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Art &
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"If you want to build a ship, don't drum up the men to go to the forest to gather wood, saw it and nail the planks together. Instead, teach them the desire for the sea."

- Antoine de Saint



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CEO, Aon Hewitt, India

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CEO-India Region, Monsanto

Dr. Anil K Khandelwal

Former CMD, Bank of Baroda

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President - Group HR and Aftermarket Sector, Mahindra and Mahindra

◀ **Mumbai**



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INSTITUTIONALIZING LEADERSHIP DEVELOPMENT AND PIPELINE

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President, Human Resources, GMR Group

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◀ **Bengaluru**



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“The final test of a leader is that he leaves behind him in other men, the conviction and the will to carry on.”

- Walter Lippmann



K K Sinha is an Economics Graduate and Post Graduate in Personnel Management / LSW (Gold Medalist, University of Patna). He has worked in HR for 42 years and held leadership positions in organizations like SAIL, NTPC, Reliance Energy, Reliance Infocom and Reliance Industries Limited (NMSEZ/HSEZ), and as the Director, Group HR, JPL/ Jindal Steel and Power. He has received extensive training in Human Resources from Harvard Business School, Templeton (Oxford), Michigan Business School etc.

He had been associated with National HRD Network and is also a Fellow of All India Management Association. A keen learner and HR thinker and innovator, he also tailored and executed change in Corporates, also working with international level Consultants like McKinsey, Hewitts, Mercer, E&Y, AT Kearny, to name a few.

On his retirement from Corporate world, he is working as a Professor and Head of HR in the leading Business School, BIMTECH, in Greater NOIDA. He is a visiting Corporate Trainer and a Consultant.

BIMTECH is an ever growing Business School that has been working on its strategy of continuous improvement. This has led BIMTECH to reach a level of excellence in just over two decades. To reach the level of seventh ranking amongst India's private B-schools and in top 20 of India's combined list of B- schools, has indeed been a journey with all rigors, speed, passion and commitment to its Vision *“To be known for developing ethical global leaders and entrepreneurs striving for sustainability and inclusive growth”*. While moving on this challenging path of contentious development, apart from presenting brilliant youngsters to the pool of tomorrow's Leaders in the Business, year after year, we thought, it would be an interesting offering to the pacific world of academics and at the same time the dynamic world of corporate; to examine and explore a live and one of the most critical subjects of contemporary significance particularly to the Business world, with the involvement of seasoned corporate Leaders and also learned luminaries of the academic world.

We thought that with rampant, all round and high speed changes, nothing could be more relevant than the challenge of developing Leadership as a subject, though so much has already been written about Leadership.

In the Davos Business Summit, at the turn of the millennium, one of the major issues coming out as a major concern for the new millennium was the crisis of Leadership in all walks of business and governance and the world would need to actually work in a focused manner to meet this crisis. We are already feeling the pinch of the shortage in the business, accelerated today by high ever changing business realities like globalized market, sensitive customers, easy availability of capital, regularity shift, changing work force profile, rapid technological changes, etc.

Under the circumstances, corporates particularly will have to identify and work ever innovatively on critical success factors of not only cost, quality, speed, delivery, learning and innovation, social responsibility, etc. but primarily on development of Talent and Leadership.

Today the imperative for senior Leaders is to keep actualizing the latent in themselves and also in the band

of leaders all over whether leading from front or middle or behind. Researchers have been researching, advising and also rewarding how leadership is required to be developed or is being developed in successful and winning organizations. People have been identifying competence that are basic ingredients in Leadership and also defining and penning down the roles, styles and attitudes of successful and delivering Leaders.

As a subject of scholarly inquiry, scholars have for long been grappling with questions pertaining to leadership - who leaders are, what makes them tick, is it their personality or education, or is it being good role models, have they risen to be a leader or are they just born with it, or is it the life experiences that make a leader? Further as an exciting area of scholarly pursuit the subject of leadership has been debated for long as to whether the phenomenon of developing leaders is an art or science. While there are schools of thoughts which believe that developing leaders is a science, there are others who are of the opinion that developing leaders is both an art and a science. It is being increasingly argued that given the complexity of the phenomenon called leadership and its multidisciplinary nature; the process of developing leaders needs to be looked at from multiple lenses.

Traditionally, leadership skills were thought to be something people are born with; implying that leadership is at least in part about being genetically lucky. However, situational theory would have it that leadership is primarily a function of the situation, and that anyone could be a leader in the right conditions. It is argued that leaders are rarely born because they often do not carry any legacy, nor are they necessarily from great families. People who have initiated and propagated great changes are seldom there because of a birthright. They emerged as and remained great leaders through their own merit; beginning with a decision to take on leadership and a determination to lead a cause that they believed in. Further, if leaders are born, leadership development may be a fruitless endeavor.

If we go by the philosophy that leadership is not something with which one is born, it is not inherited - it is something one decides to do; then to some extent there must be an art or science or a mix of the two to

perhaps develop leaders. For effective leaders are made, not born, they learn from trial and error and from experience and are thus bold enough to make a decision when they are faced with a defining moment.

In the present Indian context, the second biggest priority for CEOs is developing leadership pipeline while for the CHROs across organizations the priority is leadership pipeline development.

We thought along with our eminent Knowledge partner Aon Hewitt, that BIMTECH will offer a platform in the leading cities for great corporate Leaders and learned academics to share their rich experiences and confer on the *"Art and Science of Developing Leaders"*, so that organizations, be they academics or corporate, who have been in the business of Talent and Leadership building for decades, share how they built up confidence, knowledge and ever working on the process of developing Leaders in their organizations. This led BIMTECH to create a platform in the shape of the HR Roundtables in order to bring over some of the best in the country for sharing with the Business world their best. While structuring the three HR Round Tables on this contemporary theme of Leadership, we have used a format and attempted 3 separate subthemes for the three Round Tables, as Concept of Leadership in Mumbai, the Leadership Brand in Bhubaneswar and Leadership Development in Bengaluru, though it has not been so water tight, since the subject itself is so dynamic, and the Panelists so rich and laden with experiences ; the overall comprehensive theme of Leadership tends to encompass and touch, sporadically, the Concept, Branding and Development seamlessly, in all the 3 Roundtables, as well.

This Booklet captures and presents in brief, very rich experiences, successful and tested practices, learnings and brilliant Insights of great Business and HR Leaders from varied sectors in business and the academics in the country.

Happy Learning!

K K Sinha

Professor and Head, HR Area

Chairperson, Centre for Management Development, BIMTECH





"Great Leadership is not about having all the answers - it is, more often, about having the courage to ask the critical questions."

- Robert S Kaplan



It is a matter of great pleasure to put forth the proceedings of three HR Roundtables on the theme "The Art and Science of Developing Leaders" organized by Birla Institute of Management Technology (BIMTECH), in association with People Matters and Aon Hewitt. Our institute has special interest in leadership development and more than 500 industry leaders have been part of this series. All these events held at Mumbai, Bhubaneswar and Bengaluru were addressed and graced by leading thought leaders and trail blazers from the Indian business who have been actively engaged in nurturing

and developing leaders. They represent a wide spectrum of leadership development activities happening in the Indian Business at a very hectic pace. Their views and experiences on these occasions are extremely relevant since the organizations represented by them, currently or in the past, have been known as "leadership laboratories".

All of us are well aware about the spurt in leadership development activities in India during recent years. There have been frantic efforts in big Indian as well as foreign companies to develop leadership quickly at all levels in the organization. The reason of this recent spurt lies in the current growth trajectory of Indian companies. Many Indian companies are growing at a rate which is mind-boggling. Companies which grew at 3 to 4 percent per annum for the first 30 years of their history, have grown more than 150 percent per annum in the last few years. Infosys is a prime example of such a company, since it increased its manpower 25 times during the last 11 years.

There are examples of several companies which have expanded phenomenally during the last 5-6 years, from Pan-India operations to manufacturing in 5 countries and doing business in 30 countries, increasing their manpower five times more than the number of people they had ever hired. Selling targets are being set anywhere between 100 to 300 percent as compared to the previous year. Both Indian companies as well as MNCs are under tremendous pressure to develop leadership at all levels in the shortest possible time. Such unprecedented and discontinuous growth brings to the fore, both opportunities and challenges.

As a business school, we have been doing some research on leadership development in India during the post-liberalization regime. We have found that everyone in leadership development supply chain including companies, consultants, academic institutions and leadership coaches and trainers have been busy on their respective agenda. There has not been much of dialogue among these constituents. The purpose of organizing HR Roundtables under the theme "The Art and Science of Developing Leaders" is to bring these stakeholders on a common ground, to collate their experiences, to share processes, to look at best practices

A Brief Profile

A Masters Degree in Commerce and Doctorate in Business Management from Agra University, Agra, Dr. Chaturvedi has more than 35 of years experience in teaching, research and administration. As former Director with All India Council for Technical Education (AICTE), New Delhi, a statutory body under MHRD, Government of India, he has been associated with formulation of policies, planning, regulation and control of Management Education as well as other disciplines under technical education. While working with the National Board of Accreditation (NBA) and the AICTE Board of Studies in Management, he was involved in multi-dimensional improvement of quality in Indian B-schools.

Dr. Chaturvedi joined Birla Institute of Management Technology (BIMTECH), New Delhi as Director in 1999. Under his leadership, BIMTECH has launched AICTE approved two-year, full-time postgraduate programmes in insurance, retailing, international business and sustainable development. He has been instrumental for forging linkages with 40 B-Schools and universities of Europe, Asia, the USA and Africa. Because of its multifaceted growth, the Institute has been consistently ranked amongst top B-Schools in the country by reputed agencies and publications, like Business Today, CNBC, C-fore and MBA Universe.com.

Dr. Chaturvedi is being regularly invited by leading TV channels and financial newspapers to present his views on contemporary issues related to the Indian economy and higher education. Dr. Chaturvedi is a founder member and the Alternate President of Education Promotion Society for India (EPSI), a national platform for eminent educationists, education service providers and edu-entrepreneurs. He is also President of the Alumni Association of Agra University (AAAU) and Ranganathan Society for Social Welfare and Library Development, (RSSWLD) Uttar Pradesh.

and to predict the future roadmap for leadership development in India during the coming decade.

All Indian companies are currently facing a big dilemma while managing their leadership development activities. The big dilemma is whether to pursue traditional approaches such as organizational restructuring and reengineering, or to adopt new ways of developing leadership competencies. The workplace of 21st century is characterized by greater complexities, uncertainties, ambiguities and interconnectedness. Generation Y employees are far more demanding and they seek challenging meaningfulness and purpose in their work life.

Hence, old notions of positional authority and management by command are fast losing their relevance. An observation of a recent study by the Hay Group on best companies for leadership is very relevant, "Leadership in 21st century is about leading at all levels, not restricting it to title. As organizations become flatter, the best leaders are learning that they must check their ego at the door and become increasingly sensitive to diversity, generational and geographical issues."

Last year, the Harvard Business Press published a fascinating research done by four professors of Wharton viz. Peter Cappeli, Harbir Singh, Jitendra Singh and Michael Useem. The title of their book is "The India Way – How India's Top Business Leaders are Revolutionizing Management". They had interviewed 105 Indian CEOs from 98 companies during 2007-09. Authors of "The India Way" have attempted to define how Indian CEOs lead their organizations and develop leaders. According to them, The India way is characterized by four principle practices: holistic employee engagement, the improvisation and adaptability of managers, creative value delivery to customers and a sense of brand mission and purpose.

Another interesting research work is titled "A New Terrain of Leadership Development – An Indian Perspective". It is authored by Meena Surie Wilson and Ellen Van Vessor from Centre for Creative Leadership (CLL), Asia Pacific. They have used LOE (Lessons of Experience) methodology of CCL, USA to conduct research studies in India, Singapore and China to find out how leadership is learned and developed in Asian companies. According to this study, Indian companies can use the 65-30-5 Thumb Rule for developing leadership talent i.e. companies should provide a mix of 65 percent of challenging assignments, 35 percent of development relationships and 5 percent of course work and training to emerging leaders. For companies that want to unlock leadership potential, giving challenging assignments to potential leaders is central to learning to lead effectively. Developmental relationships,

and to a lesser extent course-work and training, also contribute to leadership development.

In his book, "Dare to Lead – The Transformation of Bank of Baroda", Dr. Anil K Khandelwal, former CMD, Bank of Baroda has beautifully depicted that large scale transformation is possible even in a 97 year old public sector bank, if the CEO shows courage to change the status quo and mobilize human capital within the organization. In the chapter titled "My Leadership Code", there are good mantras about leadership development like, two 'C's of leadership (credibility and courage), Identify the Great among the Good, Reflection is Key to Effective Leadership, etc.

The introduction to Robert S Kaplan's book titled "What to Ask – The Person in the Mirror – Critical Questions for Becoming a More Effective Leader and Reaching your Potential" starts with a quote, 'Great Leadership is not about having all the answers – it is, more often, about having the courage to ask the critical questions'.

As a responsible B-School, at BIMTECH we have been emphasizing the need of developing ethical global leaders levered by our credo "Excellence with Values". We are of the opinion that developing leadership in any organization means understanding the gene code of leadership in that organization, then building a framework for the selection and identification of most suitable candidates for future leadership roles. These future leaders will require right kind of exposure, experience and training to take up challenging roles in the organization. At the same time, we have several questions in our minds regarding leadership development in the Indian context. How to bring about a balance between leading self, leading others and leading the business? For learning leadership, should we confine to classroom training or shift it to the arenas of the workplace? In what ways are the learning styles and capabilities of Indian leaders different from the Western leaders? Can business, society and governments in India learn from each other for nurturing and developing leadership models at all levels? To what extent are Western leadership models relevant in the Indian context? We seek answers to these questions in our series "The Art and Science of Developing Leaders".

Dr. H Chaturvedi
Director, BIMTECH

Demystifying the LEADERSHIP Challenge in Asia Pacific



Last few years have seen the emergence of Asian companies among the Global Top 25 Companies for Leaders, as per the world's most comprehensive longitudinal study conducted by Aon Hewitt in collaboration with RBL and the Fortune Magazine. In the 2007 and 2009 studies, ICICI Bank, Infosys Technologies, Olam International, China Mobile Communications Corporation, Wipro Ltd, Aditya Birla Group and Hindustan Unilever made it to the Global Top Companies list. As is evident, the emergence of Asian companies on the global stage has dramatically changed the nature of Leadership in Asia Pacific and has exposed organizations to a new arena of competition. The result from Aon Hewitt's 2009 study points towards a flux in the leadership dynamics around the globe. While American and European companies used to lead the market in terms of best practices to attract, retain and develop leaders, our research results in 2009 portray a different picture. Asian companies are now moving at a much faster pace than their Western counterparts, as far as leadership development and sustainability is concerned, with India being at the forefront of this growth. Since 2001, Aon Hewitt has been conducting the "Top Company for Leaders' Study to gain insights on leadership building, and answer questions on how the best develop and sustain their leadership pipeline. It is a biennial study that was conducted in 2003, 2005, 2007, and 2009. The result from our "Top Companies for Leaders" Study depicted a positive correlation between great leadership practices with the financial success of the company, in majority of the organizations. Besides, it also identified and uncovered differentiating elements between the Top Companies and all the others. The research from the previous years' study provided us with the foundation for our more comprehensive 2009 global study. Over 500 companies participated in this study, each completing a detailed questionnaire on their Leadership processes and systems. Finalists were then identified from these questionnaire submissions, and multiple in-depth interviews were conducted with their senior executives. The quantitative data and qualitative data compiled from the dual process of survey submissions and interviewing, along with our independent research, enabled us to compare the leadership development

practices of the best companies around the globe on numerous parameters.

What It Takes To Be A Global Top Company For Leaders

Since the study's inception in 2002, we have identified four disciplines of leadership that serve as the differentiating "truths" for what it takes to be a great company for leaders. Taken together, they constitute a winning leadership culture. These truths are applicable to all organizations, regardless of size or sophistication. They include:

Why Leadership Development In Asia Is More Aggressive Than In The Western World

As the region recovers from the global downturn, the need for leaders to manage this recovery and drive sustained growth has become even more necessary. Organizations are also facing multiple challenges such as shortage of executive talent, increased expatriate costs, an increased demand for qualified local executives, greater demand for Leadership Training and development coupled with the typical cultural nuances. Our research shows that organizations in Asia are well positioned to manage this change and are not shying away to manage the complexities of this 'new economy' by developing and preparing the next generation of leaders. During the 'Top Company for Leaders' study, the CEO of a large



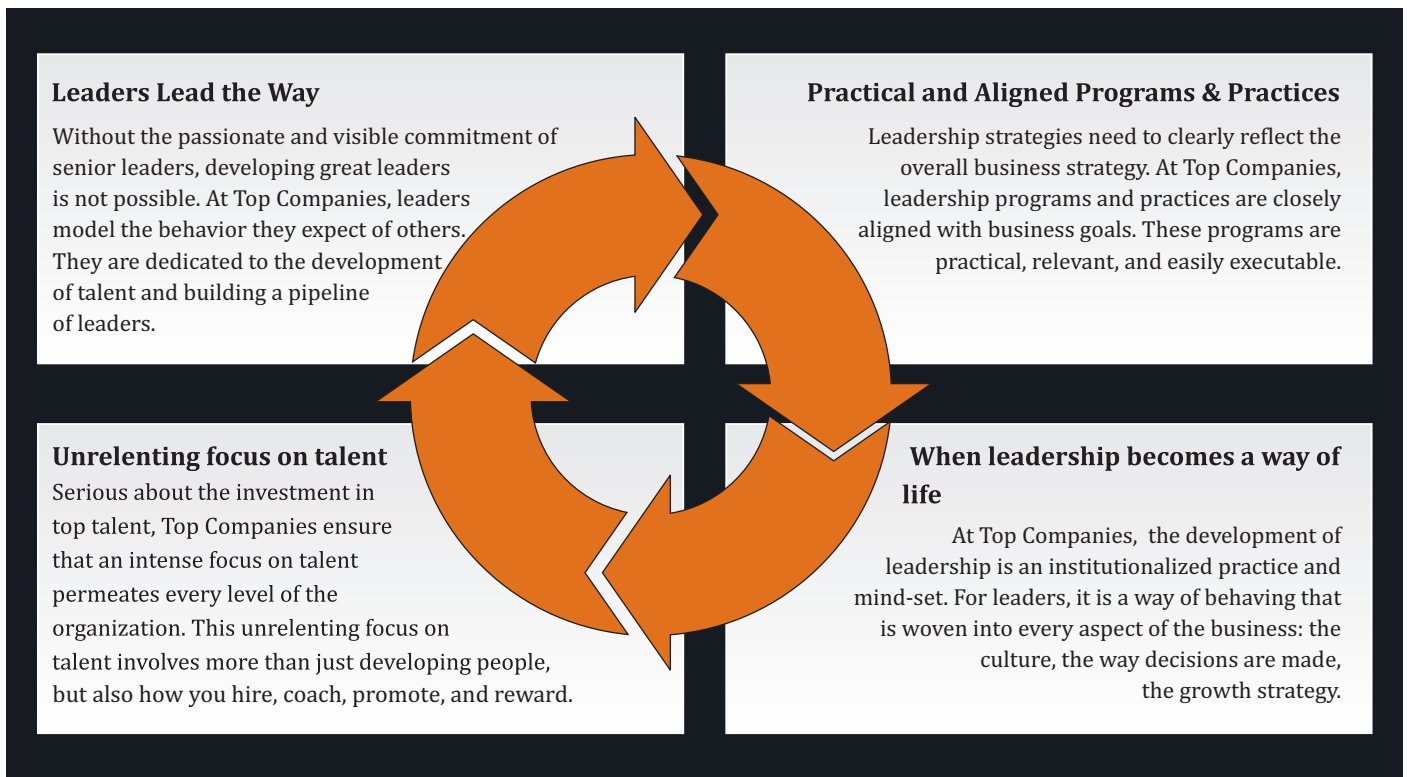
Our research shows that organizations in Asia are well positioned to manage this change and are not shying away to manage the complexities of this 'new economy' by developing and preparing the next generation of leaders.

Indian organization shared with us that, "During the recession, we optimized costs and cut excess flab in various sections of our organization; we even took a cut in our compensation; however, one aspect that we did not compromise on was the investment in development of our Leaders and top talent during that phase. 25% of the reduction in compensation was ploughed back into strengthening our Leadership pipeline as this was one of the areas where an investment made at that point, was going to help us come out of this downturn." Such bold and decisive moves are propelling Asian companies towards a faster recovery and helping them attract, build and retain a continuous pool of high potential talent.

Managing The Flux By Infusing New Talent

As per the findings of the study, 100% of the Top Companies in Asia Pacific have a specific strategy for selecting leaders from within the organization as well as outside the organization. The Head of an Asian MNC mentioned, "We consciously induct 25% of our Leadership from the outside as we want to be prepared to manage the changing

culture that our organization (and most other Asian organizations) is going through, due to globalization and aggressive growth plans. If we did not do so, we would soon fall behind the growth curve and be caught unaware. Today, such Talent strategies are no longer just desirable or optional; rather, they are mandatory for the survival of our Firm."



Nurturing Top Talent To Become The Beacon Light Of Cultural Change

All the Top Companies in Asia Pacific report having a sufficient talent pipeline to be successful in the future, compared to just 50 percent of all other Asia Pacific companies. Rigorous assessment, continued development, and consistent communication across levels result in pipeline depth. Almost 83% of the Top Companies have a sufficient pipeline for the Middle Management levels demonstrating the emphasis and thrust given by these organizations to building the layer that is critical to drive strategy and lead the implementation goals. During our CEO interviews with one of the winning organizations of the study, the top executive at the firm mentioned, "Leadership development is so much a part of our culture that we do not think of it as a discrete activity, rather but how it is linked to the way we do strategic and operational plans. Each year, we spend two weeks, reviewing our leadership pipeline and discuss 300 of our top talent, including their performance, potential, and careers." Companies such as GE, IBM, or P&G have a long tradition of CEOs and senior leaders spending a disproportionate amount of time on leadership and treating the development of the firm's highest-potential leaders as a personal responsibility.

Determined Effort Towards Meaningful Development Through Experience And Exposure

Leadership Development Programs and Succession Planning is the first priority for the Asia Pacific top companies for leaders, and Leadership Assessment and Coaching is seen as increasingly

important. While this seems fairly straightforward and logical, these companies drive development by not only focusing on corporate programs but also striving to fulfill individual development needs. Today, leadership development is multi-faceted and holistic, rather than a point-in-time intervention. The development strategy for Leadership is a mix of classroom training sessions and action learning programs strengthened by high powered coaching and cross functional practical experience. The speed at which the Top Companies in Asia Pacific develop their high potential and critical talent is the second differentiator, as far as the Leadership Development strategy is concerned. Creating a cross domain/division visibility for High Potential Talent is a practice that is fast becoming popular. This is being done by generating consistent and varied opportunities for the Hi-Potential associates to interact with the C-suite executives outside their current function. This not only creates stronger networks within the organization but also promotes higher visibility of talent outside of their immediate workspace and supervisors.

Conscious Branding As A Leadership Talent Magnet

Ninety-two percent of Top Companies in Asia Pacific, compared to just over 38 percent of all other Asia Pacific companies, report being very intentional in their efforts to build a reputation for strong leadership. Today, leading organizations are not only focusing on the Top Leadership Talent but also focusing their efforts to build and develop a robust Leadership pipeline at the Middle Management Levels. The MD of a Global 'Top Company for Leader' remarked, "We no longer look at our Leadership Development strategy on a year-on-year basis and neither is it focused only at the C-suite of executives. We formulate our Top

Talent Strategy as a 5-year plan which is closely aligned to the 5-year Business strategy of our organization. Any organization which is serious about growth at a global level would probably be following the same practice.” Besides, as a core component of their leadership brand, the Asia Pacific Top Companies are using Corporate Social Responsibility (CSR) to attract the next generation of leaders, who seek a close connect with the larger community.

Raising The Bar

The Asia Pacific Top Companies continue to raise the bar when it comes to attracting, developing, and retaining leaders. To face the challenges being posed by the new economic environment, Top Companies in Asia Pacific are demonstrating a need for urgency as compared to their other counterparts. Our study reflects that the Asia Pacific Top Companies have demonstrated a resolve to not only develop a Leadership and Development strategy, but also make a continuous investment for accelerated development through experiential, relational, and traditional processes; driven from the top. While they have built a rigorous and consistent approach for Selection and Onboarding, they follow it up with honest talent-management discussions that are facilitated and calibrated consistently besides being transparent, with strong performance expectations. Finally, to retain top talent, they work towards building a deep and robust talent pipeline by defining, calibrating and developing hi-potential and critical talent. In essence, a faster rate of growth and rebound from the global recession has propelled Asian organizations to make a focused investment to build a Leadership pipeline.

Charles Darwin once said, “It is not the strongest of species that survives, nor the most intelligent; it is the species that is most adaptable to change.” While Asian

organizations have proven to be most aggressive in terms of sustained Leadership Development, they still need to bridge the gap on three areas if they are to truly become a global player. First, Asian Leaders need to 'unlearn' the leadership style that made them successful in a local market as the rules are very different in a global market. A global, multi-national and diverse employee pool requires and looks forward to a Leadership style that is effective and equally powerful across geographies. Second, Asian firms are aggressively making acquisitions across the globe. As a result, a leader will need to start managing operations that vary in complexity, size and culture. Asian Leaders, therefore, need to be prepared for these sudden organic changes; and if caught unaware, it can prove disastrous for all involved. Last, but not the least, Asian Leaders would need to become global ambassadors for their firms by not only contributing to the multi-fold growth of their firms but also to the society, at large. Today, very few Asian leaders will be recognized globally; however, their western counterparts are better known. Bill Gates is an example of a leader who not only made Microsoft a global firm but also an organization that is known for its philanthropic efforts. In essence, Asian leaders must demonstrate and create a larger impact on the global economy and society. If not, Asian firms and their leaders will continue to have visibility only at a regional level and global success for them, will remain at best, an elusive dream.

Ajay Soni

*Practice Leader - Leadership, Asia Pacific,
Aon Hewitt*

**"Ars sine scientia nihil est' - that is,
"Art without Science is nothing".**

- Cathedral Builders



Ester Martinez

Founder and Managing Editor

People Matters

A Brief Profile

Ester holds a Postgraduate degree in Human Resources Management from EADA (Spain) and a Master's Degree in Management from Indian School of Business (ISB), Hyderabad. With more than 14 years of experience in human resources, Ester has a wealth of knowledge in all areas of Talent and Human Resources Management. Until 2008, she worked as a professional manager with a host of Blue Chip companies, which included Hewlett Packard in different countries within Europe, and Tata Consultancy Services, both in India and in the UK. In 2009, Ester decided to come to India and work on developing India centric data on talent management, leadership and HR, seeing the absence of any such research content that could be referred by CEOs and HR heads. This spurred her idea to start People Matters, a magazine that aims to provide practical aspects of managing, developing and coaching talent in India.

Art without Science is Nothing

Leadership is a matter of supreme importance and great consequence to each and every one of us. Irrespective of our professions, the quality of our leaders, their vision and their leadership inputs have the potential to multiply the collective result of efforts, organization and strategy. Leadership, as people like Steve Jobs have demonstrated, is that key multiplier.

The importance of leadership is often in contrast with the enormous difficulty in getting our arms around the concept. Leadership is a very difficult role (or concept, as you may want to call it) to define, explain and discuss.

The leadership conversation is the central topic today to any discussion on management – of companies, organizations and nations.

A lot of literature and talk-time has gone into understanding if leadership is an art or a science. Many of today's scientists warn us that science is under attack from those who regard it as a set of opinions, rather than a source of objective truth. And artists and liberals will point to the collective mistakes that objective reason has led us to.

We want to bury that kind of debate when it comes to creating leaders. The fact is that we need better leaders and more number of leaders at every level of our organizations. The effort should be to create people, who are leadership-ready and whether we need more of art or more of science is may be immaterial.

In the seventies, Robert Wilson founded the Fermi National Accelerator Laboratory (Fermilab); this organization was created as part of the US department of energy and their original mission was to work with industrial partners to research and develop breakthroughs in science and translate them into applications for the nation's health, wealth and security. Wilson was not only a leading physicist, but also an accomplished sculptor. He designed the laboratory as an embodiment of the aesthetics of science, in the belief that "the way science describes nature is based on aesthetic decisions".

He modeled their building on the proportions of Beauvais Cathedral in France. Wilson admired the community of medieval cathedral builders and compared them to the community of accelerator builders: "Both were daring innovators, both were fiercely competitive along national lines, but yet global. . ."

The cathedral builders also recognized themselves as technically oriented; one of their slogans was 'Ars sine scientia nihil est' — that is, "Art without Science is nothing".

Perhaps science and art are not so different after all.

Ester Martinez

CONCEPT OF LEADERSHIP

Leadership is a matter of supreme importance. Organizational practices reinforce the desired leadership behavior and competencies.

Organizational success and long term consistent success is derived from the quality of leaders it has and great leaders attract good people. There is a direct correlation between leadership and the people that the organization attracts. Historically, leadership development was a part of L&D within HR. Leadership today has become the centre stage for all HR functions. Talent is built through experience, exposure, feedback and stretch. Organizations today are using actions learning project as an integral tool of development of



their future leaders. These have become an integral tool for growing and grooming future leaders. In fact top companies for leaders have an integrated leadership competency model with different proficiencies for top leadership, mid leadership and young leaders. Leadership is hierarchy neutral and is all about turnaround. Leadership by observation, and working with great leaders is one potent and a great mechanism of leadership development. It is being increasingly

acknowledged that leadership is everyone's business. Leadership development is being understood as a fairly scientific issue wherein objectives are defined, the purpose is deliberated upon, strategies and the kind of business leaders with desired competencies who can translate strategies into successes and other frameworks are worked upon.

Post the financial crisis, the need for a differentiation between a leader and a manager has become all the more glaring. There is a realization that organizational leadership and people leadership have to be viewed in a different context. The world in the pre-Lehman Brothers' phase was transactional and dealt more with extrapolation methodologies whereas in the post Lehman Brothers' period the linear methodologies and thinking processes have to do more with non-linear processes which have to be created and creative solutions have to be found. Today, agility and ability to cope with change, deal with uncertainty, ambiguity; decision making in a state of semi dark have become relevant. So any leadership brand, any leadership type - business, processes, systems and people have to be agile and nimble enough to respond as fast in reaction time and processes have to be crystallized. Organizations need to conform to this changing reality. The whole dynamics of the world has changed; a leadership with a perspective with a right size usage of mind will be interpreted in the forward looking style of leadership management. In the days to come, leadership will be defined in terms of the ability to manage and thrive in change.

Expectations from leaders and styles of leadership which are more successful have certainly changed today. Today it is more fascinating to see that leaders connect more with their people when they share their failures than when they share their successes. Clearly the



expectation that there is a leader who knows all the answers, sets directions and we just follow and execute is gone. Today a good leader is one who just turns around and asks what you think, asks or solicits opinions from people who report to him/her. Today a good leader is far more authentic, shares his concerns, his anxieties and feelings. This change in expectations and styles of leadership is certainly good for the organizations because it is creating a more inclusive place where people feel safer and better of being who they are. Today, the shift is more towards leaders who are more authentic and more rooted in humility. Leaders are talked about because they have helped build successful organizations. At the end of the day the

veracity of leadership is judged by its delivery and the sustainability of the delivery.

Developing others has become fundamental to leadership development. Companies that are doing a great job of leadership development have a talent review forum which identifies the high potential and has development plans for the high potentials in place. For these organizations, leadership strategy emanates from the business strategy. The leadership strategy helps define as to what the organization is going to do to develop leaders. A clearly articulate leadership strategy further defines a leadership competency model and a matrix measuring whether the organization is

Expectations from leaders and styles of leadership which are more successful have certainly changed today. Today it is more fascinating to see that leaders connect more with their people when they share their failures than when they share their successes.

delivering on the leadership strategy or not. Leadership strategy is a mix of art and science.

companies passionately believe in their role of developing / growing leaders.

In terms of business imperative, improving operational efficiency and reducing cost are the two most important strategic goals that organizations today have irrespective of their size and industry. However, the second biggest priority for CEOs in India today is developing leadership pipeline and as far as the CHROs across organizations are concerned, the priority is leadership pipeline development. Top companies have a strategic focus towards leadership. For top companies for leaders, assessment of leadership effectiveness fuels the leadership development. These companies are ruthless in measuring their own performances on developing leaders. For them employee engagement is a function of leadership engagement. Leaders in these

With diversity becoming a key issue, leadership in the present context will have to factor in diversity into decision making. Going forward and given the prevailing economic scenario, leaders will eventually have to factor market turbulence in all decision making; it is not a matter of choice it is imperative. For leaders and leadership there is a tremendous need of agility, adaptability, managing ourselves in a changed environment, reinforcing not just what has worked earlier but then devising constantly at every given point of time newer methods of changing themselves to the tune of time. Leadership will not be merely talked as a trait but will be looked at and dealt with in black, white and grey.



LEADERSHIP is a mix of both ART and SCIENCE

AJAY SONI

*Practice Leader - Leadership
Asia Pacific, Aon Hewitt*

Improving operational efficiency and reducing costs are the two most important strategic goals that organizations today have, irrespective of their size and industry. Two years back, the top goals would have been growth. Ever since the downturn, organizations have realized the importance of being lean. However, the second biggest priority for CEOs in India today is developing leadership pipeline. For CHROs across organizations the priority is leadership pipeline development. Assessment of leadership

Organizations irrespective of their size and industry agree that developing leadership pipeline is a priority.

effectiveness fuels the leadership development. Top companies for leaders are ruthless in measuring their own performances on developing leaders.

Leaders in these companies passionately believe in their role of developing / growing leaders. Meeting or exceeding the budgeted numbers or KRA is a base requirement. The leadership team is working towards creating a great pipeline of leaders and a great environment that is conducive to working of people. Leadership today has become the centre stage for all HR functions.

All the top companies for leaders have an integrated leadership competency model with different proficiencies for top leadership, mid leadership and young leaders. Leadership processes are evaluated with different matrix. They have a robust way of measuring how effective is their leadership development process; they have a robust leadership strategy which emanates from the business strategy. As a leadership strategy, organizations need to

define as to what they are going to do to develop leaders. They need to clearly articulate their leadership strategy, define a leadership competency model and a matrix to measure whether they are delivering on the leadership strategy or not. Leadership strategy has to be a mix of art and science.

Business leaders big or small are focused on leadership development. The difference is in execution. There are a few themes that come out as a key differentiator in the way the processes work out in top companies for leaders. The first being leadership brand - one which is able to retain future potential leaders in the organization, the high potential and high performers as well as attract great talent from outside. Second, top companies have an overarching talent review process wherein competency is looked at, performance is looked at, succession is decided, and development plans created. The third theme deals with leadership potential identification and high potential identification which is becoming younger and younger. Further leadership brand must manifest itself in some kind of leadership DNA wherein the components of leadership DNA is written. Top companies for leaders are opting for coaching for high performers. These companies take the high potentials out of their comfort zone besides resorting to job rotation. 84 percent of top companies are formally working towards increasing diversity of leadership group as a part of leadership strategy.

The question at this juncture is - Are the best that we have, the best in the world? I believe that right sizing our talent is not what we need to do but bright sizing our talent is what we need to do in these tough times.

A Brief Profile

Ajay is the Asia Pacific Leadership Practice leader for Aon Hewitt. His expertise lies in organizational effectiveness and human resource strategy, and in increasing growth through innovation. He has over 20 years of experience in Human Resources (HR) encompassing both internal business partnerships as well as consulting roles. Ajay has offered consultancy services to over 100 organizations, including Indian private sector companies, large Indian public sector organizations, as well as multinational companies and conglomerates. Ajay has been involved with top notch companies for studies on leadership for many years now and is currently leading this Study for the Asia Pacific region.

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LEADERSHIP IS A MIX OF BOTH ART and SCIENCE





Anand Shankar

CEO

Aon Hewitt, India

I find the topic, “The art and science of developing leadership” personally to be very intriguing. This is the new spin; a few years ago we used to talk about - Are leaders born or are they created? And now the discussion is on whether it is an art or a science. All of us are beginning to believe that it is a mix of both.

There is a leadership brand and it is important because it attracts other leaders, it positions the organization in the talent market and quintessentially it is what the organization is all about. The questions which arise are - Is there a difference between a good leadership brand and a bad leadership brand? Is it possible for a not so great leadership brand to become a good leadership brand; in other words, is a turnaround possible? Do employees and customers really care about a great leadership brand? Or are they more concerned about other priorities like good products, great distribution, etc? What is the problem in individual being larger than the organization?

When we used to speak of leadership in the Indian context 50-60 years ago, the list of top 100 global leaders would definitely have Mahatma Gandhi and Jawaharlal Nehru or people of that

caliber. Do you think that what India is doing in the corporate leadership front is being masked, hidden or ridiculed because of political leadership or lack thereof? The whole romanticizing of leadership - a guy on a white horse or a girl on a white horse, will come and rescue a company has been precipitated primarily by North American companies. But the Japanese type of leadership is less about dependency on an individual and more on collective form of leadership.

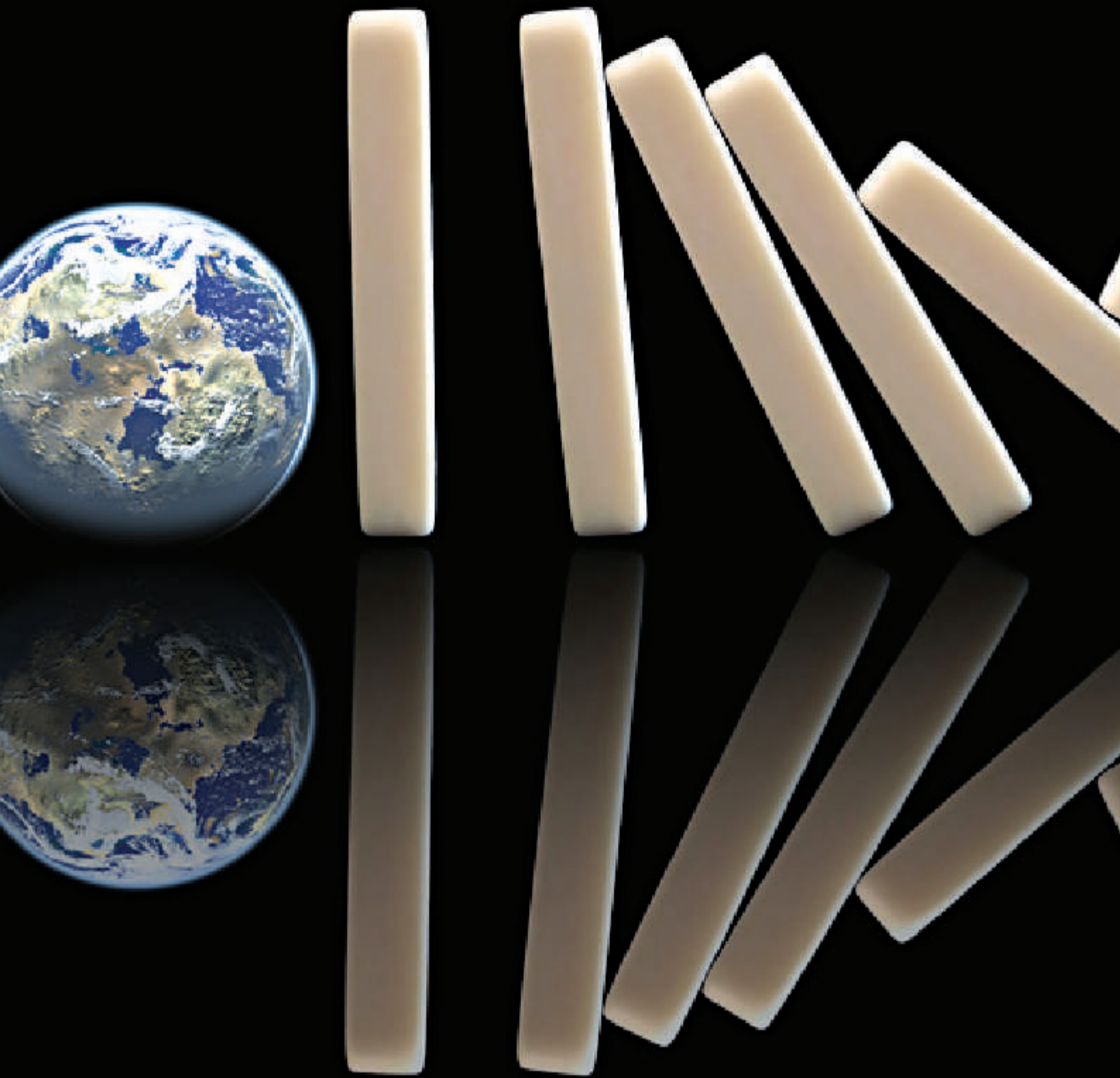
I think in terms of succession planning and governance, promoter led Indian companies are constantly thinking of succession planning far more than any other organization. Because it is about sustainability of the family and its investment, I think the succession planning is far better more entrenched as a core competence than a professionally managed organization.

In terms of succession planning and governance, promoter led Indian companies are constantly thinking of succession planning far more than any other organization.

A Brief Profile

Anand is a senior strategist and consultant with over 22 years of experience in professional services and HR consultancy. Anand leads Aon Hewitt's Asia Pacific growth through strategic sales and account management besides managing the India consulting business. Prior to joining Aon Hewitt, Anand served for two years as Group Director, Asia Pacific Corporate Development with Talent2 International and 11 years with Hewitt Associates, leading their client development function for Asia Pacific; serving as CEO for their regional outsourcing business; and as a consulting leader. Anand holds an advanced Masters in Hotel Management with specializations in Food and Beverage Management and Hospitality Finance.

LEADERSHIP BY **INFLUENCE** AS CONTRAST TO **STRUCTURE**





D Narain
CEO-India Region
Monsanto

Leadership by Influence as contrast to Structure

Organizational success and long term consistent success is derived from the quality of leaders it has and great leaders attract good people.

The success of an organization depends largely on the people and if the organization can attract good people, eventually it will succeed in building great leaders. Organizational success and long term consistent success is derived from the quality of leaders it has and great leaders attract good people. At the end of the day if a leader is asked what is the legacy he /she is leaving behind, is it the organization or the kind of people and the leaders, to my mind the leader would say it is the people he /she has developed. There is a direct correlation between leadership and the people that organizations attract.

When you talk of a good leadership brand and if you look at the Indian context then one of the companies or institutions that I admire is ICICI Bank. The reason why I think it is a powerful successful story is because of the kind of leadership instilled in the organization by a couple of leaders 20-25 years ago. If one were to reflect and see where the organization stands today, they would clearly find that it is the best place where women can succeed; it has produced a number of leaders who were successful and have gone on to become leaders of other banks and institutions; and most of the leaders are homegrown which seems to indicate that they

have got it in their DNA to attract outstanding people, work with them and develop them into future potential leaders. The success is primarily because of the leadership brand of people like K V Kamath who built this across the last 15-20 years and converted it into a powerful brand. In today's world of Wall Street greed and collapses there are a lot of companies you could categorize as based on bad leadership. That's mainly driven by the fact that they have continued to make mistakes, repeat mistakes and have landed themselves into problems. If you have bad leadership at the helm and you are not able to attract the right kind of talent, that's what leads to the downfall of the organization and there are a number of examples of this. It is symptomatic of the society that we live in and you can see this as you scan across companies globally and within India as well.

We believe in leadership by influence as contrast to leadership by structure. This helps build strong leaders and future successors.

A Brief Profile

Narain has a career spanning almost 25 years including the last 13 years at Monsanto where he has held several leadership positions across functions and geographies. Prior to joining Monsanto, Narain worked with the Indian conglomerate, ITC Group, for 11 years. As the India Region Lead for Monsanto India, Narain is leading his team to develop key short-term and long-term strategies focused on Monsanto's core businesses - corn, cotton, vegetables and chemistry, in sync with the global organization's business goals. Narain has a degree in management from Northwestern University, Chicago and a Bachelor's Degree in Commerce from the University of Madras, Chennai and is also a Chartered Accountant by profession.

Leadership is all about turnaround

When I look back there are two leaders who come to my mind - R K Talwar, the CMD of SBI in early 70's and V Krishnamurthy, currently the Chairman of NMCC, who built BHEL and SAIL

When we talk of leadership brand we need to distinguish between leadership and leader. Leaders are individuals; there can be celebrity leaders and no leadership in the organization. So essentially when we talk of leadership brand it is the consistence with which the organization is producing exceptional managers, quality management generation after generation. We cannot understand leadership brand until we understand what bad leadership is all about. We get fascinated by leadership and leaders which are romantic concepts.

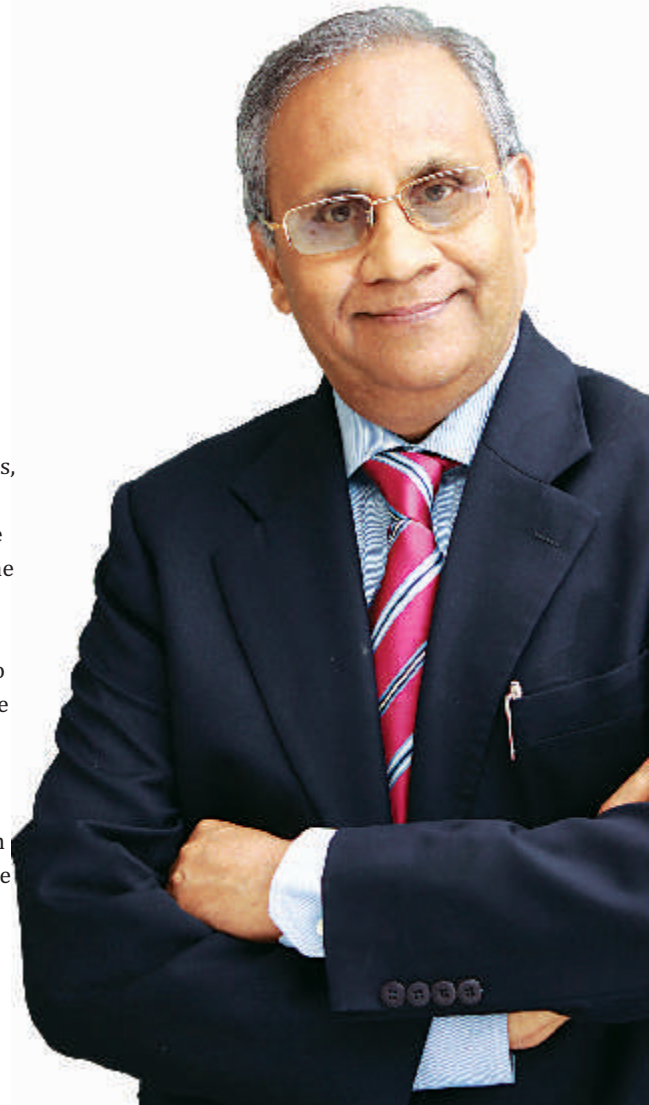
Leadership is all about turnaround; it is possible provided the eyes are set rightly for leaders. There are very few stories of PSU turnaround. When I look back there are two leaders who come to my mind - R K Talwar, the CMD of SBI in early 70's and V Krishnamurthy, currently the Chairman of NMCC, who built BHEL and SAIL. I have studied some of these people and I have found that they possessed the highest levels of congruence, highest level of integrity and no greed at all. Leadership by observation, and working with great leaders is a potent and great mechanism of leadership development.

Leadership is hierarchy neutral. Unfortunately for media and magazines, anybody who becomes a MD, the expectation is that they will play a leadership role. However, there are people much below these levels who exercise leadership; these people really need to be identified and acknowledged. They should be taken through a different route. The whole business of leadership has been romanticized beyond one's recognition; in some way we are doing disservice to the whole business of leadership development.

Leaders are born in adversity. But the question remains - Are we creating situations, the crucibles of leadership for our managers and leaders? A certain degree of eliticism is developing in leadership where people are sent to overseas posting, are given various assignments, AMP in Harvard; herein leader is born. Leadership to me is to really give certain walking on fire experience to people. I don't buy the argument that a leader must have exposure in all areas. There is no need. People who are able to demonstrate their leadership qualities or skills in a function or two need to be experimented with. We have a number of examples wherein people have gone on to become great leaders from a single/two functions. So while it is necessary to understand the generalities of business, it is important to leave the obsession with theoretical model of leadership development. It does no good. I think organizations need to provide opportunities to people to prove themselves in tough /adverse situations; and ensure how they reflect back, how they demonstrate their resilience in those situations. Demystifying a bit of eliticism that has come to this romantic business of leadership is required.

Leaders are born in adversity. But the question remains - are we creating situations, the crucibles of leadership for our managers and leaders

Dr. Anil K Khandelwal
Former CMD, Bank of Baroda





A Brief Profile

Dr. Khandelwal has over 4 decades of experience in global banking, business development, marketing, client satisfaction and relationship management. A successful banker, leader, motivational trainer and executive coach, the former CMD of Bank of Baroda is also a successful author of four books on Human Resource Development. He was part of *The Economic Times* '100 Most Powerful CEOs in India' for three successive years. He is the first Indian banker to receive the prestigious 'Lifetime Achievement Award' from The Asian Banker, Singapore. He is currently the Chairman of Centre for Microfinance, Jaipur and lives in Mumbai, India.

Today a **Good Leader** is Far more **Authentic**

Leena Nair, *Executive Director – HR, HUL*

Today it is more fascinating to see that leaders connect more with their people when they share their failures than when they share their successes.



A leadership brand is really essential to sustain growth; be it to create capacity for the future and importantly to attract other great leaders; because leaders appeal to the other leaders to join an organization. Therefore it becomes all the more important to build that brand. There is such a cry for good leaders - be it in politics, business world, the latest protest you see in the Wall Street, everyone wants to see true leaders lead organizations which are ethical, integrity led businesses making a difference to society, consumers and to customers. There is such a hungry cry and desperate cry to see good leaders and good leadership in action. At such a time every organization must aspire to create a brand of leaders which meets the promise that the society wants today.

When we talk of leaders, we tend to give examples of CEOs; but to me a frontline salesman who is leading a team of 25 and influencing a sale on behalf of the company is doing a huge leadership role. Someone on the shop floor, a shift supervisor handling a 50-100 people on the shop floor in the night shift is doing a great leadership role. It is also important to keep in mind that it is not only CEOs and the leadership that we are building; at every level there is need for leadership in different forms and shapes - are we really building that? The second dimension is that of leadership moments. It's not that we are born to be the perfect leaders morning-evening-night. But there are crucial leadership moments at which time you have to really rise and be a leader. There are moments wherein you have to give the hard message to a high potential employee who is not performing that he/she is not performing and that he/she needs to pull up their socks. It is really a crucial leadership moment because you have to leave the person feeling really motivated wanting to step up his performance. At a time when you are stretching the person, when you are setting the goals; care needs to be taken to stretch the person just enough that the person doesn't break. How do you handle that conversation, that's a leadership moment. To me leadership is a series of leadership moments; those in leadership jobs irrespective of whether they are in frontline, whether they are CEOs, how they handle those special moments is really what is critical.

Expectations from leaders and styles of leadership which are more successful have certainly changed today. Today it is more fascinating to see that leaders connect more with their people when they share their failures than when they share their successes. Clearly the expectation, that there is a leader who knows all the answers, sets directions and we just follow and execute, is gone. Today a good leader is one who just turns around and says what do you think, asks or solicits opinions from people who report to him/her. Today a good leader is far more authentic, shares his concerns, his anxieties and feelings. I believe that this is good for the organizations because it is creating a more inclusive place where people feel safer and better of being themselves. The shift is more towards leaders who are more authentic, more rooted in humility, and it is a great thing for us.

A Brief Profile

Leena, is an alumnus of XLRI. She has been with Unilever for the last 16 years in a variety of roles like - Employee Relations Manager, Management Development Manager, and Business Partner for the Home and Personal Care Business. With her appointment as Executive Director - HR in June 07, she became the first woman on the Management Committee of HUL. She has been on Business Today's "Most Powerful Women" list for 2 consecutive years and was awarded the Young Woman Achiever for the year 2008 in Business by FICCI (YFLO). Leena is the Chairperson of CII (WR) HR and Training Sub Committee and Chairperson of the ASSOCHAM Expert Committee on HRD and Labor Laws.



LEADERS SHOULD BE ALIGNED TO ORGANIZATIONAL PROMISE



Rajeev Dubey

President – Group HR and Aftermarket Sector
Mahindra and Mahindra



There are three questions: what is it that the organization and people who work for the organization want to create (purpose); how will they create it (the kind of meaning that comes into the lives of people who work for the organization, how exciting, how boring how meaningful will it be); and how capable is the organization and the people in the organization of living that purpose and creating that meaning. These three things represent the brand of the organization and the people who make that organization. I think there is a real problem when an individual becomes larger than the organization and that is a matter of concern. It is the congruence of the organization and the leaders (the whole plethora of people from top to bottom), the promise, the purpose, the meaning and the ability to deliver that make a brand.

Leaders are talked about because they help build successful organizations. If you have a great leader who produces failure after failure, I don't think too many people would talk of him/her as a successful leader; he /she may get cited as a leader that failed. I am very clear that at the end of the day it is delivery and the sustainability of the delivery which is important. The problem lies with people who think 'I' rather than 'WE'; we encounter such

people in organizations at every level. It is really important to have good leaders who are aligned to what the organization is promising and what the organization stands for.

I don't think greatness in corporate India or in civil society is going to be necessarily masked by inept political leadership, not to say that all political leaders are inept. It is very fashionable to talk about all political leaders and paint them with the same brush, which in itself is not a right thing. I think it is really important not to generalize too much and to know that in any situation there is both good and evil, right and wrong. I don't think that if a country like India were to be blessed by inept leaders, it would necessarily reflect badly on the corporate leadership. What would be shameful is that if the corporate leadership were to totally disassociate itself from civil life. If they were to be interested in their own top line and bottom line and their quarterly, monthly and daily results; if they were to live totally in that world and have no connection to what is happening around them, that would be a shame.

It is the congruence of the organization and the leaders, the promise, the purpose, the meaning and the ability to deliver that make a brand.

A Brief Profile

Rajeev is on the Boards of several group companies under the Mahindra and Mahindra umbrella and is the Chairman of Mahindra First Choice Services. He joined Mahindra and Mahindra in January 2004 after a career spanning 29 years in the Tata Group. Rajeev is a Member of the National Board of NHRDN, the Chairperson of the Employers' Federation of India (EFI) Western Region, and serves on the CII National Committee of Indian MNCs, the CII Apex Council on Affirmative Action and the CII Western Regional Council.

LEADERSHIP BRAND



...a brand is something which is a value proposition, it is distinct and it is communicated...

Just like there is a customer brand; a great leadership brand is one which is able to retain future potential leaders in the organization, the high potential and high performers as well as attract great talent from outside. In an organization which has acquired the quality of a brand (a brand is something which is a value proposition, it is distinct and it is communicated), leadership has certain values, it means something, it is distinct and it is communicated and deployed. As and when an organization finds it challenging to retain talent, high performers / potential or unable to attract talent from outside, it is time that they look into what their leadership brand is, what is their leadership DNA and whether or not it has percolated down the line, and does the organization stand for something as far as


leaders are concerned. In fact leadership brand must manifest itself in some kind of leadership DNA wherein the components of the DNA are clearly articulated. If an organization has in place a leadership DNA, then it must evolve means and methods to percolate that down the organization. In essence a leadership brand is the congruence of the organization, the leaders, the promise, the purpose, the meaning and the ability to deliver.

A leadership brand too has a set of fundamentals and differentiators which help organizations differentiate from one another. There are in essence three things that define a leadership brand and a successful one for that matter; what is it

that the organization and people who work for the organization want to create (purpose); how will they create it (the kind of meaning that comes into the lives of people who work for the organization, how exciting, how boring how meaningful will it be); how capable is the organization and the people in the organization of living that purpose and creating that meaning.

Today we live in a world where there are hundreds of brands that perhaps may be 100 years ago didn't exist. We as consumers thinking of products have more recall value of brands. It is therefore not surprising that the whole notion of brands is going beyond products, consumer products to other forms of existence called corporate brands or sub categories of that as leadership brand. To an extent, leadership brand is for real. If people were asked to honestly express their choice of company which they would like to join, there would be a number of top of the mind recall; similarly on campuses students are encouraged to talk about their dream companies and dream jobs; all these are nothing but another way of expressing that some leadership brands are stronger than the others. The concept of leadership brand is gradually moving from consumer marketing or the value that something stands out for, into other areas including leadership branding.

What is it that successful companies do differently which enable them to excel at the process, building a leadership brand? How can an organization build a leadership brand? Genuinely leadership brand is not



the prerogative of the rich, the big and the larger. It's really on how an organization believes what is core to them and what will help sustain it in the organizational context. Organizations need to analyze as to what they are doing, thereby to ensure that they have optimal returns on their investments. There are a number of small organizations that are doing great job, out-beating industry, and managing it very well; industry leaders in their own right. What perhaps they need to do is to keep chipping away and not lose focus and do what is core to their strategy. These organizations will necessarily have to focus on doing what they ought to do and not merely look at trends and say it is changing. In effect, a leadership brand is what is core to the organization. It is the power of brand which organizations need to constantly reinvent. To stay ahead, organizations will have to pull the brand out so as to define and differentiate themselves.

There are different ways of building a leadership brand. If an organization is not fundamentally a successful company in terms of business (what it is doing and how it is doing), then it is indeed challenging to build a leadership brand. An unsuccessful company cannot claim to have a successful leadership brand. It is therefore not surprising that usually those who claim to have strong leadership brand (e.g. IBM, P&G, GE), each one of them also has been a hugely successful company, each one of them has been a hugely transformative company. They adapted and learned and also have a definitive sense of purpose as to where they are going and how they are going to get there. Delegating and allowing people to learn from mistakes creates a strong brand. A leadership brand that is able to create some method in madness and manage the same will be the one that will hold good for future that has already arrived. The dynamics of the world has changed. Branding leadership and leadership brand that will hold good will be the ones that conform to this and harmonize this into their structure. Every organization must aspire to create a brand of leaders which meets the promise that the society wants today.

Essentially leadership brand is the consistence with which the organization produces exceptional managers and quality management, generation after generation. HUL is one such organization which is a leadership manufacturing industry, having produced more than 100 leaders. At HUL it is a core belief that a leadership brand is really essential to sustain growth. Be it to create capacity for the future and importantly to attract other great leaders - because leaders appeal to the other leaders to join an organization. ICICI Bank is one such example. It is a powerful successful story because of the

kind of leadership instilled into the organization by a few leaders 20-25 years ago. Today it's the best place where women can succeed; it has produced a number of successful leaders who have gone on to become leaders of other banks and institutions; and interestingly most of the leaders are homegrown thereby indicating that they have got it in their DNA to attract outstanding people, work with them and develop them into future potential leaders.

At this point, it is worthwhile to ponder over as to whether or not a successful leadership brand has any degree of influence over customers and employees. It goes without saying that customers first care about how organizations are partnering them for growth. They care about the kind of service level, the execution in the marketplace before being impressed about the fact that a certain organization has great leaders working for it. Customers must see that leadership translates into performance and into execution. And if there is great leadership and a pipeline of good leaders coming through, it must translate into better execution on the field and a better feel from the customers about the partnership. So as far as customers are concerned, a leadership brand must ensure the translation of the brand into reality. With specific reference to employees, they have a great sense of pride when they feel that their organization has the capability / capacity to create leadership for the country, for the globe. For instance when an Anand Kripalu, CEO of Cadbury Craft; Mukul Deora, CEO of Colgate; Shiv Kumar CEO of Nokia; who have all spent extensive years in HUL visit HUL, there is a tremendous sense of pride in the employees that their organization has helped build leaders like these who are making a difference to the country. They begin to inspire others who aspire for it saying that it is possible; there are others in the organization who have done it and surely we can be there too.

Having said this, leadership branding must also be deliberated in the perspective of political leadership, on bureaucratic leadership which contributes greatly when it comes to policy making, regulatory mechanism as well as at the execution level. In fact leadership branding, whether in the political arena or bureaucratic policy making arena or in the execution level in the business arena, has acquired a larger significance compared to the past because of the impairment in the political and bureaucratic setup. However, in the business perspective, Indian business community has come of age as they are now gaining recognition in elite list of Fortune 100 / 500 companies.

FOSTERING A CULTURE of LEADERSHIP

at the 2011 Best Employers



RADHIKA GOPALKRISHNAN

*Practice Leader,
Leadership Consulting,
Aon Hewitt India Consulting*



It is now 20 years since the winds of liberalization swept India. Freed from the shackles of the licence raj, having been given access to state-of-the-art technology and an insight into global best practices, India Inc. has fanned the fire of economic prosperity which has been lit by liberalization. Today, everyone acknowledges that for India to realize its dream of becoming a global economic superpower, the key is India Inc.'s performance. In a sense one can argue that the last two decades have belonged to the 'MBA'. Opportunities have been aplenty, high double-digit growth rates have been the norm and organizations have been rapidly expanding.

However, all this is likely to change in the coming two decades. Growth will plateau, new opportunities will be much harder to spot, competition will be fiercer and complexity will increase as organizations burgeon in size. A new imperative will define success and failure, and that imperative will be leadership. The winners and losers of the next two decades in India Inc. will be separated not by the talent pool of managers they have, but by the ability of the organization to foster a culture of leadership. It must be emphasized here that it is a culture of leadership and not the cult of leaders. The cult of leaders involves identifying a select few and grooming them for positions of leadership. This is often based on personal charisma and perceptions of being 'strong willed', 'outgoing', etc. The modern organization, however, is too large and complex for a single leader to run it all by oneself. More often than not, an individual is expected to take a leadership position depending on the situation. There is no one true Messiah. A culture of leadership therefore needs to be created assiduously by organizations. Leaders should judge

themselves by asking a fundamental question and that is, 'Am I helping create a context where others can lead?'

So how far has India Inc. come along this path? To answer this we would do well to look at leadership and how it is understood in India, in a broader sense. Perhaps the best place to start is the political landscape. After all, political leadership determines the fate of the nation as a whole. If one were to examine political parties across the country, the one commonality that seems to emerge is the 'cult of leaders'. Most of them are led by a family member and when he/she dies, the baton is passed to a relative or a 'close' associate. It is ironic that in the world's largest democracy most parties do not even have elections for party posts. Ironically, the only party that does have it is the Communist party. There is no culture of leadership where anyone and everyone can aspire for the top job. The result is, it keeps the best talent away from politics and the parties are left directionless when there is no family scion or a clearly charismatic leader.

Many believe that this is a cultural phenomenon unique to India. Nothing could be more untrue. All one has to do is look back at the Indian National Congress (INC) before Independence to disprove this so called cultural phenomenon. The INC, despite being led by a charismatic leader like Gandhi, was not beholden to the cult of leaders.

Instead, it is a fine example of an organization that created a culture of leadership. Numerous leaders emerged from its ranks and when one generation passed on (like Tilak and Gokhale) it was replaced by another generation who came to the fore on merit and not legacy and bloodlines. It attracted the finest talent of its generation because it was largely a meritorious organization; if one could demonstrate one's worth, one would be groomed to take up a leadership position. That such an organization brought the mighty British Empire to its knees is hardly surprising then. If political parties today were to emulate this example in front of them, the results of building a culture of leadership could surprise them.

Moving from politics to civil society, one finds that the average Indian seldom distinguishes between the leader and leadership. To most, a strong leader provides good leadership, with a strong leader often being seen as someone who acts with authority and finality and leadership being seen as clearing the path for others to tread in safety. Take for example the recent agitation by Anna Hazare – a laudable effort for a noble cause that was supported by civil society. However, if Anna Hazare were for some reason to be no longer available, who would step into his shoes? The cult of leaders can take the fight against leadership so far but a culture of leadership would ensure that the battle is fought to the end. Thus, by and large, leadership in India is seen to stem from the seat of power that one occupies or from the following that one has.

So how does India Inc. score when it comes to creating a culture of leadership? The answer to that is not very well. Most corporate leaders fail to see the difference between leader and leadership. More often than not a successful leader will attribute the success of the organization to strong leadership – in essence oneself. Even those who attribute it to a great team tend to see themselves as 'leading' a great team. As a result organizations end up spending more time trying to identify leaders rather than cultivating a culture of leadership. That said, there are some wonderful

	The Best	The Rest
CEOs believe that leaders make strategic/critical investments to build critical capabilities and develop the next generation of leaders	96%	81%
CEOs believe that managers provide clear direction on the capabilities needed for the future success and the opportunities to develop them	87%	71%
CEOs believe that managers role model the right behaviors and deliver on promises as well as commitments	96%	81%
CEOs believe that Hi-Pos are given the time to develop future skills and behaviors	87%	72%
CEOs believe that Hi-Pos are committed to develop, improve and put efforts into the job and Hi-Po program	100%	78%
CEOs believe HR designs and implements efficient and effective Hi-Po programs	74%	66%

examples of leaders who have created a culture of leadership in the organizations or groups they run – Tata Group, Hindustan Unilever, Aditya Birla Group to name but a few – have all created a culture of leadership wherein they actively encourage managers to act as leaders. It calls for an ability to let go, give space and live with the occasional misstep.

Our Best Employers 2011 research shows us how these and our other 2011 Best Employer organizations have managed to instill some key processes and gain strong corporate sponsorship for the same to successfully build this 'culture' of leadership, not leaving it to just a 'cult'.

In these organizations, fostering this culture is recognized at the top as a differentiating people strategy. 87% of CEOs at the Best identified "Enhancing the leadership pipeline" as a top people/ talent strategy they are using to achieve the organization's strategic goals and address organization challenges, as against 74% of the Rest.

Not only do these CEOs recognize the strategic leverage of fostering this culture, but also see it being embedded consistently across the organization much more strongly than those at the Rest.

When CEOs at the Best were asked specific questions on how this culture is being built, the message was loud and clear as in the table below – Leaders are building leaders at every level,

Managers are held accountable for development of teams, and Hi-Pos identification and grooming at every level is serious business!

These organizations have succeeded in making the culture of leader building an endemic across the organization through belief, strategic processes and consistent implementation. Clearly, at the Best, this belief percolates across the organization, which in our minds, is a sign of strong sponsorship by the top. When we asked organizations, what the major challenges in developing leaders and high potential employees were – the top 2 reasons that emerged consistently across the Best and the Rest were – Lack of time to focus on development (36% at the Best vs. 54% at the Rest) and Lack of formal assessment or development programs (23% at the Best vs. 41% at the Rest). However, as you can see, there is a marked difference in their prevalence across the Best and the Rest. More than half the “Rest” organizations still quote lack of time as the major challenge to build leaders.

In India Inc. today, most, if not all, organizations have defined leadership competencies and fancy frameworks talking about all that a “leader” needs to display. However, the difference that the Best Employer research threw up was in how these leadership competencies are being linked to certain key people practices. The Best, specifically pull away from the Rest when it comes to three areas – Using leadership competencies in Employer Branding/Recruitment (75% vs. 54%), using leadership competencies in Selection (88% vs. 73%) and using leadership competencies in development programs (100% vs. 82%). This means that these organizations are sending signals to attract the “right fit” of talent even before an employee enters the organization and then making these traits a consistent part of their development in the organization.

Another clear differentiator between the Best and the Rest in fostering this leadership culture are robust and strategically designed leader assessment and development programs. These organizations have made this a science, not leaving it to chance or employee destiny.

How are Leaders and High Potentials assessed in your organization?	The Best	The Rest
Internal 360 degree feedback assessment	72%	57%
External 360 degree feedback assessment	32%	13%
Performance management process	100%	97%
Talent review discussion	84%	64%
External assessment/development center	40%	29%
Internal assessment/development center	44%	37%

In which of the following ways does your organization develop leaders using formal processes?	The Best	The Rest
Internal leadership training (classroom-based)	88%	70%
External leadership training (i.e. executive education courses)	96%	71%
Mentoring programs	68%	53%
External degree programs (e.g. MBA Executive MBA programs)	64%	43%
External coaching	52%	28%
Rotational assignments (formal process to move leaders through a series of departments or regions)	80%	57%
Developmental assignments (job assignments matched to specific development needs of leaders)	76%	70%
Special project teams	80%	59%

The Best use mechanisms like internal and external 360 degree programs, external assessment/development centers and talent review discussions much more effectively than the Rest. They are also significantly ahead of the rest in employing formal leader development processes like rotational assignment, special project, mentoring programs and specifically expose their leaders to experts outside the organization as well through external leadership training, external degree programs and external coaching, much more rampantly than the Rest.

Finally, it is foresight of the Best organizations that helps them stay on top of their leadership game! 92% of the Best versus 72% of the Rest regularly use a formal succession planning process.

To sum up, if India Inc. is to become the dominant force that everyone believes it should, it will need to take the manager who comes from the B-school and transform him/her into a leader. It is not just about getting the best talent but taking the rough diamond and polishing it till it sparkles. And for that the leaders of India Inc. today would have to act on what Ralph Nader once said, “The function of leadership is to produce more leaders, not followers.”

The succession planning process includes:	The Best	The Rest
Assessment of potential for advancement	91%	84%
Development of high potential pool of candidates	96%	86%
Preparation of successor lists for select positions	96%	78%
Unique identification of a leader’s current performance vs. his/her future potential	91%	57%



In India Inc. today, most, if not all, organizations have defined leadership competencies and fancy frameworks talking about all that a “leader” needs to display. However, the difference that the Best Employer research threw up was in how these leadership competencies are being linked to certain key people practices.

A photograph of a garden bed. The soil is dark and covered with a layer of brown mulch and small, light-colored perlite granules. Several marigold plants with bright orange and yellow flowers are scattered throughout the bed. A young tomato plant with green, lobed leaves is growing in the lower right corner. A thin, vertical metal stake is positioned in the center of the bed, with two circular wire cages around it. The text "ADAPTABILITY AND OPENNESS IS THE KEY" is overlaid in large, white, bold, sans-serif capital letters in the upper left quadrant.

**ADAPTABILITY
AND OPENNESS
IS THE KEY**

B L Bagra, CMD, NALCO



Delegating and allowing people to learn from mistakes creates a strong brand

Leadership branding must be talked about in the perspective of political leadership, or bureaucratic leadership which has a great contribution in the policy making, regulatory mechanism as well as at the execution level. At the political level there is a feeling of vacuum of leadership which can take the entire country along; which can inspire some kind of awe; that yes we have a leader who has conviction; who has faith and confidence of the public. The bureaucracy for its part is impaired to a large extent by the things that are happening under the garb of public surveillance through the institutions like CAG, CVC, CBI (and now we are talking about other than 3 C's one more L that is Lokpal). The initiatives which the bureaucratic leadership should throw up with options are heavily impaired by this kind of public surveillance and public accountability kind of mechanism.

As far as business is concerned, they always look up to government initiatives, policies and of late regulatory mechanism and its implementation. Therefore leadership branding, whether in the political arena or bureaucratic policy making arena or in the execution level in the business arena, has acquired a larger significance compared to the past because we feel that at least in the political and bureaucratic arenas there is a large impairment because of various reasons. Whereas in business, the Indian community and the country has come of age; they have started acquiring the recognition in Fortune 100 / 500. So while in the business community there is a comfort, on the other two sides we are gradually heading towards a sense of despair and that is where the question of sustainability of whatever growth we have achieved arises and that's where leadership branding in the political system is required. There has to be some kind of mechanism, platform or environment through which leaders can be generated to fill the gap in these two critical arenas to sustain growth in the economy.

Delegating and allowing people to learn from mistakes creates a strong brand. When we spread ourselves geographically, the cultural and political dimensions need to be understood; ego, prejudices, biases should be shed. It is necessary to understand and adapt to a changed environment. Respecting the local culture and customs is very essential. The existing organizational design should not be changed overnight as it can create lots of problems. Adaptability and openness is the key for taking businesses global.

A Brief Profile

B.L. Bagra is a Chartered Accountant by profession and has experience spanning in various industries such as Power, Seeds, Mining, Railways, and Consulting. He worked in South Africa for 10 years as Chief Finance Officer of Botswana Railways. An expert in Corporate Finance, B L Bagra holds additional charge of Chairman-cum-Managing Director of NALCO in addition to his present assignment as Director (Finance). He also holds the charge of Managing Director of Bharat Gold Mines Ltd. the only gold mine in India. He is the Chairman CII, Odisha chapter and among the Board of Directors of IPICOL, a Govt of Odisha Undertaking.

Public as well as private sectors need to focus on developing people to take on the baton for the top slot.



Flexibility or ZERO STATE of mind is IMPORTANT

There are two kinds of organizations, viz. who develop their leaders within and organizations who do not develop leaders from within. There are many organizations in the private sector who do not believe in developing their leaders within and investing in people; whenever a need arises they would like to get leaders from outside wherever they are available. But this is not possible when we look at PSU organizations; they do not have an option but to develop leaders from within. The reason is that if they want to hire leaders at the senior level, with the kind of compensation package the PSU can offer, it is just not possible for them to hire leaders from outside. And therefore it becomes compulsory; it is not optional for them to develop leaders from within. The development of leaders in PSU organizations starts right from the recruitment. They don't recruit people for a particular position or role; they keep an eye on the people whether the person they are recruiting at the entry level can become the director /chairman of the group in the future or not. With that eye they recruit people and all the systems and processes /practices in the PSUs are based on developing leaders from within.

As far as leadership development is concerned, Indian leaders are not behind European or American leaders; they are equally competent and in some cases they are more competent than leaders of other countries and definitely the credit goes to the robust system of the PSU and private sector organizations in

place. Up to the second level things are comparatively better; but when it comes to the top level there are problems and it is herein that PSU as well as private sectors need to focus on developing people to take on the baton for the top slot.



V C Agrawal
President - Group HR
RP-Sanjiv Goenka Group

Consistency and creativity are two sides of the same coin. An organization cannot exist either without consistency or creativity; the proportion of the two may change depending on the organization and its business. Teams will need to have people from diversified backgrounds. As Indian companies go global, one of the important attributes for leaders in today's context is the flexibility that is zero state of mind. There is enough evidence of companies which could not change accordingly and failed to survive; and therefore to become a global leader, flexibility or zero state of mind is very important.

A Brief Profile

VC Agrawal joined the RPG Group as President - Corporate HR in 2010 to lead the HR function. Before joining RP - Sanjiv Goenka Group, he was Director (HR) and Board Member of Indian Oil Corporation Ltd., for five years. Simultaneously he held the charge of Managing Director of IBP, a subsidiary of IOCL. He was also on the Board of Chennai Petroleum Corporation Limited. An alumnus from IIT Roorkee, V C Agrawal worked with IOCL in the field of Operations and Human Resource Management at various locations.



**FLEXIBILITY
OR
ZERO STATE OF
MIND IS
IMPORTANT**

Diversity is strength and leaders need to accept the strength of diversity; allow other opinions to surface and work with it.

Each DOMINANT LEADERSHIP style has a NEGATIVE TRAIT

The first question that I ask my students is, "Are you a leader?" and to my surprise, very often more than 50 percent of them say that I am not a leader. I move on from there to help them identify their dominant leadership styles from the main styles and after a few sessions they are able to tell me their dominant styles: moral leadership, customer service leadership, entrepreneurial leadership, transactional leadership, empowering leadership, visionary leadership, charismatic leadership and strategic leadership. Once the students/managers identify their dominant leadership, I tell them that each dominant leadership style has a negative trait associated with it and how to overcome them to become a transformational leader. From there on

we move on to organizations. Very often business organizations as well as NGOs, and government(s) can also have a dominant style based on the founder or the major leaders. They give an organizational culture and therefore each of these organizations may have a dominant leadership style. The challenge is how to develop transformational leaders.


Self awareness regarding one's own styles of functioning and awareness of the others is important. Diversity is strength and leaders need to accept the strength of diversity; allow other opinions to surface and work with it. If leaders can be trained in this perspective, it will be a transformational change.



Fr. P. T. Joseph, S.J
Director
XIMB Bhubaneswar

A Brief Profile

Fr. P. T. Joseph is the Director at Xavier Institute of Management, Bhubaneswar. His teaching interests are in the field of Information System and Organizational Behaviour. He has a vast career in the field of teaching and has nurtured students at various institutions like St. Josephs University, Philadelphia, USA; Xavier Labour Research Institute, Jamshedpur; Xavier Institute of Management, Bhubaneswar and Marquette University Business School, USA.



**EACH DOMINANT LEADERSHIP STYLE
HAS A NEGATIVE TRAIT**

Global leadership does not come with GLOBAL SIZE OF OPERATIONS

Rajeev Bhadauria,

Director - Group HR, JSPL

At the very start we need to differentiate between a leader and a manager. When we talk about leadership in the organizational context, we talk about business managers and leadership in the same way. These two are two different things. A manager would be having what is called a program thinking, and process thinking available with him and a leader or a leadership quality of a person or an organization would be that with a perspective. In the context of the sub-prime effect in the pre and post Lehman Brothers debacle, this change has become more imperative and this differentiation has become all the more glaring.

The uniqueness about leadership as an organizational value, people and process together had come to be kind of fructified in what we saw happening with the Lehman Brothers falling down. Till such times the world was thought to be going always northwards. People thought that there was total sanity available before, but soon they lost differentiating between prime and subprime and the whole world went into recession. They realized that organizational leadership and people leadership have to be viewed in a different context.

Parameters are not changing sequentially any more, but simultaneously. Leadership gets defined in terms of managing this change and thriving in this change; creating that method in the madness and

managing it - that will be the brand that will hold good for future and the future that has already arrived. Organizations need to conform to this changing reality. The whole dynamics of the world has changed. Branding leadership and leadership brand that will hold good, will be the ones that conform to this and harmonize this into their structure so that they can live without it forever. I think that would be the starting point as to what would be the direction of the organization and particularly the leadership which was no longer managing through a program thinking process but a leadership with a perspective.

Global leadership does not just come with the global size of operations; the sizes of operation are mechanical constructs, but leadership is more of a deeper sense, it is a connotation which is created over a period of time. If there are great organizations which are spread across geographies and regions then it becomes the extent to which you are able to acculturate the process of socialization of people as they mingle with each other; the kind of cultural norms that are set in, and the values that are uniformly applied and complied with all across. You build a culture of reciprocity, a culture of responsibility and accountability. That kind of culture will bring in some kind of sustainability for the organization. And thereafter the moment you are through with a process of

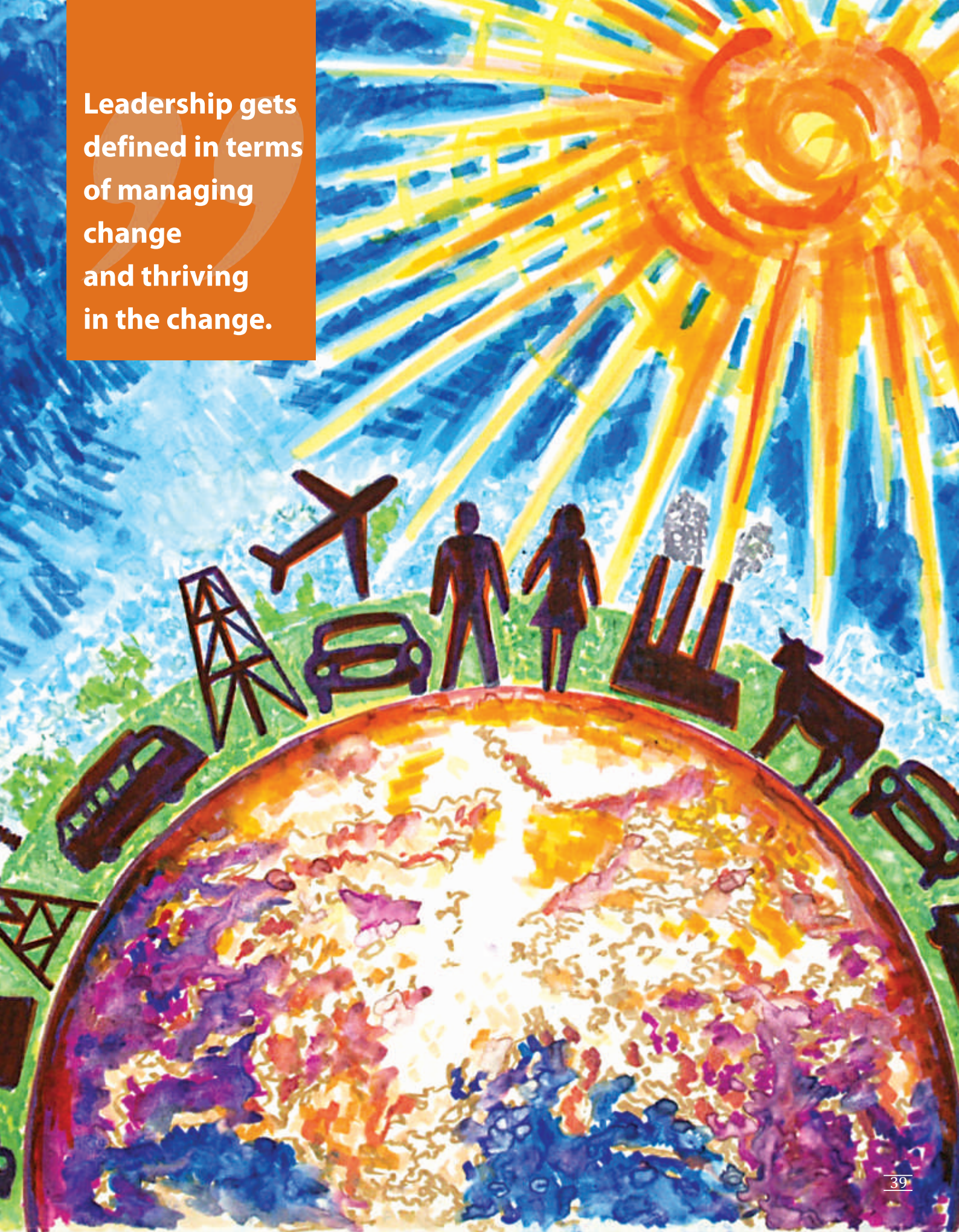


inculcation of right values, of the kind you want to build up, it would really give a global reach. From the manageability point of view you have the reach, but from the sustainability point of view you have to actually put in and internalize those values which will remain the same. So first you become global in size and then become global in content. First reach out, get a form which is global and then create a flesh and blood which makes it more real; that is the way we can build global leadership in global organization. Otherwise we will remain global in reach but not sustainable over a period of time.

A Brief Profile

Rajeev is currently the Director - Group HR of Jindal Steel and Power Ltd. He has a rich and diverse experience of over 28 years as an HR Professional both in the Public and Private Sector. Rajeev's decade long stint in NTPC saw him rising from an entry level HR executive to become the youngest Regional HR Head leading NTPC's largest region in terms of the generating capacity and workforce. Rajeev has also worked with Reliance Infrastructure (then BSES) in 1995 as the Head of Corporate HR.

Leadership gets defined in terms of managing change and thriving in the change.



INSTITUTIONALIZING LEADERSHIP DEVELOPMENT AND PIPELINE




Business leaders big or small are focused on leadership development. As a matter of fact the second biggest priority for CEOs in India today is developing leadership pipeline, while for CHROs this is of paramount importance. Given this challenge; organizations as a leadership strategy need to take upon themselves to clearly articulate and define a leadership competency model and a matrix measuring whether they are delivering on the leadership strategy or not. Top companies for leaders have a strategic focus towards leadership and they are ruthless in measuring their own performances on developing leaders. Leaders in these companies passionately believe in their role of developing / growing leaders. Meeting or exceeding the budgeted numbers or KRA is a base requirement. The endeavor of the leadership team is towards creating a great pipeline of leaders and a great environment that is conducive to working of people. Talent is more often built than brought. Talent is built through experience, exposure, feedback and stretch. Organizations today are using actions learning project as a tool to develop their future leaders. Job rotation is yet another differentiator and organizations have varying philosophies around job rotation. Also there are organizations that put their people for 3-4 months in some other organization / situation to see how they perform there. These organizations believe that this is the way creativity and innovation gets into the organization. Yet again, to institutionalize the process of leadership development, different organization come together who bring in their top leadership and high potentials all together and the

senior leadership team comes and shares their experience to groom and grow talent. Such organizational practices and processes are meant to reinforce the desired leadership behavior and competencies.

All the top companies for leaders have an integrated leadership competency model with different proficiencies for top leadership, mid leadership and young leaders. Leadership processes are evaluated with different matrix. They measure number of training days, L&D spend, evaluation of behavior change, improved business result, etc. They have a robust way of measuring the effectiveness of their leadership development process; they have a robust leadership strategy which emanates from the business strategy. The math of leadership is undertaken by them (the need gap analysis and hence the accelerated leadership development programs). Different companies have different development philosophies which may be 65:30:05 or 70:20:10 (on the job, exposure, and training) and focused effort to realize the same.

The top companies have a focus on achieving objectives. Peer feedback and a 360 degree is something that top companies for leaders do a lot more than other companies. Developing others has become fundamental to leadership development. There are companies wherein employees do not get promoted unless the successor is ready. All these are done through multiple tools (2*2 or 3*3 matrix). Whenever the discussion about high potential takes place, the 360 degree becomes a great starting point. All companies that are doing a great job of leadership development have a talent review forum which identifies the high potential and has the necessary development plans in place for them. While all these practices and processes may be in place, it is execution which is the key to success.



In order to institutionalize leadership development, it is imperative that organizations create a sustainable leadership brand for themselves. A good leadership brand is one which is able to retain future potential leaders in the organization - the high potential and high performers, as well as attract great talent from outside. For instance the Aditya Birla Group is creating great talent from within, which is not only sticking and growing but also attracting the same from outside too. Top companies for leaders have an overarching talent review process: in which competency and performance are looked at, succession is decided and development plans created. Thus if an organization wishes to be a top company for leaders or wants to create leadership pipeline, it is important to have a talent review process in place wherein talent / potential has to be looked at from multiple lenses. However, the first thing which is essential and every top company for leaders does is the 360 degree review (different companies go to different depth). And thereafter they look at assessment centres, value match, mentee feedback to mentor, and various components of potential of an individual through various matrices.

So that the leadership DNA percolates down, a number of organizations have in place a robust mentoring and coaching process. This is put in place so that if organizations want to go back and do something to create great leaders in future then mentoring is a process to hold. Example P&G (for every 10 employees; 6 have a defined formal mentor and 3 have an informal mentor whom they can approach for any counseling). More and more organizations are opting for coaching for high performers. Companies are providing opportunities to their employees, particularly to those whom they bet on; they are providing mentors who are passing on confidence. Companies are trying to institutionalize these processes such as shadowing a leader, mentor, stretch assignments, etc. For instance, Aditya Birla Group has 100 internal certified coaches to be able to coach people in the organization. Top companies for leaders take high potentials out of their comfort zone. For example ICICI, Wipro, HUL believe in the philosophy that high potential should be given high stretch job even if they are 60 percent ready. Leadership needs to be viewed as hierarchy neutral;

there are a number of people who need to be identified and acknowledged. There are people who are able to demonstrate their leadership qualities or skills in two functions; they need to be experimented with. While it is necessary to understand the generalities of business, it is important to leave the obsession with theoretical model of leadership development. Organizations need to provide opportunities to people to prove themselves in tough /adverse situations; and ensure how they reflect back, how they demonstrate their resilience in those situations.

As Indian organizations are taking their operations global, it is important at this juncture to create the right global mindset and global leaders. Global mindset has to be created afresh. It constitutes of one very difficult thing to understand which is to say it doesn't matter where it comes from as long as it makes sense to the business let it come from there. In essence businesses are to be done agnostic of nations, cultures, societies. Global mindset is about leveraging the best of the world in the interest of the corporation. Good companies first define what a global mindset is and then convert them into competencies, train people into them and rotate people to different geographies in a planned way to create exposure. However, when organizations make effort to institutionalize leadership development and more so global leadership development, they need to understand that even if the organization under question is a purely domestic business, the competition in the domestic market could be global, suppliers could be global, supply chain could be global, customers could be global who could be operating / receiving goods and services in India and benchmarking the quality of goods and services globally as they receive from others. So therefore if suppliers, supply chain, customers are global, it is important to understand the psyche of the competition, the way global organizations do business, the way the suppliers work, etc.

It needs to be taken into account that global leadership does not just come with the global size of operations; the sizes of operation are mechanical constructs, but leadership is more of a deeper sense, it is a connotation which is created over a period of time.

The conversion of knowledge into action is very difficult. A large number of Indian business schools fail on this account.



Prof. J. Philip
Vice Chairman and President
XIME

CULTURE IS CENTRAL TO LEADERSHIP


All Business Schools say that their business is building leaders for tomorrow. The basic architecture of management education is: KNOWING, DOING and BEING. The conversion of knowledge into action is very difficult. A large number of Indian business schools fail on this account i.e. conversion of knowledge into action (knowing into doing). The transactional analysis group says that personality is made when you reach about 9 years. If you want to build leadership at a business school when the individual is already 22-23 years and he /she has behind him /her already 16 years of education (some of which could be negative on BEING issues - that is attitude, fairness, integrity, emotional intelligence, values), how on earth can I undo the damage that has happened in these 16 years? So if

somebody has to talk about leadership, one needs to start from the school; that is where leadership is made. What we do later is icing on the cake.

Culture is central to leadership. An important aspect in leadership is achievement orientation. Out of the five behavioral traits in leadership starting with extraversion and ending with emotional intelligence; emotional intelligence is key factor in leadership and the third one could be model. Competitive spirit is very important. Competition will bring in the best in the company. The ability to communicate too is a powerful issue in leadership.

A Brief Profile

Prof. J. Philip is currently the Vice Chairman and President of XIME. He was the Director of Indian Institute of Management, Bangalore from 1985 to 1991. Educated at XLRI and Harvard Business School, Prof. Philip has a rich blend of Management experience in both public and private sectors in human resources development and educational administration. Prof. Philip started his career at Xavier Institute (XLRI), Jamshedpur. He was one of the founders of the MBA programme of XLRI. In 1980 he joined Oberoi Hotels Group as its Vice President HR. Prof. Philip is the recipient of XLRI's Lifetime Achievement Award for Excellence in the Profession and Societal Contribution and is an author of many books in the area of Management.



**The basic architecture of
management education is:**

KNOWING, DOING and BEING

Leadership development of any individual is always an unfinished journey; there is lot more to be done.



Dr. Santrupt Misra
*CEO, Carbon Black Business,
Director, Group HR and Director,
Aditya Birla Management Corporation Private Limited*



LEA DERS

Today we live in a world where there are hundreds of brands that perhaps may be 100 years ago didn't exist. We as consumers, as people thinking of products, have more recall value of brands. It is not surprising that the whole notion of brands is going beyond products, consumer products to other forms of existence called corporate brands or sub categories of that as leadership brand. I think to an extent, leadership brand is real.

The concept of leadership brand is moving from consumer marketing or the value that something stands out for into other areas including leadership branding; it is real and people are talking about it. How do you build it? There are 100 different ways of building it. The first thing is that if you are not fundamentally a successful company in terms of business and what you do and how you do it, it is very hard to build a leadership brand. I have never seen a repeatedly unsuccessful company where there is no profitability and keeps on going down yet claims to have a successful leadership brand. It is not therefore surprising that usually those who claim to have strong leadership brand, each one of them have also been a hugely successful company, each one of them have been a hugely transformative company. They have adapted, learned and have been continuously successful over a long period of time and also have a definitive sense of purpose as to where they are going and how they are going to get there.

Leadership development of any individual is always an unfinished journey; there is lot more to be done. At any stage of one's life, from the best to the least evolved leaders, I believe that it is a leadership in evolution rather than in the final form.

I believe that anyone's leadership script in life is shaped by predominantly three things; the first one being role models, inspirations; the second is the events in life – specific events, the defining moments that shape your leadership; the third being the opportunities - do you get continuously lots of different opportunities where you demonstrate practice, learn about leadership through your own reflection; and of course at the end of the day you must have an attitude to learn and understand that.

As you start becoming global and globalization becomes an integral part of your strategy in the long term, then you start telling yourself what is it that I need to systematically do to build global leaders. One of the faulty assumptions that people make is that only if you are a global company then only you need to start building global managers. What we need to understand very clearly is that even if you are a purely domestic business, your competition in the domestic market could be global, your suppliers could be global, your supply chain could be global, your customers could be global who could be operating / receiving your goods and services in India and benchmarking the quality of your goods and services globally as they receive from others. So therefore, if your suppliers, supply chain, customers are global or for whatever reason your competition in the domestic market is global because your competitors are coming and setting up shop, it is important for you to understand the psyche of your competition, the way they do business, the way the suppliers work etc. Globalization should not be merely looked at as physical processes of just having necessarily manufacturing outside India.

A Brief Profile

Dr. Santrupt Misra has over 25 years of experience in Education, Training, Consulting and Executive Development, and has had full-time professional work experience with the Aditya Birla Group, J.K. Group, the Tata Institute of Social Sciences and Unilever, India. He holds two postgraduate degrees - in Political Science and Personnel Management and Industrial Relations, and has two Ph.Ds one from India and the other from the Aston Business School in the UK.



BRAND IS FOR REAL



**Leadership development is
science and not an art**



LEADERSHIP DEVELOPMENT IS SCIENCE AND NOT AN ART

You need to define your objectives, you should know the purpose where the company is going...



Dr. S. Chandrashekhar
Vice President - HR
IBM

There is only science in leadership development; there is no art in it. It is fairly a scientific issue; you have to follow it the way exactly a scientific experiment or a scientific study is followed. You need to define your objectives, you should know the purpose where the company is going, therefore you will know what the strategy is, what kind of business leaders will make it happen and therefore you will define what qualities and competencies they will have; the checklist goes on. And then you execute it with rigor, you execute top down; execution is the heart of it. It takes some time to get the framework right and after you get the framework right, you keep doing it. This is what differentiates successful companies and they acquire the quality of a brand (a brand is something which is a value proposition, it is distinct and it is communicated). In these companies, leadership has certain values, it means something, it is distinct and it is communicated and deployed. This is how we institutionalize by years of hard work. The real challenge all over the world is to produce enough leaders; companies need to put in huge amount of hard work over number of years to build leaders.

Better companies are providing opportunities to their employees particularly those to whom they bet on; they are providing mentors who are passing on confidence; companies

are trying to institutionalize these processes such as shadowing a leader, mentor, stretch assignments etc; the same things that come naturally to lucky people who go through life, organizations have to orchestrate it so that people can actually gain and benefit by that.

Being foreign is not equal to being global. Familiarity with foreign locations, travelling to countries which are not yours, staying there for some time doesn't make you global. Being global is a challenge that people of all countries are facing equally. There is no monopoly over global mindset by any nationality or accident of history. Global mindset has to be created afresh. It constitutes of one very difficult thing to understand, which is to say, it doesn't matter where it comes, from as long as it makes sense to your business, let it come from there. So you actually do business, agnostic of nations, cultures, societies. Business is all about input to output and productive conversion of that. Global mindset is about leveraging the best of the world in the interest of the corporation. Good companies first define what a global mindset is and then convert them into competencies, then obviously train people into them, expose people, move people, transfer and rotate in a planned way.

A Brief Profile

Dr. S. Chandrashekhar is currently the Head of Human Resources at IBM for India/South Asia region. He is a key member of India Leadership Team, Member of India Board of Directors and is an Executive Sponsor for major IBM initiatives. Having spent over three decades in the industry, Dr. Chandrasekhar brings a rare blend of experience across India's leading firms in Public, Private and Multi-National sectors - both in the early economy areas of steel and manufacturing as well as in the more recent domains of Telecom, IT Services and Consulting. Dr. Chandrashekhar has done his MBA from Leeds Business School, UK and has a Ph.D. in Organizational Behaviour.

Both these dimensions must operate at the same time i.e. the heart which thinks and the brain which feels so that we don't talk of the processes and purpose devoid of pride and passion.



LEADERSHIP IS BOTH AN ART AND SCIENCE

We don't talk of the processes and purpose devoid of pride and passion.



Sanjeev Sahi

*President,
Human Resources, GMR Group*

Leadership is both an art and science. There is a purpose to groom leaders - to build great organizations. For that one needs to put into place processes - which are the steps to achieve the objective; that involves dimensions of the brain and to me that is science. But there is a deep dimension of the heart which is about pride and passion. We speak about the dimension of purpose and the processes which are put into place to achieve those purposes and we also applaud and take pride and speak about passion. Both these dimensions must operate at the same time i.e. the heart which thinks and the brain which feels so that we don't talk of the processes and purpose devoid of pride and passion. Both operate at the same time. To me that is the DNA or essence of leadership.

Having global footprints, the greatest challenge for us today is to ensure that kind of leadership. In the initial phase we had to rely on talent which was outside the country, but having got that we needed to build internal capabilities. Now we have a robust plan that we have put in place where we are developing and grooming people from within. With global opportunities, the challenges also have increased manifold. To begin with, we have started deploying teams to offshore locations so that they understand the culture, etc.

Organizations have vision, but I believe that simplicity, curiosity and a sense of experimentation will lead organizations towards enormity and eternity.

A Brief Profile

Sanjeev Sahi is a Management and Engineering Graduate from BITS, Pilani. His expansive career journey began with Steel Sector followed by a host of other major organizations in Power Sector (NTPC) and Aerospace (HAL). Currently he is the Group President HR for GMR Group, which is involved in building national assets viz; Airports, Power Plants and Highways in India and abroad.

IN SPITE OF FRAMEWORKS, THERE IS A LEADERSHIP VACUUM



In spite of frameworks, there is a **LEADERSHIP VACUUM**

*The day this drive and ambition dies,
that's when the leadership comes to an end.*



Dayanand Allapur
*Head - Human Resources,
TESCO HSC India*

There are some very strong leadership frameworks and the competencies that are needed for each level are clearly defined. So if someone wants to rise to a level, the individual clearly needs to demonstrate their behavior and competency at the next higher level. However, in spite of the frameworks, there is a leadership vacuum. There has to be a bit of drive, there has to be an ambition and that should come at every level. When does one cease to be a leader? The day this drive and ambition dies, that's when the leadership comes to an end.

The fact remains that as we increasingly become a flat world, the willingness and the ability of the managers to move globally (global mobility) and their readiness to adapt and have the flexibility, live there and

understand how to function in those alien cultures is very critical. It's not enough for a manager merely to become an expert in appreciating international things by traveling a dozen or two dozen times in a year to those places. There is no substitute to actually living there and experiencing it; picking up the language and understanding the cultural aspects of it. The question then arises as to how to prepare global leaders. Our approach is, 'catch them young'. We get graduates from various countries; move them around to different countries, they have to live there, experience it and come back.

A Brief Profile

As the Head of Human Resources at Tesco HSC, Dayanand is responsible for overseeing the overall Human Resource functions. Having lived and worked in UK, Australia, USA and India, he brings with him over 21 years of well-rounded global experience in Human Resources and Business Operations. Before joining Tesco HSC, he was associated with Patni Americas Inc. as Vice President and Head of Human Resources, based out of Boston, USA. Dayanand holds a Masters Degree in HR from the Tata Institute of Social Sciences, Mumbai.



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The Journey has just Begun...



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