

Leadership by ‘Love’: A Divine Paradigm

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Abstract

‘Innovation’ is now a globally accepted business strategy and a core competence required across sectors both in the traditional, contemporary as well as the emerging market companies, be them a startup or a fast-growing multinational. Innovation is expected and demanded not only from those who are directly responsible for designing and producing products or services but equally from those who manage various business functions at its helm and lead the people working with them. While there have been a lot of discussions on how engineers, designers and operational managers can and should innovate, there has apparently been less focus on innovation in general by leaders who sit at the helm of corporate affairs and in particular the Sr. Executives in Human Resource Function. Leaders too need to evolve and innovate in their leadership style. Given the widely accepted characteristics of 21st century business environment being uncertain, ambiguous, unpredictable and full of discontinuous change, leaders of global, multinational and domestic organizations need a leadership approach or paradigm which enables them to lead their people and organizations to sail through such situations and sustain meaningfully. Also, there is an acute need for leading people & teams with diverse background in multi-cultural environment. This conceptual paper puts forth one such largely unstated yet some practiced paradigm of successful leadership. It’s practiced or found mostly in the social sector and usually avoided, misunderstood or unheard of in the corporate or business world. The proposed concept focuses on leadership. The concept intends to universalize and simplify the task of understanding ‘leadership’ and it’s in

continuation of past research efforts on leadership by numerous scholars. It suggests practicing the competency of 'love' which is different than physical attraction and which is expressed in psychological, emotional, spiritual & philosophical forms, as a native way to lead. It proposes thirteen fundamental principles which cover various motives, traits, attitudes, behaviour and actions of a leader which may come under this native and umbrella competency called 'love'. To support the idea, it points to several researches and few examples from history and contemporary society. Some such leaders have been demonstrating the competency of 'love' either in part or in full, as described here. Thus, it wants to highlight the competency of love which can be consciously practiced and how it can be a universal source of leadership present in all of us waiting to be realized through the power of love.

JEL Codes: M12, M14, J54

Key Words: Love, Leadership Innovation, Paradigm, Leader

Introduction

The current global, political and economic environment poses several threats and opportunities in front of organizations at all levels and all business sectors. It always happened but the rate and frequency now are daunting. More so, for those organizations that work with diverse set of people and in different geopolitical environments. Even more so, for those who are working in emerging markets and emerging business ecosystems which are largely unpredictable. This makes it obvious for leaders to be able to lead them and sail through. But will they not require a novel approach for this novel and unpredictable business scenario? In fact, leaders need something which is always same and predictable to bank upon and deal with such situations. The researchers share that responsibility of providing some ideas in this direction.

The leaders and leadership are a well-researched domain. In fact, leadership continues to be a favorite field of researchers. From the erstwhile approaches of trait, behavior or situation-based leadership to contemporary ones which are talking about transformational leadership (Bass, 1978), servant leadership (Greenleaf, 1977) and level 5 leadership (Collins, 2005), these theories have focused on traits of leaders, development levels of followers and leaders, leader's charisma and attitudes, and different situations as variables to describe leadership or its practice. However, it has been surprising that there has been comparatively less academic research about 'love' as a native behavior of a leader though servant leadership, transformational leadership and level 5 leaders have talked directly or indirectly about some of the leader attitudes like serving, humility, commitment etc. which also gets manifested in leading by love. Although there are some good observations and findings by some researchers (Dierendonck & Patterson, 2015), others seem to have shied away from extensively probing the role played by love in leadership despite love being so powerful, natural and native to all humans in this world cutting across barriers of cultures, caste, race, religion and geographical boundaries. One of the reasons might be that love is often perceived in its biological form which in fact is just one aspect of it and perhaps the least important one. Williamson, (1992) went to the extent of saying that love is our purpose on earth. Can a leader lead without love? Love is divine. Love is that eternal and omnipresent force which moves everyone alike. 'Love is everywhere, and I am loving and lovable' (Hay, 1984). It is the omnipotent force. Mahatma Gandhi has said, 'What barrier is there that love cannot break' (Gandhi, 1993). The popular Indian poet Kabir has talked about importance of love in this verse, '*Pothi padh padh jag mua, pundit bhaiya na koi, dhai akhar prem ka, padhe so pundit hoi*' (Translation: One may

have read a lot of books or epics but that does not make a person worldly wise or leader, the Hindi word 'Prem' (love) is a two and half syllable word which when learned and practiced in its true spirit makes a person worldly wise or a leader).

The importance of love for a true leader is no secret but yet somehow, it's not seriously or consciously taken up by HR managers and business heads in the corporate domain. Another reason for less research work relating to love and leadership may be that it sounds like impractical and not a thing for business or organizations. But this fact is only half true. Several popular self-help books have advocated love and informed its effect for influencing people as cited later in this paper. Love is widely acknowledged as having an important role in leadership in popular literature. Miller (2006) informed on the scarcity of research work on leadership linking it with love. This study is focusing on love as understood in its psychological, emotional, spiritual and philosophical forms and not the physical attraction part of it. Love is the basic nature of all humans. 'Love is what we were born with' (Williamson, 1992). Humans want to love. They want to be loved. Love is always contemporary, meaningful and impactful. It does not depend on times, situations or context. So, love becomes an obvious act of choice for a leader. Caldwell & Dixon (2010) in their research observed that the concept of love is now considered a responsibility of leaders in various organizations. This background gives us an opportunity to innovate and propose a paradigm of leading by 'love.'

The Current Literature

Miller (2006) in his paper mentioned the definition of love as defined in Psychology as 'choice(s) to will the highest good' by Fromm (1963) and others. Wikipedia defines love as 'a variety of different feelings, states, and attitudes that ranges from interpersonal affection to pleasure. It can refer to an emotion of a strong attraction and personal attachment. It can also be a virtue representing human kindness, compassion and affection.' Dictionary.com gives several definitions of love, some of them being, 'a profoundly tender, passionate affection for another person', 'a feeling of warm personal attachment or deep affection, as for a parent, child or friend', and, 'affectionate concern for the well-being of others.' Williamson (1992) equates love for people as like water for plants. To love is being human. What happens when we love? We like, accept and welcome. Kouzes and Posner (1992) cited Ferris (1988) who defined love as 'a feeling of caring or deep respect for yourself and others, of valuing and believing in yourself and others, and of

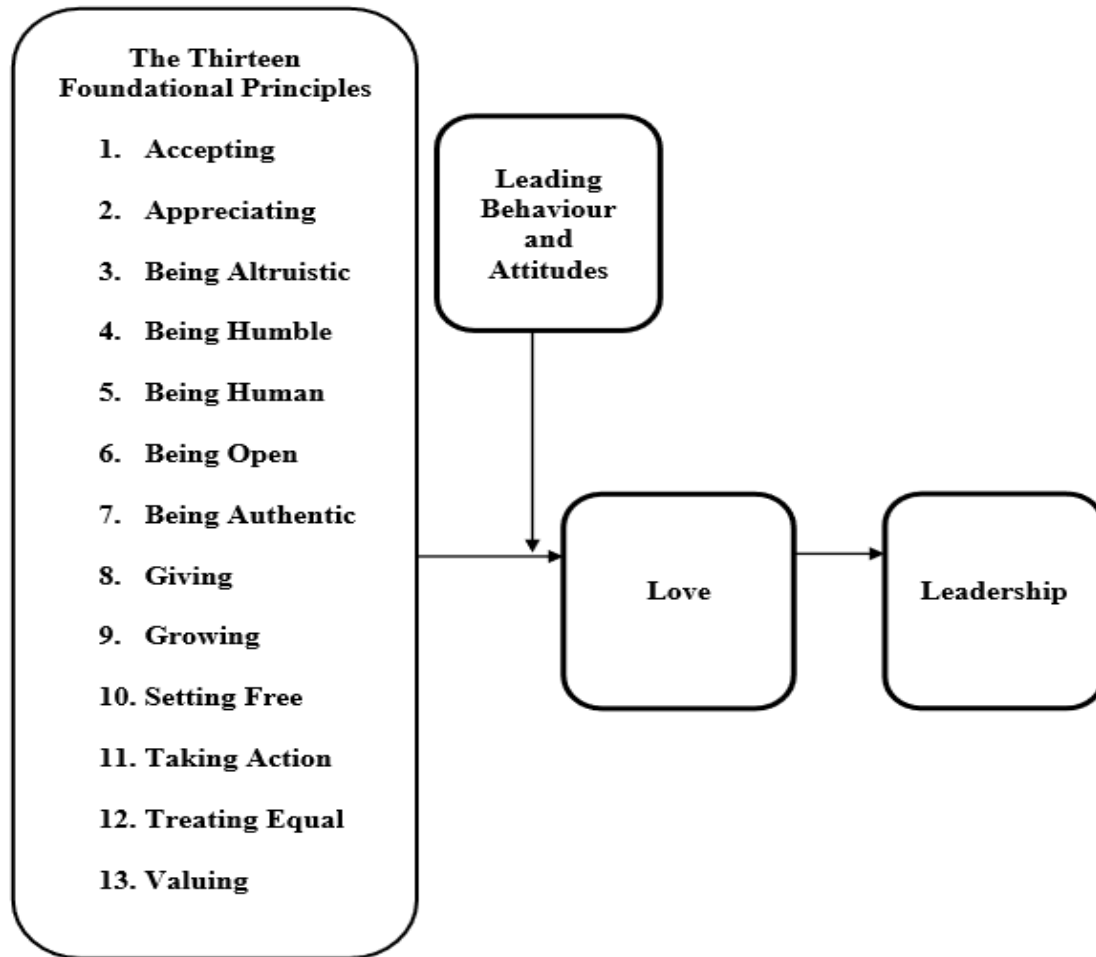
helping to achieve the best of which everyone is capable.’ When we love, we cease to be a threat or potential cause of any problem to a person. It then helps that person feel comfortable with us. ‘The love is always the answer to healing of any sort’ (Hay, 1984). We are then able to handle a conflict or a crisis particularly that of a relationship which ensures team working and resulting success in work. When we love, we trust and people also start trusting us. When we love, we are calm, happy, at peace, accepted, and accepting. We forget and we forgive. ‘The more you are able to forgive then the more you are able to love’ (Richards, 2011). Love becomes the cause and love becomes the effect. When you love, you don’t have ego, you don’t have superiority, you feel equal, you treat equal, and you behave equal. You share and you give, you believe in everyone’s superiority. When you love, you understand others. And others understand you. Love includes understanding irrespective of diversity. When you love, decision making becomes so much easier. You usually speak truth when you love, and at times when you don’t do so, you know that too is due to love. Then you don’t feel guilty. Love doesn’t harm in true sense. It may appear that a love has made someone done something apparently wrong. But that too would be out of love. Love is the basic nature, basic need and basic behavior of a human. Covey (1989) in his global bestseller book describes love: ‘Love is a verb. Love – the feeling – is the fruit of love the verb or our loving actions. So, love. Sacrifice. Listen. Empathize. Appreciate. Affirm.’ Love in its one form is that psychological force which has the capability to drive masses. Let them be from any society, any country or any culture. In one significant study, Dierendonck and Patterson (2015) argued for a proposition that ‘a leader’s compassionate love is related to a stronger virtuous attitude in terms of humility, gratitude, forgiveness and altruism.’ Kouzes and Posner (1992) observed that besides head, leadership is also basically an affair of the heart. In fact, they stated, ‘Leaders are in love.’ This discussion leads us to our research question and objective.

The Research Question and Objective

The above literature review provides us an opportunity to explore the following questions: Can love be broadly defined or described as a competency based on some founding principles? Can love be a paradigm of leading people, teams and organizations in 21st century? These questions give us the following research objectives: To describe love as a competency which is based on some fundamental principles and to propose a simple model of leadership by love that may be universally applicable.

The Construct

Author proposes a set of thirteen broad principles as leadership constructs which are foundational in nature, although currently in their crude form. Almost all of these principles have been discussed by various authors or researchers in connection with leadership or related topic. Although, they may have called it either a principle or a virtue and in few cases would have discussed them indirectly. For example, principle of Accepting (Ferris 1988), Appreciating (Carnegie 1982; Watkins et al 2003), Being Altruistic (Caldwell & Dixon 2010; Dierendonck & Patterson 2015), Being Humble (Collins 2005; Dierendonck & Patterson 2015), Being Open (Downey 2007; McDonough, 2014), Being Authentic (Kouzes & Posner 1992; Van Dierendonck 2011), Giving (Fromm, 1956), Growing (Bell, 2010), Setting Free (Covey 1989; Ferch, 2004), Taking Action (Ferris 1988; Kouzes & Posner 1992; Khandelwal & Mehta 2015), Treating Equal (Mandela, 1995), Valuing (Khandelwal & Mehta, 2016). Specific findings and observations by these researchers and authors have been discussed later in this paper. While some or many of these principles may appear to be virtues or moral characteristics, author choose to call them as principles as these are universal, does not depend on time or context, are foundational and essential for love to be realized. They are being discussed below and are given as propositions for future researchers to define them more explicitly in same or different numbers and quantitatively evaluate them to identify the cause effect relationship. There is an attempt by us to propose a simple model which incorporates these principles and a probable cause and effect relationship is thus proposed between principles, love and leadership (Figure 1).

Figure 1: The Conceptual Model: Leadership by Love, Khandelwal & Mehta, 2017

Simply stated the thirteen proposed principles are the independent variables which cause love to take place which is a dependent variable. While there may be some arguments that love leads to these principles and not the otherwise, authors take the position of love being a conscious choice and these principles being those which leads to the realization of the love as a competency. So, love is the effect here. In turn, love leads to leadership. The principles proposed are foundational in nature which together causes the phenomenon called love. Again, the principles proposed are broad, open and flexible in nature. But as we see they are universal in nature and will not depend upon a particular culture or country of origin although its manifestation may differ. Currently, these principles are more directional than explicit or exact, although it may prove to be both when analyzed deeply and may be reworded, if required. A large number of them makes it more comprehensive and is an effort towards making a bold initial attempt to outline the competency called love.

The term ‘competency’ as per Spencer and Spencer (1993) includes five categories of behaviour and attitudes i.e. motives, traits, self-concept, skills and knowledge. Since these principles are broad and deep, there is an attempt to describe what behaviour and attitudes lead to practicing of them. These sets of behaviour and attitudes perform the role of moderation or catalyst in realizing the given thirteen principles. They are currently mentioned in general and are more illustrative than definitive and exhaustive. In this paper, there is no attempt to study them and it might be a separate future research area for some. However, these illustrative behaviour and attitudes are important and helpful to understand how each principle is manifested in leader’s behavior and what leadership lessons can be drawn from it. Some of these behaviour may be overlapping, as it’s always difficult to segregate various intertwined attitudes and human behaviour. We can now proceed to understand them which lead us to our propositions.

Accepting

‘Leaders accept people as they are regardless of their actions and behaviour’ (Ferris, 1988). Love accepts everyone and everything. The correcting efforts when required are out of love and not out of judgments or non-acceptance. When a leader accepts a person the way he or she is then there is no judging and no calling of names. Caldwell and Dixon (2010) quoted Greenleaf (1998a, b, p. 21) who talked about servant leadership, ‘servant always accepts and empathizes, never rejects.’ When we accept others, there is no threat to them. Hence, there is no need for them to fear us or not to befriend with us. Mahatma Gandhi loved everyone including British rulers whom he was fighting against to free India. He gifted them hand made things while he was resisting them. The world knows him as one of the greatest leaders who have had and continue to have tremendous influence on masses. When you love, you accept them with their good and bad habits or actions. You always accept all and not some, in a given context. So, this might be a great understanding with respect to leading a diverse group of people in a cross-cultural context. Kouzes and Posner (1992) cited Harrison (1989) who mentioned that by not doing enough research on love in organizations, we are depriving ourselves of its positive influences. When leaders accept they support. The words or actions which may describe this principle are: welcome, receive, accompany, like, take, agree, approve, respect, support, cherish etc.

Appreciating

When we love, we appreciate and do so genuinely. Carnegie (1982) the people management expert said it so beautifully, 'Be hearty in your approbation and lavish in your praise.' Can we love and not appreciate? Leaders praise others through their words and actions. And they do that consistently. This genuine, consistent and abundant appreciation has the power to move people. In fact, some such comments can really have the potential to bring some people out of their depression and negative rut. This appreciation is out of the true feeling of gratitude one has when one realizes others' contributions in one's success. Dierendonck and Patterson (2015) supported the idea of Watkins et al (2003) that grateful leaders have a sense of abundance and they appreciate the contribution of others. The words which may describe this principle may include: praise, highlight positives, admire, compliment, commend, acclaim, applaud, clap, cherish etc.

Being Altruistic

Who can be a bigger example of this than Mahatma Gandhi, Mother Teresa and the likes? Can someone stop such people becoming great leaders? Being altruistic is about having self-less concern for the well-being of others. Leaders who love always think of others first. Caldwell and Dixon (2010) observed, 'Love, forgiveness, and trust convey a willingness of one party to give of one's self to invest in the other party.' They further mentioned the observations of Mayer et al (1995) and Sitkin and Pablo (1992) that love along with trust and forgiveness calls for one agreeing to be vulnerable in order to ensure the help for others. Being altruistic is also about bearing pain and difficulty for others. Kouzes and Posner (1992) cited DePree, M. (1989), 'Leaders don't inflict pain; they bear pain.' Dierendonck and Patterson (2015) related altruism with leadership although in the context of servant leadership. The words which may describe this principle of altruism may include: sacrificing, thinking of others, defend others, put others before one, taking pains for others etc.

Being Humble

Collins (2005) said the level 5 leaders are humble. They value everyone. That is only possible by being humble. A humble leader doesn't criticize critics. He or she welcomes different opinions. So even the critics experience love by such leaders. A leader doesn't treat anyone as less or inferior just because he or she is more experienced or knowledgeable. Dierendonck and Patterson (2015) observed that humility is seeing oneself as no better or worse than others do. Such leaders respect

diversity and they are able to find a way through cross culture issues. Humble means consistently demonstrate humility, gives due credits to others, consider themselves as a part of team and enjoy company of everyone alike. Despite their position or power, they don't shy away from admitting their mistakes and saying sorry when they need to. The words which may describe this principle can be: humility, acknowledge others' contribution, modesty, feel normal, accept one's limitations or mistakes, apologize etc.

Being Human

Being human is about consistently being human with everyone and everything. Love is an innate thing for human beings. It's like synonymous. Love comes more obviously to human beings. The greatness of a leader perhaps may be weighed by his or her ability to be that human. Humans approach life with love. In fact, they cannot, not love. To lead is to *leave thy self for others* (leaders). In fact, question of leading only arises when we cease to be human or we fall short of love. When we have distanced ourselves from being human and its resulting native actions and behaviour of love are not manifested, then we look outward to find out ways to lead. Love is innately leading. Great leaders (Mahatma Gandhi, Mother Teresa et al) know and have demonstrated that it's the love that binds masses and make them focus on a cause or a goal. When they love, they can't have enemies, even if they have, the enemy will sooner or later cease to have a reason to be an enemy. Leaders have that patience for the enemy to calm down. That patience comes from the power of love, from being that human. The great men are known by the way they treat their critics and other ordinary men. Some of the words describing this principle of being human may include: compassion, being natural, forgetting, love, ethical, moral, noble etc.

Being Open

Great leaders love and they love abundantly. Downey (2007) considered love as a process which involves understanding of others by getting their views by being open. Being open is about always willing to explore possibility of new or possibility of some change. Such leaders expand their ways, their networks and have that openness to welcome people and ideas. They connect, give attention and are still open to changes. 'Loving Leadership is that you lead with love- it describes the feeling of connecting, serving, and yes, loving others. It is giving full attention to another — really looking at them, hearing their words, and connecting to them' (Mc Donough, 2014). Kouzes

and Posner (1992) observed that leaders sincerely observe and feel the concern of others where one normally doesn't focus upon. That way they understand what others actually want. Some of the words describing this principle are: hear out, listen, attend, pay heed, be present, show up, join, go into detail etc.

Being Authentic

What happens when leaders love? They don't need to negotiate, force or coerce. They simply need to be authentic. Leaders who love remain true to themselves and authentic. Dierendonck and Patterson (2015) cited Van Dierendonck (2011) who mentioned that authenticity is about being honest and consistent about oneself. Authenticity is consistency in thoughts, feelings and actions. They then don't need to persuade or insist. Directors & Boards (1991) shares the views of Jon M Huntsman, then chairman of Huntsman chemical corporation, 'Business success..., he (Huntsman) writes in his inspirational essay, flows from adherence to such old-fashioned virtues as trust, respect, honesty, loyalty, and love.' Can business leaders take an unethical decision which hurts some people or organization or country if they love everyone? The simple answer is 'No'. Kouzes and Posner (1992) found in their long survey of people that the most characteristic they want in a leader is 'honesty' (integrity, trustworthy). Being authentic is about truly living in reality and consistently so. The words which describe this principle may include: say & do actual, live in reality, be genuine, be truthful, integrity, honesty, courage etc.

Giving

Leaders cherish giving. They feel that abundance. So, they don't feel like possessing and not letting go. They love to give, share and distribute be that knowledge, experience, or wealth. Giving is about sharing what one has, every time and with everyone. Can we refuse to give when we love? Caldwell and Dixon (2010) have cited Fromm (1956, p.19) on giving that it connects one with others and none loses their identity. Leaders find the joy in giving and sharing. They share their power by empowering others to take decisions. Kouzes and Posner (1992) observed that empowerment helps in creating competency in the followers to become leaders themselves. So, leaders don't mind losing their power of being a leader and help their people to become leader themselves in the process. The words which describe this principle may include: give, empower, consistently give, provide for, distribute, share, contribute etc.

Growing

Growing is about consistently working to make it better than yesterday both for oneself and for others. Kouzes and Posner (1992) mentioned that it's the love which creates desire to see others grow and develop. Leaders who are giving and thinking of others first can't remain stagnant or stable. They would want to be growing, going ahead, and becoming better. Hashemi (2013) quoted about Howard Schultz who returned as CEO of Starbucks, 'When you love something as much as I love Starbucks, there is a huge responsibility that goes with it.' Bell (2010) felt that people who love feel a strong sense of purpose and passion towards their target. So, anyone leading will have a goal, a mission, a vision or a sense of purpose. We can all recall how love for something has helped us grow and expand in that field. The words which describe this principle may include: progress, better, improve, excel, advance, expand, develop, evolve, commit etc.

Setting Free

It's about consistently forgiving oneself and others and taking constructive action without any intention to punish. Caldwell and Dixon (2010) cited Covey (2004, p. 179) who defined true forgiveness as including 'forgetting, letting it go, and moving on.' Great leaders love their employees. So, they treat them with dignity irrespective of their background and irrespective of their mistakes or limitations. They forgive. Caldwell and Dixon (2010) quoted Ferch (2004, p.235), 'It is in forgiving that a leader can facilitate the healing and uplifting of others and of self.' Such forgiveness and trust also add to the self-worth of people enabling them to perform greatly. They love; hence they trust people. Leaders end up leading because they trust. Hence, they empower. People want to live up to that trust. Hence, they perform. 'Trust is the emotional bank account between two people that enables them to have a win-win performance agreement' (Covey, 1989). The words which describe this principle may include: pardon, exonerate, absolve, release, excuse, forgive, liberate, trust, let go, set free etc.

Taking Action

When you love, you have that desire to help, to give and that puts you in action. So, it's about acting out of love and energy generated and released by love- in time, all time. In an interview by Kouzes and Posner (1992) General Stanford said, 'A person who is not in love doesn't really feel the kind of excitement that helps them to get ahead and lead others and to achieve.' Leaders create

vision and mission out of their love which brings that excitement and enthusiasm. They may not love something but they still do it because they might love something else or some other people in the same context. The depth of love one has inside her determines the competency of one's leadership and what does one get to do or achieves. Khandelwal and Mehta (2015) talked about commitment to relationship through actions. When people see that there is a concrete action and they feel the love behind, they reciprocate, sooner or later. Even if they don't reciprocate, they cease to resist and oppose which is one major cause of delay in change and progress. Leaders choose to love. 'The person who chooses to love makes a difference; the aspiring leader who chooses to love makes a *big* difference' (Ferris, 1988). The words which describe this principle may include: energy, enthusiasm, lively, active, doer, zeal etc.

Treating Equal

It's about treating everyone and everything equally. Leaders make that attempt. When it comes to basic things, things which every human deserve be it opportunity, be it respect or dignity, leaders treat everyone alike. Kouzes and Posner (1992) cited Arlene Blum, who told them about leading the first all-women's climb of Annapurna (the tenth highest mountain in the world), 'What I tried to do was to listen with empathy and respect for their ideas.' Leaders who love respect people and treat them like themselves. When you treat everyone equally then you can lead people with diverse background. Nelson Mandela didn't hate whites while fighting for the rights of black. He talked about harmony amongst both. He said, 'I have fought against white domination, and I have fought against black domination. I have cherished the ideal of a democratic and free society in which all persons live together in harmony and with equal opportunities' (Mandela, 1995). The words which describe this principle may include: fair, being same, everyone is priority, alike, respecting, importance etc.

Valuing

We become leaders when we truly start loving and we cease to be a leader when we stop loving. Hashemi (2013) mentioned that we notice the details when we love. When you notice the details about a person, you understand. When you understand, you value. Leaders 'value' when they love. Leaders value everything out of their love. Rather, they create or develop value of things. They see the positive side or strengths or usefulness of everything and everyone. That's how they don't

reject any person or group. They don't belittle any person just because he is not qualified, not trained or comes from a specific culture, or he is not full bodied. It's very much like how a parent, a mother feels for and treats her child. Khandelwal and Mehta (2016) talked elaborately about how leaders value everything & everyone around them. They gave several dimensions of 'Valuing' by leaders including leaders valuing their location, family, money, organization, people, self, society, hard work, work etc. For example, Leaders value money so they don't waste it. They observed that leaders don't reject a venue or a location because they dislike or hate it. They learn to live there. They love it for what good it offers. By valuing we mean loving. Because when leaders love something they value it, they want to utilize it, they accept it. They work to improve and develop it. Be they organizations, individuals or teams. They value what they have got and at all times. Some of the words describing this principle are: Money, family, health, people, organization, work, country, conflicts, commit to improve etc.

Propositions

The above principles are naturally and holistically applied and not partially, as they are interlinked and interconnected within the realm of a human. They may overlap as is usually found with behaviour since a person acts as a whole and not in part. The presence and degree of practice of one principle depends on presence and degree of others. For example, when you don't value, you are not being human, and when you don't give, you are not forgiving. To that extend, love gets limited so is the result it can achieve. So, this brings us to our propositions:

Proposition 1: Love is related to and caused by thirteen principles of Accepting, Appreciating, Being Altruistic, Being Humble, Being Human, Being Open, Being Authentic, Giving, Growing, Setting Free, Taking Action, Treating Equal and Valuing.

The greatest of leaders have shown us the linkage of love and leadership. These leaders have demonstrated their love both for their followers and critics. They have demonstrated it through their altruism, one of the most famous examples being that of Mahatma Gandhi who is an accepted and revered leader. Love is an emotion. People are bundle of emotions. Carnegie (1982) cautioned us to remember that people are not creatures of logic but the creatures of emotions. Leaders have to lead through these emotions. Love then is an obvious choice of someone to lead others. Kouzes and Posner (1992) mentioned the philosophy of leadership which is the first principle of leadership

as expressed by General John H. Stanford, 'Love them and lead them.' Now this is coming straight from a person who has led masses in toughest of practical situations. So, it carries that weightage. Caldwell and Dixon (2010) talked about suggestions given by several scholars (Covey, 2004; Cameron et al., 2003; Pfeffer, 1998) that when leaders consistently exhibit love, forgiveness, and trust in relationships, their employees respond with increased commitment and loyalty. That is, in turn employees love and value them. This discussion and the one contained in the given thirteen principles together give us our second proposition:

Proposition 2: Leadership is related to and caused by Love as expressed in its psychological, emotional, spiritual and philosophical forms.

Conclusion

This paper is a bold attempt at contributing the idea of leadership by love in a clear and emphatic manner. Second, the paper attempts to describe what this love would mean and what it would consist of. It gives a direction as to how love can be taken up as a conscious choice by demonstrating or living principles suggested herein. The idea is to provide a predictable paradigm to lead businesses in an unpredictable scenario which is the characteristic of current environment and is likely to continue in long term. A paradigm, which gives basic and universal principles to help leaders to deal with a novel situation in a novel way. It proposes to position love as a competency which can be consciously acquired and practiced. Third, the paper proposes a simple model for leadership by love. Great leaders have proved time and again the power of love to move the world. Mother Teresa is one such example who has shown leadership with which she ran the 'Missionary of Charity.' Leadership by love is a highly practiced phenomenon although this is not that obviously talked about in the business organizations. Love is native to all humans. It has the power to move the world be it society or corporate. The self-help best seller books or the popular culture keeps highlighting it time and again through different expressions and choice of words. The academicians and researchers may now need to acknowledge this in a more serious manner. In the world of uncertainty and ambiguity, corporate and leaders need that simple and all time applicable practice of love. Today, there is a great need to be normal, natural, to be human. To be normal is a great thing. Let's be that. Let's do what we love. Let's love what we do. Let's love. Love has led the world in the past. It will continue to lead in future too.

Future Research

The current proposition of leading business by love is at its basic level and is not away from some ambiguity needing further research in future. The first being with respect to definition and what love as a competency will include and what it will not. The current discussion has not made that very clear, though a sizeable list of principles is mentioned. There is a clear scope of improvement here. Second, the principles proposed are too open and broad in their meaning and description. That may be difficult to comprehend and practice as one leading to love and ultimately to leading. It's an area of further deliberation. Third, the cause effect relationship needs to be clearly established. The linkage between love and leadership needs to be measured by researchers in a more rigorous and methodical manner. Fourth being the question, that how much one can develop and how does one develop the competency of love to be practiced as a leader. The principles and description given here give only a broad direction. Leaders would need concrete tools, methods to practice the given principles. Such tools and methods are currently beyond the scope of this paper. Questions like are we all born with love in our hearts and is it possible to do away with our hatred of years and start loving somebody need to be probed for by future researches. While this paper is amongst those few initial attempts along with some authors, the future researches may take it ahead to a core, exhaustive, qualitative and quantitative study on different aspects of this proposed concept and model.

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