

Chapter 7

21st Century SHINE Leadership: Connecting Roles, Learning Organizations, and Higher Ambition

ABSTRACT

The SHINE model suggests that leaders respond to challenges through shared affiliation within organizations, creating learning organizations that support innovation and embodying tangible technical expertise to unleash latent capabilities and a higher value proposition. Legendary leaders have demonstrated SHINE leadership in various organizations, including Amul, Confederation of Indian Industry, IBM, Johnson and Johnson, National Cooperative Union of India, TATA, and Zappos. While the SHINE model emphasizes shared affiliation, it does not neutralize the need for leadership. There are three dimensions that frame SHINE-based leaders: One dimension involves the change from top-down controlling to facilitative roles. The second dimension is focused on building learning organizations that decode tacit knowledge and encode explicit knowledge, and the third dimension is about building a value-based approach with a higher ambition leadership that surfaces latent capabilities and leads with values.

INTRODUCTION

According to the historian Arnold Toynbee, civilizations evolve through responses that have effectively resolved or presented strategies to cope with challenges (Toynbee, 1946). For successfully responding to challenges, it has been essential for leaders to identify and apply innovative ideas that often originate at the interstices

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of society. According to Sigmund Freud, the concept of leadership originated from his psychoanalysis of a leader, who he defined as an individual who must be aware of the circumstances and the psychological makeup of the individuals with whom he is collaborating (Bass & Avolio, 2000). According to the late Indian industrialist Jammalal Bajaj, who was profoundly influenced by Mahatma Gandhi's concept of leadership, leaders should be stewards of companies that adopt a trusteeship model and believe that the corporation belongs to the people themselves, rather than the chief executive officer, chairman or managing director, the board of directors, or the owners. Attunement to the concept of corporate social responsibility is essential for leaders (Keller, Dewar & Malhotra, 2023). Not a sudden occurrence, but rather leadership that has developed and progressed over time around mindsets as a result of previous actions and a genuine belief in the end result. At this point in time, this is a prerequisite for sustainable businesses.

Barack Obama, the former President of the United States of America, has stated that leadership is the result of a journey and the path of leadership growth begins in childhood and is an essential area where leadership is produced. Jim Burke, a renowned CEO of Johnson and Johnson, has similarly acknowledged his childhood experiences as having shaped his leadership style and attitude. For instance, early experiences with discussing issues at home had an impact on the leadership's ability to promote discussion and debate. In a similar manner, Ursula Burns, a former CEO at Xerox and the first African American woman to become the CEO of a Fortune 500 company, has highlighted the experiences she had during her youth that taught her to be resilient and to persevere in the face of challenges but to which she responded and applied a collaborative leadership style (Heckscher & Adler, 2006; O'Reilly & Pfeffer, 2000).

While leadership growth and development may be nurtured in the family, leadership is also a social and cognitive undertaking. Leadership is about responding to the context and influencing managers' and employees' cognitive maps. This may be undertaken face to face or indirectly. Also, leaders that foster a start up your own business mentality is a new form of leadership (Keller, Dewar & Malhotra, 2023). Successful leaders find ways to preserve additional other mind sets along with the startup entrepreneurial mentality within organizations. This is especially the case since the next wave of ideas for change may emerge from unexpected places and therefore leaders have to also be aware of their blind spots and surround themselves and give way to other leaders' expertise.

When the context and environment undergo a change (Kotter & Heskett, 1992), and the incumbent leader does not possess all of the answers or is blinded by their own legacy ideas, these innovations, despite being useful in the past, run the risk of becoming obsolete in the context that is currently being discussed. While serving as Chairman of the Steel Authority of India, legendary leaders such as R. P. Billimoria

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