

The Leadership Spectrum: Insights Across Borders



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**Edited by,
Dr Bobby Thomas**

The Leadership Spectrum: Insights Across Borders

By

Neethu Mathew, Faculty of MCM

and a group of PG Students

(MCom & MCM 2024-26,

Pavanatma College, Murickassery)

Edited by

Dr Bobby Thomas

(Assistant Professor of Commerce,

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Foreword

With immense pride and great pleasure, I present *Leadership Spectrum: Insights across Borders*, a remarkable scholarly endeavour undertaken by a group of passionate postgraduate Commerce students and faculty members of our institution. This book is a testament to their intellectual curiosity, commitment to research, and dedication to understanding the complexities of leadership in the real world.

Leadership is not a one-size-fits-all concept; it evolves with circumstances, challenges, and the people it seeks to inspire. *Leadership Spectrum* delves into this dynamic field by analyzing the leadership styles of some of the most influential figures across various domains. Through well-researched case studies and insightful discussions, the authors have successfully bridged the gap between leadership theory and practical application, making this book a valuable resource for students, professionals, and aspiring leaders.

This pioneering work has been guided and edited by Dr Bobby Thomas, a distinguished scholar and author of 15 books whose expertise has shaped the intellectual depth of this publication. For the 17 postgraduate students and guest faculty member Neethu Mathew, this book marks their first academic contribution, a milestone that will inspire them to further their research and writing endeavours. Their dedication and collaborative effort reflect the true essence of scholarship and innovation that we strive to foster in our institution.

Collaborative academic projects of this magnitude, involving an entire cohort of postgraduate students from the same college, are rare and may

be unique within India. While collaborative learning is widely recognized as a pedagogical practice that promotes socialization and learning among students, the collective authorship of a comprehensive publication by postgraduate students from a single institution is an exceptional achievement.

I extend my heartfelt congratulations to the entire team behind *Leadership Spectrum*. May this book serve as a guiding light for all who seek to understand, emulate, and refine the art of leadership. It will enrich academic discourse and leave a lasting impact on readers who aspire to lead with wisdom, integrity, and vision.

Prof. Rev. Dr Bennichen Scaria
Principal,
Pavanatma College, Murickassery
13-02-2025

PREFACE

Leadership is not a rigid framework but a dynamic and evolving force shaped by circumstances, vision, and decision-making. It transcends a single style, adapting to the needs of the time and the challenges at hand. *Leadership Spectrum: Insights Across Borders* is an attempt to explore this complexity by analyzing the leadership styles of prominent figures—international leaders such as U.S. Presidents, national figures like Indian Prime Ministers and Finance Ministers, and regional leaders including Chief Ministers. Through their examples, this book demonstrates that leadership is not monolithic but a spectrum of approaches, each effective in its own unique way.

What sets this book apart is the collaborative effort behind its creation. Seventeen postgraduate Commerce students and guest faculty member Neethu Mathew have contributed their research and insights, making this a rare academic endeavour within a single institution in India. Their rigorous analysis, combined with structured methodology, ensures that this book is a valuable resource for students, researchers, and professionals interested in leadership studies.

Great care has been taken to ensure language, structure, and referencing accuracy, maintaining academic rigour and precision. Technological tools were used as supportive aids—AI-assisted drafting was carefully reviewed, grammar and style were refined through meticulous editing, and references were formatted in APA 7 style with verified sources and cross-referencing. The cover design, too, was enhanced with digital tools to maintain aesthetic and professional standards. However, at every stage, human oversight and intellectual effort were paramount, ensuring that the work reflects critical thought rather than merely automated outputs.

I extend my sincere appreciation to all the contributors and the institution for supporting this initiative. May *Leadership Spectrum* is a thought-provoking guide for those seeking to understand, analyze, and refine their approach to leadership.

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Chapter 1

From Theory to Reality:

Exploring Leadership Styles in Practice

Neethu Mathew

Introduction

Leadership is the cornerstone of human progress and organisational success, shaping the trajectory of societies, businesses, and individuals. Throughout history, the impact of effective leadership has been evident in the accomplishments of great leaders, who have steered their followers through challenges toward a shared vision. Leadership is not a one-size-fits-all concept; it encompasses a wide range of styles, theories, and approaches that adapt to varying contexts, challenges, and individual needs. This book delves into the diverse leadership styles of prominent Indian leaders and iconic foreign figures like Abraham Lincoln, examining how their unique approaches have influenced people, cultures, and systems.

Leadership theories provide a robust framework to understand the essence of a leader's role, from the "Great Man" theory that asserts leaders are born to modern situational and transformational theories that emphasise adaptability and the ability to inspire change. Similarly, leadership styles—whether autocratic, democratic, transformational, or servant—offer insight into how leaders influence organisational culture, employee morale, and performance. Each style has its merits and drawbacks, which can vary depending on the context in which it is applied.

The study of Indian leaders highlights the blend of traditional values, cultural diversity, and resilience that characterise their leadership approaches. Leaders like Mahatma Gandhi, Dr. A.P.J. Abdul Kalam, and

Indira Gandhi exemplify distinct styles, from servant leadership to assertive decision-making. This book offers a comparative analysis of leadership in action by juxtaposing these with the transformational leadership of foreign figures like Abraham Lincoln, who led with integrity, empathy, and vision.

Through historical narratives, theoretical insights, and real-world examples, this book explores how leadership styles define the leaders and leave a lasting imprint on the societies and organisations they guide. This exploration provides valuable lessons for aspiring leaders, managers, and anyone seeking to understand the profound impact of leadership on achieving sustainable success.

LEADERSHIP THEORIES

Leadership theories provide frameworks for understanding how leaders influence, motivate, and guide individuals or groups. There are seven main leadership theories regarding the ability and characteristics of a good and successful leader. The significance of these theories changes depending on different situations and scenarios.

1. Great Man theories of leadership

Great Man's theory of leadership is the most important theory of leadership. This theory of leadership says that leaders are born and not made. A leader is a leader by birth. The person who can lead in every aspect of his life from his birth. A leader possesses leadership quality, and the one who does not have it cannot be a leader. According to this theory of leadership, successful leaders are born with all the necessary qualities of leadership such as positivity, confidence, responsibility, strategic thinking etc.

2. Contingency theories of leadership

The contingency theories of leadership give importance to the situation at which leadership quality is required. The leader should choose the optimum action in different situations, which describes the leadership quality of the leader. According to the contingency theories of leadership, the best

leadership style is changed with the other variables concerning the environment.

3. Transformational theories of leadership

The transformational theories of leadership focus on the relationship between the leader and the members of the organisation. A good leader is described as someone who changes and transforms the members of the organisation to do the task better. According to the transformational or relationship theories of leadership, leaders help every member of the organisation grow. The leader must possess the qualities of task management and team management.

4. Trait theories of leadership

The trait theories of leadership are similar to the Great Man theory, which gives importance to the build quality of the person and says that the leader is born with, not made. The person's qualities lead a person to take specific actions in a different situation. This theory states that a person has traits that are required to be a leader, such as a high confidence level, the courage to take initiative, etc.

5. Behaviour theories of leadership

The behaviour theories of leadership are somewhere between the Great Man theory of leadership and the contingency theory of leadership. This theory states that a leader is defined by his behaviour while performing a task or leading the members. According to the behaviour theory, a person keeps learning new qualities of leadership from his actions and presents them in his behaviour in order to be a great leader.

6. Transactional theories of leadership

Transactional theories of leadership are based on the motivation of the organisation's members. These members cannot be self-motivated, and it is the primary work of a leader to motivate them. A good leader motivates the organisation's members by leading from the front and setting examples.

7. Situational theories of leadership

The situational theories of leadership are similar to the contingency theory, which emphasises the situation at which the leadership quality is required rather than the individual personality. A leader is judged by his actions in different situations. A good leader is expected to take the optimum action in different problems.

The significance of these theories changes depending on different situations and scenarios. Of the above-described theories of leadership, the transformation theory is the most effective as it can fit most organisations.

LEADERSHIP STYLES

Different leadership styles can lead to very different team cultures and experiences. How would you describe your leadership style?

Leadership styles in management can vary based on industry, local customs, and personality. In mentoring relationships, it is essential for both the mentor and mentee to practice their leadership skills. In fact, 71% of Micro Mentor mentors say that mentoring has helped them improve their leadership skills. There are many different leadership styles, but we will focus on 7 of the most common here.

- Transactional leadership
- Transformational leadership
- Servant leadership
- Democratic leadership
- Autocratic leadership
- Bureaucratic leadership
- Laissez-Faire leadership

While there may not be one "best choice", different leadership styles may work best in specific situations. Keep reading to explore each of the 7 different leadership styles and how you should—and should not—put them into practice in business.

1. Transactional leadership

This leadership style helps to establish roles and responsibilities by using incentivisation to motivate employees. For example, a transactional leader might motivate their team with a scheduled bonus for generating a certain number of leads in a quarter.

Transactional leadership can be effective but can also encourage employees to do the bare minimum to meet goals and nothing more. Using this leadership style in conjunction with transformational leadership is much more effective.

2. Transformational leadership

Transformational leadership is a popular style among growth-oriented companies. It encourages employees to see their capabilities. This type of leader constantly pushes their team outside of their comfort zones.

For example, a transformational leader might provide their employees with a list of goals with deadlines. While these may seem straightforward at first, the manager might start adding more challenging goals or speeding up the deadlines.

Without the right coaching to guide team members, this style of leadership risks leaving team members with different learning curves behind. However, it can also motivate and build confidence among employees.

3. Servant leadership

The servant leadership style can be a very effective model for empowering teams and boosting morale. Servant-style leadership means prioritising the needs of your team above all else. A leader or manager using this leadership style will focus their energy on elevating and developing their teams.

An example of this style could be a manager investing their time in a project to help a team member develop a specific skill set, regardless of how much this slows down the process and takes up their own time.

While it can be challenging for many of us, the servant leadership style has long-term benefits for teams and creates a culture of trust among team members.

4. Democratic leadership

Democratic leadership is a highly effective because it empowers team members at all levels to feel empowered within the organisation. In this leadership style, the leader makes decisions based on the input of all team members, regardless of their seniority or expertise.

An example of democratic leadership in action is a meeting in which a leader might present the team with a few decision-related options. After an open discussion about the options, the leader would consider the team members' thoughts and feedback or open the decision up to a vote.

5. Autocratic leadership

This leadership style is one of the least effective ways of practising leadership. In this style, the leader makes decisions without inputting any stakeholders. Team members are expected to adhere to the decision however the leader sees fit.

An example of autocratic leadership could be when a team manager decides to take on a new project without consulting team members about capacity, strategic relevance, or practicality.

Autocratic leadership disempowers team members and results in decisions lacking stakeholders' necessary input to succeed.

6. Bureaucratic leadership

Another ineffective leadership style is bureaucratic leadership. Unlike autocratic leadership, this style might consider the input of team members. However, if that input conflicts with existing policy, the leader

will likely reject it. This style of leadership is commonly found in larger and older organisations with successful processes already in place. Bureaucratic leadership quickly shuts innovation and discourages new ways of thinking and achieving ambitious goals.

An example of bureaucratic leadership can be found in large governmental organisations or regulatory bodies where strict adherence to rules, procedures, and policies is essential.

7. Laissez-Faire leadership

The laissez-faire leadership style is often found in younger start-ups. In this style, leaders give their employees nearly all the decision-making power.

For example, a leader might not set official policies around their employees' project deadlines or working hours.

While this leadership style can empower employees to set their own goals and work in a way that works best for them, it can also limit professional development and overlook strategic growth opportunities.

Which leadership style is the best?

Except for autocratic and bureaucratic styles, the other five different leadership styles can be beneficial depending on the project or circumstance. Servant and democratic leadership styles can produce the best long-term results for teams and create nurturing team cultures. Transactional, transformational, and laissez-faire leadership styles may not always be the most effective but can provide value on a case-by-case basis. A mentoring relationship is a great place to practice these leadership styles. Open up a discussion with your mentor or mentee about how this might look within your mentorship.

The Impact of Leadership Style

Leadership styles profoundly influence organisational culture, employee morale, and overall performance. Autocratic leadership fosters a rigid, top-down culture that can harm morale and stifle innovation, often leading to

low job satisfaction and high turnover. In contrast, democratic leadership encourages collaboration, inclusivity, and employee empowerment, boosting morale and enhancing decision-making. Laissez-faire leadership offers freedom but risks creating chaos if direction and support are lacking, while transformational leadership inspires creativity, innovation, and high employee engagement. Transactional leadership emphasises achieving short-term goals and maintaining a competitive culture but may demotivate employees by valuing performance over individuality. Servant leadership, on the other hand, cultivates a caring, supportive culture, increasing employee satisfaction, loyalty, and productivity. Leadership styles play a critical role in shaping organisational dynamics and ensuring sustainable success.

Conclusion

Leadership is a multifaceted phenomenon that transcends time, geography, and culture, shaping the destinies of individuals, organisations, and nations. The leadership styles of prominent figures, both Indian and foreign, provide a wealth of insights into how different approaches can influence people and outcomes in unique ways. From Gandhi's nonviolent resistance to Abraham Lincoln's steadfast resolve, the diversity in leadership teaches us that there is no universal formula for success. Instead, effective leadership is deeply contextual, requiring adaptability, vision, and the ability to inspire and empower.

As we move into the coming chapters, this book will delve deeper into the leadership styles and philosophies of notable Indian leaders, analysing their impact on history, society, and governance. Additionally, by examining iconic global leaders like Abraham Lincoln, we will explore how their approaches contrast with or complement Indian leadership paradigms. These chapters provide a comparative perspective, shedding light on the underlying principles, strategies, and values defining successful leadership.

Through these discussions, readers will gain a nuanced understanding of how leadership styles evolve in response to challenges, influence those they lead, and leave a legacy that resonates far beyond their immediate contexts. Each chapter offers an opportunity to draw valuable lessons from these leaders' journeys, equipping readers with insights to inspire their leadership endeavours.

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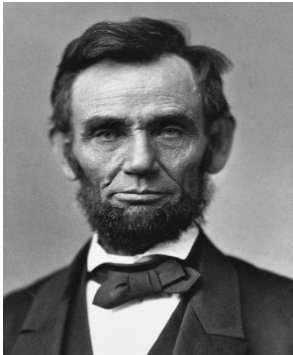
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Chapter 2

ABRAHAM LINCOLN

Alina Antony



Abraham Lincoln was born on February 12, 1809, in Kentucky (near Hodgenville), U.S. He became the 16th President of the United States and is remembered as one of the nation's greatest leaders. Lincoln led the country through the Civil War and fought to end slavery. His time as President, from 1861 until his assassination in 1865, was marked by his strong values, empathy, and resilience. He was known for including people with different views in his Cabinet, known as his "team of rivals," and for his powerful speeches like the Gettysburg Address. Lincoln's dedication to unity and equality left a lasting impact on the United States. Abraham Lincoln was shot by John Wilkes Booth, an actor, while attending a play on April 14, 1865, at Ford's Theatre in Washington, D.C. He died the following morning, April 15, 1865.

Early Life and Education

Lincoln had very little formal education, which is estimated at about one year in total. Schools were scarce on the frontier, and Lincoln was largely self-taught, reading any books he could find. His love for reading and determination to learn led him to educate himself in subjects like law, literature, and history.

As a young man, Lincoln moved to New Salem, Illinois, where he worked various jobs, including store clerk, postmaster, and surveyor. He continued to study in his spare time, and by 1836, he had passed the bar exam to

become a lawyer. His self-education and hard work laid the foundation for his later career in law and politics, and his intellectual curiosity and drive for self-improvement became defining aspects of his character.

Political Rise and Career Achievements

Abraham Lincoln's political rise began in 1834 when he was elected to the Illinois state legislature, followed by a term in the U.S. House of Representatives in 1847. His 1858 debates against Stephen Douglas during his Senate campaign brought him national attention as a powerful anti-slavery voice, setting the stage for his 1860 election as the 16th President of the United States. As President, Lincoln faced the Civil War and dedicated himself to preserving the Union and ending slavery. His key achievements included the 1863 Emancipation Proclamation, which declared freedom for enslaved people in Confederate territories, and the Gettysburg Address, which redefined the war's purpose as a fight for equality and democracy. He strongly supported the Thirteenth Amendment to abolish slavery nationwide, which was passed shortly after his assassination. Through his leadership, Lincoln preserved the Union, expanded federal authority, and laid the foundation for a more just nation, leaving a legacy of resilience, moral vision, and dedication to equality.

Leadership Styles and Characteristics

Abraham Lincoln used a multi-faceted leadership style to navigate the U.S. through its most challenging period, the Civil War. He combined several approaches—democratic, transformational, visionary, servant, charismatic and resilient leadership styles—to effectively guide the nation.

1. Democratic Leadership

¹**“Team of Rivals”**: Lincoln’s decision to appoint political opponents, including William Seward, Salmon P. Chase, and Edwin Stanton, to his

¹*Team of Rivals: The Political Genius of Abraham Lincoln* is a 2005 book by Pulitzer Prize-winning American historian Doris Kearns Goodwin

Cabinet showed his democratic approach. He valued diverse viewpoints, believing that constructive dissent would strengthen his administration's decisions. This allowed for open debate, ultimately leading to more well-rounded strategies for navigating the Civil War. Lincoln's willingness to include opponents in critical discussions shows his commitment to collaboration and consensus-building.

2. Transformational Leadership

²Emancipation Proclamation (1863): By issuing the Emancipation Proclamation, Lincoln demonstrated his commitment to transformational change. He reframed the Civil War from a fight solely for the Union to a struggle for human freedom, turning the Union Army into a force for abolition. This decision motivated soldiers, boosted morale, and attracted new allies abroad. The Proclamation was a bold, transformative step, aligning the war with the higher purpose of ending slavery, which inspired the nation and gave a new moral dimension to the Union's cause.

3. Visionary Leadership

Gettysburg Address (1863):³ To the ideals upon which the country was, Lincoln's Gettysburg Address stands as a powerful example of his visionary leadership. In just a few words, he spoke of "a new birth of freedom" and redefined the war as part of a larger journey toward equality and democracy. He urged Americans to commit themselves. This short, memorable speech conveyed his vision of a united, equal America, solidifying his legacy and giving the public a clear, inspirational purpose.

²Eradication of Slavery. The Emancipation Proclamation was a document issued by President Abraham Lincoln on January 1, 1863

³ The Gettysburg Address is a famous speech which U.S. President Abraham Lincoln delivered during the American Civil War.

4. Servant Leadership

⁴Public Office Hours and Battlefield Visits: Lincoln regularly held open office hours at the White House, allowing citizens to bring their concerns directly to him, regardless of their social or economic status. This accessibility demonstrated his humility and his genuine commitment to serving the people. Additionally, Lincoln visited soldiers in the field, spending time with them, offering words of encouragement, and even consoling the wounded. These actions showcased his servant leadership, as he placed the needs and well-being of others above his own, strengthening his connection with both soldiers and civilians.

5. Charismatic Leadership

Second Inaugural Address (1865): In his Second Inaugural Address, Lincoln spoke of reconciliation, using phrases like “with malice toward none, with charity for all.” His compassion, humility, and sense of moral duty came through in his words, which resonated deeply with both Northerners and Southerners. Lincoln’s charisma helped him inspire the public and ease tensions, as he advocated for a compassionate post-war reconstruction rather than punitive measures. This speech reflected his ability to emotionally connect with the nation, encouraging healing and unity.

6. Resilient Leadership

Appointment and Support of Ulysses S. Grant: During the Civil War, Lincoln struggled to find a general who could lead the Union forces

⁴ Abraham Lincoln held daily "public office hours," allowing ordinary citizens to meet him at the White House to share concerns, seek help, or present requests, reflecting his accessibility and Lincoln’s public office hours and battlefield visits exemplify his servant leadership by demonstrating his accessibility, empathy, and commitment to addressing the concerns of ordinary citizens and soldiers, fostering trust and connection during a time of national crisis.

effectively. Many early generals, like McClellan, had failed him. When Lincoln finally appointed Ulysses S. Grant as commanding general, he faced criticism due to Grant's aggressive tactics and personal controversies. However, Lincoln showed resilience and stood by his choice, saying, "I can't spare this man; he fights." Grant's relentless approach ultimately led the Union to victory. Lincoln's support of Grant exemplifies his resilient leadership, as he was willing to endure criticism and support.

Legacy and Impact

Abraham Lincoln's legacy and impact on the United States are profound and enduring. As one of the nation's greatest presidents, Lincoln preserved the Union during the Civil War, ensuring the survival of the United States as a unified nation. His leadership was pivotal in the abolition of slavery, most notably through the Emancipation Proclamation in 1863 and his strong support for the Thirteenth Amendment, which permanently abolished slavery in 1865. Lincoln's vision of equality, democracy, and freedom reshaped the nation's ideals, and his words, such as those in the Gettysburg Address, continue to inspire generations.

Conclusion

Abraham Lincoln's leadership style was marked by a unique blend of empathy, resilience, and moral conviction. His ability to connect with people from all walks of life, even his political rivals, allowed him to build a cohesive team and navigate the immense challenges of the Civil War. Lincoln's transformational and visionary leadership reshaped the nation's values, particularly through the abolition of slavery and his commitment to equality and democracy. His servant leadership, humility, and willingness to listen to diverse viewpoints made him a truly exceptional leader. Lincoln's legacy as a leader remains a powerful example of how integrity, compassion, and a clear sense of purpose can guide a nation through its most difficult times.

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Chapter 3

NELSON MANDELA

Robin Nixon



Nelson Rolihlahla Mandela is widely regarded as one of the most influential leaders of the 20th century. His leadership style was shaped by his early life experiences, education, political rise, and his unwavering commitment to justice and equality. Below is a comprehensive overview of his leadership styles, achievements, and legacy. Nelson Mandela died on December 5, 2013, at the age of 95 due to complications from a respiratory infection, which was a result of health issues he had been struggling with for several years.

Early Life and Education

Nelson Rolihlahla Mandela became known and respected all over the world as a symbol of the struggle against apartheid and all forms of racism; the icon and the hero of African liberation. Nelson Mandela was born on July 18, 1918, in the village of Mvezo in the Eastern Cape, South Africa. He came from a royal family in the Thembu tribe, which gave him a sense of responsibility and a strong connection to his heritage. The traditional African values of respect for elders, community service, and a deep sense of justice marked Mandela's early life. He attended the University of Fort Hare and later the University of Witwatersrand, where he studied law. These experiences broadened his worldview and introduced him to the ideas of equality and justice, which would become central to his leadership style.

Political Rise and Career Achievements

Nelson Mandela's political career began in 1943 when he joined the African National Congress (ANC) and became a leading figure in the fight against apartheid. He helped establish the ANC Youth League and called for direct action against racial segregation. With his legal background, he played a key role in organising peaceful protests, such as the 1952 Defiance Campaign System.⁵

As the ANC was banned, Mandela adopted more militant strategies. In 1962, he was arrested and sentenced to life in prison for trying to overthrow the government. He spent 27 years in prison, mostly on Robben Island, where he became a global symbol of resistance and commitment to justice.

Key Achievements and Contributions

End of Apartheid: Mandela played a crucial role in ending the system of apartheid⁶. He negotiated with the apartheid government to bring about democratic elections and helped to guide the country through a peaceful transition to a multiracial democracy.

Formation of a Multiracial Democracy: In 1994, Mandela became South Africa's first Black president in the country's first fully representative democratic elections. His presidency marked the beginning of a new era for South Africa.

Truth and Reconciliation Commission (TRC): Mandela supported the establishment of the TRC, chaired by Archbishop Desmond Tutu, to

⁵The Defiance Campaign started on June 26, 1952, which became the National Day of Protest and Mourning. The South African police were alert and ready. People in major cities protested with acts of defiance and civil disobedience.

⁶Apartheid was a system in South Africa that separated people by race and treated non-white people unfairly.

promote healing in the country by addressing the injustices of the apartheid era and allowing both victims and perpetrators to tell their stories.

Promotion of Global Peace: As an advocate for peace and diplomacy, Mandela took on roles in resolving conflicts in countries such as Burundi, Sudan, and the Democratic Republic of Congo. His leadership was instrumental in establishing peace agreements in several African nations.

Leadership Style

Nelson Mandela's leadership styles were diverse and evolved throughout his life. Key aspects of his leadership include:

1. Charismatic Leadership:

During the 20th century, Mandela became the most influential figure who led the fight against Apartheid in South Africa. As the first black president of the country, his enthusiastic motive Succeeded in attaining freedom by being charismatic. This practice was alleged to be very Captivating and successful, where he held strong emotional reactions towards his followers, Which built trust between him and his African National Congress (ANC) followers during his Incarceration of many years. In fact, this gave them a strong belief to continue their fight and Pledge willing obedience to him

2. Transformational Leadership:

As an influential leader, Mandela led his country to near liberation from prejudice. As a significant leader, he elevated his followers' consciousness by appealing to their higher Values and ideals, even encouraging many to educate themselves, as it would be the key to Success. In 1952, Mandela opened the first African legal practice together with his partner, Oliver Tambo, where he was the volunteer-in-chief of the campaign, travelling across the country to raise People's awareness and organise confrontation

against prejudiced regulation. He also succeeded in promoting the Freedom Charter, which the ANC adopted.⁷

3. Inspirational Leadership:

While Mandela was the leader of the Congress, he inspired his people by helping them understand the values and importance of his visions. He encouraged them to develop their own understanding of what is important for the country, like the fight for equality by eliminating racial Discrimination. This inspiring leadership has contributed to helping the country overcome apartheid and develop it into a stable modern democracy. In his speeches, while travelling to Every part of the country, he inspired and convinced people, adding that he could do something To overcome the apartheid confidently. At the same time, he warned the people not to be overwhelmed by the ruling class and not to strike back, physically or verbally, no matter the Hassle.

4. Servant Leadership:

Nelson Mandela exemplified committed, sacrificial, and servant leadership throughout his life. His dedication to the cause of South African freedom was evident during his imprisonment on Robben Island, where he sacrificed his personal freedom for the liberation of his people. After his release in 1990, Mandela demonstrated tolerance and inclusivity, advocating for a "rainbow nation."⁸He embraced all races, even welcoming former oppressors. His leadership style was democratic, focusing on unity and equal rights. He supported the peace and reconciliation efforts led by Archbishop Desmond Tutu.

⁷The Freedom Charter is a pivotal document in South Africa's history. It outlines the principles and values that shaped the country's struggle for democracy and equality. The Charter was adopted by the African National Congress (ANC) and its allies.

⁸ South Africa's diverse cultures, ethnicities, and religions, and the idea of building a nation that celebrates diversity and promotes inclusivity.

Mandela was also a skilled diplomat, using his influence to encourage Colonel Muammar Gaddafi to cooperate with the International Criminal Court, helping to lift sanctions on South Africa. In 1999, he peacefully transferred power to Thabo Mbeki after democratic elections, demonstrating his commitment to democracy. Mandela's leadership was characterized by a sense of duty, dedication, and selflessness, as reflected in his statement upon leaving office: "I step down with a clear conscience, feeling that I have, in a small way, done my duty to my people and my country."

5. Democratic Leadership:

Nelson Mandela predominantly exhibited a democratic leadership style, emphasising inclusivity, shared decision-making, and social equality. He believed in involving others in decisions, listening to their concerns, and acting on their behalf. Mandela's leadership was focused on empowering people, advocating for equality, and promoting open dialogue. For example, at the University of Fort Hare, he campaigned against the Discrimination of African students, leading to changes in their representation. His leadership was people-centred, prioritizing the welfare of ordinary South Africans and fostering cooperation across different groups, even with political opponents. This democratic approach made Mandela a leader who governed on behalf of the people, promoting unity and justice.

Legacy and Impact

Nelson Mandela is a global symbol of the fight against apartheid, inspiring movements for justice and equality. His dedication to peace and human rights earned him numerous honours, including the Nobel Peace Prize in 1993. Mandela's leadership significantly improved South Africa's Black population, focusing on education, healthcare, and economic empowerment. His legacy continues to influence global movements for social justice, equality, and reconciliation, making him a worldwide icon for human rights and a model of leadership.

Nelson Mandela's leadership style evolved from direct resistance to apartheid to a focus on negotiation, reconciliation, and nation-building. Early on, he advocated for nonviolent protests but later adopted more militant tactics when necessary. After his release, Mandela emphasized healing, unity, and peaceful transition, using forgiveness to help South Africa move forward. Strong moral values, a commitment to justice, and a focus on equality marked his leadership. Mandela's ability to inspire, unite, and lead with humility continues to make him a global model for peace and justice.

Conclusion

Nelson Mandela's leadership was a powerful example of resilience, vision, and moral strength. He transformed from a fighter against apartheid to a leader focused on reconciliation and unity. Mandela's focus on forgiveness, justice, and building a democratic *society* made him a global symbol of ethical leadership. His legacy continues to inspire leaders worldwide, showing the power of leadership based on compassion and justice. Mandela formed the prestigious group of Elders, an independent group of eminent global leaders who offer their collective influence and experience to support peace-building, help address major causes of human suffering, and promote humanity's shared interest.

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Chapter 4

JOE BIDEN

Vismaya Gingle



Joe Biden was born in Scranton, Pennsylvania, on November 20, 1942. He is the 46th President of the United States, having taken office on January 20, 2021. Before his presidency, he served as Vice President under Barack Obama from 2009 to 2017. Biden has a long political career, including multiple terms as a U.S. Senator from Delaware, where he was first elected in 1972. His presidency has focused on issues such as the COVID-19 pandemic, economic recovery, climate change, and social justice.

Early Life and Education

Joe Biden was born in Scranton, Pennsylvania, to Catherine Eugenia "Jean" Biden and Joseph Robinette Biden Sr. His family faced financial hardships, and they moved to Claymont, Delaware, when Biden was 10 years old. Biden attended the University of Delaware, where he earned a bachelor's degree in history and political science. He went on to study law at Syracuse University College of Law, graduating in 1968.

Political Rise and Career

Biden's political journey began in 1970 when he became involved in local politics. At 29, he made a historic leap by winning a seat on the New Castle County Council in Delaware. This began his long career in public service.

In 1972, Biden's life was tragically altered when his wife, Neilia, and their daughter, Naomi, were killed in a car accident. His two sons, Beau and Hunter, survived the crash. Despite this personal tragedy, Biden went on to become the fifth-youngest person ever elected to the U.S. Senate in 1972, representing Delaware. He was sworn in at the age of 30.

Leadership Styles of Joe Biden

Joe Biden's leadership style as the President of the United States can be characterized by several key approaches, supported by real incidents that highlight his strategies and decision-making. Here's an analysis:

1. Collaborative Leadership

Incident: During the passage of the ⁹Bipartisan infrastructure bill in 2021, Biden worked across party lines, fostering collaboration among Democrats and Republicans. Despite deep polarization, he successfully brought together both sides to pass a \$1.2 trillion infrastructure package, reflecting his commitment to teamwork.

Justification: Biden often emphasizes that leadership involves listening to diverse perspectives and uniting stakeholders to achieve common goals. His efforts here exemplify his belief in collaborative governance.

⁹ The Bipartisan Infrastructure Bill, officially the Infrastructure Investment and Jobs Act (IIJA), is a \$1.2 trillion law passed in 2021 to modernize U.S. infrastructure, including roads, bridges, public transit, broadband, water systems, and clean energy, with broad bipartisan support.

2. Empathetic Leadership

Incident: In the aftermath of the withdrawal from Afghanistan, Biden met with the families of fallen U.S. soldiers. He shared personal stories of loss, including the death of his son Beau Biden, to connect with grieving families.

Justification: Biden's history of personal tragedies—losing his first wife and daughter in a car accident and later Beau to cancer—has shaped his ability to connect with people empathetically. This approach helps him resonate with citizens during crises.

3. Decisive Leadership

Incident: In response to the COVID-19 pandemic, Biden prioritized the rapid rollout of vaccines by invoking the Defense Production Act and accelerating distribution. By mid-2021, his administration achieved its goal of administering 200 million vaccine doses within the first 100 days.

Justification: Biden's ability to make swift, evidence-based decisions in emergencies highlights his decisive leadership style, even when faced with logistical challenges.

4. Transformational Leadership

Incident: Biden's ambitious climate policy, including rejoining the Paris Agreement on his first day in office and the ¹⁰Inflation Reduction Act of 2022, aimed at transitioning to clean energy, showcases his vision for long-term change.

Justification: These actions reflect Biden's desire to transform the U.S. economy while addressing global challenges, illustrating his focus on impactful and forward-thinking leadership.

¹⁰The Inflation Reduction Act of 2022 is a U.S. law aimed at reducing inflation, combating climate change, lowering healthcare costs, and boosting economic growth.

5. Consensus-Building Leadership

Incident: Biden's handling of the G20 Summit in 2021, where he successfully negotiated international agreements on global tax reform and climate initiatives, demonstrates his consensus-building skills.

Justification: Biden emphasizes diplomacy and multilateralism, often working to build coalitions rather than imposing unilateral decisions.

6. Resilient Leadership

Incident: The withdrawal from Afghanistan in August 2021 attracted significant domestic and international criticism. Biden defended the decision, stating, "I was not going to extend this forever war," while taking full responsibility for the challenges faced during the evacuation.

Justification: Despite the backlash, Biden's resilience and willingness to stand by tough decisions underline his commitment to long-term goals over short-term approval.

Legacy and Impact

Joe Biden's presidency is still unfolding, but his actions and policies are already shaping a significant legacy. His focus on key issues such as the COVID-19 pandemic, economic recovery, climate change, and social justice reflects an attempt to address both immediate needs and long-term challenges.

Conclusion

Joe Biden's presidency has been defined by a focus on unity, recovery, and long-term progress. His leadership has emphasized compassion, collaboration, and pragmatism, particularly in navigating crises like the COVID-19 pandemic and economic recovery. Biden's commitment to social justice, climate action, and rebuilding global alliances marks a key part of his legacy. While his presidency has faced challenges, his focus on

healing divisions, advancing policy reforms, and strengthening the U.S.'s role on the world stage will leave a lasting impact on the country's future.

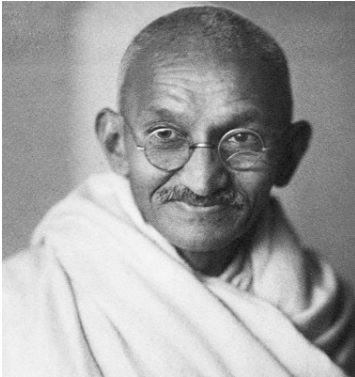
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Chapter 5

MAHATMA GANDHI

Aadhin Nived M.R.



Mahatma Gandhi, born on October 2, 1869, in Porbandar, India, was a leader who fought for India's independence from British rule. He believed in nonviolence and peaceful protest, teaching people to resist injustice without violence. Gandhi led many significant movements, such as the Salt March in 1930 and the Quit India Movement in 1942, which brought attention to the need for freedom. He inspired millions with his message of truth, simplicity, and love. Gandhi's ideas influenced many other leaders worldwide, and he is remembered as one of the most important figures in history for his role in promoting peace and social justice. He was assassinated by Nathuram Vinayak Godse, a Hindu Nationalist, on January 30, 1948.

Education & political career

Mahatma Gandhi's educational journey began in India, where he studied at local schools in Porbandar and Rajkot. At 18, he travelled to London to study law at University College London, earning his degree in 1891. His time in London exposed him to different ideas and philosophies, influencing his future principles of truth and nonviolence. Gandhi's rise as a politician began when he returned to India in 1915 after working as a lawyer in South Africa. He led India's independence movement by promoting nonviolent civil disobedience. His leadership in campaigns like the Non-Cooperation Movement (1920), Salt March (1930), and Quit India

Movement (1942) helped unite millions of Indians in the struggle for independence from British rule.

Achievements

Mahatma Gandhi received several notable honours during his lifetime. In 1930, he was named "Time's Person of the Year" for his leadership in the Salt March and his commitment to nonviolent resistance. In 1915, the people of India gave him the title of "Mahatma", recognizing his moral and spiritual leadership in the independence movement. Although Gandhi was nominated multiple times for the "Nobel Peace Prize", he never won it. However, his actual achievements lie in the profound impact of his ideas on India's freedom struggle and global movements for peace and justice rather than in formal awards or recognitions.

Leadership styles

His leadership was key in encouraging individuals and communities to participate in social and political change based on nonviolent persuasion and unity.

1. Transformational leadership:

Mahatma Gandhi's transformational leadership played a pivotal role in India's struggle for independence, mainly through his leadership in the Champaran Satyagraha (1917)¹¹, Kheda Satyagraha (1918)¹², Salt March

¹¹**Mahatma Gandhi's Champaran Satyagraha** was a peaceful protest in 1917 in Bihar. British landlords were forcing poor farmers to grow indigo instead of food and treating them unfairly. Gandhi helped the farmers protest without violence. As a result, the British agreed to improve their conditions. This was an important success for Gandhi's method of nonviolent resistance, "Satyagraha."

¹²**The Kheda Satyagraha** was a peaceful protest in 1918 led by Gandhi. Farmers in Kheda, Gujarat, couldn't pay high taxes because their crops had

(1930)¹³, and Quit India Movement (1942)¹⁴. Gandhi transformed these movements from simple protests into powerful tools of mass mobilization, uniting people from all walks of life in the fight against British colonial rule.

2. Facilitative leadership:

Gandhi's facilitative leadership during the Poona Pact (1932)¹⁵ and the Harijan Movement (1933)¹⁶ was marked by his ability to mediate, bring together opposing viewpoints, and guide the process of reconciliation. He did not impose top-down solutions but created spaces for dialogue and cooperation, helping to pave the way for social reforms that were vital for

failed. Gandhi helped them refuse to pay, and in the end, the British reduced the taxes.

¹³**The Salt March**, also called the **Dandi March**, was a peaceful protest led by Mahatma Gandhi in 1930. The British government had made it illegal for Indians to make or sell salt, and they had to buy expensive salt from the British. Gandhi walked 240 miles to the town of Dandi, where he made salt from the sea, breaking British law. This march inspired many Indians to join the fight for independence and was a key event in the struggle against British rule.

¹⁴**The Quit India Movement** was a campaign for India's immediate independence from British rule, started by Mahatma Gandhi in 1942. Gandhi called for the British to leave India and the people to stop cooperating with them. It was a peaceful protest, but the British arrested many leaders. Though the movement didn't immediately succeed, it showed the British that India wanted freedom and pushed the country closer to independence.

¹⁵**The Poona Pact** was an agreement made in 1932 between Gandhi and Dr. Ambedkar. It decided how the lower castes (called "untouchables") would be represented in the government. Gandhi protested against separate votes for them, and the pact gave them reserved seats in the same voting system as others. This helped improve their political rights.

¹⁶**The Harijan Movement**, started by Gandhi in 1932, aimed to improve the lives of the "untouchables," or the lowest caste. He called them "Harijans" (children of God) and fought for their rights to be treated with respect, including access to temples, water, and education.

India's future. Through this approach, Gandhi demonstrated that leadership is not just about directing change but about enabling others to find common ground and work towards a shared vision of justice and equality.

3. Coaching leadership:

Mahatma Gandhi's leadership during the Non-Cooperation Movement (1920-1922)¹⁷ was based on a "coaching" style, where he focused on empowering people and encouraging self-reliance instead of giving orders. He inspired individuals to take responsibility for their actions and lead themselves, making the fight for independence a shared effort built on nonviolence and strong moral values.

4. Visionary leadership:

Mahatma Gandhi's vision of Swaraj¹⁸ (self-rule) was key to his philosophy and India's struggle for independence. For Gandhi, Swaraj was more than just freedom from British rule—it was about personal and social empowerment, self-reliance, and living with moral values. He believed true freedom could only be achieved when people and communities were self-sufficient, responsible, and followed the principles of nonviolence (ahimsa) and truth (satya).

¹⁷**The Non-Cooperation Movement** was a peaceful protest led by Mahatma Gandhi in 1920. Gandhi asked Indians to stop cooperating with the British government by refusing to follow British laws, boycotting British goods, and refusing to work in British offices or schools. The goal was to weaken British rule.

¹⁸**Swaraj** means self-rule or independence. In simple words, it refers to the idea that India should be governed by its own people, not by the British or any foreign power. Gandhi used this term to inspire the fight for India's freedom.

5. Servant leadership:

Mahatma Gandhi founded several ashrams during his life, with the most famous being the Sabarmati Ashram in Ahmedabad (1915)¹⁹ and the Sevagram Ashram in Wardha (1936)²⁰. These ashrams were not just places to live but centres for spiritual and social change. They reflected Gandhi's values of self-reliance, nonviolence, truth, and service to others, focusing on both personal growth and community development.

Legacy and impact

Mahatma Gandhi's leadership left a lasting impact on India and the world. Gandhi believed leadership was about serving people, not wielding power. His methods, like Satyagraha (nonviolent protest) and Swadeshi (self-sufficiency), inspired millions and became powerful tools for social change. Gandhi's influence reached global leaders such as Martin Luther King Jr. and Nelson Mandela. His leadership remains a model for nonviolent activism and ethical governance.

Conclusion

Mahatma Gandhi's leadership was based on the values of nonviolence (ahimsa), truth (satya), and self-discipline. He led by example, inspiring millions to fight for India's independence through peaceful methods like civil disobedience. Gandhi focused on moral integrity and empathy, encouraging people to resist oppression without using violence. He also

¹⁹**Sabarmati Ashram** was founded by Mahatma Gandhi in 1917. Its purpose was to serve as a place for promoting simple living, self-reliance, and non-violence. Gandhi used the ashram as a base for his efforts in India's struggle for independence and to spread his ideas of truth, non-violence, and social reforms.

²⁰**Sevagram Ashram** was started by Mahatma Gandhi in 1936. Its main purpose was to teach simple living, self-reliance, and non-violence. Gandhi used it as a place to work on his ideas for India's independence and social change.

promoted self-reliance (swadeshi) and personal responsibility for collective success. His leadership showed that true power lies not in force but in inspiring others through shared values and a clear vision.

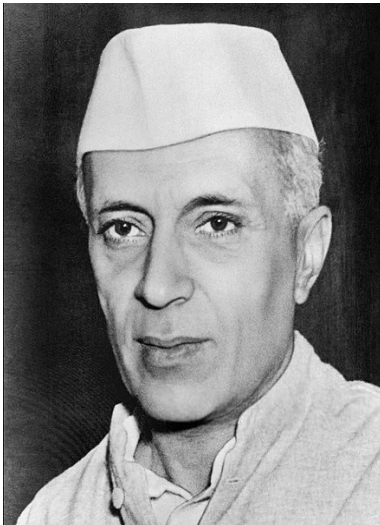
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Chapter 6

JAWAHARLAL NEHRU

Adhithya Vinod



Jawaharlal Nehru (1889–1964) was the first Prime Minister of independent India and a central figure in the country's independence struggle against British colonial rule. Nehru's leadership shaped post-independence India's political, economic, and social landscape. His leadership style was characterized by a mix of vision, democratic values, secularism, and a commitment to modernization, which played a critical role in transforming India into a democratic, industrialized, and self-reliant nation. This report analyzes the

various dimensions of Nehru's leadership style and highlights key incidents that exemplify his approach.

Political career

Pt. Nehru became the General Secretary of the All India Congress Committee in September 1923. He toured Italy, Switzerland, England, Belgium, Germany and Russia in 1926. In Belgium, he attended the Congress of Oppressed Nationalities in Brussels as an official delegate of the Indian National Congress. He also attended the tenth-anniversary celebrations of the October Socialist Revolution in Moscow in 1927. Earlier, in 1926, at the Madras Congress, Nehru had been instrumental in committing the Congress to the goal of Independence. While leading a procession against the Simon commission, he was lathi-charged in Lucknow in 1928. On August 29, 1928, he attended the All-Party Congress

and was one of the signatories to the Nehru Report on Indian Constitutional Reform, named after his father, Shri Motilal Nehru. The same year, he also founded the 'Independence for India League', which advocated complete severance of the British connection with India, and became its General Secretary.

In 1929, Pt. Nehru was elected President of the Lahore Session of the Indian National Congress, where complete Independence for the country was adopted as the goal. He was imprisoned several times during 1930-35 in connection with the Salt Satyagraha and other movements launched by the Congress. He completed his 'Autobiography' in Almora Jail on February 14, 1935. After release, he flew to Switzerland to see his ailing wife and visited London in February-March 1936. He also visited Spain in July 1938, when the country was in the throes of a Civil War. Just before the court break of the Second World War, he visited China, too.

On October 31, 1940, Pt. Nehru was arrested for offering individual Satyagraha to protest against India's forced participation in war. He was released along with the other leaders in December 1941. On August 7, 1942, Pt. Nehru moved the historic 'Quit India' resolution at the A.I.C.C. session in Bombay. On August 8, 1942, he was arrested along with other leaders and taken to Ahmednagar Fort. This was his longest and also his last detention. In all, he suffered imprisonment nine times. After his release in January 1945, he organized legal defence for those officers and men of the INA charged with treason. In March 1946, Pt. Nehru toured Southeast Asia. He was elected President of the Congress for the fourth time on July 6, 1946, and again for three more terms from 1951 to 1954.

Nehru's Leadership Style

Nehru's leadership style can be categorized into several key approaches, each reflecting his vision and responses to the challenges India faced.

1. Democratic Leadership:

Inclusiveness in Governance: Nehru believed in fostering democratic principles and often consulted his colleagues to foster collective decision-making.

Respect for Opposition: He valued parliamentary debates and maintained a respectful attitude toward opposition leaders, ensuring robust discussions on policy matters.

Encouragement of Freedom of Expression: Nehru's leadership nurtured freedom of speech and a vibrant press, which is critical for a democratic society.

Justification: His emphasis on creating institutions like the Planning Commission and empowering the judiciary reflects his belief in democratic institutions over individual authority.

2. Visionary Leadership:

Economic Planning: Nehru was instrumental in shaping India's mixed economy, laying the foundation for industrialization through the establishment of public sector enterprises and ²¹Five-year plans.

Focus on Science and Technology: He prioritized advancements in science and technology, founding institutions like IITs and ISRO, which continue to benefit India.

Non-Aligned Movement (NAM):

In foreign policy, Nehru envisioned India as a neutral leader of developing nations, promoting peace and cooperation.

²¹ The Five-year Plan was an economic initiative drafted by India's first Prime Minister, Jawaharlal Nehru. This economic plan was implemented to make better use of India's resources, improve the economic condition, and prosper in trading and agricultural income.

Justification: Nehru's vision of self-reliance and modernization aimed to position India as a strong, independent nation on the global stage²².

3. Charismatic Leadership:

Connection with the Masses: Nehru's charisma and oratory skills helped him connect with the diverse population of India. His ²³"Tryst with Destiny" speech is an iconic example of his ability to inspire and unite.

Symbol of Modern India: His persona symbolized progress, modernity, and optimism, which resonated with a newly independent India.

Justification: Nehru's personal rapport with people and his focus on nation-building created a sense of unity and purpose during the early, challenging years of Independence.

4. Development-Oriented Leadership:

Social Reforms: Nehru advocated for secularism, gender equality, and the eradication of caste-based discrimination.

Educational Development: He emphasized universal education, introducing policies to expand primary and higher education across the country.

Justification: Nehru's policies were focused on long-term nation-building, especially in areas of education, social reform, and infrastructure.

Conclusion

Jawaharlal Nehru's leadership played a crucial role in shaping post-independence India. As the first Prime Minister, he navigated the challenges of uniting a divided nation, promoting democracy, secularism, and modernization. His visionary policies in industrialization, land reforms, and

²² The Non-Aligned Movement (NAM) was founded in 1961 with the view to advancing interests of developing countries in the context of Cold War confrontation.

²³ "Tryst with Destiny" is a speech delivered by India's first Prime Minister, Jawaharlal Nehru, to the Indian Constituent Assembly on August 14, 1947, the night before India's Independence.

scientific advancement laid the foundation for India's development. Nehru's commitment to non-alignment during the Cold War and his democratic, participative leadership style earned him a lasting legacy.

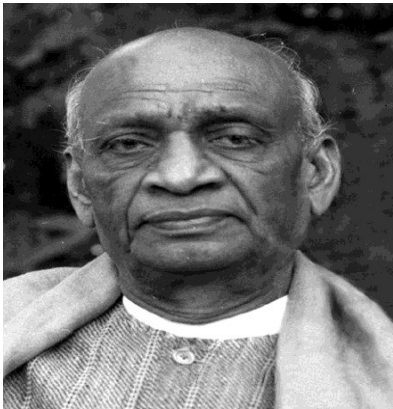
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Chapter 7

SARDAR VALLABHAI PATEL

Amalu Sebastian



Sardar Vallabhai Patel, widely recognized as the "Iron Man of India," played an instrumental role in shaping modern India. As a leader in the Indian independence movement, the first Deputy Prime Minister, and the Home Minister of independent India, Patel made significant contributions to uniting the nation and establishing a strong foundation for governance. This

report explores the distinct leadership styles Patel employed across various phases of his political career, illustrating how he adapted his approach based on situational needs.

Political Career and Achievements

Sardar Vallabhai Patel was a pivotal leader in India's independence movement and a key architect of the nation's post-independence unity. He led successful movements like the Kheda, Champaran, and Bardoli Satyagrahas, where he fought for farmers' rights against unfair taxes and exploitation. After independence, as the first deputy prime minister and home minister, Patel played a crucial role in integrating over 500 princely states into the Indian Union, ensuring the country's territorial integrity. He also helped establish key institutions and policies for the newly independent nation. Known as the "Iron Man of India," Patel's practical leadership and determination made him a central figure in India's history.

Leadership in the Congress

- Patel worked alongside Mahatma Gandhi in organizing key movements like the Salt March, Civil Disobedience, and Quit India Movement.
- He became one of the main leaders in the Indian National Congress, known for his practical approach to leadership.

Leadership Styles

Sardar Vallabhai Patel, a key figure in India's struggle for independence, is renowned for his exceptional leadership across various domains. His leadership styles—transformational, authoritative, servant, situational, and visionary—shaped the course of India's post-independence integration and governance. Patel's ability to inspire a unified vision, make decisive decisions, prioritize the welfare of the people, adapt to changing circumstances, and implement structured governance played a pivotal role in shaping the nation. This multifaceted leadership approach not only united India but also laid the foundation for its growth as a sovereign, democratic republic.

1. Transformational Leadership

Patel's ability to inspire a unified vision for a free, integrated India showcased his transformational leadership. Following India's independence, Patel faced the formidable task of integrating over 560 princely states into the Indian Union. Through persuasion, negotiation, and diplomacy, Patel convinced even resistant leaders, such as the Nawab of Junagadh, to join India. His efforts fostered national unity, ensuring that India remained whole and stable. This transformational vision of a unified nation demonstrated Patel's ability to mobilize diverse entities toward a common goal.

The²⁴Kheda Satyagraha of 1918, led by Sardar Vallabhai Patel, was a non-violent movement against the British-imposed tax hike on farmers despite a poor harvest. Patel organized farmers to peacefully resist the taxes, leading to widespread support. The British government eventually suspended the tax increase, marking Patel's rise as a prominent leader.

2. Authoritative Leadership

Patel's authoritative leadership was evident in his decisive actions to safeguard India's territorial integrity. When the Nizam of Hyderabad resisted acceding to India, Patel directed Operation Polo—a military intervention to annex Hyderabad. His strong and clear decision-making prevented potential disintegration, reinforcing his authoritative approach when diplomacy failed. This decisive move demonstrated his unwavering commitment to national unity and security, underscoring his role as a determined protector of India's sovereignty.

²⁵**Integration of Jammu and Kashmir:** He adapted his leadership style to the crisis, taking a directive approach when Maharaja Hari Singh faced tribal invasions backed by Pakistan, urging swift accession to India. Patel's leadership was crucial in handling political complexities and military challenges.

²⁴ The **Kheda Satyagraha** of 1918, led by **Sardar Vallabhbhai Patel** and guided by **Mahatma Gandhi**, was a non-violent protest by farmers in Gujarat's Kheda district against the British demand for land taxes despite a poor harvest. The peaceful resistance forced the British to suspend the tax, marking a significant victory for India's independence movement and Patel's rise as a leader.

²⁵ Sardar Vallabhbhai Patel played a decisive role in integrating Jammu and Kashmir into India during the 1947 crisis. As tribal invasions backed by Pakistan threatened the state, Patel urged Maharaja Hari Singh to accede to India, enabling swift military intervention. His leadership was crucial in navigating the political and military complexities, ensuring Jammu and Kashmir's accession to India.

3. Servant Leadership

Patel's commitment to the welfare of the people is reflected in his servant leadership approach. In the aftermath of Partition, Patel focused on the rehabilitation of refugees displaced by the division of India and Pakistan. He prioritized their needs, arranged for shelter and resources, and sought to foster communal harmony. Patel's servant leadership during this period helped bring solace to countless affected families and instilled hope in a time of widespread upheaval.

4. Situational Leadership

Patel's adaptability to different circumstances exemplified his situational leadership. During the Quit India Movement, Patel modified his strategies to rally people for mass protests while promoting a disciplined approach to resist British rule. Despite the risk of imprisonment, he continued to inspire and guide the masses. This adaptability reinforced the independence struggle, maintaining momentum despite British repression and illustrating Patel's capacity to lead effectively under changing conditions.

²⁶Accession of Manipur: Patel facilitated the integration of northeastern states like Manipur into the Indian Union, emphasizing India's unity and inclusivity despite vast regional and cultural diversity.

5. Visionary Leadership

Patel's emphasis on structured governance and accountability highlighted his transactional leadership. Understanding the need for a robust administrative framework, Patel established the IAS to bring order, accountability, and efficiency to independent India's government. His focus on systematic governance laid the foundation for India's bureaucracy, promoting structured administration and accountability across the country.

²⁶Sardar Vallabhbhai Patel facilitated the integration of northeastern states, including Manipur, into the Indian Union. His leadership emphasized the unity and inclusivity of India while respecting its vast regional and cultural diversity.

6. Transformational Leadership

Patel's role in social movements illustrated his capacity to inspire change and justice. Leading a successful protest against unjust British taxation in²⁷ Bardoli, Patel empowered farmers to resist peacefully, earning him the title "Sardar." This incident marked Patel's early impact as a transformational leader, inspiring people to fight for justice and self-respect.

Conclusion

Sardar Vallabhbhai Patel's leadership was multifaceted, showcasing a remarkable ability to adapt his style to the needs of the situation. His transformational vision in uniting India, authoritative stance in protecting its borders, servant leadership in helping refugees, situational approach during independence struggles, and transactional focus in governance reflect a unique blend of skills and approaches. His legacy as a leader continues to inspire generations, and his leadership styles remain a testament to his commitment to India's unity, integrity, and well-being.

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²⁷ The Bardoli Satyagraha of 1928, led by Sardar Vallabhbhai Patel, was a pivotal non-violent movement where farmers in Bardoli, Gujarat, resisted increased land taxes imposed by the British government. Patel's leadership and negotiation skills earned him the title "Sardar," symbolizing his role as a leader of the masses.

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Chapter 8

INDIRA GANDHI

Anjana Shaji



Indira Gandhi was the first and only female Prime Minister of India, serving from 1966 to 1977 and again from 1980. Born on November 19, 1917, she was the daughter of Jawaharlal Nehru and Kamala Nehru. Her tenure included significant reforms like the Green Revolution and the controversial Emergency period (1975-1977). Known for her strong leadership and

centralization of power, she left a complex legacy marked by both achievements and criticisms. She was assassinated on October 31, 1984. Indira Gandhi was assassinated on October 31, 1984, by her two Sikh bodyguards, Beant Singh and Satwant Singh, in retaliation for Operation Blue Star, which targeted militants in the ²⁸Golden Temple. She was shot multiple times at her residence in New Delhi and died shortly after.

Early Life and Education

She had a sheltered early life, with much of her childhood spent under the care of her father after her mother's early death. Indira was educated at home initially before attending St. Cecilia's and Modern School in Delhi. At 17,

²⁸ The Golden Temple is famous for its full golden dome; it is one of the most sacred pilgrim spots for Sikhs.

she went to England to further her studies, attending Shrewsbury School and later Somerville College, Oxford, where she earned a degree in History in 1940. Her education abroad, coupled with her exposure to political leaders and thinkers, shaped her future role in Indian politics.

Political Rise and Career Achievements

Indira Gandhi's political rise began after she became Prime Minister of India in 1966, following the death of Lal Bahadur Shastri. She quickly emerged as a strong leader. She spearheaded the Green Revolution, transforming India into a food-surplus nation, and led India to victory in the 1971 Indo-Pakistani War, resulting in the creation of Bangladesh. Gandhi also nationalized major banks in 1969 and expanded the public sector to promote economic growth. Her tenure saw the controversial declaration of the Emergency in 1975, which curtailed civil liberties but also led to significant infrastructural development. A key figure in India's nuclear advancement, she oversaw the country's first successful nuclear Test in 1974. Her political legacy, however, was marred by the divisive Operation Blue Star in 1984, which aimed at removing Sikh militants from the Golden Temple. Despite her strong leadership, her policies often centralized power, and her tenure remains a mix of visionary achievements and controversial decisions.

Leadership Styles

Indira Gandhi's leadership style can be analyzed through several theoretical lenses:

1. Authoritarian Leadership

Gandhi often exhibited authoritarian traits, particularly during her tenure as Prime Minister. Her leadership was marked by centralized power, decisive action, and limited consultation.

Justification:

The Emergency (1975-1977): Gandhi declared a state of Emergency, suspending elections and civil liberties to restore order amid political unrest. This decision, while controversial, reflected her belief in strong centralized control for national stability.

Blue Star Operation (1984): Operation Blue Star was a military operation in June 1984 aimed at removing Sikh militants, led by Jarnail Singh Bhindranwale, from the Golden Temple in Amritsar. The operation resulted in heavy casualties and damage to the temple, sparking widespread anger among Sikhs. It intensified demands for an independent Sikh state and contributed to the assassination of Prime Minister Indira Gandhi later that year, leading to anti-Sikh riots.

Nationalization of Indian Banks (1960): Indira Gandhi, the former Prime Minister of India, played a significant role in the nationalization of Indian banks in the 1960s and early 1970s. Nationalization refers to the process of transferring private assets into public ownership, typically under government control. Gandhi's decision to nationalize major commercial banks was a key part of her economic policy aimed at promoting social welfare and reducing poverty. Indira Gandhi nationalized 14 major banks in 1969 and 6 more in 1980 to ensure better access to credit for rural areas, agriculture, and small industries

2. Transformational Leadership

She inspired many through her vision of a modern India and worked towards significant socio-economic changes. Her initiatives, like the Green Revolution, aimed to transform agriculture and improve self-sufficiency.

Justification:

The Green Revolution: Her push for the Green Revolution aimed to modernize agriculture, ensuring food security and economic growth. This initiative significantly transformed India's agricultural landscape and rural economy.

3. Situational Leadership

Gandhi adapted her leadership approach based on the political climate. She was pragmatic, shifting from collaboration with opposition to more authoritarian measures when faced with challenges.

Justification:

The 1971 Indo-Pak War: During the 1971 war, Gandhi demonstrated situational leadership by making decisive military and diplomatic moves, leading to India's victory and the creation of Bangladesh.

Nuclear Test (1974): Indira Gandhi approved India's first nuclear Test, ²⁹Smiling Buddha, on May 18, 1974, at Pokhran. This made India a nuclear power, driven by security concerns, particularly with China and Pakistan. The Test boosted India's global standing but also led to international criticism and sanctions.

4. Charismatic Leadership

Her strong personality and ability to connect with the masses gave her a charismatic edge. She mobilized support through her speeches and public appearances, cultivating a devoted following.

Justification:

1971 Elections: Her campaign on the ³⁰“Garibi Hatao” slogan connected deeply with the electorate, showcasing her ability to inspire and mobilize support, resulting in a landslide victory. These incidents highlight her

²⁹ The term "**Smiling Buddha**" also refers to India's first successful nuclear weapons test, which took place on May 18, 1974. The Test, code-named "Smiling Buddha", was conducted at the Pokhran Test Range in Rajasthan, India.

³⁰**Garibi Hatao Desh Bachao** is a Hindi slogan which means "Remove poverty, save the country". It was the theme and slogan of Indira Gandhi's 1971 election campaign. The plan was prepared by D.D. Dhar and included a series of poverty alleviation schemes. The plan was rejected by the Morarji Desai government in 1978.

complex blend of leadership styles, marked by authoritarian control, transformational vision, adaptability, and charisma.

Overall, Indira Gandhi's leadership was complex, blending authoritarian control with transformational ideals, shaped by the situational demands of her time.

Conclusion

Indira Gandhi's leadership represents a multifaceted and complex legacy in Indian politics. Her authoritarian approach during the Emergency, combined with her transformational initiatives like the Green Revolution, showcases her ability to wield power decisively in times of crisis. Her situational leadership during pivotal moments, such as the 1971 Indo-Pak War, and her charismatic connection with the electorate highlight her adaptability and influence. Ultimately, Gandhi's leadership style illustrates the tension between strong control and progressive vision, leaving a lasting impact on India's political landscape and ongoing debates about governance, civil liberties, and empowerment.

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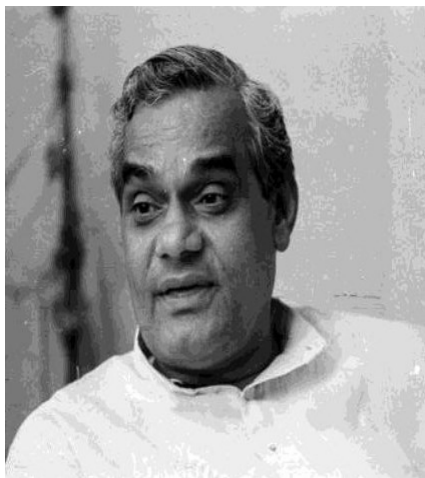
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Chapter 9

ATAL BIHARI VAJPAYEE

Mariya Joseph



Atal Bihari Vajpayee, born on December 25, 1924, in Gwalior, served as the Prime Minister of India for three terms: 1996 (for only 13 days), 1998 to 1999 (13 weeks), and from 1999 to 2004, where he became the first non-Congress Prime Minister to complete a full five-year term. His birth anniversary, December 25, is celebrated as Good Governance Day, reflecting his contribution to Indian

politics. Vajpayee passed away on August 16, 2018, due to a health issue in New Delhi, leaving behind a rich legacy of governance and leadership.

Leadership Style

1. Transformational Leadership

Atal Bihari Vajpayee envisioned a modern and prosperous India, emphasising development, infrastructure, and economic reforms. A significant example of his vision was the ³¹The Golden Quadrilateral project aimed to connect India's major cities through a network of highways. This monumental initiative modernised India's infrastructure and revolutionised transportation, fostering economic growth and regional integration. The

³¹major road network connecting the four major cities of Delhi, Mumbai, Chennai, and Kolkata, spanning 5,846 kilometres. Launched in 2001 under the National Highways Development Project (NHDP), it aims to improve transportation, enhance connectivity, and boost economic growth across India. The project includes key national highways that play a vital role in trade, tourism, and regional development.

project reflected Vajpayee's unwavering commitment to India's long-term development. His focus on bold economic reforms and robust infrastructure development laid a strong foundation for India's emergence as a global economic power, demonstrating his visionary leadership and dedication to progress.

2. Pragmatic Leadership

Atal Bihari Vajpayee skillfully balanced idealism with practical considerations to achieve national objectives, as exemplified by the Pokhran-II nuclear tests in 1998. These tests were a bold assertion of India's strategic autonomy, demonstrating the nation's commitment to safeguarding its security and sovereignty. Despite facing international sanctions and diplomatic backlash, Vajpayee's government adeptly navigated the global fallout through strategic diplomacy and pragmatic decision-making. By prioritising national security while maintaining constructive international relations, Vajpayee ensured India's independence on the global stage, highlighting his ability to harmonise long-term ideals with immediate practical challenges.

3. Collaborative Leadership

Atal Bihari Vajpayee's inclusive approach ensured smoother decision-making, even in a challenging coalition environment. As the leader of the National Democratic Alliance (NDA), he effectively managed a coalition comprising diverse political parties with differing ideologies. By promoting unity and encouraging dialogue, Vajpayee fostered an atmosphere of cooperation that strengthened the alliance. His ability to maintain cohesion within a fragmented coalition and ensure stable governance highlighted his exceptional skills in consensus-building and collaboration. This approach stabilised his government and set a benchmark for coalition leadership in Indian politics.

4. Ethical Leadership

Atal Bihari Vajpayee upheld high ethical standards in politics, earning widespread respect for his honesty and dedication to public service. His speeches, rich with philosophical and ethical insights, resonated deeply with the public and his political peers. Vajpayee consistently prioritised national interests over political gains, as reflected in his efforts to improve India-Pakistan relations through the Lahore Declaration. During the Kargil War in 1999, he demonstrated remarkable restraint and moral leadership, balancing decisive military action with diplomatic outreach to Pakistan. His leadership, marked by a strong ethical core, emphasised peace and stability, avoiding unnecessary escalation while steadfastly protecting national interests.

5. Diplomatic Leadership

Despite numerous challenges, Atal Bihari Vajpayee extended a hand of friendship to Pakistan, reflecting his steadfast belief in diplomacy and peaceful coexistence. He envisioned dialogue to resolve conflicts and foster mutual trust between the two nations, even amid ongoing hostilities. His approach was rooted in the conviction that peace in South Asia was essential for the region's progress and stability.

The ³²**Lahore Bus Ride in 1999** and the ³³**Agra Summit in 2001** was pivotal in Vajpayee's peace initiatives with Pakistan. The Lahore visit symbolised his bold gesture to promote goodwill and trust, culminating in the Lahore Declaration, which emphasised the peaceful resolution of disputes and mutual respect. Similarly, despite significant differences, the Agra Summit was an earnest attempt to continue dialogue on critical issues.

³² The Lahore Metro bus system covers approximately 27 kilometres and is part of broader urban development projects aimed at enhancing public transport in Pakistan.

³³ The summit aimed to ease tensions between the two countries, particularly over the Kashmir conflict and to discuss measures for peace and stability in the region

These diplomatic efforts highlighted Vajpayee's commitment to peaceful coexistence and positioned India as a leader in promoting regional stability through constructive engagement.

6. Resilient Leadership

During his tenure as Prime Minister, Atal Bihari Vajpayee faced significant challenges, including economic sanctions imposed after India conducted nuclear tests, the complexities of managing a coalition government, and persistent geopolitical tensions. Vajpayee's leadership during this period exemplified resilience and statesmanship. Despite the immense pressure of these crises, he remained steadfast, exercising patience and perseverance. His calm composure and unwavering focus enabled him to navigate the country through turbulent times, ensuring stability and progress. Vajpayee's ability to maintain balance and coherence in a politically diverse coalition showcased his exceptional political acumen and commitment to national interests.

Conclusion

A blend of transformational vision, pragmatic decision-making, and ethical integrity characterised Atal Bihari Vajpayee's leadership. His bold steps, such as the nuclear tests, economic reforms, and peace initiatives with Pakistan, reflected a leader who balanced strength with diplomacy. His legacy as a visionary statesman and ethical leader inspires future generations.

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Chapter 10

Dr Manmohan Singh

Anandhu Shaji



Leadership in a culturally and socially diverse nation like India requires vision, adaptability, and integrity. Dr. Manmohan Singh, a distinguished economist and statesman, epitomized these qualities through his humility, intellectual rigor, and steadfast commitment to national progress. As India's 13th Prime Minister from 2004 to 2014, Dr. Singh's calm, consensus-driven approach earned him widespread admiration. Known for his quiet effectiveness, he relied on strategic thinking, collaboration, and expertise to guide India through complex challenges.

Dr. Singh's legacy as a transformative leader began during his tenure as Finance Minister in the 1990s when he spearheaded historic economic reforms, paving the way for India's integration into the global economy. As Prime Minister, he prioritized inclusive development, championing social welfare programs, and fostering diplomatic ties. His leadership exemplified integrity, perseverance, and a commitment to evidence-based decision-making.

Humble Beginnings to Transformative Leadership

Dr. Manmohan Singh was born on 26 September 1932 in Gah, Punjab, British India (now in Punjab, Pakistan), to Gurumukhi Singh and Amrit Kaur. Tragically, he lost his mother at a young age and was raised by his paternal grandmother, to whom he was deeply attached. His early education

was in the Urdu medium, and even during his tenure as Prime Minister, he often wrote Hindi speeches in the Urdu script. At times, he also utilized Gurmukhi, the script for Punjabi, his mother tongue.

After the Partition of India in 1947, Dr. Singh's family migrated to Haldwani in present-day Uttarakhand and later settled in Amritsar in 1948. He completed his higher education at Panjab University (then in Hoshiarpur), earning his bachelor's and master's degrees in Economics in 1952 and 1954, respectively, consistently achieving top ranks. He pursued further studies at the University of Cambridge, completing the Economics Tripos in 1957 as a member of St. John's College.

Dr. Singh's remarkable journey from a small village to the helm of India's governance is a testament to his resilience and dedication to public service. His vision and leadership remain an inspiration, reflecting the values of humility, hard work, and transformative governance.

Leadership Style

1. Transformational Leadership

Dr. Manmohan Singh displayed visionary leadership by transforming India's economy during his tenure as Finance Minister in the 1990s. He spearheaded liberalization policies, opening the economy to foreign investments, deregulating industries, and reducing trade barriers. For example, the 1991 economic reforms steered India away from a financial crisis and positioned the country as a global economic player.

2. Authoritative Leadership

Despite his calm and soft-spoken demeanor, Dr. Singh demonstrated authoritative leadership by taking decisive action during critical moments. His ability to stand firm in his convictions was evident in challenging situations. For example, his negotiation and successful signing of the India-US Civil Nuclear Agreement in 2008, despite significant political opposition, showcased his focus on the national interest.

3. Servant Leadership

Dr. Singh's leadership prioritized the welfare of the people, particularly marginalized communities. His inclusive development policies sought to reduce poverty, improve accessibility, and empower the underserved. For instance, initiatives like the Mahatma Gandhi National Rural Employment Guarantee Act (MNREGA) reflected his commitment to social equity and rural empowerment.

4. Situational Leadership

Dr. Singh demonstrated an ability to adapt his leadership style based on the context, effectively balancing diplomacy with firmness. For example, during the 2008 global financial crisis, he introduced timely fiscal measures that helped navigate India through economic turbulence, ensuring stability and growth.

5. Transactional Leadership

Dr. Singh maintained a focus on achieving specific objectives and ensuring accountability in governance. His leadership emphasized efficiency and delivering tangible outcomes. For example, the expansion of India's rural road network through large-scale infrastructure projects highlighted this approach.

6. Charismatic Leadership

Though not a typical charismatic leader, Dr. Singh inspired trust and loyalty through his integrity, intellect, and ethical conduct. His credibility and calm demeanor unified diverse political groups and reassured the nation during crises. For example, his reputation helped foster unity and confidence during pivotal moments in his leadership.

7. Collaborative Leadership

Dr. Singh was adept at fostering collaboration, and working with diverse stakeholders, including international leaders, bureaucrats, and coalition

partners, to achieve shared objectives. For example, his efforts in building consensus for the Goods and Services Tax (GST) reform and the Indo-US nuclear deal underscored his collaborative leadership.

8. Strategic Leadership

Dr. Singh's long-term vision aligned India's resources and policies with sustained economic growth and global integration. For example, his emphasis on promoting education, healthcare, and technology-driven development reflected a strategic approach to building a stronger foundation for India's future.

9. Crisis Leadership

Dr. Singh exhibited remarkable composure and quick decision-making during critical moments, ensuring stability and restoring confidence. For instance, his leadership during the 1991 economic crisis, which involved implementing bold economic reforms, remains a defining moment in India's history.

Conclusion

Dr. Manmohan Singh's leadership combined transformational vision, authoritative decision-making, adaptability, and collaboration. From guiding India out of the 1991 economic crisis to championing inclusive growth and global diplomacy as Prime Minister, his leadership significantly influenced the country's development. His focus on evidence-based policies, strategic vision, and people-centric governance underscores the relevance of his leadership style. Dr. Singh's legacy serves as a powerful reminder of the importance of resilience, intellect, and ethical governance, inspiring leaders worldwide to adopt a thoughtful and inclusive approach to leadership.

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Chapter 11

NARENDRA MODI

Remya Raghu



Born on September 17, 1950, in Vadnagar, Gujarat, He completed his early education in Vadnagar, Gujarat. He earned a bachelor's degree in political science from Delhi University and a master's from Gujarat University. Narendra Modi rose through the Bharatiya Janata Party (BJP) ranks, becoming Gujarat's Chief Minister in 2001. His tenure in Gujarat laid the foundation for his approach to governance, which was marked by decisive action, a focus on development, and a strong nationalistic ethos. His rise to Prime Minister in 2014 signalled a new chapter in Indian politics, with a shift towards a more centralized and assertive leadership.

Political Career and Achievements

Narendra Modi started his political career in the Rashtriya Swayamsevak Sangh (RSS) before joining the Bharatiya Janata Party (BJP). He became the Chief Minister of Gujarat in 2001 and focused on economic growth and development, though his leadership was controversial, especially after the 2002 riots. In 2014, Modi became Prime Minister of India, leading the BJP to a big win. As PM, he introduced reforms like the GST, Make in India, **and** demonetization, focusing on improving India's economy, security, and international standing. He was re-elected in 2019 with an even bigger win, cementing

his place as a powerful leader in Indian politics. Internationally, he has been honoured with the Zayed Award for Human Fraternity (2019) and the Order of Zayed (2019) from the UAE, the Order of St. Andrew (2019) from Russia, and the Order of the Distinguished Rule of NishanIzzuddin (2019) from the Maldives. He also received Papua New Guinea's highest honour, the Companion of the Order of Logohu (2016), and the Global Energy and Environment Leadership Award (2021) from CERA Week.

Leadership Styles

Narendra Modi's leadership style is often analyzed through the lens of various leadership theories and traits, given his significant influence on Indian politics and governance. His leadership can be categorized into distinct styles based on incidents and his governance approach:

1. Transformational Leadership

Prime Minister Modi has consistently aimed to bring transformative societal changes, with a prominent example being the Swachh Bharat Abhiyan (Clean India Mission)³⁴, launched in 2014. This ambitious campaign sought to eliminate open defecation and improve waste management across India. Modi not only spearheaded the initiative but also personally participated in cleanliness drives, encouraging citizens to adopt cleaner practices and fostering a sense of collective responsibility. His involvement and leadership in the campaign reflect his ability to mobilize people towards achieving a significant societal transformation, aligning with his vision of a "New India."

2. Charismatic Leadership

Modi's success can be largely attributed to his ability to connect with the masses through effective communication and a relatable persona. A notable

³⁴ The government of India launched a national cleanliness campaign on October 2, 2014, to promote cleanliness, hygiene, and sanitation across the country.

example of this was his 2019 General Elections campaign, where slogans like "Abki Baar, Modi Sarkar"³⁵ deeply resonated with voters. His speeches showcased not only his appeal but also his ability to build trust and inspire confidence among the public. This charisma has been a key factor in his electoral victories and in maintaining a strong connection with the people.

3. Visionary Leadership

Modi is known for articulating long-term goals for India, positioning himself as a leader who looks beyond immediate challenges. A prime example of this is the Make in India initiative, launched in 2014, which aimed to boost manufacturing and attract foreign investment. By encouraging global companies to establish production in India, Modi emphasized self-reliance as a key component of the program. This initiative reflects his ability to align national policies with a broader vision for economic growth, highlighting his focus on building a stronger, self-sustaining economy for the future.

4. Authoritarian/Decisive Leadership

Modi is known for his swift and sometimes unilateral decision-making, which often polarizes opinions. A notable example of this was the 2016 demonetization of 500 and 1000 rupee notes, a surprise move aimed at curbing black money and promoting digital transactions. The decision, implemented overnight, caused widespread disruptions but also showcased Modi's ability to take bold actions. While controversial, the move highlighted his confidence in implementing significant changes without extensive consultation, reflecting his readiness to enforce policy shifts even at the risk of public discontent.

³⁵ it is a political slogan popularised by the Bharatiya Janata Party during the 2014 Indian general election. The slogan was used to express support for Narendra Modi as the prime minister candidate and was central to the party's campaign messaging.

5. Crisis Management Leadership

Modi has demonstrated the ability to take charge during crises, positioning himself as a stabilizing figure. A prime example of this was his leadership during the COVID-19 pandemic, where he delivered regular addresses to the nation, initiated the PM CARES Fund, and oversaw the vaccine rollout. These efforts emphasized his focus on rallying the nation during an unprecedented global crisis. His leadership throughout the pandemic highlighted his capability to manage crises effectively through both public engagement and decisive administrative action.

6. Populist Leadership

Modi frequently tailors his policies and programs to appeal to the ordinary citizen, with one such example being the Pradhan Mantri Ujjwala Yojana³⁶ launched in 2016. This initiative provided free LPG connections to women from low-income households, significantly improving their quality of life and reducing health hazards caused by traditional cooking methods. The program reflects Modi's ability to connect with grassroots concerns and address them effectively, showcasing his focus on practical solutions for the welfare of the common people.

7. Strategic and Pragmatic Leadership

Modi is skilled in leveraging international relations and strategic alliances for India's benefit, with a notable example being his approach to India-US relations. His strong rapport with global leaders like Donald Trump and Joe Biden played a key role in strengthening bilateral ties, particularly in defence and trade partnerships. This diplomatic success underscores Modi's global vision for India's development, highlighting his ability to forge strategic alliances that enhance the nation's standing on the world stage.

³⁶It is a flagship welfare scheme launched by the government of India on May 1, 2016, aimed at providing free LPG connections to women from below-poverty-line households.

8. Inclusive Leadership³⁷

Modi emphasizes inclusivity in development, ensuring that all sections of society benefit. A prime example of this is the JAM Trinity (Jan Dhan-Aadhaar-Mobile), an initiative designed to bring financial inclusion to India's unbanked population through technology. By linking bank accounts, biometric identification, and mobile phones, the program aimed to ensure that even the most marginalized communities could access financial services. This initiative reflects Modi's commitment to reaching every citizen with developmental benefits, ensuring no one is left behind in India's growth.

Conclusion

Narendra Modi's leadership style blends transformational vision, decisive actions, and charismatic public engagement. While some aspects of his leadership, such as authoritarian decision-making, have faced criticism, his ability to implement large-scale initiatives and mobilize the masses has solidified his position as a significant leader in contemporary Indian politics.

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Chapter 12

SONIA GANDHI

Dona Antony



Sonia Gandhi (born December 9, 1946, in Italy) is an Indian politician and former president of the Indian National Congress (INC). She married Rajiv Gandhi in 1968 and became part of the influential Nehru-Gandhi family. Initially reluctant about politics, she entered the political arena in 1998, leading the INC for over two decades. Under her leadership, the Congress party won significant victories, including the 2004 and 2009 general elections. Sonia is known for her role in shaping Indian politics and her efforts to preserve her party's legacy. She is the mother of Rahul Gandhi and Priyanka Gandhi Vadra.

Early Life and Education

Sonia was born to Stefano and Paola Maino in a small Italian village. She spent her early years in Orbassano, near Turin, where she completed her primary and secondary education. In the 1960s, she moved to Cambridge, England, for further studies in English at the Bell Educational Trust. Here, she met Rajiv Gandhi, a young Indian studying engineering at Trinity College, Cambridge.

Political Career

Under Sonia's leadership, the Congress Party played a pivotal role in Indian politics. She was instrumental in forming the United Progressive Alliance (UPA), which led India's central government for two consecutive terms

(2004-2014). As the chairperson of the UPA, Sonia was known for her consensus-building approach and played a significant role in initiating landmark schemes like the ³⁸Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA) and the ³⁹Right to Information Act.

Despite not holding an official government position, Sonia was regarded as one of the most powerful leaders in India. In 2004, she declined the post of Prime Minister, paving the way for Dr. Manmohan Singh to assume the role.

Leadership styles

1. Autocratic Leadership

Sonia Gandhi's leadership, though largely consensual, showed elements of autocratic style in key moments, such as the selection of Manmohan Singh as Prime Minister in 2004. Declining the position herself, she unilaterally nominated Singh, sidelining other contenders and ensuring her indirect influence over the government. This decisive move highlighted her ability to centralize authority when needed, balancing party control and strategic foresight.

³⁸The Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA), launched in 2005, guarantees 100 days of wage employment to rural households annually. It aims to reduce poverty, create rural infrastructure, and provide a safety net through labour-intensive work. While facing some challenges, it has had a significant impact on poverty alleviation and rural development, especially for marginalized communities.

³⁹The Right to Information (RTI) Act of 2005 allows Indian citizens to access government-held information, promoting transparency and accountability. It requires authorities to respond to requests within 30 days, with some exceptions. The RTI Act helps reduce corruption and empowers citizens to hold the government accountable.

2. Democratic Leadership

Sonia Gandhi's leadership style is often democratic, emphasizing collaboration and collective decision-making. As the Congress president, she consistently consulted with senior leaders and the Congress Working Committee (CWC) to build consensus on key issues. Her role in forming the ⁴⁰The 2004 United Progressive Alliance (UPA) exemplifies this approach. She brought together diverse parties through dialogue and negotiation, ensuring a stable coalition. This inclusive style helped maintain unity within the party and among allies, fostering a cooperative political environment.

3. Transformational Leadership

Sonia Gandhi's transformational leadership was marked by her ability to inspire change and promote long-term goals. As Congress president, she focused on empowering marginalized communities through welfare policies like MGNREGA and the Right to Information Act. These initiatives reflected her vision for a more inclusive India, which sought to improve the lives of people with low incomes and enhance transparency. Sonia's leadership also involved fostering party unity, guiding the Congress through victories and setbacks, and nurturing the next generation of leaders, including her son, Rahul Gandhi.

4. Transactional Leadership

Sonia Gandhi's leadership exhibited some aspects of transactional leadership, particularly in maintaining party discipline and achieving short-term goals. She focused on clear performance expectations and rewards

⁴⁰The United Progressive Alliance (UPA), led by the Indian National Congress (INC), was a coalition that governed India from 2004 to 2014. Under Manmohan Singh as Prime Minister, it introduced key welfare programs like MGNREGA and RTI. However, internal conflicts and corruption scandals led to its defeat in the 2014 elections.

within the Indian National Congress (INC), especially during elections or coalition negotiations. For instance, she ensured that party members adhered to the organizational structure and worked toward the success of key policies or electoral campaigns. Her leadership was often marked by maintaining party cohesion and securing immediate political objectives, rewarding loyalty and commitment to the party's agenda.

Conclusion

Sonia Gandhi's leadership style combined democratic, transformational, strategic, and transactional approaches. She emphasized collaboration and unity, as seen in the creation of the UPA, while inspiring long-term change through initiatives like MGNREGA and RTI. Her strategic decision-making was evident in key choices, such as nominating Manmohan Singh as Prime Minister in 2004. She maintained party discipline and loyalty through transactional leadership, and her resilience allowed her to navigate political challenges effectively, making her an influential figure in Indian politics.

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Chapter 13

Nirmala Sitharaman

Saranya S Nair



Nirmala Sitharaman was born on August 18, 1959, in Madurai, Tamil Nadu. She completed her schooling at the Holy Angels' Convent in Tiruchirappalli. She earned a Bachelor's degree in Economics from Seethalakshmi Ramasamy College in Tiruchirappalli and later pursued a Master's degree in Economics at the Jawaharlal Nehru University (JNU) in New Delhi.

Additionally, she studied at the University of Pennsylvania, where she obtained a degree in International Business. Nirmala Sitharaman is an Indian politician and economist who has served as Minister of Finance and Corporate Affairs in the Government of India since May 2019. She is a member of the Bharatiya Janata Party (BJP) and has held various significant positions in the Indian government.

Early Life and Education

She completed her schooling at the Holy Angels' Convent in Tiruchirappalli. She earned a Bachelor's degree in Economics from Seethalakshmi Ramasamy College in Tiruchirappalli and later pursued a Master's degree in Economics at the Jawaharlal Nehru University (JNU) in New Delhi. Additionally, she studied at the University of Pennsylvania, where she obtained a degree in International Business. Before entering politics, Sitharaman worked in various capacities, including assisting India's Minister of Commerce and Industry. She also worked with the think

tank the Centre for Policy Research and held positions in international organizations such as the World Bank.

Political Rise and Career Achievements

Nirmala Sitharaman joined the BJP in 2006 and quickly rose through the ranks. She was appointed National Spokesperson for the party and later became a member of the Rajya Sabha, representing Karnataka. In 2014, she was appointed Minister of State for Commerce and Industry in the government led by Prime Minister Narendra Modi. She was crucial in various initiatives during her tenure, including promoting "Make in India" and enhancing trade relations. In July 2016, she was promoted to Minister of Defence, making her the first woman to hold this position in India. She served in this role until May 2019. In May 2019, following the BJP's victory in the general elections, Nirmala Sitharaman was appointed Minister of Finance and Corporate Affairs. She became the first full-time woman Finance Minister of India. During her tenure, she has focused on various economic reforms, including tax reforms, measures to boost investment, and efforts to enhance financial inclusion.

Leadership Styles

1. Democratic Leadership

Nirmala Sitharaman shows a democratic leadership style by listening to and involving others in decision-making. She consults industry leaders, economists, and citizens, especially during budget planning, to ensure policies meet everyone's needs. During the COVID-19 pandemic, she worked with businesses and experts to create relief packages for struggling sectors. This shows her inclusive and collaborative way of leading.

2. Transformational Leadership

Nirmala Sitharaman demonstrates transformational leadership through her vision for India's economic growth, bold reforms, and crisis management.

She introduced initiatives like ⁴¹*Aatmanirbhar Bharat* to boost domestic industries and reduce import dependency, showing her ability to inspire change. During the COVID-19 pandemic, she announced stimulus packages and relief measures, showcasing her resilience and adaptability. Her structural reforms, such as corporate tax cuts, GST simplification, and privatization, focus on long-term economic transformation. Sitharaman also prioritizes inclusivity, empowering small businesses, women entrepreneurs, and rural communities through targeted policies. Her push for digital governance also modernizes India's systems, making them transparent and efficient.

3. Situational Leadership

When she served as the Defence Minister, Nirmala Sitharaman's situational leadership was her approach to India's defence sector. She recognized the evolving security challenges and the need to modernize India's defence forces. She adapted her leadership style to address these needs by pushing for increased defence spending, focusing on Indigenous defence production, and improving defence procurement processes.

4. Visionary Leadership

Another example of Nirmala Sitharaman's visionary leadership is her focus on infrastructure development. She has articulated a vision for transforming India's infrastructure to make it globally competitive and conducive to economic growth. Her leadership in driving projects like ⁴²National

⁴¹**Aatmanirbhar Bharat** (Self-Reliant India) is a vision launched by Prime Minister Narendra Modi in 2020 to make India economically self-sufficient. The initiative focuses on boosting domestic manufacturing, reducing import dependency, and promoting key sectors like agriculture, defence, and healthcare.

⁴²The **National Infrastructure Pipeline (NIP)** is an ambitious initiative launched by the Indian government in December 2019 to boost infrastructure development in the country. The NIP aims to improve India's infrastructure by planning and implementing large-scale projects across various transport, energy, water, and urban infrastructure sectors.

Infrastructure Pipeline (NIP) and the push for smart cities reflect her long-term strategy to modernize India's infrastructure. By prioritizing these large-scale projects, she aims to boost connectivity, create jobs, and improve the ease of doing business, aligning with her vision of a prosperous and modern India.

5. Transactional Leadership

As Finance Minister, Nirmala Sitharaman exemplifies transactional leadership by setting clear financial goals and using rewards and penalties to drive performance. She implemented significant tax reforms, like reducing corporate tax rates, to incentivize business growth and investment. Her management of the Union Budget focuses on fiscal discipline, ensuring government spending aligns with defined targets. She encourages compliance and efficiency in revenue collection through measures like faceless tax assessments. Additionally, her strategic disinvestment in public sector enterprises (PSEs) and reforms like the ⁴³*Production-Linked Incentive (PLI)* schemes are designed to reward businesses that meet specific targets, ensuring measurable economic progress and accountability.

6. Empathetic Leadership

Her policies, such as the ⁴⁴PM Kisan Yojana for farmers, and initiatives for women entrepreneurs show empathy for marginalized sections of society.

⁴³The **Production Linked Incentive (PLI)** scheme is a government initiative designed to encourage domestic manufacturing and reduce India's import dependency by providing financial incentives to companies for producing goods in key sectors. The scheme aims to boost local production, create jobs, and attract investment in electronics, pharmaceuticals, textiles, etc.

⁴⁴**PM Kisan Yojana** (Pradhan Mantri Kisan Samman Nidhi) is a government initiative launched in **2018** to provide financial support to **farmers** across India. The scheme aims to supplement farmers' incomes and help them meet their agricultural expenses, ensuring their economic well-being.

Additionally, her efforts to support small businesses and MSMEs with financial aid and guaranteed loans reflect her understanding of their struggles. Sitharaman's leadership is characterized by a deep commitment to social welfare, addressing gender inequalities, and clear, empathetic communication that fosters trust and understanding.

7. Assertive Leadership

As Defense Minister, she took firm stances on national security issues, including supporting strong responses during critical events like the ⁴⁵Doklam standoff and ⁴⁶Pulwama attack. Her assertiveness is also reflected in her clear advocacy for economic initiatives such as Aatmanirbhar Bharat, pushing for reforms to increase domestic manufacturing and reduce reliance on imports. Sitharaman's leadership is characterized by her determination to make bold decisions and follow through, even in the face of challenges or opposition.

Legacy and Impact

Significant reforms and strategic initiatives have marked Nirmala Sitharaman's leadership as India's Finance and Defence Minister. As Finance Minister, she championed structural changes such as corporate tax cuts, production-linked incentive schemes, and efforts to modernize banking through public sector bank mergers, alongside her pivotal role in crafting India's economic response to the COVID-19 crisis. Her tenure emphasized infrastructure, green energy, and self-reliance, aligning with

⁴⁵The **Doklam Standoff** was a military conflict between **India** and **China** in the **Doklam Plateau** region, located at the tri-junction of India, China, and **Bhutan**. The standoff began in **June 2017** and lasted about two months, ending in **August 2017**.

⁴⁶The **Pulwama Attack** was a **terrorist attack** that took place on **February 14, 2019**, in the **Pulwama district of Jammu and Kashmir**, India. It was one of the deadliest attacks on Indian security forces in recent years.

the "Atmanirbhar Bharat" vision. As Defence Minister, she broke gender barriers, modernized armed forces with acquisitions like Rafale jets, and strengthened India's defence manufacturing."⁴⁷Make in India." While facing criticism for economic slowdown and implementation challenges, her legacy is defined by long-term reforms and her trailblazing role in fostering inclusivity and resilience in governance.

Conclusion

Nirmala Sitharaman's leadership style is marked by decisiveness, adaptability, and a pragmatic approach to challenges. She navigated complex portfolios, from defence to finance, with resilience and a clear vision. Known for her data-driven strategies, she addresses issues with a results-oriented mindset, as seen in her bold economic reforms and crisis management during the COVID-19 pandemic. Her emphasis on initiatives like Atmanirbhar Bharat showcases her commitment to self-reliance and inclusive growth. Sitharaman's ability to remain composed under pressure and implement transformative policies highlights her as a dynamic and influential leader in shaping India's governance and economy.

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Chapter 14

E. M. Sankaran Namboodiripad

Mareena SK



Elamkulam Manakkal Sankaran Namboodiripad, widely known as EMS, was a distinguished Marxist leader, social reformer, and the first Chief Minister of Kerala. Born in 1909 into a traditional Namboodiri Brahmin family, EMS broke away from his conservative upbringing to become one of India's foremost communist leaders. His remarkable journey from

participating in the Indian independence movement to shaping Kerala's social and political landscape exemplifies his commitment to Marxist ideals and the empowerment of marginalized communities. EMS not only pioneered socialist governance in India but also became the world's first elected Communist head of government, demonstrating that socialism could operate within a democratic framework. He contracted pneumonia and died on 19 March 1998, aged 88.

Political Career and Achievements

In 1957, EMS Namboodiripad made history by leading his Communist party to victory in the Kerala state elections. He was the first non-Congress leader to achieve this victory and, therefore, the first communist leader to organize an elected state government. EMS Namboodiripad was sworn in as the chief minister of Kerala on April 5, 1957.

However, Namboodiripad had to vacate office in 1959 after the central government invoked Article 356 of the Indian constitution, dissolving the Kerala state legislature and imposing federal rule in Kerala. EMS Namboodiripad became the chief minister of Kerala for the second time in 1967 after a coalition of seven political parties, including the Communist Party and the Muslim League, won by a majority in the state elections. EMS Namboodiripad remained in office for the next two and a half years.

EMS Namboodiripad was the leader of the opposition party in the Kerala Legislative Assembly for two terms. The first term extended from 1960 to 1964, and the second was from 1970 to 1977. The decentralization of power and resources in the state and the spread of literacy all over Kerala was the chief aim of EMS Namboodiripad throughout his stint as a politician in the Kerala state government. EMS Namboodiripad was a popular literary figure who penned books in Malayalam and English, so quite understandably, education was at the top of his priority list. All his books were published under the title 'EMS Sanchika'.

Leadership styles

Visionary Leadership

EMS was deeply devoted to Marxist ideology and consistently applied these principles to his policies and strategies. His unwavering dedication to socialism guided his efforts in building a more equitable society where power and resources were accessible to all, regardless of class or caste. This ideological commitment was the backbone of his political career and the reforms he championed.

Transformational Leadership

One of EMS's most significant contributions was his visionary leadership in implementing Kerala's land reform policies.⁴⁸ These reforms aimed to redistribute land from wealthy landlords to tenant farmers and landless labourers. His policies helped dismantle feudal structures, empower peasants, and reduce economic disparities, leading to Kerala's reputation for progressive social policies and high human development indices. Through this transformation, EMS set a model for other Indian states to follow.

Democratic Leadership

After the split in the Communist Party of India (CPI) in 1964, EMS became a founding member of the Communist Party of India (Marxist) or CPI (M). Recognizing the need for collaboration in a diverse and multi-party democracy, he adopted a democratic leadership approach by fostering coalition politics. EMS worked to build alliances with other political factions, showcasing his willingness to compromise for the larger goal of achieving socialist progress through democratic means.

4. Charismatic Leadership

EMS was known for rallying people from all walks of life to support his vision. During the⁴⁹ Vimochana Samaram (Liberation Struggle) in 1959,

⁴⁸ Land reforms: EMS's land reforms in Kerala redistributed land to tenant farmers and landless labourers, dismantling feudal systems, empowering peasants, and reducing economic inequalities, becoming a model for progressive policies in India.

⁴⁹ The Vimochana Samaram (Liberation Struggle) of 1959 was a political agitation that culminated in the dismissal of his government by the central government. EMS demonstrated exceptional leadership by mobilizing support from diverse groups, including workers, peasants, and students. During this period, his powerful speeches and writings were instrumental in energizing the masses and rallying them around his socialist ideals, securing his enduring influence in Indian politics.

when his government faced dismissal, EMS effectively mobilized workers, peasants, and students who shared his socialist ideals. His speeches and writings during this time energized the masses, solidifying his popularity and securing widespread support for his leadership.

5. Situational Leadership

In response to challenges such as the central government's dismissal of his government, EMS displayed situational leadership by adjusting his strategies to the changing political climate. Rather than inciting conflict, he aimed to maintain the long-term objectives of his movement by adapting to external pressures, showcasing his pragmatism and strategic thinking.

6. Bureaucratic Leadership

EMS was also a bureaucratic leader who recognized the importance of procedure and structured governance in achieving his policy goals. His disciplined approach to land reform enforcement and policy implementation reflected his belief in the power of systems to overcome resistance from entrenched interests.

Conclusion

EMS Namboodiripad's life and work left an indelible mark on India, particularly in Kerala, where his reforms continue to shape society. His leadership style, combining ideological commitment with practical governance, set him apart as a Marxist who embraced democratic processes and valued grassroots mobilization. EMS's legacy as a transformational leader, progressive reformer, and intellectual remains a guiding light for those who aspire to build an equitable and just society. Through his work, EMS demonstrated that socialism and democracy could coexist and thrive in pursuing social justice.

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Chapter 15

K. Karunakaran

Risvana Shajahan



Kannothe Karunakaran, a prominent political leader from Kerala, played a pivotal role in shaping the state's development trajectory during his tenure as the Chief Minister of Kerala. His leadership style, which blended pragmatic decision-making, consensus-building, and charisma, left an indelible mark on Kerala's political, social, and economic landscape.

Karunakaran died at 5:30 PM on 23 December 2010, aged 92, at Ananthapuri Hospital in Thiruvananthapuram. He had had respiratory problems, a fever and other age-related diseases and had been hospitalized since 10 December 2010.

Political Career

In 1937, Karunakaran joined the flood relief camps that were conducted by V. R. Krishnan Ezhuthachan, C. Achutha Menon, R. M. Manakkalath and other leaders of Prajamandalam, an early freedom movement in Kochi. He became a member of the INC and began to wear khadi. He also participated intensively in trade union activities in the vast Thattil rubber estates, where his uncle Raghavan Nair was a writer. During this time, he used his artistic skills and labour to help the workers' union, which would become the Indian National Trade Union Congress (INTUC), with its posters and campaigns. Gradually, he was picked up by Panampilly Govinda Menon as his favourite follower. Eventually, Karunakaran rose to

the level of senior leader of the INTUC, which became one of the largest trade unions in India with over 33 million members. He became INC's Thrissur District Committee President, after which he was elected to the Cochin Legislative Assembly twice before the formation of Kerala State. He contested the 1957 Kerala Legislative Assembly elections against trade unionist and ex-INC member Dr A. R. Menon, going on to lose by around two thousand votes.

Leadership Style

1. Transformational Leadership

K. Karunakaran was a visionary leader who believed in modernizing Kerala by investing in infrastructure and technology. His leadership was marked by a clear and ambitious vision to transform Kerala into an economic and industrial hub, balancing development with the welfare of its citizens. He could motivate stakeholders, including bureaucrats, politicians, and the general public, to rally behind his vision for the state.

Example: One of his most remarkable achievements was spearheading the establishment of the ⁵⁰Cochin International Airport is the world's first airport funded by a public-private partnership. This project demonstrated his ability to think beyond conventional governance approaches, foster innovation, and integrate diverse resources. The airport became a model for similar projects across India, highlighting his transformational leadership in creating sustainable infrastructure.

⁵⁰One of his most remarkable achievements was spearheading the establishment of the Cochin International Airport, the first airport in the world funded by a public-private partnership. This project demonstrated his ability to think beyond conventional governance approaches, foster innovation, and integrate diverse resources. The airport became a model for similar projects across India, highlighting his transformational leadership in creating sustainable infrastructure.

2. Authoritative Leadership

K. Karunakaran was regarded as a decisive and commanding leader who could take charge during turbulent times. His authoritative leadership style was evident in his ability to make firm decisions, maintain stability, and enforce discipline, particularly within the Congress party and Kerala's political landscape. He had the confidence to take bold actions, often acting as the stabilizing force during political unrest or crises.

Example: Karunakaran's tenure was marked by his ability to navigate Kerala's often volatile political environment. During political instability, such as factionalism within the Congress party, he demonstrated his strong leadership by asserting control and uniting warring factions. His ability to mediate between interests while ensuring his decisions were implemented showed his skill in maintaining party cohesion.

3. Servant Leadership

K. Karunakaran exemplified servant leadership through his unwavering focus on the welfare of Kerala's people, particularly the marginalized and underserved communities. His leadership was rooted in the belief that actual progress lies in uplifting the most vulnerable sections of society. He prioritized programs that addressed fundamental needs, including education, healthcare, and housing, while ensuring that government policies aligned with social justice and equity principles.

Example: One of the hallmarks of Karunakaran's servant leadership was his commitment to improving access to education. He championed initiatives that expanded primary and secondary education, particularly in rural and underdeveloped areas. His government facilitated the construction of schools and enhanced funding for public education, enabling thousands of children from disadvantaged backgrounds to access quality learning opportunities.

4. Situational Leadership

K. Karunakaran's leadership was marked by adaptability, allowing him to address challenges effectively.

Example: During internal Congress party conflicts, he balanced authority with diplomacy—enforcing discipline when necessary while fostering dialogue to maintain unity. Similarly, during the 1970s political unrest in Kerala, he focused on restoring stability through decisive action while addressing underlying issues like unemployment through public works projects. This ability to adjust his approach based on the situation ensured both party cohesion and Kerala's progress during challenging times.

5. Transactional Leadership

K. Karunakaran's leadership focused on clear objectives and efficient execution, ensuring accountability and rewarding performance.

Example: His work on projects like Cochin International Airport demonstrated this style. He set clear goals, monitored progress, and incentivized stakeholders to meet deadlines, ensuring timely and effective completion. This approach helped him achieve tangible results while maintaining stability and discipline in governance.

6. Charismatic Leadership

Karunakaran's strong personality, persuasive communication, and ability to inspire trust and loyalty made him a charismatic leader.

Example: His connection with the masses and party workers and his ability to rally people during elections highlighted his personal influence and magnetic appeal.

7. Collaborative Leadership

Despite his authoritative side, Karunakaran often built alliances and worked with diverse groups to achieve common goals.

Example: He successfully collaborated with industrialists and technocrats to establish Kerala's ⁵¹Technopark balances varied interests to drive innovation.

8. Strategic Leadership

He focused on long-term planning and aligning resources to achieve his vision for Kerala's growth.

Example: His strategic investments in education and technology positioned Kerala as a leader in literacy and IT development.

Conclusion

K. Karunakaran's leadership was marked by a blend of strategic political management, developmental initiatives, and strong governance. His tenure as Chief Minister was instrumental in the transformation of Kerala into a model state for social development in India. His ability to unite various factions within the Congress Party and his unwavering commitment to economic and social justice played a crucial role in the state's development during his leadership.

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Chapter 16

E.K. Nayanar

Pranav Prasannan



Erambala Krishnan Nayanar (1919–2004) was a prominent Indian politician and a key leader of the Communist Party of India (Marxist) (CPI(M)). He served as the Chief Minister of Kerala for a record three terms, totalling over 11 years, making him one of the longest-serving chief ministers in the state's history. Born on December 9, 1919, in Kalliasseri, Kannur district, Kerala. Hailing from a middle-class family, he became involved in politics during his youth, influenced by the social and economic inequalities he observed. Advocated for land reforms, industrial growth, and public welfare during his tenure. Played a significant role in improving the education and health sectors in Kerala, contributing to the state's reputation as a model for development. He died on 19 May 2004 due to a heart attack.

Early Life

E. K. Nayanar was born in 1919 in Kannur, Kerala, into a modest family. His early life was marked by struggles that shaped his outlook on social justice. Growing up, he witnessed the hardships faced by the working class, which influenced his decision to join the political movement.

His political career began with participation in labour unions and peasant struggles. Nayanar was actively involved in the fight against feudal oppression and colonial rule. His leadership skills emerged during this period, laying the foundation for his future in politics. Joining the

Communist Party was a natural step for Nayanar. It aligned with his vision of equality and social upliftment. His rise within the party ranks was swift, driven by his dedication to the people's cause and his ability to mobilize support for social reforms.

Achievements

Nayanar's administration was marked by significant social and economic reforms. He prioritized land reforms, which aimed at redistributing land to landless farmers and supported policies that improved access to education. Initiatives to expand healthcare services, especially in rural areas, were significant achievements of his government.

He also played a role in industrial development, promoting small and medium-scale enterprises. His efforts to modernize Kerala's infrastructure, including roads and public utilities, were pivotal in setting the stage for the state's future growth.

Leadership Styles

1. Democratic Leadership

Valued collective decision-making within the party and cabinet, encouraging participation and consultation.

Planning Campaign (1996-2001)

One notable instance showcasing Nayanar's democratic leadership was during the People's Planning Campaign initiated under his government. This program aimed to decentralize governance and empower local self-governments in Kerala. It encouraged active citizen participation in planning and executing development projects, a hallmark of democratic leadership.

2. Transformational Leadership

Focused on implementing progressive policies like land reforms and social welfare programs to uplift marginalized communities.

People's Planning Campaign

E.K. Nayanar, during his third term as Chief Minister (1996-2001), led the campaign to decentralize governance and empower local self-government. This program, one of the first of its kind in India, marked a significant transformation in the way development planning was conducted in the state.

3. Charismatic Leadership:

Used humour, relatability, and a down-to-earth approach to inspire trust and loyalty among the people. 1987 Kerala Assembly Elections

In 1987, E.K. Nayanar's leadership was instrumental in the success of the Left Democratic Front (LDF) in Kerala. Despite facing tough competition and a fragmented political landscape, Nayanar's ability to connect with the masses, his integrity, and his unwavering commitment to the welfare of the people inspired widespread loyalty and admiration.

4. Visionary Leadership:

Envisioned a modern, equitable Kerala with improvements in education, healthcare, and industrial development.

People's Planning Campaign

During his third term as Chief Minister, Nayanar launched the People's Planning Campaign as a groundbreaking initiative to decentralize political power and bring governance closer to the people. His vision was to create a participatory, transparent, and inclusive system where local communities would have a direct say in development planning and implementation.

5. Servant Leadership:

Prioritized the needs of the people, especially workers, farmers, and the poor, reflecting a service-oriented leadership style.

Focus on Land Reforms and Rural Development

E.K. Nayanar's leadership was rooted in his deep commitment to serving the needs of the underprivileged, especially through land reforms and rural development programs. One of the most notable acts during his tenure was the continuation and reinforcement of land reform policies, which were part of the larger effort to redistribute land to the landless and strengthen the agricultural economy of Kerala.

6. Conflict-Resolution Leadership:

Navigated ideological and political conflicts with diplomacy, ensuring stability within the party and governance.

Managing Communal Tensions in Kerala

Throughout his tenure, Nayanar was faced with multiple instances of communal tensions, which could have escalated into violence. The Marad massacre in 2003, which involved violent clashes between Hindus and Muslims, was a particularly challenging moment for the state. While Nayanar was no longer in office at that point, his earlier approaches to conflict resolution during his leadership set the stage for managing such conflicts.

Conclusion

In conclusion, E.K. Nayanar's leadership style was a blend of democratic, transformational, and servant leadership, deeply rooted in his communist ideology. His ability to connect with the masses through charisma and humour, coupled with his focus on collective decision-making and progressive reforms, made him a visionary leader. Nayanar's leadership prioritized social justice, equity, and the welfare of marginalized communities, leaving a lasting impact on Kerala's governance and development trajectory. His ethical and people-centric approach continues to be celebrated as a model of effectiveness.

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Chapter 17

Oommen Chandy

Ashly Kurian



Oommen Chandy, born on October 31, 1943, in Puthuppally, Kottayam district of Kerala, was a stalwart in Kerala's political landscape. His career, spanning four decades, witnessed impactful leadership that emphasized development, community engagement, and ethical governance. Serving as the 10th Chief Minister of Kerala from 2004 to 2006 and again from 2011 to 2016, Chandy left an indelible mark on state and national politics. His tenure also included serving as the leader of the opposition in the Kerala Legislative Assembly from 2006 to 2011. Oommen Chandy died on 18 July 2023 at the age of 79 due to throat cancer.

Early Life and Education

Chandy's journey began in Puthuppally, where he completed his schooling before earning an economics degree from CMS College, Kottayam. His early political inclinations were evident during his college days when he actively engaged in student politics and was elected President of the Kerala Students Union (KSU) in 1970.

Political Rise and Career Achievements

Chandy's political career started in the 1970s when he joined the Indian National Congress (INC). By 1980, he was elected to the Kerala Legislative Assembly, beginning a series of legislative successes. His career highlights

include serving as the Finance Minister in 1991 and holding the office of Chief Minister twice. His contributions earned him notable awards, such as CNN-IBN's Best Chief Minister in 2013 and Economic Times' Politician of the Year in 2014.

Leadership Styles

Oommen Chandy's leadership style blends multiple theories, enabling him to adapt effectively to Kerala's socio-political needs and challenges.

1. Transformational Leadership

Chandy was a visionary leader who inspired progress and development. He played a crucial role in modernizing Kerala's infrastructure through projects that boosted the IT sector, such as the establishment of Technopark, Infopark, and Cyberpark. He also promoted entrepreneurship and small-scale industries, spurring economic growth. His flagship project,⁵² "Kudumbashree," was a testament to his transformational approach, empowering women through self-help groups and fostering economic and social independence.

2. Servant Leadership

Chandy embodied the principles of servant leadership, focusing on the needs of the people and community. His hands-on response during the 2014 floods in Kerala demonstrated this commitment. He personally visited affected areas, assessed damages, and ensured that resources reached those in need, earning him public admiration. His focus on social welfare extended to healthcare reforms and initiatives such as pensions for the

⁵² Kudumbashree is a pioneering poverty eradication and women empowerment initiative launched by the Government of Kerala in 1998. The name Kudumbashree means "prosperity of the family," and it works as a community-based organization to improve the livelihoods of women and marginalized communities through self-help groups (SHGs) and microenterprises

elderly and vulnerable. His mass contact program, also known as ⁵³'Jana Samparkka Paripadi' was a notable initiative that allowed him to interact directly with citizens and address their grievances.

3. Participative Leadership

One of the hallmarks of Chandy's tenure was his participative leadership approach. He implemented the ⁵⁴"People's Plan," a decentralized model that encouraged community participation in developmental planning. This initiative brought governance closer to the grassroots, empowering local bodies and fostering civic engagement. It was a clear reflection of Chandy's belief in democratic governance and collective decision-making.

4. Situational Leadership

Chandy's leadership was adaptive, a necessary trait given the challenges he faced during his time in office. To address the socio-economic impact of globalization, he tailored his strategies to meet the situation's needs. His approach during natural disasters and economic fluctuations showcased his capacity to pivot and provide solutions under pressure.

5. Charismatic Leadership

Chandy's charisma lay in his ability to connect personally with his constituents. His approachable nature fostered trust and loyalty among the people of Kerala. He was known for being transparent, fair, and accountable, reinforcing ethical governance standards. His emphasis on

⁵³ Jana Samparka Padhathi (Public Contact Program) is a government initiative commonly implemented in Indian states to enhance the relationship between the government and the public. It aims to make governance more transparent, accessible, and responsive by directly engaging with citizens and addressing their concerns.

⁵⁴ The People's Plan Campaign is an effective strategy for ensuring the preparation of participatory Gram Panchayat Development Plans in a campaign mode with voluntary involvement of the community, elected representatives, frontline workers of respective Line Departments, Self Help Groups, and other related stakeholders.

integrity enhanced the credibility of his administration and served as a model for good governance.

Legacy and Impact

Oommen Chandy's leadership was pivotal in shaping modern Kerala. His emphasis on participatory governance, development-focused policies, and ethical standards made him a respected figure in Indian politics. He helped maintain the INC's stronghold in the southern region and provided a model for coalition politics that balanced diverse interests effectively. His leadership lessons, centred on people-first governance and adaptability, continue to influence political discourse.

Conclusion

Oommen Chandy's legacy is a testament to a leader who combines vision, service, and collaboration. He epitomized a leader who adapted to Kerala's evolving needs, fostering development, community participation, and a spirit of resilience. His multifaceted leadership style not only transformed Kerala but also provided insights into governance that valued integrity, inclusiveness, and sustainable progress.

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Chapter 18

PINARAYI VIJAYAN

Ann Mariya Jaimon



Pinarayi Vijayan, the current Chief Minister of Kerala, is widely regarded as a highly influential and transformative political leader. Throughout his career, which spans several decades, he has contributed significantly to shaping the political landscape of Kerala. His leadership style, achievements, and legacy have been instrumental in the development of

Kerala and have made him a prominent figure in Indian politics. Let's delve into the specifics of his leadership and contributions in more detail:

Early Life and Education

Pinarayi Vijayan was born on May 21, 1945, in Pinarayi, a small village in the Kannur district of northern Kerala. Growing up in a politically active family, he absorbed leftist ideologies from a young age. His father, Koran, worked as a farmer, while his mother, Kalyani, managed the household, but their deep involvement in the local political scene shaped his worldview.

Vijayan pursued his education at Brennen College in Thalassery, where he earned a degree in Science. Here, his interest in politics deepened, and he became active in student movements. He joined the Students' Federation of India (SFI), which is the student wing of the Communist Party of India (Marxist) (CPI(M)). This began his long and enduring association with the CPI(M), a party that would shape his future political career.

Political Rise and Career Achievements

Vijayan's political journey began in the 1960s when he joined the SFI. His organisational skills, commitment to leftist ideals, and ability to mobilise people quickly earned him prominence within the party. By the 1970s, he had emerged as a key figure in Kerala's CPI(M), particularly in the northern regions. Pinarayi Vijayan is an influential Indian politician who has been the Chief Minister of Kerala since May 2016. A member of the Communist Party of India (Marxist) or CPI(M), he has had a significant political career spanning several decades, with notable achievements in governance and party leadership. Here is a summary of his political rise and career achievements:

Political Rise

1. Rise within CPI(M)

Party Activism: Vijayan's rise within the CPI(M) was marked by his close association with the party's leadership. His political acumen and organisational skills earned him recognition.

State Committee: He rose through the CPI(M) Kerala State Committee ranks and became a member of the CPI(M) Central Committee in 2002.

Ministerial Positions: In 1996, Vijayan was inducted into the Kerala state government as the Minister for Electricity in the Left Democratic Front (LDF) government led by Chief Minister E.K. Nayanar. His tenure in this position was marked by his efforts to improve the state's power infrastructure and address energy shortages.

2. Chief Minister of Kerala

2016 Election: In the 2016 Kerala Legislative Assembly elections, the CPI(M) led Left Democratic Front (LDF) came to power, and Pinarayi Vijayan was elected as the Chief Minister of Kerala. This marked the culmination of his long political career. He became the first leader from the

CPI(M) in Kerala to become Chief Minister after a long tenure of the Left Front rule in the state.

Leadership in Governance: As Chief Minister, Vijayan is known for his pragmatic and decisive leadership style. He focuses on issues such as economic development, infrastructure, education, and health. His administration has focused on tackling corruption, improving governance, and implementing progressive welfare measures for the people of Kerala.

Leadership Styles

Pinarayi Vijayan's leadership style blends several effective leadership approaches, each of which has helped him navigate Kerala's complex political and socio-economic landscape. He demonstrates transformational, servant, participative, situational, and ethical leadership through various policies, decisions, and crisis management efforts. Below, I will elaborate on these styles with specific examples from his career.

1. Transformational Leadership

Transformational leadership focuses on inspiring and motivating followers to achieve long-term goals and bring about significant change. It emphasises vision, innovation, and developing the potential of individuals within the organisation or community.

Example: Pinarayi Vijayan has been instrumental in modernising Kerala's infrastructure and economy, focusing on large-scale development projects. One of the most notable examples of his transformational leadership is his role in developing the Kochi Metro and the Kannur International Airport.

Kochi Metro: As Chief Minister, Vijayan pushed to establish Kochi Metro, a project that had been delayed for years. Under his leadership, the metro project was expedited and inaugurated in 2017. The metro has revolutionised transportation in Kochi, easing traffic congestion, promoting urban mobility, and boosting tourism.

Kannur International Airport: Vijayan also oversaw the development of the Kannur International Airport, which opened in 2018. The airport has enhanced Kerala's connectivity, especially for northern Kerala, and facilitated regional tourism and trade.

These projects are examples of Vijayan's transformational leadership, as they were not just about improving infrastructure but also about modernising Kerala's economy, creating jobs, and positioning the state as a global hub for tourism and trade.

2. Servant Leadership

Servant leadership is characterised by prioritising others' needs, empowering others, and focusing on team members' growth and well-being. It's about serving others and leading with empathy and humility.

Example: Vijayan's response to the COVID-19 pandemic highlights his servant leadership style. Kerala became a model in India for its swift and effective pandemic management. The government's approach emphasised early intervention, including large-scale testing, contact tracing, and quarantine systems. Vijayan personally visited affected areas, showing empathy and care for those suffering from the virus.

Personal Involvement: His visits to quarantine centres and flood-affected areas during the pandemic and natural disasters further reinforced his servant leadership style. He communicated directly with the public, offering reassurance and ensuring that government resources reached the most vulnerable sections of society. This approach helped control the spread of the virus and ensured that citizens felt cared for and supported during a crisis.

3. Participative Leadership

Participative leadership involves including team members in decision-making, valuing their input, and fostering a collaborative environment.

Example: Vijayan has strongly advocated decentralised governance and local participation. Kerala's decentralised planning model, which empowers local bodies (municipalities, panchayats, etc.) to decide on key development projects, is a prime example of participative leadership.

People's Plan Campaign: Under his leadership, Kerala continued to emphasise community-based decision-making through the People's Plan Campaign, which started in the late 1990s but was expanded during his tenure. This initiative ensures that local people, rather than distant bureaucrats, are involved in decisions about their communities. Local bodies in Kerala are given autonomy over resource allocation and implementation of welfare schemes.

This approach fosters a sense of ownership among local communities and ensures that policies are more tailored to the specific needs of different regions.

4. Situational Leadership

Situational leadership is the ability to adapt one's leadership style based on the situation. It emphasises flexibility and the ability to assess and respond to changing circumstances.

Example: Vijayan's ability to lead Kerala through natural disasters and economic crises demonstrates his situational leadership. For instance, the 2018 Kerala floods were one of the worst natural disasters in the state's history, and Vijayan's leadership during the crisis was crucial in the state's recovery.

2018 Kerala Floods: When Kerala faced catastrophic floods in 2018, Vijayan's government swiftly organised relief and rehabilitation efforts. The state mobilised massive resources for flood relief. Vijayan took charge of the situation, ensuring that relief materials were distributed efficiently and people received the support they needed. His ability to make quick,

strategic decisions to manage the crisis was a key feature of his situational leadership.

Similarly, his government adapted quickly to the rapidly changing circumstances of the COVID-19 pandemic, introducing measures that suited Kerala's unique demographic and health challenges. These measures effectively limited the spread of the virus while maintaining essential services.

5. Ethical Leadership

Ethical leadership is based on fairness, transparency, integrity, and a strong sense of moral responsibility. It involves leading by example and making decisions that are consistent with ethical principles.

Example: Vijayan is known for his transparency and ethical approach to governance. One of the standout features of his leadership is his commitment to combating corruption, both within the political system and in governance. He has consistently emphasised accountability in government dealings, which has earned him a reputation for ethical leadership.

Corruption and Accountability: Throughout his tenure, Vijayan has faced and dealt with challenges related to corruption within his party and the government. His administration has been known for its focus on accountability, and he has often publicly emphasised that those found guilty of corruption would face legal action, regardless of their political affiliation. This emphasis on transparency has helped improve the credibility of the government, making Vijayan a trusted leader among both his supporters and critics.

Legacy and Impact

Pinarayi Vijayan's legacy as the Chief Minister of Kerala is defined by his strong leadership, infrastructure development, and ethical governance. His ability to balance the needs of diverse sections of society while

implementing progressive policies has earned him a place among Kerala's most significant political leaders.

Vijayan's leadership has been central to maintaining Kerala's status as a model for development in India, especially in sectors like healthcare, education, and public welfare. He has strengthened Kerala's left-wing political base while navigating the challenges of coalition politics and a changing national political landscape. His work continues to shape the future of Kerala, with a focus on sustainable development, social welfare, and technological advancement.

Conclusion

Pinarayi Vijayan's leadership style is characterised by decisiveness, pragmatism, and a strong commitment to governance and development. Known for his no-nonsense approach, he is often seen as a firm and determined leader who prioritises action over rhetoric. His administration has focused on effective management, especially in areas like infrastructure, public welfare, and crisis management, with his handling of the COVID-19 pandemic serving as a notable example of his ability to lead through challenges.

Vijayan is also recognised for his ability to navigate Kerala's complex political landscape, managing coalition dynamics within the Left Democratic Front (LDF) while maintaining a clear ideological stance. He is not hesitant to take tough decisions, as evidenced by his handling of sensitive issues like the Sabarimala temple controversy, where he stood firm on constitutional values of equality despite facing significant opposition.

At the same time, Vijayan has cultivated an image of a practical, ground-level leader who is focused on delivering tangible benefits to the people, particularly through welfare schemes, infrastructural projects, and economic development initiatives. His leadership has garnered praise for its

efficiency and transparency, making him a significant figure in Kerala's contemporary political scene.

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