

Leadership Succession Challenges and Issues in Social Enterprise

Muklesh Kumar Tiwari

Chandigarh University, India

Tarun Kumar Sharma

Dalmia Cement Bharat Ltd., New Delhi, India

EXECUTIVE SUMMARY

Every organisation has leadership succession issues. This is more challenging in social entrepreneurship. This case addresses leadership succession issues in social enterprise. Social entrepreneur Padmshree Phoolbasan Bai Yadav fought poverty and empowered rural women. Her 2 million rurally disadvantaged and uneducated women's network earned 40 crore rupees through social business until 2018. She concentrated on education, health, hygiene, fighting addiction, and independent jobs. She designed a four-layer framework to fulfil these societal tasks. She worried about replacing leaders at each level. As she sought leadership succession, she stressed that a leader should shun politics, work from the heart, not be arrogant or self-driven, and be willing to give her life to society. Her successor and leadership transitions scared her.

BACKGROUND

Phulbasan was born into a rural household that was so poor that her parents were unable to feed her every day. She had to start working at the age of seven due to her tremendous poverty, yet she was still able to finish seventh grade. She married at the age of 10 in Sukuldaihan, Rajnandgaon (Chhattisgarh), a neighbouring hamlet (Annexure 1). She was sent to her husband's home after four years of marriage in accordance with the *Gauna*¹ (social rite). Her in-law's family's only source of income was cow grazing, which was insufficient for their ability to support themselves.

Phulbasan's husband was a herder who was also uneducated. She also engaged in the same occupation, but the revenues were insufficient for them to afford enough food each day. They lived in a modest cabin on the village's outskirts as their place of residence. She had five children when she was twenty years old and was unable to provide for their needs in terms of housing, food, education, and clothing. Cattle grazing in the village and gathering cow dung to bake cakes from, which she sold, were her main sources of revenue. She was not receiving enough money from her job to provide for her family.

She was a mother of five children and was constantly depressed since she was unable to give her kids food, an education, and other necessities. Because no one in the hamlet provided them with food, her children often went the whole day without eating. She was preparing meals for them after coming back from cattle grazing. It was a challenging period for her as a mother; she frequently considered suicide, but she always had the idea that "God gave this life to achieve something, not to commit suicide" cross her thoughts. She believed that her situation was not unique to her and that it affected many women in her village's community at the time of her poverty and misery. She made the decision one day to help economically independent, impoverished, and illiterate women escape poverty.

The Journey of Social Entrepreneurship

Phulbasan began promoting the economic independence of women in her community in the year 2000 and tried to advance society so that other women would not experience the same issue she did. She highlighted the main issues plaguing society as being poor financial standing, a lack of a reliable source of income, low levels of education among women, and a lack of resources available to the underprivileged. She began her social entrepreneurial adventure by encouraging the economically underprivileged and lower class ladies of Sukuldaihan village to create their own businesses. She urged them to recognise their rights, pursue education, and achieve financial independence. She initially believed that the poor would be exploited by society if they were not financially independent, and that poverty was the main factor in exploitation. She first began assisting ladies in the community who shared her position in education and cleanliness. She faced fierce opposition from every quarter of the town, but she was determined to transform society, so she kept her spirits up and organised a group of women to do the task. Phulbasan began promoting the economic independence of women in her community in the year 2000 and tried to advance society so that other women would not experience the same issue she did. She highlighted the main issues plaguing society: poor financial standing, a lack of a reliable source of income, low levels of education among women, and a lack of resources available to the underprivileged. She began her social entrepreneurial adventure by encouraging the economically underprivileged and lower-class ladies of Sukulbihan village to create their businesses. She urged them to recognise their rights, pursue education, and achieve financial independence. She initially believed that the poor would be exploited by society if they were not financially independent, and that poverty was the main factor in exploitation. She first began assisting ladies in the community who shared her position in the areas of education and cleanliness. She faced fierce opposition from every quarter of the town, but she was determined to transform society, so she kept her spirits up and organised a group of women to do the task.

She took part in bidding for a *Bazar Theka*² (market contract) into a *gram panchayat*³ under the auspices of the women's society (the first women's society) to become financially independent. The community received the contract. She encountered several issues, some of which were life-threatening, from groups who had before been her competitors in the market to her group. This job was primarily male-dominated. She encountered difficulties in the early stages of her profession, including threats to

14 more pages are available in the full version of this document, which may be purchased using the "Add to Cart" button on the publisher's webpage:

www.igi-global.com/chapter/leadership-succession-challenges-and-issues-in-social-enterprise/325423

Related Content

A Philosophical Perspective on Knowledge Creation

Nilmini Wickramasinghe and Rajeev K. Bali (2009). *Encyclopedia of Data Warehousing and Mining, Second Edition* (pp. 1538-1545).

www.irma-international.org/chapter/philosophical-perspective-knowledge-creation/11024

Text Mining for Business Intelligence

Konstantinos Markellos (2009). *Encyclopedia of Data Warehousing and Mining, Second Edition* (pp. 1947-1956).

www.irma-international.org/chapter/text-mining-business-intelligence/11086

Data Mining in Genome Wide Association Studies

Tom Burr (2009). *Encyclopedia of Data Warehousing and Mining, Second Edition* (pp. 465-471).

www.irma-international.org/chapter/data-mining-genome-wide-association/10861

Data Mining and the Text Categorization Framework

Paola Cerchiello (2009). *Encyclopedia of Data Warehousing and Mining, Second Edition* (pp. 394-399).

www.irma-international.org/chapter/data-mining-text-categorization-framework/10850

Scientific Web Intelligence

Mike Thelwall (2009). *Encyclopedia of Data Warehousing and Mining, Second Edition* (pp. 1714-1719).

www.irma-international.org/chapter/scientific-web-intelligence/11049