



Ad^vanced
Leadership
Programme

Leadership- Challenges and Opportunities

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Why do I need to transform as a leader?

Questions to identify my challenges and opportunities as a leader

The most important reason I am inspired to transform as a leader is (please choose only one):

1. I want to head a large Institution in the near future
2. I want to acquire more authority and power
3. I want to develop deeper professional expertise
4. I want to be famous
5. I want to improve my relationships
6. I want to improve my health
7. I want to be happy
8. Any other- please specify

The MEGA TRENDS- A study by Roland Berger-2011

- Globalization and increasing worldwide economic integration
- Demographic change
- Technology
- Scarcity of resources, particularly fossil fuels and key materials for technology
- Climate Change
- The knowledge society
- The Growing significance of Global responsibility

The Context

- The economic crisis
- The challenges of new social upheavals, climate changes, terrorism
- Emerging Markets and BRIC
- Off shoring- the 'Flat World' or the 'Curved One'
- Opportunities in new demographics
- The metaphor of Obama and its difficulties

The Role of Leaders

- See opportunities in challenges that we have never seen in our life times
- Redefine markets-'Blue Ocean' and 'Bottom of the Pyramid'
- Lead global teams across time zones and cultures with 'virtual' interaction
- Ensure speed of execution by leading the balance between the polarities of Regulation and Ethics and Compliance and Empowerment

PWC CEO Survey 2012- Top Priorities-

Percentage of leaders reporting more time minus those reporting less time

- **Develop Leadership and Talent Pipeline-66**
- **Meet with Customers-66**
- **Manage Organizational Efficiency-57**
- **Set Strategy and Manage Risks-51**
- **Develop Markets outside my home base-40**
- **Personal time – community service-34**
- **Meet with regulators and policy makers-5**
- **Meet with lenders and sources of capital-
Minus 5**
- **Meet Board and shareholders- Minus 4**

Top Competencies needed by leaders- CCL Research 2009

- **Balancing personal life and work**
- **Being a quick learner**
- **Building and mending relationships**
- **Compassion and sensitivity**
- **Composure**
- **Confronting people**
- **Culturally adaptable**
- **Decisiveness**
- **Doing whatever it takes**
- **Employee development**

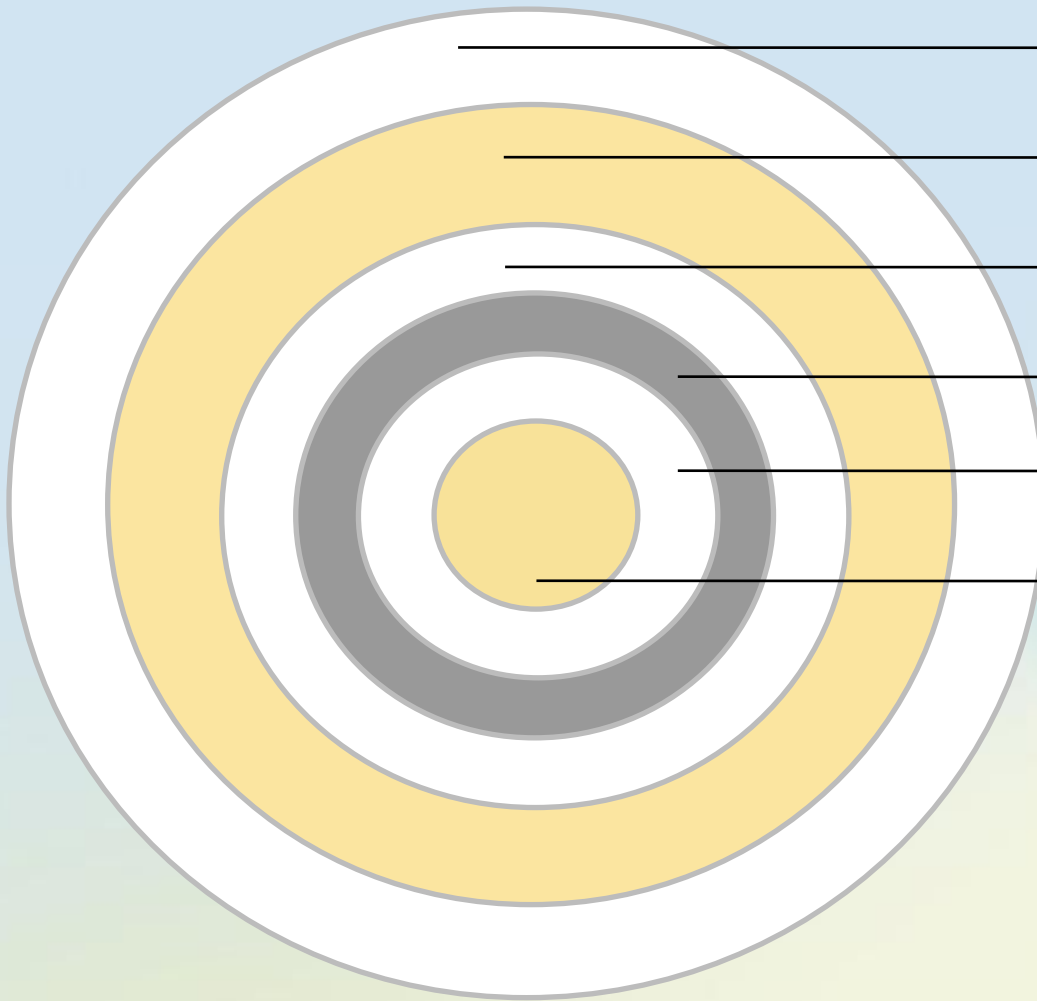
Top Competencies needed by leaders- CCL Research 2009

- Inspiring commitment
- Leading people
- Managing change
- Managing one's career
- Participative management
- Putting people at ease
- Resourcefulness
- Respecting individuals' differences
- Self Awareness
- Strategic Planning

The Message of Indian Philosophy

- Organizations of consequence require inspired leadership
- Inspired Leaders have understanding of the impact of the six layers of 'Self'
- They are led by their core or inner most circle and that enables them to lead in an inspired manner in the outer circles

6 Layers of SELF



Body, 5 senses, Perceptions -
"Data"- Diversity

Instinct, Reaction - "Information"

Relationship/Emotions/ - the mind
- "Emotions"- Compassion- Meaning

Intellect - Choices - "Knowledge"
Ethics

Ego - Values/Habits/Fears - "Wisdom"
Sustainability
Life giving force - Truth - "Union"
Mindfulness

Qualities needed at different times of life cycle- Span of 100 years

- Study of Self Leadership-
- Celibacy
- Charity
- Self-Control
- Sacrifice
- Fearlessness
- Purification of ones' existence.
- Staying away from physical pleasures
- Avoidance of wealth
- Cultivation of knowledge
- **austerity**

Code- Blue- as a student; Green- as a family person and professional; Red- As a Coach prior to retirement; Black- post retirement

Qualities for all stages

- ***Simple***— should be simple and straight forward
- ***Non violent***-- not arresting the progressive life of any living entity.
- ***Truthful***—not distorting the truth for personal interest
- ***Controls anger*** -Does not find fault unnecessarily
- ***Determined***— not agitated or frustrated in ones attempts
- ***Modest*** – does not perform abominable acts

Blocks to Self Leadership

- **Pride or 'show off'**
- **arrogance**
- **conceit**
- **anger**
- **harshness**
- **Ignorance**
- **Bound by materialism**
- **Obsessed with sensual gratification**
- **Caught in a network of illusion**

Bound by material desires
Bound by material desires

The Essence

- Leadership is about leading one's body and actions, heart and emotions and intellect and thoughts
- It is about being led by one's consciousness and Spirit
- It is about making conscious choices
- It is about enabling others to be leaders

Leading One's Body

- The Body has the five sense organs that help us to see, listen, smell, touch and taste. These help us to perceive
- Our Capacity for Action or Execution depends upon how well we use our senses to carry out our intentions
- Our ability to stay healthy and free from negative stress helps us to improve this capacity
- Learning how to breathe is the key

Leading One's Body

- Capacity for Action is manifest in planning and organizing, implementation and doing multiple tasks under pressure
- The Physical energy has to be in congruence with emotional, intellectual and spiritual energy

Leading One's Heart

- The Heart or Emotional Mind leads the body and senses
- Disappointments with people, fears and guilt are negative energies that dissipate emotional stamina
- Having a larger purpose, service, love and doing 'good' cause positive energy
- The ratio of positive energies over negative energies build capacity to relate

Leading One's Heart

- Capacity to relate is seen in the way we listen, empathize and build trust
- When we have dominant negative emotional energy, we find it difficult to build meaningful relationships
- Relationships are the key to execution or action

Leading One's Intellect

- The Intellect helps us to discriminate and make important choices. It provides the capacity to think
- Intellect is guided by values in its choices
- Intellect uses analytical ability to grasp complexity and understand cause and effect relationships. It uses its creative ability to generate new ideas and generate several options.
- The capacity to take decisions and make judgments and choices uses both analytical and creative abilities in unison

Leading One's Intellect

- Analytical ability is inherited, creative ability is developed
- The fears of failure, criticism, lack of resources (especially time) and ambiguity create blocks in our creative abilities. These can be overcome by conscious learning
- Thoughts lead to actions; these meet with reactions; these reinforce our assumptions and beliefs; these lead to similar thoughts. We have a choice: to be led by vicious circles based on limiting beliefs or to lead by causing virtuous circles based on inspired choices
- The friends that we choose, the conversations that we hold, the books that we read and the media that we choose to be exposed to- are all important aspects that shape our thoughts.

Being Led By Consciousness

- We all have the life given force within us
- As long as we are alive, we can choose to learn and develop and improve
- Our Inner voice guides us at all times
- This helps us to learn about our 'calling'- the true purpose of our lives and our work
- Limited thoughts and agitated minds and emotions cloud our inner voice

Being Led By Consciousness

- When we listen to the 'knock from within', we realize our calling and purpose
- Each one of us has unique gifts. These may be manifestations of our capacities to think, relate or act. These help us to develop the competencies that make us excel

Being led by consciousness

- Introspection about the past, reflection and contemplation in the present and learning to get into 'flow' without any anxiety about the future are all dimensions of our capacity to learn
- Consciousness is at work when our bodies, minds and intellects are acting in harmony and are leveraging our gifts to do work related to our calling. This is **INSPIRED WORK**

Making Conscious Choices

- When we know our calling and our gifts and connect the two to do INSPIRED WORK, we know how to handle the toughest of situations. Dilemmas do not bother us we know what matters and what we should invest our time on
- Making choices is easy as we are 'mindful' and allow our Spirit to manifest and the path is crystal clear
- The only thing we need to pay attention to is to be 'fully present' in the moment

Enabling Others

- Leadership is about enabling others to be leaders
- When we find our calling and our gifts and know what it is like to be in the 'flow' to do inspired work, we are eager that others in our team have similar energy about what they do
- Teams that connect individual calling to Team Purpose create shared vision. Leaders of such teams facilitate breakthrough performance
- Leaders who build leaders build Institutions. Their 'presence' encourages others to discover their own potential

Time Utilization Survey

Please look at the way you are spending your time today and divide 24 hours of your typical day on what you actually do and not what you would like to do:

1. Sleeping
2. Eating
3. Personal Chores-Bathing, toilet, dressing up, make up , sex etc
4. Prayers and meditation
5. Exercise-Yoga, Gym, Walk etc
6. Commuting to work
7. Work and professional development including networking
8. Spending time with family
9. Socializing with friends
10. Community service
11. Reading (not work related)
12. Watching TV
13. Surfing on the net(not work related)
14. Hobbies- music, playing, dancing etc
15. Any other- please specify

Time at Work- Please divide your typical month in %

- Scanning the Environment
- Dealing with government officials and regulators
- Meeting customers and their representatives
- Dealing with business partners
- Coaching people
- Planning
- Reviewing performance and taking corrective action
- Improving processes and technology
- Managing employee relations
- Dealing with employee union leaders
- CSR
- Reading, writing and attending training etc- professional development
- Networking