

## Editorial

### Leadership – The Changing Paradigm

For a society that has become complacent in being dispensed with selfless leadership from the throne, changes in political structures and new demands of the people impose a formidable challenge to the leadership. Until recently Bhutanese looked upon the throne for an assured visionary leadership. Today several levels and sources of leadership are created.

Decentralization, described as empowerment of people devolves leadership responsibilities. Empowerment also encapsulates the responsibility to envision direction, lead and manage development of the community or organizations and motivate people’s capacities towards the vision. This is a huge responsibility. This responsibility entails good leadership.

The council of ministers, the 202 Chairpersons of Gewog Yargay Tshogdues, 20 chairpersons of Dzongkhag Yargay Tshogdues and the members of the National Assembly are the sources from where this leadership must emanate.

Because leadership is critical in determining the direction and pace of progress of a society or an organization, leaders must bring out the best of human aspirations and capabilities. For Bhutan the expectations are high since the throne, which had been the fountain of leadership had set high standards.

As a society, we have become accustomed to a clean, visionary and a selfless leadership. Many Bhutanese would resent any lesser standards of leadership. This expectation of the society should



Real Leaders only point the right way

compel our new leaders both at Thimphu and in the villages to strive for excellence in leadership. Our leaders of today now have to grapple with the art and science of leadership excellence. Leadership qualities must be honed. Vision, commitment, selflessness, courage, and communications are some of the qualities that Bhutanese had observed in its leaders. These qualities have granted progress and prosperity to the nation. Today we look for these time-tested qualities in our new leaders.

Studies in leadership tell us that leaders are made and not necessarily born. Like we can learn any other management skills, leadership can be learned. While a lot of the new leaders may be naturally gifted, others can make a difference through learning. This learning is of grave importance since the stakes of a leader is high. For a start, the new leaders should realize that leadership has tremendous impact on society and organizations and be aware that the Bhutanese followers have great expectations from them. Of course, the best training for leadership is being a good leader.

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## Course In Focus - DIMS

### DIPLOMA IN INFORMATION MANAGEMENT SYSTEM (DIMS) COURSE OUTLINE

#### Objectives:

- Develop proficiency to design solutions, implement, deploy, install and configure networks
- Exploration of the technical and interactive human aspects of computing and computing applications
- To acquaint in office technologies and Internet applications
- Develop proficiency in authoring both standard and web based applications

**Duration:** 24 months ( From July, every year)

**Designed for:** pre-service candidates (plus 2) from higher secondary schools with competence at the following levels: Pure Mathematics and English.

#### Learning Areas:

In addition to three-months of individual system development (Client Project) DIMS provide the following learning areas/modules that are divided into four semesters (a se-



- Basic Computing
- Effective Communication
- Basic Theory & Concepts on management
- Project Management
- Programming Fundamentals (Pascal)
- Programming Concepts
- Database Programming
- System Analysis & Design
- Web Design & Development
- Visual basic & SQL
- Programming Language (C++)
- Data communication
- Network Administration
- Client Project (3 months)

## Leadership - Character and Traits Building Excellence

(Source : [www.nwlink.com](http://www.nwlink.com))

Leaders do not command excellence, they build excellence. Excellence is “being all you can be” within the bounds of doing what is right for your organization. To reach excellence you must first be a leader of character. You must do everything you are supposed to do. An organizations will not achieve excellence by figuring out where it wants want to go, then having leaders do whatever they have to in order to get the job done, and hope that along the way those leaders acted with good character. That way is backwards. Pursuing excellence should not be confused with accomplishing a job or task. When you do planning, you do it by backwards planning. But you do not achieve excellence by backwards planning. Excellence starts with leaders of character who engage in the entire process of leadership. And the first process is being a person of honorable character

Character develops over time. Many think that much of character is formed early in life. However, nobody knows exactly how much or how early character develops. But, it is safe to claim that character does not change quickly. A person’s observable behavior is an indication of her character. This behavior can be strong or weak, good or bad. A person with strong character shows drive, energy, determination, self-discipline, willpower, and nerve. She sees what she wants and goes after it. She attracts followers. On the other hand, a person with weak character shows none of these traits. She does not know what she wants. Her traits are disorganized, she vacillates and is inconsistent. She will attract no followers

A strong person can be good or bad. A gang leader is an example of a strong person with a bad character, while an outstanding community leader is

An organization needs leaders with strong and good characteristics, people who will guide them to the future and show that they can be trusted.

To be an effective leader, your people must have **trust** in you and they have to be sold on your vision. Korn-Ferry International, an executive search company, performed a survey on what organizations want from their leaders. The respondents said they wanted people who were **ethical** and who convey a strong vision of the future. In any organization, a leader's actions set the pace. This behavior wins trust, loyalty, and ensures the organization's continued vitality. One of the ways to build trust is to display a good sense of character. Character is the disposition of a person, made up of beliefs, values, skills, and traits.

**Beliefs** are the deep rooted beliefs that a person holds dear. They could be assumptions or convictions that you hold true regarding people, concepts, or things. They could be the beliefs about life, death, religion, what is good, what is bad, what is human nature, etc.

**Values** are attitudes about the worth of people, concepts, or things. For example, you might value a good car, home, friendship, personal comfort, or relatives. These are important because they influence your behavior to weigh the importance of alternatives. For example, you might value friends more than privacy.

**Skills** are the knowledge and abilities you gain throughout life. The ability to learn a new skill varies with each individual. Some skills come almost naturally, while others come only by complete devotion to study and practice.

**Traits** are distinguishing qualities or characteristics of a person, while character is the sum total of these traits. There are hundreds of personality traits, far too many to be discussed here. Instead, we will focus on a few that are crucial for a leader. The more of these you display as a leader, the more your people will believe and trust in you:

**Honesty** - Display sincerity, integrity, and candor in all your actions. Deceptive behavior will not inspire trust in your people.

**Competent** - Your actions should be based on reason and moral principles. Do not make decisions based on childlike emotional desires or feelings. **Forward-looking** Set goals and have a vision of the future. The vision must be owned throughout

the organization. Effective leaders envision what they want and how to get it. They habitually pick priorities stemming from their basic values.

**Inspiring** - Display confidence in all that you do. By showing endurance in mental, physical, and spiritual stamina, you will inspire your people to reach for new heights. Take charge when necessary.

**Intelligent** - Read, study, and seek challenging assignments.

**Fair-minded** - Show fair treatment to all people. Prejudice is the enemy of justice. Display empathy by being sensitive to the feelings, values, interests, and well-being of others.

**Broad-minded** - Seek out diversity.

**Courageous** - Have the perseverance to accomplish a goal, regardless of the seemingly insurmountable obstacles. Display a confident calmness when under stress.

**Straightforward** - Use sound judgment to make a good decision at the right time.

**Imaginative** - Make timely and appropriate changes in thinking, plans, and methods. Show creativity by thinking of new and better goals, ideas, and solutions to problems

#### **Attributes**

Attributes establish what leaders are, and every leader needs at least three of them:

#### **Standard Bearers**

Establish the ethical framework within an organization. This demands a commitment to live and defend the climate and culture that you want to permeate your organization. What you set as an example will soon become the rule as unlike skills or knowledge, ethical behavior is learned more by observing than by listening. And in fast moving situations, examples become certainty. Being a standard bearer creates trust and openness in your employees, who in turn, fulfill your visions.

#### **Developers**

help others learn through teaching, training, and coaching. This creates an exciting place to work and learn. Never miss an opportunity to teach or learn something new yourself. Coaching suggests someone who cares enough to get involved by encouraging and developing others who are less experienced. Employees who work for developers know that they can take risks, learn by making mistakes, and winning in the end.

## Highlights of Campus Events

### Lyonpo Ugyen Tshering - Reliability, Trustworthiness and Good moral essential for civil servants



The Minister for Labor and Human Resources, Lyonpo Ugyen Tshering, addressing the RIM graduates of 2004 and 2005 said that reliability, trustworthiness and good moral were some of the qualities that civil servants must develop and exhibit to succeed in the civil service. "Be reliable because one who can be relied on wins the trust and therefore wins responsibilities".

Speaking as the chief guest during the 9<sup>th</sup> Convocation of the Royal Institute of Management on 15<sup>th</sup> July 2005, Lyonpo Ugyen Tshering, said that convocation did not mean an end to learning. He advised the graduates to harbor inquisitiveness. "There is no such thing as an end to learning. Always try to update your knowledge, especially your professional knowledge", the Minister said.

The Minister called on the graduates to be financially prudent in their private lives. He said that several civil servants failed in their professional careers because they failed to manage their private finances efficiently. Lyonpo Ugyen highlighted the importance of personal habits. He reminded that personal habits such as use of alcohol and drugs would ultimately ruin their careers and their lives. He said that civil servants must be able to take up social responsibilities.

The minister also advised the 203 graduates who attended the 9<sup>th</sup> convocation ceremony to be mindful of family responsibilities especially towards their parents. He reminded the graduates that parents have invested and sacrificed their lives for the good of their children. "Today, your parents

should have the joy and benefit of your gratitude and affection," said Lyonpo Ugyen.



Offering Tashi Memlam

### RIM seeks partnership in National Institute of Financial Management, NIFM, India

A team of six faculty members led by the director, Sonam Phuntsho visited the NIFM institute in Faridabad, India from 7<sup>th</sup> July to 24<sup>th</sup> July 2005. The visit was undertaken to explore scope for developing institutional partnership between RIM and NIFM.



The team at NIFM

Besides others, the visiting team studied the course curriculum of NIFM's MBA (Finance) program, its governance and accreditation. The MBA is a flagship program of NIFM and it is exclusively for middle and senior level government officers who are engaged in the management and administration of government finance. The team was also exposed to curriculum contents and the management of other short courses that NIFM offered.

The NIFM is an autonomous institute of the Ministry of Finance, Government of India set up in 1993 as a training institute for the government dealing with financial management, public finance, auditing and other related disciplines.

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### RIM receives new trainees

On 17<sup>th</sup> July 2005, RIM received a total of 80 trainees for its induction course for department of Revenue and Customs (DRC), Diploma in Financial Management course (DFM) and the Diploma in Information Management Systems (DIMS) course.

There were 25 trainees admitted to the induction course for DRC. These trainees who have completed their class 12 would be undertaking six months induction course.

30 trainees are admitted into the DFM course which is a two-year program designed to prepare trainees as assistant accountants and other financial positions. The trainees of the course are class 12 passed candidates.

DIMS also received 30 trainees who would study information management system in the institute for two years.

# Leadership of Jangchubsempas

By : Jit Tshering, RIM



Jit Tshering, Sr, lecturer

When you think of a good leader, what kind of image comes to your mind immediately? A commanding figure. A powerful person. A fearful person. I asked a couple of my friends. Usually, the image that seems to cross our minds is of a person giving directions and instructions to others. In this, the leader is seen as someone in charge, controlling and directing. More often than not, this person is sturdy and has good looks. The chances are the person is a male [We normally associate leaders with males. This is another issue; we will not dwell on in this paper.]. This is us. I do not think that we are very different from the rest in this aspect. I have a feeling, we represent the majority pretty well at least in our perception of a good leader. A leader in a normal circumstance is seen in front of the followers. Our concept of leader is someone in front. Can a leader lead from else where but the front? Does a leader have to be always visible and giving directions? Is the leader always dragging people towards him or her?

There are evidences from literature that a leader



is not always in front and not always dominating. Most of the literature that we normally refer to is western. Therefore, we

can use the escape clause and say that it is not relevant to our context and culture. Therefore, lets look at our own context and culture. In the following sections, I will make an attempt to present three different styles of leadership from a Buddhist literature. I will be referring to *Kunzang Lama'i Shelung* in this.

Let us take the *Jangchubsempas* (A being who is practising Bodhisattva path (Byang Chub Sems Dpas)) as leaders and their working as the styles. There are three

different categories of Jangchubsempas; the way of king, boatman and shepherd. These can be categorized as leader in front (king), leader with the followers (boatman) and the leader behind the followers (shepherd).

## The King's Way

"A king's first priority is to overcome all his rivals ... and proclaim(s) himself sovereign. Only after that does his wish to take care of his subjects come into effect." [From *The Words of My Perfect Teacher*, *Kunzang Lama'i Shelung* ] A king looks towards his own interest at first. He establishes himself, gains power and authority with the aim to help his subject. His power to help others comes from his being the king. In this way, the king leads from the front. He has been there (a place of comfort) and wants to help others to reach there. The source of power in this instance is not from the followers but from the position. The language the king uses is "follow me", "come," or "let me help you." The people see the leader and know that he has the authority to lead and direct. People see what he has achieved. There is confidence because people know that the king knows (has knowledge) the way and has resources (skill) to help others. His achievement is the undisputable fact as every one can see for themselves.

The king stoops down to help. There is a big difference between the king and the subjects.

## Boatman's Way

"A boatman aims to arrive on the other shore together with all his passengers." [Kunzang Lama'i Shelung, ibid] A boatman initiates. He is concerned for the followers. His concern for the follower takes care of himself also. The followers' and the leader's goal is the same. He is together with the passengers. He identifies with the followers as he is with them through thick and thin. Here again, the leader has the knowledge (knows the way) and resources (skill and a boat). The leader is trusted because the leader has endured the heat together with the followers. The leader's language will be "we." He will be saying, "let us go", "let us do it." The leader is seen struggling and working in the process of leading the people. He leads with the people.

## The Shepherd's Way



Tempa

He rests only after his sheep are safe, settled and grazing in green pastures. This leader cares for the followers. He wants the followers to be there before he can rest. It is the utmost desire of his heart. He leads from behind.

### Who is a better leader?

According to Kunzang Lama'i Shelung; the King's way is called "arousing bodhichitta with great wish", the boatman's "arousing bodhichitta with sacred wisdom" and the shepherd's "arousing of bodhichitta beyond compare." The shepherd's style is considered the best. Jampelyang (jam dpal dbyangs)[*A bodhisattva, an embodiment of knowledge and wisdom*] is supposed to have attained enlightened by this method. The boatman's style is ranked second. Jampa (byams pa), the future Buddha is said to be enlightened by this way. Let us compare and contrast these three styles.

### Commonality

These three leaders have a lot in common despite the different approaches they adopt. There are three important elements common to them. They have the competence in the form of knowledge, skills and attitude, which the followers are aware. They possess clear and a beneficial goal, and a compassionate heart.

### Competence

A leader not only has to have the competence but also should appear to have it in front of all. The people will immediately ask, "who is he?" before following. They would like to know if the person who claims to lead has the adequate knowledge or skills. In the above instances, all the three leaders have the competence and people know it. The king's competence is seen in his being the king. He has



Jowo

"Shepherds drive their sheep in front of them, making sure that they find grass and water and are not attacked by wild beasts." [Kunzang Lama'i Shelung, ibid] A shepherd has the concern of the sheep as the prime goal. He knows the terrain (environment) and drives the sheep in front of

achieved success, as stated earlier. The same success that he has achieved will be made available for others. In other words, the king will help others to reach his stage.

questioned, checked and affirmed. Only then, would other considerations follow. The boatman has the means and resources (boat), and the skill to row. The people can see him and his boat. The shepherd's call, strength and speed are there for the sheep to see. The sheep can see him saving sheep from danger and guiding towards the pasture. Therefore, before followers start following, the competence of the leader is questioned, checked and affirmed. Only then, would other considerations follow.

## Beneficial Goal



Jampel Yang

The next important factor is the beneficial goal. Some literature use vision. The leader has the skill and knowledge but does he know where we are supposed to go? All the above three leaders have clear goals. They know where they are going. The goal for the Jangchubsempas is to liberate all beings. It has the interest of the followers in the centre. People know it will benefit them. We often assume that having a goal is enough. We hardly give it another thought.

However, this goal has to be inspiring and should draw others to it. What makes a goal inspiring? It is the challenge of working towards it and more importantly, it is the benefit derived as a result of achieving it. How will the followers benefit? This is crucial. That's why I have termed it as beneficial goal. For some, it could be just some material benefit but to others a sense of self-actualizations. This could differ. Therefore, the skill of the leader is to set a goal, which appeals to all and spark their hearts on fire. It is for their good. The goal of the leader and the follower is the same. The destination is clear.

### Love translated in Service

All the above leaders love their followers. Their concerns form the centre of their activity. He leads

people towards “goals of beneficial permanence.” This “love sets a true leader apart from a power holder.”

To paraphrase John Edmund Haggai, love is active, serving and sacrificing. A boss or commander rules by fear but a leader leads with compassion. People follow. In fact, people love to follow. There is commitment. They follow with heart after starting with the head. Love and compassion are the essence of Jangchubsempa. These are the bedrock of Buddhism and of the major religions of the world. This is crucial for today’s leaders.

### **Difference**

The strategies adopted by the above leaders are different even though the final destination is same. These strategies differentiate their leadership styles; leading from the front, leading with the followers and leading from the behind. The religious discourse extols the shepherd as the best of the three leaders. For us lay man, what lessons can we draw? Which style should we adopt?

### **Conclusion**

Most of the Bhutanese would be tempted to say that we need the king’s in our context. If we are dealing with our people we need to rule with an iron hand. In fact, we might even go slightly further

and say “we need to manage them well.” May I just remind our readers? This king’s style of leadership is not with iron hand but with compassion and love. So are the other two. We are in need of leading rather than managing others I am tempted to say that the leadership style would depend. It would depend on situations. Some situations would need the king’s while others would require the boatman’s or the shepherd’s. The this world. It has to be practical. World needs this kind of leadership. Do we want to rise to the occasion? situation would comprise of the maturity levels of the followers and the urgency of the situation. These three styles of leadership have three important nuggets of leadership: competency, clear and beneficial goal and love in the form of service. These are supreme leadership categories. However, the sublimation of the supreme style is the shepherd’s where the followers’ interests are before the leaders. Dear readers, you might brush this aside saying this is only for Jangchubsempas. Let me remind you if Jangchubsempas’ style of leadership is only for those few, religion is not for us mortals. Religion is not only for the few. Religion is to make an impact in this world. It has to be practical. World needs this kind of leadership. Do we want to rise to the occasion?

### **Leadership Wisdom**

No man will make a great leader who wants to do it all himself, or to get all the credit for doing it.  
- Andrew Carnegie  
Leadership is practiced not so much in words as in attitude and in actions.  
- Harold Geneen  
The task of the leader is to get his people from where they are to where they have not been.  
- Henry Kissinger  
The quality of a leader is reflected in the standards they set for themselves.  
- Ray Kroc, Founder of McDonald’s  
The only real training for leadership is leadership.  
- Anthony Jay

### **Let’s Get Rid of Management**

People don’t want to be managed. They want to be led. Whoever heard of a world manager? World leader, yes. Educational leader. Political leader. Religious leader. Scout leader. Community leader. Labor leader. Business leader. They lead. They don’t manage. The carrot always wins over the stick. Ask your horse. You can lead your horse to water, but you can’t manage him to drink. If you want to manage somebody, manage yourself. Do that well and you’ll be ready to stop managing. And start leading. A message as published in the Wall Street Journal by United Technologies Corporation, Hartford, Connecticut 06101, reprinted in Bennis W. and Nanus B., Harper and Row Pub. Toronto, New York, 1985

## Leadership Quotes

Managers are people who do things right, while leaders are people who do the right thing.

- Warren Bennis, Ph.D.

If it's a good idea, go ahead and do it. It is much easier to apologize than it is to get permission.

- Admiral Grace Hopper

The most important quality in a leader is that of being acknowledged as such.

- Andre Maurois

All of the great leaders have had one characteristic in common: it was the willingness to confront unequivocally the major anxiety of their people in their time. This, and not much else, is the essence of leadership.

- John Kenneth Galbraith, U.S. economist "The Age of Uncertainty"

The real leader has no need to lead - he is content to point the way.

- Henry Miller

Leadership consists not in degrees of technique but in traits of character; it requires moral rather than athletic or intellectual effort, and it imposes on both leader and follower alike the burdens of self-restraint.

- Lewis H. Lapham

People ask the difference between a leader and a boss. . . . The leader works in the open, and the boss in covert. The leader leads, and the boss drives.

- Theodore Roosevelt

The final test of a leader is that he leaves behind him in other men the conviction and the will to carry on. . . . The genius of a good leader is to leave behind him a situation which common sense, without the grace of genius, can deal with successfully.

- Walter Lippmann

The quality of leadership, more than any other single factor, determines the success or failure of an organization.

- Fred Fiedler & Martin Chemers Improving

Leadership Effectiveness

Every organization must be prepared to abandon everything it does to survive in the future.

- Peter Drucker

A friend of mine characterizes leaders simply like this: "Leaders don't inflict pain. They bear pain."

- Max DePree

Ah well! I am their leader, I really ought to follow them!

- Alexandre Auguste Ledru-Rollin

A new leader has to be able to change an organization that is dreamless, soulless and visionless ... someone's got to make a wake up call.

- Warren Bennis

When the effective leader is finished with his work, the people say it happened naturally.

- Lao Tse

I start with the premise that the function of leadership is to produce more leaders, not more followers

- Ralph Nader

Leadership is understanding people and involving them to help you do a job. That takes all of the good characteristics, like integrity, dedication of purpose, selflessness, knowledge, skill, implacability, as well as determination not to accept failure.

- Admiral Arleigh A. Burke

Lead and inspire people. Don't try to manage and manipulate people. Inventories can be managed but people must be lead.

- Ross Perot

An empowered organization is one in which individuals have the knowledge, skill, desire, and opportunity to personally succeed in a way that leads to collective organizational success.

- Stephen R. Covey, Principle-centered Leadership