

**Leadership for India Inc: Practical Concepts and Constructs**  
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**Week – 04**  
**Competency Leadership**  
**Lecture – 19**  
**Learning to Lead**

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 will focus on the topic of Learning to Lead.

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**Developing Oneself**

The earlier lectures have focused, among others, on a key responsibility of leaders that enjoins them to develop others into leadership positions. A good leader helps others to learn and develop. This lecture focuses on the leader's greater responsibility to learn and develop himself or herself.

**A common perception of leadership within an organizational setting**

A position of accomplished learning, experience, power, and visibility	Learning inputs are provided to various employees as part of leadership responsibility	Rarely are learning inputs provided to leaders; not even the space and time for reflection are provided
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The continuous presence of a leader in the business situation is considered so essential that the concept of 'back to university' is rarely experimented with, let alone institutionalized. And the leader is considered too accomplished to require more learning. A leader's responsibility, therefore, is to break this stereotype with humility and confidence.

The earlier lectures have focused on the key responsibility of leaders to develop others into leadership positions. A good leader helps others to learn and develop. This lecture focuses on the need for the leader to learn and develop himself or herself.

One of the common perceptions of leadership within an organizational setting is as follows, one - leadership is a position of accomplished learning, experience, power and visibility. A leader's responsibility is to provide learning inputs to various employees as part of his responsibility.

It is not expected that leaders need to have their own learning inputs provided to them. Leaders are not even provided the space and time for reflection. This is the unfortunate situation as far as leaders are concerned with reference to learning and development. This is because leaders are expected to be available all the time, leadership challenges abound all the time, unknown expectations come up and also unknown challenges develop.

The leader is considered far too accomplished to require any organized formal learning and development input. A leaders' responsibility therefore, is to break this stereotype with humility and also with confidence.

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**Developing Oneself**


It is not that a leader does not have any formal opportunity at all to develop oneself. A few are given below. But these are not sufficient to take the leader to an even higher level. This probably explains leader failures too.

Short-term top management courses in Ivy League institutions in India or abroad	Networking through positions of responsibility in industry federations
Extramural programmes with noted external experts	Interactions with directors on the Board

Some options for the CEO and CXOs

While being relevant, none of the above is a robust way of institutionalizing learning and development for top leaders. This requires both institutional frameworks as well as own developmental frameworks.

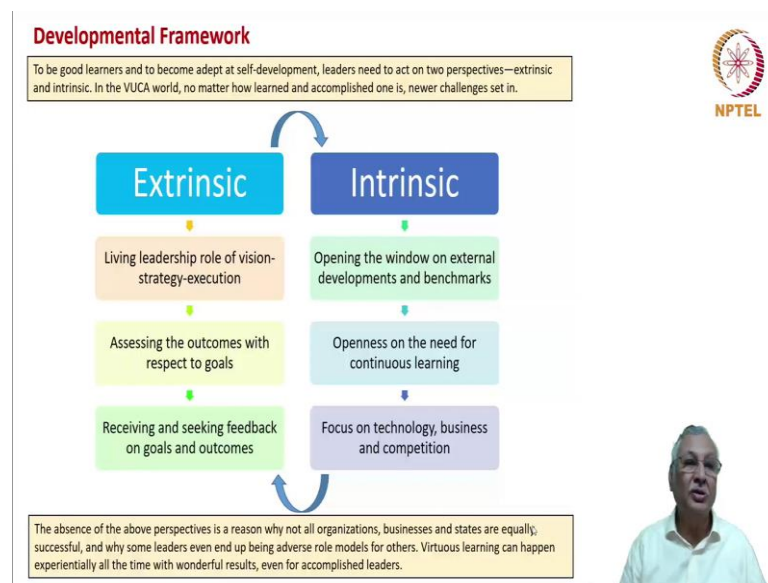




There are of course, some options which are available for leaders to develop. One option is to have short term top management courses in Ivy League Institutions in India or abroad. The second option is to network through positions of responsibility in industry federations, the third option is to invite external accomplished leaders or academicians to come and deliver courses within the organizational system.

The fourth one is to have a fair level of interaction with directors on the board, while the above four are relevant methodologies to enhance learning and development by the leaders, they cannot substitute a formal methodology for learning and development both on work and off work. We need to find out a methodology which will accomplish this objective for the leaders.

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To be a good learners and to become adept at self development, leaders need to have two perspectives. One is an extrinsic perspective and another is an intrinsic perspective. In the VUCA world that we have, no matter how learned and accomplished one is newer challenges always setting. So, what are these extrinsic factors and what are those intrinsic factors.

Externally, we need to be very clear how we would be able to manage the vision-strategy-execution paradigm because the environment is always changing. Second, assessing the outcomes with respect to goals in an industrial setting and the other one is to receive and seek feedback on goals and outcomes, when we say extrinsic it is about situation external to the leader.

Intrinsic factors are as follows: opening once on window on external developments and benchmarks and keep watching and absorbing the external developments. Openness on the need for continuous learning on the part of leader, focus on technology, business and competition as 3 principle domains for learning.

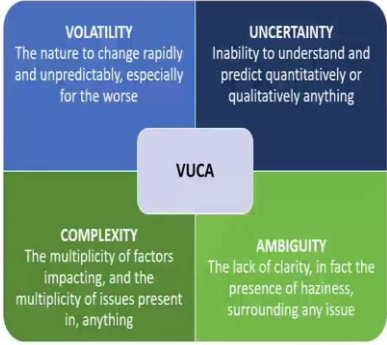

The absence of the above perspectives is one reason why not all organizations businesses and states are equally successful. In organizations where leaders are oriented both externally and internally, on accepting, seeking and absorbing inputs for leadership development on a continuous basis, they act as role models from within, they act as role models for other team members. And virtual learning happens in that organization all the

time and therefore, the organization would be more competitive and more agile relative to other organizations.


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**VUCA World**

Over the last few years, the concept of "VUCA" has been gaining popularity as a term to cover the various dimensions of 'uncontrollable' environment that an organization faces. So much so, 'leadership for the VUCA world' has arisen as a separate discipline. VUCA is an acronym that stands for Volatile, Uncertain, Complex and Ambiguous.



The four factors, VUCA, come together in multiple and unpredictable ways that either confound decisions already taken or future decision making. VUCA severely curtails or disturbs the capacity to look ahead, plan ahead and move ahead. Leadership for the VUCA World has to be, therefore, in a continuous learning and development mode.



I made a reference to VUCA, what is VUCA? Volatility, Uncertainty, Complexity and Ambiguity. The world is considered a VUCA world it is an acronym. Volatility is the nature to change rapidly and unpredictably especially for the worse, uncertainty is the inability to understand and predict quantitatively or qualitatively anything, complexity is the multiplicity of factors impacting and the multiplicity of issues present in anything.

Ambiguity finally, is the lack of clarity. In fact, the presence of haziness surrounding any issues. These 4 factors come in any combination and with any level of emphasis on each of these factors. VUCA is something for which a leader has to be prepared all the time and prepare the organization because the environment is uncontrollable by and large. And to be able to handle VUCA, one has to be in a continuous learning and development mode.

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**HBR on VUCA**

Certain VUCA drivers and the approaches are summarized below. In each case, the reasons for VUCA and the mitigating approaches need to be studied. The common factor is only learning and development.

**complexity**  
 Characteristics: The situation has many interconnected parts and variables. Some information is available or can be predicted, but the volume or nature of it can be overwhelming to process.  
 Example: You are doing business in many countries, all with unique regulatory environments, tariffs, and cultural values.  
 Approach: Restructure, bring on or develop specialists, and build up resources adequate to address the complexity.

**volatility**  
 Characteristics: The challenge is unexpected or unstable and may be of unknown duration, but it's not necessarily hard to understand; knowledge about it is often available.  
 Example: Prices fluctuate after a natural disaster takes a supplier off-line.  
 Approach: Build in slack and devote resources to preparations. For instance, stockpile inventory or over-hire talent. These steps are typically expensive; your investment should match the risk.

**ambiguity**  
 Characteristics: Causal relationships are completely unclear. No precedent exists; you face "unknown unknowns."  
 Example: You decide to move into emerging or emerging markets or to launch products outside your core competencies.  
 Approach: Experiment. Understanding cause and effect requires generating hypotheses and testing them. Design your experiments so that lessons learned can be broadly applied.

**uncertainty**  
 Characteristics: Despite a lack of other information, the event's basic cause and effect are known. Change is possible but not a given.  
 Example: A competitor's pending product launch muddles the future of the business and the market.  
 Approach: Invest in information—collect, interpret, and share it. This works best in conjunction with structural changes, such as adding information analysis networks, that can reduce ongoing uncertainty.

**Do not treat VUCA as one single situation**  
 Address and characterize each element separately

**The key to VUCA resolution is predictability**  
 Assess what is predictable, with options

**Develop a strategy for each VUCA element**  
 Develop risk-reward analysis for each strategic option

Source: Nathan Bennett and G. James Lemoine. What VUCA Really Means for You, Harvard Business Review, January-February 2014

Leadership for VUCA needs to identify the drivers for VUCA, study the causative factors, and develop the resolutions. These require the leader to have a learning and development approach and create also such an ecosystem in the firm.

There is a HBR article on VUCA, which I have cited here. Let us look at the situation of complexity, assuming that a transnational corporation wants to enter a complex emerging market, where the regulatory framework is constantly changing. The tax laws would be very many, the regulatory enforcements would be very many and the ease of doing would not be very high.

In such a situation, the only thing which a transnational organization can do is to structure the company in a manner that the local environment is understood as much as possible. By the subsidiary the company also should do well to bring in specialists to advise them on the complexity that exists in that emerging market.

Volatility; volatility is the fluctuation of prices, crude oil over the last several months has fluctuated between 120 dollars a barrel to negative price 0 dollars a barrel. In such situation of volatility, you have to build in slack, you have to devote resources to handle unexpected volatility. After COVID-19 and the lockdowns, only the pipeline stocks could save the nation from going stock out on essentials.

So, the only way we can handle volatility and any unexpected emergencies is by having certain safety stocks all through the pipeline. These steps are typically expensive, but we have to accept that as the cost of doing business and particularly a stable business. Another one is ambiguity, when we say ambiguity, we are not very clear which triggers what, the causal relationships are completely unclear.

When you move into again emerging markets or markets which are yet to be developed, we are not very clear whether bringing in a high technology product would stimulate demand or bringing in a medium technology or low technology product would have better acceptance. In order to be able to handle this ambiguity, leaders must have pilots conducted. So, that we understand the characteristics and the nature of the market.

The fourth one is uncertainty, we can take an example of competition in the market. We may know that certain number of players are likely to be there in the market, but what would be uncertain is the strategy which each player would follow, more particularly with reference to price. When uncertainty is the hallmark of competition, we have to only invest in information.

We have to invest in developing alternate plans, in the event that the pricing strategy adopted by competition is a price warriorship, how should we respond. Rather than respond after the activity is achieved by the competition, we have to be prepared well in advance with alternative plans. So, to complexity, volatility, ambiguity and uncertainty. Leaders can still have answers provided they invest their time effort and money in these aspects.

Another important thing is to treat VUCA as a combination of these 4 factors rather than as one single factor each element has to be addressed separately. And the resolution should be to bring down the unpredictability and enhance this uncertainty and predictability. And wherever certain things within the VUCA framework are predictable address them separately, wherever they are unpredictable address them separately.

And a strategy has to be in place including plan B, plan C and plan D along with the risk reward analysis for each of the VUCA elements. To be able to handle the VUCA situation, we also need to have a learning and development approach especially at the leadership level.

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## VUCA Drivers

Continuous learning is the only methodology to handle VUCA given that VUCA events are unpredictable. With learning comes the ability to mitigate the VUCA situation.

	Factor	Driver	Mitigating Approach	Common Factor
V	<b>Volatility</b>	Demand Prices	Understand the market better Build excess capacity/demand Understand break-evens better	Learn Analyse
U	<b>Uncertainty</b>	Competition Technology	Pick up competitive signals fast Build a technology bank	Learn Develop
C	<b>Complexity</b>	Global business	Understand local conditions Redesign products Relocate manufacture	Learn Research Develop
A	<b>Ambiguity</b>	New businesses New markets New products	Understand business essentials Study markets and customers Develop technologies	Learn Learn Develop

Leadership for VUCA needs to identify the drivers for VUCA, study the causative factors, and develop the resolutions. These require the leader to have a learning and development approach and create also such an ecosystem in the organization. If leaders try to put in place an organizational system without self-development, results will be sub-optimal.



Let us look at some VUCA drivers. If we take the factor of volatility, the driver for volatility could be demand and prices in a market. And the mitigating approach is to understand the market better build excess capacity demand, understand breakevens better and make an effort to reduce the breakeven levels that would sustain the organization with good profitability.

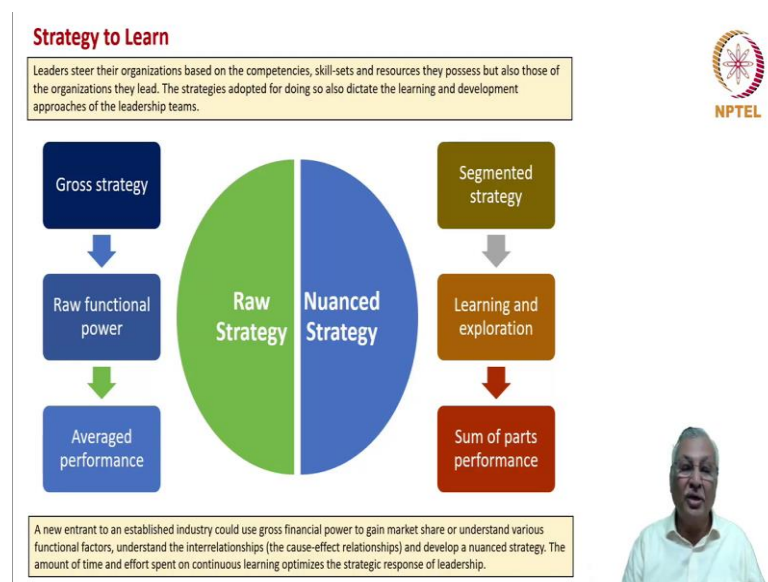
To be able to do that, we have to have learning capability, analytical capability in the organization and in the leadership. Let us say the factory is uncertainty what is uncertain in a marketplace, competition is uncertain, technology is uncertain, who will come up with what kind of technology whether it be start up or an established company and at the high end or low end we are not clear.

In such a situation, pick up the competitive signals very fast, build a technology bank. So, that you will be able to address foreseeable technological changes. The common factor here again, learning and developing. The factor is complexity, let us say and the driver could be global nature of our business. In such a case, we have to understand local conditions. Redesign products to meet the requirements of every region and where necessary relocate manufacturer.

This requires a learning approach, research approach and development approach. And the fourth factor is ambiguity, the drivers for ambiguity are new businesses, new markets, new products at times even new people.

It is important to understand business essentials, study markets and customers and develop technologies, again a learning and learning and developing system. VUCA can be handled certainly, but if you see what is required for VUCA management, we need learning and development as one of the core pillars of a VUCA strategy.

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This strategy to learn has 2 implications because a strategy can be implemented at a gross level, it could also be very nuanced strategy. What is a gross strategy? Where you wield raw functional power whether of finance, whether of development, whether of manufacturing, we can implement a gross strategic response to a development that is unpredictable in the marketplace.

As a result of this gross strategy; however, your performance would be average. On the other hand, if you have a nuanced strategy, the strategy would be segmented not only to the individual factors of VUCA, but also to the segments which are causing such VUCA developments. And this requires learning and exploration about each segment and possible response.

Sum of parts performance in such a strategy would be more impactful than trying to have a gross strategy, which is common across the VUCA factors. So, a new entrant to an established industry could use gross financial power to gain market share or understand various functional factors. And also to understand the relationships the cause and effect relationships.



That could be the first step, but that cannot be the permanent step. Once this gross strategy is utilized to have a foothold of the market and to understand the nature of the market, the company has to quickly move into a nuanced strategy.

A particular telecommunication company has entered into the market based on a gross strategy of financial muscle, financial power and migration of customers based on very attractive pricing plans, it was a gross strategy applicable with raw functional power across the total market. However, if this raw strategy is perpetuated as an institutional perpetual mechanism, it would not lead to any financial results for the benefit of the corporation.

That has therefore, to be switched to a nuanced strategy, understanding the real voice and data requirements of the customers, who have brand loyalty and who do not have brand loyalty, but the existing players and who have brand attraction to the new player, depending upon these segments you need to have a more appropriate marketing mix. So, that you optimize on your resources, but at the same time you continue with your policy objective of migrating customers from the existing players.

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**Indian Telecommunications Space**

Leaders who ignore to explore the future and fail to study the trends fail to prepare for VUCA and lose out in leading their firms to success; instead they land them in trouble. Indian telecommunications space is a classic example.

Population 1.35 billion  
1.2 billion subscribers  
600 million Internet Users  
Hyper-competition

BSNL  
TATA TATA TELESERVICES LIMITED  
Jio  
AIRCEL  
vodafone idea  
VI  
RELIANCE Communications  
airtel  
MTNL

Indian telecom firms were/are owned by large Indian groups with capable senior leaders. Yet, many companies showed declining performance. Some became bankrupt and exited the industry. A comparison of two firms at the extremes throws up pointers on learning strategy.

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The slide features a central cluster of logos for major Indian telecom providers: BSNL, TATA Teleservices Limited, Jio (the largest logo), Aircel, Vodafone Idea, VI, Reliance Communications, Airtel, and MTNL. To the left, a vertical stack of blue boxes lists key market statistics. A small inset photo of a man is visible in the bottom right corner of the slide area.

This is the essence of learning. Let us look at the Indian Telecommunications space in greater detail. Leaders who ignore to explore the future and fail to study the trends, do not prepare for VUCA period. They lose out in leading their firms to success, instead they land the companies in trouble. Indian telecommunications space is a classic

example, we have a population of 1.35 billion, we have 1.2 billion subscribers for telecommunication networks, 600 million internet users are there and also there is hyper competition.

Jio has dominated this market after its entry through a combination of gross strategy at entry and also nuanced strategy thereafter. Reliance Communications has also been one company, which has been in existence for several years. Indian Telecom companies have been owned by large groups, they had capable leaders, yet, many telecommunication firms failed. And some have even become bankrupt and left the industry and the marketplace.

Why did it happen? For that the learning and development capability or inclination of the leadership could be seen as the prime driver for such exits from the industry. We compare two firms at the extremes to understand this learning strategy.


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### Reliance Communications Vs Reliance Jio

Reliance Communications (RC) stayed with Reliance Anil Ambani Group (RAAG) as part of Reliance business empire bifurcation. RC was in the telecom space from 2002 onwards. Reliance Jio of Reliance Mukesh Ambani Group (RMAG) entered the telecom space in 2015 but quickly became the market leader. RC became bankrupt while RJ is redefining RMAG as a flourishing digital company. Reasons?

SN	Factor	Reliance Communications	Reliance Jio
1	Technology	Outdated CDMA 2G technology	Modern GSM 4G technology
2	Market entry	Weak telecom circles	Pan-India rollout
3	Platform	Voice based	Data and voice based
4	Investments	Low	High
5	Financial power	Weak; all other group enterprises in weak condition	Strong; financially robust energy business; huge investor inflows
6	Execution	Tardy	Focused and Tight
7	Marketing	Defensive; share-losing	Aggressive; share-gaining

Reliance Jio is a case of an aggressive competitor turning a stable telecom space into a VUCA space but gaining from it substantially because Jio learnt, innovated, improvised and invested to edge out the competition. Strategy needs to learn from the competition, and learn to strategize and execute ahead of competition.





Reliance Communications versus Reliance Jio, Reliance Communication stayed with Reliance Anil Ambani Group as part of Reliance business empire bifurcation. RC was in the telecommunication space from 2002 onwards, on the other hand, Reliance Jio of Mukesh Ambani Group entered the telecommunication space only in 2015, but quickly it became the market leader.

RC has become bankrupt and is undergoing IBC proceedings for the last several months while RJ is redefining the Reliance Mukesh Ambani Group as a flourishing digital company. What are the reasons? Let us look at 7 factors. On the factor of technology Reliance Communications relied on outdated CDMA 2G technology, which probably was outdated even at the time of launch.

On the other hand, Reliance Jio started with modern GSM 4G technology with full preparedness for upgrading to 5G as required. And it established a strong fibre network all across the country. Market entry for Reliance Communications was based on weak telecom circles because they were to fight a licensing regime and have to pay the licensing fees. Typically, the company chose telecom circles which were weak.

But that was not helpful when national rollout was permitted for various telecommunication companies. On the other hand, Reliance Jio has planned a Pan India rollout, the platform chosen by reliance communication was only voice based. Whereas, Reliance Jio chose a data cum voice based platform, investments were always show string at Reliance Communications while the investments of Reliance Jio have been at high level.

Financial power for Anil Ambani Group was pretty weak and all other group enterprise also had weak financials. On the other hand, Reliance Jio had a very strong financial situation the balance sheet was strong, it could attract enough debt to fund its rollout plans and they were also huge investor flows in recent times, based on the makeover of the company as a telecom giant in India and a potential makeover as a digital company.

Execution has been very tardy for Reliance Communications whereas, Reliance Jio followed an agile model which is focused and tight. Marketing by Reliance Communications was defensive and was share losing, whereas, Reliance Jio adopted a very aggressive, share gaining market strategy. So, Reliance Jio is a case of an aggressive competitor turning a stable telecom space in to a VUCA space.

But gaining from it substantially because Jio learnt innovated, improvised and invested to edge out the competition studying carefully the mistakes the competition has made and developing carefully the right moves the company had to move, strategy therefore, needs to learn from competition. And also the leaders need to learn consistently and

continuously how to strategize and execute ahead of competition, that is the learning and development need for the organizations as well as the leaders.

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**Learning to Lead**

Isolated and disconnected functional strategies, despite the payoff, do not reflect the totality of leadership in letter and spirit. If the leaders of a firm keep learning and deploy strategies that delight the users through better technology and management, the hypothesis of leading with learning becomes natural and relevant.

**A good corporate strategy would need to**

Generate options, make choices and set priorities based on technological innovation and operational efficiency	Ensure that the products and services support the poor and leverage the rich, to promote growth with equity	Compete as well as collaborate with other players to enable overall prosperity with sustainability
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A corporate strategy of such high standards makes leaders understand their limitations and seek newer learning and development opportunities all the time. Great leaders stay humble all the time in order to keep learning.

So, what does this learning leading mechanism mean? Isolated and disconnected from functional strategies despite the payoff do not reflect the totality of leadership in letter and spirit. A leader has to be fully involved in all the functions of a firm and couple of firm functions stand out these functions are technology functions and the management processes. These need to be kept in mind by leaders then only the hypothesis of leading with learning becomes natural and relevant.

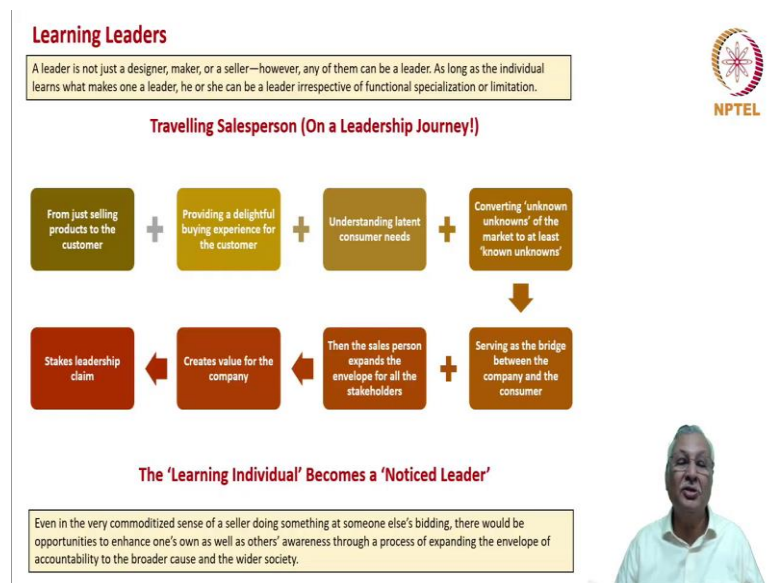
Why should we have technology and management as the core of a learning and leading culture? Because these are the pillars for a good corporate strategy. A good corporate strategy generates several options, makes choices and sets priorities based on technological innovation and operational efficiency. It also ensures that the products and services support the poor and leverage the rich that is, the market skimming strategy is adopted to the extent of having price advantage for the less privileged sections of the market and it promotes therefore, growth with equity.

A good corporate strategy also understands how to compete, as also collaborate with other players to be able to sustain overall prosperity for the industry. A corporate strategy of such high standards makes leaders understand that they do also have their limitations

and they need to be in a continuous knowledge seeking mode, development seeking mode.

So, that they can shape up to the competition that is expected to come or they themselves shape the competition for others. In doing so, great leaders stay humble and they always say that they have a lot to learn, to be able to improve upon themselves as time moves along.

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So, what do learning leaders do? We have talked about big time leaders, big leaders in terms of learning leadership, but let us look at even a traveling salesperson who is on a leadership journey. His job is to sell products to the customer, but if he thinks that his job is to provide a delightful buying experience for the customer, he has learned to do something value added for the company.

And then if he understands, the latent consumer needs as he undertakes his selling transaction he is in a position to provide valuable feedback to the company. And as a result of these three approaches he converts the unknown-unknown of the marketplace to at least a known-unknown of the marketplace.

And when that happens, he would be serving as the bridge between the company and the consumer. As a result, the salesperson expands the, envelop for all the stakeholders,

volume levels are increased, the product count is increased, stocking options are improved and the understanding of consumer interests deepens.

As a result, the traveling salesman creates value for the company. And over a period of time when he repeats it to a higher level of trajectory he also stakes leadership claim. So, starting the job as a traveling salesperson, he demonstrates that it is not an infradig position. In fact, it is a leadership position, the learning individual becomes a well noticed leader.



Even in the very commoditized sense of a seller doing something at someone else's bidding, there would be several opportunities to enhance once own as well as others awareness through a process of expanding the envelope of knowledge. And process of expanding the accountability to building company's value chain and that is the broader cause and that is the wider society. Even a person at the ground level, at the executive level has.

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**Pausing to Learn**

Leadership journeys take place as per certain typical formats. Each transition level is a very specific opportunity to learn and take leadership to the next higher level. Three distinct phases of leadership impact may be seen as below.

Reflection on the breadth of a corporate strategy versus the narrowness of operational tactics as well as the expediency of the short term versus the value of the long term is important. This reflection helps one expand the horizons to take on newer responsibilities.



It is also important to pause to learn, just as the success in one position does not automatically lead to success in another superior position. Knowledge gained in one phase of leadership journey or managerial journey does not necessarily assure equivalent knowledge which can provide equivalent or better success in another higher leadership position. So, if you see the organizational pyramid you can identify three types of responsibility levels.

One functional responsibility, second is the business responsibility and third is the overall corporate responsibility. In functional responsibility level, all your impact is in terms of operational efficiency. In respect of business responsibility, you will be measured by strategic effectiveness and the corporate responsibility involves taking care of the profit and loss accountability for the organization.

If you reflect on the breadth of the corporate strategy versus the narrowness of operational tactics, you will understand that what made you successful as an operationally efficient leader need not necessarily make you successful as a business leader or as a corporate leader. However, you need to maintain your knowledge of the operational capability, but move on to add additional learning inputs to your leadership profile. That is how an executive becomes an effective manager and an effective manager becomes an effective leader.

That means there are pause points as the individuals change their phases of career, from being an executive to manager managers to senior manager and senior manager to aspirant leader and from an aspirant leader to an effective leader. So, some pause to learn better, to learn appropriately and develop oneself appropriately is very much required.

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**Rewiring to Learn**

The human brain is genetically wired to a reward-and-effort principle. While individual variations due to education and upbringing do exist, the core leader aspiration is to seek a reward or a set of rewards such as revenue growth, share growth or profit growth. The relevance of the balanced scorecard lies in the context of 'reward-spread' effect.

**Balanced Scorecard**

Financial Perspectives  
Internal Business Perspectives  
Customer Perspectives  
Innovation and Learning Perspectives

**THE STRATEGY FOCUSED ORGANIZATION**  
ROBERT S. KAPLAN  
DAVID P. NORTON

**TRANSLATING STRATEGY INTO ACTION: THE BALANCED SCORECARD**  
Robert S. Kaplan  
David P. Norton

BSC approach creates a direct nexus between learning, innovation and improvement. A company's ability to innovate, improve, and learn ties in directly to the company's value. That is, only through the ability to launch new products, create more value for customers, and improve operating efficiencies continually can a company penetrate new markets and increase revenues and margins—in short, grow and thereby increase shareholder value.

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*(Speaker visible in the bottom right corner of the slide)*

So, how do we rewire to learn? In all these processes of performance measurement, performance appraisal learning and development falls by the wayside unfortunate. It is just one row in the entire long list of performance appraisal activities precisely to handle

this, the strategy focused organization concept and the balanced scorecard concept have come about.

The balanced scorecard gives equal weightage or equitable weightage to financial perspectives, internal business perspectives, customer perspectives and finally, to the innovation and learning perspectives. The balanced scorecard approach creates a direct nexus between learning innovation and improvement, as a measure of leader effectiveness and organizational effectiveness.

So, it advocates the ability to launch new products, create more value for customers and improving the operational efficiency on a continuous basis, as accruing from the ability of the leader to constantly and continuously update his capabilities and knowledge. Therefore, balanced scorecard is one tool that the organizations have to apply a learning and development culture in the organization.

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**Short-Medium-Long**

Most become leaders by demonstrating higher corporate performance, in immediate material and financial terms. Many leaders, however, end up remaining focused only on the most expedient strategies or the most important stakeholders for maximal impact. A continuous learning and development strategy for leaders would help set the bar continuously higher.

**Level-up in Scale of Innovation**

**Learning for the Short Term**  
This requires refining the learnings from knowledge and experience inputs to be able to perform better.

**Learning for the Medium Term**  
This requires following the trends that are visible and mastering the emerging horizons of knowledge to deepen or diversify the firm's business.

**Learning for the Long Term**  
This requires exploration into new fundamental planks of knowledge that can anticipate the new mega trends, and prepare the firm.

**Step-up in Characteristics**

A firm is what it sees itself in terms of its boundaries—so is a leader (who can be a true leader in the holistic sense or a mere dealer of transactions and events) in terms of the boundaries and limits set for oneself.

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Another methodology for continuous learning and development is, to view the business in short, medium and long term. If you plot the requirements of the business on two dimensions, one is step up in the characteristics and two level up in this scale of innovation. You will find that in the short term, the characteristics that need to be stepped up are not many and the scale up of innovation is also not very high.



However, you need continuous improvement and you have to accumulate knowledge and experience from the operational stages. So, that you can use those inputs to perform better, consolidate your business further that is the learning agenda for the short term.

In the medium term you are required to follow the trends that are visible. For example, the new competition that is coming up, new products that are getting introduced and the economic factors that are undergoing some change. And you have to master the emerging horizons of knowledge, to deepen or diversify the firms' business.

Diversification and deepening of the firms' capability start in the medium term in a big way. And for that again a new way of understanding the new characteristics that are required for the business and the scale of innovation required for the business is essential.

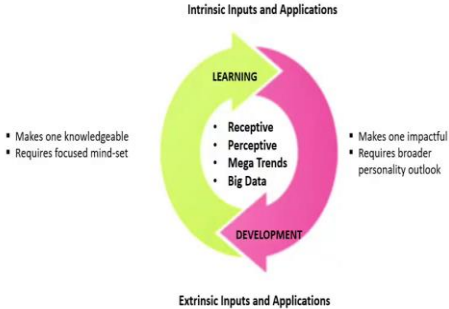

And finally, the learning for the long term, this requires new fundamental planks of knowledge that can anticipate the new mega trends and prepare the firm. So, a firm is what it sees itself as being comprised within a set of boundaries. Similarly, a leader is also one who is cocooning himself or herself in the boundaries he or she sets for the leadership. It is important therefore, that you have a multi layered boundary system. A boundary system that ensures that you consolidate and refine the short term.

A second level of boundary system which helps you move on to the medium term, bring in the new experts of specialization and diversification for the business and the products and the technologies. And finally, probably an unbounded horizon wherein, you continuously explore new technologies, new products, new services, new ways of doing business. So, that the organization can be prepared for the really long term horizon.

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**The Interlocked Circle of Learning & Development**

Learning and development constitute a virtuous, interlocked circle. That learning is required to develop oneself is rather easily understood. However, that one needs to develop oneself to be in a frame of mind to continuously learn at all stages of life is less easily understood. It applies to individuals, managers and leaders equally.




- Makes one knowledgeable
- Requires focused mind-set

- Receptive
- Perceptive
- Mega Trends
- Big Data

- Makes one impactful
- Requires broader personality outlook

Learning & Development is the only viable methodology to stay ahead in people-driven and technology-driven product and service businesses. One must invest a portion of one's personal time also in self-learning and self-development.



To be able to do that, we have to believe that learning and development are not two separate things, but they are one integral, interlocked system. That learning is required to develop oneself is rather easily understood, but not many understand that one has to develop oneself to be in a frame of mind to accept learning continuously and also develop oneself continuously.

So, a self learning and self development mindset is extremely important. You may have intrinsic inputs and applications, you may also have extrinsic inputs and applications, but you need to have a learning approach. So, that you are knowledgeable and you have a focused mind-set, you have a spirit of enquiry and you have a spirit of understanding the developments that is all the learning part.

But you should appreciate the development part because knowledge per se does not lead to change in practical impact, you got to be impactful in the practical marketplace or in the workshop. To be able to do that, you must know how to apply the knowledge and become a better person, that requires most times a broader personality outlook.

To be able to have this learning and development interlocked system is one of the key requirements for every manager and a leader. This helps a person be receptive, be perceptive notice the mega trends and understand the impact of big data as you go on the learning and development mode. And that is the only viable methodology to stay ahead in people driven and technology driven, product and services businesses.

One must invest ones' personal time as well to constantly update oneself and be on a mode of learning and development. You should not expect that everything will be done by the organization, you need to develop yourself, on your own on certain aspects of professional and personal life.

And the fact that you are enrolled in this program and you are keen to learn not only probably this subject, but several other subjects reflects very well on your interest to learn and develop and contribute to yourself as well as to the organizations.

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**Learning and Development Explained**

Learning generally is equated with formal education and seen to stop with the event of getting the highest degree one wants to acquire. Thereafter, development is considered to take over, applying learning to practice. It is, however, an incorrect paradigm. Both learning and development need to be continuous, even for a leader.

**Learning**

- The process of acquiring knowledge and absorbing it
- Learning can be formal (for knowledge with degrees) or informal (for knowledge)

**Development**

- Development is the process of applying knowledge into sustainable positive behaviours and practices
- Development can be structured (based on specific plan) or unstructured (based on random application)

It is important to eliminate the artificial and incorrect differentiation between learning and development. The curriculum approach of theory and laboratory practice does try to bridge that in science and engineering. However, from a leadership perspective, both learning and development present significant problems. To resolve, we must understand the differences.

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So, let us understand learning and development in a little greater detail, although they look pretty self explanatory let us understand once. The process of acquiring knowledge and absorbing it is learning, it can be formal, that is knowledge with degrees or informal just for the sake of knowledge. It can be in attendance or it can be in virtual system.

Development is the process of applying knowledge into sustainable positive behaviours and practices, when we say positive behaviours the behaviour of the individual who is undergoing the learning experience and also the team members who are working with the individual. Similarly, the work practices need to be evolved and developed to be able to impact through the learning exercise via the development route.

Again development can be structured based on a specific plan or unstructured based on random application. It is important to eliminate the artificial and incorrect differentiation

between learning and development. In academic programs, we try to bridge these two through theory and practical experimentation, even within theory, we try to have better theory through assignments, lecture sessions and project works.

But in practical situation, we are so much in pursuit of day to day results, that we forget to learn from whatever is happening around us and in our departments and in our functions. To resolve that we must understand how learning can be absorbed and how development can be reflected.

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**Ratan Tata: From Learning to Transformation**

Ratan Tata was chosen by JRD Tata to succeed him in 1991. Ratan joined the group in 1962 as an apprentice at Tata Steel in Jamshedpur. After working for nine years, he was asked to take over the operations of National Radio and Electronics (Nelco)—makers of radios, radiograms and some other engineering products. Turnaround was his test.

Ratan Tata was appointed in 1971 as Director-in-charge of NELCO, an ailing Tata Group firm in Radio business

When Ratan Tata took over, Nelco had 2 per cent market share in the consumer electronics market, with a loss margin of 40 per cent of sales.







Ratan recommended that NELCO should invest in developing high technology products, rather than consumer electronics

Ratan turned around the company, from 1972 to 1975. Nelco touched a market share of 20 per cent. It recovered its losses.

While the change was not made then by Tata Group, clearly Ratan Tata was futuristic in foreseeing the importance of high technology telecommunications

Today, NELCO is a leader in VSAT, satellite based communication systems serving a wide range of industries. Ratan Tata himself went on to become the Chairman of Tata Group transforming it.

Great leaders are adept at learning and grasping new things and reinventing their leadership personalities and business profiles continuously. As a result, they excel in looking beyond the current task, and leading into future.



We have 3 examples here. Ratan Tata, from Learning to Transformation, Ratan Tata was chosen by JRD Tata, to succeed him in 1991. Ratan Tata joined Tata group in 1962 as an apprentice at Tata Steel in Jamshedpur. After working for 9 years, he was asked to take over the operations of National Radio and Electronics Company, NELCO. NELCO was a maker of radios, radiograms and some other engineering products at that point of time.

Turning around the loss making unit was the test pro given to him. He was appointed in 1971 as director in charge of NELCO, which was truly an ailing Tata group formed in radio business. And radio at that point time was considered high technology and a consumer product as well.

When Ratan Tata took over, NELCO had a 2 per cent market share in the consumer electronics market with the loss margin of 40 percent of sales. He turned around the

company from 1970 to 1975. NELCO touched a market share of 20 percent tenfold increase it also recovered all of its losses.

Ratan Tata recommended that NELCO should invest in developing high technology products rather than consumer electronics; that means, he has learnt the business, the underlying technology, the underlying business implications thoroughly. Even as he did the day job of turning around the company with the inherited product market space that is the learning experience, which Tata had and that learning he utilized to transform NELCO, while the change was not immediately made then by Tata group.

Clearly Ratan Tata was futuristic in foreseeing the importance of high technology telecommunications. Today NELCO is a leader in VSAT satellite based communication systems and it serves a very wide range of industries. And Ratan Tata himself went on to become the chairman of Tata group transforming the group itself. Great leaders as demonstrated by Ratan Tata are adept at learning and grasping new things and reinventing their leadership personalities and business profiles continuously.

As a result, they excel in looking beyond the current task and leading into the future. This is one inspirational example of how a leader can continuously learn to transform himself and also the organization he heads. And the organization could be just one company or it could be a conglomerate.

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Another example of Azim Premji, development and diversification through learning. Azim Premji was born into a business family, his father had established Western India Vegetable Products that dealt in hydrogenated oil manufacturing at that time.

Azim was studying in Stanford University at that point of time and he had no plans of moving into business. In 1966 upon his father's death, the then 20-year-old, Azim Premji returned to India to take charge of the company, he first stabilized and expanded the hydrogenated oil manufacturing business.

After that he diversified into strategic adjacencies. He diversified into bakery fats, ethnic ingredient based toiletries, hair care soaps and baby toiletries. You can see the consumer footprint getting expanded and also both technological and market adjacencies being explored by him, it is one level of learning which he has put into practice. Then he started applying the engineering approach to diversification, he diversified into lighting products and hydraulic cylinders. Again two ends of electromechanical devices.

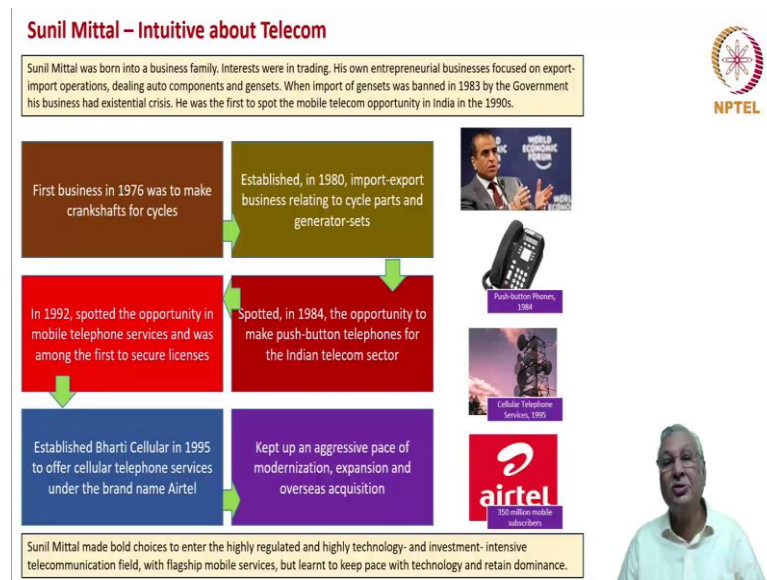
In the 1980's he recognized the importance of the emerging IT field that was the point of inflection in strategic learning and strategic thought for Azim Premji. He changed the company name to Wipro in 1984 and entered the high technology sector manufacturing mini computers under technical collaboration.

Later on, he diversified into IT services and engineered a dramatic shift of Wipro from soaps to software, soaps continued, but software also continues and that is the dominant business of Wipro today. And Wipro for long has been the top three bellwethers of Indian Information Technology Industry. He continuously learnt, he continuously put that learning into practice, he developed his core businesses and also diversified into futuristic businesses.

Azim Premji did not ignore the roots of family business he; however, grasped the mega trends and moved into high technology manufacturing and futuristic information technology services, building a great future for Wipro. He had personal loss, he had a shocking surprise with the demise of the father.

Yet, he collected all his energy all his fortitudes and all his knowledge to be able to expand his core business and also diversified into futuristic businesses. Another example, excellent example of learning to lead.

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The third example I have is one of Sunil Mittal, chairman of Bharti Airtel. He was very intuitive about telecom. Sunil Mittal was born into a business family. The business family's interests were in trading and his own entrepreneurial businesses focused on export import operations dealing in automotive components on generator sets. When import of generator sets was banned in 1983 by the Government of India, his business had existential crisis.

He was the first to spot the mobile telecom opportunity in India in the 1990's. His first business in 1976 was to make crank shafts for cycles. He established in 1980, import export business relating to cycle parts and generator sets. Later on in 1984, he spotted the opportunity to make push button telephones for the Indian Telecom Sector.

In 1992, again soon after economic liberalisation he spotted the opportunity in mobile telephone services and was the first amongst a few people to secure the licenses. He established Bharti Cellular in 1995 to offer cellular telephone services under the brand name Airtel.

He kept up an aggressive pace of modernization, expansion and overseas acquisition. From push button phones in 1984 to cellular telephone services in 1995 and a market leading position, despite the severe competition offered by Reliance Jio. Airtel speaks very highly of the founders learning and development instincts, Airtel still has 350 million mobile subscribers to its credit.

Sunil Mittal made bold choices all the time to enter the highly regulated, highly technology intensive and investment intensive telecommunication field. He understood the importance of the telecommunication field for national growth. He also understood the critical competitive conditions that could exist in telecommunication field and from time to time buttress the position of the company. He learnt to keep pace with technology and retain dominance.

Next to Jio, we can say that Airtel has equally strong technological capabilities and marketing capabilities. Despite not having this same gross financial power which the Reliance Jio group had, this is the third example. He was intuitive about telecom and while being intuitive, he also learnt about the field, applied his knowledge and developed a totally new and formidable foundation for growing the telecommunication business.

These are the three powerful examples of leaders learning and constantly developing their businesses. And also in that process of going into higher levels of learning to be able to take their businesses to even higher levels.



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**Learning and Development: Related Impacts**

The challenges of learning and development are even stiffer for leaders. The differences become acute because the learning processes for leaders require both mind and the heart while the development processes require mind, heart and the gut. Matters of personality affect leadership learning and development to a great extent.

Learning	Development
Learning makes the individual knowledgeable	Development makes the individual impactful for his or her ecosystem
Learning requires a focused and targeted mindset that is milestone-driven	Development demands a broader personality outlook that applies individual learning to team or social betterment
Learning requires verification of knowledge received, and is repeatable	Development gets verified through outcomes, and incorrect application may not be easily corrected
Learning tends to be generic and multi-domain	Development tends to be context-specific

Great leaders are also adept at learning and grasping new things, applying the learning in developmental practice, and reinventing their leadership personalities continuously.

There are some related impacts of learning and development, the challenges of learning and development are stiffer for leaders. The differences become acute because the learning process for leaders require not only mind and heart, but they require mind heart as well as the gut.



We talked about the physiology model of leadership saying that head, heart and guts are required to be able to be an effective leader. Head for the brain power, logical power, analytical power, conceptual power. In fact, all the performance oriented leadership attributes.

Heart is required for developmental performance attributes the soft portion of the leader. And guts is a combination of factors from both these parameters. And when you have a robust physiological model of head, heart and gut you will be able to be an effective leader.

So, what is the difference between learning and development? For a leader, learning makes the individual knowledgeable, but development makes the individual impactful for his or her ecosystem.

There is no point in being an erudite leader. You must be an erudite leader who is able to translate all the erudition into practice that is the requirement. Learning requires a focused and targeted mindset that is milestone driven. Development demands a broader personality outlook that applies individual learning to team or social betterment.

Learning by yourself is not enough in the case of a leader, the leader has to spread or diffuse his learning across his team. Learning requires verification of knowledge received and is repeatable whereas, development gets verified only through its application and the outcomes and incorrect application may not be easily corrected.

Learning tends to be generic and multi domain whereas, development tends to be very context specific and very specialized. Great leaders are also adept at learning and grasping new things, applying the learning in the development with practice and reinventing their leadership personalities continuously.

There was a manager of internal audit in an automobile company who came in from fast moving consumer goods background. His first project as the head of internal audit was not financial transaction accounting or auditing. His first job as internal auditor was to understand the efficiencies in heat treatment furnaces of the factory. As a result of his study, he could find that the carbonization times taken were far too long and what also leading to imperfections in the product quality. And he came up with a solution to have optimal heat treatment conditions and optimal heat treatment furnace operations.

It made such an impact on the manufacturing psyche of the company and also on the leaderships outlook towards internal audit, that he had a strong rapid growth path and eventually ended up as the managing director of the automobile corporation. So, great leaders are always adept at learning and grasping new things applying the learning in developmental practice and reinventing their leadership personalities continuously.

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**Learning and Development Features**

Leaders may be eager to learn but quite diffident to develop. A leader or entity that is 'learning to develop' as well as 'developing to learn' has the greatest potential to ensure a leadership bench that is both broad and deep.

- The key metric for learning and development should be in terms of the development impact that the learning processes provide and the incremental learning that is motivated by the developmental approach.
- More than learning, development needs continuous reinforcement from one's own inner self as well as from peers and the broader organization.
- As one ages biologically, development requires less of knowledge acquisition and learning approach, learning peaks through the teens till the early career while development peaks through the mid-career till the end of the active career.
- The greater the biological overlap between learning and development, the greater would be the natural progression of leadership.

Great leaders are also adept at learning and grasping new things, applying the learning in developmental practice, and reinventing their leadership personalities continuously.

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*(Speaker video inset showing a man in a white shirt speaking)*

What are the features of learning and development? First of all, the fundamental feature is that you have to learn to develop and you have to develop to learn, this approach has the greatest potential to ensure a leadership bench that is both broad and deep. So, the key metric for learning and development is in terms of the development impact the learning processes provide and not just the incremental knowledge that is provided in the workshop that is the learning workshop.

More than learning therefore, development needs to be seen as the tangible outcome. And it also requires continuous reinforcement from one's own inner self as also from the peers at the broader organization. As one becomes aged biologically, development requires more of a learning approach rather than just knowledge acquisition.

There is no point in trying to have formal degrees and formal education you need to adopt the continuous learning mechanisms as you are doing. So that your knowledge level increases in a very exponential fashion and also in a manner, in which it can be flexibly adapted to individual work situations.

Learning typically peaks through the teens till the early career, while true development peaks all through the career span particularly through the mid career and it remains active till the end of the active career. The greater the biological overlap between learning and development, the greater would be the natural progression of leadership.

We said that learning is up to the mid career and development takes over from mid career. It does not mean that there is no development during the early career, nor that there would be no learning in the post mid career situation. However, if the overlap between learning and development is high all through, then the leader would be really an effective leader and he or she would have a very natural and impactful progression of leadership.

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**Technology Learning – Mega Trends**

Leaders may not be technologists or technical specialists but must be aware of the changes that can be wrought by technology. Technology would have a profound impact not merely on how businesses are run but more so on how industries will be established *de novo* or restructured completely, and how even life itself will be reshaped.

- New technologies would redefine industries and societies as well as trends and requirements of employment.
- Leaders should learn to grasp the implications of such technological developments, and not necessarily the technologies themselves.
- Leaders should understand paths of technology development so that they can lead and develop their organizations on such paths while minimizing social angst.
- Proactive leaders not only perceive such mega trends but even influence them through their organizations, with a self-learning and self-development mindset.

Technology-oriented leaders are perceptive about the continuous emergence of mega trends. Leaders can utilize their ability to conceptualize, trigger and influence mega trends as a source of competitive advantage for their firms.

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In technology learning especially, we need to focus on mega trends, is not about learning Python language or other languages, is also the trend of analyzing how these languages structure newer applications which, supports the newer themes in information technology and digital technology field. It is good to know coding, but it is more important to know how the codes will be utilized in creating new systems and new products, new devices and new services.

So, fundamentally we should understand how new technologies would redefine industries and societies and the trends and requirements of employment that would be impacted by that.

When I say the trends and requirements of employment, I do not mean the employees who will be replaced by these new technologies, I would be meaning employees who would be required to develop the new products and services based on these new technologies and the requirements of maintaining those new products and services.

Leaders, fundamentally leaders should learn to grasp the implications of such technological developments. And need not necessarily focus on learning the technologies by themselves, they should understand the paths of technology development so that they can lead their organizations on such paths while minimizing the social angst. Proactive leaders not only pursue such mega trends, but they even influence them because they are ahead in technological development.

They are also ahead in preparing their businesses and their organizations for newer technologies. It is self learning and self development mindset that makes leaders bring in mega trends.

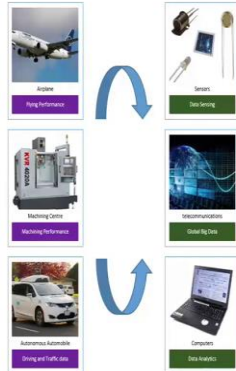
If you are always watching mega trends that are developed by someone else and if you are only constantly watchful of the competitive trends, you are really not influencing the marketplace. So, a self development and self learning mindset which makes you the influencer preferably the developer of mega trends is what is required in technology learning space.

We need to be therefore, perceptive about these technologies and utilize them appropriately. Conceptualization, triggering and influencing of mega trends is one of the most viable and important ways for becoming an industry leader.

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## Learning by Big Data

With quantum jumps in sensing, telecommunication and computing technologies, Big Data has moved from supporting operational efficiency to a whole new spectrum of machine maintenance, manufacturing system optimization and product design. Leaders need to learn the power of technology at work but retain human leadership.



### Big Data

A revolution has begun to sweep the industrial system, with technology recording in real time, through sophisticated sensors, the performance of various industrial systems. Giant corporations such as General Electric (GE) conduct data capture and analytics for the next wave of digital industrialization.

Human interactions lend themselves to countless signal interfaces that provide valuable inputs to the participants in their self-active and interactive processes.

Unfortunately, however, humans seem to be becoming more robotic than robots themselves even as technology, invented by humans, is rendering robots capable of signal recognition and signal processing.

The emphasis in human interactions tends to be more in terms of conveying the message rather than absorbing the response at every relevant stage. Leaders have a particularly singular responsibility for being perceptive on human analytics as much as on digital analytics.



We can also learn a lot by big data with quantum jumps in sensing, telecommunication and computing technologies. Big data has moved from supporting operational efficiency to a whole new spectrum of machine maintenance, manufacturing system optimization and product design. Leaders need to learn the power of technology at work, but retain human leadership.

Apple watch had taken a great step in learning the moment the sensitivity of an individual and detecting the fall propensity and they actual fall of an individual and alerting emergency services that has been a great step, but deploying big data the stability and the balance of the individual can be analyzed over a period of time. And a suitable advisory could be issued both to the individual as and also to the family members and where necessary to the doctor.

So, that the pattern is understood whether there is any neurological symptom, underlying the movement patterns the balanced patterns of an individual is the next step. And how does that happen, it happens by the use of big data. From the aeroplane, we have flying performance trillions of data bits, from the machining centre we have the machining performance.

From the autonomous automobile we have the driving and traffic data, from the sensors we have got huge amount of capability for sense very precise movements. Telecommunications provide you unprecedented global level big data, computers can

analyze data in a gi-fi. In this situation, clearly there is a revolution that is sweeping the industrial system without being visible.

Machine tools are getting redesigned based on big data, General Electric is able to redesign its wind turbines and other specialist products based on the trillions of data bits collected when the products are in operation. Human interactions are themselves lending to countless signal interfaces as I already discussed that provide valuable inputs to the participants, in their self active and interactive process.

Unfortunately, humans themselves are becoming more robotic than robots, in understanding the importance of data. We should be able to analyze through our human sensibility, sensitivity is where else data can be collected from, how much of data we can collect and how deeply we can analyze the data. So, we should supplement the capabilities of signal recognition and signal processing with our own judgment.

So that human interactions can be taken to higher level, human internet of things can be taken to the higher level. To be able to do that, leaders must have the singular responsibility for being perceptive on data analytics as much as on digital analytics, they must be perceptive on human analytics as much as they are emphasizing machine analytics. This is the combination which a leader must look at.

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**Receptive and Perceptive - 1**

That leaders are oriented towards competencies and achievement is a given fact. It is not so axiomatic, however, that they are also naturally inclined towards self-learning and self-development to improve their own competencies.

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graph LR; A[Leaders' Need for Learning] --> B[Barriers to Leader Learning]; B --> A; B --> C[Open and Reflective Minds];
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**Leaders' Need for Learning**

- Technology disruptions
- Business disruptions



**Barriers to Leader Learning**

- Ego state due to performance
- Deifying of leaders

**Open and Reflective Minds**

- Not resting on laurels
- Humble to study newness

True learning and development occurs when human minds are reflective enough not to bask in their past glories but be open and humble enough to understand opportunities and challenges of the future and reshape oneself. This alone would enable leaders to become receptive and perceptive to foresee and shape mega trends on one hand as well as leverage technology and analytics to improve industrial and social life.



So, what is the leaders need for learning based on whatever we have seen? Technology disruptions must be learnt proactively, business disruptions must be understood and the leader must be prepared for. And what are the barriers to leader learning? It is fairly simple to understand that technology disruptions would come, business disruptions would come.

The barriers are ego state due to the performance and the ego state that is further exasperated by the deifying of leaders. So, it is important for leaders to demolish these barriers, we should have a zero ego state as leaders. That does not mean we are not proud of our achievements, but we should not have ego that develops out of genuine pride.

We should discourage deifying of leaders. Leaders must be seen as normal individuals even if they possess those 30 unique parameters we have discussed earlier. That is the removal of barriers which is essential for leader learning.

Then the leaders must also have open and reflective minds, they should never rest on their laurels, they should be humble enough to study newness and at times openly agree that they are ignorant about this new trends and be willing to be stewards and must be willing to be apprentices to learn these new technologies.

True learning and development occurs when human minds are reflective enough, not to bask in their past glories, but be open and humble enough to understand opportunities and challenges of the future and reshape oneself. This alone would enable leaders to become receptive and perceptive, to foresee and shape mega trends on one hand.

As well as leverage technology and analytics on the other hand to improve industrial and social life. Every new activity we undertake leads to a lot of learning and as long as we not have barriers to learning we will enormously benefit from such learning episodes.

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## Receptive and Perceptive - 2

Leaders in emerging markets have an opportunity to skip incrementalism and go in for the mega trends of the future. The population at large will be ready to appreciate and latch on to the benefits of new technologies. The way India has become the largest market for smart phones and tablet computers is just one example. The digital shift.



Smartphone Use

E-Commerce

Digital Payments

Welcome to

**BHIM**  
BANK INTERFACE FOR MONEY

send & receive money instantly using mobile.

OTT Streaming

Internet of Things

Work/Learn from Home

India has embraced modern technologies unhesitatingly

India offers great potential for leaders to combine technology with social purpose

Leaders must be willing to move out of the comfort zones, and constantly learn and develop to embrace mega trends and big data. For nations, firms, and leaders, it is not a question of where one was originally ordained to start the growth journey but a matter of how they all, through their journey, learned to develop and developed to learn, in terms of themselves and others.



The other learning episode comes from whatever is happening in the emerging marketplace. The way these smartphones are being used, the way e-commerce is being conducted, the way OTT streaming is taking place, the way Internet of Things is pushing itself to various aspects of our life, the way the digital payments have expanded both through demonetization as well as because of COVID situation contactless behaviour.

The wave working or learning from home or anywhere else is happening. Huge levels of virtual contacts and perpetual data development is happening. We have embraced modern technological developments unhesitatingly in this process, whether it is smartphones or e-commerce digital payments or learning from home, we have been very quick in adaptation to these activities.

India therefore, offers great potential for leaders to combine technology with social purpose all the time. You can see that all of these activities have kept the wheels of life moving, without any feeling that the life has come to a halt.

The same mindset, the same growth mindset would drive the introduction of newer developments based on newer technologies and leaders must be willing to first learn to move out of their comfort zones. Continuously learn new technologies and new developments, embrace the mega trends and bring them to fruition in actual practical place.

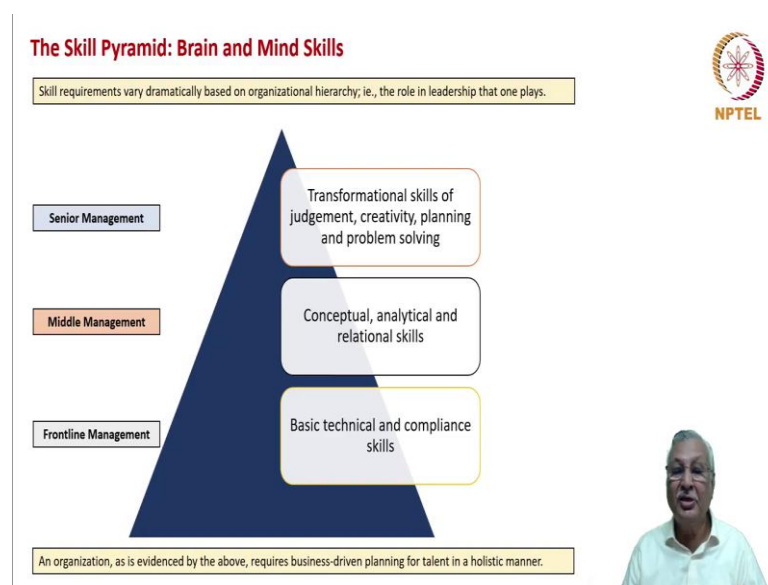
For nations, firms and leaders it is not a question of where one was originally ordained to start the growth journey, but a matter of how they all through their journey learn to



develop and develop to learn in terms of themselves and others. It does not matter, whether India started it is industrialization several years later than other countries.

It does not even matter if a neighbouring country is ahead of us in the industrial development. What is relevant is that, in the leadership journey, in the developmental journey we have pursued, we as leaders, we as individuals, we as organizations must learn to develop and also develop to learn. Only when that happens, we will be able to accelerate our growth path with both social justice as well as economic development.

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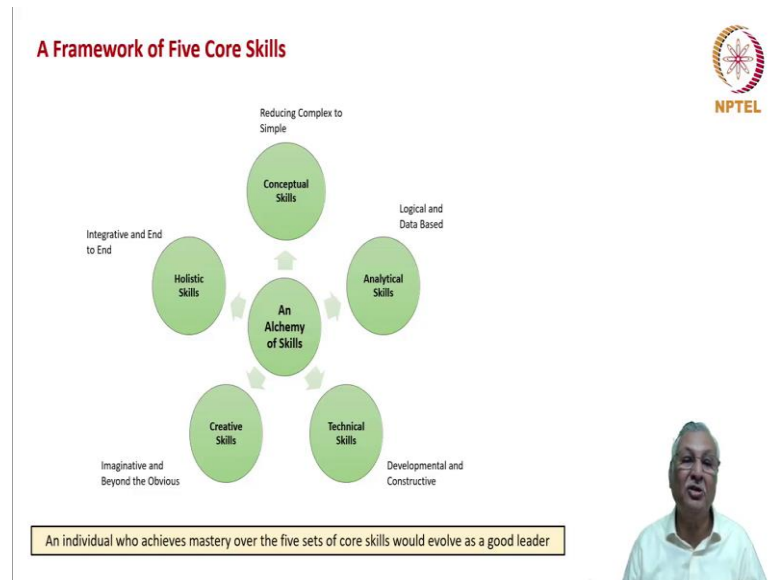


To be able to do that, we should focus on the skills that are required. The brain and mind skills which we need to develop vary depending upon the level of management we are in. If we are in frontline management we need basic, technical and compliance skills, if we are in middle management we need to have the basic and technical and compliance skills, but also acquire additional conceptual, analytical and relational skills.

And if we move to the senior management all these skills are required to be there, but we also need to have the transformational skills of judgment, creativity, planning and problem solving. Moving to a higher level does not mean that the original skills which were helpful in the previous journeys of professional life are no longer required, they are required probably to a lesser degree, but the newer skills will be equally important to power the initial movement in that a new position.

So, we require business driven planning for talent in a holistic manner. All the learning and development programs in an organization must focus on these 3 levels of brain and mind skills which every individual must have.

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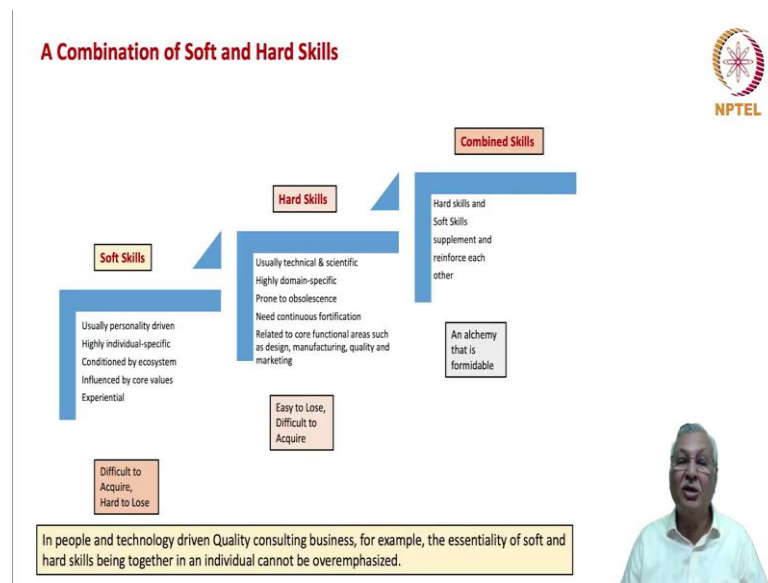
We should also have five core skills and that should form a good alchemy. We should have conceptual skills that is reducing the complex to simple. What does it mean to have chat bots in our service infrastructure?

What does it mean to have a GPS system that can reach out to all my truck drivers, irrespective of whether they use by trucks or other trucks? What is the complexity involved and how can I make it simple the conceptual skills? Then analytical skills which are logical and data based, ability to analyze alternate paths and come up with the best solution.

Technical skills to make whatever business model you have developed a feasible, viable one, it is developmental and constructive skills. You should have creative skills that is the ability to dream of new solutions to the problems that are encountered or ability to discover problems and come up with solutions. And finally, integrative end to end skills when you make a change in the product, ability to imagine what would happen through the manufacturing, through vendor development and finally, at customer hands.

That end to end capability to envisage the change you make in any one particular feature of the product or service in terms of the total value chain impact, that is the end to end capability. An individual who achieved mastery over these five sets of core skills would evolve as a good leader.

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We also need to be conscious of the combination of soft and hard skills. What are soft skills, we looked at the development performance attributes. Those soft skills are personality driven, they are highly individual specific, these are conditioned by the ecosystem.

We considered in the previous lecture how our genetics, as well as our family background, our friendship circles influence our soft skill approach. We are also influenced by our core values in the soft skill set and these are all experiential, but the important thing about soft skills is that they are difficult to acquire, but they are hard to lose.

So, if you get the right type of soft skills ingrained in you, these would stay with you forever almost. Then the hard skills, which are usually technical and specific. They are highly domain specific, they are prone to obsolescence, they need continuous fortification just as the languages of the past Fortran and C are no longer relevant and you have Python and other modern languages.

Similarly, how the enterprise resource planning systems have moved from the original systems to the more modern digital systems. It is all a matter of continuous updation and at times step function increase the level of technical knowledge or the professional knowledge.

And these are related usually to the core functional areas such as design, manufacturing, quality, information technology and marketing. The point about hard skills in contrast to the soft skills are, they are easy to lose with lapse of time those skills also may become outdated and they are difficult to acquire.

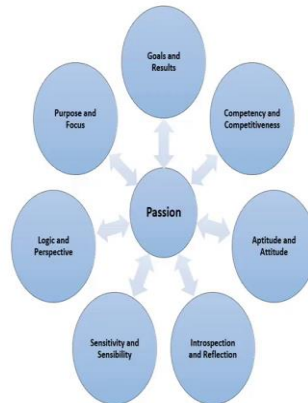
While soft skills are hard to lose, once they are ingrained in your personality, hard skills are easy to lose and difficult to acquire which means you need to have continuous learning as a process, continuous learning as a mindset. So, that you minimize the loss of hard skills and you constantly update them as and when it is required. The combined skills that is the hard skills and soft skills combined, supplement and reinforce each other and that is an alchemy that is formidable.

In people and technology driven quality consulting business for example, the essentiality of soft and hard skills brings together an individual a competence that cannot be easily ignored because quality like safety is a behaviour pattern. So, you should have soft skills to get quality mindset ingrained in individual. Even as you understand what it means to do a good analytical testing, what it means to write a good standard operating practice.

What it means to have appropriate sterile filling practices, all of these are hard skills which are necessary, but it is also necessary to have in the same individual soft skills of project management, interpersonal training and behaviour upgradation. So, a combination would make somebody unbeatable.

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## Passion and Individual Behaviour



Passion manifests itself in many forms of positive and constructive individual behaviour.



And we should also look at passion, we talked about passion as one of the developmental performance attribute. Passion gives us purpose and focus, it keeps us focused on goals and results, it leads to competency and competitiveness. It also is reflected in terms of aptitude and attitude, it is marked by introspection and reflection, sensitivity and sensibility to what one is doing logic and perspective.

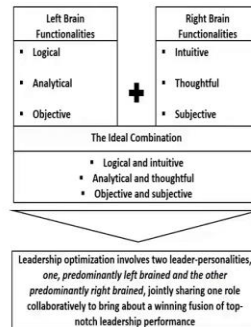
Some of these factors not only strengthen passion, some of these things not only are driven by passion, some of these factors which I have mentioned make you dispassionate when it is required. Especially introspection and reflection, being sensitive and sensible, being logical and having a perspective make you dispassionate when you encounter issues. You understand through your dispassion whether it is still worthwhile to be passionate and try your best to overcome the hurdles.

Or you should have a newer pivot to achieve your goals that is the advantage of these behaviour traits which I have linked as further amplification of passion. Passion manifests itself in many forms, but mostly it is a positive and constructive individual behaviour which every leader must possess.

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## Neuroscience as an Optimizer

Reflection on one's neuro-scientific aspects of thinking and functioning helps one attain leadership mastery



Finally, we have neurosciences an optimiser, we have to think of our own neuro scientific approach. We have, all of us have left brained functionalities which are logical, analytical and objective. We also have our right brain functionalities which are intuitive, thoughtful and subjective. Ideally we should have both left brain functionalities and the right brain functionalities, that is we should be logical and intuitive.

We should be analytical and thoughtful, we should be objective and subjective both. And leadership optimization involves two leader personalities, one predominantly left brain and the other predominantly right brain, jointly sharing in one leadership role collaboratively to bring about a winning fusion of top notch leadership performance, that requires a high level of self learning, self development, self awareness capability on the part of a leader.

And an eagerness along with humility to learn whatever one can from the environment, from formal and informal education processes, with the objective of being a wise and effective leader ahead of others. And also in the process taking the organization ahead of other organizations, by combining analytics and experience, intuition and instinct the leader is bound to turn in superior performance for himself or herself and the organization he or she heads.

Thank you, we will meet in the next lecture.