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A Content Analysis of the Leadership Styles of Steve Waugh and Sourav Ganguly: Leadership Lesson from the Game of Cricket

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Abstract

In this study, the researchers focus on the leadership styles of two of the game of Cricket's most charismatic leaders of the twenty-first century – Steve Waugh of Australia and Sourav Ganguly of India in a bid to relate their styles with classic leadership theories. Both Waugh and Ganguly have been arguably recognized as the most successful cricket captains of their respective countries and have earned accolades from cricket pundits as brilliant leaders of men. In this study, a content analysis of the articles about these two legendary captains published in the highly-acclaimed Wisden almanac, electronic media such as Sportstar, Cricinfo Magazine and standard newspapers of India, Australia and other neutral countries was undertaken. The content analysis of eighty-seven articles spreading over a page length of 127 A-4 size papers revealed Waugh to be a more result-driven autocratic leader who led more by example, while Ganguly showed traits of a transformational leader who led by motivating his teammates. The study is expected to contribute to the existing body of leadership research with some new knowledge of the construct of leadership, which have been discussed at length in this paper.

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Leadership may be defined as the "process of influencing the activities of an individual or group to achieve certain objectives in a given situation" (DuBrin, 1990, p. 257). Management researchers have spent over a century trying to fathom the concept of leadership. It all started with the conceptualization of the "Great Man" theory in the mid19[th] Century, in which it was proposed that leaders are born, and can't be made (Carlyle, 1841). Gradually, this theory met with criticism, and researchers developed new theories which helped to identify the characteristics necessary to be developed to become a great leader. These later theories came to be known as trait theories (Mann, 1959). The trait theories substantiated the importance of personal characteristics such as personality, intelligence etc. on leader effectiveness (Judge & Bono, 2004). Subsequent research helped in understanding other contextual factors which may affect leader effectiveness such as the economic health of the firm or follower readiness (Avolio, Walumbwa, & Weber, 2009) and degree of acceptance of the followers in the leaders' in-groups as captured by the leader-member exchange (LMX) theory (Graen & Uhl-Bien, 1995). More recent theories have identified great leaders as one who possess something called "charisma" which helps them to become transformational leaders (Bass, 1997). A criticism of these studies is that they have not been able to provide enough guidelines for practicing managers to apply their findings. More studies are needed to highlight the importance of these theories through real world case studies (Avolio et al., 2009).

In this paper, we tried to draw an analogy of management leadership in the corporate world from the game of cricket (Ashok, 2008; Easton, 1996). Corporate leaders such as Microsoft CEO Satya Nadella have expressed that their earliest leadership lessons were taught in day to day activities of life including playing sports (PTI, 2014). Cricket is a team game which demands a lot from the playing captain in terms of strategizing and decision

making (Ashok, 2008). It is a game consisting of eleven players on each side trying to win a contest of a bat and a ball (Brearly, 2000). The game of cricket originated in England and later became popular in the erstwhile colonies of the British Raj. Cricket, unlike other contemporary team games, has the scope of individual solo performances; especially, when the team is batting (Brearly, 2000). It is a game where both individual as well as cumulative team efforts decide the outcome of the game. Brearly (2000) referred to this unique feature of cricket as the prominence of "I" in a team-game.

The most salient aspect of the game is the role of the captain in the on and off-field decisions while a match progresses (Ashok, 2008). A cricket captain has to bear the criticism of every decision taken by him on and off the field, depending on the results of the game. This is not the case in case of other team games such as football, rugby, soccer, baseball, etc.

Acricket captain's greatest challenge is to blend the potential of the team and the individuals into a winning combination and to bring out the best from each individual performer and the team as a whole simultaneously (Brearly, 2000). Thus, a cricket team's captain can be considered to be a very close analogy to a corporate leader than can be observed in any other sport (Borden, 2014).

The captain of a cricket team has to perform all the necessary activities of a manager-planning, organizing, directing/leading and controlling (Easton, 1996; Prasad, 2011). Cricket is the only sport which has undergone frequent change in its playing format (Lord, 2014). Professional cricket started in the year 1877 (Miller, 2016). The traditional test cricket has seen numerous changes incorporated in its playing rules- including duration of play, use of covered pitches, rules for "no-balls" (ball bowled beyond the bowling crease) and "bouncers" (short-pitched ball) and very recently "day-night tests," The one-day international game has similarly been experimented with the concepts of power-plays, field restrictions and use of technology. The "T-20" cricket, the newest form of cricket is the shortest of the format, and it lasts for twenty overs for each side. This makes the game of cricket an interesting case for a dynamic environment, which is very similar to today's corporate life. Though cricket is not a global sport, it has presence in over one hundred countries (Lord, 2014). Hence a study of leadership styles of cricket captains may be a useful lesson for corporate managers to emulate. Sun Tzu in his book, *Art of War*, used war as an analogy to describe the dynamics of strategy. In our study, we explored the construct of leadership by analyzing the captaining attributes of two of the most successful cricket captains of contemporary times- Steve Waugh of Australia and Sourav Ganguly of India.

Extraordinary Leaders: Waugh and Ganguly

Steven Waugh became the full-fledged captain of the Australian cricket team in the year 1999 replacing his predecessor Mark Taylor. During his captaincy lasting until 2004, Australia won the ICC Cricket World Cup in England in 1999, went on to win sixteen consecutive test matches and became the number-one side in both forms of the game- test cricket and one day cricket (Kerr, 2002). He took the Australian cricket team to unthinkable heights from where they have ruled the cricket world till the end of 2010 when India displaced them from their number one position.

Sourav Ganguly took charge of the Indian cricket team a year later in 2000, following the match fixing fiasco in which several cricketers from India including the then captain Mohammad Azharuddin were involved (Ashok, 2008; Bose, 2000). Indians were shocked at their cricket captain's confession that he has taken money from book-keepers to forego matches. Ganguly took charge of an emotionally distraught unit with quite a few key members of Indian cricket team served life time ban from playing cricket.

Under Ganguly's leadership, the Indian cricketers displayed a coherent harmony among themselves; the team started playing well under overseas conditions winning ten test matches abroad and reached the finals of the ICC mini World Cup in 2000 and the ICC Cricket World Cup in 2003. Ganguly had his share of criticism, but his aggressive brand of cricket rubbed off in his teammates and transformed a bunch of discordant talents into a team which scaled great heights of success, especially in playing conditions away from home. (Ashok 2008).

Both Waugh and Ganguly demonstrated extraordinary leadership qualities during their tenure and both are widely regarded as the most successful cricket captains of their respective countries. Against each other, they shared a tooth and nail rivalry which often got reflected in the extremely competitive bilateral series played between India and Australia in 2001 and 2004. The fact that they were contemporary cricketers also helps to compare their performances as leaders.

In a lot of ways, they possessed some common leadership virtues- aggression, inspiration, motivation and planning. However, their basic styles were essentially different in the manner in which they handled crisis- Waugh the iceman versus Ganguly the emotional (Ashok, 2008; Kerr, 2002). By analyzing the different attributes of these two leaders, this study wanted to explore the leadership literature from the aspect of sports. For that purpose, this content analysis was done.

Research Methodology: Content Analysis

The motivation for this study was developed from the interest of the authors to map traditional leadership theories with real world case studies from non-managerial context. The researchers wished to investigate the leadership traits shown by leaders in the field of international sports. The researchers have a long-standing admiration for the game of cricket which is considered to be a team sport involving various facets of leadership and managerial decision making (Brearly, 2000). Compared to cricket, some popular sports such as soccer and baseball do not attach that importance to the captain (Borden, 2014). In cricket, the captain gets to have more say than the coach or manager in terms of team selection, calling the toss, setting the field and deciding which bowler to continue and whom to replace. In contrast, a soccer captain's role is often limited to calling the toss and wearing a distinguishing arm band on his arm. In baseball, sometimes there is no captain at all (Borden, 2014). This gave the researchers the impetus to compare the leadership styles of cricket captains. The researchers have personally observed through several live and telecast matches that Steve Waugh and Sourav Ganguly represent two contrasting styles of leading their teams. Various comments published in newspapers and other sources, further establish this notion. Hence these two were chosen in this study to map the unique features of their leadership styles.

"Content analysis is a research technique for making replicable and valid inference from texts or other meaningful matter to the contexts of their use" (Krippendorf, 2004, p. 19). One of the basic presumptions of content analysis is that there is always some message or meaning that is embedded in text documents which may help in useful interpretation of events (Graneheim & Lundman, 2004).Analyzing the content of a textual or other form of document may lead to two types of results. The manifest part of the content is the visible and obvious aspect of the document while the latent part comprises of the underlying meaning of the document, which is obscure and not apparent at first glance (Graneheim & Lundman, 2004).

Several studies have applied content analysis as a qualitative as well as a quantitative analysis technique in research (Allan, 2008; Hara, Bonk, & Angeli, 1998; Palmer & Short,

2008; Peyrefitte & David, 2006). Hara et al. (1998) conducted a content analysis of online discussions on the topic of applied educational psychology. Peyrefitte and David (2006) content analyzed the mission statements of 57 large U.S. organizations. The results of the content analysis suggested that the mission statements were framed in accordance with the demands of the industry in which the organization operated. In advertisement research, Allan (2008) conducted a content analysis of the placement of music in prime time advertisements. The author analyzed 3,456 television advertisements, which are aired at prime time. This content analysis showed that there were three genres of music present in the advertisements: popular songs, generic music and ad jingles. There was also a relationship between the types of music and the type of ad in which they featured.

Thus, content analysis finds its application in a wide spectrum of research. One of the key components of a content analysis is the unit of analysis (Mayring, 2000). The unit of analysis refers to the objects of interest in the study such as the data collected about a particular content through collection of facts, by conducting interviews and by analyzing documents. The meaning unit refers to a section of the collected documents, which relates to the central theme of the study. Further condensation of the meaning unit results in a condensed meaning unit, which is a more compact representation of the central theme of the study. Subsequently, researchers may sub-categorize these condensed meaning units into broader meaning units, which are termed as sub themes. Finally the researchers may undertake a closer analysis of the sub themes leading to the realization of the central theme or message that is conveyed by the documents (Graneheim & Lundman, 2004).

Insch (1997) discussed at length how content analysis could be an effective tool for undertaking leadership studies. Reiner (2009), in a recent study, had used content analysis to describe the leadership style of Simba, the animated character of the Disney movie, "The Lion King." He related Simba's leadership traits with that of a charismatic leader (Reiner, 2009). The context of sports has been relatively underused as an analogy for leadership studies though Katz (2001) has drawn analogy between sports teams and workplace teams. Katz has elaborated that depending on the type of sports, the nature of team work may vary. Bennie and O'Connor (2010) have studied professional cricket and rugby leagues in Australia to reflect on coaching philosophies in these two contexts. Their study highlighted that coaches in professional sports need to incorporate player development policies which are similar to corporate coaching of employees on their jobs. However, these studies did not consider the role of the captain as a leader of the team, which can be a major factor behind the team's success (Brearly, 2000). We kept in mind the suggestions proposed by Insch (1997) while making a choice for our methodology.

Data Collection and Analysis

We used content analysis as our research method. This research technique is especially useful for exploring unobtrusive sources of secondary data in the form of text or audio-visual material as has been elaborated in the previous section and has also been used in leadership research in the past (Reiner, 2009). We collected articles relevant to the matches captained by Waugh and Ganguly published between 1999 and 2005 from various sources- the Wisden Almanack reports, sports related magazines such as the Sportsworld and the Sportstar magazine, newspaper articles from India, Sri Lanka, England, and Australia as well as from the open access online cricket blogs such as Cricinfo and Cricbuzz .

There was the most credible of all reports in the game of Cricket from the Wisden Almanack, which is widely regarded as the "bible of cricket" (Briggs, 2013; Sheringham, 2016) and supplementary reports from India and Australia as representative of the countries, for which they captained, as well as other reports from England, Sri Lanka and West Indies

against whom they led their teams. The reports and articles that we procured for the analysis hailed from different sources; some were published in online cricket blogs such as EspnCricinfo (www.espncricinfo.com), Cricbuzz (www.cricbuzz.com) and Yahoocricket (www.yahoocricket.com), while we obtained some relevant articles published in leading daily newspapers published in India such as the Times of India, The Telegraph, The Statesman, and from Australia such as The Australian, The Age and The Sydney Morning Herald, as well as newspaper published from England and Sri Lanka such as the Daily Mirror, All data were collected from the internet in the form of electronic documents archived in official websites of the sources mentioned. The various sources of textual data ensured that the content was not subjectively biased. The total amount of data collected resulted in hundred and twenty-seven pages of articles and post-match analyses.

The units of analysis for the study were written texts describing leadership attributes of Waugh and Ganguly penned down by noted sports columnists, ex-cricketers and players who have played with them. Excerpts of interviews and match reports were coded into categories based on their themes after going through the collected data, which related to the concept of leadership. For the purpose of maintaining reliability, two independent coders coded the data separately and came up with their respective codes. The coders sat together and decided on the criteria for selection of excerpts. The criteria was to read the data line by line, and whenever any part of the passage seemed to be relating to the captaincy issues of Waugh and Ganguly, highlight that area. Later, while coding, the coders extracted the latent contents of the excerpts and gave suitable names to the codes such as aggressive, emotional, team man etc. Latent content can be sub-classified into two categories, namely, latent pattern content and latent projective content (Rourke, Anderson, Garrison, & Archer 2000).

Latent pattern content is decoded by coders by searching for clues that hint the possibility of presence of the content variable of interest. Latent projective content is decoded based on the individual perception of the coders as influenced by the personality and cognitive abilities of the respective coders (Rourke et al., 2000). The reliability of coding using the latent projective technique is much lesser than by using a latent pattern technique because of the subjectivity of the former method (Rourke et al., 2000).

In this study, we adopted the latent pattern method to analyze the leadership related contents. The first step to conduct a latent pattern analysis is to categorize the entire content of the excerpts into some codes or sub-themes. In this study, first, we constructed a condensed latent meaning of the unit of analysis by interpreting the underlying message of the content. Then we encoded these latent meaning units into some sub-themes or codes, which represented the basic patterns of practices followed by Waugh and Ganguly while captaining their sides. We further categorized the related codes into sub-themes, which led to the development of the central theme – the leadership styles of Waugh and Ganguly. A complete list of the codes and the sub-themes has been provided in table 1.

Findings

The content analysis software package MAXQDA Version 10 was used to do the coding and frequency counting of the data. The total number of codes, which emerged out of the analysis of articles, related to Steve Waugh was 9. The maximum frequency of occurrence of attributes in case of Steve Waugh was the strategic tactics, motivation of players and narrow focus on winning. The complete list of frequencies of the codes has been given in table 2.   The inter-coder reliability was calculated using percent agreement method. The percentage of agreement between the first and the second coder was 81%, which is considered to be an acceptable value (Lombard, Snyder-Duch, & Bracken, 2003).

Table 1: Excerpts and Codes of leadership Attributes of Steve Waugh

Unit of Analysis	Latent Meanings	Leader Attributes/ Codes
Steve Waugh not only has exquisite timing while batting, his appreciation of the right moment to prod an opponent is immaculate. He chose the perfect time to launch an assault on a rampant Darren Gough and so flummoxed the England captain, that Australia are now leading in a match where they could so easily be trailing. The elder Waugh twin took a calculated gamble when he began to play as though he was in the final stages of a limited-overs match. This is a role he experienced regularly in his younger days and his timing and tactical know-how revealed that there is nothing wrong with his memory.	Waugh wanted to dominate his opponents by taking calculated risks which took his opponents by surprise and left them without a clue to his tactics	Risk-taker
Recently, Justin Langer was saying how Waugh's confidence in the dressing room and at tactical discussions rubs off on the less experienced members of the team. He explained how hearing Steve's summation of a situation gives a clear picture of how to go forward and that this helps to erase any doubts and produces a feeling of invincibility	Waugh inspired fellow team members with his own confident attitude. His team got charged up by seeing their leader unfazed by any difficult situation	Self-confidence
This is Steve Waugh - pragmatic, realistic and honest. He has a different style from Mark Taylor but the same effect - what you see is what you get. Australians tend to bring this straightforwardness to sport and on the whole it serves them and their country	Waugh had a straightforward no fuss attitude and his practical mindset made his team into a ruthless winning unit	Rational
It was a do-or-die effort for Waugh and the Australians; either win and stay in the race for the 1999 Cricket World Cup trophy by getting to the semi-finals, or lose and head home on QANTAS Flight 001. It seems that perhaps Steve Waugh did not fancy the long, and probably dreary, certainly unhappy, flight to Sydney, so he took the responsibility on his own head to keep his team's hopes high and his country's flag flying.	Waugh had often done the rescue act to deliver miraculous results for his side thus leading his men by his own example	Leading by example
All or nothing it is for the Australians. Win at all costs or go down in flames trying. If South Africa thought that the Australians, and especially Steve Waugh, had lost the will to fight, after a somewhat indifferent start to the competition, or would go out of the competition without scrapping, gouging, decapitation and general blood-letting, they really do not know the Australians. Australian cricketers do not mind being hurt,	He was always pushing his team to higher levels and never let them become satisfied with their achievements. There was always something more to achieve and he would continuously raise the bar	Limit pusher

so long as they can hurt the opposition more.		
A captain is recognized not only by the ability to lift his own game, but also by the ability to inspire his teammates to excel. Since Waugh had a team, which was largely unchanged from the players whom Taylor led, it becomes possible to compare how the players performed under those two captains. Matthew Hayden and Ricky Ponting have done considerably better under Waugh, but it's interesting to note that Mark Waugh was at his best when playing under Taylor	Waugh was able to bring out the best from players who otherwise may not have been able to perform better. He played a big hand in making these players realize their true potential	Motivator
Under Waugh the Australians have significantly improved their record in dead rubbers: despite recent defeats against England and West Indies, their win-loss record in dead Tests is an impressive 11-3	Waugh attached significance to all matches irrespective of their importance and his narrow focus on winning made his team so consistent	Result-focused
After tearing a muscle in his leg at the Trent Bridge Test three weeks earlier, Waugh knew that the Oval game would be his last in England - and nothing was going to stop him playing in it. Coming in at 292 for 2, Waugh could have been forgiven for taking it a bit easy, but not a bit of it. He could hardly run, so he just smacked boundaries - 21 fours and a six - instead. The only sniff England had of getting him out was when he hobbled for a single on 99, but he made it - and even managed a smile afterwards	Waugh was mentally tough and often would demonstrate that through some of his hard-fought efforts	Strong-willed; Gutsy
Every batting tactic, including that of speed, must be adapted to the conditions. In knuckling-down conditions, Australian batsmen will knuckle down. But send them a bad ball at any time in any context and hear it thwack into the boundary board: first over of the day, last over of the day, just after a wicket, just before tea, 50 for 3 or 200 for 0 - bam.	He was a brilliant tactician and his model of fast run scoring in test cricket revolutionized the game	Strategic tactician

Table 2: List of Codes and Frequency Counts of Steve Waugh Related Articles

Serial No.	Name of Code	Frequency
1.	Risk taker	5
2.	Motivator	12
3.	Self-confidence	5
4.	Leading by example	7
5.	Strategic Tactician	14
6.	Rational	3
7.	Limit pusher	9
8.	Respect for competitors	9
9.	Gutsy	10
10.	Result-oriented	12

11.	Strict code of conduct	5
12.	Emotional	3
13.	Strong willed	9
14.	Talent recognizer	9

For Sourav Ganguly, the total number of codes that emerged was nineteen in all. In Ganguly's case, the highest frequency of a particular theme was for team-building capacity followed by leadership by example. His other major attributes appeared to be expressive performance appreciation of colleagues, aggressive attitude and confidence in his team's abilities to win. Table 3 and 4 shows the codes and the frequencies of the different salient features of Ganguly's captaincy.

Table 3: Excerpts and Codes of Leadership Attributes of Sourav Ganguly

Unit of Analysis	Latent Meaning	Leader Attributes/ Codes
On the field he exercises authority more overtly, likes to play the game hard, and shows an intense competitiveness. Off the field too he is more forthcoming in his dealings with the press and gives the impression of being comfortable with the job	Ganguly mixed aggression with control to dictate his authority on and off the field	Authoritarian
He congratulated me and told me not to lose hope. Getting dropped is a part of life. He also stated that if I performed, I would definitely be called back," informed Yuvraj (India Cricketer). Then he added, "The way Sourav has supported me during my bad times is unthinkable. I am ready to die for such a captain.	Ganguly always backed young talents, and he supported them during their bad times	Supportive
he took off his shirt and brandished it in the air, but later severe criticism was on him as he has violated the code of ethics of Lords, but later he disclosed he was just mimicking Flintoff of England, that incident is still unforgettable	Ganguly seldom suppressed his enthusiasm and emotions on the field and he captained his side with a lot of emotional expression	Emotional
Most notable about this win was that, at the fall of every wicket, the Indians huddled together, talking animatedly, pumping fists and displaying the kind of unity that bodes well for the team. "I know we did badly against Australia but I think some of the reactions to our performance in that game were extreme," said Ganguly at the end of the game. "We were getting into huddles because we needed to support each other during a tough period. After all, we weren't	Ganguly forged a team out of a group of individuals and his men learnt to play like a combined unit for the first time	Team-builder

getting much support from outside the team," said the skipper with a wry smile		
It was a gutsy, stirring, emotion-filled hundred, which took the Australians by surprise. Ganguly had been identified as a soft target but, when he was sixth out, India led by six runs and the entire stadium rose to salute him	Ganguly used his opponent's thought process as a weapon to surprise them by doing something completely unexpected by his opponents to do	Tactician
tactics of Sourav Ganguly of making Aussie captain Steve Waugh wait for the toss and his match strategy	Ganguly saw eye-to-eye to his rival captains, more so against Steve Waugh, by making him wait for toss he provoked Steve in mind game	Strategist

Table 4: List of Codes and Frequency Counts of Sourav Ganguly Related Articles

Serial No.	Name of code	Frequency
1.	Trend-setter	4
2.	Respect for competitors	2
3.	Aggression	12
4.	Team Builder	18
5.	Persistence	8
6.	Emotional	9
7.	Performance Appreciation	13
8.	Team Confidence	13
9.	Self-confidence	10
10.	Strategic tactics	15
11.	Challenge lover	8
12.	Leading by example	16
13.	Courage	10
14.	Risk taker	5
15.	Supportive	8
16.	Authoritative	1

The next step was to develop the different sub-themes and central theme of leadership for Steve Waugh and Sourav Ganguly. This has been shown in table 5 and table 6.

Table 5: Sub-themes and Themes of Steve Waugh's Leadership Style

Codes	Sub-themes	Theme
Strong willed Rational Gutsy Respect for competitors Strict code of conduct	**Practical Attitude**	**Authoritarian Leadership**

Limit pusher Motivator Result oriented	**Raising the bar**	
Self-confidence Leading by example Talent recognizer Risk taker Strategic tactician	**Strategic brilliance**	

Table 6: Sub-themes and Themes of Sourav Ganguly's Leadership Style

Codes	Sub-themes	Theme
Aggression Persistence Courage Challenge lover Risk-taker Respect for competitors	**Emotional Attitude**	**Emotional Leadership**
Supportive Team confidence Performance appreciation Strategic tactics	**Mentoring & Support**	
Trend setter Leading by example Self-confidence	**Pioneering revolution**	

Discussion

The above content analysis showed two very similar yet contrasting approaches to leadership. Waugh was renowned for his off-field tactics to target the opposition captains in psychological warfare, before the start of a series. "Sledging," an art of verbally attacking the opposition players, was advocated by him extensively. Ganguly, unlike his predecessors, brought out this rough style of aggression in his team. He is allegedly famous for playing with Steve Waugh's patience by deliberately turning out late for the toss before each game in a famous test match series in 2001-2002. His unfurling of his jersey after a famous last over win against England at the haloed cricket stadium of Lords remains an iconic moment of cricket nostalgia. From the above evidence, while both Steve Waugh and Sourav Ganguly were very similar in their aggressive attitudes to the game, they were also fundamentally very different in showcasing their aggression. Waugh shielded his emotions from the outside world. Ganguly, on the other hand, used his emotional outbursts as a tool of aggression. Among the two, Steve Waugh will score higher in terms of his hunger for results. Ganguly was more focused on maintaining team harmony and developing a coherent group, which is evident from the difference in win percentage of Waugh compared to Ganguly. In fact, Waugh is the most successful cricket captain of all time with a phenomenal win percentage of

72 %, while, Ganguly has a win percentage of 43% which, though one of the best for an Indian cricket captain, is at best modest at world level).

We can infer the two cases of leadership in terms of corporate in the following way. Waugh analyzed the strengths and weaknesses of his opponents superbly and developed a revolutionary winning formula of fast scoring. He can be related to a big player in a market who grabbed the first mover advantage to the fullest. His result- oriented focus can be related to the path-goal theory of leadership (House, 1971; Schriesheim & von Glinow, 1977) and motivational theory of goal setting (Locke & Latham, 2002). Ganguly, on the other hand, was more of an entrepreneur. He also displayed some traits of transformational leadership in terms of charisma, inspirational motivation and talent stimulation. He was more of a participatory leader who always encouraged rookie cricketers and helped them establish their careers. He was often a mentor to the youngsters. He also instilled a lot of self-belief in his team, which is reflected in Indian cricket teams' impressive showing in away tests.

The study gave an idea of how real-life leaders, professional cricket captains performed their leadership roles and how close we can relate their actions with established management theories. This study opened up some questions as to, how displaying emotions can help leaders to gel their subordinates into a unit. A new concept of emotional leadership emerged from the analysis done in this study.

Limitations of the Study and Future Directions

The main disadvantage of choosing Steve Waugh and Sourav Ganguly as leaders in this study is the lack of familiarity of these two sports figureheads in countries where the game of cricket is not very popular. However, it is a fact that the International Cricket Council (ICC) has 104 associate countries and in terms of popularity, cricket ranks second only after football/soccer. Therefore, we believe that the cases of Waugh and Ganguly would help the managers to give a thought to their management styles and use the lessons learnt from this study in a fruitful way.

Future studies may be conducted to further explore the concept of emotional leadership to substantiate the validity of the findings of this study. Similar studies relating to real world leaders should be conducted to gain more insight to the theories of leadership and to increase the external validity of this study.

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