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## **Architecting World Class Organizations through Timeless lessons on Leadership exhibited by Shivaji the great leader of Indian history**

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### **Abstract**

The art of well balanced and integrated leadership for the Best Indian Organizations calls for timeless lessons from Indian history and the great historian Shivaji who build up Swarajya on foundations of the four I's are of Transformational Leadership given by Bernard Bass. The research paper investigates through secondary research the background and time of 16<sup>th</sup> century and 21<sup>st</sup> century. The research also looks into Welfare which can be the noteworthy parameter to be practiced by the Leaders of the organizations across the globe. The research paper highlights the worth of Transformational leadership to strive the attainment of business and people excellence through nurturing it.

**Key words** – Leadership, Organization, Leaders, Shivaji's, Individualized Consideration, Idealized Influence, Intellectual Stimulation, Inspirational motivation, welfare

### **Introduction to Leadership**

Noel Tichy said in his book, *The Leadership Engine*, "The scarcest resource in the world today is leadership talent capable of continually transforming organizations to win in tomorrow's world" (Tichy, 1997:8).

It is the quality of leadership in business and government organisations that mainly determines the economic and productivity scenario. (Venkant, 1990)

Leadership the enabler ingredient of leadership would put the organisation not only on the local map but also on the international map with its market presence. Leadership today is less understood and executed.

The leaders craft the organisations with their blue print. This blue print requires enthusiasm, commitment, integrity, ethics, and values not only from the leaders who craft and architect their organisations but also from the followers who work with him in the journey from the embryonic phase till the decline phase of the organisation.

### **Research Question**

To study and investigate if the various dimensions of Shivaji's leadership style can be prescribed to the organisational leaders today to craft and build their organisations

To study if welfare and well being forms the primary premise of any leadership style to be successful

### **Methodology**

The study uses empirical methodology to through eminent standard classics written on the Great warrior Shivaji.

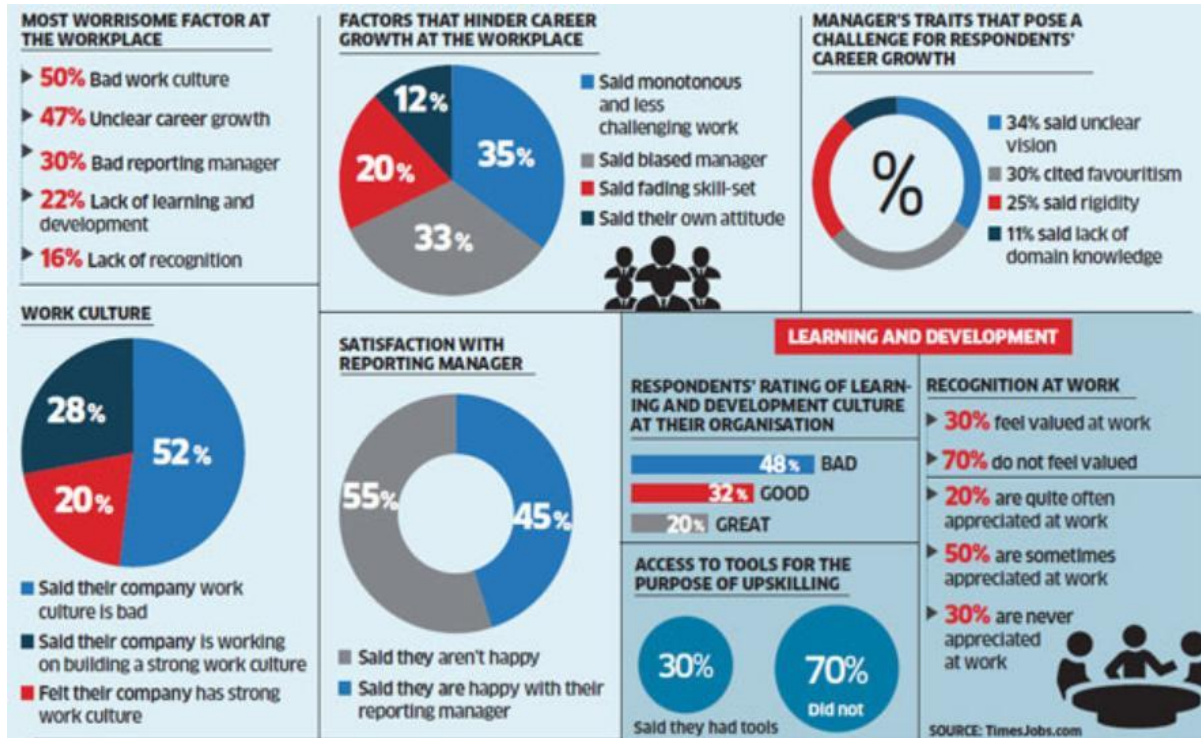
### **Significance**

The need of this study is to examine the interrelatedness of history to the concept of leadership in management.

The researcher hopes that the results from the study will help the business practitioners of today to identify and encourage and develop themselves as the best architects or leaders to craft and lead the of today and tomorrow through the leadership lessons of Shivaji

**Introduction to leadership**

The study on “Key Workplace Elements” had responses from over 1000 employees who say bad work culture and an unclear career growth path is the biggest workplace nuisance to India Inc  
 Pain points of Employees cited by Economic times, May 17, 2016



**What are the biggest workplaces nuisances to India Inc employees? May 17,2016-05-18**

The key highlights of the study useful for the researcher are

30 % of the employees report bad reporting manager according to the responses generated in the study and, 52% said their company work culture is bad, 33 % said biased manager,

The study could be significantly important for building up the four Is of the immediate reporting managers through sharpening the four Is which could create the much needed breath to breathe for everyone in the endeavours of the workplace.

**Introduction to the great warrior Shivaji**

The Great leadership guru Shivaji Raje Bhosale was thought of who could not only dream but also achieve his vision and mission in the 16<sup>th</sup> century to build Swarajya i.e. the state of the people, for the people. Shivaji Raje was the only King who created Swarajya from nothing. He created Swarajya from zilch and hence he has the distinctive position in terms of leadership.

The researcher looked upon Shivaji Raje as (corporate Leader) who created Swarajya (organisation) with his followers (employees). The researcher looked into the perspective of how the Leadership qualities of Shivaji Raje employed in his mission to gain success could be helpful to the present corporate world to realise their dream.

The researcher after reading through standard classics written by eminent authors and subject experts have arrived to a conclusion that Raje is the only self made king who is being remembered after 300 years till today for creating not only Swarajya for all people of all castes and creed but also for creating a nation with national character.

The researcher also has mentioned few paragraphs written by eminent authors to validate the fact;

There was a comparison of Shivaji with Hannibal

1. Both strove hard for the liberty and independent country from foreign aggression
2. Both endowed with the most brilliant talents and genius
3. In both their powers of invention and resourcefulness baffled the understanding and vigilance of their enemies. (Source- The life of Shivaji Maharaj)
4. There is a contrast between the environments of these tow conquerors which brings out the superior mettle of the Maratha hero.
5. Hannibal had not to make army much less to make a nation

Shivaji stands dorothy in bold relief as the author of a momentous national revival that changed the destinies of Indian. It was the political movement which laid the foundations of Maratha Swarajya. The movement would have been utterly destitute of all its national glory and significance were it not by the genius. The originality of one master mind who presided over the whole event also built a nation out of chaos and breathed life. (Source Keluskar Preface, P no 3)

### **Review of literature**

It's a matter of argument that which leadership style is the best. The quality of leadership is judged by its effectiveness. Whatever the leadership style may be, whether it's charismatic, transactional or transformational, the best results it would bring only if it's combined with ethics and trust. The ethics is the backbone of any relationship, even between the followers and the leader. The leader having moral values seems more promising to its followers.

Many researchers have been conducted on effectiveness and variety of leadership styles in social sciences.

**Elnace & Aggarwal**, conducted a study on 123 executives from private and public sector. They investigated on the different variables of leadership behaviour. The findings revealed that the 67% executives from private sector and 57% executives from public sector used the democratic style of leadership.

**Norman** conducted a study in 1970, in north California, in which he investigated the leader traits or qualities in the women on leadership positions. He found the women on high position were self confident, intelligent, liberal, persevering, experimental, socially precise, and calculative and had an intellectual approach towards different challenging situations. They were able to maintain cordial relations with superiors.

**Northhouse** described in 2001, that leadership is all about influencing others. He argued that leadership is like a shared process. The outcome is to transform others along with self, to create a new organization, to lead to unimagined heights of performance, motivation & success.

**Reichmann** conducted the research on high performance teams in 1991, and examined the characteristics of team leaders. The findings revealed that leaders having characteristics such as honesty, integrity and a sense of fairness led the team towards success.

**Rezvan Mirsafaei Rizi, Aida Azadi, Maryam Eslami Farsani, Shahram Aroufzad (2013) conducted a study to know the relationship between leadership styles and job satisfaction.** The findings revealed that there was a positive correlation between leadership styles and the job satisfaction.

**Singh** conducted a study on leadership behaviour in the secondary Schools in Haryana in 1978 and found that mainly the four attributes significantly contributed to the leadership behaviour. The attributes were assertiveness, emotional stability, intelligence and outgoingness.

**Vimal Babu (2011)** studied the differences and similarities between the leadership styles of Japanese and American leaders. The study was conducted on 25 Japanese and 23 American expats in India. Japanese managers (leaders) clearly stated their subordinates to work harder to achieve the desired performance. They provide clarity on what is required and what is not. Results revealed that American managers (leaders) had good communication skills.

After reviewing the findings of different leadership styles, it is clear that suitable leadership style is essential for the growth success of any organization. Each organization needs effective leaders who lead the organization towards productivity by increasing follower's job satisfaction, performance and commitment towards their job and the Organization. An effective leader should not always be autocratic, instead should be open ended and be able to accept feedback as well. Further should be able to adjust their style of leadership, if required.

#### **Accounts of contemporary foreign travellers**

Many foreign travellers who visited India during Shivaji's time wrote about him.

- The Abbe Carre was a French traveller who visited India around 1670; his account was published as *Voyage des Indes Orientales mele de plusieurs histories curieuses* at Paris in 1699. Some quotes: "Hardly had he won a battle or taken to town in one end of the kingdom than he was at the other extremity causing havoc everywhere and surprising important places. To this quickness of movement he added, like Julius Caesar, a clemency and bounty that won him the hearts of those his arms had worsted." "In his courage and rapidity he does not ill resemble that great king of Sweden, Gustavus Adolphus."
- The French traveller Francois Bernier wrote in his *Travels in Mughal India*. "I forgot to mention that during pillage of Sourate, Seva-ji, and the Holy Seva-ji! Respected the habitation of the reverend father Ambrose, the Capuchin missionary. 'The Frankish Padres are good men', he said 'and shall not be attacked.' He spared also the house of a deceased Delale or Gentile broker, of the Dutch, because assured that he had been very charitable while alive."

## **Similarities in Qualities of Leadership for today's CEOs from the qualities that Shivaji exhibited in 16<sup>th</sup> century**

### **Uniqueness of Shivaji**

**Vision and differentiation of Shivaji Raje as a great leader** He created the state and Swarajya. The entire Swarajya was built by Shivaji on his entire merit, vision planning and study. In the times when the other kings offered their services to others and were interested in getting jagirs and performing their daily duties. In the fight for Swarajya the people from Swarajya were completely into it apart from the soldiers and hence this was more important. The behaviour of Shivaji towards his people was completely different than other kings. The people in the regime of Shivaji were least bothered about who was the king who ruled and who finished his regime, as the village was working with independent administration. Though the king changed the Vatandars used to charge heavy tax on village people. There was injustice happening but no one would listen to them and give justice. Secondly Marx has written that and confirmed in spite of limited resources. Shivaji changed this Shivaji put a check on the Vatandari. Shivaji started his work, meeting people, enquiring about them. They were also told that if they are troubled they should come to the king and the King would punish them. This was new for Shivaji's people this was not happening elsewhere. People were experiencing the difference and the perception of looking towards the king and his work was changing. A king who cared for the farmers and their crops was appreciated by the people living in Swarajya and hence they loved their king and wanted his work to grow. How followers behave will depend upon how the king (leader) behaves with the people. If the King decides to take care of the people then people do care for him in return. Shivaji Raje earned public love and gained public victory because he first understood empathised and created the necessary change for the farmers who loved Raje for his action. Therefore the people felt that Swarajya should expand. The kingdom is not the private property of the king. Raje not only took care about farming but he was also taking care of trade and businesses through import and export. The Dutch also were having business in that era. Shivaji also allowed the Dutch to trade by fixing a tax on the trade. If the entire information was given to the officers collecting tax then the officers would not even open the bundles Pg no 21 the followers of Shivaji were not Vatandars or Zamindars but were from the class of farming. This class was perceived as downtrodden and backward by many. But these Mavlas were the only ones who created Swarajya along with Shivaji Raje. Shivaji Raje created leaders from this people 1st Para pg no 52 These Mavlas became great because of their courage and valour

Shivaji's self discipline was as great as his power of control and his daring in the war and campaigns. This stands out very distinctly The author mentions that there was such a charm about Shivaji's personality that even who were his enemies and whom he had conquered on the battle field became his trusted followers (pg no 67)

### **The incidence of Ranza Patil-**

Qualities learned - (Decisiveness, zero tolerance, ethics and morals, respect for women)

The story of Ranza Patil who abused the women in Raje's independent state with the justice given and law and order established given by Raje he won people's trust. This represented the justice people received from the downtrodden classes and hence people had the conviction to believe in him as their leader.

The author has fundamentally created an identity of Shivaji Raje which would be understood by the first time readers and research scholars studying this great leader.

### **Lessons for the corporate world today**

The incidence of Pratapgarh (Make hay while the sunshine's, opportunity, ability capability and co operability)

The Incidence of Kanhoji Jedhe

Qualities Learned - (People first, welfare and well being of people **Egalitarian quality**)

Shivaji was the first king in that era to start a Sanskrit seal. AT its top appears an imprint of Shivaji's principal seal with a couplet in Sanskrit that means This seal of Shahjis son Shivaji waxing like the crescent of the New Moon and revered by the world shines forth for the welfare(of mankind) An imprint of the closing seal bearing the words Maryadeyam Virajate here ends the letter

Shivaji Maharaj gave supreme importance to the poor people and the common man's welfare. This fact is made aptly clear by letter written in 1676 to Ramji Anant the Subhedar of Prabhavali Mharaj is pleased to grant you subha, never steal, never cheat, do your job with honesty and integrity you have already performed your duty very well. Accordingly now nurture the Subha as we nurture the agriculture. In your suba system, Batai is prevalent. Please ensure that the people get their due share and the kingdom gets its due share. If you are unjust with the poor population then Maharaj will be annoyed. You will travel from village to village try to collect the data of how many persons are engaged in agriculture, assess their ability to grow more food on the given field If a person is capable but has no bullocks to plough the field then pay him cash equivalent to buy bullocks, and also give him 80 kgs) of grain for sustenance – fund Recover only principal amount from him at affordable low instalments,( money paid for buying 2 bullocks, recovery should be based on his produced and income. Shivaji Raje used to issue instructions to his soldiers to take care of the people's farm crops and produce as this was the kingdom of the people. He was just the trustee of this kingdom. This was the principal foundation of Spiritual Economics

The emperor ordered Jai Singh to arrest Netoji Palkar lest he too should run away and hand him over to Dilir Khan to bring him to the court. Netoji it would be remembered was the former commander in chief of Shivaji's cavalry who now held the rank of 5000 dhat in Mughal service. He was arrested brought to Jai Singh's amp and along with his son handed over to Dilir Khan. In prison he broke and said that he would embrace Islam if his life was spared. The faith promoting Emperor accepted his prayer. He was honoured by the Emperor. He also called his two wives and they were ordered by the emperor to embrace Islam if they did not then Netoji would have to remarry a Muslim Women

SRB established Hindavi Sawaraj on justice, fair play and equal treatment to people of all caste religions. He grew up among the village children. He would solve their conflicts. He also relished simple meals of them too. He appointed Mahar (OBC) people to guard the fort. Kolis and Ramoshis were also there. Shivaji had his army soldiers recruited or taken up from various castes and creed. Shivaji's earlier team members were Kavji, Godaji, Bhimaji Wagh, Sambhaji Kate, Shivaji Ingle,

Bhikaji Chore, and his brother Bhairav, (this names are appearing in the kavya of ShivBharat written by pandit paramanand.

Lessons for the corporate world today

The incidence of Tanaji Malusurrae

Qualities Learned (Beyond the call of the duty, Ones 'belief, commitment, loyalty of followers)

**Tanaji Malusare** and his brother Suryaji are names which no researcher or historian can ever forget. The courage and bravery that they exhibited at Sinhagadh will always be remembered and the carrying forward of the garrison by Suryaji who took the revenge.

The author quotes the necessity of capturing Sinhagad which was for the last five years been under the Rajputs. Tanaji Malusare led the attack and scaled the walls, with his three hundred Mavalas in the night to meet his death. His brother Surayaji took over and completed the work with great heroism and courage. Tanaji had offered in his own person for the cause of the country as narrated by the author. The author also quotes the strong qualities of being faithful, loyal and going beyond their assigned task which are facts to each ones credit. Shivaji inspired in them the cause that he promoted to establish and create for people. The author also gives fine touches to the discipline and the training given by the leaders

**The Maratha Navy and Ashthapradhan council**

– Qualities learned (Foresight, anticipate next move, team building and collaboration)

**The Incidence of BajiPrabhu Deshpande**

Qualities learned – (Loyalty towards the king and nation, extreme sacrifice and achievement of the mission and goals)

**The incidence of Escape from Agra**

**(Planning, Execution, Surprise, never give up attitude)**

Shivaji was already known for his valour when he arrived at Agra. In his earlier letter dated 29 th May 1666 to Kalyandas wrote even earlier people praised Shivaji's valour and courage. Now that after coming to the Emperor presence he has shown such audacity and returned such strong replies the public extols him for his bravery all the more. The respect he had won not only for his valour but for his wisdom and secretion is reflected in the following letter written by Parkaldas to Kalyandas on 18 th July 1666. One day when Ballushah, Tej Singh and Reen Singh were sitting together Maha Singh Shekhawat remarked Shivaji is very wise Whatever he says he says it correctly that nobody need say anything more on the subject. Truly a great Rajput. Shivaji was under house arrest at the Emperor. Since his house arrest Shivaji had feigned illness and had then started sending out fruits and sweetmeats to Hindu and Muslim holy men as propitiatory alms and also to noblemen as gifts. These were carried in large baskets of cane, each slung from a pole borne on their shoulders by two porters. The guards on the watch at first searched the baskets, but after a few days their suspicions were allayed and they became slack. Then one day Hiroji Farzand a trusted officer of Shivaji who bores a likeness to him wore his master's clothes and slept on his bed. His body was covered with a sheet but a hand with Shivaji's wristlet was left uncovered so that it was clearly visible even from a

distance. A boy was massaging his feet. The baskets of fruits and sweets were made ready as usual. Shivaji and his son sat crouched in two baskets in the middle. As usual the porters set out carrying the baskets. As they passed through the watch the guards searched one or two baskets and let others pass without opening them. When they arrived at a secluded spot outside the city, Shivaji and his son emerged and went off with a few trusted officers who were waiting for them there. On the following day the guards looked inside Shivaji's quarters and were satisfied that their prisoner was asleep. After a while Hiroji got out of bed donned his own clothes and went out on the pretext of fetching medicine for his ailing master. He did not return. This was noted on August 17 1666

### **The incidence of Javali Attack, Afzalkhan attack and Shaistekhan attack on Lal Mahal**

#### **Qualities learned – Lead from the front, planning, execution, speed, focus and Clear Mission**

Shivaji Raje focussed on creating a small state and focussing on how to strengthen and keep its financial stability intact rather than expansion of the land through war. He also focussed on administration and economic progress and policies for the state and made continuous efforts for the same. But this was not taken into account in 18 the century and the Marathas went for expansion as a policy and hence after Shivajis regime the entire nature of Swarajya changed pg 187

### **Capturing of Javali**

#### **Shaistekhan Attack Lal Mahal**

Shivaji planned a strategy for Shaistekhan. Maharaj used to accept and question challenges and till date Shivaji Raje's strategy never ever failed, he well planned and anticipated all the risks. Secondly his team was a well knitted team.

The research helped my work in understanding the commitment, loyalty and integrity that the followers had in informing their leader Shivaji about every move of Afzalkhan. Jijabai had also instructed Shivaji Raje to take the revenge of his elder brother who was killed treacherously. Shivaji Raje not only did underplay himself and gave numerous reasons to Afzalkhan of not meeting in open since he had less number of troops. He also trapped Afzalkhan at a terrain which he knew well. Shivaji converted the opportunity of killing Afzalkhan to his level playing field.

### **Qualities Learned from the Leader's character**

#### **The incidence of Surat raid**

#### **Qualities Learned (Respect for the people of different religions, excellent spy network and micro, macro and piscine vision for the attack)**

**Surat Raid** The Surat raid undertaken by Shivaji Raje as mentioned by the author did not have any chaos due to standing orders of Shivaji all the churches, mosques and temples were in good shape. The responsibility of planning this Seurat raid was left on Bhairji Naik a committed and trusted follower of Shivaji. Father Ambroz a Chirstain Missionary made an observation on this stating Shivajis troops did not attack the churches nor entered the homes of Chirstian missionaries or priests. Fr.Ambroz met Shivaji and Shivaji expressed that god fearing people and gentlemen would be

protected though they belonged to some different religions. Shivaji had made a daring attempt to invade someone else's territory with complete detailed information about the whereabouts of the people and financials. Shivaji had a clear chalked out policy of not troubling the poor and honest men.

This research helped me understanding the incidence which exhibited the directive style of Shivaji Raje as well as projects him for another quality is the welfare of the people in the kingdom. This was not the only raid that Shivaji had conducted with his troops. These raids were essential since there was no way of building finance for Swarajya during that era. This incidence again witnesses the excellent communication network through his spies and their commitment towards the king Shivaji Raje definitely looted Surat and it was not only Surat but other states also that he often looted but it was only to fill in the treasury for the kingdom and meet the financial needs. In this loot also the dignity and fame of the women was protected. One more important aspect of the loot is that the other kings gave the soldiers their part of loot from the amount looted rather than giving salary. This policy of compensation was not practised by Shivaji. Raje used to deposit the entire amount of loot into the Swarajya's treasury and then give some part as fixed salary for the soldiers for their efforts put in by them.

Bajaji Nimbalkar who had been forced to accept the Muslim Dharma by the Adilshah was again converted to Hindu by Shivaji and Shivaji gave his own daughter in marriage to Bajaji's son.

### **Future Scope**

The study was conducted on the great Warrior Shivaji Raje, who used different leadership styles. The further studies can be conducted on leadership styles used by other great leaders of time. The Managers (leaders) in Organizations can learn from leadership styles used by Shivaji Raje, and can use to lead teams effectively to increase productivity, performance & commitment, which is a need of today.

### **Conclusion**

The great warrior Shivaji Raje's leadership style was unmatched and unbeatable. It has a great implication in today's management. Managers have lot to learn from our great leaders.

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