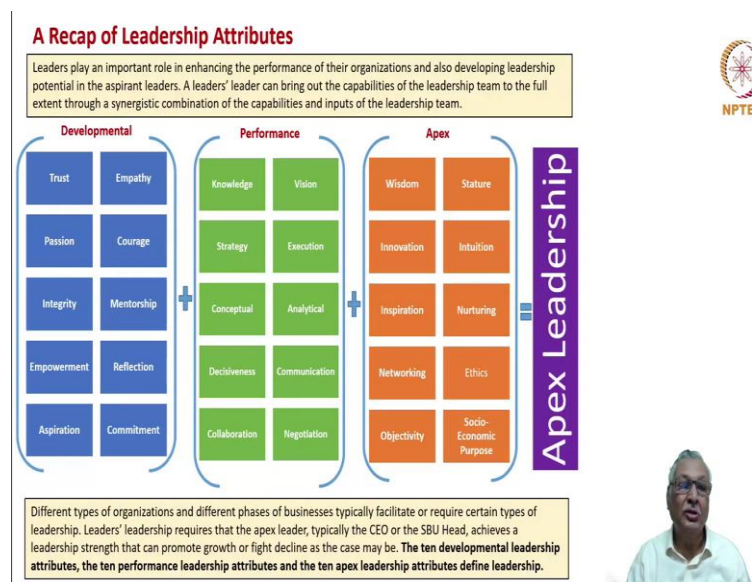


Leadership for India Inc: Practical Concepts and Constructs
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Week – 04
Competency Leadership
Lecture – 18
Leadership Essentials

Hi Friends. Welcome to the NPTEL course Leadership for India Inc. Practical Concepts and Constructs. We are in week 4 covering Competency Leadership. In this lecture, we are going to cover Leadership Essentials.

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I am presenting a recap of leadership attributes which we considered in the earlier lecture. There are 10 developmental attributes of a leader. There are also 10 performance attributes of a leader; a leader to be effective and efficient needs to possess these 20 characteristics. Leaders play an important role in enhancing the performance of their organizations and also developing leadership potential in the aspirant's leaders.

A leader's leader can bring out further the capabilities of the leadership team to the full extent through a synergistic combination of the capabilities and inputs of the leadership team. The 10 developmental leadership I proposed are trust, empathy, passion, courage,

integrity, mentorship, empowerment, reflection, aspiration and commitment. These are by and large qualitative factors, but significantly influence leadership effectiveness.

We have 10 performance leadership attributes which are knowledge, vision, strategy, execution, conceptual and analytical skills, decisiveness, communication, collaboration and negotiation. I have also proposed that the leaders' leader would need to have such another additional capabilities to be able to lead a group of leaders. These apex leadership traits or skills are wisdom, stature, innovation, intuition, inspiration, nurturing, networking, ethics, objectivity and socio economic purpose.

Together these 30 constitute the apex leadership capability of an individual. Different types of organizations and different phases of businesses typically facilitate or require certain types of leadership. Leader's leadership requires that the apex leader who typically is the CEO or the SBU head, achieves a leadership strength that can promote growth or fight decline as the case may be.

The 10 developmental leadership attributes, the 10 performance leadership attributes and the 10 apex leadership attributes are vital ingredients of an apex leader's performance I will come back to these leadership traits again and again as we go through the leadership journey in this course.

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Simplifying the Leadership Construct

A leader's personality gets continuously shaped in the context of the firm and the industry, aiming for competitive advantage, and in the broader context of national and global economies, aspiring for comparative advantage.



These pressures are not pressures in a real sense; these are certain important inputs that further strengthen the thirty leadership attributes. These inputs are reflected in terms of education, experience, instinct and intuition. Some of these happen through a formal educational process or formal social setting but the leadership essentials are perpetual.

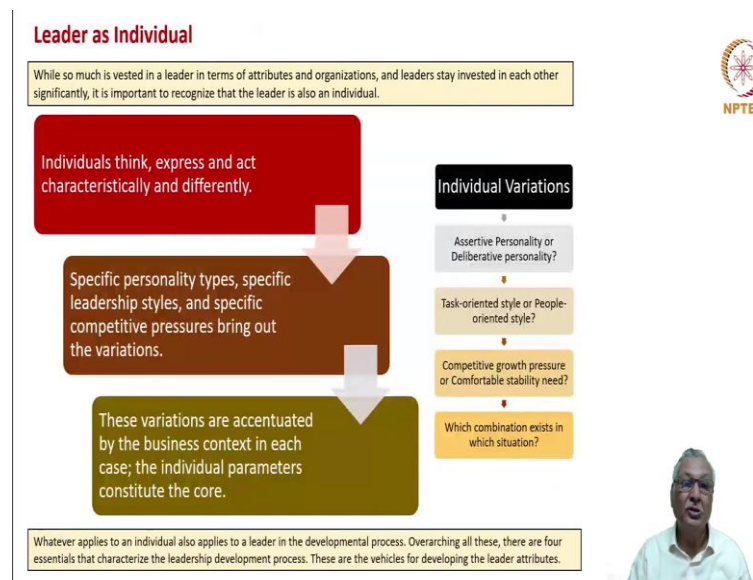


Let us look at the kind of pressures and the opportunities which a leader faces. A leader's personality is governed by the firm which he or she is managing. The industry in which the firm is located or situated, the national economy that envelops the entire industry as well as the firm of course, and the global economy which determines how national economies are ranked within a global committee of economies.

That is the overall context which we also discussed in an earlier lecture. These pressures however, are not pressures in the real sense. These are also opportunities. These are also certain very important factorial inputs that influence leadership attributes and that also demand certain types of leadership attributes.

To be able to get these attributes, we need to work on four important things and these would be discussed at some length during this lecture. These four essentials are education, experience, instinct and intuition. Some of these things happen through a formal educational process or formal social setting, but some are based on genetic or upbringing disposition.

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So, let us first look at leader as an individual. A leader is not a super human being. While so, much is defined in terms of the great capabilities of a leader and also the organizations they are destined to lead. Leaders also stay invested in each other significantly as many in of us, many individuals are. Individuals think express and act characteristically and differently.

Specific personality types, specific leadership styles and specific competitive pressures bring out the variations. This individual behavior is true of ordinary individual in the society or a frontline executive or a middle level manager in the organization and is also true of a person who has occupied a leader's position. However, these variations are accentuated by the business context in each case, but the individual parameters do definitely constitute the core.

What kind of individual variations can we think of, is the leader having an assertive personality or a deliberative personality, is he or she a task oriented leader or a people oriented leader, are there heavy competitive growth pressures or the firm is having a comfortable safe zone of operation.

We do not know when you enter a leadership zone which kind of combination of the firm and the individual would actually work out the best. However, leadership like the rest of our destiny is something which is ordained.

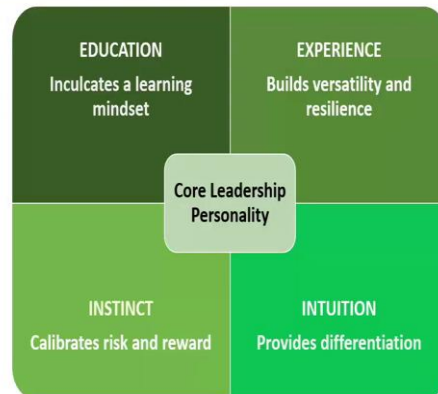
We need to make the best out of the leadership opportunity, overcome all the challenges we have and build value for the society and wealth for the company. So, whatever applies to an individual in terms of certain basic parameters of improving oneself also applies to the leader.

However, when we study leadership we keep a particular focus on the way these knowledge inputs and experiential inputs and our own predispositions are marshaled in the right manner so that we become effective leaders, that is why we are undertake these kinds of courses.

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A Framework of Four Leadership Essentials

These four leadership essentials may be seen as process components of leadership development and leadership effectiveness.



A framework of self-awareness (instinct and intuition) and self-development (education and experience) helps an individual become a good manager, a good manager become a good leader, and a good leader a better leader.



There are four essentials of leadership which constitute a core leadership framework. I would say that the leader's personality is shaped by four factors. The first is education because that inculcates a learning mindset apart from providing knowledge. The second factor is experience. It builds versatility and resilience apart from adding to the knowledge which a person has.

The third is instinct, that is a behavioral syndrome of the person and intrinsic approach of the person towards all things material as well as non material, social or economic that is the instinctive behavior of an individual and therefore, an instinctive behavior of a leader too. It calibrates risk and reward. Finally, the fourth one intuition which provides differentiation, not everyone is equally intuitive.

Some people are more intuitive than others. So, these are the four factors which determine how a leader's personality is shaped. A framework of self awareness about ones' instinct and intuition coupled with the framework of self development based on education and experience constitutes what a leader becomes in terms of the development attributes, in terms of the performance attributes and in terms of the apex attributes that we discussed earlier.

So, the framework of education, experience, instinct and intuition is essential for us to introspect ourselves as leaders and also make ourselves the most effective leaders as we go through the firm, industry, national and global economy paradigm.

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Education as a Process

Many people see education as a qualifier and enabler for becoming a good individual (whatever be the role or title). In reality, however, it is more of a continuous process to become a progressively better individual.



There are, however, no set principles of the types of formal education or the levels of formal education that are required of each in the leadership journey.

Education certainly provides functional depth and domain awareness, and helps an individual to become a functional or domain leader.

Thereafter, how the leader grows into senior and apex leadership positions depends on a different type of continuous education, including experiential education.

The more senior one grows in hierarchy, the more important it becomes to grasp new things and develop oneself on the foundations of the past but in entirely novel ways.

We have examples of individuals without any formal education becoming successful and/or great industrial and business leaders. This is particularly true in the start-up space which seeks no formal qualification to try out new ideas.



What is education? We all know that education is a process which gives us knowledge as well as degrees. However, there are no set principles as to what is the right way of education is the formal education through schools, colleges and universities the best way of formal education or we could have the education through several other means as well. Education certainly provides functional knowledge; it provides functional depth.

As a result of education, we can be specialists in one or more functions or domains. However, after education as we gain experience we are able to move into managerial and leadership positions because we also learn continuously in the workspace in the workplace through experiential education.

The more senior one grows in a hierarchy, the more important it becomes to grasp new things and develop oneself on the foundations of the past as well as the perspectives of the future, that is extremely important. We have examples of individuals who have not had a formal education, but they have contributed to development of startups, entrepreneurial ventures and major industries themselves we will cover some of these leaders here.

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College Dropouts Who Became Successful Entrepreneurs - Global Examples



S. N.	Entrepreneur	Company	Initial Domain
1	Bill Gates	Microsoft	Computer software
2	Michael Dell	Dell, Inc	Computer hardware
3	Richard Branson	Virgin	Music, airline (plus)
4	Steve Jobs	Apple, Inc	Consumer electronics, Computer hardware and software
5	Walt Disney	Walt Disney Productions	Movie production house
6	Henry Ford	Ford Motor Company	Automobile manufacturing
7	Milton Hershey	The Hershey	Chocolate manufacturing
8	Larry Ellison	Oracle Corporation	Software services
9	Coco Chanel	Chanel	Fashion
10	Mark Zuckerberg	Facebook	Digital social media
11	Travis Kalanick	Uber	Ride sharing
12	Jan Koum	WhatsApp	Digital social media
13	John Mackey	Whole Foods	Groceries
14	Evan Williams	Twitter	Digital social Media



Here is a list of 14 college dropouts from the global business scene they became successful entrepreneurs. Bill Gates, who founded Microsoft along with Paul Allen. Michael Dell, the founder of Dell, Inc; computer hardware. Richard Branson, who founded the Virgin airlines and also diversified into several other areas. The iconic Steve Jobs, who founded Apple Inc. and also came back to take Apple to new heights in consumer electronics, computer hardware and software.

Walt Disney, who headed the Walt Disney Productions after founding it; a movie production house known for its classics in animation and other movies. Henry Ford, the founder of Ford Motor Company, automobile manufacturing; how he revered the standard automobile production as a paradigm. Milton Hershey, the chocolate manufacturer. Larry Ellison, Oracle founder.

Coco Chanel cosmetics and fashion accessories Chanel. Mark Zuckerberg, the famous Facebook founder; digital social media; Travis who founded the path breaking mobility concept through Uber, ride sharing application. Jan Koum WhatsApp: again another revolution in digital social media. John Mackey whole foods groceries taken over by Amazon given the value it brings.



Evan Williams, Twitter another social media platform characterized by brevity as a differentiation. These 14 leaders did not have formal university education, yet they became entrepreneurs and created great firms and even created great industries.

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College Dropouts Who Became Successful Entrepreneurs - Indian Examples

S. N.	Entrepreneurs	Company	Domain
1	Trishneet Arora	TAC Security	An IT security company
2	Ritesh Agarwal	Oyo Rooms	Affordable hotel chain
3	Kailash Katkar	Quick Heal	Antivirus software
4	Kunal Shah	Freecharge	Digital payment app
5	Bhavin Turakhia	Directi	Collaboration and communication app
6	Ayush Jaiswal	Pesto	AI-based HR tech platform
7	Amit Sharma	Chrome Pictures	Advertisement
8	Rahul Yadav	Housing.com	Housing aggregator platform
9	Pallav Nadhani	Fusion Charts	Charting for digital and mobile apps
10	Varun Shoor	Kayako	Web designing and development

Source: Entrepreneur, Inc; Inc42; Rediff.com



In India too we have several examples of college dropouts who become successful entrepreneurs. TAC Security, Oyo Rooms, Quick Heal, Freecharge, Directi, Pesto, Chrome Pictures, Housing.com, Fusion Charts, Kayako these are all founded by people startup entrepreneurs who did not have formal education.

And they covered different types of industries, certainly not as varied as the global entrepreneurs without formal education which we covered in the previous slide, but these are more based on service industry and also digital applications.



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Education as an Enabler

As a general guidance, higher education helps individuals in broadening their horizons and deepening their skills, and even enables them to gain more from experience. It provides a framework for continued deep learning.

- High levels of education make for stature in certain entities (such as universities) and in certain domains (such as research).
- Higher education lays certain foundations of knowledge in several domains that become helpful to individuals understand the basics and interconnectivities.
- While formal university education ends at some point in the twenties for an individual and experience commences thereafter, experience also teaches the individual a lot.
- Beyond formal degrees, education provides theoretical knowledge and experimental perspectives, and instills logic and rationality in a leader.

Education as a process is, therefore, a great enabler for an individual to acquire and sharpen certain faculties to be a more effective individual, a better manager and a better leader.



That said, it does not mean that not having formal education is the ticket for getting into leadership positions. Just as having formal education is not an essential condition for becoming a leader, but we should recognize that. As a guidance, as a principal higher education certainly helps us in broadening our horizons and deepening our skills. It enables us to gain more from experience. Knowledge provides a framework, a learning system.

High levels of education make for stature in certain entities. For example, in the universities, we need to have a PhD to be qualify as an entrant to the academic circles. In certain domains such as research we need to have deep research experience, PhD qualifications, postdoctoral qualifications and a track record of research in high technology academic research laboratories these are essentials.

But, the main principle is that higher education provides us the foundation of knowledge which is both in depth depending upon the specialization we choose, but also generic in terms of how to learn about new things. It provides a basis for understanding a spectrum of disciplines depending upon the broad specialization we choose and then build on that as we get into the experience network. While at 20s or late 20s we end our formal education experience.

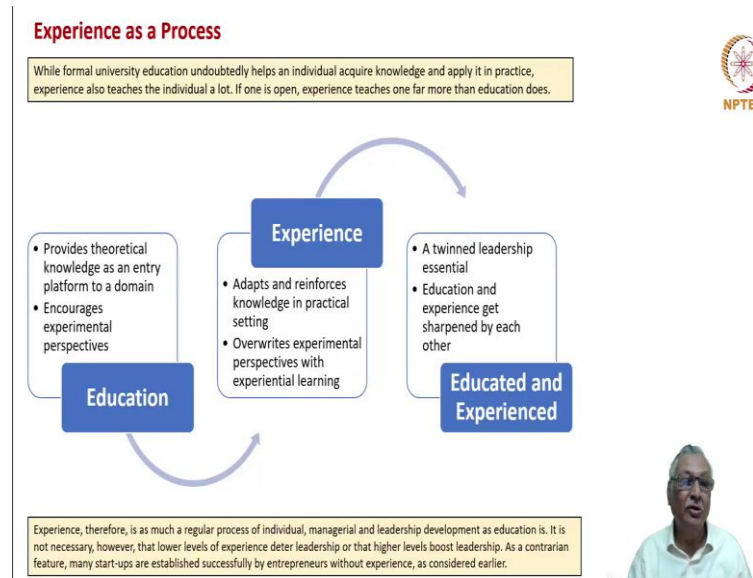
Once we enter the industry, our knowledge journey continues. Experience also teaches us a lot. And there could be several things we learn from the workplace machining from workplace activities that probably the academic institution would not be able to teach. Because academic institutions prepare us for a general knowledge approach and we are prepared to enter any industry.

It would be impossible for any academic institutions to simulate each and every industrial environment or business environment and have that as an integral part of the coursework that is not possible. However, what academics teaches is to how to learn, how to research, how to consider various factors, how to understand the inter linkages, the distinction between liberal studies as well as the detailed hard technical studies.

Therefore, beyond formal degrees which of course, are essential and necessary in today's milieu, education also provides theoretical knowledge and experimental perspectives. It also provides very importantly logic and rationality in ours as leaders. Therefore, education as a process undoubtedly is a great enabler for an individual to acquire and

sharpen certain faculties to be a more effective individual and therefore, a more effective manager and a leader.

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What about experience? Experience is also a process. While education provides theoretical knowledge and also encourages experimental perspectives experience, let us apply the knowledge to the practical situation. At times experience also teaches that there are different ways beyond the knowledge we have acquired to be able to tackle the practical developments that happen.

It overwrites experimental perspectives with experiential learning as well. To be able to be effective leaders, we need a twinned approach both educated and experienced. And at times when there are technological discontinuities or economic discontinues we need to also have formal education supplementing the experiential learning.

Experience therefore, is an important ongoing process as we go through our career journey and the higher levels of experience and higher levels of grasp that are expected of higher levels of experience make us better managers and better leaders.

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Enterprises Without Founder's Experience

It is widely believed that the most successful entrepreneurs are young. Bill Gates, Steve Jobs, and Mark Zuckerberg were in their early twenties when they launched what would become world-changing companies.

When HBR analysed founders who had won TechCrunch awards over the last decade the average age at the time of founding was found to be just 31.

For the people selected by Inc. magazine as the founders of the fastest-growing startups in 2015, the average age at founding was only 29.

Paul Graham, a cofounder of Y Combinator, once quipped that "the cut-off in investors' heads is 32... After 32, they start to be a little sceptical."

Source: Pierre Azoulay, Benjamin F. Jones, J. Daniel Kim and Javier Miranda. "Research: The Average Age of a Successful Startup Founder is 45". Harvard Business Review, July 11, 2018.

Having prefaced the research with the above observations, the authors move on to state that their research actually concluded otherwise – that the age of founding of successful enterprises is mid-forties.



There are enterprises of course, without experience as well. Most startups as we can see are founded by young college graduates with very little experience or even no experience. So, where is the question of experience being a fundamental requirement for setting up an entrepreneurial firm or a firm?

We can ask that question of ourselves. There is an interesting article in Harvard Business Review, which is cited below published in 2018, which analyzed founders who had won TechCrunch awards over the last decade.

And the average age of such entrepreneurs at the time of founding was just 31; that means, they have had minimum experience, but not maximum experience at the time of finding. For the people selected by Inc. magazine, one of the magazines devoted to startups and entrepreneurship.

As the founders of the fastest growing startups in 2015, the average was 29; still younger than the 31. Paul Graham, a cofounder of Y Combinator one of the entities involved in startup development he quipped that the cut off in investor's head that is investors who invest in startups is 32 years of age.

After 32 they believe that the founders would not have the entrepreneurial zeal and passion. Having prefaced the research with these observations the authors also move on to examine whether these hypotheses are indeed true and whether there is any age related alternative paradigm as far as leadership is concerned whether in entrepreneurial companies or non entrepreneurial companies.

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HBR Research - 1

The founding age significantly differs based on the domain of operation. Expansion of digital and social media opportunities has served to lower the age for enterprise establishment. More research findings support this.

The Age of Startup Founders
The average age of people who founded the highest-growth startups is 45.

Percentage of founders by age group



Age Group	Percentage of Founders
29 and younger	~15%
30-39	~25%
40-49	~30%
50-59	~15%
60 and older	~5%

"These averages, however, hide a large amount of variation across industries. In software startups, the average age is 40, and younger founders aren't uncommon. However, young people are less common in other industries such as oil and gas or biotechnology, where the average age is closer to 47. The preeminent place of young founders in the popular imagination may therefore reflect disproportionate exposure to a handful of consumer-facing IT industries, such as social media, rather than equally consequential pursuits in heavy industry or business-to-business sectors."

"But what about the most successful startups? Is it possible that companies started by younger entrepreneurs are particularly successful? Among the top 0.1% of startups based on growth in their first five years, we find that the founders started their companies, on average, when they were 45 years old. These highest-performing firms were identified based on employment growth. The age finding is similar using firms with the fastest sales growth instead, and founder age is similarly high for those startups that successfully exit through an IPO or acquisition. In other words, when you look at most successful firms, the average founder age goes up, not down. Overall, the empirical evidence shows that successful entrepreneurs tend to be middle-aged, not young."

Source: Peirie Azoulay, Benjamin F. Jones, J. Daniel Kim and Javier Miranda. "Research: The Average Age of a Successful Startup Founder is 45". Harvard Business Review, July 11, 2018.

To be able to analyse the age factor further, both from relevance and rationality perspectives, product innovations as well as business scale-ups need to be considered together.



So, three aspects of HBR research are represented by me in this slide and the following slides. Basically, the founding age significantly differs based on the domain of operation. Expansion of digital and social media opportunities as entrepreneur and startup opportunities has served to lower the age for enterprise establishment. Many research findings support this.

Let us see the percentage of founders by age group. You can see that the highest is in 30 to 39 and 40 to 49 groups, 29 and younger, 50 to 59 are correspondingly lower, and 60 and older even lower. These averages; however, hide a large amount of variation across industry. In software startups as per the research of these researchers the average is 40, whereas younger founders are not uncommon.

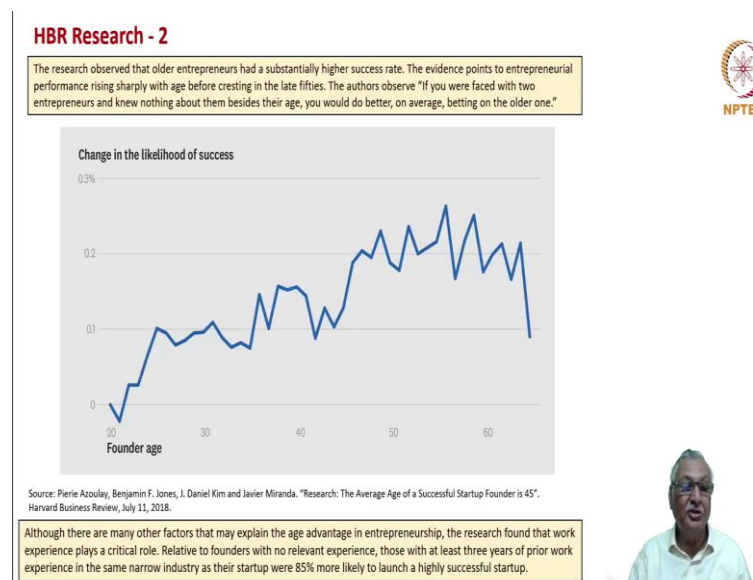
In certain fields which are very much technology oriented, deep technology oriented such as oil and gas or biotechnology the average age is closer to 47. The preeminent place of young founders in the popular imagination may therefore, be reflective of disproportionate exposure to a handful of consumer facing IT industries such as social media rather than equally consequential pursuits in heavy industry or business to business sectors.

So, you can go through further at your leisure, but the issue is that when you look at more successful firms those are established by founders who are not necessarily very

young. They are having sufficient experience for them to provide significant impact through the experiential learning's which they have learnt as part of the experience.

To be able to analyze the age factor further both from relevance and rationality perspectives we have to look at the product innovations also along with business scale ups to understand the impact of age and these two factors.

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So, when the age is 20, the change in the likelihood of success is at particular level. Let us say indexed to 20 years of age. The peak happens when the founder reaches the age of 55 years or so, and thereafter again it drops. The hypothesis by these authors validated by their experience suggests that if you were faced with two entrepreneurs and you knew nothing about them besides their age, probably we will be better off by selecting the older of the two rather than the younger of the two.


Or this research leans more towards age being one of the factors of success in entrepreneurial organizations. While there are many factors that explain age advantage in entrepreneurship, the research also found that work experience does play a critical role. Relative to founders with no work experience those with at least three years of prior work experience in the same narrow industry as their startup were 85 percent more likely to launch a highly successful startup.

That keeps us the age of 30 as probably an appropriate age to start thinking of entrepreneurial ventures. And 40 to 50 is probably the golden period of establishing strong entrepreneurial ventures.

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HBR Research - 3

The research observed that in respect of notable outliers such as Bill Gates, Steve Jobs, Jeff Bezos, or Sergey Brin and Larry Page, the growth rates of their businesses in terms of market capitalization peaked when these founders were middle-aged.




Steve Jobs and Apple introduced the company's most profitable innovation, the iPhone, when Jobs was 52.

Jeff Bezos and Amazon had moved far beyond selling books online, and Amazon's future market cap growth rate was highest when Bezos was 45.

For Google's Sergey Brin and Larry Page, the growth rates of their businesses in terms of revenue and market capitalization peaked when these founders were middle-aged.

Source: Pierie Azoulay, Benjamin F. Jones, I. Daniel Kim and Javier Miranda. "Research: The Average Age of a Successful Startup Founder is 45". Harvard Business Review, July 11, 2018.

Extremely talented entrepreneurs may have unusual acumen — allowing them to succeed when they are very young — yet still see greater success as they age. Thus there is no fundamental tension between the existence of great young entrepreneurs and a general tendency for founders to reach their peak entrepreneurial potential later in life.



We also have these great examples Steve Jobs and Apple introduced the company's most profitable and landmark innovation the iPhone when Jobs was 52. Amazon: Jeff Bezos and Amazon had moved far beyond selling books online and Amazon's future market cap growth rate was the highest when Bezos was at 45.

For Google Sergey Brin and Larry Page, the growth rates of their businesses in terms of revenue and market capitalization peaked when these founders became middle aged. It is therefore, necessary to appreciate importance of experience for which age is a surrogate. Extremely talented entrepreneurs may have an unusual acumen allowing them to succeed when they were very young.

Yet, still see greater success as they age. Thus there is no fundamental tension or disparity between the existence of great young entrepreneurs and general tendency for founders to reach their peak entrepreneurial potential later in life.

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HBR Research - 4

The researchers hypothesize that despite evidence to the contrary, VCs persist in betting on young founders probably for two reasons: deal metrics and deal returns. The logic is explained below:

- First, many VCs may operate under a mistaken belief that youth is the elixir of successful entrepreneurship — in other words, VCs are simply wrong.
- Though it is tempting to see age bias as the leading explanation for the divergence between our findings and investor behaviour, there is a more benign possibility.
- VCs are not simply looking to identify the firms with the highest growth potential. Rather, they may seek investments that will yield the highest returns.
- And it is possible that young founders are more financially constrained than more experienced ones, leading them to cede upside to investors at a lower price.
- In other words, younger entrepreneurs may be a better "deal" for investors than more experienced founders.

Source: Pierie Azoulay, Benjamin F. Jones, I. Daniel Kim and Javier Miranda. "Research: The Average Age of a Successful Startup Founder is 45". Harvard Business Review, July 11, 2018.

The next step for researchers is to explore what exactly explains the advantage of middle-aged founders. For example, is it due to greater access to financial resources, deeper social networks, or certain forms of experience? In the meantime, it appears that advancing age is a powerful feature, not a bug, for starting the most successful firms, the research concludes.



Another research is that despite evidence to the contrary, venture capitalists persist in betting on young founders probably for two reasons. One deal metrics and deal returns. The measurement of the success of entrepreneurship with minimal experience is probably impacted somewhat curiously by the deal metrics and daily returns.

Because a youngster is in a hurry to start off his venture and his ability to negotiate a win some agreement or contract is not very high. VCs is like youngsters who are willing to make their bets on startup ventures.

They also believe they have a long pathway to experiment and also succeed and succeed based on failures if it is required. Because younger entrepreneurs are better deal for investors than more experienced founders in the literature that surrounds investment on entrepreneurial and startup concerns, there is a perception that experience has not that much of an impact in terms of entrepreneurial success.

Having done this, we also need to explore what exactly explains the advantage of middle aged founders. For example, is it due to greater access to financial resources, deeper social networks, the mental and emotional stability they possess, the knowledge and experience edge they have or certain forms of all of these combinations? In the meantime, it appears that advancing age is a powerful feature not a bug for starting the most successful firms as the research concludes.

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Beyond Education and Experience

Education and experience teach the leaders to be both methodical and creative. However, the ability to convert knowledge that is gained out of education and experience into expressions and actions is influenced by two genetically derived factors: instinct and intuition. These vary from individual to individual.



Instinct • A person's natural tendency to behave in a unique way using the knowledge and abilities he or she was born with rather than taught or acquired through training

Intuition • Intuition is the ability to know something by one's feelings rather than through facts or evidence.

Drive • An instinctive or intuitive way of thinking, expressing and acting is one based on one's instinct or intuition, respectively

Personal Attributes • As contrasted with education and experience, instinct and intuition tend to be fundamentally personal attributes

An individual draws on the instinct more frequently than intuition. Put another way, instinct becomes a driving force more frequently than intuition can be. The ability to down-regulate instinct and up-regulate intuition is a challenge for leaders.

Beyond education and experience, we have two other factors, which came up in the four factor framework I proposed earlier. These are instinct and intuition. Education and experience teach us to understand a subject or a domain and also apply the knowledge and also gain new knowledge from the function and domain. It teaches us how to develop a product, how to offer a service, how to be differentiated in terms of science and technology or customer factors.

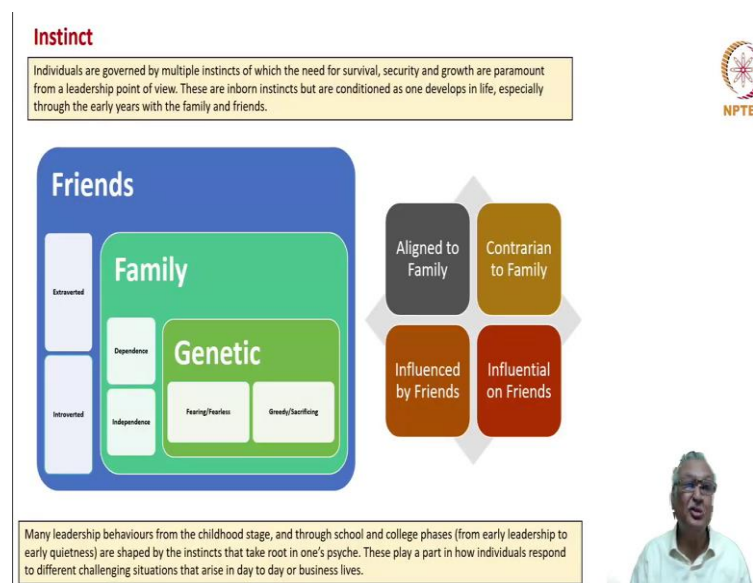
Instinct and intuition are completely different aspects which are highly personal. We can say that they are partly genetic and partly dependent on our upbringing. Instinct is the persist natural tendency to behave in a unique way using the knowledge and ability he or she was born with rather than taught or acquired through training.

A person is instinctively adventurous, a person is instinctively conservative, a person is instinctively ambitious, a person is instinctively pessimistic. There could be a personality profiles which are based on instinct like this. Intuition is the ability to know something by ones' feelings rather than through facts or evidence. I called it a self illuminated drive to feel in a particular way that is the intuition.

Now, the drive comes from an instinctive or an intuitive way of thinking. The extra drive beyond knowledge and experience which a leader has comes from an instinctive or intuitive way of thinking, expressing and acting on the part of the leader and these are based on instinct and intuition respectively. And as contrasted with both in experience and education, intuition and instinct are fundamentally personal attributes.

As an individual draws on the instinct more frequently than intuition we characterize an individual more by instinct, but the intuitive capability of the leader is very subtle, but very impactful. We can up regulate or down regulate instinct, but the ability to up regulate intuition is not very easy to acquire and those leaders who are able to get that ability to up regulate intuition even further than what they have are really blessed leaders.

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So, let us look at instinct. Instinct we said is part genetic. We tend to be highly energetic, we tend to be highly careful as we grow. These are inborn instincts, but they are also conditioned by our genetic factors, family factors and friends' factors equally or in some cases family and friends influence more than the genetic factors.

Couple of genetic factors which are important being fearing or fearless, being greedy or sacrificing, being in the want of everything one comes across versus being sacrificing these are all genetic characteristics.

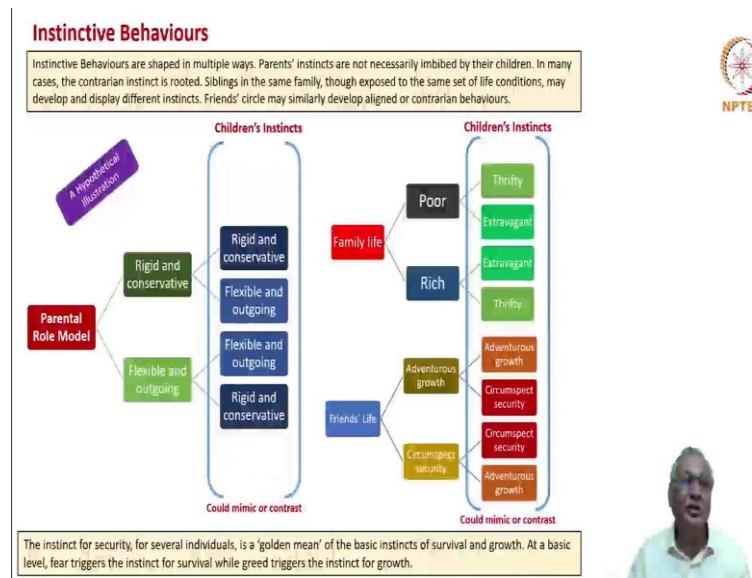
Even within siblings one gives and one takes to a greater degree. And within the family the dependence and independence nature of the family impacts the instincts. And friends whether they have extraversion as their theme or introversion as their theme and in which kind of friends circle you have grown influences the instinct levels of an individual.

So, the instinct of an individual is aligned to the family and contrarian to the family occasionally is influenced by friends or influential on friends. These leadership behaviors which come from the childhood stage and through school and college phases from early leadership to early quietness are shaped by the instincts that take root in one's psyche. These play a part in how individuals respond to different challenging situations that arise in day to day or business lives.

That is why it is also important for teachers in the classrooms and professors in the colleges and universities to bring up the leadership capability as much as possible. We should not be happy with just one class representative or one fine arts representative or one legislative representative from the class.

We should see, how all the participants in a classroom are able to uplift themselves in terms of the leadership characteristics for which their ability to understand their instincts and work on them is also an important aspect of learning and an experiential learning too.

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Let us look at the instinctive behaviors. I said that instinctive behavior is influenced not merely by genetics, but also by the family and friend situations. I propose here a very hypothetical illustration. Let us look at a parental role model. The parental role model could be rigid and conservative, it could be flexible and outgoing.

That is parents could be very cash conservative, their value systems could be very traditional and they would have very strict rules as to how people should govern themselves and they also serve as role models in those aspects.

On the other hand, certain parental models could be entirely flexible and outgoing provided lot of freedom, lot of empowerment and also quite a deviation from what we think or accepted modes of behavior. When you have these kinds of rigid and conservative or flexible and outgoing parental models we cannot conclude that children's instincts would automatically reflect those instincts. In fact, there could be contrary as well.

Children under a rigid and conservative parentage could be either rigid and conservative themselves or become flexible and outgoing. Similarly, a child who is brought up by parents who are very flexible and outgoing could either be flexible and outgoing by themselves or become rigid and conservative.

A child who observes a parent who is extremely dictatorial just as a hypothesis would also feel that it is not such an appropriate way of modeling leadership. He may not learn leadership, but he still has it in mind that if I were to become an elder person I should be much more conciliatory and much more soft take into view others points of expression as well.

So, those kinds of contrarian trends also could emerge. So, children's instincts could either mimic or contrast with the parental role models. Then we have got the family life as well. We may be blessed with a rich family life or relatively poor family life. Our own friend's life could be adventurous type of a friendship circle or circumspect and secure way of friend's life. So, if you are having a poor family life, not so advantageous fortunately or unfortunately then you tend to be thrifty and extravagant either way.

Having experienced poverty: you may say that my goal is to become highly materialistic and whatever I get I will keep myself happy that could also be your way of looking at the issue of poverty versus richness. Someone who has grown in a rich background may again develop to be an extravagant person or a thrifty person.

Having seen how richness is built the person may become a thrifty person as well. So, it is very difficult to say. Similarly, people who work with adventurous friends through

their school and college lives, so, again could become adventurous or have circumspect way of behaving and vice versa.

So, which means, that depending upon how a family is positioned and how the friend circle is positioned, we as participants of such family life and such friend's life could have different ways of developing ourselves on the dimension of instincts.

So, the instinct for security for several individuals is a golden mean of the several basic instincts of survival and growth. At a basic level, fear triggers the instinct for survival while greed triggers the instinct for growth. These are of course, the blunt statements, but the truth is certainly there in this extreme approach.

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Instinct-Logic Tradeoffs

The human mind constantly weighs the available life options instinctively by trading off the perceived (or experienced) result of one instinctive behaviour over the other.

Individual survival instinct, when chased by real and imminent danger

Herd movement instinct, guest workers trekking to their homes over hundreds of kilometres

A leadership analogy

A leader facing a corporate crisis may not balk from taking extreme measures if only such measures were to save his/her business

The instinctive response is often moderated or amplified by the conflict and collaboration within one's self

The conditioning influence on the intrinsic instincts of an individual comes through the bar one sets on each of the instincts

As one pursues a leadership journey, the instinct for survival tends to become shadowed or overridden by the instinct for growth. When faced with major challenges, the leadership challenge is about surviving versus thriving

The challenge between balancing between the two instincts of surviving and thriving goes on a rollercoaster until one attains the age and maturity to settle for the 'golden mean' of growth with stability or sustainable growth

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So, the human mind constantly weighs the available life options instinctively by trading of the perceived or experienced result of one intrinsic behavior or the other. Let us see this person jumping over a cliff. The instinct for survival emerges when he is hounded let us say by a wild animal.

So, the instinct gets the better off his wisdom and also instinct makes him do certain things which are considered impossible. So, in spite of the chasms which separates these two rocks, he would be positioned and equipped to jump over and that is the instinct pushing him to a survival.

On the other hand, there could be a herd instinct while it was not entirely logical and rational when lockdown was imposed there was a huge movement of migrant labors. It was really a herd instinct. It was based on the fact that many people are moving.

So, I also should move and they did it over hundreds of kilometers despite that being non rational, despite that being oblivious of the several entreaties being made by the state governments as well as the central government that, no, you must be in one place, we will take care of you.

So, this is the instinct that happens either through individual survival instinct or through herd community instinct. So, the leadership analogy for that is as follows. A leader who is facing a corporate crisis may not balk from taking extreme measures, if only such measures were to save his/her business.

So, if you are having a deep downfall in the performance and the only way in which you could do is to commit double the level of investment despite the serious situation, but it has got 50 percent chance of success, you would do that because you are pushed for survival.

The instinctive response is often moderated or amplified by the conflict and collaboration within oneself. There is also rationality which works and tells us whether this instinctive behavior as leader is the right one or the not so right one.

The conditioning influence on the intrinsic instincts of an individual comes through the bar on sets on each of these instincts. As one pursues a leadership journey one hones the ability to play upon those instincts whether it is the instinct for survival which gets shadowed or over ridden by instinct for growth or vice versa.

So, when faced with major challenges, the leadership challenge is to determine the balance between surviving versus thriving. How to manage and how to balance these two instincts of surviving and thriving which goes on a rollercoaster until one attains the age and maturity to settle for the golden mean of growth with stability or sustainable growth. That is why we discussed in the past that growth cannot be pursued as a singular objective, we should pursue sustainable growth.

The moment you have an objective like that set in the vision statement, you also understand how to balance your instinctive behaviors with your experiential learning's as well as educational inputs to be able to take the company forward on a path of growth, but without upsetting the survival parameters through adventural means that is the instinct logic trade off which a leader must be aware of.

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Intuition

In contrast to instinct, which is a natural human characteristic, intuition is a blessing one receives in a differentiated manner from the Creator.

The processes of instinctive behaviour have been rather thoroughly researched in recent years, including brain-mapping through the use of sophisticated imaging techniques.

The processes of intuition have so far remained beyond clinical analysis.

Brain Mapping is a Digital Neuroscience

What is intuition? → It is available to all? → Or, only a few are blessed to have?

It is hypothesized as well that, despite some empirical or scientific basis of disciplines such as astrology and numerology, the relatively successful leaders in these domains make successful predictions powered by their intuition.

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(Speaker: A man with glasses and a light blue shirt)

Then let us come to intuition. It is actually a natural human characteristic. It is a blessing one receives in a differentiated manner from the creator. Let us say, you have an option to join five IITs and four NITs. you would have several reasons why you should join one or the other.

Everything will have a merit. One IIT would have offered you a better course, one IIT could be closer or could also represent the hometown IIT. You may get the best possible discipline in one NIT, you may find that the course fees are lower in one NIT versus an IIT.

So, there are several factors which could analytically influence you take a particular decision. However, intuitively, you feel that joining here probably is the best thing for me, taking this course in this institution is probably the best one and that is the intuitive feel you have. At a young age, you may not be able to explain this intuitive behavior, but at a leadership level, you tend to explain this intuitive behavior very well.

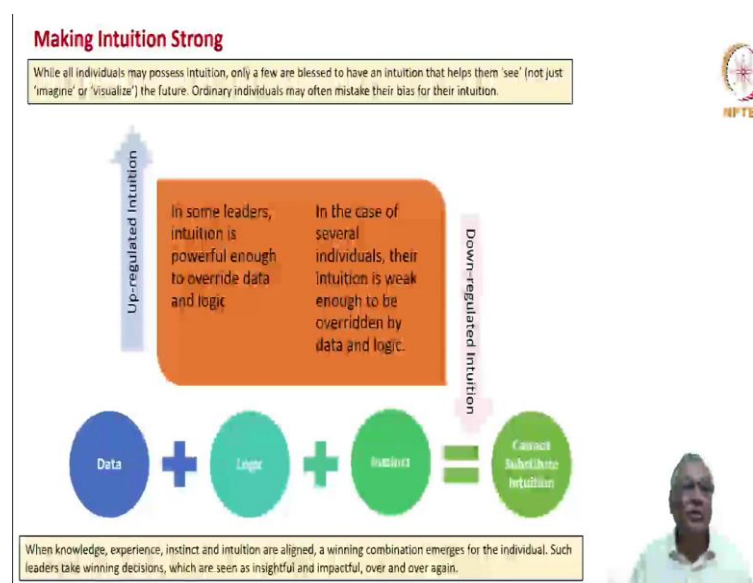
And it is a neuroscience as well. You can do your own brain mapping through digital means and find out whether people who have intuitive approach, people who have instinctive behavior are different from those people who do not have intuition and instinct in a dominating way. But relative to mapping instinctive behavior mapping intuitive behavior has somewhat become beyond clinical analysis because intuition is something which is multi layered.

It is hidden deep in your emotions, it is not available to all and it does not come for use at all times in all circumstances. So, therefore, some philosophical questions as well: what is intuition, is it available to all or only a few are blessed to have.

The hypothesis is that despite some empirical or scientific basis of disciplines such as astrology and numerology, the relatively successful leaders in these domains make successful predictions for their intuition. We can call them the business astrologers or the business forecasters.

People may have different frameworks for a business 5 years down the road, 10 years down the road, but a business astrologer who also happens to be the business leader is able to intuitively pick one option in a manner that is quite different from the way in which highly trained conceptually strong person would be able to do, that is intuition in a leader.

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How can we make intuition strong? In some leaders' intuition is powerful enough to override data and logic. I talked about JRD TATAs intuition, when 15 to 20 years ahead of the need for indigenous development of press metal parts, he made TATA Motors, TELCO at that time to invest in a press metal fabrication facility or press metal and die and tool making facility that is the up regulated intuition which exist in an individual.

In case of several individuals their intuition tends to be weak and it tends to get overridden by data and logic. Many times when you see a particular stock movement in stock markets for those who people who watch stock markets, intuitively they feel that this is the time to sell, but there will be data analysis, investor reports, analyst reports which tell you that no you should not do that.

So, intuition of a person gets down regulated by data and logic inputs that become available. This is true in leadership as much as in individual behavior. Data plus logic plus instinct; however, cannot together substitute intuition. I talked about TATA Ace example and Ravi Kant's intuition that this could be a new bestseller for TATA Motors that is the intuition.

Given this background, when knowledge, experience, instinct and intuition are aligned and are combined a winning combination emerges for the individual. Such leaders tend to take winning decisions which are seen as insightful and impactful, highly differentiated from the decisions which other leaders could take and this occurs over and over again. Because they have the combination of education, experience, instinct and intuition in a very synergistic balance in them.

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Intuition-Logic-Instinct

Intuition often acts as the overlay once the conditioned instinct comes to the fore. Intuition would be willing to be subject to review against data and logic but, unlike instinct, intuition would refuse to be conditioned by these.

Highly intuitive individuals may be persuaded (by themselves or others) to consider various factors but their intuition would simply refuse to go away.

While it may appear that a leader's assiduous work towards a challenging goal is driven by his or her willpower, what drives such a leader tends to be his intuition about the different kind of future he perceives

Intuition is quite different from premonition—which individuals experience on a random basis as some bizarre or surprising event that could take place in their lives.

Individuals are differently blessed by the Creator in terms of their intuitive faculties, and intuition best serves its purpose when it is free of bias and premonition, and works independently of data and logic.



Highly intuitive individuals may be persuaded by themselves or others to consider various factors, but the intuition is so strong that they would simply refuse to go away. At times, we may feel that a leader's assiduous work towards a challenging goal is driven by his or her willpower. But, what drives such a leader is not necessarily his willpower, but the conviction which comes from the intuition he has.

So, we cannot see the intuition which is driving him. We will see the leader as a highly committed, highly dedicated, highly strong, highly passionate individual, but there is an intuition in him to say that yes, you must do this. Let us say, we have a startup company which has developed a smart watch and it is capable of doing a few things. And the starting premise for that smart watch is that I do away with the need for having two bands.

There is one watch band and one health band. However, having done that, when the COVID-19 pandemic struck, he intuitively feels that I am should move away from this and provide another apparatus for measuring the oxygen saturation levels. But, that is, because that is the one which is going to be there with the population for the next 3 to 4 years. So, instinctively that may not be the right one because you have tried to do something on the fly.

Logically, it is not the right one because it upturns the startup foundation that helped have a combined watch, combined smart watch. But, intuitively the startup founder has taken the decision which helps him diversify his product portfolio and go into something

which could have 3 to 5 years' medium term business potential. So, that intuition again is not premonition. Premonition is that feeling that something eerie is going to happen or something great is going to happen.

That is completely random and it is a bizarre and surprising way of thinking premonition. On the other hand, intuition is a superordinate logic which comes from the deep inner self almost like a God's blessings, that is extremely important to realize. And whenever we take an intuitive decision, we need to recognize that and understand that we have some measure of intuition within ourselves and learn to use the intuition as and when we are faced with difficult circumstances and difficult challenges.

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Enhancing Organizational Value

Leadership is all about enhancing the value of the organization. This requires that the four essential leadership faculties be put to the most efficient and effective use. the four leadership essentials, and the core purpose of each:

Learning new knowledge and gaining new insights, especially relating to science and technology, through EDUCATION	Understanding practical deployment of science and technology, and evolution of new business models through EXPERIENCE
Understanding and controlling, and where appropriate positively leveraging INSTINCT	Overcoming the internally existent barriers and externally provided inhibitors, and discovering INTUITION

Enhancing Organizational Value

Instincts work under pressures of internal and external environmental systems, while intuition works under the vacuum of the empty space of the future.

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So, how do we enhance organizational value? We have to deploy education, so that we constantly learn new knowledge and gain new insights, especially relating to science and technology and education is the only source for that. We must also understand the practical deployment of science and technology and also how practical issues enrich our science and technology at times challenge science and technology and only experience can help us.

We need to change our method of response based on our instinct. We should understand control and where appropriate positively use our basic instincts. And we should also overcome the internally existing barriers and externally provided inhibitors by

discovering our intuition. This is the way in which a leader can enhance the organizational value.

When you look at Microsoft Xbox, when the company was nothing but a disk operating system company, you can see all these four factors getting applied in a great measure. When the original Walkman was developed it is an intuition by the founders that this is the one which is going to lead to a revolution in music field. Similarly, Apple iPod another four factor combination of these matters then, Google Android OS again another intuitive development.

WhatsApp, Tata 407 LCV like Tata Ace were intuitive instinctive educational and experienced learnings which were brought into the strategy of Tata Motors. Instincts work under pressure of external and internal environmental systems, but intuition almost entirely works in a vacuum that is it has an empty space of the future, but it does more than visualization and imagination to push a person to take that opportunity or avoid that risk.



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Instinctive and Intuitive Behaviours

Instinctive and Intuitive behaviours are significantly different. The drivers and outcomes will be typically different too.

Instinctive Behaviour	Intuitive Behaviour
When the leader of an automobile firm decides to recall millions of cars, it is a reputational instinct	When the automobile leader innovates with a hybrid car or solar car despite market uncertainty, it is a visionary intuition
When the leader of a large company decides to collaborate with a large or small company it is a mirroring instinct	When the leader of a large company decides to bet on a start-up entrepreneur it is an intuitive perspective
When the leader of a cash surplus company cuts down capex when faced with recession (to further conserve cash) it is a safety instinct	When the leader of a similar company boosts capex despite recession (to be ready for growth upon recovery) it is an intuitive bet on revival
When the fund manager community sells off equity and buys gold in pandemic emergency it is a herd instinct	When the fund manager stock-picks amidst the uncertainty it is an intuitive bet on human resilience

The leader usually undergoes a four-step process before he or she can skillfully integrate the four essentials of education and experience as well as instinct and intuition for the right kind of decisions.

So, let us compare the instinctive and intuitive behaviors because we need to try to quantify this or make it more certain. It is nice to listen about instinctive behavior and intuitive behavior, but we must have models explaining that to be able to implement in our practice.

So, when the leader of an automobile firm decides to recall millions of cars because of some problem experienced in the field, it is a reputational instinct. He instinctively knows that if I do not recall the reputation of the firm as the quality leader would be affected. Almost instinctively he decides although it may cost several millions of dollars and there could be alternative viewpoints as to how to deal with this situation.

The leader may instinctively take the decision. However, when the same automobile leader or a different automobile leader innovates with a hybrid car or solar car, despite market uncertainty it is a visionary intuition. That, yes there is abundant free energy available in the external environment we should utilize and it will be a seller in spite of the technological barriers which exist is an intuitive behavior.

When the leader of a large company decides to collaborate with a large or small company, it is a mirroring instinct. If you are a large company, you could like a large company for certain reasons of ego or equity in the relationship or you would like to dominate a small company or you feel excited by the agility of a small company. So, it is the kind of mirror instinct that prompts you instinctively to tie up with another company.

However, when the leader of a large company decides to bet on a startup innovator whose idea is fuzzy and who, in whom you see probably only passion and dedication, it is an intuitive perspective.

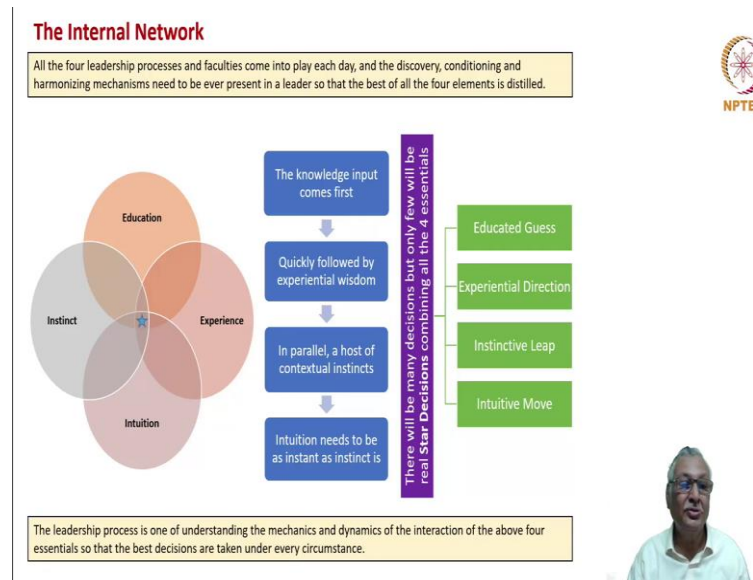
When the leader of a cash surplus company cuts down capex when faced with recession, so that further cash deployment is conserved, it is a safety instinct. However, when the leader of the similar company boosts capex despite recession, so that the company is ready for growth upon recovery it is an intuitive bet on revival.

When the fund manager community sells off equity to invest in gold it is the herd instinct. On the other hand, when one fund managers stock picks even amidst the uncertainty is an intuitive bet on human resilience. It is not on the stock it is a bet on the human resilience. When the stock market collapsed by thousands of points post pandemic instinctively everybody sells, but intuitively a few people buy.

And the instinctive people protect themselves whereas, the intuitive people bet on human resilience or corporate resilience to come back. So, that is the difference between instinctive behavior and intuitive behavior. The leader usually undergoes a four step

process before he or she can skillfully integrate these four essentials of education and experience as well as instinct and intuition for the right kind of decisions which need to be taken.

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So, this is the again the intersecting circle concept which we discussed earlier as well; education, instinct, experience and intuition. The part of intersection must be as large as possible. Firstly, the knowledge input comes then it is quickly followed by experiential wisdom.

In parallel, we keep getting a host of contextual instincts and somewhere the intuition pops up saying that we need to do this. For this model to be effective, the intuition must be as quick and as spontaneous as instinct then only this model of education, experience, instinct and intuition would work very well. There will be many decisions, but only few will be the real star decisions combining all the four essentials, it could be educated guess based on the knowledge you have.

It could be an experiential direction based on the experience you have gained. It could be an instinctive leap or a freeze depending on the instinct you have, but it could be an intuitive move based on the intuition you have. So, the mechanics and dynamics of the interaction of the above four characteristics of a leader personality must be best understood first by the leader himself or herself so that the best decisions are taken under every circumstance.



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The Leadership Process Mix

Education and experience generally reinforce each other. They can moderate the adverse impact of instinctiveness. They may, however, dampen intuition. Instinct and intuition tend to have tension between them. Uncontrolled instinct may impact rational decision making while intuitive discovery may significantly help. A hypothesis:

Decision Domains	Education	Experience	Instinct	Intuition
Business	The leader's education plays a big role	So does experience	Instinct will be tapered down by logic	Intuition plays a major role to envision and move into future
People	The leader's education has low impact	The leader's experience has medium impact	Leaders tend to rely on instinctively similar people	Great leaders intuitively select right people
Resources	Knowledge of science, technology, geo-political economics very important	Experience reinforces leadership decisions	Leaders with bold instincts make winning decisions	Intuition may play a role in guiding sustainability and circular economy
Regulation	Well informed is usually well prepared	Stature that comes with experience enables better interactions with regulators	Instinct clouds the objective reading of regulatory changes	Intuition helps in terms of business decisions related to regulatory changes

Different domains and different contexts require different aspects of leadership components to work together but in a differentiated mix, on a case by case. The leader needs to calibrate these four processes.

So, the process mix obviously varies, depending upon the factors of production or the factors of cooperation that we deal with. Let us take four distinct decision domains; business, people, resources and regulation. We also have these four drivers of leadership behavior and leadership decision and effectiveness; education, experience, instinct and intuition. As far as business is concerned, the leader's education plays a big role because business is all, but knowledge and options.

Similarly, experience also plays a big role because you have learned further as to the right options to be adopted and the right competitiveness mix which you can derive, but there would be also instinct which will be tapered down by logic. Because as an educated experienced leader handling a business, you are taught use rationality and logic, objectivity and analytics to be able to take the right decisions, instinct is tapered down.

However, intuition plays a major role when you think of the business 5 years down the road, 10 years down the road. To be able to envision and move into the future you require a fair measure of intuition to imagine the future mega trends and take the company towards that goal.

Let us say people. The leader's education has no impact because it is the soft skill capability of the leader that would impact the people. Experience of dealing with people has medium impact. However, the instinct it could work two ways an extroverted leader may work with introverted people or vice versa. Generally, leaders tend to rely on

instinctively similar people. Aggressive leader wants aggressive people to work so that the team aggression quotient is higher.

Intuition is completely different. Great leaders do not see how we work with our teams. Great leaders intuitively select the right people for the teams that is the big difference intuition makes to the people selection process or people management process in an organization.

Let us look at resources. Knowledge of science, technology, geopolitical economics is very important which comes from education and these leadership decisions are reinforced by experience in an individual. But, instinctively people make certain decisions based on the use and deployment of resources. People with bold instincts make either adventurous investments or at times very winning investments that is instinct driven. Intuition helps in resource deployment in a different way.

Certain futuristic activities such as circular economy or sustainability are better guided by intuition rather than by instinct. Then when we come to regulation, education plays a very good role because well informed is usually well prepared. Not knowing the law is never an excuse or an alibi.

So, you have to understand the circumstances and the regulations that determine our company's success or failure is important. Experience: the stature that comes with experience enables better interactions with regulators. Instinct clouds our judgment regarding regulatory changes. There was this example of an automobile company. When axle loads were upgraded by 25 percent, the experienced leaders said that it does not matter.

Because we have so much of extra load carrying requirement in the economy, whether you increase it by 25 percent or 50 percent, it does not matter to my demand situation. But, that was an instinctive aggressive I do not bother so much about the regulatory dynamics approach.

However, intuitively another leader would think that when 25 percent of extra payload is built into my standard vehicle design, what would happen to that 25 percent pay load in the economy? It just disappears because they would still need vehicles, but vehicles are

already taking 25 percent extra load. So, the demand could probably come down if not by 20 percent, may be 10 percent, 50 percent.

So, intuition helps in terms of business decisions related to regulatory changes. The moment regulatory change is coming in, an intuitive leader is able to spot the impact, feel the impact immediately. Similarly, when people take safety walks and intuitive leader makes better decisions on unsafe acts than an instinctively leader or an experienced leader and education because safety is a consideration of behavior.

And behavior is best felt intuitively in respect of future behaviors of individuals. So, different domains and different contexts certainly require different aspects of leadership components such as these to work together and also in a differentiated mix on a case by case basis. A leader therefore, needs to calibrate this process the domain and the four factors, how do they combine to make a winning combination.

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Synthesis of the Four Leadership Essentials

Each leadership essential has continuous relevance in leadership development and leadership effectiveness all through the active life of a leader. Through the judicious use of these components, the leader not only learns to make effective use of these for leadership but also becomes a more effective leader.

Processes and components at hand for leadership development and leadership effectiveness

Educative faculties are always at hand for an individual or a leader to craft a growth path, irrespective of the nature of the enterprise—small or large, and established or novel	Experiential faculties get progressively ingrained in each leader's DNA—these add strength, wisdom and stature to a leader. Experiential learning may never be stopped by a leader.	Instinctive faculties come into play each day as surprising developments keep occurring—the conditioning and collaborating mechanisms need to be ever present in a leader.	Intuitive faculties are called upon to play only when certain critical decisions of a future state are made—selection of a different type of leader, selection of an untested technology or development of a novel product.
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These four elemental processes, once in place, will stay with the leader and reinforce leadership so long as the leader is aware of and respectful of the four elemental processes.

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So, let us synthesize the four leadership essentials. Let us first understand that each leadership essential has continuous relevance in leadership development and leadership effectiveness all through the active life phases of a leader. We can never say that education is less important. We can never say that experience is more important or less important. We cannot ignore our instinct. We cannot fail to discover our latent intuition all are important.

So, we need to have processes and components at our hand for leadership development and leadership effectiveness in terms of these four. So, educative faculties help us to chart a growth plan to up skill the organization and learn few things and new ways of doing things. It helps us move away, move out of our comfort zone.

Experiential faculties they progressively get ingrained in our DNA. They provide us with the strength, wisdom and stature to be a leader. Experiential learning should never be stopped by any individual more so a leader. Instinctive faculties are also important. When surprising developments come our way we need to be instinctive. It could be conditioning; it could be collaborating.

But such approach must come instinctively so that we are able to respond without loss of time. We also must recognize that intuitive faculties are called upon to play when certain critical decisions of a future state are made. It could be selection of a different type of a leader, selection of an untested technology or development of a novel product.

Selection of a leader to succeed could be made by intuition. There is a case of a great group in India which made the selection based on nexus, based on familiarity, but it was a wrong decision and had intuition been applied probably a better decision would have come about. We will discuss some of these aspects in the lecture on leadership transitions.

Similarly, using an untested technology, taking up a research topic or developing a novel product could all be propelled by intuition to the realms of proper achievement. These four elemental process once in place will stay with the leader. They are not the ones which will desert a leader, but the leader must make also conscious effort to keep developing on the path of these four factors. You should be aware and respectful of these four elements of a good leadership process.

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Integration

Every leader, in his or her long-term experience, would experience the powers of instinct and intuition. Highly educated and experienced leaders become more effective or less effective based on how their instincts are leveraged and conditioned and even more importantly by drawing on the power of intuition



Each of the four elemental purposes has a core purpose as above but together pack a powerful leadership punch.



So, how do we integrate these four essentials? I will repeat this again. Education inculcates more than knowledge, learning approach. Experience enhances our wisdom and builds stature. As we accumulate our failures and successes, we become wiser and that builds our stature. Instincts help us balanced the risk and reward, it is not just about meeting the risk or pursuing reward.

We should know how to balance our instincts. So, that our risk reward balance of the organization is also preserved. And the intuition, it gives us a unique feel for a niche in an uncertain or unknown future we should be able to tap our intuition. There is a core purpose for each of these four factors, but when we are able to have an alchemy of these four, we will pack a powerful leadership punch which not many other leaders would be able to pack.

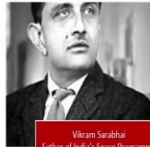
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Knowledge Leadership

India has been home to many great leaders whose academic brilliance combined with their experiential status to build great institutions in India. India has many such illustrious leaders.



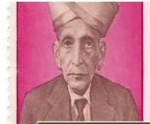
Dr. Homi J. Bhabha
Builder of India's Atomic Energy
Capability



Vikram Sarabhai
Father of India's Space Programme



Sir C. V. Raman
Nobel Laureate and Father of Indian
Science



Sir M. Visvesvarayya
Architect of Modern Indian
Engineering

Many Indian leaders of science and technology established institutions and legacies that laid the foundations of modern science, engineering, and technology.



So, you can see people who have excelled in their fields out of various dimensions. Knowledge leadership, Dr. Homi Bhabha, who built India's atomic energy capability. He was a great knowledge leader. He had the expertise in atomic energy development. He was instinctively predisposed towards national security and national self reliance. He was also intuitively believing that atomic energy is the future support for India's many civil and nuclear requirements.

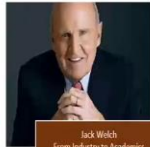
So, it is a combination of these four factors. Similarly, Vikram Sarabhai the father of India's space program. He was predominantly again like Homi Bhabha driven by the knowledge dimension, but all the other three dimensions were present in good measures.

Sir C. V. Raman, Nobel laureate and father of Indian science and Sir M. Visvesvarayya, the architect of modern Indian engineering. They were academically brilliant and practically astute engineers and scientists who built great institutions in India because of their leadership capabilities. And they had these four factors in their leadership personality to be able to make these lasting foundational contributions to what India is today.

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Experience, Instinct and Intuition

Many leaders combine experience, instinct and intuition not only to build their core institutions but also change track to build institutions of the future.



Leaders do great things to build institutions and create wealth. Some leaders like Bill Gates channel their experience and wealth to new social enterprises. Jack Welch focused on mentoring and academics. Muhammad Yunus, Bangla Desh Professor pioneered microfinance movement. V. Krishnamurthy brought in a metamorphosis in India's public sector, helming BHEL, SAIL and Maruti Suzuki. Such leaders are knowledge-seeking, experience-building, instinctive and intuitive.



Similarly, globally, we have Bill Gates who has moved from software to healthcare. It was an intuitive call. I will not say that it was an instinctive call. It was an intuitive call to move away from software development at Microsoft to healthcare in Gates Foundation.

Jack Welch, he moved from industry to academics. He thought his ability to communicate, his ability to convey a point of view in leadership and management is the best way, he could connect and remain connected with huge population base in management and leadership.

Muhammad Yunus, he moved away from professorship to microfinance. He created the world's first microfinance movement in an organized sector and actually he made a yeoman difference to how rural and indigent families are supported.

V. Krishna Murthy, he became the father of modern public enterprise because he knew how to combine the merits of public ownership and private enterprise and create lasting institutions of legacy in manufacturing and infrastructure. So, there are several examples of how these leaders built their institutions. These leaders were knowledge seeking, experience building, instinctive and intuitive. So, these four factor framework is extremely important for leadership effectiveness.

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Icon of Leadership Essentials

Perhaps there is no better exponent of the four leadership essentials in modern India than Dr A P J Abdul Kalam who served as the eleventh President of India between 2002 and 2007. Born into a humble family, he persevered to reach great academic and scientific heights. He is known as the father of India's missile programme. Simple, humble and ethical to the core, he took a special interest in inspiring students and nurturing educational ecosystem.



"All of us do not have equal talent. But, all of us have an equal opportunity to develop our talents." – Dr A P J Abdul Kalam

Widely referred to as the "People's President", Dr Kalam returned to his civilian life of education, writing and public service after a single term. He was a recipient of several prestigious awards, including the Bharat Ratna, India's highest civilian honour. He was a prolific writer sharing his vision and strategy for India through several books.



Then finally, we come to our icon of leaders, the peoples' president Dr. A P J Abdul Kalam. He was a noted different scientist who came to this level he achieved through sheer self development. He wrote many books. He is considered the father of India's missile program. Simple, humble and ethical to the core he took a special interest in inspiring students and nurturing educational ecosystem. He was a knowledge driven individual.

In fact, the eight examples, I mentioned earlier and this example of Dr. Abdul Kalam, the people's president tell us that it is the knowledge which is the starting point of our leadership journey. Knowledge either through formal education or through informal education, it has to be the fountainhead of our leadership capability and knowledge when we equate with talent is also the driving force.

Dr. A P J Abdul Kalam has this famous saying: all of us do not have equal talent, but all of us have an equal opportunity to develop our talents and it is more relevant in today's digital age. We need to make use of every learning platform that is available consistent with the time we have and the aspirations we have, to be able to develop ourselves on the knowledge and talent dimension continuously.

Quite appropriately after his president ship he returned to his civilian life of education writing and public service. So, we will revert to Dr. Abdul Kalam's leadership insights and leadership model at a later stage in our discussion.

But, suffice it to say that a highly knowledgeable, highly experienced person with very positive instincts towards life and an intuitive feel for the importance of education and children in the building of a modern India reflects for us the beauty, the novelty and the importance of the four factor leadership framework which we discussed that is education, experience, instinct and intuition occurring in a synergistic alchemy.

Thank you. We will meet in the next lecture.