



*Individual
Assignment 1*

*Leading & Developing People
(IUBA 6003)*

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➤ Introduction:

Pichai Sundararajan, commonly known as Sundar Pichai, is an American business leader who was born on June 10, 1972. *(Wikipedia contributors, Sundar Pichai 2023.)* Pichai was born in Madurai, Tamil Nadu, India, to a Tamil Brahmin family. Pichai completed his education at Vana Vani School at IIT Madras and his senior year at Jawahar Vidyalaya Senior Secondary School in Ashok Nagar, Chennai. He is a prominent IIT Kharagpur alumni who graduated with a degree in metallurgical engineering. He received his M.S. in materials science and engineering from Stanford University and his MBA from the Wharton School of the University of Pennsylvania, where he was recognized as a Siebel Scholar and a Palmer Scholar, respectively. *(Sundar pichai- the man behind Google's Explosive Growth, 2023.)* He is now, currently the chairman and CEO of Alphabet Inc. and its subsidiary

company, Google. Engineering materials which was momentarily Pichai's first line of work.

After a brief stint at the management consulting firm, McKinsey & Co., Pichai joined Google in 2004 and oversaw the product management and innovation efforts for a number of Google's client software products, including Google Chrome and ChromeOS. He also played a significant role in the creation of Google Drive. In addition, he later oversaw the creation of additional programmes such as Gmail and Google Maps. Pichai also unveiled the new video format, WebM, and said that Google had opened-sourced the new video encoder VP8 in the year of 2010. With this, in the year of 2012, the Chromebook was being introduced to the world mechanically. Pichai initially expanded the range of Google products where he was in charge of in 2013 by adding Android. Despite this, on the year of August 10 2015, Pichai was chosen by CEO Larry Page to succeed him as Google's chief executive officer (CEO). *(Anushkasaxena, 2022.)*

Ideally, one of the most inspiring quotes expressed by Sundar Pichai is, "*Wear your failures as a badge of honor.*" This states that no matter how much hardships or failures we have faced in life, we don't take off our armor and keep fighting, it is prone that we'll undoubtedly succeed one day. *(Martha, 2022.)* Thus, with all of these achievements, Sundar Pichai is known to be one of the most popular leaders in the world with the one most fast advancing technology we all have with us today, which of, that is Google.

➤ What is Leadership?

Moving on, now that we know who Sundar Pichai is and what are his achievements in life, let us now look into what is leadership skills and the types of leadership skills that have defined Sundar Pichai as a leader today. Subsequently, the traits and talents that people possess that enable them to supervise operations, direct initiatives, and direct their teams towards the accomplishment of objectives are known as leadership skills. Executives must be in a position where they can use their leadership abilities to distribute resources in a way that will effectively accomplish the objectives and goals of their organization. Leadership has a significant role in shaping the culture of an organization and the environment that fosters creativity and innovation. According to a number of studies, chief executive officers (CEOs) may impact innovative behavior by motivating and assisting staff members in coming up with and implementing new ideas. Studies have shown that the CEO's leadership is a key factor in creating an environment that is conducive to innovation. The CEO's primary duty is to establish a favorable

organizational atmosphere. When the CEO is not supportive of innovation, all staff picks up on this attitude. The capacity for delegation, motivation, and good communication are all essential leadership traits. Honesty, self-assurance, dedication, and innovation are further qualities of a leader. Executives in the IT industry are sometimes expected to be masters of all crafts.

Similarly, their leadership abilities must be focused on risk management, disaster recovery, compliance, and other facets of data governance in addition to being able to plan strategically. Some abilities that may guide and inspire the team members towards achievement are necessary for a person to be a successful leader. For instance, the individual should be able to communicate effectively and openly, think strategically, be positive, resolve conflicts, manage their time well, and, most importantly, be creative. To advance in your work, you must have strong leadership abilities. Henceforth, based on or understanding based on what leadership skills is all about, let us know have an overlook on the types of leadership skills that Sundar Pichai had utilized over the past years and how e used them to build his career. There are two major types of leadership skills that Sundar Pichai had utilized over the years which had made him so successful up to today. The two theories that we are going to be looking at here are:

- ✓ **Transformational Leadership Skills**
- ✓ **Adaptive Leadership Skills**

➤ **Transformational Leadership Skills:**

Transformative leadership has gained popularity in quite the recent years. In today's digital age, businesses in all industries are experiencing fast transformation. The ability to inspire, motivate, and urge staff to act in ways that bring about substantive change is a trait of transformational leaders. An empowered staff that is engaged as a consequence may innovate and contribute to the success of an organization in the future. Leadership specialist and presidential biographer James MacGregor Burns was the one to first establish the idea of transformational leadership. Burns claims that transformational leadership is evident when “**Leaders and followers make each other advance to a higher level of moral and motivation.**” (Kaars & Kaars, 2017.)

According to Scouller, a great leader should also be a good listener. Pichai is renowned for keeping a low profile at meetings and conferences so that participants may freely express their ideals. After everyone has spoken, he gathers all of the ideas and selects the ones that are best for each department. He conveys a soft-spoken appearance and talks passionately when giving remarks. He explains future advances in a sincere, logical, and honest manner that makes them sound doable and plausible. Sundar is a quite an individual who doesn't have a reputation for skydiving or auto racing. People gravitate towards him because they can connect to his cool, collected demeanor. Pichai's ascension has benefits and drawbacks. For example, the threat competing businesses like Amazon pose to Google are being discovered as one of the major issues seen in Pichai's

By claiming that it knows its users personally, unlike Google, Facebook is able to target advertisements. The corporation is accused of unfairly favoring its operations over those of its rivals, according to European authorities, which Sundar is also facing. Additionally, the regulators are examining whether Google forced the Android System's creators to join the organization. Much more likely, it's pretty sure he will discover solutions to the problems facing his management because of his perseverance to appreciate and handle challenges. *(Good Essay On The Leadership Traits Of Google's CEO: Sundar Pichai, 2021.)* According to leadership theories, Sundar Pichai exemplifies the finest type of leadership in a company by being a transformative manager. Most of all, from here we can surely say that he is an honorable person and has the capacity to motivate others to work towards shared objectives. Sundar's leadership will undoubtedly help the company advance to new heights. Management is an amalgam of traits, deeds, situational reactions, and changes that guide the business in the direction of expansion. The mixture should be used as effectively as possible by a suitable leader.

One of the few highly regarded businesses in the world is Google. With its headquarters in Mountain View, California, the company has developed into a world leader in its industry owing to the transformational leadership of its CEO, Indian-American business executive Sundar Pichai. The outstanding performance of this leader has an impact on the numerous action logics mentioned above. His transformative leadership in particular paints a picture of him as a planner and an achiever. On top of that, Pichai has a solid reputation as a strategist who successfully executes revolutionary plans. He has put a lot of money into a human resource staff, in particular, that supports the concept of diversity in the workplace. Pichai has so greatly benefitted from the wide input of employees who come from all areas of the world with the aim of providing distinctive and incredibly useful contributions. It is evidence that Pichai is a strategist who can establish a communal environment that enables all employees to work together despite their differences that a varied workforce is made up of managers who could have various action logics. Strategists like Sundar Pichai are affiliated with institutions that are well-known across the world, due to its ability to service users from all over the world, Google enjoys a prestigious position.

➤ Adaptive Leadership Skills:

A useful paradigm for leadership called "adaptive leadership" can support people and organizations in being adaptable and resilient under difficult circumstances. Adaptive work frequently entails questioning the current quo and implementing changes that, although essential, may appear severe. *(Good leadership means having an adaptive leadership style that allows the leader to adapt to many different situations, .n.d.)* Managers are tasked with exercising boldness and making thoughtful, perhaps surprising judgments under this leadership style. With the help of adaptive leadership, leaders may identify and concentrate on the key components of a company operation while letting go of the ones that are unnecessary. Adaptive leadership is a realistic method to resolving business difficulties. Authors Marty Linsky and Ronald Heifetz, Harvard academics, and leadership authorities created the adaptive leadership theory. After conducting a thorough analysis, Marty Linsky and Heifetz came to the conclusion that enterprises are always evolving and must be managed accordingly, employing the principle of adaptive leadership.

In spite of this, the ability to adapt and prosper in the face of difficulty is a key component of adaptive leadership, and it also helps organizations get ready to face the process of change. This leadership strategy uses diagnosis, interruption, and innovation to build capacities that are in line with an organization's goals. A framework consisting of two major factors, the first of which is referred to as the discipline assessment and the second of which is known as the experimental and smart risks, serves as its definition. Discipline assessments are known for closely observing the effects of new systems and processes, reporting their findings, and working with teams to make any necessary improvements, whereas experimental and smart risks are known for creating and testing the following steps while also learning from mistakes and being flexible. Due to the fact that adaptive leadership lays such a heavy emphasis on overcoming obstacles to achieve success, it may have a profound effect on an organization. *(Good Essay On The Leadership Traits Of Google's CEO: Sundar Pichai, 2021.)* An aspiring company leader who faces the difficulty of setting challenging goals and must be able to mobilize the team to achieve them is an illustration of this problem-solution dichotomy. The opportunity for great benefits for the organization and its members would inspire an adaptable leader to take on this task.

Customarily, Sundar is adaptable since he changes his leadership tactics according to the circumstance. He must occasionally be strict, when he is mentoring youngsters, in particular, he sometimes lets his guard down, since he is democratic, participatory, relationship-oriented, and task-oriented, the new Google CEO employs a

variety of leadership philosophies. He embodies holistic leadership to the fullest extent. Sundar possesses the traits needed to be a successful manager, according to the characteristic models. He possesses a number of qualities, such as likeability, acceptable decision-making abilities, empathy, integrity, and assertiveness. Regarding behavioral theories, he acts in a way that a great leader should, and his actions are a sign of such. Depending on the tactics, a manager may or may not impose his or her will on employees.

Furthermore, the emphasis on cooperation and teamwork that Pichai places on in his leadership style is one of its main tenets. Pichai has sought to develop a culture at Google that promotes cooperation and encourages staff members to share their ideas and cooperate to discover answers since he believes that the best ideas come from groups of people working together. The Android operating system and the Google search engine are two of the unique products and services that Google has created with the aid of this methodology. His emphasis on creativity and invention is another crucial component of Pichai's leadership approach. When it comes to problem-solving, Pichai pushes his Google staff to go outside the box and find fresh approaches. Because of this, Google has created some of the most cutting-edge technologies in the world, like self-driving vehicles and artificial intelligence. Pichai is great example of a leader who applies the right ideas to deal with various situations at Google which clearly show that he have great adaptive leadership skills.

➤ Conclusion:

Hereby, based on the case study analysis, we can say that due to the crucial role that leaders play in influencing the public perception of their particular organizations, the topic of leadership has received much study in modern literature. Particularly, the revolutionary contributions of some of the well-known business entities like Google and Apple have helped them reach their current worldwide prominence. However, this study has established the idea of action logics, which describes how well-known business executives develop their groundbreaking personalities. Sundar Pichai, the CEO of Google at the moment, has been portrayed as a successful corporate leader who has shown both achiever and strategist action logics. Trade unions are stringent and they closely watch the actions of different leaders in an effort to guarantee that they treat their workers fairly as a result of the efforts to safeguard the essence of human capital. Typically, Sundar Pichai is well aware of the benefits about the contemporary management theory. He cultivates the abilities of his workers and helps them to focus on the corporate goals. Since Mr. Pichai has a stellar track record, it is not doubtful that he would have made any other decisions. He had the expertise to run the multinational corporation thanks to his experiences in the sector. (Good

Essay On The Leadership Traits Of Google's CEO: Sundar Pichai, 2021.) He is a true example of the key qualities of a successful leader who motivates his subordinates to concentrate on the corporate vision. He constantly looks forward to difficulties since they provide him a chance to demonstrate his abilities.

In conclusion, Mr. Pichai's ability to avoid office politics is impressive since it reduces problems at work and creates a conducive environment for performing responsibilities. Since rivalry appears at every turn, it requires tremendous strength to avoid it. Pichai's addition of transformative leadership to Google is appropriate for sustaining the business's performance. It is unnecessary to have a strong and intelligent leader who cannot inspire others to work. It might be difficult to describe leadership because it is a broad and comprehensive notion. A strong leader is one that encourages and inspires their team, communicates clearly, and takes responsibility for their actions. The leadership exhibited by Sundar Pichai of Google Inc. should serve as an example for other managers, employees and the public union of the twenty-first century as it has transformed so many people's lives today.

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