

COMPREHENSIVE INTERPRETATION OF LEADERSHIP FROM THE NARRATIVES IN LITERATURE

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Abstracts

Narrative writings in literature are ample source of knowledge and are most easily understandable. In every old tradition, we find that people learn ethics and morality through oral forms of literature including short stories, ballads, and various other types of the genre. These narratives used to have tremendous influence on the listeners and readers seeking lessons in leadership. India, just like any other traditional country, has been rich in such genres whose practitioners effectively transmitted the required knowledge or the motivation to the learners in particular and the masses in general. The objective of this paper is to analyse and discuss the art and craft of such stories which were useful in communicating the ideals of leadership. We assume that while leadership lessons can be learned from the study of literary writings, they can also be a valuable resource material for innovative learning the management skills. The role of the leader can be familiarly communicated in the form of the tales. Describing a positive psychological narrative from the text is the best way to manifesting an idea in to the minds of people.

Research paper

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Introduction

“Leadership is the quality that everyone possesses at any point of time. It may be leading g the family or leading the small group of friends. It has been transformed in to a major form at the organizational level and adopted different styles and practices because here leadership means successful running of the enterprises and profit making. As leadership is the quality that a leader has so it also involves the dealing with humans as team members. So it requires a practical wisdom to handle all the situations, behavior of the members and successfully completing the task. The most important attribute of any leader is his psychology because if the thinking is positive and optimistic then it ultimately yields good results. A happy leader can overcome all the odd conditions and always admirable by all. The importance of positivism and happiness is very much crucial to understand by the leader. Stories are social products, much in the same way that leadership is a social product. Through these social products, we were able to see how these communities address the leadership challenges both the stories and the way in which they were told provided an understanding of their experience of leadership that may allow us to begin to uncover the community’s knowledge principle”. “Positive Psychology is based on three main concepts, namely: the study of positive emotion; the study of positive traits or qualities, especially strengths and virtues, including such abilities as intelligence and athleticism; and finally, the study of the so-called positive institutions, such as democracy, family and freedom, which support the manifestation of virtues that, in turn, support the possibility of generating positive emotions. Positive Psychology aims to highlight the positive experiences, translated by positive emotions, happiness, hope, joy; by individual positive

characteristics, character, strength, courage, virtue; and by positive institutions” (*Comin & Fontaine, 2013*). “A leader can make important points in a consistent and memorable way by using memorable and engaging stories, then over time their followers will listen, because it is only through this media that emotional connections can be made. The long history of storytelling shows us that it has always been central to the human experience and to our ancestors’ ability to survive and adapt to new circumstances. History is rich with examples of leaders who inspire others to higher level of performance, or encouraged their followers to look at themselves and their environment differently. Churchill, Gandhi and martin Luther king are examples of political leaders who achieved this. In business Bill Hawwlett, Steve Job and Andy Grove are all examples of leaders who understood power of stories” (*Forster, 2005*). “We are introducing the leadership stories and powerful lessons for the leaders from the texts of history. The literature of ancient times, including, Indian, British and American have wonderful narratives of leadership”.

An overview of leadership styles

“Each of us is a composite of the four work styles, though most people’s behavior and thinking are closely aligned with one or two. All the styles bring useful perspectives and distinctive approaches to generating ideas, making decisions, and solving problems. The leadership styles are as follows:

- ◆ “Pioneers value possibilities, and they spark energy and imagination on their teams. They believe risks are worth taking and that it’s fine

to go with your gut. Their focus is big-picture. They're drawn to bold new ideas and creative approaches.

- ◆ Guardians' value stability and they bring order and rigor. They're pragmatic, and they hesitate to embrace risk. Data and facts are baseline requirements for them, and details matter. Guardians think it makes sense to learn from the past".
- ◆ "Drivers value challenge and generate momentum. Getting results and winning count most. Drivers tend to view issues as black-and-white and tackle problems head on, armed with logic and data.
- ◆ Integrators value connection and draw teams together. Relationships and responsibility to the group are paramount. Integrators tend to believe that most things are relative. They're diplomatic and focused on gaining consensus" (*Beard, 2017*).

Points of significance in leadership

- [1] "In leadership, never underestimate the importance of perseverance. It builds resilience and shows strength of character. Make our decisions the right way.
- [2] Leadership can be a tough road- In leadership, expect resistance, and expect things to get personal, because they will. Soak it up and deal with it because it will make us stronger. We need to build up our resilience and our own sense of self growth.
- [3] Opportunities come when we least expect them so keep the eyes open.

- [4] Persist- If we have invested in something that has huge potential; follow it through until the end. Be vulnerable, Be brave, prepare well and back the judgments
- [5] Leaders must model the behavior they want all day, every day”.
- [6] “We all react differently to various situations. What stresses out one person no end will not faze someone else in the slightest.
- [7] Leadership is a lifelong journey. There are always new techniques to try. There are always better ways to deal with issues, conflict or motivation.
- [8] When we feel like giving up focus on what we have, not on what we have given up. Look forward to the time when the worst will be over.
- [9] Leadership means accountability. When we are the leader, we are it. If our people make the wrong decision but have followed the correct procedures, applied due diligence and had good intentions, then we, must back them, even if they got it wrong. If they get it right, give them all the credit anyway”.
- [10] “Leadership is often about managing ambiguity.
- [11] Strong leaders know how to show emotions. The right emotion at the right time tells people how t we really feel, not just what we are thinking.
- [12] Leaders are under intense scrutiny. People watch their leaders constantly, especially during time of change, looking for signals indicating what is really happening” (*Robertson, 2016*).

The attributes of leadership described in ancient time of Vedas

Attitude- “Positive attitude is the fuel engine for us. It grows from satgun. It culminates infinite energy and eagerness to initiate action. Positive attitude is the force that lifts us higher from our present status- social, professional and intellectual”.

(“A positively charged personality that radiates fire-like brilliance and energy and is driven by knowledge and wisdom must rise and lead to bring prosperity to the society and glory to him. Those who will associate and partake in positive initiative with such a leader too shall attain respect and fame, but not those who are negatively active or indifferently passive/inactive”). - Atharva Veda: 2/6/2

(“To be awake and positive is conducive to prosperity, health and happiness; to be indolent is destruction, suffering and wretchedness”).

Listening- According to Plutarch, “Know how to listen, and you will profit even from those who talk badly.”

Problem solving

(“Come forward, we are the people who are confident and strong; arm and equip yourselves with the requisite accessories, go right through, removing dense forests. Prevent and change the course of rivers if they be obstacles in your way. Surmount all odds and annihilate the hostile forces and set them ablaze”).

Mechanics of sound decision making.

(“Baton symbolises the authority to decide. One who has the power to make a decision can alone rule the masses. It is this power of decision making that can provide all-round protection. It is the decision that awakens people. Righteous people deem this ability to make decision as dharma”). - Manumriti: 7/18

Time- “It is a strange phenomenon in men’s life. There is no moment ever when the time of our choosing (shubh muhurat) is unavailable for any good beginning. It is always the right time for us to start”. - Atharva Veda: 14.1.1

Goal setting and life planning

(“As people with laudable goals achieve healthy relationships and usher in marital bliss and happiness in their family lives, and as does the infinite energy from the sun and lighting nourish and empower the Earth and its resources, showing prosperity all over, So must we prepare and arm our self with knowledge and inspiration from those who are learned in appropriate sciences to achieve our goals to eliminate sorrow and misery from life”). - Rig Veda: 1.105.2

(“If what we desire is too far, too fascinating and yet beyond reach even for adoration; that which is too lofty- all that can be attained through perseverance, because perseverance is invincible and the mightiest resource”).- Chanakya Neeti Darpanah: 7.3 (*Kharb, 2012*).

The importance of Narratives

“Element of narration is the root and the basis of each story. There are different definitions about narration. In simplest meaning, narration is a text which explains a story and has a storyteller. In any case, the element of narration in each fictional work allows its story to be present in the different fictional and performing forms and being narrated from tongue of several narrators. *Moral* tale or a narration has some features of allegorical legends but its characters are the people. This kind has been written for promoting religious principles and moral lessons or learning. It is a simple and short story which presents the general facts, and its structure not only develops for its conditions of internal elements but also for confirming and reinforcing the moral targets, so this aim is clear and explicit” (Iranmanesh, 2013). “Moral values are learned early in life and direct our purposes, beliefs, and values as we mature. Leadership is about relationships and relationships are sustained by shared moral values; therefore, leadership is value based. Understanding this idea is a prerequisite to becoming aware of the basic moral principles that comprise the foundations of effective leadership behavior. Awareness precedes thinking about our beliefs and values. Only when we become aware of them can we bring our beliefs, values, and purposes to the forefront of internal and external assessment. Morality is inclusive, emphasizing human rights and dignity, respectful of diversity, and consequence sensitive” (Hester, 2010). Cresswell explains, the narrative method “begins with the experiences as expressed in lived and told stories of individuals”. “The literature is at the service of the story, and not vice versa. It is used to ground, support, or critique the points the author is making in the narrative. Ethical traditions are traditions of arguments, not uniform and unchanging

doctrines. Ethics involves principles but it also involves interpretation, choice and action. The institution of morality is particularly concerned with duties that arise from the rules and precepts that constitute it, whereas the ethical realm also includes a concern with ideals and ends that go beyond these duties, and especially with the outcomes of action” (*Nardin, 1992*).

Literature review

“Leadership is often framed as a set of actions, however the revolutionary leadership necessitates that individuals regularly set aside time to reflect on their emotions, values, skills, experiences, surrounding environments and goals, Leadership is about developing certain habits of mind and heart, not universal truths. The revolutionary leadership reflect the values of collaboration, social justice, integrity, and change, among others. The aim and objective of revolutionary leadership is to promote positive social change, civic responsibility, empowerment and social justice. Well-being of others, not profit and productivity are at the heart of revolutionary leadership” (*Kezar, 2008*). “Social Stories are a short description of a particular situation, event or activity, which include specific information about what to expect in that situation and why. Social Stories can be used in a wide range of situations including: developing social and self-help skills, helping a person with autism understand how to behave in certain situations, helping with coping in regard to changes in routine and stressful situations, providing positive feedback” (*Johnson, 2015*). “The origin of practical wisdom lies in the concept of phronesis, one of the three forms of knowledge that Aristotle identified. He wrote that phronesis is “a true and reasoned state of capacity to act with regard to the things that are good or bad for man.” He identified two

types of wisdom: esoteric or metaphysical wisdom, and practical wisdom, which Samuel Coleridge later wryly interpreted as “common sense in an uncommon degree.” Practical wisdom, according to our studies, is experiential knowledge that enables people to make ethically sound judgments. It is also akin to the Indian concept of yukta, which connotes “just right” or “appropriate.” For instance, executives who believe that the purpose of a business—and even of making profits—is to serve people and enhance society’s well-being observe yukta and shy away from excess and greed. A metaphor provides a way of understanding one thing by envisioning another” (*Nonaka, 2011*). “The competencies and learning outcomes to be achieved on the development aspects of moral and religious values is the ability to worship, know and believe in God's creation and love of others” (*Rahim, 2012*). “Leadership is the art of motivating a group of people to act towards achieving a common goal. She says, Effective leadership is based upon ideas; it also involves communicating, inspiring and supervising just to name three more of the primary leadership skills a leader has to have to be successful” (*Hester J. , 2012*). “Nature makes nothing in vain, and man is the only animal whom she has endowed with the gift of speech. And whereas mere voice is but an indication of pleasure or pain, and is therefore found in other animals, the power of speech is intended to set forth the expedient and inexpedient, and therefore likewise the just and the unjust. Virtue can be pursued for happiness whereas happiness cannot be pursued for anything else” (*Everson, 1998*). “The use of stories can significantly influence thinking, attitudes and behavior. Through stories, employees come to know what is important about the work they do and why they are doing it. Stories bring key individuals to life. Some highlights myths or significant real- life events

that have shaped a company's fortune. Others emphasize rituals and ceremonies. Organization leaders can use storytelling to point the big picture, to teach new management values and to change their companies' culture" (*Forster, 2005*). "All emotions have feeling component, a sensory component, a thinking component, and an action component. Happy people rely on their tried and true positive experiences. A positive mood buoys people into way of thinking that is tolerant, creative, constructive, generous, defensive and lateral" (*Seligman, 2004*). "Correct understanding of the situation is possible only when we keep an open mind. An open mind accepts the existence of a viewpoint different from ours" (*Kharb, 2012*).

Research Methodology

Hypothesis Defined - Leadership lessons can be learned from narratives in literature and these narratives are helpful in developing morality in modern managers.

Data Analysis- For this study, we took a sample of the executives from various departments. The sample was selected randomly. The respondents were given a set of stories and were asked to give their response. They were asked to write the changes that they felt after reading the stories. They were also asked to observe other psychological changes like motivation, change in the attitude, more confidence, power to lead and more positive outlook towards their life. They had to describe the changes in their performance as well. They have given wonderful responses and also liked the survey. We interviewed 160 executives and out of these we got 153 replies. We draw a table based on their responses. Questionnaires have been designed for this

and they have to fill them after reading the stories. Their replies are tabulated as follows.

Table1. Change in the Performances

Categories	Motivation	Confidence	Attitude
Category 1	8	10	8
	10	11	7
Category 2	9	11	5
	11	12	6
Category 3	9	9	8
	7	7	5

Hypothesis defined for the application of the test.

H1: Narratives in literature are the best sources of learning leadership qualities for modern managers.

H2: Narratives in literature are helpful to enhance the morality and performance of the managers.

H3: Narratives in literature are helpful in providing moral values and leadership qualities to the modern managers.

Table 2. Application of the statistical test

Categories	Motivation	Confidence	Attitude	Total
Category 1	8	10	8	54
	10	11	7	
Category 2	9	11	5	54
	11	12	6	
Category 3	9	9	8	45
	7	7	5	
Total	54	60	39	153

Correction factor CF= 1300.5

Total Sum of Squares (TSS) = 74.5

Sum of Squares due to Row (SSR) = 9

Sum of Squares due to Columns (SSC) = 39

Table 3. For means of corresponding rows and columns

	Motivation	Confidence	Attitude	Row Mean
Category 1	9	9.5	8.5	9
Category 2	10	10.5	6.5	9
Category 3	8	7	6	7
Column Mean	9	9	7	Grand Mean = 8.33

Table 4. Sum of Squares

	Motivation	Confidence	Attitude	
Category 1	0.25	0	0.25	
Category 2	0.25	1	2.25	
Category 3	0	1	1	
			Total =	6

Sum of Squares due to Interaction (SSI) = 12

Sum of Squares due to Error = 14.5

Table 5. Anova

Sources of variations	Sum of Squares (SS)	Degree of Freedom (d.f.)	Mean sum of Squares (MSS)	F= MSST / MSSE	$\alpha = 5\%$ F (tabulated)	Decision
	9	2	4.5	2.7931	4.2665	
	39	2	19.5	12.103	4.2565	Reject
	12	4	3	1.8621	3.6331	
Total	14.5	9	1.6111			
	74.5	17				

We conclude that the narratives in literature are helpful in learning leadership qualities and morality for modern managers and enhance their performance as well.

Findings

Narratives are the best source of learning. Literature is full of leadership stories which can be helpful in the field of modern management. When we first read the leadership stories, we found wonderful lessons for the management from them. So to introduce the narratives to executives we, conduct a survey. Respondents have been asked to give their replies and a kind of change they feel, like feeling more confident, motivated, positive attitude etc. after reading the stories. We make a table based on their responses. For better results, we applied statistical test on the data, so that we can prove our point. We apply anova and check the type 1 error at 5% level of significance. From all the calculation described above, we find that our hypothesis are correct because tabulated values is less than the calculated values at 5 % level of significance and hence proved from the anova table that leadership lessons can be learned from narratives in literature and these narratives are helpful in developing morality in modern managers. All the respondents gave their suggestions also that these kind of literary writings not only provide wisdom, but also a source of management education. Apart from modern management theories, these are understandable and available easily to everybody.

**[1] Learning leadership techniques through from tales of Pan-
chatantra**

‘We are started with this proverb the leadership lessons from the tales’.

“Since verbal sciences has no final end,

Since life is short and obstacles impend,

Let central facts be picked and firmly fixed,

As swan extracts the milk with water mixed” (*Parasuraman, 2015*).

**[2] One can defeat the stronger one by the union of smaller ones.
Fear disappears in front of the courage.**

“Long ago, a cobra lived in a dense forest. He hunted during the nights and slept during the day. As time passed, he grew so fat that it becomes difficult for him to squeeze in to and out of his hole in the tree, so he went in search of another tree. Finally, the cobra selected a very big tree as his new home, but there was a large anthill at the foot of the tree. He slithered up to the anthill angrily, spread his hood and said very rudely to the ants, I am the king of this forest. I do not want any of you around. The ants were so united that they were not scared of the cobra. Instead, thousands of ants marched out the anthills and soon covered the cobra’s whole body with stings and bites. The evil snake slithered away, crying with pain” (*Om Books Editorial, 2010*).

[3] Unification gives us strength, separation makes us weak.

“In the middle of the jungle there stood a big peepal tree. They had built a strong and comfortable nest and had two beautiful nestlings. They roamed the whole day in the jungle, collecting food to feed their young ones in the

evening. One day a huge elephant came to take rest under that big tree. A pair of sparrows lived on one of its branches. He was hungry. So he tore off the branch on which the sparrows had built their nest. When the sparrows returned home in the evening, they found their young ones dead. The elephant was the cause of the death of their loved young ones. Seeing her weeping bitterly, a woodpecker, who lived in a nearby tree, came to her to know the reason of her sorrow. There is a sweet honey bee around there who's woodpecker's friend. They made a plan to kill that elephant. Then, as planned, the honey bee sang a song into the ears of the elephant. The elephant closed his eyes to listen to the melody more intently, and the woodpecker, without losing a single moment, made him blind by pecking at his eyes. Thus, the cock and the hen sparrows avenged the untimely death of their young ones and by causing death to the cruel and foolish elephant; they saved many more lives of innocent creatures" (*Williams, 2010*).

[4] Intelligence is superior to size of the power

“There lived a lion by the name of Bhasuraka, in a dense jungle. He was very powerful, cruel and arrogant. He used to kill the animals of the jungle unnecessarily and even killed the human beings, who travelled through the jungle. This became a cause of worry for all the animals. So, one day, all the animals of the jungle assembled under a big tree. In the meeting the animals said to king lion, “Your Majesty, we are happy that you are our king. We have decided to send one animal a day to your den. You can kill and eat it”. “I agree to this proposal”.

Every day one animal walked into the lion's den to become his feast.

One day, it was the turn of a hare to go into the lion's den. The little hare

was unwilling to go and become a meal of the lion. He thought of a plan. He began wandering around and made a deliberate delay, and reached the lion's den a little late than the lion's meal time. By now, the lion had already lost his patience and seeing the hare coming slowly; he became furious and demanded for an explanation. I have come late because another lion began chasing me and wanted to eat me. He said that he too was the king of the jungle. The king lion roared in great anger and said, "Impossible, there cannot be another king in this jungle. The hare took the lion to a deep well, full of water. The lion again roared in great anger; climbed up the puteal of the well and peeped in. He saw his own reflection in the water and thought that the other lion was challenging his authority. He lost his temper. "I must kill him", said the lion unto himself and jumped into the well. He was soon drowned. The hare was happy. He went back to other animals and narrated the whole story. All the animals took a sigh of relief and praised him for his cleverness. They all lived happily after." (*kumar, 1979*).

[5] Team work always wins.

“Even without the wherewithal, learned men and intellectuals, achieve what they want like, the crow, the rat, the deer and the turtle”.

“There were four friends; a deer, a crow, a tortoise and a rat. They were happily spending their life. One day, a hunter laid a trap to catch the deer. The deer was caught in the trap; in no time. When the other friends saw him trapped, they made a plan to rescue the deer. As per the plan, the deer first showed as if it was writhing in great pain. After that, the deer lay down and popped its eyes as if it was dead. The crow starting poking into the deer's eyes. Crows and other scavenger birds do this to dead animals.

The hunter, seeing the motionless deer, thought it was dead. Leaving the turtle on the ground, he came to the deer, the deer at once ran away and the crow flew away. At the other end, the mouse bit off the strings binding the turtle to the bow. The turtle entered water and the mouse ran to his hole. Disappointed, the hunter returned to where he had rested the turtle. When he found that the turtle had escaped, he cried bitterly and went home. After making sure that they were far away from the hunter's reach, the four friends gathered and celebrated their reunion. It is a lesson to mankind on the value of friendship. One should not try to cheat friends. The elders have said that he who is faithful to his friends shall never taste defeat" (*Parasuraman, 2015*).

“Confining yourself to present is the surest way to Contentment”

Nassurddin was relaxing under a tree in the courtyard of his house when his childhood friend Akram from Canada visited him. He invited him to come and settle in Canada and assured all sort of help in settling down. “But what I will do in Canada?” Nassurddin asked. “I will give you a loan for setting up a retail store there. You will make a good deal of money in business” said Akram. “And after that?”.

“Then you will make more money and start another store,” replied Akram. “And Then” “Then you will continue making more and more money”. When you have more than enough then you sit back, relax and live a happy and contented life. “ And what do you think I am doing right now?” Why do you want me to put myself through so much in trouble by going to Canada when I am already have a happy and contented life, right here and now?” asked Nassurddin.

The lesson for the managers regarding managing problems and complaints

Life is more important than grand plans for the future. Analysing why a complaint has come up will guide us towards what must be done to prevent the recurrence of such complaints and problems. The lesson so acquired will help us in improving our products, and processes and to provide seamless customer service. Problems are bound to occur in the functioning of a business. Managers must deal with problems effectively by confronting those heads on (*Gupta, 2016*).

Exemplifying the leadership style of a political leader Abraham Lincoln

“Successful political leadership requires that the desire for excellence be tempered with a desire for and appreciation of power, lest the leader become restless and frustrated with the processes of politics. The attribution of leadership depends on how far people are allowed to set goals, make decisions, solve problems and are involved in change process” (*Goethals, 2004*). “Lincoln had the capacity to listen to different points of view. He was able to acknowledge errors, learn from them, and then move. Lincoln shared the credit for success with all of those involved in the task. His tendency was to give people too many chances and because he was aware, he was able to compensate for that weakness. He has the ability to control emotions”. “Lincoln understood the importance of relaxation and humor to shake of the stress of the day and to replenish himself for the challenges of the next day. He established lasting connections with the troops by visiting the battlefield and hospitals, which also helped bolster morale. He also spent time talking with members of the public, taking ‘public opinion baths, made concepts

simple and communicated with an understanding of the concerns of the citizens'. Lincoln did not focus on his achievements". His greatness consisted of the "integrity of his character and moral fibre of his being." (*Moreton, 2008*). "Goodwin described the qualities that made it possible for Lincoln to "bring disgruntled opponents together to create the most unusual cabinet in history". Lincoln came to power when the nation was in peril, and he had the intelligence, and the self-confidence, to know that he needed the best people by his side, people who were leaders in their own right and who were very aware of their own strengths. At that time, leaders weren't worried about cable news or their BlackBerrys. They weren't multitasking; they had time to reflect. It's a luxury many leaders just don't have today, and that's a real loss" (*Coutu, 2009*).

Leadership lessons from the British and American literature

[1] "In the William Golding Book, 'Lord of flies', there is a character named Ralph who had been a leader throughout and we can learn leadership from this character. Ralph represents leadership, the properly socialized and civilized young man. He is attractive, charismatic, and decently intelligent. He demonstrates obvious common sense. He is a diplomat and a natural leader. Ralph's capacity for leadership is evident from the very beginning (he is the only elected leader of the boys). During the crisis caused by the sight of the dead paratrooper on the mountain, Ralph is able to proceed with both sense and caution. He works vigilantly to keep the group's focus on the hope for rescue. When the time comes to investigate the castle rock, Ralph takes the lead alone, despite his fear of the so-called beast. By

the standards of the society he's left behind, Ralph is a gentleman. In exchange for his innocence, he has gained an understanding of humankind's natural character, an understanding not heretofore available to him: that evil is universally present in all people and requires a constant resistance by the intellect that was Piggy, by the mysticism and spiritualism that was Simon, and by the hopes and dreams that are his" (*Golding, 2013*).

[2] "The story of 'Julius Caesar' written by William Shakespeare is full of leadership, in which Julius Caesar is characterized as a leader. Julius Caesar was hailed as a hero throughout Rome for his fair policies, his apparent care for his people, and the respect he brought upon Rome from the other nations of the world. He ruled in a way none before him had done, by taking into account the needs of all the people of Rome and not just the wealthy. He proved himself as a leader on the battlefield and then used his leadership and problem-solving capabilities to create alliances with conquered nations and to win the support of his people at home. One of Caesar's greatest accomplishments as the leader of Rome was the way in which he reformed the government to make life in Rome better for the lower and middle classes. The best leaders don't just do amazing things; they know how to present a compelling story. He had taken risk and a fearless leader. Caesar understood that if one has got to start out as a large fish in a small pond in order to succeed as a leader. He managed to climb back into a position of power, even after losing his inheritance in a coup as a young man. The best leaders behave rationally and

don't allow their feelings or preconceived notions to dominate their decision-making. No matter how good things look, the best leaders never fail to anticipate the worst outcomes” (*Shakespeare, n.d.*).

Conclusion

The lessons in leadership can be learnt effectively through literature. Being artful and creative, the literary writings are easy to read and enjoyable. These qualities make them uniquely appreciable and acceptable to the mind of readers. They are different from other tools of knowledge transmission which often appear to be more taxing to the mind of the learners of leadership skills. The lessons through stories and poems on the other hand, become sugar-coated and palatable enough to become more handy. The use of literature as a powerful device has been well explored and documented in relation to various forms of studies and skill-orientation. The study of Management in modern times can be fruitfully enriched by employing the literary narratives and traditional knowledge base contained in them.

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