (amount of content), direction (who the content is directed to), intensity (power of content), and space (size of content). The coding system was used to identify themes within the content, leading to manifest coding that is recognized to be highly reliable.

An objective method was used to count the number of times a theme occurred within the coding scheme. This resulted in 1093 code themes. Latent coding developed by the researchers was subsequently used to develop and compile 86 code families. The final analysis resulted in complex, dynamic network schemes mapping the contextual & capability challenges faced by the women leaders.

Participants' Profiles

Female Leaders

Our women interviewees were in the 28 – 65 year age bracket, spread across diverse cultural (7 countries), social and professional backgrounds. They consistently demonstrated personal attribute that have clearly enabled their success, provided them with the emotional resources to overcome obstacles, and allowed them to address the complex challenges that often came their way.

"She's a corporate leader, a business woman, an IAS officer, an entrepreneur, a doctor, an academic, social worker, a fashion model, an actor - balancing it all on the personal front in her other role of a care-giver, home-maker, mother et al."

"She is smart. She is ambitious. She believes in herself and her abilities. From a young age, she has had the desire to lead—to inspire, surpass expectations and pursue her purpose beyond odds."

Male Leaders

At ODA, we believe that we need powerful men to step in alongside the powerful women to help build inclusive workplaces, where there is a space for multiple ideas and capabilities to flourish. It was with this understanding in mind

that we made conscious efforts to incorporate the male perspective in our study.

We spoke to male leaders from across the corporate spectrum seeking their views and insights on the subject. Our male leaders are in the 30-55 years age bracket and hold senior roles in organizations across multiple sectors and industries.

Research Insights

5.1 – Voices from the Male Leaders who are willing to step up, listen, learn, and lead with action

Almost 100% of our male respondents acknowledged the need to create a conscious pipeline of women leaders in organizations and they believe that most organizations recognize the value of diversity and have an intent to hire, develop and promote women into leadership roles. Specifically, they believe that women leaders bring more humanistic leadership traits to the organization.

"The ability to take tough decisions, empathize & create win-win situations are an edge for women leaders"

"The truth of the matter is that pretty much anywhere in the world men tend to think that they that are much smarter than women. Yet arrogance and overconfidence are inversely related to leadership talent — the ability to build and maintain high-performing teams, and to inspire followers to set aside their selfish agendas in order to work for the common interest of the group. Indeed, whether in sports, politics or business, the best leaders are usually humble—and whether through nature or nurture, humility is a much more common feature in women than men."

However, they see a few challenges that can come in the way of making space for women leaders:

- Lack of role modeling & mentoring: Not too many women leaders are there who can show the way to others looking for guidance.
- **Cultural challenges**: Women leaders expected to live up to too many expectations.

- **Systemic challenges**: Organizations still don't have inclusive infrastructure and systems.

When asked, if they would want women leaders to have any specific capabilities to overcome the challenges, this is what they said, they would like their colleagues to do more of:

- Have more confidence in their abilities
- Take more risks
- Invest in self-awareness
- Network more strategically

It was heartening to note that most of this was resonated by our women respondents. In the next few pages we have outlined the key themes in contextual challenges as well as capabilities that successful women leaders have developed to overcome these challenges.

5.2 – Contextual challenges to creating gender-inclusive workplaces

(A) Stereotype Threat

Stereotype threat is a situational phenomenon that arises when people face the prospect of being viewed or evaluated in light of a negative stereotype about a group they belong to. When a woman performs in a technology setting, for instance, she may know that, if she performs poorly, other people could view her performance as conwomen and technology.

During our research, 84% of women said that they have faced stereotyping at the workplace and it has been observed that many women confirm negative stereotypes which impacts their performance at the workplace. This is called the **"Stereotype Threat"**.

"It's an ongoing battle. You have to work a little harder to build your career. Perception Management is very tough. It is assumed that life has been easier for women. We have to work for our own gender and hence we should learn to help each other to form associations & have common platforms as well."
–Bindu Venkatesh
(VP HR & Training, Oracle)

This prospect is psychologically threatening. A significant amount of research demonstrates that, under certain boundary conditions, especially when the person believes that his or her ability is being evaluated and when he or she is identified with the domain of evaluation, stereotype threat can cause people to perform less well than they are capable of performing.

HOW STEREOTYPE THREAT WORKS
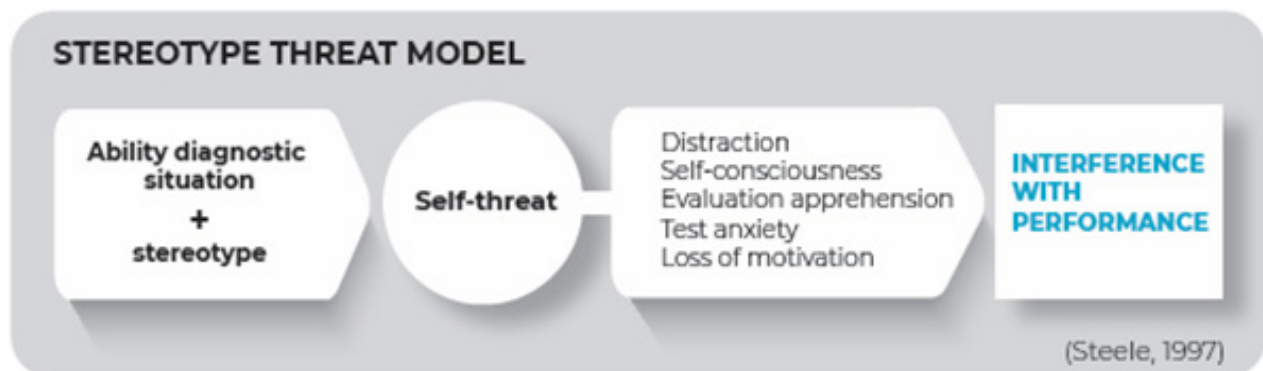
In this process, women experience a cycle of negative thoughts, emotions, and appraisal processes (e.g., if I do poorly, will they think people like me can't do this; I'll show them we can do it; am I doing well enough?; let me not apply to this role as I am not ready yet; If I leave on time, will they think that I am not committed).To focus on the task at hand, women try to suppress this monitoring process and emotional response. This suppression itself, however, takes up needed working-memory resources and undermines executive functioning, which ultimately weakens performance on challenging tasks.

Some of the biases faced by our respondents:

- *Women are bad managers as they are too emotional*
- *They do not have, what it takes to be a CEO*
- *Women are not fit for analytics and finance roles*
- *They will not be able to perform on a long-term project as they will get married and might leave the job*
- *Assertiveness is aggressiveness*
- *They try too hard*

(B) Being compared to a single ideal of leadership

Chimamanda Ngozi Adichie in her most famous TedX talks about the danger of a single story around any theme whether the books you read or talk about the problem with a single narrative of leadership.

The scope of organizational and/or institutional problems is huge, but the definition of leadership needed to solve all these problems, seems to come from a single template. Leaders are expected to be ambitious, assertive, risk-taking and bold.

Our study reveals that most organizations hold leaders up to leadership behaviors and norms which are largely agentic and masculine in nature.

This means that if women leaders come across as agentic and tough, they come across as "not woman enough" and if they are more democratic and nurturing, they are "not leader enough".

While women who assume conventional masculine traits at work break the glass ceiling easier, it ends up becoming a challenge for them in the long-run as they are increasingly coerced into perpetuating masculine behavior that reinforces a culture that adversely affects them.

The question organizations should be asking is - to what extent does their norms and practices encourage women to shy away from traits that are characteristically 'feminine' in favor of more 'masculine' ones and, how does such behavior undermine what they are trying to accomplish?

The integration of women in leadership roles – as part of the diversity agenda - is not a matter of "fitting in" the traditional models, but "giving in" the opportunities for them to practice their own leadership styles. Since organizations have been

mostly occupied by men, there is clearly a dearth of women role models to inspire budding women leaders. In the process women have had to choose successful male leaders and their styles as their role models (Appelbaum and Shapiro, 1993). Others have chosen to break the mold and start with leadership styles that openly reveal feminine traits and behaviors to carve a place in their organizations.

(C) Structural inequities at the workplace

Our research highlights significant systemic challenges that come in the way of advancing women in leadership roles:

Entry level barriers: Our women respondents pointed out that most job descriptions are written with wordings that are written as though they are for men only. This discouraged them from applying because it gave the message that they wouldn't belong.

Bias in performance assessment and promotions: Nearly 75% of our respondents talked about being rated below male colleagues despite the same or better impact at role. A research by Stanford University's Clayman Institute for Gender Research found that managers are more likely to critique female employees for coming out too strong with their aggressive communication styles. Also, their accomplishments are more likely to be considered as the result of teamwork, rather than individual efforts, unlike male employees. Words like 'driven', 'tackle' and 'innovate' are used more frequently for men in their feedback and their evaluations are based more on the technical expertise and Key Result Areas met.

Lack of infrastructure: Women do have the dual responsibility of home and work. With no strict implementation guidelines about day care centers, and often bearing the responsibility of ailing and aged parents, women make the difficult choice of staying home and not going back to work. And in the absence of quality control in crèches or reliable childcare options, many women seek employment opportunities with flexible hours or part-time work. At least 60% of our participants reported meeting with indifference or downright hostility when they sought benefits to ease their post-maternity transition back to the workplace.

(D) Lack of sisterhood at the workplace

A new study suggests the biggest barrier to women getting ahead is the 'sisterhood ceiling'. The fact that many of us had to overcome significant obstacles as we banged our heads against the glass ceiling doesn't relieve us of the responsibility to help smooth the path for the women who come after us.

We know it's hard to be a woman who stands out. And yet when we do accomplish those gains for ourselves, we often adopt the attitude: "If I did it, why can't she?" Until we learn that the only true power is in unity, we're doomed to smash against glass ceilings forever.

Regardless of how one defines a situation there is no question that those of us who have made our way in the business world can make a big difference for all those who follow after us.

27% of our women respondents shared that they wish to have more sisterhood at the workplace and help each other in their professional journeys.

"Sisterhood doesn't mean we're the same. It doesn't mean that our struggles are the same. It doesn't even mean that we have to like each other. But it is about viewing our struggles as interconnected and the willingness to learn from each other's experiences and not throw each other under the bus".

"The women at the workforce are not inclusive because of the insecurity stemming out of the working relationships. There is a lack of sisterhood which may be the biggest blocker in uplifting the women workforce in future".

–Akhila Babu
(HR Business Partner, Aditya Birla
Fashion & Retail Ltd.)

ODA's insights on which capabilities have helped overcome the challenges

We asked all our respondents what helped them to be successful and what they learnt from their role models and we believe there are four distinct capabilities that enable women leaders to overcome the unique set of challenges they face.

Conviction

Demonstrating conviction is a powerful strategy used by leaders to maintain a consistent sense of direction and connection to what is most important to them, even under the most pressing situations. This strategy may be especially useful for enabling women leaders to hold on to what is most important to them amid the pressures they face to adapt to stereotypes. In our study, a whopping 70% of participants indicated that having & building self-conviction is one of the most important traits which in any circumstance has to be practiced. The key quotes "Believe in self", "Don't give up", "Speak your mind" all seem to be echoing the sentiments of the women leaders. Conviction also provided a strong positive role modeling signal to other women who may also be facing similar barriers.

"Leaders with conviction show us that the future is certain and that we're all headed in the right direction. Their certainty is neurologically shared by everyone"
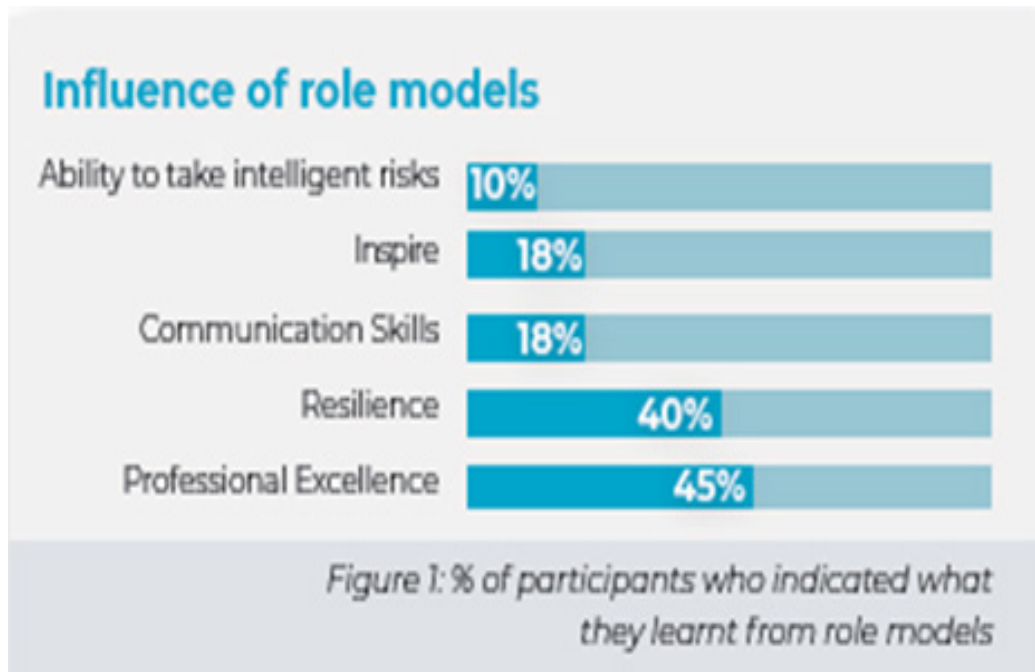
– Anonymous (Senior Woman Leader)

Connections

Forming alliances and instrumental connections seems to be a powerful tool for women leaders who have managed to overcome the contextual challenges. They have gained from the experiences from other leaders – male and female, who have been there and done that. From insights on how to ask for what you are worth to learning how to make impactful presentations.

> *Across all our companies in multiple sectors and countries, we see access to networks as one of the key barriers, preventing women from advancing. Networks also provided our women leaders with role models and mentors who were able to help them.*
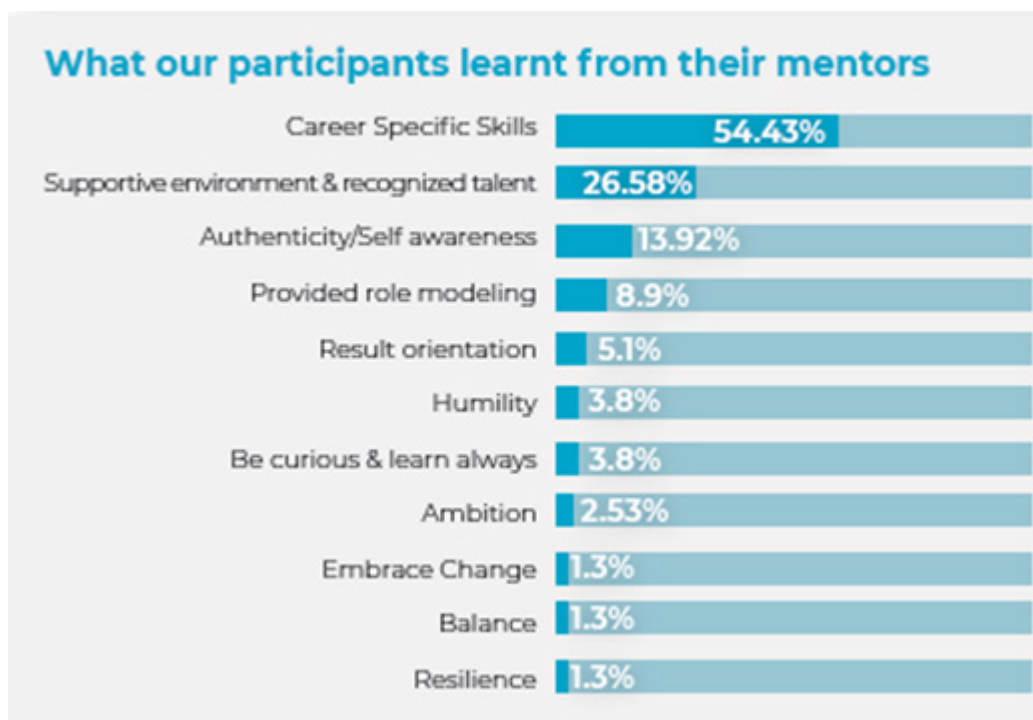
women from advancing. Networks also provided our women leaders with role models and mentors who were able to help them.

Influence of role models

Ability to take intelligent risks	10%
Inspire	18%
Communication Skills	18%
Resilience	40%
Professional Excellence	45%

Figure 1: % of participants who indicated what they learnt from role models

43% of our research respondents felt the need of having networks, both formal & informal.

62.5% of successful women leaders in our survey reported that mentoring (formal & informal) made a critical difference to their career.

Over 50% of our respondents echoed this sentiment as they spoke out about the need for creating platforms for showcasing women role-models who could mentor other women besides the need for other initiatives like coaching and flexibility at the workplace.

What our participants learnt from their mentors

Career Specific Skills	54.43%
Supportive environment & recognized talent	26.58%
Authenticity/Self awareness	13.92%
Provided role modeling	8.9%
Result orientation	5.1%
Humility	3.8%
Be curious & learn always	3.8%
Ambition	2.53%
Embrace Change	1.3%
Balance	1.3%
Resilience	1.3%

Creation of one own's definition of success

Our research indicates that the ability to create one's own definition of success helps the women leaders to deal with the prejudices in the system while remaining true to their own aspirations.

According to Kets de Vries (1989) leaders are "transferential figures". According to transference theory "a person perceives and responds to someone else as if that person were a mother, father, sibling or another important figure from the past". Thus, leaders end up holding the collective projections, hopes and aspirations of the entire system. This concept applies even more to the case of female leaders who evoke maternal transferences as a result of their gender. No wonder then, a lot of female leaders are held to almost unrealistic standards of being very effective at work while continuing to remain "nurturing" and "caring". Further, the behavioral prescriptions for a leader's identity are associated with a traditionally masculine demeanor. Thus, gendered views of organizational roles, workplace structures, practices and patterns of interaction that may be inadvertently more favorable to men – May significantly hinder a woman's capability to align her development to her aspirations. This capability is built on the capability to be able to use self-awareness and reflection to distinguish "what's being projected from the system" vs. "what am I bringing to the system" as well as "sculpt" their own role model for what a leader looks like and behaves like.

When asked about their regrets or what advice they would like to give to those who are at early stages of their career, one theme that consistently kept coming up was – "I would not have behaved more like a male leader/ I should not have tried to copy other leaders. Instead I would have/ should have spent more time developing my own brand/ style of leadership".

"Challenging their own internalized gender roles and social scripts. Finding a true identity for themselves, which is not a reaction to the patriarchy."

– Anshu Chaudhary
(Assistant Professor, DU)

Compassion for Self

In their seminal work on image strategies and identity threat for women's career transition, Herminia Ibarra and Jennifer Petriglieri refer to the term "impossible selves". Women all over the world and especially in patriarchal cultures, face role-gender paradoxical expectations at the workplace. At the same time, they are held to impossibly high standards of behavior in the roles played in the personal sphere – e.g. a doting mother, an efficient homemaker, a caring daughter-in-law etc. Many of our women respondents felt that in the race to live up to all their "impossible selves", they ended up feeling exhausted, unsure of themselves and unable to focus on what they want to pursue. A common voice that was echoed by almost all our respondents – was that women need to be able to be compassionate towards their own self. Unless we allow ourselves time and space to grow, to make mistakes and try different things, it will be difficult to try on new identities and learn different things.

"Self - Love is so important. Because when you find yourself crying on the bathroom floor whether it's 3am or 5pm in the afternoon, who is going to be there for you? You. You have to pick yourself up and find the strength to move on. At the end of the day, you are all you've got."

- Anonymous
(Senior Woman Leader)

"I think social roles are changing now and we are moving to a society where women become stronger than men. Combining leading roles both at work and in families will put a lot of pressure on females."

- Natalya Mashistova
(HR Director, Uniper, Russia)

Conclusion

One question that haunted us before and during the research was "Do women leaders need to have a different set of capabilities than male leaders?" Our research leads us to believe that women leaders who succeeded and continued to more senior roles in the organizations, developed an additional set of capabilities to deal with the challenges of dealing with paradoxical expectations.

Organizations that have invested in mentoring and structured processes to enable people from all age-groups, genders, talent, and demographics continue to report higher ROI in terms of profitability and higher levels of engagement.

Please do write in to us at inclusion@odalternatives. com to share your views and insights on this topic.

We at ODA, believe that what we have uncovered is merely just another layer of looking at a complex problem. However, these insights will lead us a step close to building the inclusive workplaces needed to solve business and social challenges, facing us.

Special Articles

Gender, Inclusion and the Indian Film Industry
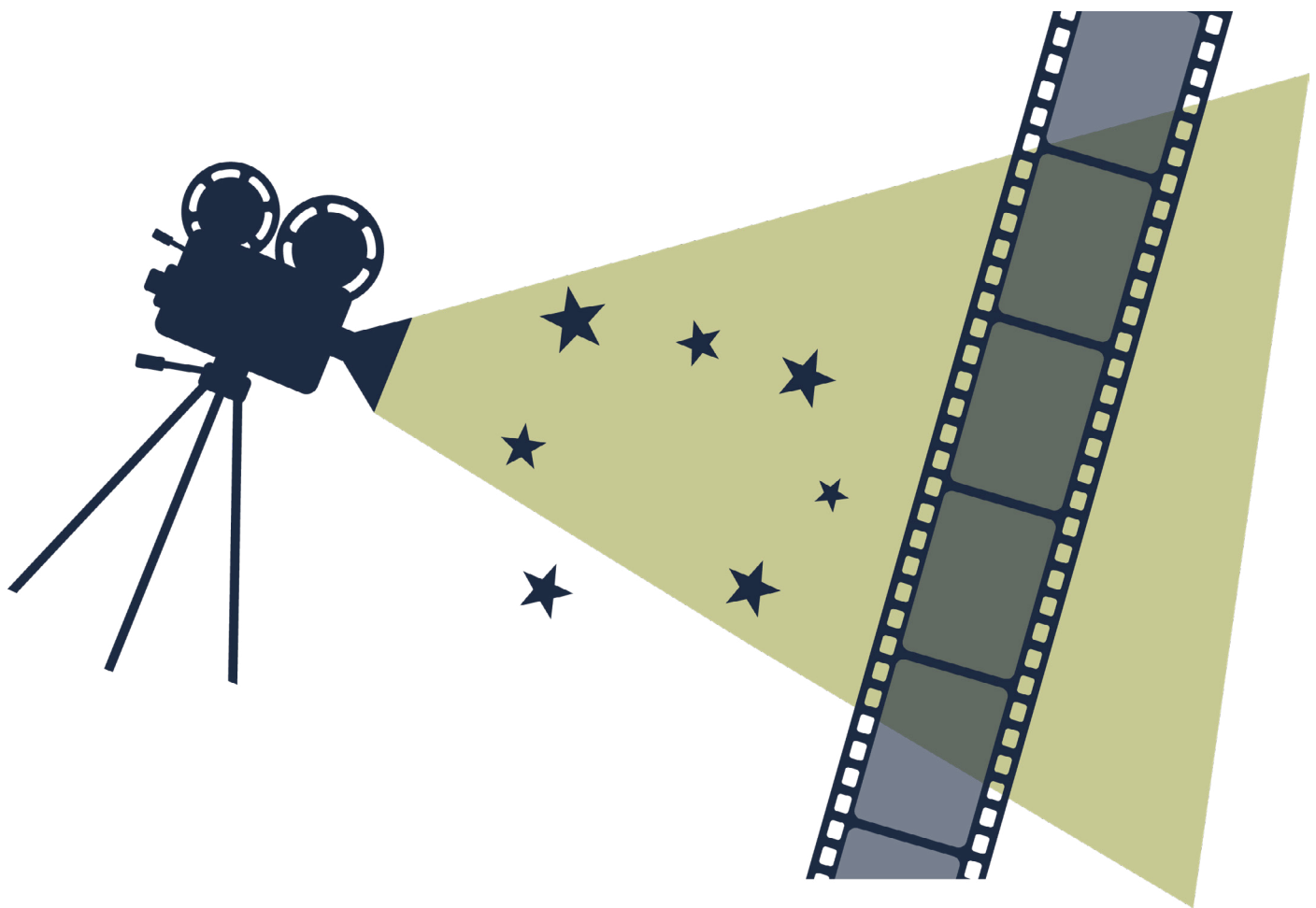
Orglens Team

About Orglens

OrgLens helps leaders understand their organizations through the lens of social psychology and network science and make drastic improvements in their organizations. We are a group of Organization Development practitioners who are passionate about technology, network science and network analysis and their applications in Organizational Development .

Gender, Inclusion and the Indian Film Industry

Orglens Team

The enterinment industry, specially the movie industry is told that it represent the culture of a society or the culture of the society must be seen in the movies. While there are lot of discussion on Inclusion and diversity in Organisations these day so we thought it might be useful to examin if there is inclusion and diversity in Indian Film Industry.

In February 2017, a prominent female actor from the Malayalam Film Industry was abducted and sexually assaulted by a gang of men in a moving car in Kochi. The actor-survivor's colleague and lead actor Dileep was named as an accused/conspirator for paying money to sexually assault her and record the crime on camera. A criminal case was registered and Dileep, a superstar in the Malayalam film industry, spent close to three months in jail in 2017. A former director friend recently revealed to the court that the actor was involved in the conspiracy to attack the police officers probing the case.

The survivor in the case, a south Indian actress, revealed her identity through her social media post on January 10, 2022. Several top actors in the Malayalam industry came in support of the actress by sharing her post. Women in Cinema Collective, an organisation that was formed to protect gender equality and the rights of women since then have been championing this cause of equality since 2017.

The relationship between movies and culture is like a chicken and egg phenomenon. While our movies certainly influence the culture, the movies are also an integral part and product of our culture.

If movies are a reflection and a product of our culture, we thought it would be interesting to look at the culture of our movie-making industry – Bollywood and the movies we make. We used social network analysis, a methodology that combines social psychology and data science to explore gender inclusiveness in Bollywood by looking at the relationships of the actors and directors on Twitter.

We do not mean to say that gender inequality is a phenomenon only in India. Four years ago, Stephen Follows, a British producer and writer who compiled a report on diversity in the film industry by studying 2000 blockbuster movies worldwide, found that women accounted for only 13% of the editors, 10% of the writers and just 5% of the directors. Women made up a majority only in costume and wardrobe departments and casting, all of which traditionally have been perceived as feminine workplaces. Visual effects, usually the largest department for big feature films, had an average of only 17.5% of women, while music had just 16%, and camera and electricals were on average 95% male.

As we are not part of the social networks of Bollywood and mapping the social networks formed by Bollywood stars seemed like a difficult task, we looked at Twitter as a sample case and mapped the Twitter networks of Bollywood stars – something we believed would give us a picture closer to reality.

The Twitter Bollywood Network- Can social networks reveal Inclusion?

For our study, we analysed the Twitter network of 86 Bollywood Stars (43 men and 43 women) to understand how inclusive Bollywood is when it comes to gender inclusion and equity. When we looked at the overall network, we saw that the top actors such as Amitabh Bachchan, Shahrukh Khan,

and Salman Khan formed the centre of this network with higher incoming connections (followers) from other actors within this network. Within these 86 people we analysed actresses Priyanka Chopra who had the highest influence as she was followed by a maximum number of people within this network.

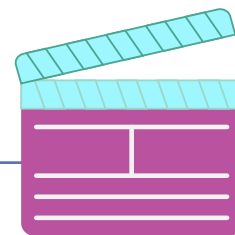## Are the established actors following the actresses? Is there gender equality?

We identified the top 7 popular Bollywood actors (Salman Khan, Aamir Khan, Sharukh Khan, Akshay Kumar, Hrithik Roshan, Ajay Devgn, and Amitabh Bachchan) and studied their following/ friends, i.e. the network composition of the individuals they follow in network.

Below is a network diagram that shows the network of these 86 people .
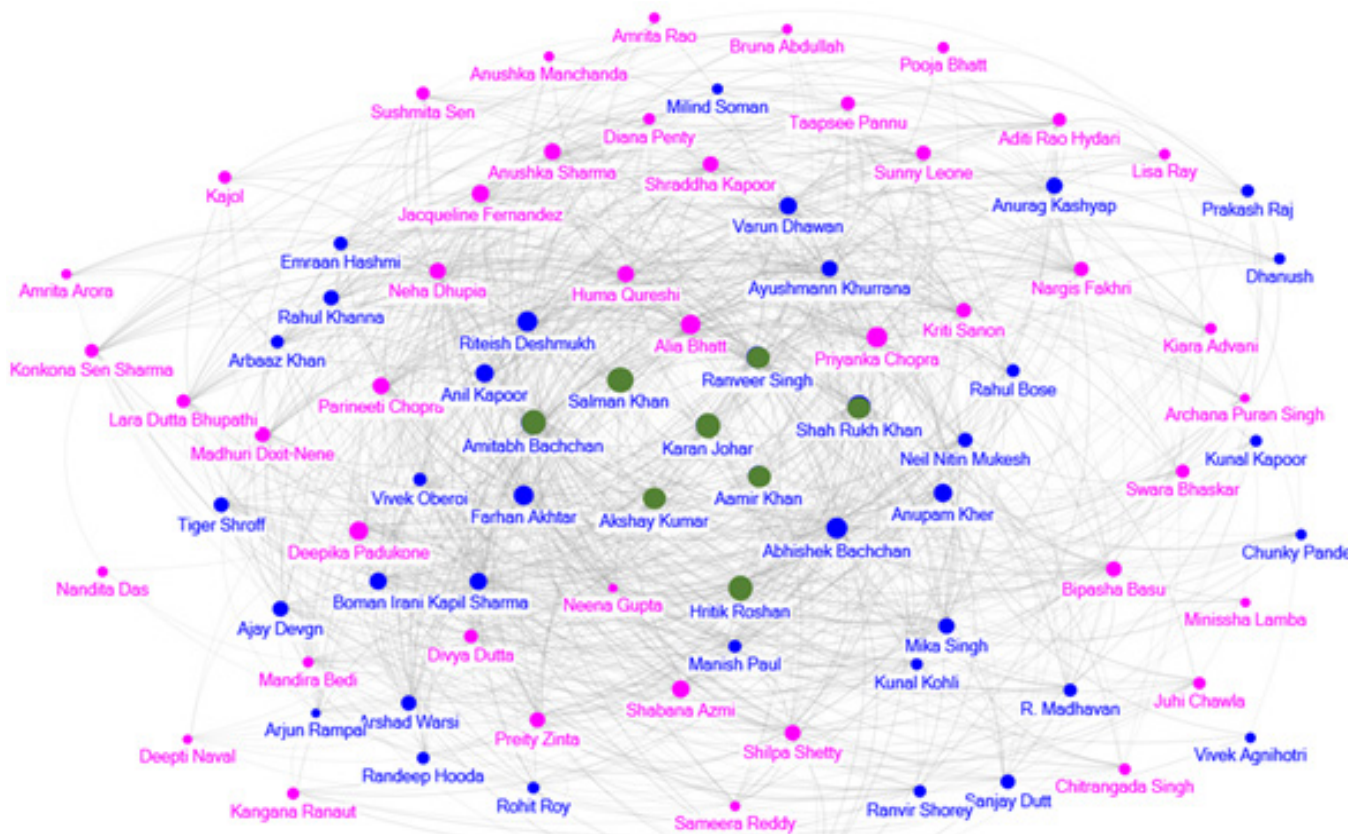

Overall Network of 86 Bollywood Stars

Of these women, Jacqueline Fernandez wields the most influence with the highest following from the most established actors that we have identified, and subsequently Priyanka Chopra and then name you might not have guessed, Preity Zinta. This is the power of network analysis, it shows many a time, not so obvious insights.

As you can see the primary composition of our network is 50% men and 50% women, but these top actors follow 68% men and only 32% women.
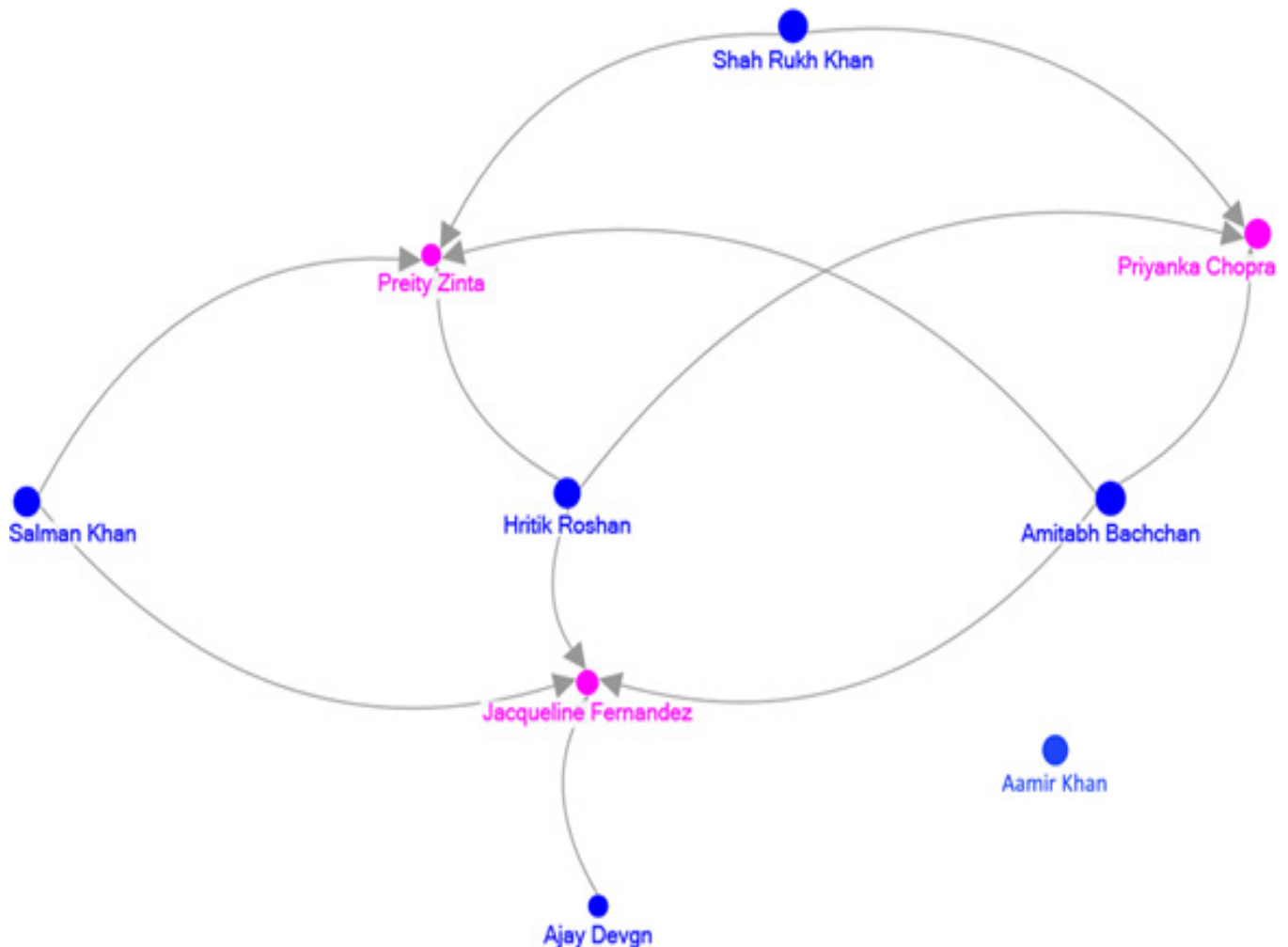
Most followed actresses by Salman Khan, Hrithik Roshan, Ajay Devgn, Amitabh Bachchan, and Aamir Khan

Are the established actresses following new actresses? Do women support women?

Then we thought that inclusion is not limited to the men in Bollywood supporting the women, but also the support extended by the established actresses towards the new and upcoming actresses.

We identified 5 actresses (Alia Bhatt, Anushka Sharma, Deepika Padukone, Kangana Ranaut and Priyanka Chopra) who have an established career in Bollywood and mapped their following/friends list on Twitter for our network.

Analysing the network graph of these established actresses showcases that they reach out to the prominent names of Bollywood such as Amitabh Bachchan, Salman Khan, Aamir Khan, Shah Rukh Khan, etc even if these male actors are not following them.

But we wanted to see how inclusive are these

actresses when it comes to supporting new talent. We identified 6 up and coming actresses in Bollywood (Aditi Rao Hydari, Jacqueline Fernandez, Huma Qureshi, Kriti Sanon, Nargis Fakhri, Shraddha Kapoor, Taapsee Pannu). Of all the established actresses Alia Bhatt followed the maximum number of new actresses, whereas Deepika Padukone and Kangana Ranaut follow none.

And by the way, none of the established male actors we identified followed Taapsee Pannu.

Women seem to follow more men in this network (61% of their total outgoing!).
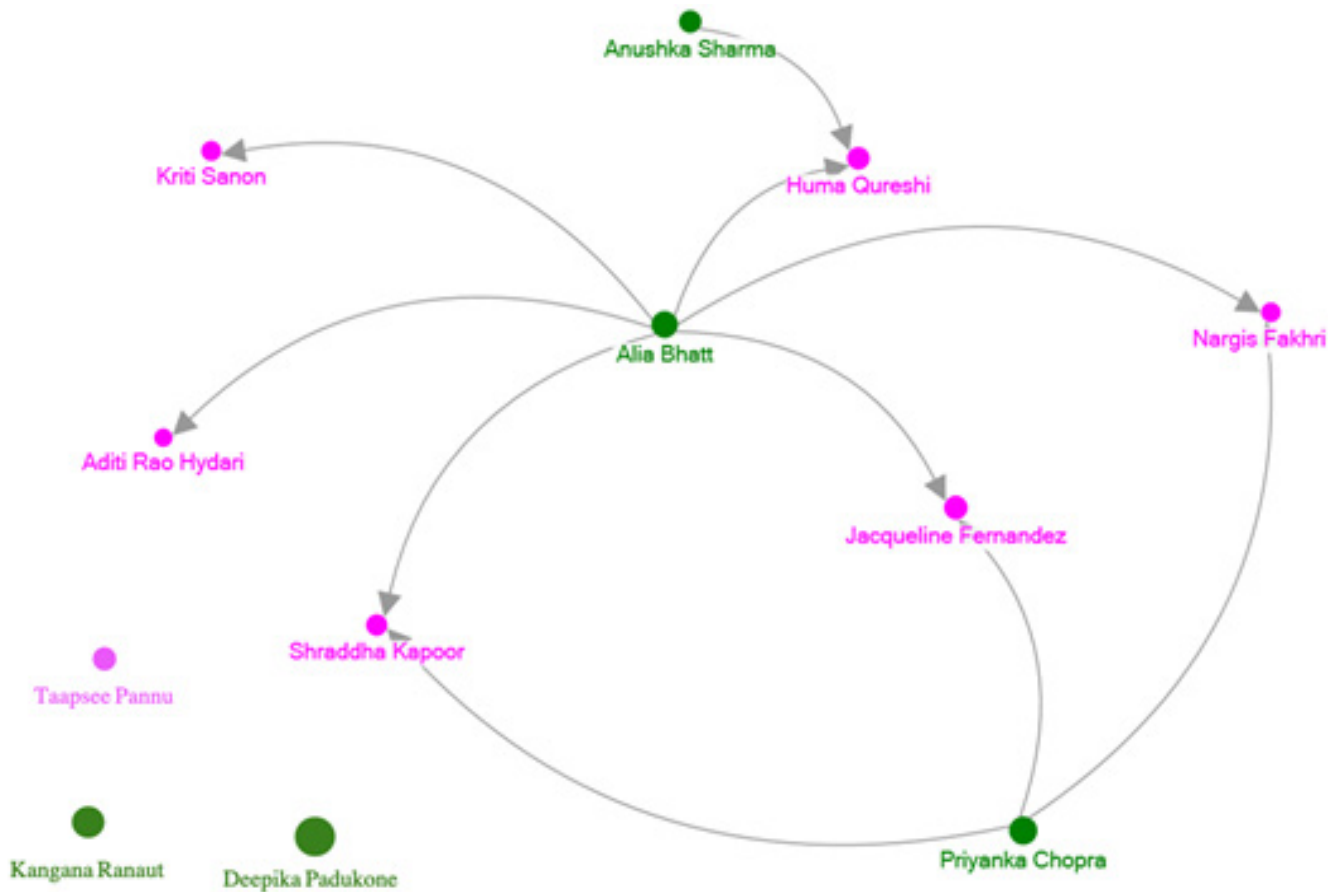
Alia Bhatt, Anushka Sharma, Deepika Padukone, and Kangana Ranaut's outgoing connections

How difficult it is to be "different" and feel included?

Looking further into a newcomer like Taapsee Pannu's incoming (follower) and outgoing (following) connections, we can see the lack of reciprocity from the more established actresses such as Priyanka Chopra and Deepika Padukone. And even actors such as Shah Rukh Khan, Aamir Khan, Salman Khan, Akshay Kumar, etc. haven't reciprocated the following by Taapsee.
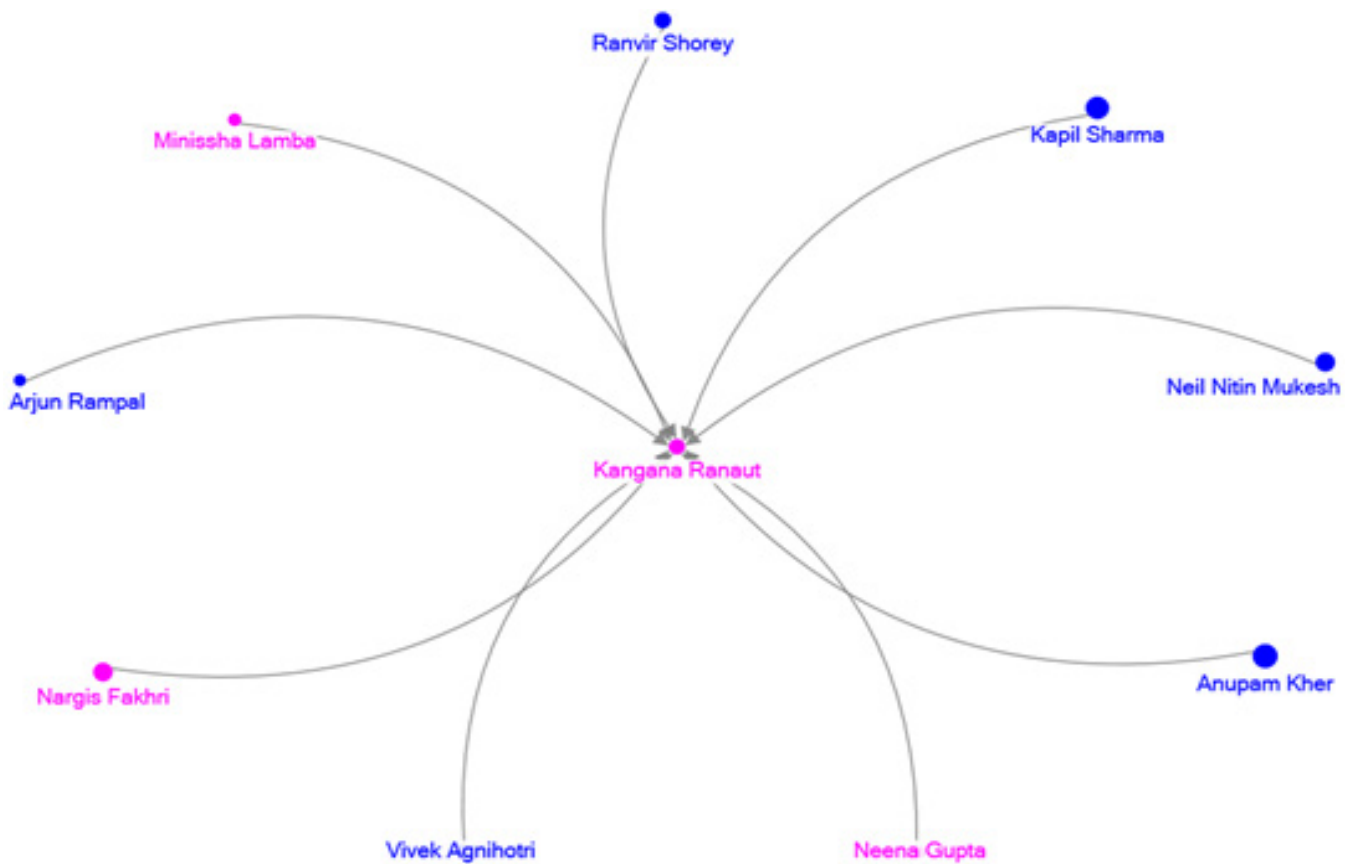

Tapsee Pannu ongoing connections (following)

Tapsee Pannu Incoming connections (following)

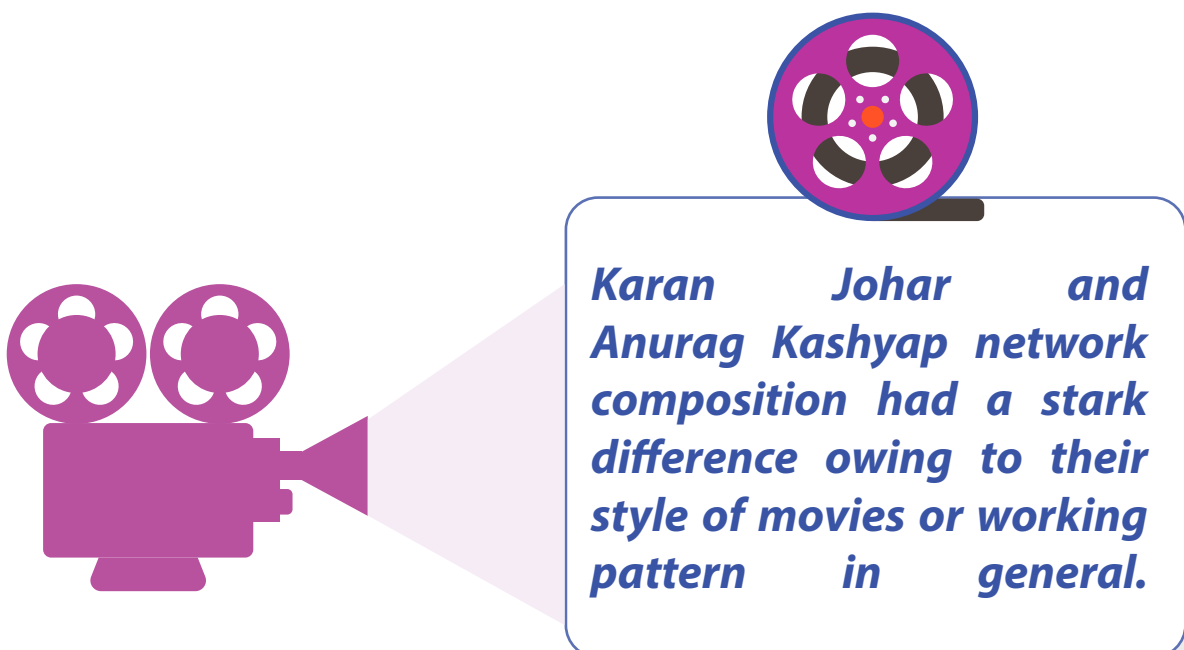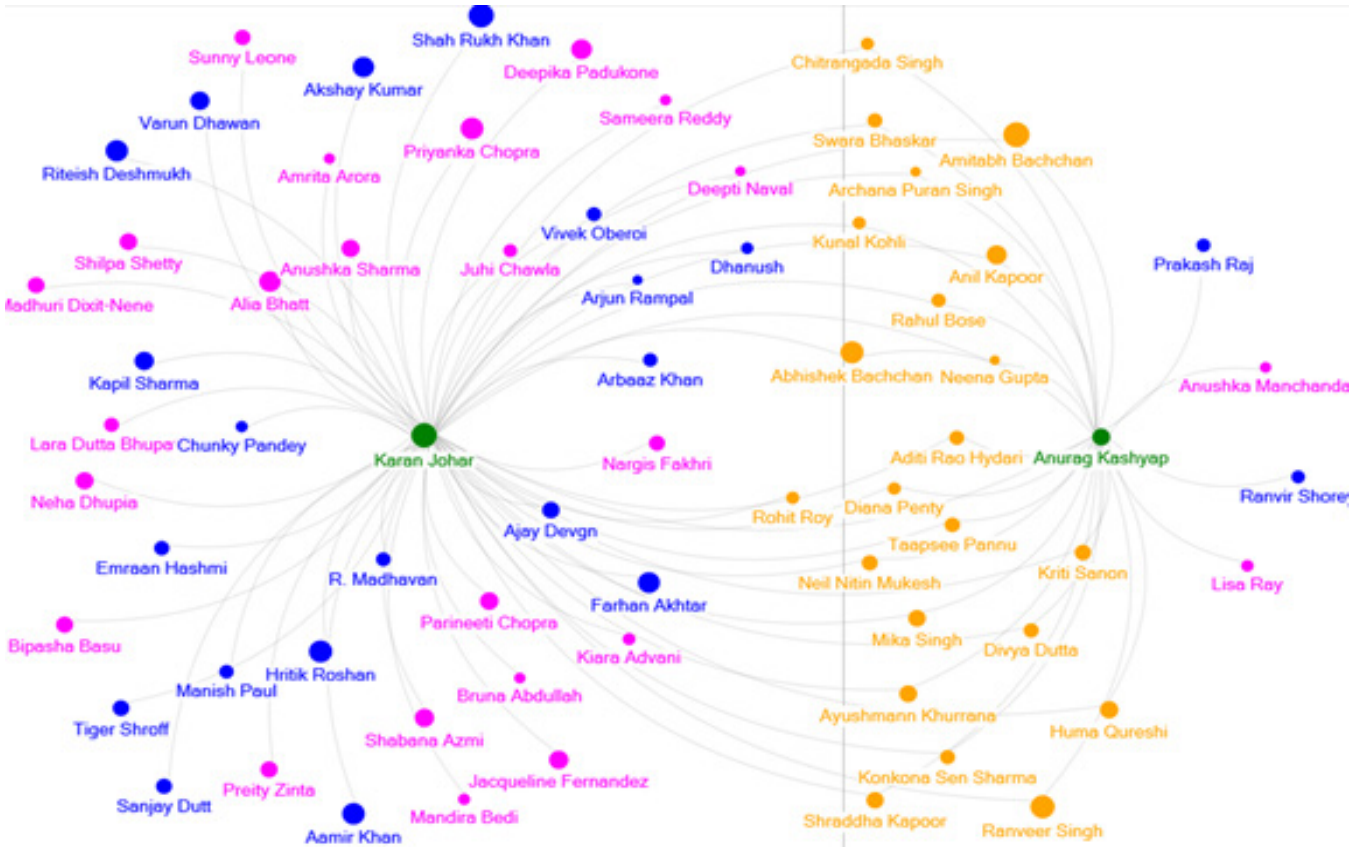# Kangana's controversies and how Bollywood behaves

Kangana Ranaut's incoming connections (following)

Kangana has done noteworthy movies and raised many controversies. Looking at Kangana's followers in our network one can clearly see that none of the established actors/ actresses followed her. Not sure if they did before the controversies started.

Identifying cliques/ unintended communities in Bollywood Twitter

We analyzed the network of two leading directors (Karan Johar and Anurag Kashyap).

Karan Johar and Anurag Kashyap network composition had a stark difference owing to their style of movies or working pattern in general.

Karan Johar and Anurag Kashyap's network

Karan Johar and Anurag Kashyap's network

Karan Johar's network comprises more mainstream actors such as Anushka Sharma, Shah Rukh Khan, Priyanka Chopra and so on and so forth. If you watch Hindi movies, maybe you already know this.

But Anurag Kashyap has links to actors who explore roles in movies not limited to budgets, such as Rahul Bose, Diana Penty, Divya Dutt, Konkana Sen Sharma, etc. This might indicate their inclination to work with the director. Looking from an organizational perspective, someone like Tiger Shroff or Ritesh Deshmukh might be more biased towards working with someone like Karan Johar rather than Anurag Kashyap.

You might be wondering, "This is just Twitter, a social media platform. Do these cliques carry any real-world stakes like opportunities in movies?". We wondered too and our curiosity pushed us to a level deeper in our analysis - we looked at the movies that Karan Johar and Anurag Kashyap directed to see if these preferences from their social networks really reflected who they worked with.

Yes, identifying communities and cliques using network analysis can help us predict whom they might prefer to work with.

The most obvious finding is Karan Johar's preference for working with Shah Rukh Khan – out of the seven full-length films that Karan Johar has been credited as the director, Shah Rukh Khan was the male lead in three. Other movies have established male stars like Hrithik Roshan, Amitabh Bachchan, and Abhishek Bachchan. When it comes to female leads, Rani Mukherjee tallies in at four movies, with the rest going to Kajol, Preity Zinta, Kareena Kapoor, Aishwarya Rai Bachchan, and Alia Bhatt. Let's have a look at the network diagram again.

Looking at Anurag Kashyap's filmography, out of the 13 movies he directed, Kay Kay Menon was the lead in the first three. After that, names like Nawazuddin Siddiqui, Abhay Deol, John Abraham stood out, but there was no discernible trend. Even less so when it came to actresses.

Now we put on our sociologist hats and married the network data with the metadata from the movies - we saw that things started to get even more interesting. In 2015, Karan Johar made his acting debut in Bombay Velvet directed by Anurag Kashyap. This movie had other up-and-coming actors Ranbir Kapoor and Anushka Sharma. Shortly after this movie, Abhishek Bachchan – an established star, was cast in Kashyap's Husband Material (2018). Did working with Karan Johar influence this choice? Since the time the two directors' paths have crossed, they have recently co-directed non-movie projects like Netflix's Ghost Stories and Lust Stories. This could mean greater access to Karan Johar's "established star" network for Anurag Kashyap and vice versa.

The efforts by organisations like Women in Cinema Collective offers a ray of hope.

Network analysis to measure and improve Inclusion in organisations

Orglens, a tech platform that uses network analysis to generate insights on Engagement, Culture, Collaboration, and Inclusion has come up with a robust model and methodology to understand and improve inclusion in organizations. If you are interested in this tool, do get in touch with Bala@orglens.com
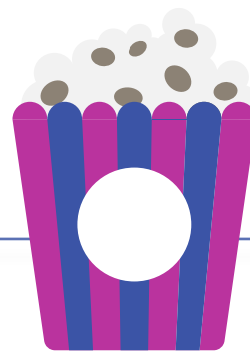
Network analysis can throw light on Inclusion and Equality and our Entertainment Industry has a long way to go in making this industry a safe, equitable, and inclusive place.

Investing in a Portfolio of Ties: Innovation, Culture, and Beyond

Asmath Ruhi

Ruhi is a Product Engineer at OrgLens. A gold medalist during her bachelor's in International Business, she went on to pursue an MBA in finance where her research on the Indian Stock Market was published in IJMTE. Her keen interest in statistics and ML has led her to become an IBM-certified data scientist. At OrgLens, she combines her business chops with her data science expertise, helping leaders understand the inner workings of their businesses and make better business decisions.

Investing in a Portfolio of Ties: Innovation, Culture, and Beyond

Asmath Ruhi

Imagine you want to make an investment. Would you commit your money impulsively, without much thought? Certainly not! Before taking such an important decision, you'd weigh factors like the ROI, the time involved, and of course, your budget. Ultimately, you want to end up having more than what you initially had.

Establishing Connections with people is very similar to this. It's never about how many people you know, it's about who you know, and who they know as well. Just like investments, well-planned and strategic connections within an organization, can help Leaders achieve goals more effectively & gain a competitive advantage in the long run.

But before you invest, you need to know the current state of the system, how and where the interactions are happening in your organization? ONA(Organization Network Analysis) does exactly that, helps you unearth the invisible relationships in your organization.

Viewing the interconnections in an organization as a network not only pinpoints where the communication is happening but also reveals the real influencers driving them, interesting patterns & sometimes, surprises.

In today's highly competitive and dynamic world, a company must prioritize a variety of factors, including innovation, inclusivity, and culture. Understanding your company's network and how the information really flows empowers you to be able to achieve these objectives in a targeted manner.

If you observe the connections of an Individual, they can be strong or weak, depending on the amount of interaction, emotional intensity,

Everyone has a combination of these ties, but understanding how to leverage them is what sets people & organizations apart.

An organization is a social network, and weak ties play a crucial role in bridging different clusters of employees together. A weak tie may sound like "just an acquaintance" in another department, but as they reside in another part of the Organization network, they have information quite different from what you are exposed to daily in your department. These bridging weak ties are exactly how information flows around from distant parts of the network and play a critical role in the spread of Innovative Ideas, Culture & news in the company.

Strong Ties, on the other hand, play a key role in getting work done, taking meaningful decisions, and providing emotional support to the people they hold together.

ONA helps in identifying the strong & weak ties in the organization. As a leader who wants to fashion an innovative workplace or drive a cultural change, it's imperative to know the bridging weak ties across which Ideas and values spread to different groups, and whether they are sufficient or not to make this change happen. Strong ties help in garnering cooperation & acceptance among closely-knit groups and create a feeling of belonging in the organization. A lack of bridging weak ties results in ideas spreading slowly, and a lack of strong ties may harbor disengagement among employees.

Analyzing your organization's network, and systematically designing a portfolio of strong and weak ties, enables you to drive change and transformation in a scientific manner.

Improving your Inclusion Levels doesn't necessarily mean that you try to stimulate strong relations between a majority and minority group. A much more realistic approach would be to arrange the organization's network in a way that creates opportunities for several weak ties to form among such groups. A few immediate strong ties and plenty of weak ones, gives an employee, a shoulder to lean on as well as indirect access to leaders & the wider network. This approach could also be used for better New Hire Integration into the system.

Innovative practices within one department may travel to others via bridging weak ties, and their acceptance in the other department be encouraged by fellow strong ties.

Investing & Diversifying the Portfolio of Ties in your organization, just like any other investment, would give far-reaching benefits in the long run, and is a prime example of how you could build your social and intellectual capital, to achieve your ROI in the form of distinct competitive advantage.

For a Cultural change, an HR Leader could create momentum by identifying & leveraging the most influential people in a densely knit group of strong ties, along with bridging weak ties across such groups, to sustain this momentum.

Special Articles

Understanding Organizational Culture: Look out for the Symptoms!

Amrita Das Dutta

Amrita holds a Doctorate in Organizational Behaviour from Indian Institute of Management, Calcutta. She had studied architecture in National Institute of Technology, Tiruchirapalli. Currently, Amrita is a consultant in ODA. Previously, she had worked in People Advisory Services, EY as a consultant. She has also worked with ThreeFish Consulting where she had facilitated Hogan Certification Workshops and had coached young leaders for career development. She has also worked in a PSU under the Ministry of Steel. She has consulted across sectors such as FMCG, manufacturing, and consulting.

Understanding Organizational Culture: Look out for the Symptoms!

Amrita Das Dutta

Culture!

With the onslaught of COVID -19, and its consequent disruptions in the way we function, there has been a considerable social and economic shock in the last two years. This resulted in a profound transformation of organizational cultures as there was no more continuity of past rituals, minute or large, that would shape an employee's interaction with the organization and with each other. There were no more activities like hanging out by the water cooler discussing issues and no more having lunches together. Casual Fridays seemed to lose their essence amongst other rituals. Instead, we witnessed unending meetings throughout the day and exit rituals over Zoom calls.

Overall, the underlying values and assumptions of the rituals in an organization seem to have changed. Earlier the organizations would focus on exploration and creativity to further their goals but due to this environmental turbulence, they turned towards safety and resilience. This brought upon a whole new shift in rituals. Boundaries got blurred and individual habits changed. Some organizations worked on giving respite to their employees and some organizations did not. Evidently, these are manifestations of organizational culture that were dependent on the already existing underlying values and assumptions of the organization.

The change in the environment and its subsequent demands meant that the managers had to be aware of the shifting rituals with their values and assumptions. Aspects of the company culture had to be reconstructed to uphold the essence of the organization and for the smooth functioning of the employees. Flagging morale also meant a loss of productivity. And this time, it was on a global scale.

It has been seen in the past that if the senior managers ignored information about the changing environment such as the market and they remained rigidly aligned to their past course of action, they faced failure in terms of employees' job satisfaction and productivity. There were times when the organizations worked on the most highly visible and explicit aspects such as value statements but they did not work towards changing the underlying assumptions and understanding the undercurrents. This resulted in a loss of productivity and ineffectiveness of teams to work towards a goal. This diminished an organization's success rate.

Now, what is culture? According to research, culture has been broken down primarily into three elements namely underlying values, assumptions, and artefacts (Schein's model). Culture has also been described as the collective behavior of a group of people where an institution could express itself to its members. Culture has an impact on how accountability takes place in an organization, the nature and extent of collaboration and communication, the display of decentralized leadership, and the alignment and adaptability of the employees to achieve success and thrive. Culture also manifests itself in the type of leadership style prevalent in the organization, individual growth, job satisfaction, and organizational performance. The shared values, beliefs, and perceptions can affect the attitude and behavior within the organization.

Culture can be found affecting the smallest of the details in an organization. Norms such as display of emotion (which may or may not be socially desirable), certain types of behavior (that may or may not be encouraged) can become a part of organizational culture. The challenge for the

and the undercurrents and while making changes they need to convert this into explicit rituals.

The onus also lies with the organization to keep learning and adapting to the current sensibilities. Organizations may need to ask stupid questions and that might be a good start to understanding organizational assumptions and routines. Organizations need to convey their accountability and the journey ahead regularly so that employees have a shared vision and can stay motivated. Without regular communication (works two ways – dissipating vision and goals being one and hearing out the employees being the other) these underlying assumptions brewing in the organization will remain incohesive.

As per a study by Michael Jarrett for Harvard Business Review (2017), there are four types of organizational political types namely the rocks, the high ground, the weeds and the woods. It is easy for an organization to get lost in any of these types if the power of these remains unchecked. Organizations can lose their way when they fail to realize the implicit norms and unspoken routines. Soft power exists in organizations and is implicit. It makes use of influence and relationships. The weeds essentially depend on soft power culture where the relations remain informal but strong enough to topple over the leadership. Culture has an overarching effect on how politics may or may not take place. We see a relationship between culture and how politics occur in a workplace. In a culture where employees are not afraid to voice out their opinions it might be easier to spot the cracks and the failures of an organization.

Furthermore, there can be other telltale signs that the organization is not being effective in terms of employee engagement. Understanding the symptoms may be difficult in times of the pandemic and survey forms may not be enough to underlying assumptions. What could be understood by mere observation of behavior earlier might become challenging now since

earlier might become challenging now since employees interact over platforms. Under these circumstances, a decentralized form of engagement may be effective.

During the pandemic, rituals have changed, namely, the rituals of entry and exit. And these have become tricky for the organizations. It is undesirable for any organization to send out the wrong signals. Let us take the instance of a recent example of an organization managing its exit of employees over a platform. The procedure and the language used made every bit of a difference. These aspects spoke volumes about the organization that fired 900 people over a Zoom call. Social media was flooded with outrage. Past communications surfaced. Let us pause to think here. What did the process and the vocabulary convey about an organization's values?

Now, that is the importance of culture right there.

Interestingly, culture can inspire political behavior which can harm the organization. This can be seen as a derailer. Failure to understand the underlying values and assumptions may lead to ineffective and counterproductive cultures. It can be a breeding ground for inefficiencies and politics.

Current News and Trends

The Spell of a Narcissist Is the NSE scandal a case of blind faith or a collective conspiracy?

Santhosh Babu

This article was previously featured in Open Magazine in February 2022

Santhosh founded OD Alternatives in 1998. Since the last 22 years, he has engaged with more than 300 clients around the globe in their transformation journey. He is the author of India's first book on coaching published by Wiley. He was awarded as the Management thinker at the Ported Price Event 2014. He also writes a weekly column in Business Today called 'Buddha in the Boardroom'.

The Spell of a Narcissist
Is the NSE scandal a case of blind faith or a collective conspiracy?

Santhosh Babu

When Richard Alpert left Harvard University for the Himalayas, he was looking for a guru who could teach him the ancient secrets of attaining self-realisation. Steve Jobs, too, had left for India to look for the guru, Neem Karoli Baba. But unlike Jobs, Alpert found him, became his disciple and decided to share that ancient secret he learnt with the world and changed his name to Baba Ram Dass.

Himalayan yogis influencing Harvard professors and global CEOs are not a new phenomenon. Now, closer home, we have a former CEO who claims that she was carrying out important organisational decisions by consulting a Himalayan yogi.

This got my attention because, in 2016, my firm had done a leadership assessment centre for the senior leaders of the National Stock Exchange (NSE) and I had the opportunity to meet her a couple of times. My impression of Chitra Ramkrishna then can be summed up as a mix of the following adjectives: sharp, elegant, soft-spoken, confident and strong.

Can highly educated, smart and rational people blindly follow or obey a guru or a yogi? Enough incidents in the past say yes. The Beatles came to India to meet Mahesh Yogi who promised them that he could teach them how to levitate. Remember TN Seshan, the brilliant Chief Election Commissioner, who tried to bring some order to the running of elections in our country? He wore a ring embedded with stones which was given to him by Sri Sathya Sai Baba who, reportedly, had produced "it from thin air". So, CEOs and senior leaders, like many other Indians, despite all their commitment to corporate governance rules, could have blind faith in an ideology or a person that might have no rational meaning.

But there is a difference in this case. Those yogis I mentioned—Neem Karoli Baba, Mahesh Yogi, Sai Baba—were all guiding millions of people, offering them solace. But Ramkrishna seemed to have a personal yogi just for herself and Anand Subramanian, her colleague. And this yogi likes vacations on exotic beaches where he can probably mix work and pleasure. He understands the complex workings of financial institutions and the government and wants his identity to remain a secret. Other yogis did not mind a bit of spotlight falling on them. The yogi who writes an email like "Kanchan will evaluate as per MY will. Don't worry the straw knows when to be a capillary and when NOT to. Kanchan is the straw and I will be the suction force for this" could also be a narcissist. Narcissists are known to use a sense of self-confidence and assurance to portray a personality that is attractive to a confident, successful woman. Ramkrishna was confident and successful.

Whatever may be the truth behind why Chitra Ramkrishna did what she did, this is a clear case of leadership failure. Rather, of a leader failing an organisation

CEOs and senior leaders are as vulnerable as all of us to have their blind spots, psychological disorders, temptations, fears and insecurities. "Show me a sane man, I will cure him for you," renowned psychologist Carl Jung had said. Again, while Seshan's professional actions were aimed at cleaning up the election management system, Ramkrishna's actions possibly show how corrupt the system is.

To me, whatever may be the truth behind why

Chitra Ramkrishna did what she did, this is a clear case of leadership failure. Rather, of a leader failing an organisation. In the recent past, many leaders like the Theranos CEO, the erstwhile CEOs of Uber, WeWork, and the COO of Facebook have faced serious allegations against their conduct. This is extremely worrisome as the decisions senior leaders take in large organisations have a huge impact on their customers, employees and even countries.

"All senior leaders of Uber should go through leadership training and coaching," says the report by former US Attorney General Eric H Holder Jr, hired by Uber to address mounting criticism of the company amid a wave of workplace scandals a few years ago. This means, many boards do realise the importance of supporting a CEO from a psychological and leadership perspective. But in India, a CEO can always say that I already have a coach, an invisible Himalayan yogi who guides me and tells me what to do including how to plait my hair. Then there is no point in trying to provide a certified, professional coach. Because a coach never tells or advises but helps the leader discover why they do what they do.

In fact, providing a coach might not always work if the CEOs are not keen or unprepared to examine their inner world, their fears and hopes. There are cases where boards and CEOs understand the importance of supporting a CEO. "The advice that sticks out is the one I got from John Doerr (who was on the board of Google) who in 2001 said, my advice to you is to have a coach," said Eric Schmidt who was CEO and chairman of Google. I am currently a coach to the CEO of a large Indian financial sector firm and the board was involved in hiring me. So, in some cases, a developmental journey for the CEO would work.

What else can an organisation do to make sure that no single leader can consciously or unconsciously harm it? An organisation must build shared leadership across it, not just one supreme commander but many leaders who collectively take decisions. Has NSE created other leaders who are now heading senior positions in other organisations? When an organisation is centred on one single individual, others do not get visibility within and outside the organisation, thus failing to

What else can an organisation do to make sure that no single leader can consciously or unconsciously harm it? An organisation must build shared leadership across it, not just one supreme commander but many leaders who collectively take decisions. Has NSE created other leaders who are now heading senior positions in other organisations? When an organisation is centred on one single individual, others do not get visibility within and outside the organisation, thus failing to create a proper succession plan. One of the primary responsibilities of the CEO and the board is to create a proper succession plan and this is a true test of leadership. And clearly, NSE and Ramkrishna failed in doing this.

While organisations and boards invest money in developing talent, enabling us to conduct leadership assessment of NSE leaders, CEOs usually do not undergo any developmental journey. And most leadership development initiatives anyway do not focus on 'being a leader' but instead focus on a set of skills or a body of knowledge. So, even if CEOs go through a developmental intervention, it may not address the real inner complex landscape of their minds.