Chapter 10
The Notable Approach of Stories in Comprehending the First–Time Leader's Behavioural Traits

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ABSTRACT

The psychological perspective of stories has a significant impact on transforming the perception of the leader and group members towards each other, by developing positive mindfulness, cognizance, and sensibility. The application and analysis of narratives in the context of a leader's behavioural traits present a new prospect in learning leadership styles and tactics. Literary scholars have deliberated the ideology of the tales through different perspectives, but it's a kind of a novel attempt in itself to present the relevance of tales in the organizational work along with their associated concepts, and their efficacy in developing strategies. This chapter signifies the relativity of stories in the erudition of leadership policies and recognizing the qualities of first-line managers and their effectiveness in organizational development.

INTRODUCTION

First time management is the opportunity to make a significant difference in the success of an organization (Day & Lough, 2012), and the first time manager means grasping basic message about the nature of the field and trust is the basis of all the dealings with people (Morris, 2005). He acts as a link between more senior management and workers in the organization (Saville, 1994), and his complex managerial role involves responsibilities such as planning, communicating, and managing the team and coordinating with other functions to ensure that business objectives are met (Tan, 2016). His managerial-functions that have centred on the various activities of related departments or sections include the implementation of management plans as well (Smit, 2007). A first-line manager is a manager who coordinates and

supervises the activities of operating employees (Pride et al., 2009) and manages the organizational practice in its diverse forms (Statham, 2004).

Traits are the basic units of personality, serving to influence an individual's thoughts, feelings, and consistent behaviour across a variety of situations (Carducci, 2009). Personality has identified, as a complete outcome of characteristics than a transitive process, while it has some stable features, it is at the same time continually changing (Allport, 1955). Its description has given by Gordon Allport in his work, such as *Personality: A psychological interpretation* (1937), has clarified the nature, operation, and purpose of the concept of personality as an expression of uniqueness. He observes that personality is psychological in nature as it combines the minds and body (Allport, 1937). People who have been categorized as good leaders have a suitable mix of leadership traits (Carmichael et al., 2011). They have used stories to explain how things should be, the way to behave properly, how things came to be, as well as how the world has created (Cha & Livo, 2000), because stories or tales are the strongest, most ancient, and perhaps most delightful tools for passing on wisdom and information (Neuberger, 2005). Stories are light-as-air, deep-as-breath, transforming heirlooms passed down with love, beauty, and form (Cha & Livo, 2000), and every story shares the common function of someone telling something to someone about something (Kearney, 2002). They have never just a narrative in the sense of being mere entertainment, but they always remain a powerful tool for teaching and learning (Bruchac, 2003), and narratives, that reward the kind of attention, have considerable merit (Barnes & Egford, 1959). Stories are magical. They can take individuals out of their selves and return them to themselves a change– a self-transforming power (Cha & Livo, 2000).

Charismatic, transformational, or visionary leaders have the ability to generate dedicated followers and maintained morality in the organization (Moyles, 2006). The job of a leader is to manage the group tasks of the organization and take care of its interests in particular, and his leadership approach, and traits like confidence, potential, enthusiasm, optimism, motivation, intellectuality, etc. have recognized from his functioning in the organizational development. In the process of organizational development, stories have an enormous contribution because the embedded moral values and lessons in them, whether learned or perceived, work as a progressive source of inspiration to a leader. This chapter has identified the crucial behavioural traits of leaders and managers and their aspects in the organizational framework through the most significant and compelling approach of stories and comprises of five segments: (1) The Traits of Allegiance, Loyalty, or Reliability, and their effectiveness in Customer Satisfaction; (2) Acumen, clemency, and emotional understanding as to the foremost traits for a leading manager; (3)The observation of Gentleness, Humility, attentiveness, or vigilance, and their significant impact in transforming the manager's behaviour; (4) The power of humanistic attributes like Compassion, or Empathy, and Tolerance; (5) The trait of Self-sufficiency or self- reliance as an integral aspect of independent working and aptness.

1.   The Traits of Allegiance, Loyalty, or Reliability, and their effectiveness in Customer Satisfaction

The trait of Loyalty is inevitable for leaders and worthwhile in the accomplishment of any task diligently. Magee (2015) observes that leaders embody several traits, and the ancient approach to leadership traits assumes that they have intrinsic and unique qualities that recognize their prominence among followers. Support and allegiance of a capable, energetic, and enthusiastic team make the leadership work demanding in the organization (Humphrey, 2005), and the manifestations of reliability include truthfulness and commitments that have faithfully executed, and promises have always kept (Stewart, 2010).

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