

## **A CAUSAL ANALYSIS ON LEADERS' FOUNDING MENTALITY:A LEADERSHIP PERSPECTIVE**

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### **Abstract**

**Founder's Mentality** is a very fragile framework that describes how companies fail while on the growth trajectory. The path from start-up is not a straight line that only 1 in 9 companies show sustainable growth for Ten Plus years. This growth paradox creates complexity and complexity slowly in turn kills growth. Most companies which fail to reach their corporate growth objectives actually blame themselves, not the market conditions for their non-growth. There are various causative factors, known or unknown, visible or invisible, obvious or confusing factors which come as killers on Leaders Founding Mentality who were once the stalwarts start to become worn out without even aware of what is happening and why is it happening. This causal analysis study is to analyze from previous research and current trending research reports the various factor impacting on Leadership.

**Keywords: Founding Mentality, Killer, Leadership, Complexity, Failure, Corporate, Growth, Causal**

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**Introduction:** The leader's problem or mentality starts with obstacles of complexity, bureaucracy, lack of talent etc which research says are the root causes of failure. Business is won or lost daily in the habits and practices of the team players of the front line. The market is unforgiving which is what kills the Founder's Positive Mentality. The leader is unable to find the right people, people forget who is responsible for what, people stop talking about the customer, the founder sticks around too long, unable to adjust. If it is a matrix organizational structure that does nothing, eventually that leads to no sense of the customer experience and it turn leads to process-upon-process complexity for-no-reason, which finally kills the soul of the business. Leaders start forgetting the nobler mission, lose the client experience, and start rotting in a doom-loop of complexity, and makes hiding behind matrix organizations a regular habit or aimlessly dodge accountability. Research states that large companies fail to keep best talent. Apart from the above the leadership goes for the trouble due to the following: **Bureaucracy**. The main reason we hear after the fact from disenchanted employees. However, it's usually a reason that masks the real reason. No one likes rules that make no sense. But, when top talent is complaining along these lines, it's usually a sign that they didn't feel as if they had a say in these rules. They were simply told to follow along and get with the program. No voice in the process and really talented people say "check please." Ignoring Talent is the next issue like if they want to work on something new that they're really interested in which would help the company. Mundane Annual performance Reviews. The impression leaves with the employee is that the company isn't really interested in my long-term future here. If you're talented enough, why stay? Absence of career planning. Here's a secret for most bosses: most employees don't know what they'll be doing in 5 years. In our experience, about less than 5% of people could tell you if you asked. However, everyone wants to have a discussion with you about their future. Most bosses never engage with their employees about where they want to go in their careers -- even the top talent. Shifting Whims/Strategic Priorities. I applaud companies trying to build an incubator or "brickhouse" around their talent, by giving them new exciting projects to work on. The challenge for most organizations is not setting up a strategic priority, like establishing an incubator, but sticking with it a year or two from now. Top talent hates to be "jerked around." If you commit to a project that they will be heading up, you've got to give them enough opportunity to deliver what they've promised.

**Objectives:**

- (i) To analyse what causes Founding Mentality in Leader.**
- (ii) To Identify the factors that Kills Leaders' growth mentality.**
- (iii) To analyse the Leadership Adaptability to situations and factors affecting the founder mentality.**
- (iv) To examine whether happiness of Leaders Impact on their Founder Mentality.**
- (v) To Identify the Killer Traps of Leaders Mentality**
- (vi) To suggest possible applications of Positive Psychology for benefit of good leadership**
- (vii) : To evaluate the suggestions for better leadership development practices to Sustain Positive Leader Founding Mentality.**

**Methodology;** Meta Analytical study on research reports and secondary data on findings of previous scientific methods.

**Data ;** Secondary data from Non-clinical settings

**Scope;** The analysis would throw light on the importance of training by using positive psychology on leaders

**Objective (i) To analyse what causes Founding Mentality in Leader.**

The real scenario in major parts of the world sought innovative solutions for the needs, demands, scarcity or suffering on various occasions by offering new products, new services, and often entirely new mindsets and ways of life. When problems like environmental degradation Poverty at a global level with threatening issues on health and well being, more entrepreneurs began to put their own self-interests aside in order to tackle these challenges jointly with those of similar minds. The entrepreneurs started creating win-win scenarios for each end of the production cycle. But thought on how does this apply to business, Steps to leverage on these trends in the market, strategies to reduce waste, creating better opportunities, contributing greater value for the world etc. The required levels of transformation, driven by a generation of founders, their commercial success, awareness of the serious problems facing the world, stood as the major issues to do a business in a certain way. But leaders can't stick to the old ways of doing business, if done it is detrimental, as well as whether should the business of **entrepreneur run a profitable business and benefit the world needs is to be answered.** With more people seeking to run businesses that will benefit the world, their employees, and shareholders all at

once, is what makes a good leader. But most of the leaders fail at this point. The Innovation like the figure below is a cocoon like structure which carries elements of the innovating spirit. Certain ways that foster innovation is figuratively explained.

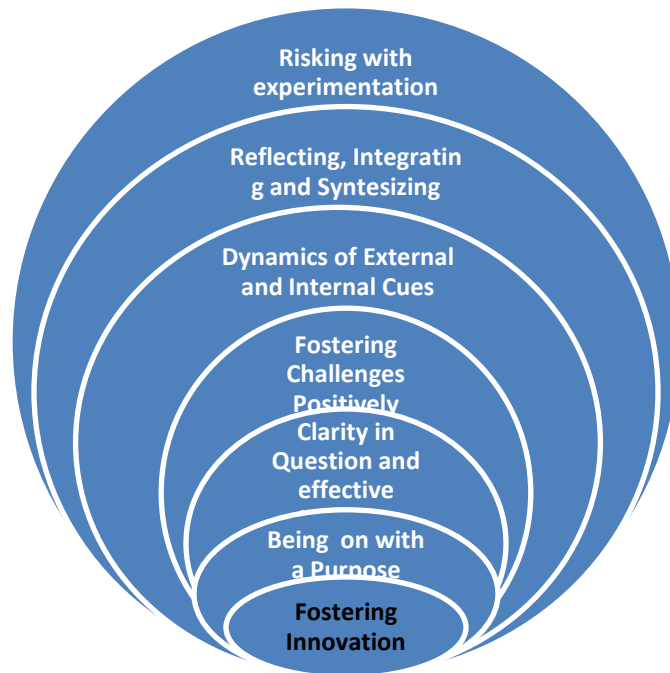


Figure 1; Fostering Innovation is Interdependent on various factors: Prof Dr.C.Karthikeyan, Director.

#### **The ways Leaders can Foster Innovation:**

- **Being on and with a Purpose:** Clarify motivating values and compelling purpose of being in business, individually and collectively. Being with a purpose fuels until something extraordinary is created. A clear Purpose is the value-creating, energy-multiplying life force of innovation. A check on purpose driving performance needs to clear.
- **Clarity in Question and Effective Listening :** The need for effective questioning is very **important** step, and the need to back questions by effective listening even with extra questions fetches diverse viewpoints. Constant inquiry and questions wakes us up.
- **Risking with Experimentation:** The courage to accelerate through failure gives new learning. Experimentation steers and guides in twists and turns, and makes leaders agile and courageous enough to persist. The key people needs to be encouraged to spend at least 15 percent of their time exploring and prototyping new ideas.

- **Reflecting, Integrating and synthesizing:** Leaders should recheck, reflect, integrate and synthesize the most complex or strategic issues. All bits and pieces needs to be associating the divergent parts into an integrated whole. The best way is to integrate daily or weekly to gain clarity on the strategic issues.
- **Dynamics of Internal and External Cues:** Consider examining the internal and external cues. Foster optimal creativity internally and consider competitive, global, and futuristic dynamics in an integrated manner. Innovation stands at the transformative crossroads of internal, collaborative creativity and external, customer-focused needs.
- **Fostering Challenges Positively : leaders need to take** the time to connect, coach, mentor, and develop people with constructive challenges, and shapt their thinking, strategy, and behavior through the lens of innovation. Stretch people to create, innovate, and envision alternative futures. People should participat to grow a culture of innovation.
- **Being Authentic and relevant to the growing world:** The innovation potential of teams or organizations will be directly proportional to innovation embodiment. Leaders should Ask, “How could I encourage even more innovation here?” Be the collaborative innovator you wish to see in your organization.
- **Every single innovator should be recognized** , employees share the vision, customer service is at its best and, of course, the product evolves over time into something exceptional.

### **Steps to be taken by an entrepreneur as a social entrepreneur and Philanthropreneur**

- **The Legitimacy:** New way of “social entrepreneurship” differentiate themselves from the traditional for-profit sector. This was a real problem for people trying to lead in this emerging field, and still can be. The environmentally conscious, the “green” movement was a mixed bag of halfhearted measures and largely broken promises, but it made a strong case for the fact that the nature of competition was changing. Low prices clearly weren’t enough to sway consumers alone if they came at the cost of the health of our planet. There are four key principles a philanthropreneur abides by that allow them to not only create positive change, but outperform even the most cutthroat businesses.
- **The ability to think several steps for sustaining and thriving on business:** A philanthropreneur is able to design systems in sustainable ways, thriving in long term strategic

situations, and not limiting themselves to quarterly profit analytics as the only way to qualify their efforts. Amazon made history by founding itself on a **loss-leader strategy** so ambitious that they had no intent to turn a profit for their first seven years, and who now could dispute their rampant success as one of the leading digital marketplaces of the 21st century?. The ability to think several steps ahead allows a company to create a solid, expansive framework capable of preparing for economic upturns and downturns. If large innovations shake their industry, the company can be designed to mitigate the cost and adjust to new techniques, rather than suffering immediately due to a few poor quarterly results.

- **Turning from ME to WE;** The contrast between thriving social enterprises and those stuck in the old model has everything to do with what their people are rallying behind, and not because it's their job, but because it's their passion. Pride and passion are powerful emotions that you can't buy or sell. You can only empower people to seize them. You need to find your collective flag, what are you trying to accomplish that others would be willing to join you in?

- **Cause centric mindset:** A cause-centric mindset to align organisational goals needs to be in common with other businesses, cooperation and share resources, and people who would be as passionate about seeing the business succeed as required.

- **Measuring what ever matters:** How happy are employees, their actions are contributing to the overall goal, and its effectiveness on the company for measuring higher retention rates, lower burnout rates, and extremely higher millennial recruitment rates, determined by true effectiveness, rather than anti-competitive strategies like patent trolling, or frivolous lawsuits.

- **Postivie and Negative externalities:** Pursuing solutions to the world's problems can be costly, and they can take a very long time to fully solve, but it's not so simple that you can call them bad business decisions. By steadfastly believing in the positive potential of their product, they were able to create a product so superior that, despite its higher outright costs, it has tremendous value to society.

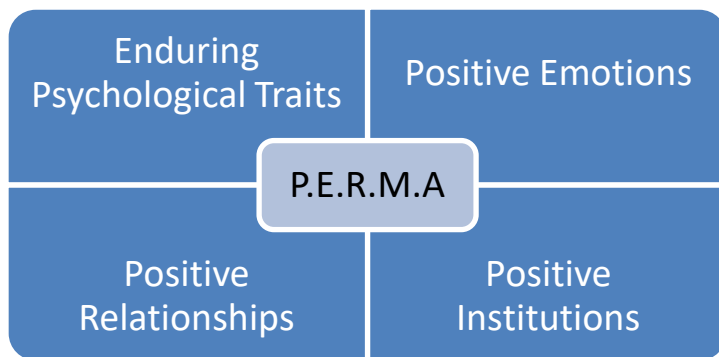
- **Training the Next Generation;** As young philanthropreneurs start to get their ambitions riled up, the question becomes, "**Where do people go to learn the new game?**" Mainstream

education isn't there yet. Universities and corporate internships are still teaching the old game and techniques that have been outdated for decades. But that doesn't mean we are without options. Online education is booming, and many programs are trying out strategies that benefit all ends of the system.

Psychological Help for Leaders to Stop Killers of Founder Mentality; To balance the Leaders thinking to strike back to normal positive thinking and their by foster innovation:

### **The Help of Positivity through Postive Psychology:**

The findings of positive psychology indicate that happiness is improved and affected in a large number of different ways. Social ties with a spouse, family, friends and wider networks through work, clubs or social organisations are of particular importance. Happiness increases with increasing financial income but reaches a plateau at which point no further gains are made. The "positive" branch complements, without intention to replace or ignore, the traditional areas of psychology. The words, "the good life" are derived from speculation about what holds the greatest value in life – the factors that contribute the most to a well-lived and fulfilling life. While there is not a strict definition of the good life, positive psychologists agree that one must live a happy, engaged, and meaningful life in order to experience "the good life." Martin Seligman referred to the good life as "using your signature strengths every day to produce Positive psychologists are concerned with four topics: **(1) positive experiences, (2) enduring psychological traits, (3) positive relationships and (4) positive institutions.** Some thinkers and researchers, like Seligman, have collected data to support the development of guiding theories (e.g. "P.E.R.M.A.", or **The Handbook on Character Strengths and Virtues**).



**Figure :2: Concept from The Handbook of Character Strengths and Virtues; Concept Graphic Design; Prof.Dr.C.Karthikeyan**

"PERMA" stands for the five essential elements that should be in place for us to experience lasting well-being. These are: Positive Emotion (P) :For us to experience well-being, we need positive emotion in our lives. Any positive emotion such as peace, gratitude, satisfaction, pleasure, inspiration, hope, curiosity, or love falls into this category – and the message is that it's really important to enjoy yourself in the here and now, just as long as the other elements of PERMA are in place. Engagement (E) When we're truly engaged in a situation, task, or project, we experience a state time seems to stop, we lose our sense of self, and we concentrate intensely on the present. This feels really good! The more we experience this type of engagement, the more likely we are to experience well-being. Positive Relationships (R), As humans, we are "social beings," and good relationships are core to our well-being. Time and again, we see that people who have meaningful, positive relationships with others are happier than those who do not. Relationships really do matter! Meaning (M); Meaning comes from serving a cause bigger than ourselves. Whether this is a specific deity or religion, or a cause that helps humanity in some way, we all need meaning in our lives to have a sense of well-being. Accomplishment/Achievement (A) Many of us strive to better ourselves in some way, whether we're seeking to master a skill, achieve a valuable goal, or win in some competitive event. As such, accomplishment is another important thing that contributes to our ability to flourish. Using the PERMA Model: Once aware of the things that make up well-being (instead of focusing on happiness alone), it's much easier to live a rich, meaningful life. Positive Emotions is needed to make sure that we often experience positive emotions such as pleasure, happiness, contentment, peace, joy, and inspiration. Engagement. Engagement is most closely identified with the act of creation, but you can also experience deep engagement when participating in sports, spending time with friends, or working on projects that you're fascinated with. Positive Relationships have positive relationships in life, with family, friends, neighbors, or colleagues. Finding meaning is important to our overall sense of well-being certain activities, such as spending time with our family, volunteering, or performing acts of kindness can really improve our sense of meaning in life. Accomplishments/Achievement Accomplishment and achievement might be the trickiest elements of PERMA, simply because it's very easy to take them too far.

**Advanced Approaches towards stopping Killer traps are;**

In cognitive therapy, the goal is to help people change negative styles of thinking as a way to change how they feel. This approach has been very successful, can dramatically affect how we

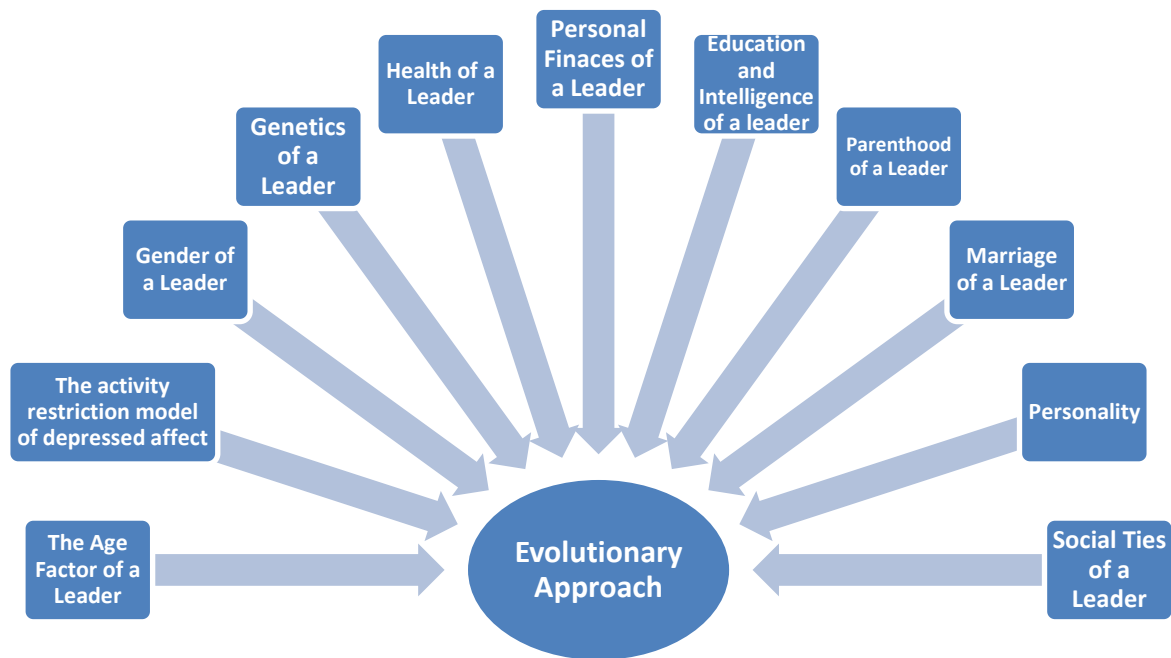


think about the nature of happiness. Positive psychology is concerned with three issues: positive emotions, positive individual traits, and positive institutions. Positive emotions are concerned with being content with one's past, being happy in the present and having hope for the future. Positive individual traits focus on one's strengths and virtues. Finally, positive institutions are based on strengths to better a community of people. Neuro scientific approach: Neuroscience and brain imaging have shown increasing potential for helping science understand happiness and sadness. Though it may be impossible to achieve any comprehensive objective measure of happiness, some physiological correlates to happiness can be measured.

**Objective; (ii) To Identify the factors that Kills Leaders' growth mentality.**

**Evolutionary approach:**

The evolutionary perspective offers an alternative approach to understanding happiness and quality of life. Key guiding questions: What features are included in the brain that allow humans to distinguish between positive and negative states of mind? How do these features improve humans' ability to survive and reproduce?



**Figure: 3: Evolutionary Approach depicts Factors Affecting Leaders Founding Mentality.**

**Concept; Prof.Dr.C.Karthikeyan**

**The Age Factor of a Leader;**

The midlife crisis may mark the first reliable drop in happiness during an average human's life. Evidence suggests most people generally become happier with age, with the exception of the years 40 – 50, which is the typical age at which a *crisis* might occur. Researchers specify that people in both their 20s and 70s are happier than during midlife, although the extent of happiness changes at different rates. For example, feelings of stress and anger tend to decline after age 20, worrying drops after age 50, and enjoyment very slowly declines in adulthood but finally starts to rise after age 50. Wellbeing in late-life is more likely to be related to other contextual factors including proximity to death. However most of this terminal decline in well-being could be attributed to other changes in age-normative functional declines including physical health and function.

**The activity restriction model of depressed affect** suggests that stressors that disrupt traditional activities of daily life can lead to a decrease in mental health. The elderly population is vulnerable to activity restriction because of the disabling factors related to age. Increases in scheduled activity as well as social support can decrease the chances of activity restriction.

#### **Gender of a Leader:**

Over the last 33 years, a significant decrease in women's happiness leads researchers to believe that men are happier than women. Part of these findings could be due to the way men and women differ in calculating their happiness. Women calculate the positive self-esteem, closeness in their relationships and religion. Men calculate positive self-esteem, active leisure and mental control. Therefore, neither men nor women are at greater risk for being less happy than the other. Earlier in life, women are more likely than men to fulfill their goals (material goals and family life aspirations), thereby increasing their life satisfaction and overall happiness. However, it is later in life that men fulfill their goals, are more satisfied with their family life and financial situation and, as a result, their overall happiness surpasses that of women.

#### **Genetics of a leader:**

Determining whether emotions have a genetic trait or not were studied by David Lykken and Auke Tellegen. They found that up to 80% of a long-term sense of well-being is due to heredity. Basically, our families are important to our eventual emotional lives as adults because they provide us with genetic material that largely determines our base emotional responsiveness to the

world. Therefore, genetic makeup is far more important to the long-term quality of our emotional lives than is learned behavior or the quality of our early childhood environment, at least as found in our current socio-economic paradigm.

### **Health of a leader:**

Positive emotional states have a favorable effect on mortality and survival in both healthy and diseased populations. There is growing evidence that a diet rich in fruits and vegetables is related to greater happiness, life satisfaction, and positive mood as well. On days when people ate more fruits and vegetables, they reported feeling calmer, happier, and more energetic than normal, and they also felt more positive the next day.

### **Personal finances of a Leader:**

Having extra money for luxuries does not increase happiness as much as enjoying one's job or social network. It was concluded economic growth does indeed increase happiness. The pursuit of money at the risk of jeopardizing one's personal relationships and sacrificing enjoyment from one's leisure activities seems an unwise approach to finding happiness.

### **Education and intelligence of a Leader;**

As these relate to happiness, intelligence and education may simply allow one to reach a middle-class level of need satisfaction (as mentioned above, being richer than this seems to hardly affect happiness), but the cerebral virtues—curiosity, love of learning—are less strongly tied to happiness than interpersonal virtues like kindness, gratitude and capacity for love."

### **Parenthood of a Leader:**

Folk wisdom suggests a child brings partners closer; research has found couples actually become less satisfied after the birth of the first child. The joys of having a child are overshadowed by the responsibilities of parenthood. Based on quantitative self-reports, researchers found parents prefer doing almost anything else to looking after their children. By contrast, parents' self-report levels of happiness are higher than those of non-parents. By contrast, many studies found having children makes parents less happy. Compared with non-parents, parents with children have lower levels of well-being and life satisfaction. Unequal responsibilities of child-rearing between men

and women account for this difference in satisfaction. Fathers who worked and shared an equal part in child-raising responsibilities were found to be the least satisfied.

### **Marriage of a Leader:**

Some research findings have indicated that marriage is the only real significant bottom-up predictor of life satisfaction for men and women and those people who have a higher life satisfaction prior to marriage, tend to have a happier marriage. Stutzer and Frey (2006) found that the absence of loneliness and the emotional support that promotes self-esteem are both important aspects that contribute to individual well-being within marriage.

### **Personality**

Psychological approach to personality is correlated often with the concepts of personal/psychosocial development and human development, balanced, strong, mature and proactive personality, character strengths and virtues, evidenced by traits like optimism and energy, pragmatism, active consciousness, assertiveness, free and powerful will, self-determination and self-realization, personal and social autonomy, social adaptability, personal and social efficiency, interpersonal development and professional development, proactive and positive thinking, humanity, empathy and love, emotional intelligence, subjective/psychological well-being, extraversion, happiness, positive emotions.

### **Social ties of a Leader:**

Happiness tended to spread through close relationships like friends, siblings, spouses, and next-door neighbors; researchers reported happiness spread more consistently than unhappiness through the network. Moreover, the structure of the social network appeared to affect happiness, as people who were very central (with many friends, and friends of friends) were significantly happier than those on the network periphery. People closer with others are more likely to be happy themselves.

**Objective (ii) : To analyse the Leadership Adaptability to situations and factors affecting the founder mentality.**

**Leaders Tendency to Adapt:**

Leaders ability of emotional Hedonic Adaptation, an idea suggesting that beauty, fame and money do not generally have lasting effects on happiness (this effect has also been called the Hedonic treadmill). In this vein, some research has suggested that only recent events, meaning those that occurred within the last 3 months, affect happiness levels. Adaptation can be very slow and incomplete process. Distracting life changes such as the death of a spouse or losing one's job can show measurable changes in happiness levels for several years. Even the "adapted" paraplegics mentioned above did ultimately report lower levels of pleasure (again, they were happier than one would expect, but not fully adapted). Thus, adaptation is a complex process, and while it *does* mitigate the emotional effects of many life events it cannot mitigate them entirely.

**Modernity of a Leader:**

Much research has pointed at the rising rates of depression, leading people to speculate that modernization may be a factor in the growing percentage of depressed people. Many people believe it is the increased number of pressures and expectations, increased isolation, increased individualism, and increased inactivity that contribute to higher rates of depression in modern societies.

**Weather and Climate impact:**

Some evidence suggests sunnier climates do not predict happiness. In one study both Californians and Midwesterners expected the former's happiness ratings to be higher due to a sunnier environment. That is not to say weather is never a factor for happiness. Perhaps the changing norms of sunlight cause seasonal affective disorder, which undermines level of happiness.

**Religious feelings of a Leader:**

Religiousness and spirituality are closely related but distinct topics. Religion is any organized, and often institutionalized, system of cultural practices and beliefs pertaining to the meaning of human existence. It occurs within a traditional context such as a formal religious institution. Spirituality, on the other hand, is a general term applied to the process of finding meaning and a better understanding of one's place in the universe. It is the individual or collective search for that which is sacred or meaningful in life. One may therefore be religious but not spiritual, and vice versa. Religiousness has often been found to correlate with positive health attributes. People who are more religious show better emotional well-being and lower rates of delinquency, alcoholism, drug abuse, and other social problems. Six separate factors are cited as evidence for religion's effect on well-being: religion (1) provides social support, (2) supports healthy lifestyles, (3) promotes personality integration, (4) promotes generativity and altruism, (5) provides unique coping strategies, and (6) provides a sense of meaning and purpose.

**Sacred Emotions of a Leader:** These four emotions are known as "sacred emotions," which are said to be (1) gratitude and appreciation, (2) forgiveness, (3) compassion and empathy, and (4) humility. Social interaction is necessarily a part of the religious experience. Religiosity has been identified to correlate positively with pro-social behavior in trauma patients, and prosocial behavior is furthermore associated with well-being. It also has stronger associations with well-being in individuals genetically predisposed towards social sensitivity in environments where religion prioritizes social affiliation.

**Spirituality of a Leader:**

Leaders can be both religious and spiritual, but spirituality represents just one particular function of religion. Spirituality as related to positive psychology can be defined as "a search for the sacred". What is defined as sacred can be related to God, life itself, or almost any other facet of existence. It simply must be viewed as having spiritual implications which are transcendent of the individual. Spiritual well-being addresses this human need for **transcendence** and involves social as well as existential well-being. Spiritual well-being is associated with various positive outcomes such as better physical and psychological well-being, lower anxiety, less depression, self-actualization, positive relationships with parents, higher rates of positive

personality traits and acceptance. Researchers have cautioned to differentiate between correlative and causal associations between spirituality and psychology.

### **Culture of a Leader:**

Various cultures have various perspectives on the nature of positive human functioning. For example, studies on aversion to happiness, or fear of happiness, indicates that some individuals and cultures are averse to the experience of happiness, because they believe happiness may cause bad things to happen. Empirical evidence indicates that there are fundamental differences in the ways well-being is construed in Western and non-Western cultures, including the Islamic and East Asian cultures.

### **Political views of a Leader:**

Psychologists in the happiness community feel politics should promote population happiness. Politics should also consider level of human happiness among future generations, concern itself with life expectancy, and focus on the reduction of suffering.

### **Addiction of a Leader:**

Arguably, some people pursue ineffective shortcuts to feeling good. These shortcuts create positive feelings, but are problematic, in part because of the lack of effort involved. Some examples of these shortcuts include shopping, drugs, chocolate, loveless sex, and TV. These are problematic pursuits because all of these examples have the ability to become addictive. To descend into an addiction shows a lack of character strength; however, rising to recovery shows the reinstatement of character strengths, including the examples mentioned above. Thirdly, the Meaningful Life is service and membership to positive organizations. Examples of positive organizations include family, workplace, social groups, and society in general. Organizations, like Alcoholics Anonymous, can be viewed as a positive organization. Membership fosters positive effect, while also promoting character strengths, which as seen in the Engaged Life, can aid in beating addiction.

**Suffering of a Leader:**

Positive coping is defined as "a response aimed at diminishing the physical, emotional, and psychological burden that is linked to stressful life events and daily hassles". It is found that proper coping strategies will reduce the burden of short-term stress and will help relieve long-term stress. Stress can be reduced by building resources that inhibit or buffer future challenges. For some people, these effective resources could be physiological, psychological or social.

**Objective; (iv) : To examine whether happiness of Leaders Impact on their Founder Mentality.****Leader's Pleasant life, Good Life and Meaningful Life; where he stands:**

Research into the **Pleasant Life**, or the "life of enjoyment", examines how people optimally experience, forecast, and savor the positive feelings and emotions that are part of normal and healthy living (e.g. relationships, hobbies, interests, entertainment, etc.). Despite the attention given, Martin Seligman says this most transient element of happiness may be the least important. Investigation of the beneficial effects of immersion, absorption, and *flow*, felt by individuals when optimally engaged with their primary activities, is the study of the **Good Life**, or the "life of engagement". Flow is experienced when there is a positive match between a person's strength and their current task, i.e. when one feels confident of accomplishing a chosen or assigned task. Inquiry into the **Meaningful Life**, or "life of affiliation", questions how individuals derive a positive sense of well-being, belonging, meaning, and purpose from being part of and contributing back to something larger and more permanent than themselves (e.g., nature, social groups, organizations, movements, traditions, belief systems).

The resulting acronym is PERMA (Positive Emotions, Engagement, Relationships, Meaning and purpose, and Accomplishments) and is a mnemonic for the five elements of Martin Seligman's well-being theory. **Positive emotions** include a wide range of feelings, not just happiness and joy. Included are emotions like excitement, satisfaction, pride and awe, amongst others. These emotions are frequently seen as connected to positive outcomes, such as longer life and healthier social relationships. **Engagement** refers to involvement in activities that draws and builds upon one's interests. Engagement involves passion for and concentration on the task at hand and is



assessed subjectively as to whether the person engaged was completely absorbed, losing self-consciousness.

**Relationships** are all important in fueling positive emotions, whether they are work-related, familial, romantic, or platonic. As Dr. Christopher Peterson puts it simply, "Other people matter." Humans receive, share, and spread positivity to others through relationships. They are important not only in bad times, but good times as well. In fact, relationships can be strengthened by reacting to one another positively. It is typical that most positive things take place in the presence of other people.

**Meaning** is also known as purpose, and prompts the question of "Why?" Discovering and figuring out a clear "why" puts everything into context from work to relationships to other parts of life. Finding meaning is learning that there is something greater than you. Despite potential challenges, working with meaning drives people to continue striving for a desirable goal.

**Accomplishments** are the pursuit of success and mastery. Unlike the other parts of PERMA, they are sometimes pursued even when it does not result in positive emotions, meaning, or relationships. That being noted, accomplishment can activate the other elements of PERMA, such as pride under positive emotion. Accomplishments can be individual or community based, fun or work based.

### **Objective (v) To Identify the Killer Traps of Leaders Mentality**

**Learning about the KILLER TRAPS; For better Leadership:Environment:** successful companies face big changes in their environment, they often fail to respond effectively. Unable to defend themselves against competitors armed with new products, technologies, or strategies, they watch their sales and profits erode, their best people leave, and their stock valuations tumble. Some ultimately manage to recover—usually after painful rounds of downsizing and restructuring—but many don't.



**Figure; 4 ; Killer Traps of a Leader: Concept Designed:Prof Dr.C.Karthikeyan**

**Confronting Paralysis** It's often assumed that the problem is paralysis. Confronted with a disruption in business conditions, companies freeze. The managers of besieged companies usually recognize the threat early, carefully analyze its implications for their business, and unleash a flurry of initiatives in response. For all the activity, though, the companies still falter.

**Inability to take action;**The problem is not an inability to take action but an inability to take appropriate action. There can be many reasons for the problem—ranging from managerial stubbornness to sheer incompetence—but one of the most common is a condition that I call *active inertia*. **Inertia** is usually associated with inaction—picture a billiard ball at rest on a table—but physicists also use the term to describe a moving object's tendency to persist in its current trajectory. Active inertia is an organization's tendency to follow established patterns of behavior—even in response to dramatic environmental shifts.

### **Inertia**

Because active inertia is so common, it's important to understand its sources and symptoms. After all, if executives assume that the enemy is paralysis, they will automatically conclude that the best defense is action. But if they see that action itself can be the enemy, they will look more deeply into all their assumptions before acting. They will, as a result, gain a clearer view of what

really needs to be done and, equally important, what may prevent them from doing it. And they will significantly reduce the odds of joining the ranks of fallen leaders.

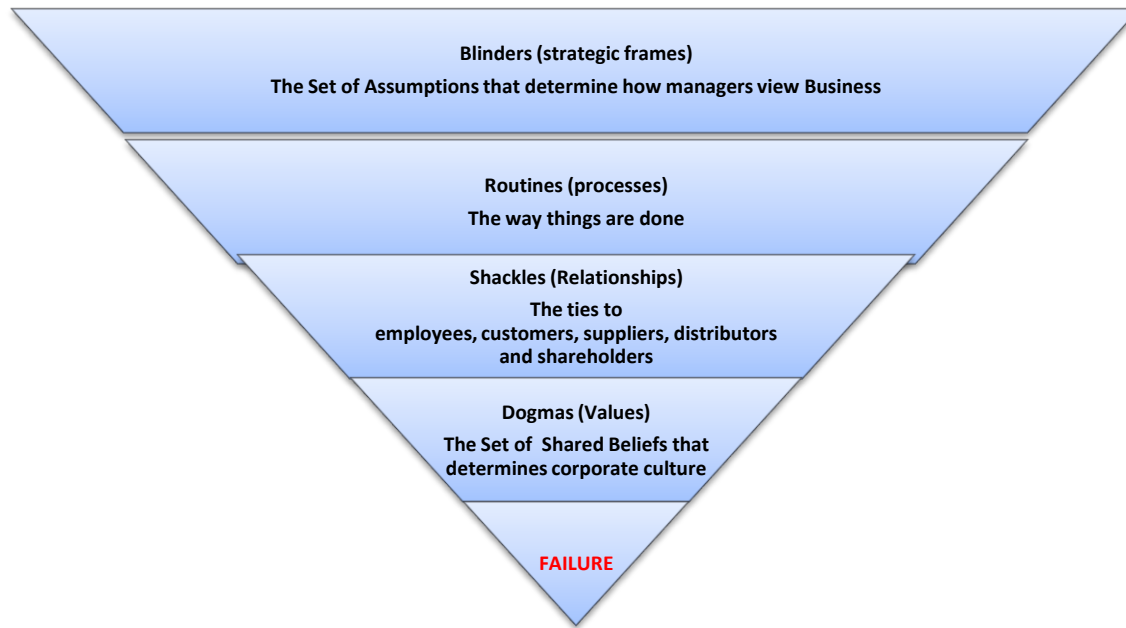
### **Victims of Active Inertia**

To see the destructive potential of active inertia, consider the examples of Firestone Tire & Rubber and Laura Ashley. Both companies were leading players in their industries, and both failed to meet the challenge of change—not because they didn't act but because they didn't act appropriately.

### **The Four Hallmarks of Active Inertia**

A distinctive combination of strategies, processes, relationships, and values that sets them apart from the crowd. As the formula succeeds, customers multiply, talented workers flock to apply, investors bid up the stock, and competitors respond with the sincerest form of flattery—imitation. All this positive feedback reinforces managers' confidence that they have found the one best way, and it emboldens them to focus their energies on refining and extending their winning system.

**The fresh thinking that led to a company's initial success is often replaced by a rigid devotion to the status quo.** Frequently, though, the system begins to harden. The fresh thinking that led to a company's initial success is replaced by a rigid devotion to the status quo. And when changes occur in the company's markets, the formula that had brought success instead brings failure. (See the exhibit "The Dynamic of Failure.") In particular, four things happen:



**Figure; 5: The Dynamics of Failure In Leading Companies ; Concept Design: Inverted Pyramid; Prof Dr.C.Karthikeyan** Joseph L. Bower and Clayton M. Christensen, “Disruptive Technologies: Catching the Wave,” HBR January–February 1995. A version of this article appeared in the July–August 1999 issue of *Harvard Business Review*.

The Dynamic of Failure Leading companies can become stuck in the modes of thinking and working that brought them their initial success. When business conditions change, their once-winning formulas instead bring failure.

**Strategic frames become blinders.:** Strategic frames are the mental models—the mind-sets—that shape how managers see the world. The frames provide the answers to key strategic questions: What business are we in? How do we create value? Who are our competitors? Which customers are crucial, and which can we safely ignore? And they concentrate managers’ attention on what is important among the jumble of raw data that crosses their desks and computer screens every day.

As a strategic frame grows more rigid, managers often force surprising information into **existing schema or ignore it altogether**. Sadly, the transformation of strategic frames into blinders is the rule, not the exception, in most human affairs. Consider the disastrous evolution of France’s

military strategy during the first half of this century. **Processes harden into routines**, when a company decides to do something new, employees usually try several different ways of carrying out the activity. But once they have found a way that works particularly well, they have strong incentives to lock into the chosen process and stop searching for alternatives. Fixing on a single process frees people's time and energy for other tasks. It leads to increased productivity, as employees gain experience performing the process. And it also provides the operational predictability necessary to coordinate the activities of a complex organization. But just as with strategic frames, established processes often take on a life of their own. They cease to be means to an end and become ends in themselves. People follow the processes not because they're effective or efficient but because they're well known and comfortable. They are simply "the way things are done." Once a process becomes a routine, it prevents employees from considering new ways of working. Alternative processes never get considered, much less tried. Active inertia sets in. **Relationships become shackles**, in order to succeed, every company must build strong relationships—with employees, customers, suppliers, lenders, and investors. When conditions shift, however, companies often find that their relationships have turned into shackles, limiting their flexibility and leading them into active inertia. The need to maintain existing relationships with customers can hinder companies in developing new products or focusing on new markets. **Values harden into dogmas**, a company's values are the set of deeply held beliefs that unify and inspire its people. Values define how employees see both themselves and their employers. The "Firestone man," for example, exemplified loyalty to the company and a deep commitment to the community. Values also provide the centripetal force that holds together a company's far-flung operations. Laura Ashley franchisees rallied around the banner of the company's traditional values, helping to create a strong brand identity around the world. As companies mature, however, their values often harden into rigid rules and regulations that have legitimacy simply because they're enshrined in precedent. Like a petrifying tree, the once-living values are slowly replaced by the cold stone of dogma. As this happens, the values no longer inspire, and their unifying power degenerates into a reactionary tendency to circle the wagons in the face of threats. The result, again, is active inertia.

**The tough process of renewal:** Success breeds active inertia, and active inertia breeds failure. But is failure an inevitable consequence of success? In fact, it often makes matters worse.

Instead of rushing to ask, “What should we do?” managers should pause to ask, “What hinders us?” That question focuses attention on the proper things: the strategic frames, processes, relationships, and values that can subvert action by channeling it in the wrong direction. Most struggling companies have a good sense of what they need to do. They have stacks of reports from inside analysts and outside consultants, all filled with the same kinds of recommendations. Even after a company has come to understand the obstacles it faces, it should resist the impulse to rush forward. Some business gurus exhort managers to change every aspect of their companies simultaneously, to foment revolution within their organizations. The assumption is that the old formulas need to be thrown to the wind—and the sooner, the better. But the veterans of change programs whom I’ve talked to argue against that approach. They say that by trying to change everything all at once, managers often destroy crucial competencies, tear the fabric of social relationships that took years to weave, and disorient customers and employees alike. A revolution provides a shock to the system, but the shock sometimes proves fatal. Why Leaders Lose Their Way, To stay grounded executives must prepare themselves to confront enormous complexities and pressures. Why do they risk great careers and unblemished reputations for such ephemeral gains? Do they think they won't get caught or believe their elevated status puts them above the law? Was this the first time they did something inappropriate, or have they been on the slippery slope for years? In these ongoing revelations, the media, politicians, and the general public frequently characterize these leaders as bad people, even calling them evil. Simplistic notions of good and bad only cloud our understanding of why good leaders lose their way, and how this could happen to any of us. Leaders who lose their way are not necessarily bad people; rather, they lose their moral bearings, often yielding to seductions in their paths. Very few people go into leadership roles to cheat or do evil, yet we all have the capacity for actions we deeply regret unless we stay grounded.

**Objective (vi) To suggest possible applications of Positive Psychology for benefit of good leadership**

**Leadership Self Trap:**

Most people value fair compensation for their accomplishments, few leaders start out seeking only money, power, and prestige. Along the way, the rewards—bonus checks, newspaper articles, perks, and stock appreciation—fuel increasing desires for more. This creates a deep

desire to keep it going, often driven by desires to overcome narcissistic wounds from childhood. Many times, this desire is so strong that leaders breach the ethical standards that previously governed their conduct, which can be bizarre and even illegal. leading the company from peak to peak, delivering the goods quarter by quarter—is an intoxicating one. It is a pattern of celebration leading to belief, leading to distortion. Once they achieve good results... Leaders are typically celebrated, and they begin to believe that the figure at the center of all that champagne-toasting is themselves." When leaders focus on external gratification instead of inner satisfaction, they lose their grounding. Often they reject the honest critic who speaks truth to power. Instead, they surround themselves with sycophants who tell them what they want to hear. Over time, they are unable to engage in honest dialogue; others learn not to confront them with reality.

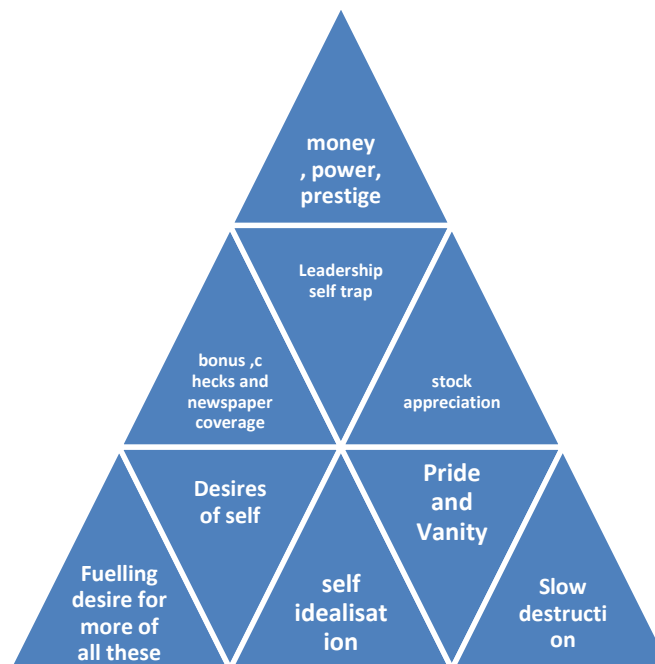
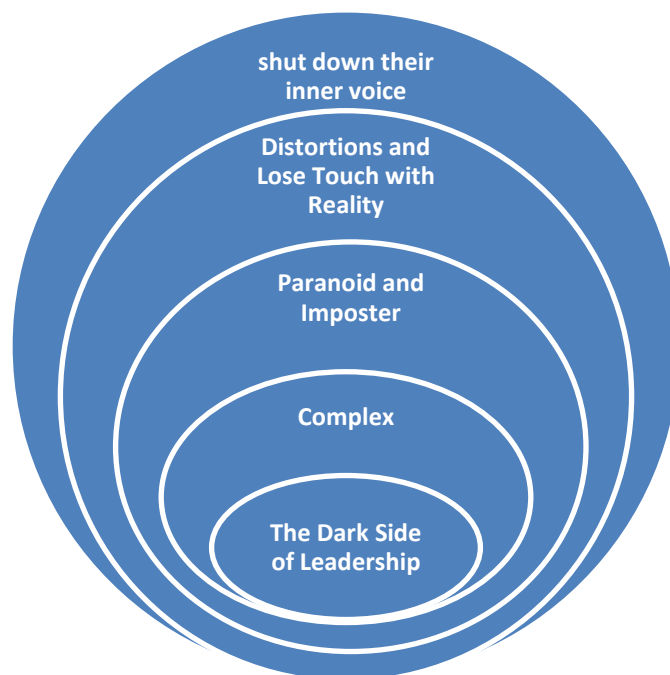


Figure:6; The complex pyramid of Leaders self traps; Concept; Dr.C.Karthikeyan, Director-AIT

### The Dark Side Of Leadership

Many leaders get to the top by imposing their will on others, even destroying people standing in their way. When they reach the top, they may be **paranoid** that others are trying to knock them off their pedestal. Sometimes they develop an **impostor complex**, caused by deep **insecurities** that they aren't good enough and may be unmasked. To prove they aren't impostors, they drive

so hard for perfection that they are incapable of acknowledging their failures. When confronted by them, they convince themselves and others that these problems are neither their fault nor their responsibility. Or they look for scapegoats to blame for their problems. Using their power, charisma, and communications skills, they force people to accept these **distortions**, causing entire organizations to **lose touch with reality**. At this stage leaders are vulnerable to making big mistakes, such as violating the law or putting their organizations' existence at risk. Their distortions convince them they are doing nothing wrong, or they rationalize that their deviations are acceptable to achieve a greater good. It's lonely at the top, because leaders know they are ultimately responsible for the lives and fortunes of people. If they fail, many get deeply hurt. They often deny the burdens and loneliness, becoming incapable of facing reality. They **shut down their inner voice**, because it is too painful to confront or even acknowledge; it may, however, appear in their dreams as they try to resolve conflicts rustling around inside their heads. Meanwhile, their work lives and personal lives get out of balance. They **lose touch** with those closest to them—their **spouses, children, and best friends**—or co-opt them with their points of view. **Eventually, they lose their capacity to think logically about important issues.**



**Figure;7: The Dark side of Ledership; Concept; Dr.C.Karthikeyan**

### **Values-centered Leadership**

Leading is high stress work. There is no way to avoid the constant challenges of being responsible for people, organizations, outcomes, and uncertainties in the environment. Leaders



who move up have greater freedom to control their destinies, but also experience increased pressure and seduction. Leaders can avoid these pitfalls by devoting themselves to personal development that cultivates their inner compass, or True North. This requires reframing their leadership from being heroes to being servants of the people they lead. This process requires thought and introspection because many people get into leadership roles in response to their ego needs. It enables them to transition from seeking external gratification to finding internal satisfaction by making meaningful contributions through their leadership. Maintaining their equilibrium amid this stress requires discipline. Some people practice meditation or yoga to relieve stress, while others find solace in prayer or taking long runs or walks. Still others find relief through laughter, music, television, sporting events, and reading. Their choices don't matter, as long as they relieve stress and enable them to think clearly about work and personal issues.

### **A System To Support Values-centered Leadership**

The reality is that people cannot stay grounded by themselves. Leaders depend on people closest to them to stay centered. They should seek out people who influence them in profound ways and stay connected to them. Often their spouse or partner knows them best. They aren't impressed by titles, prestige, or wealth accumulation; instead, they worry that these outward symbols may be causing the loss of authenticity. Spouses and partners can't carry this entire burden though. We need mentors to advise us when facing difficult decisions. Reliable mentors are entirely honest and straight with us, defining reality and developing action plans. In addition, intimate support groups like the True North Groups, with whom people can share their life experiences, hopes, fears, and challenges, are invaluable. Members of our True North Group aren't impressed by external success, but care enough about us as human beings and as leaders to confront us when we aren't being honest with ourselves.

**Objective : (vii) : To evaluate the suggestions for better leadership development practices to Sustain Positive Leader Founding Mentality.**

**Conclusion and Suggestions;** Self-reflection: A Path to Leadership Development: Before anyone takes on a leadership role, they should ask themselves, "Why do I want to lead?" and "What's the *purpose* of my leadership?" These questions are simple to ask, but finding the real

answers may take decades. If the honest answers are power, prestige, and money, leaders are at risk of relying on external gratification for fulfillment. There is nothing wrong with desiring these outward symbols as long as they are combined with a deeper desire to serve something greater than oneself. Leaders whose goal is the quest for power over others, unlimited wealth, or the fame that comes with success tend to look to others to gain satisfaction, and often appear self-centered and egotistical. They start to believe their own press. As leaders of institutions, they eventually believe the institution cannot succeed without them. **Be Stubborn and Flexible;** *There's a challenge in being stubborn and flexible. Bezos warns:* "The thing about inventing is you have to be both stubborn and flexible, more or less simultaneously. The hard part is figuring out when to be which!". One of the things I've heard about entrepreneurs is that they are inherently stubborn individuals. They're the "natural leaders" who like to take charge and have things done their way. In this sense, it seems as if they are close minded on both tactical details and vision. **Stick with Two Pizzas;** When teams grow larger, they have a tendency to become less efficient. This inefficiency reduces the output of the team and leads to waste. So keep teams small and let them test. **3. Never Stop Experimenting:** *"If you double the number of experiments you do per year you're going to double your inventiveness."* If you ask most CEOs, they'll tell you that experimentation is imperative for their business. It's how new innovations are born and how they stay competitive in the market. Automotive companies have concept cars; food companies experiment with new foods and flavors; retail companies experiment with placement of products and store atmosphere; drug companies are built on experimentation; tech companies have "labs" . **Measure the Experiments;** When someone comes up with an idea for an experiment, the first question to ask yourself is "can we measure this?" Even if you can measure it, and the results tell you not to do it, that doesn't always mean that you shouldn't. Bezos says, *"Sometimes we measure things and see that in the short term they actually hurt sales, and we do it anyway."* While they may hurt the short term, they can benefit in the long term. If it's good for customers, it's a good indicator that you should make that experimental practice permanent. **Continue to Experiment :** If you decide that you're going to do only the things you know are going to work, you're going to leave a lot of opportunity on the table. Companies are rarely criticized for the things that they failed to try. But they are, many times, criticized for things they tried and failed at."Experimentation can be a precursor to innovation, so make sure that you're always experimenting. **Be Willing to Invent:** It's clear he's passionate

about invention. When you're an entrepreneur, no matter what field, you have to love to invent and build things. Whether you're Henry Ford building a car, the Wright brothers building an aircraft, or any software engineer inventing new software. It's in every great entrepreneurs DNA. The love of brainstorming, experimenting, and toying are all fundamental characteristics of inventors and entrepreneurs. Invention and inventors push the world forward. One of my favorite quotes is all about being an inventor and explorer. Think Long Term; it should be long term: Obviously, thinking long term requires a tremendous amount of patience. This is especially true when you're the CEO who needs to also focus on day-to-day operations. And it requires you to be misunderstood for long periods of time. It's part of building something new. So you need to invent and be willing to be misunderstood. Because all disrupters are inventors. And me-too companies are not inventors. He also says that long-term thinking and experimentation needs to be a fundamental ingredient of the company: Thinking long term and not being obsessed with quarter-to-quarter finances is. It doesn't make sense if you focus only on near-term returns when you plan to be around for the long term. Good for the company, because you can be more open to innovation if you think and focus on the long term. Avoiding doing something early on because it's bad for short term is bad strategy. Some things won't pay off right away. Focus on the long term and you'll have better results. Short term is a poor predictor for long term. "If we think long term, we can accomplish things that we couldn't otherwise accomplish." Tie Experimentation, Willingness to Invent, and Innovation All Together: Innovation = Experimentation + Willingness to Invent. **If you never want to be criticized, for goodness sake don't do anything new.** "So it's okay though if you have a willingness to be misunderstood for long periods of time, if you have a willingness to fail, then what you can do is you can ramp up your rate of experimentation. So successful invention is inventions that customers care about. It's actually relatively easy to invent new things that customers don't care about. But successful invention, if you want to do a lot of that, you basically have to increase your rate of experimentation and that you can think of as a process – how do you go about organizing your systems, your people, all of your assets, your own daily life and how you spend time, how do you increase those things to increase your rate of experimentation? Because not all of your experiments are going to work." **Present and Discuss Memoranda:** If you ever get into a flow of writing, you'll notice something amazing happens. Your brain produces thoughts and ideas faster than your fingers can type them. You're totally in the zone. It's an exciting, yet

frantic experience, because you want to write down all of the thoughts so you don't forget them. Creating slide shows doesn't have that affect. Even if it could, you are forced to limit your thinking to only the main points. Writing 6 pages forces the author to think things through, and reading and discussing them allows the audience to get to all of the author's thoughts. **Obsess About Customers:** When you work backwards, you start with the customer and their needs and problems. This is the opposite of what some companies do, which is: they think up ideas, build a product, and then see if customers like it.

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