From the studios of Voice of SBV podcast series you are listening to Dr. Manoharan, Professor and Head, Prosthodontics, Indira Gandhi Institute of Dental Sciences, Sri Balaji Vidyapeeth.

Today i have with me here, a very illustrious Clinician and a very successful leader Dr. M. Ravishankar who is Professor in Anesthesiology. He was heading the department of Anesthesiology in the Mahatma Gandhi Medical college and Research Insititute, [MGMCRI] Sri Balaji Vidyapeeth He was also the Dean of MGMCRI Director, Centre for E-Learning and Medical Informatics. I welcome Prof[Dr]. Ravishankar to this podcast themed on personal development. I am indeed personally very happy and privileged to be in this podcast conversation with him. Today the topic of conversation would be “Emotional Leadership..

Before we start a short introduction about Prof[Dr] Ravishankar. He is known for establishment of state- of- the- art Department of Anaesthesiology and  Critical Care Unit at JIPMER, Puducherry, an institute of national importance in his previous tenure. He is is also  a former member of Bureau of Indian standards (BIS) for formulating specifications for anaesthesia equipment is the recipient of the prestigious Lifetime Achievement award for progress of anaesthesia in India” by the British Association of Indian Anaesthetists in 2007.  The list of the accolades goes on and his contribution is very much recognized in the national and international arena.

**We perceive you as a successful leader, In the department as well as in the institute. What is the secret behind your success??**

To tell you the truth, I never perceived myself to be a leader. As I am an anaesthesiologist working inside the operation theatre as a team, I had to master some non-technical skills i.e., Situation awareness, decision making, Team working and task management. Apart from this, I was given the opportunity to manage the department at the early age under the guidance of my professor. This gave me an opportunity to understand people and to understand the administration. I was made to discuss all official matters with him and suggest solutions that are discussed and executed. As I was given both liberty and responsibility, I had to develop certain qualities to fulfil the expectations.

Success and failure are relative terms depending on the perception of the people.

**Can you tell us what kind of leadership you follow?**

 There could be diversity in leaderships like

* Autocratic
* Authoritative
* Democratic
* Parental
* Laissez faire

In my opinion, I do not fall into any of these types, but I follow what I have learnt as emotional leadership. Many of you might wonder what is this emotional leadership. You might have heard about emotional intelligent or emotional quotient that is looking into to see how effectively you can manage your own emotions according to the situation. Emotional leadership is understanding the emotions of others in existing situations and act according to the situation that you are in, you use different connotations. Sometimes it might be authoritative, sometimes it will be democratic, but never autocratic.

**Can you explain what are the good attributes and values that you strived to attain?**

For you to be a successful leader you should Command respect, not demand respect. For commanding respect you should have attributes and values which people perceive as good qualities.

Since I oversaw a small group of people with ever changing composition, it was important for me to know each and everyone personally. You should also be able to exhibit knowledge / skill which is relevant and little more than what others have. You should not be showing off the knowledge but should use it to help others when they need it as well as to educate them. You should also respect other peoples’ feelings.

**How to gain the confidence of others so that they will follow what you’re telling them?**

**First and foremost is honesty and integrity.**

**Honesty**

You should always be willing to have open and honest conversations your subordinates. Being honest establishes a sense of trust with the team, which promotes respect and a willingness to follow your lead. Make sure you communicate with your team often because it helps everyone feel more comfortable with open conversations.

To display honesty, provide your team members with the information they need to know directly. For example, you should be transparent with your team about any changes within the organization and how those changes may affect them. People feel valued when they know that you take the time to communicate with them and tell them the truth.

**You said we need to display honesty and integrity. Can you give an example on how to display Integrity?**

It means have ethical values and follow them in all aspects of life. Communicate these values at work to provide a foundation for the behaviours you expect from your team. Having integrity will help you earn respect, which will motivate your team to follow your leadership. Integrity also establishes your credibility in the workplace because employees will feel that they can trust you to make morally correct decisions under any circumstance.

**Can you tell us more other qualities that are important which would keep the team together and get going?**

* **Accountability:**

Take the responsibility and hold yourself accountable for the actions and expect the same from your team members. Hold yourself to a high standard of work, thus leading as an example for others to follow. Being accountable includes recognizing your mistakes and modelling professional ways of recovering from them. Creating an environment that values accountability can improve performance and trust among team members.

One way to implement accountability in the workplace is to provide specific feedback on work that does not fit your standards. Don’t criticize them in public. Make sure to speak to individuals directly and respectfully to help them understand the mistakes they make and how to fix them. Likewise, you should praise team members when they show signs of improvement. Your team members will be more inspired to follow your high standards when they feel respected—and when they see you are also following these standards in your work.

* **Helps others develop**

A true leader should aim to develop their team members to their full potential. By helping individual members advance their skills, they enhance the team's potential and, as a result, benefit the organization. People want to see career advancement, which means they will be much more receptive to a leader that gives them opportunities to grow.

People misunderstand with the phrase ‘lead by example’. It is not that you do all the work and make your team members observe and learn all the time.

You should be delegating tasks—these are tasks that the leader can do themselves but serve as a chance for the assigned person to learn something new or strengthen specific skills. If they have problems guide them to overcome and finish the job.

You need to set boundaries and guidelines but give more decision-making authority to them so that they progress and feel more fulfilled in their roles.

* **Have the patience to listen to the team members**

you should always hear what your team members have to say, both positive and negative. You should let members express their thoughts without *interrupting or judging* them.

Make it clear to your team that you are available to hear their questions, concerns, ideas and suggestions, which helps them feel appreciated at work and feels they have a more active role in the team. When having these conversations, make sure to maintain eye contact, especially when listening to grievances and ask any clarifying questions to show that you are engaged and listening. A good listener also tries to understand and empathize with the other person's thoughts and feelings.

* **Displays courage**

A true leader is unafraid of potential conflict or criticism, especially when they have the confidence that what they are doing is for the good of the team. Team members respect a leader who represents their interests in any situation. Possessing a strong set of values and a clear vision helps a true leader remain courageous through any challenge.

Aside from showing confidence in your decisions and confronting conflicts, being courageous at work exhibits the ability to be direct with your team members. Being a leader means you make decisions that directly affect your team members, so it's important to stay confident and courageous in your actions.

**Taking into consideration we have all these qualities, how to practically lead the team? Is there any strategy to be followed.**

Having these qualities enables you to execute because of the trust developed in the team. You can use different styles in differing situations.

You could be **authoritative** and command people to execute when it is needed to reach the goal in short period of time. Same time you should be leading by example as I clarified earlier, pitching in to guide them in the proper direction

You could be a **coaching leader**, having in depth conversation with the team that may have little to do with the current work but giving them the confidence and motivating them.

You could be an **Affiliative Leader** which promotes harmony within the team. This style connects people together, encouraging inclusion and resolving conflict. This is because they know that you value the emotions of others and put a high value on their emotional needs.

You could be **Democratic Leader,** focusing on collaboration, actively seeking input from your teams. Active listening helps you in this aspect. It should not be that you make a show of listening but have a predetermined opinion to execute.

**To summarise**

Most important thing is to know when to use what type to succeed. If the context is not right it is likely to fail. You cannot be democratic in a crisis where things must be done fast and in a sequential manner. Similarly, you cannot use pseudo democratic ways when actually a collective opinion is a must. Leadership is not just giving commands for execution. Emotional leadership focuses on exhibiting superiority because of your vision, knowledge, attributes and values and moving in the right direction with your team while maintaining and respecting the values and feelings of your subordinates.

Thank you so much for the enriching session with us and Your talk with us have really inspired and motivated us to be better leaders. I think the listeners would be really convinced how emotional leadership can balance the role of a leader at the same providing a conducive environment for his team. It is said that all physicians are leaders. Being in health care, our focus should be to leadership attributes also apart from being a good clinician, academician and a researcher. With that note signing off from you all Prof Ravishankar and me Dr.Manoharan. Good day.