

Leadership for India Inc: Practical Concepts and Constructs
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Week - 07
Leadership Development and Succession
Lecture - 35
Stage and Stature

Hi Friends, welcome to the NPTEL course Leadership for India Inc: Practical Concepts and Constructs. We are in week 7 discussing Leadership Development and Succession. In this lecture, we will focus on Stage and Stature.

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Made by Others, and Self-made

This course seeks to fulfill the premise that leaders are both made by others, and self-made. Leaders can turn their firms into perpetual corporations based on positive leadership, but leaders can also unmake themselves and destroy their firms through narcissistic leadership. The course emphasizes practical and positive leadership.



Leadership is based on competencies	Leadership comes with high expectations
It is also dependent on interpersonal skills	It also perpetuates implicit following by team members

It is not unnatural, therefore, that the precept and practice of leadership are tinted with a significant amount of professional fiction. It is necessary to clear the field of leadership development of mythical folklore and reinforce it with practical truism. This course has been endeavouring to accomplish that.



As I said before also, this course seeks to fulfill the premise that leaders are both made by others, and self made. Leaders can turn their firms into perpetual corporations based on positive leadership, but leaders can also unmake themselves and destroy their firms through narcissistic leadership. This course emphasizes practical and positive leadership.

There are four elements of leadership which you must bear in mind. Two are positive and two are negative. Positive in the sense that leadership is based on competencies. It is also based on interpersonal skills. Though not negative, the one which could lead to high levels of ego is that leadership comes with high expectations, and once high expectations are fulfilled, leaders may feel a little egoistic.

It also perpetuates implicit following by team members. These are the two negatives of successful leadership. It is not unnatural, therefore, that the percept and practice of leadership are tinted with a significant amount of professional friction as well as folklore. It is necessary to clear the field of leadership development of mythical folklore and reinforce it with practical truism.

This course has been endeavoring to accomplish that with several theoretical concepts, practical constructs and also case study examples several of them with very Indian orientation.

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Myths and Facts

While there are several mythical propositions on leadership development, a few are striking for their popularity.

Myths	Facts
1 A leader is born and not made	Leaders can be developed with education and experience
2 Only top-rung institutions can turn out global leaders	Not necessarily
3 The higher one goes, the more macro one needs to be	Both macro and micro essential at all levels
4 Business skills are more important than technical skills at higher echelons	Both business and technology skills essential at the apex
5 Leadership skills are fully portable across industries and geographies	Not necessarily; depends on the industry, market and leader

While there may be a shade of truth in each of the above propositions, these are more mythical than real in the practical leadership perspective. Each of these can be considered for its respective reality and unreality.

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There are several mythical propositions on leadership development, but few you are striking for their popularity. So, I place before you the myths and facts. 1, a leader is born and not made. The fact; however, is that leaders can be developed with education and experience. Myth number 2; is that only top rung institutions can turn out global leaders. It is not necessary that you need to be from Ivy League Institution or an IIT or an IIM to be able to be a global leader.

Myth number 3; the higher one goes the more macro one needs to be. Both macro and micro are essential at all levels. 4; business skills are more important than technical skills at higher echelons. Again, the fact is that both technology and business are very much required at the apex level.

Leadership skills are fully portable across industries and geographies, that is the myth number five. Not necessarily again, it depends on the industry, market and the leader. While there may be a shade of truth in each of the above propositions to varying degrees, these are more mythical than real in the practical leadership perspective. Each of these can be considered for its respective reality and unreality.

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Myth 1: Born Leader

There is no individual who is born as a leader. Even in family owned companies, leaders who appear to be 'born leaders' need to and do go through a gruelling process of development. Families which thrust leadership on their scions without merit and grooming pay the price in terms of failure of firms.

The 'born leader' myth is so widespread that even self-made leaders who come up the hard way to apex positions often take the position that leadership needs to come naturally when they evaluate others.

The hypothesis has a grain of truth in that a certain basic personality disposition—especially one oriented towards achievement—is indispensable for a leader.

It is more true, however, that most other leadership attributes can be developed through education and experience.

In many cases, leadership would be latent and requires the right circumstances and right coaches to bring it into the open.

Global steel tycoon Lakshmi Mittal was born into a poor family in Rajasthan but became a self-made industrial magnate through self-development and business acumen

Given that there would be an innate element of leadership, individuals need to discover themselves while family and friends also have a role in motivating individuals to try out various leadership opportunities, curricular or extra-curricular and commercial or non-commercial.

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Let us look at born leadership myth. There is no individual who is born as a leader even when a leader believes that he or she is born as a leader. The fact is that the person is not born as a leader. Even in family owned companies, leaders who appear to be born leaders need to and do go through a grueling process of development. Families which thrust leadership on their scions without merit and grooming pay the price in terms of failure of firms.

The born leader myth is so widespread that even self made leaders who come up the hard way to apex positions often take the position that leadership needs to come naturally when they evaluate others. The hypothesis does have a grain of truth. One needs to be slightly oriented towards achievement from the beginning of life to be having some kind of leadership ambition, but that does not mean that he is born with that trait, and with that trait alone he or she can be a leader, that is absolutely wrong.

It is more true; however, that most other leadership attributes apart from this personality disposition towards achievement can be developed through education and experience. In

many cases, leadership would be latent and requires the right circumstances and write coaches to bring it into the open.

Let us take the example of steel tycoon Lakshmi Mittal, he was born into a poor family in Rajasthan. But he became a self made industrial magnate through self development and business acumen. It is similarly true of several other industrialists, several other business persons who made it. They all came from very humble, very normal or even sub normal backgrounds. So, the myth that a leader needs to be born as a leader is completely false and misplaced.

Given that there would be an innate element of leadership, individuals need to discover themselves while family and friends also have a responsibility in motivating individuals to try out various leadership opportunities, curricular or extracurricular and commercial or non commercial.

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Myth 2: Ivy League

Ivy League institutions (including Indian ones such as Indian Institutes of Technology and Indian Institutes of Management) succeed in getting the cream of high-calibre students and shaping them up through intense classroom and laboratory pedagogy. They also provide excellent placement opportunities in big firms.

In the US, Ivy League graduates are vastly overrepresented in positions of corporate and political leadership: Almost a third of officers and directors in the corporate elite earned undergraduate degrees from elite schools.


But overrepresentation is far from dominance. In a comprehensive 2017 study of "3,990 senior executives drawn from 15 sectors, including government," researchers at the University of California at Riverside found that barely 10 percent attended Ivy League colleges.


Attending an Ivy League college is far from a prerequisite for leadership in America's major institutions. So is it in India. Many corporations are headed by individuals who went through good educational institutions but not necessarily the Ivy League type.


AM Naik who built L&T of today graduated in mechanical engineering from Birla Vishwakarma Mahavidyalaya Engineering College in Gujarat, for example.

Source: <https://www.washingtonpost.com/archive/local/2017/05/02/myths-about-the-ivy-league/2017-05-02/>

In India 'IIT and IIM' combination has a magical attraction for corporations. If the premier institutes such as the IITs and IIMs are pursued for providing a fast-track to apex positions, one reason lies in the competitive dynamics of entry into and study in such institutions. However, over the decades of work performance, on the job accomplishments and continuous education trump the Ivy League roots.







Myth number 2; that you need to graduate from an Ivy League institution including Indian ones such as Indian Institutes of Technology and Indian Institutes of Management to be able to get the best of leadership positions. It is true that Ivy League institutions, especially the IITs and IIMs succeed in getting the cream of high calibre students and shaping them through intense classroom and laboratory pedagogy.

They also provide excellent placement opportunities in big firms, that is up to a particular level and caters to only a small percentage of the whole leadership universe. In the US, Ivy League graduates are vastly over represented in positions of corporate and political leadership. Almost a third of officers and directors in the corporate elite earned undergraduate degrees from elite schools.

However, over representation is far from dominance. In a comprehensive 2017 study of 3990 senior executives drawn from 15 sectors including government. Researchers at the University of California, found that barely ten percent attended Ivy League colleges. Attending an Ivy League colleges is far from being a prerequisite for leadership in America's major institutions.

So, is it in India. Many corporations are headed by individuals who went through good educational institutions had good scholastic records, but not necessarily the Ivy League type. A M Naik who built L&T of today graduated in Mechanical Engineering from Birla Vishwakarma Mahavidyalaya Engineering College in Gujarat, which is a good institution, but probably not put in the same class as Ivy League institutions, yet he built one of the largest global construction and infrastructure building powerhouses.

So that is what it takes to get into business leadership not necessarily Ivy League education. Well it may help. In India, IIT and IIM combination has a magical attraction for corporations. If the premier institutes such as IITs and IIMs are pursued for providing a fast track to apex positions, one reason lies in the competitive dynamics of entry into and study in such institutions.

However, over the decades of work performance, on the job accomplishments and continuous education trump Ivy League roots. That people who do not go through Ivy League institutions should be aware of and should be confident about as well.

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Myth 3: Macro Touch

Corporate leaders are often advised to take the macro view or 'big picture view' of their firms, rather than get involved in micro aspects. This again is fallacious because both macro and micro are mutually dependent.




R J Shahaney built Ashok Leyland as a technology powerhouse in trucks and buses during his term as the first Indian Managing Director of the company from 1977 to 1998

He certainly took a long term view, otherwise the facilities he set up and the products he operationalized would not still be critical to AL's business even several decades later

At the same time, he was micro-focused on driving the regular prototype developments on one hand and daily production delivery on the other.

The understanding of what drives a process and product came from a focus on the micro – how ground level efficiencies add up to business level competitiveness

Any indoctrination, whether from education or experience, which suggests that leadership is only all about things macro must be eschewed. Both macro and micro need equal emphasis.



Myth number 3; macro touch, corporate leaders are often advised to take the macro view or big picture view of their firms rather than get entangled in micro aspects. This again is very fallacious because both macro and micro are mutually dependent. R J Shahaney, the famed chairman and managing director of Ashok Leyland, he built the company as a technology powerhouse in trucks and buses during his term as the first Indian managing director of the company from 1977 to 1998.

He certainly took a long term view, otherwise the facilities he set up and the products he brought into the company would not still be critical to AL's business even several decades later. At the same time, he was micro focused on driving the regular prototype developments on a very periodic basis on one hand and daily production delivery on the other hand.

The understanding for Mr. Shahaney of what drives a process and product came from a focus on the micro. How ground level efficiencies add up to business level competitiveness. It was his greatest hybrid combination as a leader for him. Any indoctrination whether from education or experience which suggests that leadership is only all about things macro must be eschewed. Both macro and micro need equal emphasis.

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Myth 4: Business of Technology

That technical skills are less important as one moves up towards leadership positions is a fallacy. Nothing can be farther from truth in an era where technology and its deployment are the fundamental differentiators.




If post Covid, airlines, theatres and malls need to be back in favour once again, symptom detection technologies, air filtration technologies, and personal protection technologies are critical.

If aircraft have to be viable with lower occupancy, different technology-driven configurations of aircraft bodies and engines are required.

Chips and sensors power today's new products such as autonomous cars and robots; even yesterday's software companies are driving into new horizons of hardware technology.

New technologies are being continuously explored by Alphabet, the parent company of Google – representing an exploration and realization of Industry 4.0 as a synthesis of human, digital and mechanical systems.

In the Indian context, it is not management over technology or the other way but it is technology that is leveraged by leaders and managers to find appropriate and novel industrial and business solutions.



Myth number 4; Business and Technology. That technology is less important as one moves up towards leadership position is zeppelin fallacy. We have considered in an earlier lecture that business leaders may not be technologist and scientists per say, but they must have acute and critical awareness of how technology can be deployed to improve products and services and enhance businesses.

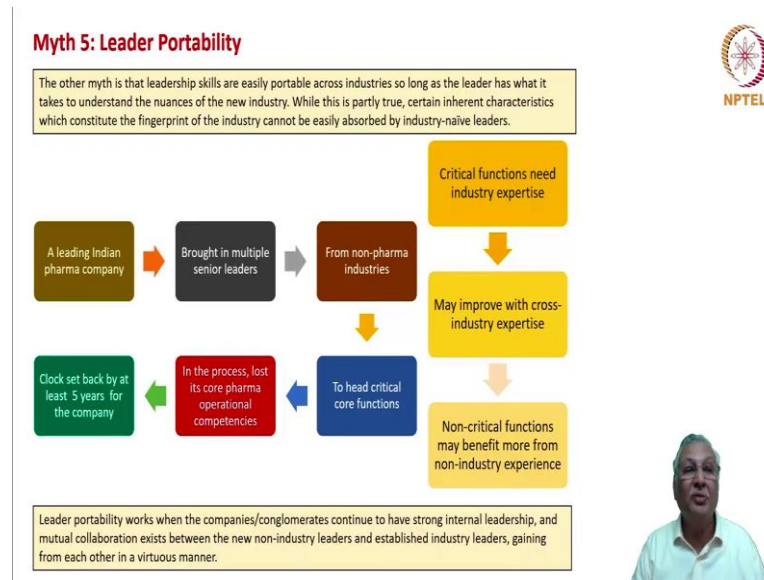
Therefore, nothing is farther from truth that technology is not required at higher levels. Technology and its deployment are the fundamental differentiators for great leaders. If post Covid, airlines, theaters, malls and various other tourism related or entertainment related or travel related infrastructure elements need to be back in favour once again, many technological improvements enhancements and innovations are required.

Symptom detection technologies, air filtration technologies, personal protection technologies are critical. If aircraft have to be viable with lower occupancy, different technology driven configurations of aircraft bodies and engines are required. Chips and sensors power today's new products such as autonomous cars and robots; even yesterday software companies are driving into new horizons of hardware technology.

New technologies are being continuously explore the parent company of Google. You can see the map which is shown above. It represents an exploration and realization of industry 4.0 as a synthesis of human, digital and mechanical systems. In the Indian context, it is not management over technology or the other way, but it is technology that

is leveraged by leaders and managers to find appropriate and novel industrial and business solutions. That is the prime requirement for the developing nation that we are today.

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Myth number 5; Leader Portability. The other myth is that leadership skills are easily portable across industries. So, long as the leader has what it takes to understand the nuances of the new industry. While this is partly true, certain inherent characteristics which constitute the fingerprint the signature aspects of the industry cannot be easily absorbed by industry naive leaders.

A leading Indian pharma company brought in multiple senior leaders from non-pharma industries and they were asked to head critical core functions, in the process the firm lost its core pharma operational competences which were built over 3 decades. Clock was setback back by at least 5 years for the company. Critical functions definitely require industry expertise and relevant technical capability.

One may improve with cross industry expertise, that does not mean that critical functions can be run by such leaders. Non critical functions may benefit more than other functions in respect of non industry experience. So, leaders have to have some balance in terms of industry naive generic capability and industry specific detailed technical knowledge or working knowledge.

Leader portability works when the companies', conglomerates continue to have strong internal leadership, and mutual collaboration exists between the new non industry leaders and established industry leaders, gaining from each other in a virtuous manner. So, these five myths are obviously not sustainable in practice and the facts are otherwise.

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Facts

Just as certain myths as discussed exist in the folklore of leadership, certain facts do exist in the reality of leadership. Certain facts of leadership development are often obfuscated in the mythical folklore of leadership.

A CEO needs to be simultaneously competent in multiple domains internally, and adept in engaging with multiple stakeholders externally

One or two dominant characteristics of successful leaders cannot be equated with the essence of successful leadership in a generic format

Leaders do slip up at times, either in strategy or execution—however, leaders who are successful overall tend to be astute enough to pull back in time from mistakes

Many times, however, undue premium is placed on the infallibility of a CEO, which tends to get questioned only after he or she moves out

The most successful CEO is one who has the ability to manage a leadership bench of near equals and potential successors than a bench of distant runners to leadership positions

Here again, the folklore is that leaders cannot develop under titans—this course proposes a methodology to dispel such notions

Domain competency (few or many), leader accomplishment (relative fallibility or infallibility), and leadership of leaders (near equals or distant runners) are three critical facts of practical leadership.

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Certain facts of leadership development are often of obfuscated in the mythical folklore of leadership and we need to uncover them. A CEO needs to be simultaneously competent in multiple domains internally and adapt and engaging with multiple stakeholders externally. This is an assumption.

That is, you are expecting something extraordinarily brilliant and craftsmanship wise in terms of the leadership. Certainly one or two dominant characteristics of successful leaders would be there; however, they cannot be equated with the essence of successful leadership in a generic format. The leader would still need people with similar expertise, similar craftsmanship in other functions and other domains and together everyone has to gel as a leadership team.

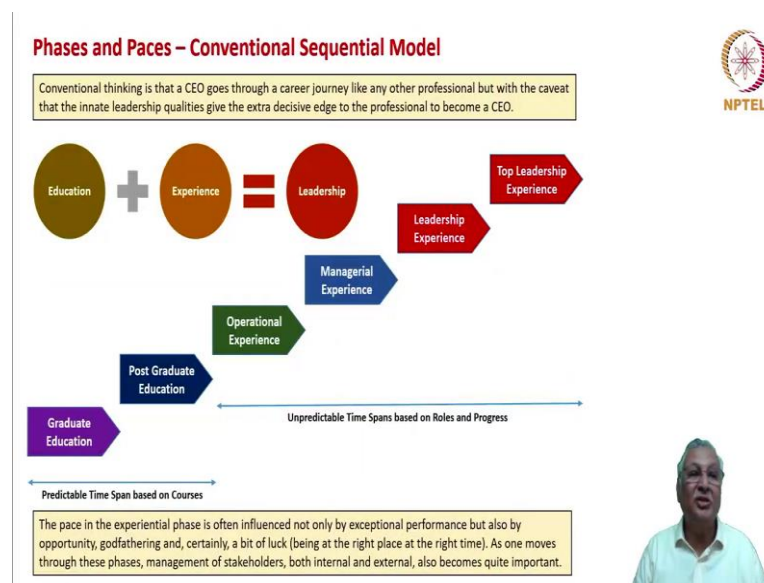
The second point is that leaders do slip up at times, either in strategy or execution; however, leaders who were successful overall tend to be astute enough to pull back in time from mistakes. That is very fundamental. No leader is superhuman, no leader is extraordinary to the point that you would never commit a mistake in either strategy or

execution many times; however, undue premium is placed on the infallibility of a CEO which tends to get questioned only after he or she moves out.

The most successful CEO is one who has the ability to manage a leadership bench of near equals and potential successors than a bench of distant runners to leadership positions. This is again a fact, but the folklore is that leaders cannot develop under titans. This course proposed already a methodology to dispel such notions when we talked about bonsai managers and banyan leaders and how leaders should develop other leaders and how young aspirants can develop themselves without being unduly trammled by the leadership influences.

Domain competency few or many, leader accomplishments relative fallibility or infallibility, and a leadership of leaders near equals or distant runners are the three critical facts of practical leadership. There could be folklore which may have misty outlook on them, but the real facts are these.

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We should also look at the phases and paces by which a leader is expected to progress. The conventional thinking is that a CEO goes through a career journey like any other professional but with the caveat that the innate leadership qualities give that extra decisive edge to the profession to become a CEO.

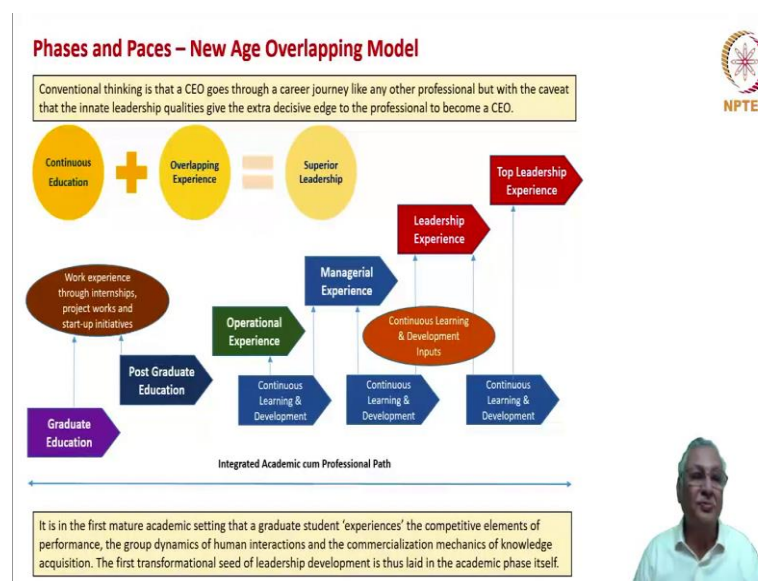
So, the expectation is that education plus experience is equal to leadership. We also said that, we also said that in addition to education and experience instinct and intuition must be required. But, looking at education and experience at this moment, the conventional wisdom is that you go through graduate education then you go through post graduate education, in some cases you may go through doctoral studies as well.

These are educational learning processes which have predictable time span based on the courses one takes. Thereafter, the leader is expected to travel through a completely unpredictable time span based on the roles and progress. So, you start with an operational experience, then you secure managerial experience, then you transform into leadership experience and finally, all of these culminates in top leadership experience.

This is the sequential model of development from education level to the top management or top leadership level. The pace in the experiential phase is often influenced not only by exceptional performance but also by opportunity, godfathering and, certainly a bit of luck being at the right place at the right time.

As one moves through these phases, management of stakeholders, both internal and external, also becomes quite important. But I would also suggest that you can flip this model in terms of a simultaneous model while retaining certain of the sequential aspects.

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I would suggest the continuous education together with overlapping education leads to superior leadership. Earlier models said, that education plus experience is leadership it is a vanilla model. What I would say is that continuous education together with overlapping experience leads to superior leadership. It gives that extra decisive edge to be able to be a differentiated CEO.

So, in this model, I would not specify that the first two aspects that is, graduate education and post graduate education belong to one phase of education, and thereafter it is all experience and nothing else. I would also not say that the first phase is highly predictable in terms of the time spans and the rest of it is completely unpredictable. It is context specific, role specific, that is what the sequential model says. I would say that right from the graduate education to the end of your career, you must view it as an integrated academic come professional path.

Even while you are in graduate education and postgraduate education, you should explore very actively work experience through internships, project works, and start up initiatives. These even if they are not a part of the course work must be sought after by you as your personal initiatives, so that you gain the necessary exposure.

Once you are in the experiential zone, that is in the shop floor or in the office sitting or in the field, the operational experience starts; however, continuous learning and development should be a continuous input for you in through all these four phases. When that happens, you will get superior leadership, because it is one single phase of continuous learning and continuous experiencing. While in the academic institution the general expectation is that you are educated within quotes and you gain knowledge.

But one must bear in mind that it is in the academic institution that you get the first whiff of what it means to be experienced, because we experience the competitive elements of performance even in the academic institution. The group dynamics of human interactions get known at that point itself. The commercialization mechanics of knowledge acquisition get known when you have pre placement offers and the placement offers.

Therefore, the first transformational seed of leadership development is laid in the academic phase itself and you should be open from that phase onwards to be an experienced individual in the sort of approach that leadership requires.

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Tech-Savvy CEOs

Similarly, in today's fast changing technological world, knowledge acquired decades ago in the classroom would be of little help in successfully achieving and sustaining the CEO position. Each decade in the five decades that have gone by has seen the emergence and embodiment of new domains of knowledge.

New technologies are driving accelerated development of Industry 4.0

Biotechnology and molecular biology are now passé in medicine. Biological engineering, nanotechnology, and regenerative medicine are the new futuristic domains.	Electronics is the core of communications and computing, no doubt, but media communications, artificial intelligence, machine learning, quantum computing and robotics are influencing the emergence of new lifestyles and industries.	Massive changes in material technologies are underway, with the use of precious metals and rare minerals in new engineering applications, for example - gold and silver in electronics and communication gadgets, rare earths in automobile applications and polymers and nanomaterials in pharmaceutical applications.
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By being up to date in such new technologies, the CEOs in leading companies such as Apple, Samsung, Sony and Toyota are ensuring that their companies remain ahead of competition. The new-age CEO needs to reprioritize his or her attention from stakeholder management to absorption of new customer-centric technologies if he or she intends to be a successful CEO.



Similarly, in today's fast changing technological world, knowledge acquired decades ago in the classroom would be of little help in successfully achieving and sustaining the CEO position. Each decade in the 5 decades that have gone by has seen the emergence and embodiment of new domains of knowledge.

If you extrapolate this past with the accelerating future, you can imagine that in the next 5 decades of your experience as a practical professional or as a practical manager and a leader the technologies that you would experience would be far more numerous and far more challenging. Already, new technologies are driving accelerated development of industry 4.0.

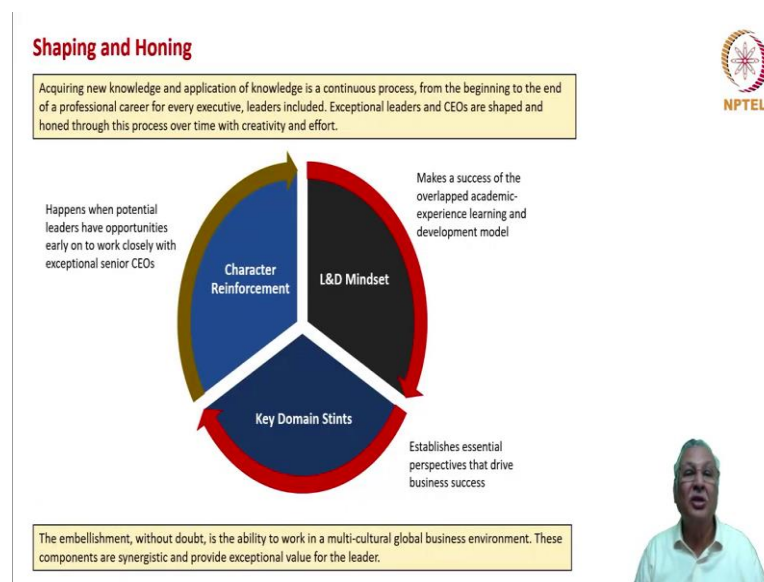
If we just want to look at three verticals, biotechnology and molecular biology are no longer the things, they are passé in medicine. Biological engineering, nanotechnology, regenerative medicine, precision medicine these are the new futuristic domains. Electronics is the core of communications and computing even now, but media communications, artificial intelligence, machine learning, quantum computing, robotics and various other digital, advanced digital technologies are influencing the emergence of new lifestyles and industries.

Massive changes in material technologies are underway. The use of precious metals and rare minerals in new engineering applications, is at one stage inevitable, but at the other end people are continuously trying to invent, discover new materials and new

applications, so that the pressures on the earth are minimized. So, these are the kinds of technological changes that are being witnessed already, and 5 years down the road who knows the momentum would even further accelerate.

By being up to date in such new technologies, the CEOs in leading companies such as Apple, Samsung, Sony and Toyota are ensuring that their companies remain ahead of competition. The new age CEO therefore, needs to prioritize his or her attention from stakeholder management only to absorption of new customer centric technologies also, that is very important.

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Then how do we shape ourselves, how do we benefit from whatever stage we have as executives, managers and leader? The company you enter into is a stage for you to set up your leadership profile, and that stage can by itself enhance your leadership profile, provided you do a few things appropriately.

One; Character Reinforcement. People judge other people by their character. Character reinforcement happens when potential leaders have opportunities early on to work closely with exceptional senior CEOs. I have talked about Indian leaders who have got exceptional character, exceptional professional rectitude and exceptional professional competence, and if you work with such leaders definitely the character will be reinforced.

Second; L&D Mindset. We can learn a lot from educational institutions, a lot from the actual job that you are doing, but you should look beyond that, you should make a success of the overlapped academic experience learning and also the continuous L&D capabilities and frameworks that are now available.

The fact that you are doing this course itself is reflective that you all have an L&D mindset, you want to go way beyond whatever you have accepted as regular course work or accepted as regular official work. You want to develop yourself further. This is the L&D mindset which will see you through the journey of leadership development successfully.

And, most importantly again, Key Domain Stints. There are certain key domains of any product based or service based company which you must ingrain in your professional psychology and in your professional competence. Because, this key domain stint experience establishes certain essential perspectives that will drive your business success.

Of course, compared to all of these things nothing could be more important, but as I said there are always these ESG factors which you must keep in mind which comes through the character building, environmental empathy, social responsibility and corporate governance.

In today's world, apart from all of these things you need a multicultural global business environment to be handled by you. You may be an Indian executive working in India, but you will deal with global executives. You may have the opportunity to go global as well and work in a completely different environment, but you should have global cultural mindset.

These components are by no means the final and ultimate components, because leadership is so complex and multidimensional, it would be kind of full hearty to say that we need to focus only on these three aspects and I am done with leadership, it is not so. But, as we look at one aspect of leadership, certain things become extremely important and relevant.

We will focus on those things as we discuss in a particular lecture, but you should be able to connect all these inputs which come through these 62 lectures into one holistic

leadership mindset and apply it in your day to day life, also in your strategic frameworks as an executive, as a manager and as a leader.

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Continuous L&D

A positive mindset for continuous learning and improvement is crucial for a CEO to keep his firm ahead of the competitive knowledge curve. Learning is multi-dimensional, as the graphics illustrate.

Continuous L&D must focus on STEM

Science

Technology

Engineering

Management

Learning while Applying, and Applying while Learning

Domain Learning

Practice Learning

One-time Learning

Continuous Learning

Leaders must have the ability to grasp new domains and internalize the core features of the domains that are besides his or her academic expertise. STEM must be the focus of continuous L&D processes all through one's academic and professional life. Some could, of course, specialize more on any of these but basic STEM L&D is a must for all.

What does continuous L&D mean? To have a continuous L&D mindset, you should respect continuous learning and improvement as a crucial input for the CEO to keep his firm ahead of the competitive knowledge curve. Learning is multidimensional, as this graphic below illustrates. Domain learning is one aspect, practice learning is another aspect, one time learning third aspect, and continuous learning is the fourth aspect.

While you are on a job continuous learning is the mode which is to be adopted by you, and at times you may take a break and get into one time learning. There are programs offered by several institutes, including IIM Calcutta, IIT Madras and couple of other IITs, which provide experienced manufacturing leadership programs as an example.

You can take up such one time learning programs as well. But continuous L&D in today's circumstances must focus on STEM science, technology, engineering and management, all the four are essential aspects. While we refer STEM as science, technology, engineering and mathematics, I have made a slight departure to say that stem in our context science, technology, engineering and management, because if so factor, the first three science, technology and engineering already incorporate a level of mathematics that is required.

For your arithmetical, algebraic, geometrical and various other aspects of mathematics. Leaders must have the ability to grasp new domains and internalize the core features of the domains, that are besides his or her academic expertise. And you may specialize in more than one discipline, but basic stem L&D is a must for all.

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Specialization with Diversity

Foundational learning (academic L&D) and continuous learning (on the job L&D) need to be on multiple dimensions, covering both hard and soft skills, ranging from science, engineering and technology to human, organizational and social behaviour as well as national cultures.




It is important to distinguish the one-time asset of acquired knowledge with creative ability to apply it in practice, and the diligent ability to continuously grasp new knowledge.

It is not mandatory that the CEO of an engineering firm needs to be an engineer or that the CEO of a finance firm needs to be an accountant. However, grasp beyond the core is essential.

In all such cross-domain leadership instances, multi-functional grasping and learning power coupled with openness towards learning made great leaders truly outstanding CEOs

The Virtuous Knowledge Cycle

To move successfully on the leadership stage, four core domains are critical – no CEO aspirant can ignore any of these. Four ecosystem factors are influential. All leaders must be sensitive to these.



How do you specialize with diversity? Because foundation learning gives you specialization along with diversity. But how do you build that? When I say, academic education gives specialization along with diversity, you might have experienced it already. Like you have a few generic courses, the foundation courses in the 1st semester or and the 2nd semester.

There upon, slowly the depth becomes sharper. You are expected to focus on a few disciplines and keep on acquiring, but at the same time today's new age curricula allow you to take any number of credits depending upon your aptitude and become a much more all rounded individual.

So, you can cover both hard and soft skills, you can cover science, engineering and technology; you can cover human, organizational, social behavior; you can go also into social sciences, regardless of the main course you are pursuing. You have to therefore, differentiate between one-time asset of caned acquired knowledge and the creative ability to acquire additional knowledge based on your aptitude.

Similarly, you should understand the creative ability to apply it in practice and also the diligent ability to continuously grasp a new knowledge. So, as I said, the CEO of an engineering firm need not be an engineer CEO of a finance firm need not be an accountant. We have enough examples of things being otherwise with great success; however, a grasp beyond the core is essential.

In all such cross domain leadership instances, multifunctional grasping and learning power coupled with openness towards learning made great leaders truly outstanding CEOs. That is how I refer to Sundararajan and Seshasayee as being financial wizards, but having technical wizardry also in their capability spectrum. RJ Shahaney was engineering expert; however, he was a financial expert and legal expert too.

It is this characteristic that made such leaders great leaders. This is true of R C Bhargava, this is true of V Krishna Moorthy, S V S Raghavan. You name any great professional leader; you will find that this is the common characteristic. A core knowledge and the ability to grasp additional core beyond the core that has been acquired as part of education.

To move successfully on the leadership stage four core domains are critical. No CEO aspirant can ignore any of these four. And similarly, there are ecosystem aspects which are very influential. These are also things which must be in this sensitivity spectrum of a CEO. Let us look at those things.

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Core Domains and Key Influencers for Leadership Development

Wealth is generated principally through four key domains that deal with research, manufacturing, marketing and customers. Each aspirant leader needs to be experienced in one or more of these. Leaders also influenced by nurturing leaders, customers, national and global environment.


4 Core Domains	
R&D	Manufacturing
Marketing	Projects


+

4 Key Influencers	
Leaders who nurture	Global environment
Customers	National environment

Corporations can typically set the stage for leaders to self-select and grow based on the above 8 factors

The above eight factors set the stage for leadership progression for any individual. The sequence and the manner in which these are absorbed could vary based on the individual and organizational contexts.





The four core domains or R&D manufacturing, marketing and projects. If as an executive you acquire expertise and skill level in these four core domains, you understand the basic value chain of a company. You will understand the basic value chain of the business that you are running.

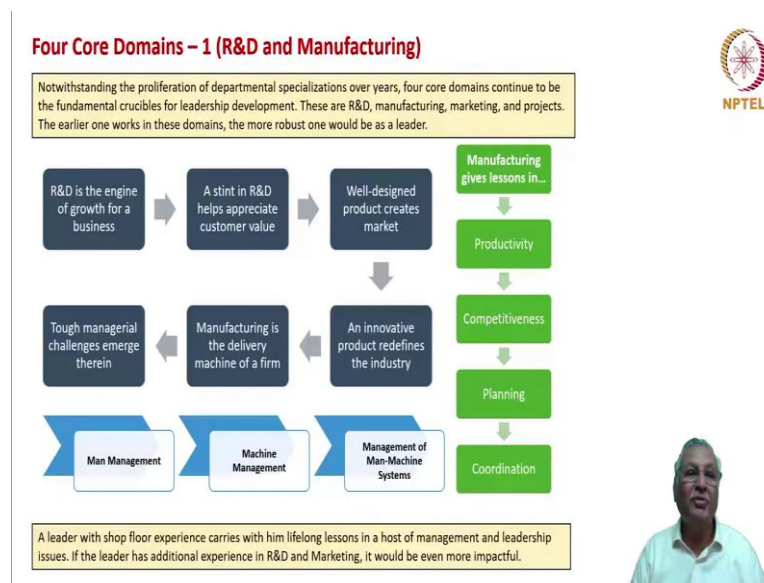
If you look at the 4 key influencers on you as a leader, there are 4 factors. 1; leaders who nurture you, 2; the customers you make your business, 3; national environment which provides the solid base for the start of your business and growing of your business and finally the global environment which presents enormous opportunities for you to become a global company.

Corporations can typically set the stage for leaders to self select and grow based on the above eight factors. Wealth is generated through these four domains; R&D, manufacturing, marketing and projects. It does not mean that the other enablers are not important, they are very much important.

Like, supply chain is important, vendor development is important, digital information technology is important, but products are developed in R&D, products are manufactured in operations, products are sold in the field to the customers and projects are established, so that all of these things can take place.

Similarly, the key influencers also matter a lot. We should recognize these 4 core domains and 4 key influencers as we set ourselves up for leadership success. As I said, the above 8 factors at the stage for leadership progression for any individual. The sequence and the manner in which these are absorbed could vary based on the individual and organizational context.

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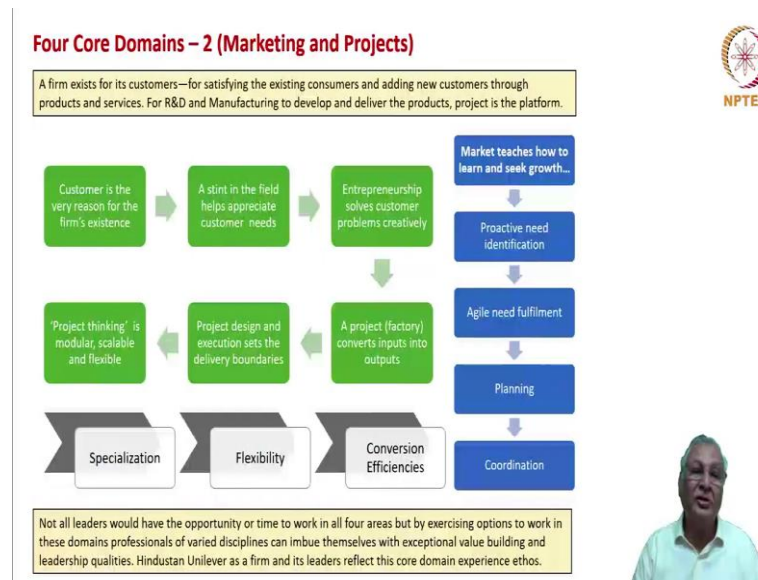
Let us look at R&D and manufacturing together. Notwithstanding the proliferation of department specializations over years, these four core domains are important as I said; out of these R&D, manufacturing are the primary drivers of product development. R&D verily is the engine of growth for any business; a stint in R&D helps appreciate customer value and product functionality.

A well designed product creates a market, an innovatively designed product even creates an industry. Having said that, manufacturing is required to convert that product design into a product that can be commercially sold. So, manufacturing is the delivery machine of the firm. Tough managerial challenges emerge therein in the manufacturing field.

Manufacture gives several lessons to prospective leaders; productivity, competitiveness, planning, coordination, ability to deal with large numbers of workers, ability to deal with day to day pressures, shortages, surpluses, inventory management. If you have worked successful in a manufacturing environment, you can potentially, you can work successfully under any pressure situation in leadership journey.

A leader with shop floor experience carries with him lifelong lessons in a host of management and leadership issues. If the leader has additional experience in R&D and Marketing, as well it would be highly impactful for the leader.

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Let us look at the other two domains; Marketing and Projects. A firm basically exists for its customers, for satisfying the existing customers and adding new customers through products and services. For R&D and Manufacturing to develop and deliver the products, project is the platform. So, on one hand, we have the customer as the very reason for the firms' existence.

Instinct in the market place will help you understand the customer needs, how customer responds to your product, how the customer could be using your product in a completely different way and how the product could be improved. Even a drug, which is designed and developed with very clear purpose in mind is being repurposed in actual medical practice and that has been at saving lives as well in the Covid situation and repurposing of drugs of reliable use of drugs is a common practice.

So, if you are a very watchful and very sensitive marketing leader, you will be able to appreciate these changes that are taking place in the medical prescription field and provide valuable feedback for the company to take up such developments. So, such entrepreneurship solves customer problems creatively.

Design thinking, as you work in the field will help you discover problems which even the customers have not discovered and help you come up with solutions that the company may benefit from. Looking at the project, a project or a factory will convert inputs to outputs. Optimal project design and execution sets the delivery boundaries.

While talking about the environmental sustainability, I spoke about an optimal project design helping you to reduce the emissions, to reduce the pollutions and to make the environment more sustainable, that is possible. So, project design and execution sets the base for you to exercise a higher level of ESG leadership when you are progressing through the leadership journey. And project thinking is modular, scalable and flexible.

You should have that ability. There is no point in setting up a huge projects, just because you expect a demand profile 5 years down the road or 10 years down the road. You should be able to modularize the project profile, so that you can start with low fixed cost and scale up gradually as the demand goes up and that will happen only when you understand how projects are actually set up and how they are run in practice.

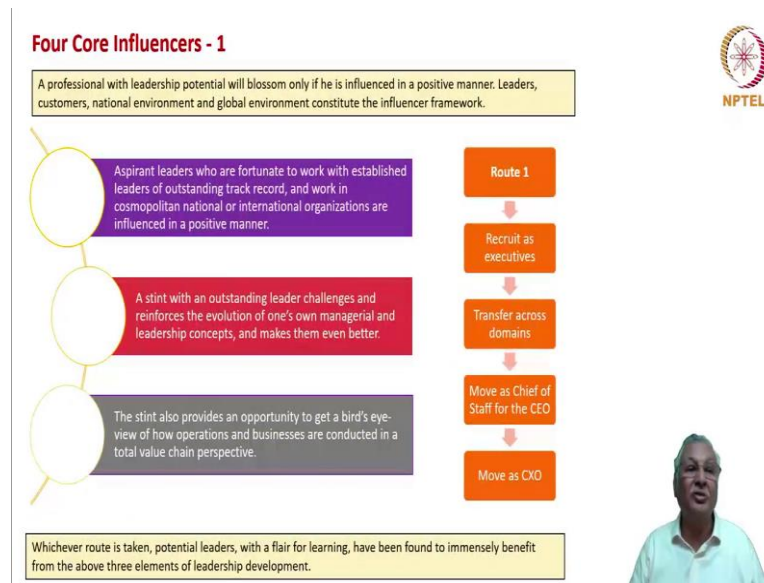
So specialization, flexibility, conversion efficiencies are all built into projects. Similarly, quality is also built into projects, because the way the HVAC systems are designed ensures atmospheric compliance. The way the machine tools are selected, or the way the equipment are selected and validated determines the quality levels and traceability of your production. So, there is lot going in terms of project design and project management.

As I said, market teaches you how to learn and see growth, how to have proactive need identification as part of your professional psychology, how needs can be fulfilled in an agile manner and the aspects of planning and coordination. If you are dealing with hundreds and thousands of people in a manufacturing set up in the market place, you are dealing with hundreds of thousands of people.

And multiple need variations for these hundreds and thousands of people. So, imagine the kind of universality of your thinking that you need to possess as an effective marketing person, and these skills when you start having from the early phase of your career would make a lot of difference for your growth.

Not all leaders would have the opportunity or time to work in all these four areas, but again, by exercising options to work in these domains professionals of varied disciplines can imbue themselves with the exceptional value building and leadership qualities. Hindustan Unilever as a firm and its leaders reflect this core domain experiences ethos.

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Let us look at the core influencers, I talked about four core influencers. 1; the nurturing leaders. If you are an aspirant leader and you are fortunate to work with established leaders of outstanding track record and outstanding mindset, and if you are able to have the advantage of working in cosmopolitan national or international organizations you are certain to be influenced in a positive manner.

Working in such circumstances provides you with an exceptional challenges and opportunities. It will reinforce your own managerial and leadership concepts and makes you even better. The stint also provides an opportunity to get a bird's eye view of how operations and businesses are conducted in a total value chain perspective.

When I join Tata Motors or Telco at that point of time, in 1976, the entire department of systems was not looking at code development only. The entire department was looking at what happens to a new truck that has been designed indigenously and developed indigenously and introduced in the market. That was the focus of the systems department, because Telco at that point of time introduced semi forward cowl truck as compared to the normal control vehicles that were in existence.

Semi forward cowl truck had this advantage of engine partly being outside and partly being in the cab. The advantages were many. It provided this security to the conventional conservative Indian driver that there is an engine to save him from many accident, but at the same time it provided enough leg room in the cabin for having free movement from

right side to left side and vice versa and where necessary to also have a third person in the cab.

And, because the cab is shorter the loading span was higher therefore, the operating economics through higher payload were higher for such semi forward control truck. But, the entire company was interested in making a success of this. So, the systems department took the lead to collect on a daily basis, feedback on the truck from the field, compiled, analyze and present it to the management to understand the pain points and the gain points from this brand new indigenous introduction at that point of time.

And when something like that happens to you, when you join the department, your entire perspective of how you can manage an organizational chain through product chain becomes evident to you and it gets ingrained in your system. Another example I would state, I was working as executive assistant to chairman and managing director in a company at the beginning of my career, slightly after I worked in the systems department of Telco.

And, he had three very powerful general managers under him, one was for production and one was for research and development and one was for commercial. Because this chairman and managing director was so brilliant, and so technologically and financially savvy, whatever they could not say to him in terms of their protest or their differences, these leaders were wanting to say to me.

Then all of a sudden, the chairman managing director, who like was a protective shelf for me, pushed me into the working space of the general manager production, and he asked me to do a big project under his domain. So, here was I who came into these C&MDs office was in a way protected, was in a way seen as someone who is keeping track of progress in the three verticals dimensional R&D, production and commercial.

And there was no love lost in a manner of group dynamics between the general manager production and general manager R&D who were technologically experienced, and the chairman managing director who has become technologically savvy. So, there was always a constant competition. So, I was treated with an extra pair of eyes, I was treated with an extra rigor in making sure that I stand up to the standards which the chairman managing director is expected to have possessed and is expected to have training.

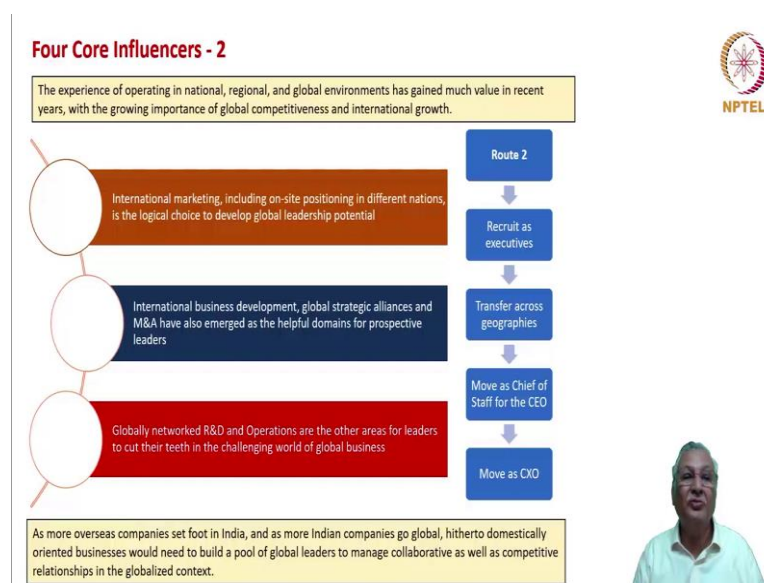
This kind of, I will not say adversary situation, but at least an extremely challenging situation of not being in your comfort zone, but being pushed into a definite pressure zone gave me a lot of opportunity to reinforce myself of standing up to any kind of situation.

So, nurturing leaders do not say only good things pale pale things to you. Nurturing leaders also provide you with high pressure, high challenging situation so that the best in you can come out, and of course, they will provide you appropriate guidance as and when it is required. So, when you do this, this actually could be the role model for young executive development.

You can be taken as executive, you could be transferred across domains, you could move as chief of staff for this CEO and finally move as CXO. The other route is to get recruited as an executive assistant as I was get transferred across domains and because you are already an executive assistant and served as a chief or staff in one manner of the other, and you have already experienced yourself in several domains.

You choose at domain of your choice and then move to greater heights in that domain. These two routes are possible. Whichever route is taken, potential leaders with a flair for learning have been found to immensely benefit from the above three elements of leadership development.

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The other two influencers which is national, regional and global environments. It has gained much value in recent years. International marketing, including onset positioning in different nations is the logical choice to develop global leadership potential.

Going and visiting countries and coming back with some orders that is not really international experience, you should be sited in the offshore destinations, learn the local culture and perform building relationships, understanding the new technologies, making strategic alliances, undertaking M&A activities these are the helpful domains for globalization.

Because globally networked R&D, globally networked production are here to stay you should take such positions. If a company is having a subsidiary undertaking assembly of trucks in some other jurisdiction why not go there and get yourself trained there, that would provide you enough international experience that will strengthen you for a global leadership position even within the parent company.

So, the other route is that executives can join front line, transfer across geographies move as chief of staff for the CEO and move as CXO. The alternative way is to join straight away as the chief of staff, chief of staff may be a big title join as executive assistant, work for some time then take on international assignments and come back and be in domain and then become a CXO.

As more overseas companies set foot in India and as more Indian companies go global, hither to domestically oriented businesses would need to build a pool of global leaders to manage collaborative as well as competitive relations in a globalized context.

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Entrepreneurial and Family Leaders - 1



The multi-pronged strategy of leadership development discussed so far is a proven model that has produced several iconic CEOs in India, with successful transitions as well.

The model obviously works the best in professional organizations, in both private sector and public sector, where large numbers of talented professionals exist and systematic practices of talent management are deployed

Entrepreneurial organizations, however, may have neither the time nor the opportunity for such structured leadership development	Yet, entrepreneurial companies have thrown up some of the most successful CEOs ever. The reasons are not far to seek	By their very nature, entrepreneurial organizations are innovative, competitive, and customer-centric with a clear need to seek a market niche
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Start-up Leadership
↓
Discovering latent needs
↓
Providing creative solutions
↓
Fighting against odds to win

The four elements discussed in the influencer model exist in entrepreneurial organizations, albeit with tweaks. These are passionate leaders inspiring, customers looking for solutions, national start-up environment, and global penchant for innovation.



So far we have discussed leadership development in a professional setting. How would the situation differ in entrepreneurial and family setups? Earlier I said that even entrepreneurial and family establishments have to develop their scions as leaders before they are thrust on the organizations as leaders without any such training and development.

Entrepreneur organizations are a special breed; they do not have the time or opportunity for structured leadership development, mostly, as soon as one finishes graduation or post graduation, one is jumping into entrepreneurial space, and the time for structured leadership development does not exist. However, entrepreneur companies have thrown up some of the most successful CEOs ever.

The reasons are not far to seek. The reasons are, entrepreneurial organizations by their nature are very innovative, they are very competitive and they are very customer centric. Entrepreneurial organizations have a clear need to seek a market niche, which other companies do not see.

These two points themselves are extremely important equivalent to gaining lot of experience as a leader. There are various other factors in a startup and entrepreneurial environment passion, persistence needing to meet the toughest time lines. All these things bringing out the leadership mettle under such circumstances. The four elements

which we have discussed in the influencer model they exist in the entrepreneurial organizations although with some tweaks.

There are passionate leaders in entrepreneurial organizations who inspire. There are customers who are looking at innovative solutions, there is a national startup environment akin to the national culture we spoke about for the professional setting, and a global penchant for innovation, including flow of investments in case the idea is promising.

So, startup leadership which is focused on discovering latent needs which has proactive creative solutions and is always fighting against odds to win is itself a leadership crucible.

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Entrepreneurial and Family Leaders - 2



Entrepreneurs in particular have an added responsibility. Unlike in large organizations, where leaders are selected and appointed based on the models discussed, entrepreneurs start their journey with a presumptive assertion of their founding leadership. This pressures the entrepreneurs to live up to the self-appointed status.

More often than not, all successful entrepreneurial companies owe their success to the entrepreneur-CEOs fulfilling their leadership missions.

The initial success should not, however, make the successful entrepreneur-CEOs ignore or forego the benefits of the more elaborate multi-pronged CEO journey.	Entrepreneurs typically fall prey to their own strength of fighting against odds. They fail to distinguish between odds that must be fought against and odds that must be accepted.	With wise leaders providing seasoned advice, entrepreneurial CEOs would gain strength.
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Entrepreneur CEOs who have...
worked on continuous learning.
focused on core domains,
created a seasoned board of directors,
and aimed high in international markets
have led their organizations to glory

Amongst these factors, establishment of a highly competent board of directors comprising industry veterans has helped many an entrepreneur overcome the disadvantage of not having worked with great leaders as in a normal professional CEO journey.



More often than not all successful entrepreneurial companies owe their success to the entrepreneur CEOs fulfilling their leadership missions. The initial success should not; however, make the successful entrepreneurs CEOs ignore or forego the benefits of more elaborate multi pronged CEO journey. Entrepreneurs should never fall a prey to the strength of fighting against odds, they need to distinguish between odds that must be fought against and odds that must be accepted.

Ability to make a course correction comes with good leadership, education and experience. Entrepreneur who may lack such formal education and experience must do

well to be reflective in and introspective, should also do well to have mentors and advisors who can guide them in this particular aspect. When wisely it is provide seasoned advise entrepreneurial CEOs would gain much greater strength.

So, entrepreneurial CEOs who worked on continuous learning, who focused on core domains who created a season board of directors and aimed high international markets have led their organizations to glory. The key aspect for entrepreneurial firms is to put a lot in store by constituting a board of directors and also a board of advisers who will help the entrepreneurial overcome some of the gaps in the overall leadership profile.

They can be dependent upon to fill those gaps while entrepreneur continues to focus on what he or she is extremely adept at, that is creating new product designs bringing them to market at the earliest, fighting against odds, trying to attract investors based on the product and commercial propositions and so on.

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Entrepreneurial and Family Leaders - 3

The situation with respect to family enterprises is different but has its unique nuances too. First generation family enterprises are entrepreneurial but the next generation family enterprises may or may not be.

Most family organizations, which are large public limited companies, have taken their own route of leadership development

Passing the family scions through the four-component model albeit with the preordained motive of moving them to the CEO positions.

This obviously puts an added responsibility on the scions to prove themselves on their own merits.

Family groups in India have demonstrated that the four elements are a winning proposition Scions of Dr Reddy's and Murugappa, for example, transformed as CEOs through the process

The dilemma for the family leaders often is in terms of

Broad-basing opportunities for professional leaders even as scions occupy top positions Sharing power with professionals on equal and equitable basis

Wise families have discovered that they needed to professionalize the scions themselves before moving them through the CEO route to board positions. This enabled the professionalization of management and fulfillment of family and professional CEO development harmoniously.

Most family organizations which are large public limited companies have taken their own route of leadership development. They pass their family scions through the four component model, but they have a preordained motive of moving them to the CEO positions. Those professionals who go through the four component model are not sure that they will indeed be CEOs after the scion.

However, in family organizations it is more or less made that way. So, the family scions should be well advised to focus on the four component model very seriously and build their skills, because the goal is in any case within reach.

The added responsibility must be fulfilled. Family groups in India have demonstrated that the four elements are a winning proposition. Scions of Dr. Reddys and Murugappa, for example, transformed themselves as CEOs through the process. However, the dilemma for the family leaders is often in terms of broad basing opportunities for professional leaders, even as scions occupied top positions. Sharing power with professionals on equal and equitable basis.



When large entrepreneurial organizations have still the family members at the top as probably the CEO or, few CXO roles, then how can professionals move into the top positions in such companies, so at some point of time or the other entrepreneurial family members have to make way to professional leaders, they must make way and stay in the board level positions rather than be in the active professional day to day and strategic positions as CEOs or managing directors.

Wise families have already discovered this, they needed to professionalize the scions themselves before moving them through the CEO route to board positions. This enabled professionalization of management and fulfillment of both family and professional CEO development harmoniously.

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Risk Taking and Mistakes

An accomplished but risk-averse leader once remarked that as more professionals become CEOs at a young age, the risk of their committing mistakes would also increase. The implication is that with experience, propensity to take risks and commit mistakes would ebb even as the wisdom to take right decisions increases.



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graph LR; subgraph Blue; direction LR; B1[Experience] --> B2[Handy lessons] --> B3[Base CEO attributes] --> B4[Added CEO attributes]; end; subgraph Orange; direction LR; O1[High intellect] --> O2[Informed ego] --> O3[Competition] --> O4[Instinctive behavior]; end; B1 --- O1; B2 --- O2; B3 --- O3; B4 --- O4;
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Experience

- Teaches many lessons

Handy lessons

- Help leaders become good decision-makers

Base CEO attributes

- Education lays the base for leadership attributes

Added CEO attributes

- Experience adds and hones leadership attributes

High intellect

- Tempered by earthy common sense

Informed ego

- Natural humility

Competition

- Collaboration

Instinctive behavior

- Intuitive support

The academic setting in a university (knowledge out of education) and the job setting (knowledge and skills out of experience) in a firm are two major determinants of the character evolution of any leader. It is entirely within the capability of an individual to grasp and grow through these two important opportunities of life.

I would talk a little about risk taking and mistakes. One of the facts of leadership is that risk are part of leadership. An accomplished, but risk averse leader once remarked that as more professionals becomes CEOs at a young age, the risk of their committing mistakes would also increase. The implication in the statement is that with experience propensity to take risk and commit mistakes would ebb even as wisdom to take right decisions increases.

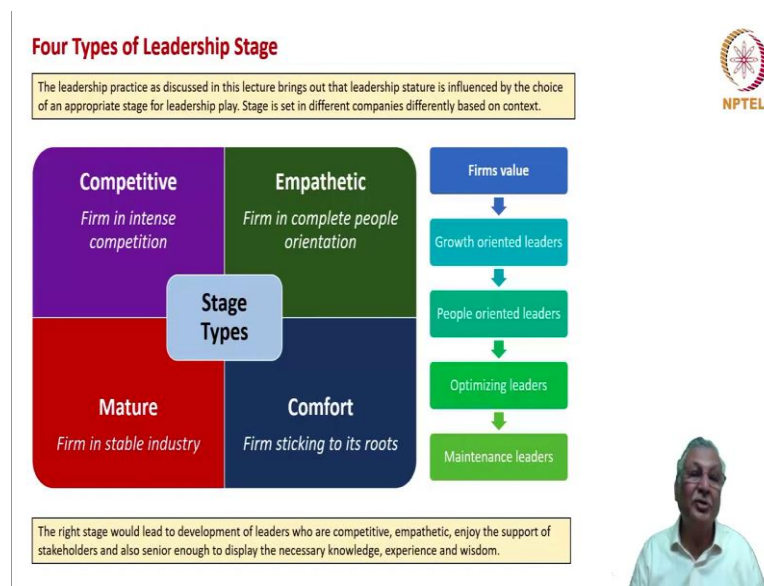
Again, this is not a necessary truism and all circumstances. Sure experience teaches many lessons, it also provides certain handy lessons, it helps leaders become good decision makers, it also builds the basic CEO attributes because education provides the basis of knowledge, it also adds several CEO attributes because experience wants leadership attributes.

However, we also need high intellect which is tempered by earthy common sense. We need to have informed ego, but with natural humility. We should understand the rules of competition in a collaborative way and we should have instinctive behavior with the intuitive support, this is all what we cover as a leadership model. Under such situation, whether you are a young leader or an experienced leader, the propensity to take risk would be tempered by your knowledge, education, instinct and intuitive framework.

Therefore, it is important to take both young leaders and experienced leaders along in making any transformational leadership initiatives. Because both could be risk taking, both could be value adding. We should not differentiate leadership based on the age profile, we should not also differentiate only by the formal education profile or the number of years experienced profile.

Leadership has to be judged on an individual basis, because irrespective of the age, experience and knowledge, a leader can make his or her impact felt in a very distinctive fashion.

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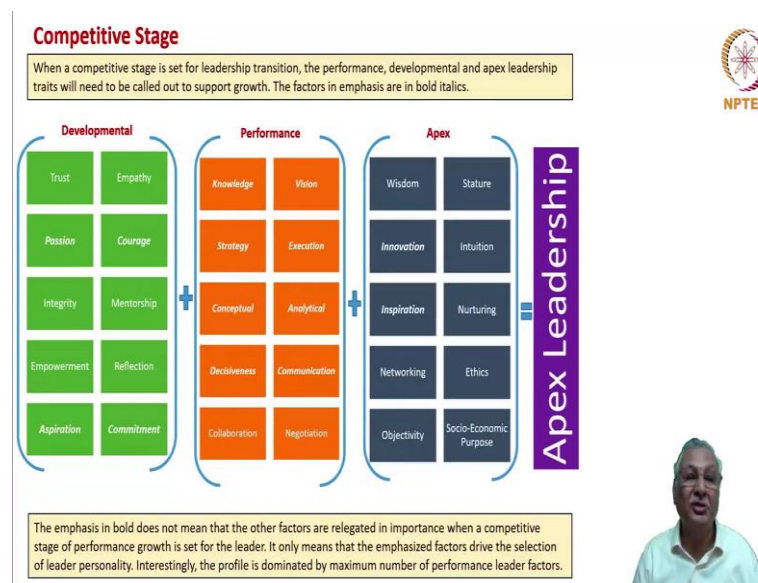


So, what is the stage I referred to in the beginning, every company is a stage I said, every manufacturing plant is a stage, the field itself is a stage for the leader to show his leadership mettle. So, the stage has four types; one, a highly competitive stage, that is firms are in intense competition with each other; an empathetic stage, where the firms are in complete people orientation; a mature stage, where the firm is in a stable industry.

So everybody is in a zone of comfort; and comfort stage, where the firm is sticking to its routes and come what may the firm does not want to leave its a core businesses or core products. It is actually the zone of comfort taken to the extreme. Firms typically value growth oriented leaders, people oriented leaders, optimizing leaders and maintenance leaders, and typically they correspond with these four categories.

A competitive stage requires growth oriented leaders, and empathetic stage requires people oriented leaders, a mature stage requires optimizing leaders and a comfort stage is content with maintenance leaders. So we should understand what is the right stage for me. On the other hand, you should also understand that if the stage is of this nature, it without your knowledge sets a leadership profile for you, that could be for your good or that could be bad also for you. So, you need to be aware of the stage and leadership stature match.

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So, if you look at the competitive stage, the canvas is like this. The performance, developmental and apex leadership traits will certainly need to be called out to support growth. We will analyze each of these four stages with reference to these 30 leadership parameters we have brought out in an earlier lecture.

These are 10 developmental traits; trust, empathy, passion, courage, integrity, mentorship, empowerment, reflection, aspiration and commitment. The 10 performance leadership traits are knowledge, vision, strategy, execution, conceptual, analytical skills, decisiveness, communication, collaboration, negotiation. The 10 apex leaderships traits are wisdom, stature, innovation, intuition, inspiration, nurturing, networking, ethics, objectivity, social economic purpose.

Please note, that while all of these traits or qualities or capabilities or competencies are essential for being a leader in any of the four stages. Each stage will require certain extra emphasis on uncertain attributes. If you take the competitive stage in the developmental stage, the traits indicated in italics, like passion, courage, aspiration and commitment they are much more important and necessary compared to the other.

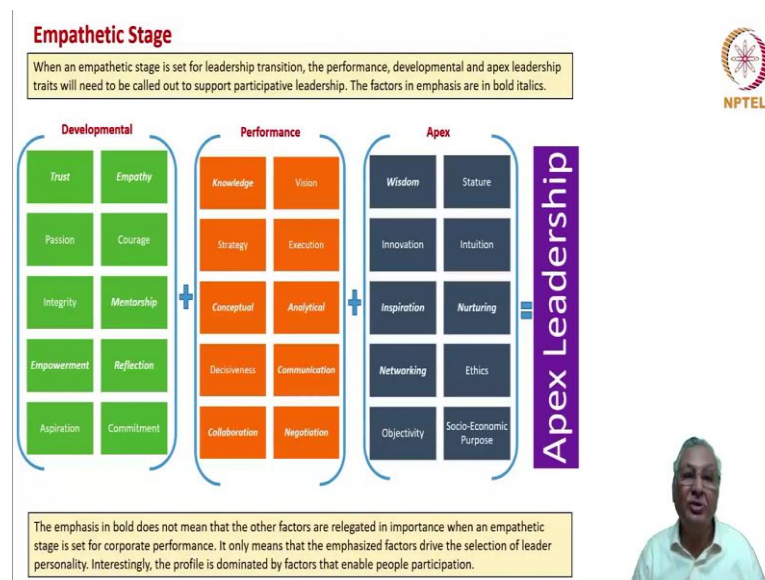
It does not mean that others are not required, they are required, but the edge comes from passion, courage, aspiration, and commitment, because competition is the game to be played in a competitive industry or on a competitive stage.

In the performance group you require knowledge, vision, strategy, execution, conceptual, analytical decisiveness communication. In fact, 8 out of the 10 of the performance attributes. This is because you need to be a high performer in a competitive industry.

So, every one of these performance leadership factors deserves a higher emphasis in on a competitive stage, and when it comes to the apex stage, you require greater emphasis on innovation because you want to beat the competition with creative products. You need inspiration because you need to inspire yourself and the team that you can overcome the competition and stay competitive. These are the two main apex leader attributes that are required on a competitive stage.

Then as I said, the emphasis in bold or italics does not mean that the other factors are relegated in importance, when a competitive stage of performance growth is set for the leader. It only means that the emphasized factors drive the selection of leader personality. Interestingly, the profile is dominated by maximum number of performance leader factors as I said.

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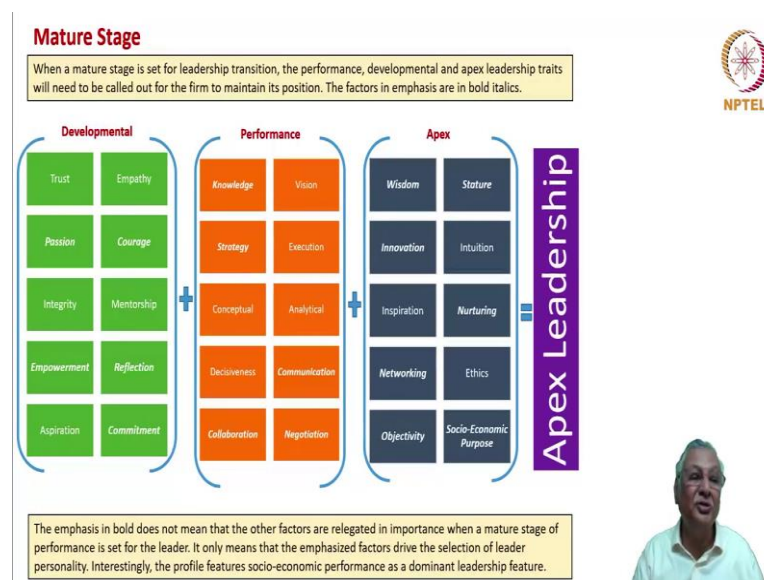


Now, let us go to the empathetic stage, that is the stage is full of people oriented, participative, empowering leadership and it is assumed that the followers also have got similar capabilities to reciprocate. Here, within the developmental characteristics, you need what is shown in bold italics; trust, empathy, mentorship, empowerment, reflection, these should be the characteristics that must differentiate the leader.

In the performance arena; knowledge, conceptual, analytical skills, communication, collaboration, negotiation, these come to play, because the stage is naturally set for these characteristics. And in the apex leadership traits; wisdom, nurturing, inspiration, networking, these come to the play, again tying up with the stage. So you can see, how the stage and the leadership attributes are interlinked.

Again, even here it does not mean that the qualities in non bold, non italics are any less important, they are equally important; however, the emphasis needs to be on those attributes which are related to the stage that is being set for you.

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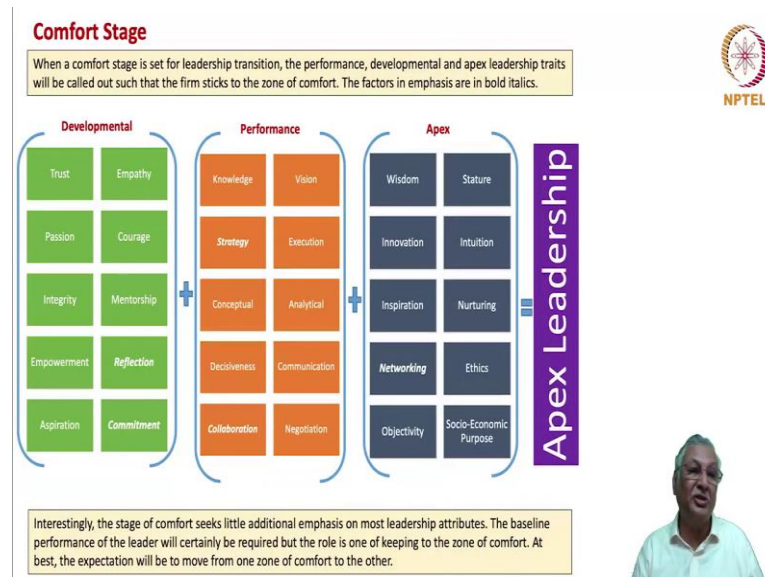


And when you move into the mature stage, the required developmental attributes in greater emphasis are passion, courage, empowerment, reflection, and commitment, because in mature stage you face very dominant, but strong competition. Competition is in terms of the strength of the competitors rather than in terms of sheer competitive intensity, as happens in the competitive stage.

So, you require passion, courage to stay on in that sphere where you meet equally strong competitors. In respect of performance, you require high emphasis on knowledge, strategy, communication, collaboration and negotiation; and in terms of apex leadership traits you need wisdom, stature, networking, objectivity, and socio economic purpose. Mature stage firms are also typically the ESG firms. And the ESG firms have these characteristics in addition to other characteristics in much greater emphasis.

You will note that some of these aspects which I mentioned are not there in the other two stages, particularly objectivity and socioeconomic purpose. These two coming in here add the ESG component of a mature stage firm.

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And if you are looking at the comfort stage, where you require only maintenance type of leadership, the emphasis is only on commitment. You should stay committed to the cause, and in terms of performance, the emphasis is not at all on any particular aspect. And in the apex stage of leadership traits, again the emphasis is not on any particular aspect other than networking to some extent.

So, you can see here again that all the traits are required in an equal measure possibly to remain optimized in a comfort stage, a maintenance kind of leadership, but you do not require extraordinary emphasis on a whole number of factors of development performance are apex leadership, because the stage is not requiring you to behave, lead and perform that way.

So, you can gain now an insight if you get into a comfort stage at the beginning of your career or as part of your managerial career, most probably your leadership profile will not be set for high performance. You will be content with a maintenance seeking leadership profile and it does not develop the best in you. If you are in a mature stage, you know how to optimize things, you know how to keep things moving, you know how

to stand up to developing situations, but you are not likely to be as competitive, as high performance, as a leader is in a competitive stage.

In a people oriented empathetic stage, it would be all about soft skills, it is all about collaborative growth, and if you are trained on such a stage, you are likely to face certain weaknesses when you move into a competitive stage. The four stages; the competitive stage, the empathetic stage, the maturity stage, and the comfort stage do shape your leadership stature in differentiated manner.

The stage in which you are placed has a profound influence on your leadership profile. So, you have to also select the stage on which you would like to operate, and the circumstances under which you would like to develop yourself as an all round leader. So, that is an extremely important insight you must have.

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Stage Sets the Stature

The leadership practice as discussed in this lecture brings out that leadership stature is achieved and enhanced by the choice of an appropriate stage for leadership play.

Toil in the domains where real tangible value is created for the firm

Leaders, more particularly the CEOs, are neither born nor anointed as leaders—they are developed through a combination of measures and practices.

Panache and flair for working with other great leaders

Potential leaders who understand the competitive dynamics of university education in a positive foundational frame and also see the firm as a university for continuous learning in its own right succeed.

Global competitiveness

Such leaders appreciate that technology increasingly determines the breakthrough ways in which customer needs are identified and delivered through innovatively designed and competitively manufactured products and services.

New-generation CEOs would need to embrace the concept that the firm is the perfect stage for creating and enhancing their own leadership value through innovative products, efficient manufacture, creative marketing, and world-class projects.

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So, to cover the stage verily sets this stature for leadership. Toil in the domains where the real tangible value is created for the firm. Leaders, more particularly the CEOs, are neither born nor anointed as leaders, they are developed through a combination of measures and practices. You should have panache flair working with other great leaders.

If you are able to work under the influences of great leaders, if you have already gone through the competitive dynamics of high performing university education, you will get

into a positive foundational frame and you will also see the firm itself as a university for continuous learning in its own rights.

And, if you are getting into a global arena, early on in your career or in midpoint of your career, you will also acquire global competitiveness. You will understand how global customer needs vary and how global product and service deliveries could happen, and that is at again an important addition.

So, this stage you will have the opportunity of working is an important element of your leadership development. New generations CEOs would need to embrace the concept that the firm is the perfect stage for creating and enhancing their own leadership value, through innovative products, efficient manufacture, creative marketing, and world class products. These are the four core domains which I mentioned and earlier on.



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Firm Contexts of Leadership Development and Succession

Models of leadership and development must cater for different contexts that a firm (or a group of firms) may face. A few representative examples of the firm's context are given below.

The diagram illustrates the firm's context. At the center is a dark blue circle labeled "The Firm". To its left, three horizontal rows of blue dots represent different stages: "Establishment" (top row), "Growth" (middle row), and "Turnaround" (bottom row). To the right of "The Firm", a cluster of blue dots represents a group of firms. Below the diagram, five colored boxes represent different firm types: Start-up (purple), First Generation Entrepreneurial Firm (dark blue), Single Business Firm (blue), Multi Business Firm (red), and Conglomerate (green).

The several examples and constructs discussed in the lectures provide many insights for leaders to shape their developmental and succession plans, and for aspirants to develop and position themselves on their leadership journey.



And the firm context of leadership development and succession are as follows; one, models of leadership and development must cater for different contexts that a firm or group of may face. A few representative examples are given below. It could be a startup, it could be a first generation entrepreneurial firm, it could be a single business firm, it could be multi business firm, and it could be conglomerate.

As part of our study of leadership process and leadership structures. We have seen examples from all of these types of firms and all of these industries. We have seen examples from establishment phase, growth phase, turn around phase, and how leaders got benefited from operating in those phases. And also how the leaders put their stamp on the growth profiles of those companies and the conglomerates. So, the firm is an agglomeration of all these characteristics.

We need to use those insights as leaders to shape our developmental and succession plans, and as aspirants, we need to develop and position ourselves on the leadership journey utilizing, all of the insights, all of the constructs and all of the concepts, we have discussed in all these 10 lectures relating to leadership process and leadership structures.