

Leadership for India Inc: Practical Concepts and Constructs
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Week - 06
Leadership Structures
Lecture - 26
Stature versus Title

Hi Friends, welcome to the NPTEL course Leadership for India Inc. Practical Concepts and Constructs. We are in week 6 discussing Leadership Structures. In this lecture, we will focus on Stature versus Title.

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Organizations and Titles

Organizations tend to be a sea of titles fitted vertically and horizontally across the organizational structure. Role is labelled by the title. With individuals aspiring for growth, titles overwhelm the structures. An example:

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graph TD; CEO[CEO] --- CRO[CRO]; CEO --- COO[COO]; CEO --- CMO[CMO]; CEO --- CFO[CFO]; CEO --- CIO[CIO]; CRO --- VP_Research[VP-Research]; CRO --- VP_Development[VP-Development]; COO --- VP_Manufacturing[VP-Manufacturing]; COO --- VP_Quality[VP-Quality]; CMO --- VP_Sales[VP-Sales]; CMO --- VP_Service[VP-Service]; CFO --- VP_Finance[VP-Finance]; CFO --- VP_Accounting[VP-Accounting]; CIO --- VP_IT[VP-IT]; CIO --- VP_Digital[VP-Digital];
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Types of Organizations

In a career spanning 40 to 50 years, an individual typically goes through multiple grades and multiple titles (an estimate is 10 to 15 years, each case). An organization is verily a canvas of roles and titles fitted into structures.



In order to accomplish any task, achieve any goal or carry out any activity in an organized manner, we require a group of people. Organizations are the primary vehicles to enable groups of people undertake certain tasks and achieve certain goals. We have discussed in the previous lecture several types of organizations.

To recall, we could have a functional organization, a regional organization, a product organization, a service organization, a strategic business unit organization or a global matrix organization. Each of the organizations typically has a chief executive officer at the helm and several CXO's, chief scientific officer, chief operating officer, chief marketing officer, chief financial officer and so on.

And each of these CXO's is supported by several functional heads, in a career spanning 40 to 50 years an individual goes through several ranks, multiple grades, passes through multiple responsibility layers and also has several titles. An organization is verily a canvas of roles and titles fitted into structures. Roles and responsibilities are typically expressed through titles.

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Organization Structures in General

The historical evolution of the modern economic activity has verily been accompanied by increasing focus on the importance of organizational structures and the accompanying titles. Organizations have been key to all activities. Organizations are, by definition, like pyramids. The structure, typically, gets leaner at the top.

Irrespective of the scale of the company, the CEO can only be one, for each company

Level	Years	Example Companies
Managing Director & CEO	5	TATA STEEL (USD 22 Bn, 1.05 Lakh Employees)
President	5	TATA MOTORS (USD 42 Bn, 1.05 Lakh Employees)
Vice President	10	TATA STEEL (USD 22 Bn, 1.05 Lakh Employees)
General Manager	5	TATA POWER (USD 4 Bn, 0.25 Lakh Employees)
Manager	10	TATA CONSUMER PRODUCTS (USD 2 Bn, 0.15 Lakh Employees)
Executive	5	TATA CLIQ (USD 14 Mn, 0.05 Lakh Employees)

The quest and wait for titles in a company is a natural phenomenon. Whether the employee strength is 50 or 450,000 and annual revenue is USD 14 Million or USD 42 Billion, a company has only one CEO and a limited leadership team.

We have chosen this topic of title versus stature, mainly because individuals tend to seek titles once they enter an organization. This is a phenomenon that is common at the entry level, at the middle management level and even at the senior management level. As part of our course itself, we have talked about chief executive structures, CXO structures and various other leadership positions as being very important for development of firms as well as for socio economic development.

There could therefore, be an institutionalization of thought in our minds the title is an extremely important aspect of a leadership journey. While titles are important and they are important as long as they dutifully reflect the roles and responsibilities I wish to focus your attention on to the important fact that stature is probably even more important, that is why this lecture focuses on the differences between title and stature and what we should seek as our primary objective once we are in an organization.

Every organization is like a pyramid narrow at the top and very broad at the bottom. It is therefore, impossible for everyone who joins an organization to become the CEO.

However, there are several avenues in which every individual, every employee, every executive can show his or her mettle and get a stature which is appropriate and to and commensurate with his or her capabilities.

Another important thing to note is that irrespective of the scale of the company the role of the CEO tends to be only one. I have presented here six companies from the Tata Group with employees' strength ranging from 50 to 450,000. Turn over ranging from 40 million dollars to 42 billion dollars.

All of these companies have only one chief executive officer. Even if they have little higher number of CXO's, the fact is that every company regardless of this scale and size would have only one chief executive officer. This underlines the challenge and the probably unnecessary requirement of trying to seek only the CEO role as the goal post for carrier development or for leadership journey.


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Surfeit of Titles

While the basic hierarchical responsibility-differentials may be only 6 as shown, organizations have a proliferation of titles with prefixes to enable perceptions and experiences of faster career growth. Some examples are as below.

Title	Variants (apart from the base title)
Managing Director & CEO	Deputy, Joint
President	Senior, Corporate
Vice President	Assistant, Associate, Senior, Corporate, Executive
General Manager	Assistant, Deputy, Senior, Divisional
Manager	Assistant, Deputy, Senior, Divisional
Executive	Junior, Senior

The six basic hierarchical responsibilities are expanded into twenty-five responsibilities with the above practice, but not necessarily with any meaningful addition of incremental real role and responsibility or seeking of qualifications, experience or other attributes that can be related to the additional titles.





There are six layers of hierarchy that can be looked at in organizations. Executive manager, general manager, vice president, president and managing director. Over a period of time, the heads of human resources and the companies have recognized that the aspirations of individuals to move up the career ladder are very strong.

Therefore, they have innovated to add several prefixes to each of these layers so, that you can find at least 25 variants of the basic 6 layers of hierarchy. This provides an

opportunity for individuals to move along the leadership journey with an increase in titles and titles reflect social status, apart from developing a perception of a role and responsibility. Titles are extremely important when individuals meet other individuals from other organizations.

However, it is to be discussed and debated whether every movement across a title is being accompanied by a higher level of qualification, higher level of knowledge, higher level of true experience and higher level of performance potential that is something, which we need to discuss. And some of these aspects will certainly be discussed as part of the leadership models that we would discuss later.

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Organization Structures in Consulting

Consulting companies have slightly different organizational structures and role nomenclatures. Generally, consulting companies have greater participation at the top with more number of partners being in place.

A typical consulting company tends to have many partners at the senior hierarchy

Role	Years
Director	5
Partner	5
Principal	10
Engagement Manager	5
Associate	10
Business Consultant	2
Analyst	3

Consulting roles, titles and stature are likely to be biased equally in favour of intellectual power and business generation. Like in industry, consulting titles are also proliferated by the use of prefixes such as Senior etc.

Even a consulting organization, which is by and large intellectually driven as several layers. It starts with analyst at the bottom and ends up with director title at the top. A typical consulting company; however, tends to have many partners at the helm, whereas, the number of CXO's are very limited in a manufacturing organization or a product organization and the CEO is only one.

A typical consulting company tends to have many partners and a few directors, mainly because business generation in a consulting company is related to the partners and directors the company has. When we look at noted consulting companies such as McKinsey and company, BCG Bain and company or big four companies such as PWC, KPMG, EY and Deloitte you will find a similar structure and title situation.



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Flat Organization Structures

Certain sectors have relatively simpler hierarchy and fewer titles. In medical practice, for example, a renowned doctor may be titled as Senior Consultant or Senior Surgeon for decades. Knowledge and contributions drive stature. Teams are inspired to work under a reputed statured leader, especially in healthcare, and academic research. Academics, in general, tends to be non-hierarchical and individualistic.

Medical Director	Domains	Director
Chief Consultant		Dean
Senior Consultant		Professor
Consultant		Associate Professor
		Assistant Professor

There exist certain domains, such as courts, governments, universities and hospitals where stature provided by qualifications or titles and names of individuals go together. There are also domains where a title, once given, remains always with the individual; for example, in the case of President of a nation.



There are of course, certain organizations which have flat organization structure. In the field of medicine, even if you are a noted surgeon or if you are a noted physician, you tend to get referred as a senior consultant and chief consultant for decades. And a doctor or a surgeon would not mind that because there is a stature associated with medical profession in terms of the ability to cure patients and that is a hallow which a doctor or a surgeon has and is independent of the title.



Similarly, in the academic world, we do not have many titles assistant professor, associate professor, professor, dean, director these are probably the five important titles in an academic world. Academic world in addition is pretty non hierarchical and individualistic. Laboratories are built around or laboratories are associated with lead researchers. Courses, programs are related to individual professors that is how the academic world stands.

There are also certain domains where the title is almost a permanent prefix to an individual. In courts, justice is a standard prefix, in medicine doctor is a standard prefix, in defense forces people are referred to along with the rank as a prefix and in education as we have seen professor is a prefix. In certain cases, like president of the nation, the title of the president stays on even when the president is off the tenure.

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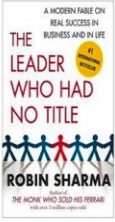
Robin Sharma

Popular new-age leadership guru and executive coach Robin Sharma is known for his best-selling book *The Leader Who Had No Title: A Modern Fable on Real Success*. He has popular coaching programmes anchored around the concept.



Given the obsession of organizations as well as individuals with titles, the theme is quite apt for the times that we are in.

Robin Sharma proposes that for individuals to be leaders, mastery in their respective crafts is more important than titles.



The historical evolution of the modern organization has been marked by increasing importance of organization structures and titles. This, by no means, is confined to corporate organizations—states, governments, religious entities—all have their own structures and titles. In fact, any group that has more than one person faces the practical and legal requirements of organizational structure and title.

Robin Sharma the new age leadership guru and executive coach came up with a best-selling book called *The Leader Who Had No Title*. Given the obsession of organizations as well as individuals with titles, I thought that the theme is quite apt for the times that we are in. I have therefore, talked about the principles that come out of his book in the first part of this lecture. Robin Sharma proposes that for individuals to be leaders' mastery in their respective crafts is more important than titles that is the essence of this book.

We have to recognize that any organization will and must have titles states, governments, religious entities have titles as much as corporate organizations whether public or private sector organizations have titles. That is the fact of life, but it is the mindless seeking of titles without concern for craftsmanship or without concern for mastery, without concern for competence that is the one which people should avoid.

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Democratization of Leadership

According to Robin Sharma, in many ways, the whole idea behind *Leading Without a Title* is the democratization of leadership.



Robin Sharma acknowledges that positions are important to the smooth running of any organization (whether that organization is a business, a community, or a family).

Having said that, he proposes that the new model of leadership is all about every single stakeholder showing leadership in the work he or she does.

As per his model of distributed leadership, every single person owns the responsibility of showing leadership at his or her craft.

Every single teammate is the CEO of his/her own small business unit called 'job'. It may be referred to grassroots leadership but Robin Sharma gave the concept *deft posturing*.

All this is easier said than achieved, though. For example, in a true leadership programme on being led without titles, Robin would have been one among equals, at least by the end of his conference—but, not unnaturally, he needed to be, and continues to be the leader in his domain!



According to Robin Sharma, the whole idea behind leading without a title is the concept of democratizing leadership. Robin Sharma acknowledges that positions are important to the smooth running of any organization whether the organization is a business organization, a community or a family.

Having said that, he proposes a new model of leadership, which is all about every single stakeholder showing leadership in the work he or she does. It is a model of distributed leadership in that every single owner is an employee with the responsibility of showing leadership at his or her craft, that is an employee behaves as an owner of the craft, which he or she possess and the responsibility he or she has to deliver.

Every single teammate is considered as the CEO of the business unit or the work unit which is called normally as job, but Robin Sharma proposes that he should view the job as the responsibility akin to the CEOs responsibility for a company. You can feel that this is somewhat similar to the concept of grassroots leadership with reference to the medical representative that I discussed in an earlier lecture.

It is only that Robin Sharma has given a *deft posturing* for that concept. That said, this concept is pretty difficult to implement in practice. If this concept is to be taken to a logical conclusion in a program having hundreds of executives and organized by Robin Sharma himself, Robin Sharma cannot be the lead he should be one amongst everybody

and everybody should be as full of leadership potential and coaching potential as Robin Sharma is, but that does not happen that way.

All the people have assembled in such a program essentially to listen to Robin Sharma get inspired by him. Therefore, leadership and title is somewhat intrinsic to the way the organizations have to be structured, run and the way in which activities have to be performed and goals have to be delivered. The only question is that the mindless pursuit of titles is misleading and is non-appropriate that is the whole point that is being made in this lecture.

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Self-leadership - 1

Robin Sharma postulates that in business and life, anyone can be a leader. But he also says that working in an organization only with the goal of becoming a leader is not appropriate.

According to him, too many people go to work with the mindset that to be a leader they need to work their way up the company ladder and get the title or position they seek.

Wanting to be a leader
Vs. Demonstrating as a Leader



The book is written like a business fable with a story that is engaging. The leadership principles that emerge out of the narration make the book worth reading.

Self-leadership Vs. Given leadership

Robin Sharma proposes self-leadership as the foundation principle of his hypothesis. Anyone who understands the concept of self-leadership can lead regardless of his or her official title in an organization.

Ability to lead regardless of title

According to Sharma, "Leaders are those individuals who do the things that failures aren't willing to do...too many people pay the sad costs of mediocrity and forego the spectacular rewards of being a leader." Doing the same things over and over again is not a path for leadership.



So, Robin Sharma proposes a distinction between wanting to be a leader and demonstrating leadership. You may want to be a leader, but to be actually leader he proposes that one must demonstrate leadership and the way to demonstrate leadership is to demonstrate mastery at whatever work you are doing.

He also proposes self leadership versus given leadership do not seek titles. But demonstrate the ability to lead by yourself so, that leadership naturally comes to you. So, ability to lead regardless of the title is fundamental to development of stature in an organization, for an individual.

Robin Sharma has not talked about stature and the latter part of our lecture, we will talk about the concept of stature as developed by me. According to Sharma, leaders are those

individuals who do the things that failures; that means, failed leaders are not willing to do. Too many people pay the sad cost of mediocrity and forego the spectacular rewards of being a leader.

We are not talking about titled leaders, we are talking about leaders who are genuinely recognized for the leadership. Doing the same thing over and over again only inbreeds mediocrity in an organization and the individual, that is certainly not a path for leadership. Out of box thinking or out of box performance is essential for demonstrating leadership.

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Self-leadership - 2

In the story told by Robin Sharma, the main character (Blake) has conversations with four unorthodox leaders. Each of them works in a position that—based on conventional wisdom—would not be considered a leadership position. Each conversation brings out key principles that can help 'ordinary' people become true leaders:

- The first is that to lead without a title, one has to be persistent and courageous.
- The second is that challenging times are opportunities to learn and transform.
- The third is that the deeper the relationships, the stronger the leadership.
- The fourth is that a great leader has to be fundamentally a great person.

Robin Sharma proposes a repertoire of principles, tools, and techniques to achieve these.

Much of his leadership kit focuses on self-awareness and self-discipline.

There is a strong oriental approach that emphasizes introspection as the foundation for development, which resonates strongly with my current work on leadership.

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(Video inset shows Robin Sharma speaking)

In this book, there is a story told by Robin Sharma through the main character Blake who has conversation with four unorthodox leaders. Each of them works in a position that based on conventional wisdom would not be considered a leadership position. However, each conversation brings out key principles that can help ordinary people become true leaders.

Principle number 1: To lead without a title, one has to be persistent and courageous because you are believing yourself and not on the positional power or the authority a title gives. Principle number 2: Challenging times or opportunities to learn and transform. Principle number 3: The deeper the relationships, the stronger the leadership, it is, it could be a dyadic relationship between a leader and the follower or a larger number

exchange leadership that is extremely important and the principle number 4 is that a great leader has to be fundamentally a great person.

Robin Sharma proposes several principles, tools and techniques to achieve this and much of his leadership kit focuses on self-awareness and self-discipline. As people in India, we recognize that there is a strong oriental approach that emphasizes introspection as the foundation of self development.

And this also resonates very strongly with my current work on leadership, as we move along and coast through the leadership models that I have proposed in the forthcoming lectures, you will find that it is possible for us to become leaders and statured leaders that too by having introspection, reflection and self development as the foundations of our leadership.

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Stature, the leadership driver

Stature is the importance, recognition, and respect that a person has because of his or her ability and achievements. In social life, title follows achievement and, in some cases, precedes it as well, but stature follows the distinctive ethos and accomplishment of a person, irrespective of the title.



As a leader who won independence for India, Mahatma Gandhi is regarded as the Father of the Nation. Stature does not come easy—it involves several distinctive capabilities as Mahatma Gandhi's life demonstrates. From a leadership perspective, how stature gets developed is more fully discussed towards the end of this course.

Mohandas Karamchand Gandhi is called 'Mahatma' Gandhi because of his stature ('mahatma', in Sanskrit, denotes a person who is respected for his distinctive greatness).

From a corporate organizational perspective, the concept of stature has certain important implications. It can solve many issues of dynamics which are created by individuals hankering after titles.



If we really need to demonstrate ourselves that stature is far more important than anything else in life, you can only look at Mohandas Karamchand Gandhi. We call Gandhi, Mahatma Gandhi because of his stature. Mahatma in Sanskrit denotes a person who is recognized and respected for his distinctive greatness. Mahatma Gandhi got us independence; he is regarded as the Father of the Nation.

However, the stature did not come easy, it involved several distinctive capabilities and several distinctive ways of working including the highest level of authenticity, the

highest level of self sacrifice, and the highest level of people orientation for Mahatma Gandhi to get the stature which he has got. And in his leadership, we can see several principles, several models of leadership that we all can follow.

From a corporate organizational perspective, the concept of stature has certain very important considerations and implications, it can solve many issues of dynamics which are created by individuals, hankering after title and by leaders trying to distribute titles as a way to please the followers.

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Stature Defined

We have defined Stature a few times as we came along the course. It is a status that comes to a person due to a combination of several attributes and contributions.

Leadership stature is a function of knowledge, experience, performance, wisdom, ethics, intuition, and other leadership attributes

- It provides mutual reinforcement between individuals and institution
- Inspires confidence and motivates acceptance
- Is acknowledged both inside and outside the organization
- Gets identified with a crucial cause
- Serves as the "Go-to" leader for several constituencies

Societies and nations have persons of stature. Over time, they are seen as common resources, than dedicated to any particular institution.



Let us try to define stature. We have defined stature a few times as we came along the course and even in this first part of the course. It is a status that comes to a person due to a combination of several attributes and contribution. According to me leadership stature is not unidimensional, it is a function of knowledge, experience, performance, potential, wisdom, ethics, intuition and several other leadership attributes particularly the 30 leadership attributes, we have discussed in an earlier class.

It provides mutual reinforcement between individuals and institutions, we will cover this in one of the slides as we go along. It also inspires confidence and motivates acceptance of the stured individual by the followers. Stature is acknowledged universally both inside and outside the organization and gets identified with the crucial cause.

Serves as the go to leader for several constituents of an organization, societies and nations doubtless have persons of stature and organizations also have persons of stature these gentlemen, these ladies are seen as common resources than dedicated to any particular institution or a particular department, they are beyond the definitions as we come across in organizations.

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Why Stature Matters

Although persons of stature may no longer be directly in operational and strategic roles in companies, they command great respect both inside and outside their organizations.

- 1 Firstly, stature matters at all levels in an organization—from a frontline executive to a chief executive.
- 2 Secondly, institutions and individuals reinforce each other's status.
- 3 Thirdly, stature inspires confidence, and motivates acceptance and/or followership.
- 4 Fourthly, stature requires probity, relative to anything else.
- 5 Fifthly, stature is built on positive performance, and is lost on negative performance.

There is a strong element of honesty and ethics in stature, perhaps even more than that of performance.

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Why does stature matter, why should we consider stature as a concept, which is far more important than title, the reason is in these five points. Stature matters at all levels in an organization from a front line executive to a chief executive, when an assembly line worker has a problem with the assembly line whom does he go to the formal organization structure says that he or she should go to the supervisor.

However, the worker prefers to go to someone who has got the mastery at the assembly activity, that is where the stature starts kicking in, even at the very basic level in the organization. And this phenomenon continues all through the various levels of the organization.

Secondly, institutions and individuals reinforce each other's status because of having stured individuals, institutions gain stature and by being able to enter a stured institution individual also reinforce their capability, quite apart from the fact that, the processes the learning mechanisms the delivery mechanisms in such institutions and by

such individuals or by themselves in notch higher than anything else which you can see in ordinary institutions and ordinary individuals.

Thirdly, stature inspires confidence and motivates acceptance and or followership. That is if you see a statured individual, you feel happy and confident that if you go and seek some advice from him or her, you will get the level of advice that make you yourself a master in that art or the activity.

Fourthly, stature requires probity relative to anything else that is ethics, values, authenticity, they are part of stature. Fifthly stature is built on positive performance and is always lost on negative performance. I must repeat that there is a strong element of honesty and ethics in stature perhaps even more that of performance.

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Statured Individuals and Institutions Add Lustre to Each other

Persons of stature and institutions of stature make a virtuous combination that inspires confidence and role-models industry-leading performance.

Institutions add lustre to the individuals. Individuals in accomplished practice add lustre to the institutions.

Ivy League Institutions, USA

Sundar Pichai CEO, Alphabet

Indian Institutes of Technology, India

Satya Nadella CEO, Microsoft

Indian Institutes of Management, India

Indra Nooyi EX-CEO, Pepsico

These are symbolic of the mutual stature building, with several top honchos getting early career traction due to the institutional stature and institutions gaining from the leadership achievements of their distinguished alumni.

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I have said earlier that statured individuals and institutions add lustre to each other. You can see institutions adding lustre to individuals which is the reason why people try to join Ivy League Institutions, whether it is in India or abroad. Indian Institute of Technology and Indian Institute of Management as we know are the corresponding Ivy League institutions in India.

Similarly, big companies want to have individuals who are lustered with their stature Sundar Pichai, Satya Nadella, Indra Nooyi they have developed stature as part of their organizations and that is the reason by which they could move up the hierarchy and they

are being associated with such organizations as Alphabet, Microsoft and PepsiCo added more stature to them. So, it is symbolic of the mutual stature building that several top honchos getting early traction due to the institutional stature and institutions gaining from the leadership achievements of the distinguished alumni that is a virtuous cycle that happens.

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Stature Remains Beyond Title

Illustrative; not exhaustive.

Stalwart-leaders enjoy the respect of public even after they lay down their office. In many cases, the admiration and respect would only seem to increase even after they move out of the office.



Many companies try to retain the connect by bestowing the Chairman Emeritus or Professor Emeritus title to such persons of stature.




I must also say that stature remains beyond title. Ratan Tata may have ceased to be the chairman, that is the full time chairman of Tata Group. Nevertheless, the stature has not deserted him in fact, the stature is only increasing. So, is it with N.R. Narayana Murthy, he is just a founder of Infosys after being chairman of Infosys for decades and having contributed to its growth, but still he is looked upon as the leader in corporate governance and in information technology.

K.V Kamath the ace and Versatile banker has a stature whether he is part of the BRICS bank, was a part of the ICIC's bank or an independent thinker at this point of time. V Krishnamurthy former chairman of SAIL, BHEL and Maruti Suzuki still commands enormous stature for his manufacturing wisdom. Azim Premji, Nandan Nilekani, CNR Rao, Professor CNR Rao actually.

Doctor Y.V Reddy, Doctor C Rangarajan, Doctor R. A Mashelkar, Doctor Marti Subrahmanyam, Jaggi Vasudev they have stature and it is not related to their being in the office or out of the office, they are being doing a adversary role or they are doing a full

time role. Many companies try to retain this connect by bestowing chairman emeritus or professors emeritus title to such persons of stature, but needless to add they add stature to the titles that are given to them even after their tenures.

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Stature-Title Conundrum

From a logical perspective, statures and titles in an organization would need to be positively correlated. People of high stature should be occupying positions of high titles. As a corollary, people in high positions should be those with high stature. Simple as it may seem, the relationship between stature and title defies easy understanding.

Not all persons of stature tend to be title seekers or position seekers

Mahatma Gandhi, Swami Vivekananda, Martin Luther King or Mother Theresa, for example	In certain cases, positions may require actions that are not in line with the stature; hence people of stature eschew titles	In certain other cases, the higher titles may not match the preferences of the statured individuals
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In national governance, for example, one may need to act independent of a recognized stature to remain or manage affairs at the helm. In academics, the most accomplished or most statured professor may not accept the position of the director of an institution due to a diffidence towards non-academic, administrative work.



What is the conundrum between stature and title? From a logical perspective, statures and titles in an organization would need to be positively correlated. You have got higher stature you should have a higher title and if you are a person of higher title you should display that level of stature.

However, it is not necessary that all people with titles have a corresponding stature. It is also not possible to see very clearly and universally that all peoples of stature have been provided with great titles. So, why does this dichotomy or dissonance happen? That is the stature-title conundrum.

One of the reasons why this happens is as follows, not all persons of stature tend to be title seekers or position seekers. We can have several illuminated and illuminating leaders Mahatma Gandhi, Swami Vivekananda, Martin Luther king, Mother Theresa for example, they have not sought any title.

So, Congress Party may have had several leaders with titles, but Mahatma Gandhi's never sought any title. Other reason, in certain cases positions may require actions that are not in line with the stature, hence people of stature eschew titles that is you are

known for such authentic leadership, such intellectual wisdom that it is somewhat inappropriate for being in a title which has certain mundane activities to be carried out by the person.

And in certain other cases the higher titles may not match the preferences of the statured individual. An absolutely brilliant academician even if he is given a title of the dean or the director, the correlation between absolute academic brilliance and the reflection that comes from the title may not correlate with each other that is another part of the conundrum.

In national governance for example, one may need to act independent of a recognized stature to remain or manage affairs at the helm. In academics as I said, the most accomplished or the most statured professor may not accept the position of the director of an institution due to a diffidence towards non academic administrative work. The conundrum of stature title match or mismatch arises basically from these four factors.

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Conundrum to Conflict

The conundrum becomes a conflict when the ecosystems fail to recognize true stature, in terms of separating individual brilliance (or lack of it) from institutional brilliance (or lack of it) and bestow titles that are not commensurate with stature.



When properly understood, stature becomes an artefact developed by the person to inspire the society, long after the titles are forgotten

The conundrum becomes a conflict when the ecosystems confuse stature (or lack of it) with expertise (or lack of it), or vice versa.

The conundrum becomes a self-limiting constraint when ecosystems are so constrained in culture, scale, and scope that they cannot accommodate many individuals of stature.

The conundrum becomes an intellectual riddle when ecosystems consider that stature implies statesmanship and wisdom while title requires go-getting and risk-taking performance.

The stature–title conundrum would appear unmanageable when leadership is viewed as being all about getting results but would certainly be resolvable when leadership is viewed as being about building the stature of the institution as much as about accomplishing results.



When conundrum is not resolved in an appropriate manner and when organizational ecosystems fail to recognize the true stature and reward it in terms of separating individual brilliance or lack of it from institutional brilliance or lack of it, then there would be a problem. If titles are bestowed which are not commensurate with stature and people with stature are not recognized with appropriate titles the conundrum could lead to conflict.

The conflict arises if ecosystems confuse stature and title, expertise and title without understanding the deep imports. The conundrum become self limiting constraint when the ecosystems themselves do not have a good culture and good scale and good scope that can accommodate individuals of great stature.

The conundrum also becomes intellectual riddle when ecosystems consider that stature implies statesmanship and wisdom while title requires a go getting and risk taking performance. It is the riddle and when properly understood stature becomes an artifact, a very important and helpful artifact developed by the person to inspire the society long after the titles are forgotten.


So, we need to resolve this conundrum from becoming a conflict into one which would be a very helpful inspiration for the organization as well as for the people at large. We have to have a situation where stature is recognized far more than the title. Even if there are more titled individuals than statured individuals, we should be able to recognize stature as supreme force in an organization.



If you do not do that, it become unmanageable, if you start viewing leadership as being all about getting results only and all about dispensing titles then it would not be good. On the other hand, it would be resolved when leadership is viewed as being all about building the stature for the individual as well as for the institution more than just about achieving results.

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Aligning Stature and Title

Clearly, every virtuous organization must aim to align and integrate stature and title. In fact, it is interesting that organizations dedicated to philosophy, spirituality, religion or theology are able to achieve alignment and integration of stature and title. Two examples from philosophical organizations:



 Sri Sri Ravi Shankar	Art of Living Foundation's founder, Pandit Sri Sri Ravi Shankar, holds the highest stature in the institution and is also at the helm	 Jaggi Vasudev	Isha Foundation's founder, Sadguru Jaggi Vasudev, holds the highest stature in the institution and is also at the helm
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The level of followership in such organizations is almost entirely based on the intellectual power, communication ability and personal connectivity of the "Chief Preacher" in each case. The alignment of stature and title in such organizations is natural and effective.



We can have examples of where stature and title are very well aligned. You have Art of Living Foundation, the founder Pandit Shri Shri Ravi Shankar holds the highest stature in the institution and he is also at the helm. So, he is the head of Isha Foundation Sadguru Jag Dev, he holds the highest stature in institution and he also holds the highest position in the organization. Ideally every organization if it needs to be virtuous organization must align and integrate stature and title.



However, this seems to be done easier in organizations dedicated to philosophy, spirituality, religion or theology rather than organizations which are pursuing product strategies, revenues, transactional strategies and so on. And the bases for that is the stature-title conundrum which we have discussed and the way in which stature can be built as an artifact of the individual and institution needs to be pursued by organization.

Whenever you give significant importance to the intellectual power, the ability to be wise and guide people, nurture people stature comes into prominence automatically. The two examples I have given in this lecture are because the intellectual power of these individuals is at the highest level and is also making stature and title in tandem.


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Duality of Stature and Title

Certain Governmental structures, which are superior organizations of nations, attempt simultaneous separation of democratic stature and title from intellectual stature and title of sovereign representation stature admirably.




Atal Bihari Vajpayee
was an illustrious Indian politician, statesman and poet. He served two partial terms and one full term as the Prime Minister of India.
The Prime Minister of India is the leader of the executive of the Government of India.



A.P.J. Abdul Kalam
was an illustrious Indian aerospace scientist and politician who served as the President of India.
The President of India is the ceremonial head of the state of India and commander-in-chief of the armed forces.

The separation of an apolitical Presidential position and a political Prime Ministerial position in national governance is an example. The way the roles are envisaged under the Constitution of India and the democratic electoral processes of India, both positions require persons of eminence and stature, reflecting how separations of role and title can be still aligned under a constitutional process.



There is also a duality of stature and title. In certain governmental structures which are superior organizations of nations there is a possibility to attempt simultaneous separation of democratic stature and title from intellectual stature and title of sovereign representation stature admirably. You have an example of prime minister who was an

illustrious Indian politician statesman and poet Atal Bihari Vajpayee ji, he served two partial terms and one full term as the Prime minister of India and Prime minister of India as we know is the leader of the executive of the Government of India.



We also have APJ Abdul Kalam, who was an illustrious Indian Aerospace Scientist and politician who served as the president of India. Moreover, he was a greatest educationist after Sarvepalli Radhakrishnan who graced that high office. The President of India is the ceremonial head of the state of India and commander in chief of the armed forces, the separation of the apolitical presidential position and a political democratically elected prime ministerial position in national governance is a great example.

The way the roles are envisaged under the constitution of India and the democratic electoral process of India both positions required persons of eminence and stature reflecting how separations of role and title can still be aligned under constitutional process, under a well thought-out process. We should hand it to the framers of the Indian constitution for having done this.


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Stature and Title in Governance


The corporate structures represent another approach of separating two important roles, with a clear idea of ensuring appropriate corporate governance processes.



Rono Dutta is an experienced aviation leader who is currently the CEO of Indigo, the major airliner of India. The MD&CEO has the responsibility for strategic and operational matters of a company but accountable to the board of directors, headed by the Chairperson.



M Damodaran is a reputed Indian corporate advisor and mentor and a former senior government official. He is a Director on the Boards of several companies. Corporate governance is helped by separation of the role of chairman and MD&CEO positions.



The separation of a 'wise' Chairman position from a 'smart' CEO position in corporate leadership or constitution of a board of directors made up of persons of stature for corporate governance are examples of alternatives to align and integrate stature and title in commercial organizations.

Stature and title in governance: The corporate structures represent another approach of separating two important roles with a clear idea of ensuring appropriate corporate governance process. Rono Dutta is the CEO of Indigo; he is the managing director and CEO. It is a full time responsibility for strategic and operational matters of a company, but the person is accountable to the board of directors headed by the chairperson.

And for the same company we have M. Damodaran, who is the reputed Indian corporate advisor, mentor and the chairman of illustrious bodies such as SEBI, UTI issue you could resolve, he was also a chairman of IDBI bank at some point of time and he was a very reputed former senior government official he is the chairman.

So, you have seen the split of the title in terms of two distinct responsibilities and actually two different titles to reflect the separation of two aspects of corporate governance. So, the separation of a wise chairman position from a smart CEO position in corporate leadership or constitution of a board of directors made up of persons of stature for corporate governance are some examples of alternatives to align and integrate stature and title in commercial organizations.

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Leading with Stature

It may be possible to lead without title but it would be impossible to lead without stature. That is because leadership is not only about competencies to lead people, organizations, and businesses for smart performance but also about stature to assure them for wise and good governance.

NPTEL

It is necessary for individuals to acquire stature in their domains of work from the very early stage of their careers, and build on their stature progressively and consistently.

Performance may be measured by metrics and communicated but stature is reflected by performance with wisdom and easily experienced.

Certain firms, conglomerates, and leaders have superior statures compared to others, independent of scale and scope, validating the hypothesis.

True leadership accomplishment captures the imagination and trust of a broad sweep of population, be it of organizations or societies. It establishes true stature. Despite all the challenges discussed herein, organizations in their quest for virtuosity must seek to align and integrate titles with statures.

How do we lead with stature? It may be possible to lead without title, but it would be impossible to lead without stature. This is because, leadership is not only about competencies to lead people and businesses for smart performance, but also about stature to assure them for wise and good governance.

We have to assure our team members that you are with a statured leader, who is looking not just for results, who is looking for the sustainability of the organization, sustainability of the strategies, sustainability of people development. So, it is necessary for individuals to acquire stature in their domains of work from the very early stage of their careers and build on their stature progressively and consistently.


Performance may be measured by metrics and communicated, but stature is reflected by performance with wisdom and easily experienced by various constituents of the organization. Certain firms, conglomerates and leaders have superior statures compared to others. Independent of their scale and scope which only validates this hypothesis that stature is much more tangible, recognizable and much more lasting than performance.

True leadership accomplishment therefore, captures the imagination and trust of a broad sweep of population. Be it of organizations or societies, it establishes the true stature of an individual or an organization. Despite all the challenges discussed herein organizations in their quest for virtuosity must seek to align and integrate titles with statures, then the organizations become extremely authentic and extremely role modeling entities.

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Counterintuitive


It stands to logic that companies must go the extra mile to ensure that all persons of eminence in an organization get titles that reflect their capabilities and potential to help the organization. But it doesn't happen that way.



Untitled Statured Leaders

- Centralization of power
- Unwillingness to consider multiple views
- Inability to respect non-direct contribution
- Inadequacies in understanding stature

As a result, organizations fail to utilize the institutional knowledge, intellectual power and experiential wisdom that persons of stature bring to the organization. There are, however, options in each domain to respect and leverage stature.

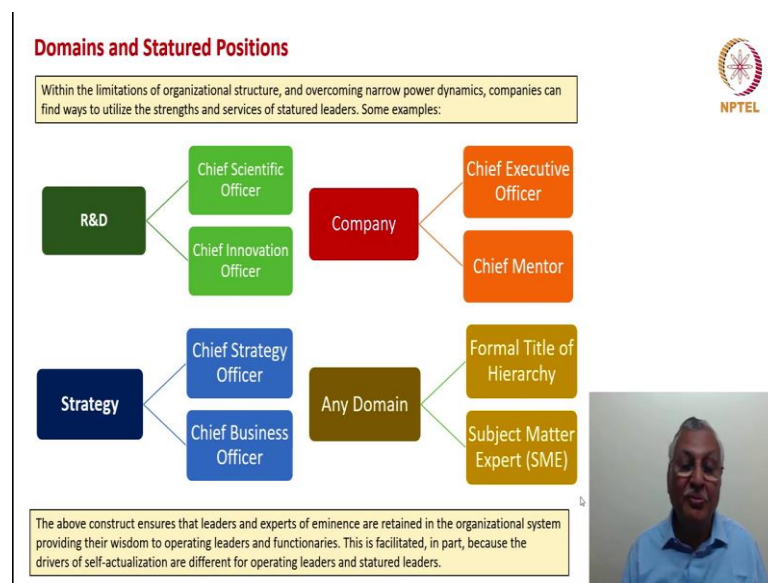


It stands therefore, to logic that companies must go the extra mile to ensure that all the persons of eminence in an organization get titles that reflect their capabilities and potential to help the organization. But why does not it happen that way always? Because leaders tend to centralize their power, they are unwilling to consider multiple views; they have their intrinsic inability to respect non direct contribution, inadequacies in understanding stature.

When leaders have these deficiencies even if the organizations are fortunate to have people of stature their wise counsel, their sage counsel, their sagacity and their ability to guide the leaders is unfortunately not tapped enough.

The institutional knowledge, intellectual power and experiential wisdom that persons of stature bring to the organization must be protected, must be preserved, must be nurtured and must be leveraged. There are certain options to be able to do that, how do we do that?

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Let us say we have R&D. We can have a chief scientific officer, who is in charge of regular activities there could also be chief innovation officer. The chief innovation officer is the one who has that greater interest in stature, innovation stature and who is willing to forgo a title.

So, such a person who is not interested in these races for chief executive position and things like that should still be recognized and respected and his stature recognized through an appropriate title and that is how you can have a chief scientific officer and a chief innovation officer co-existing in an R&D sector.

In strategy, you require a chief strategy officer, but you could also have a chief business officer who directs this whole business of the company from an independent and a macro

perspective for long lasting performance. So, you accommodate stature as well as title in this kind of situation.

We can have a company with the chief executive officer like every other company has, but you can also have the position of chief mentor wherein the statured individual could be placed and the abilities which he brings to the position would be helpful not only to the CXO's, but to the chief executive officer and the board of directors as well.

In any domain, we can think of the formal title of hierarchy being as it is, but a subject matter expert being position based on this stature he possesses, the mastery he possesses, the craftsmanship he possesses in his particular area of work or even in several areas of work. This kind of construct of duality of leadership positions one based on the title and one based on the stature ensures that leaders and experts of eminence are retained in the organizational system. It provides the wisdom to operating leaders and functionaries.

This is facilitated in part because the drivers of self actualization are different for operating leaders. That is leaders who seek the formal titles of hierarchy and are happy with those titles and for subject matter experts or the statured leaders who do not wish the formal titles of hierarchy, but are required to be retained in the organization appropriately positioned to serve as role models.


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Drivers

The drivers of self-actualization vary substantially between leaders predominantly seeking titles and those predominantly satisfied with stature.

Factor	Title-Seekers	Stature-Builders
Knowledge	Enough to deliver on performance	Continuous quest for knowledge
Experience	More results in unit time	More impact on the course of business
Intuition/Instinct	More instinctive than intuitive	More intuitive than instinctive
Recognition	Corporate growth	Corporate reputation
Relationships	Performance driving	Knowledge exchange
Decisiveness	Fast and Smart	Fast, Smart and Wise

The above construct ensures that leaders and experts of eminence are retained in the organizational system providing their wisdom to operating leaders and functionaries. This is facilitated, in part, because the drivers of self-actualization are different for operating leaders and statured leaders.





So, the drivers of self-actualization as I said vary substantially between leaders predominantly seeking titles and those predominantly satisfied with stature. Let us say, the factor knowledge, title seekers do enough to deliver on performance whereas, stature builders have a continuous quest for knowledge.

On the dimension of experience title seekers try to provide more results in a unit time whereas, stature builders are Cognizant of the impact the business requires. On intuition and instinct, title seekers are more instinctive than intuitive and stature builders are more intuitive than instinctive.

On the recognition dimension, title seekers look for corporate growth whereas, stature builders look for corporate reputation. In terms of relationships, performance driving relationships are facilitated, encouraged and sort after by title seekers whereas, stature builders look for knowledge exchanging relationships. In terms of decisiveness, title seekers are fast and smart whereas, statured builders have the intrinsic ability to be fast and smart, but more importantly they are also wise.

The above construct of having different characteristics of leadership personality ensures that leaders and experts of eminence are retained in the organizational system providing their wisdom to operating leaders and functionaries. So, we have to keep in mind that the drivers of self actualization are different for operating leaders and statured leaders and accordingly benefit from these traits and capabilities and delivery goals that these two types of leaders have.

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Ideal Combination

It is not that those who seek titles and who develop stature are mutually exclusive. It will certainly be advisable if both are aligned. In practice, however, statured leaders tend to eschew titles as their status becomes overarching.

The diagram illustrates three combinations of Title and Stature and their impact on the company:

- Top Row (Red):** Title (orange circle) + Stature (red circle) = Greatness for the Company (red circle). A plus sign is between Title and Stature, and an equals sign is between Stature and the result.
- Middle Row (Blue):** Title (dark blue circle) — Stature (dark blue circle) = Inadequacy for the Company (blue circle). A minus sign is between Title and Stature, and an equals sign is between Stature and the result.
- Bottom Row (Green):** Stature (dark green circle) — Title (green circle) = Adequacy for the Company (green circle). A minus sign is between Stature and Title, and an equals sign is between Title and the result.

It is possible to think of combinations of title and stature as above. Organizations must guard against leading only with title and without stature, and facilitate leading with both title and stature.




The ideal combination title with stature, greatness for the company: You have title without stature you have in adequacy for the company. You have stature, but you do not have title adequacy for the company. So, it is for the leaders of the organization, the boards, the directors, the investors to decide what kind of balance or integration between title and stature they should try for.





Clearly, we should have title along with stature institutionalized in the company for the greatness. Organizations must guard against proliferation of title without a modicum of stature, that is going to take the company down the hill. We should always look for title along with stature to ensure the greatness of the company this is true of industrial organizations as much as for academic institutions, governments or any other type of organization.

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Many Examples of Leaders with Title and Stature

There are many examples of leaders combining both title and stature, leading their businesses and companies to great heights of performance and levels of reputation. However, long after operational titles are eschewed, their stature remained in place.



 <p>T V Mohanadas Pai</p>	<p>A former director of Infosys, Mohanadas Pai moved into education. He is now the Chairman of Manipal Global Education</p>	 <p>Meg Whitman</p>	<p>Upon leaving HP, Meg became a political activist and philanthropist</p>
 <p>Satish Khanna</p>	<p>A former Group President of Lupin, Satish Khanna became an angel investor and adventurous explorer of the World – from Arctic to Antarctic</p>	 <p>A G Lafley</p>	<p>Lafley left P&G as CEO in 2010. When P&G faced adversity, he was recalled to head P&G again in 2013, which he did with aplomb.</p>

Stature is unique asset of leaders that needs to be tapped by organizations. Stature may also blossom into a cross-industry phenomenon, in which case leaders become resources for the industry and the economy.



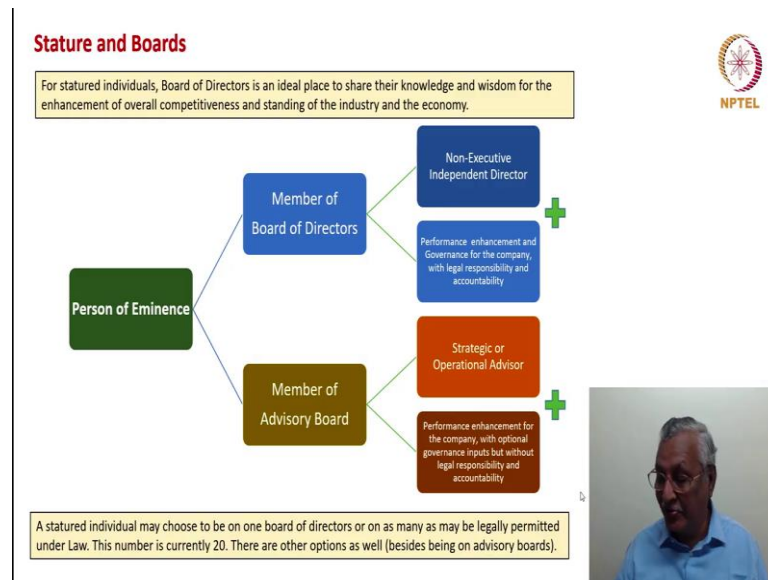
As I said there are many examples of leaders with title and stature. You have got T V Mohanadas Pai who was shining titleholder in Infosys. He was out of Infosys for long, but still continues to have the stature and as a result of that, he continues to have a great title as well. We have Satish Khanna who worked as the president of API business of Lupin and was responsible for turning around and growing that business.

He became an angel investor and adventurer explorer of the world from arctic and Antarctic sharing his knowledge and perspectives with several hundreds of followers. Meg Whitman upon leaving HP she became a political activist and philanthropist.

A G Lafley he left P&G as CEO in 2010. But when P&G was faced with the adversity, he came back to head P&G again and he did that with aplomb.

Stature is unique asset of leaders that needs to be tapped by organizations. Stature will also blossom into a cross industry phenomenon in which case leaders become resources for the industry and the economy.

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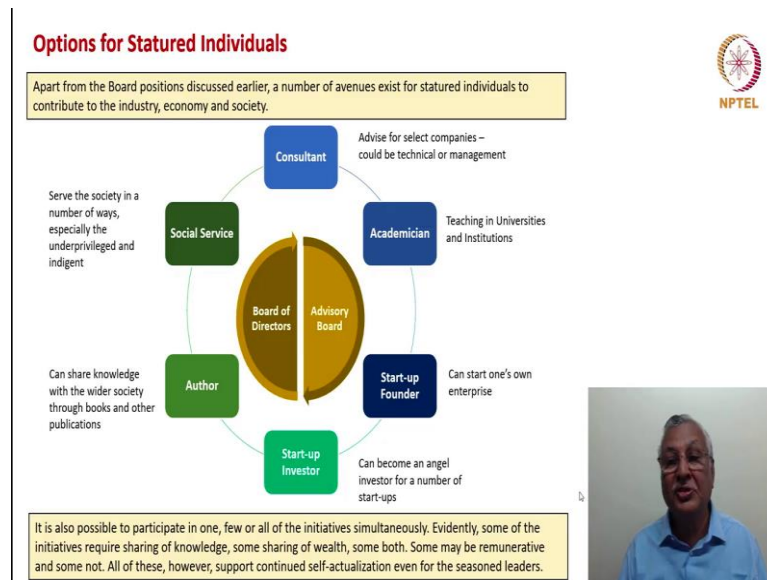


How does that happen? Any person of eminence could be a member of board of directors or member of advisory board for a company. These boards are ideal places for statured individuals to join and contribute their knowledge and experience. If you are a member of the board of directors, you could be non executive independent director and look for performance enhancement in governance for the company with legal responsibility and accountability.

When these two things happen together, you are definitely contributing to the growth of the organization need not necessary with day to day responsibilities which could distract you from fulfilling this very important governance activity. You could also be a member of advisory board as a strategic advisor or operational advisor and look at the performance enhancement for the company with the option of adding also the governance aspects of the company, but without legal responsibility and accountability.

These are the two ways in which persons of stature can contribute to organizations and entity. As a statured individual, one can be on several boards as per the current law ability it is 20, but there are various other options not even as a member of advisory board there could be several other options by which persons of eminence can contribute.

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The person can be a consultant, an academician, a startup founder, a start up investor, an author, a social service individual. A person of eminence can contribute in any of these six positions besides being a member of board of directors or advisory board. So, there is an eclectic mix of positions that are available for statured individuals to contribute to the firms, to the industry, economy and society. So, people of stature should not move into the cocoons, they should keep contributing throughout the broader world.

Similarly, organizations must not view the persons of stature only in terms of their age or their formal positions, they should be considered as wise, sagacious people, who have seen all of professional and personal life and have accumulated so, much experience with wisdom that organizations would continue to be benefited as long as they are in a position to provide those levels of inputs. To be able to do all that, we need continued self actualization even for the seasoned leaders.

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Exceptional Vision and Institution Building: Legendary Stature



Pioneering vision and building of industries vest in a leader an iconic status. Individuals of outstanding capability who build globally leading institutions and shape industries acquire a legendary stature.



Faqir Chand Kohli (19 March 1924 – 26 November 2020)

F. C. Kohli is considered the builder of Tata Consultancy Services (TCS), the most valuable corporate jewel in Tata conglomerate crown. He is also considered the Father of the Indian IT Industry.

Working initially in the electrical engineering and power industry, he visualized the importance of electronics and computing in the 1950s. After undertaking several senior level assignments in overseas companies and Tata group companies, F. C. Kohli set up TCS in 1969, and developed it as a leader in the global software industry.

Kohli headed several industry associations related to electrical engineering and software. Extremely knowledgeable and adroitly action-oriented, he was also extremely humble and simple. His sage counsel was sought on the Boards of several Tata Group companies.

He was a pioneering visionary who showed the way to build the Indian IT industry into global leadership. Recognizing his yeoman contributions, the Government of India recognized him with Padma Bhushan, India's third highest civilian honour. He received several other awards as well.



Apart from his corporate and industry leadership, F. C. Kohli is recognized for grooming a generation of professionals who would go on to become leaders of the industry. He was a true leaders' leader.

I want to demonstrate two types of individuals who demonstrated exceptional capabilities. One focused on visionary leadership, the leader built an institution, an industry for India and acquired legendary stature. Stature is not something that is necessarily associated with organizations and corporations, individuals of outstanding accomplishments acquire stature that is immense and that stands out as a legacy.

F. C. Kohli, he is considered the builder of Tata Consultancy Services, TCS the most valuable corporate jewel in the Tata conglomerate crown, he is also considered the father of the Indian IT industry.

Even at 96 years, he possessed such stature that he is considered the doyen of the IT industry and people wanted to be benefiting from his experience and expertise. In 2018 that is at his ripe age of 94 years, he was bestowed a great honour by the Government of Tamilnadu for his contributions to the IT industry.

He was working initially in electrical engineering and power industry after his masters from MIT, at that point itself he visualized the importance of electronics and computing in the 1950s. After undertaking several senior level assignments in the Tata Group, after certain assignments in the overseas companies, he set up TCS in 1969 as per the association with J R D Tata and developed the company as a leader in the global software industry.

Kohli headed several industry associations related to electrical engineering and software. Extremely knowledgeable and adroitly action oriented, he was also extremely humble and simple. His sage counsel was always sought after by the Tata Group companies especially the boards, which are of companies that are technology driven.

If you look at F C Kohli's life, he was a pioneering visionary who showed the way to build an entire industry for India, he built the Indian IT industry into global leadership through the pathways he demonstrated through TCS. Recognizing his yeoman contributions, the government of India recognized him Padma Bhushan, India's third highest civilian honour, he also received several other awards as well.

Apart from his corporate and industry leadership F. C. Kohli is also recognized for grooming a whole generation of professionals who would go on to become leaders of the industry. N Chandrasekaran previously the chairman of Tata consultancy services and currently the chairman of the entire Tata Group was a leader groomed by F C Kohli, he was therefore, a truly leader's leader.

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Exceptional Accomplishment and Legendary Stature

Stature is not something that is necessarily associated with organizations and corporations. Individuals of outstanding accomplishments acquire a stature that is immense and that stands out as a legacy.



S. P. Balasubrahmanyam (4 June 1946-25 September 2020)

S. P. Balasubrahmann (SPB or Balu, as he is also called) was a legendary Indian singer who was unparalleled for his melodious and mellifluous singing. His versatility in singing and the expressiveness in his voice were unmatched. He was also an accomplished music director, and a mentor for young singing talent through his signature "Padutha Theyyaga" programme on ETV.

SPB has to his credit nearly 45,000 songs rendered in Telugu, Tamil, Hindi, Kannada, Malayalam, and multiple other Indian languages authentically, over an astounding 54-year singing career. There is no singer in the world who sang so many songs, and whose voice remained as vibrant and energetic at 74 years of age as it was at 20 years.

A highly erudite, humble and charismatic person, SPB was a recipient the prestigious awards of Padma Shri and Padma Bhushan from the Government of India. He also received several awards from State Governments as well as other bodies over his illustrious multi-decade career.



Though not trained in classical music, SPB became a legendary singer and attained a stature of immortality in singing because of his never-ending quest for self-development and self-actualization capabilities.

Let us look at the great singing legend S P Balasubrahmanyam, he again demonstrates how exceptional achievement and legendary statures go hand in hand. Stature is not something that is necessarily associated with organizations and corporations. Individuals of outstanding accomplishments acquire a stature that is immense and stands out as a legacy.

There is no better definition, there is no better simplification of this than the life of S P Balasubrahmanyam. S P Balasubrahmanyam SPB or Balu as is also called was a legendary Indian singer who was unparalleled for his melodious and mellifluous singing.

His versatility in singing and the expressiveness in his voice were unmatched. He was also an accomplished music director and a mentor for a whole generation of young singing talent through his signature program Padutha Theeyaga program on ETV. SPB has to his credit nearly 45,000 songs rendered in Telugu, Tamil, Hindi, Kannada, Malayalam and multiple other Indian languages authentically, that is keeping to the tone, timber and expression of that particular language over an astounding 54 years singing carrier.

There is no singer in the world who sang so, many songs and whose voice remained as violent, as evocative and as energetic at the age of 74 years as it was for him at 20 years. A highly erudite person, a very humble gentleman and a charismatic expert. SPB was a recipient of the prestigious awards of Padma Shri and Padma Bhushan from the Government of India.


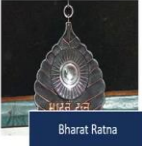






He also received several awards from state governments as well as other bodies over his illustrious multi decade carrier. Though not trained in classical music, SPB became a legendary singer attained a stature of immortality in singing because of is never ending quest for self-development and self-actualization capabilities.

He would say that I treat every stage performance as a test case, that was the faith he had in the importance of training, in the importance of mastery, in the importance of craftsmanship, in the importance of an expertise that is how leaders become great leaders. Individuals through their exceptional achievements, their exceptional self-actualization capabilities they become legendary people they acquire stature, which is legendary for any field.

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Need to Celebrate Stature

The World recognizes and celebrates stature. The awards and recognitions span multiple domains. Some such as Nobel Prizes and Oscars remain the ultimate awards in their domains. India has several distinguished civilian awards that recognize talent, achievement and stature of individuals.



Industry Associations and other organizations also have certain awards. The awards and recognitions must be made more in number, granulated into domains, and stature celebrated more expansively. Intellectual stature of accomplished individuals is a social inspiration and factor of national comparative advantage too.

Therefore, there is a need to celebrate stature. The world recognizes and celebrates stature the awards and recognitions do span multiple domains. Some such as Nobel Prizes and Oscars remain the ultimate awards in their domains, India too has several distinguished civilian awards that recognized talent, achievement and stature of individuals.

But the leadership bandwidth in India is very huge, we are country of 1.3 billion population and several million professionals and several thousand if not lacks of leaders with great working performance and great futuristic potential. We need to have industrial organizations and associations going even more granular than they are in instituting awards that recognize and celebrate leadership.

That recognize and celebrate stature that bring stature into the mainstream of leadership recognition so, that individuals are inspired to add mastery to whatever they do as leaders. The recognitions, rewards provided to such accomplished individuals is a social inspiration and a factor of national comparative advantage too.

So, we need to recognize, we need to celebrate stature in organizations, in our social firmament and we need to appreciate the overriding importance of stature compared to anything else to ensure that India has got the greatest of competitive advantage and comparative advantage as we move forward globally.

Thank you we meet in the next lecture.