Transpersonal Leadership Series: *White Paper Five*

Leadership in India:

A Need to Keep Pace with India's Growth Story?

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LeaderShape
Shaping Transpersonal Leaders

TRANSPERSONAL LEADERSHIP

Routledge and LeaderShape Global in partnership are pleased to announce a series of quarterly White Papers around the subject of Transpersonal Leadership, culminating in the publication of a book entitled 'Leading Beyond the Ego: How to Become a Transpersonal Leader' in February 2018.

So what is Transpersonal Leadership? The concept was first published in a report on tomorrow's leadership, based on a leadership development journey developed by LeaderShape (Knights, 2011). The word "transpersonal" was inspired by the use of the word in "transpersonal psychology" (Bynum, 2010). "Transpersonal" is defined as "extending or going beyond the personal or individual, beyond the usual limits of ego and personality".

The complete definition of a **Transpersonal Leader** *is:*

They operate beyond the ego while continuing personal development and learning. They are radical, ethical, and authentic while emotionally intelligent and caring.

They are able to:

- *embed authentic, ethical and emotionally intelligent behaviours into the DNA of the organisation*
- *build strong, collaborative relationships, and*
- *create a Performance Enhancing Culture that is Ethical, Caring and Sustainable*

LeaderShape

Shaping Transpersonal Leaders

LeaderShape Global is a UK headquartered organisation with a global culture that operates without borders. It exists to develop people around the world who can lead beyond their ego to be radical, ethical and authentic, ie. Transpersonal Leaders. It provides work-based learning through a faculty of senior executives who are accredited coaches and experienced facilitators, blended with online content and web based tools. www.leadershapeglobal.com

To get involved in developing the conversation around Transpersonal Leadership, join the LinkedIn Group "Transpersonal Leadership – Leading beyond the Ego" at www.linkedin.com/groups/8257117

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Leadership in India
A Need to Keep Pace with India's Growth Story?

By Pavan Bakshi

This is our fifth White Paper, entitled 'Leadership in India: A Need to Keep Pace with India's Growth Story?' and written by Pavan Bakshi.

This vital subject at a time when globalization is under scrutiny follows the first four popular White Papers:

- Ethical Leadership: How to Develop Ethical Leaders

- Women, Naturally Better Leaders for the 21st Century

- Sustainable Leadership; Rewire Your Brain for Sustainable Success

- Leading Across Cultures: Developing Leaders for Global Organisations

This white paper covers the need for corporate India to develop leadership which is relevant for today's and tomorrow's organisations. As a result of high growth and the rise of technology companies in India over the past three decades, the focus has been primarily on technical excellence. However, for continued growth and prosperity the emphasis going forward needs to be on the effective leadership of people.

These leaders will need to be emotionally aware, and have the humility to continuously work on their personal growth, the robustness to use relevant and different leadership styles, and the skills to develop leaders who in turn develop other future leaders. Furthermore, they need to be provided sufficient time and support to develop into the leaders of tomorrow. This will enable the building of a performance enhancing culture within their organisations. The development of these leaders must be taken as the joint responsibility of both the top leadership in organisations and the leaders within human resource departments.

Pavan Bakshi is LeaderShape's Managing Partner in India and the CEO of its Indian Business Partner, Prime Meridian Consulting India Pvt Ltd. Pavan has worked for prestigious Indian companies in senior leadership positions at a national level where he was instrumental in business growth, managing transition, mergers & acquisitions, and in establishing and managing new business streams. Prior to his corporate life he attained the rank of Colonel in the Indian Army where he spent over twenty years, being distinguished in various national crisis situations. He has been a trainer in the prestigious Indian Military Academy, Dehradun. Pavan is a certified Executive Coach and he also delivers leadership programmes and coaching to senior executives in both multinational and large Indian corporations.

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Introduction:

> "First they ignore you, then they laugh at you, then they fight you, then you win."
>
> *Mahatma Gandhi*

Leadership is a journey and needs to be recognised as one. It also means that, irrespective of the position you hold in your company and how well you have done in the past, the journey never ends.

The journey to Transpersonal Leadership is a series of small yet significant steps. It requires humility, perseverance and motivation, not only to reach one's potential (self-actualisation) but to be a traveller in the journey to grow and transcend (self-transcendence) oneself over and over again.

The entire journey has been developed by my colleagues at LeaderShape Global over the last 18 years and will be described in complete detail in the forthcoming book "Becoming a Transpersonal Leader" to be published by Routledge in January 2018.

This white paper explains our experience of developing leaders in Indian corporations in the context of India's growth story. Many Indian companies have seen impressive growth over the last few decades with some becoming global organisations. With recent and projected growth rates to 2020 in GDP of over 7% according to the World Bank, IMF and United Nations (Knoema, 2017), India is the fastest growing large country in the world. However, if India is going to achieve its potential there are many issues that need to be addressed, not least of which is the development of its leaders for the future. In this paper, we identify what we believe are the most urgent leadership developmental needs in India. Given the opportunity, we feel confident that India's next generation of senior leaders will be quick to take on board these simple yet profound new transpersonal approaches.

Success will also require strong support and understanding from both the top leaders and the leaders of human resource departments. Our experience is that participants engage most positively when it includes working in confidence with an external coach or facilitator to discuss their issues and challenges in the context of development. We also need to acknowledge that people change and develop at different rates and that rewiring of neural circuits take time, practice, focus and the right environment.

It is also important to mention that many of our findings of the development needs of leaders in India are common across the world – because in the end, we are all human. However, there are some variances and differences in emphasis or degree because of India's unique history, culture and society.

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India's Growth Story

In its seventh decade of independence, India stands on the pinnacle of major change: a transformation that could lead to unprecedented economic growth along with radical improvements in the nation's Human Development Index (HDI)[1]. The recent electoral mandate for development is a more immediate signal of Indians' desire for growth and for the benefits of growth to be extended to all members of society (PwC, 2014).

A significant number of Indian companies have experienced impressive growth during the past three decades. Today, many face a daunting side effect: a crisis in leadership. In some ways, Indian companies' fast growth has become a cross to bear. One regional sales head for a mobile telephone handset company pointed out that "*eight to 10 years ago, there were only three or four handset brands in the country. Today, there are over 60. Relatively younger managers have had to step up to take on top roles in these companies without having the time to develop themselves for these opportunities*". The case is similar in other sectors where there is a war for the limited experienced talent available in the marketplace.

Recent survey data supports this claim. The 2012 Manpower Group Talent Shortage Survey (Manpower, 2012), a global survey of employers, reported that 48 percent of respondents based in India had difficulty finding qualified candidates for their senior managerial positions. A report by Booz & Company (now part of PwC) in 2013 forecasted in an in-depth analysis of India's top 500 companies, that by 2017, 15 to 18 percent of leadership positions in those companies will be unfilled—or will be filled by people underprepared for the jobs. This implies that companies will be short of almost one in every five leaders they need, putting both potential growth opportunities and the continuity of existing business operations at risk (Moda et al, 2013).

Current Status of Leadership in India

Our experience of developing leaders in India together with our research indicates that at least 50% of leaders at senior and mid-level positions have substantial improvements to make to qualify as good leaders. Even the good leaders need to make significant improvement in some areas of their leadership competence.

Indian business leaders have focused on developing technology rather than people. As a senior manager at a large Indian conglomerate put it, "*We have quality technical experts, but can't convert them into business leaders*." Without a strong leadership pipeline in place, star functional specialists are typically promoted to top roles. These individuals certainly have domain expertise, but may not have had the opportunity to develop a broader perspective or set of skills (Moda et al, 2013).

....

1.   HDI is calculated using the following indicators: Health - life expectancy at birth; Education - expected years schooling for school-age children and average years of schooling in the adult population; Income - measured by Gross National Income (GNI) per capita (PPP US$).

The lack of leadership at various levels of these organisations is leading to a work force that is stressed and de-motivated. 46% of the workforce in firms in India suffer from one or another form of stress (Bhattacharyya & Vijayraghavan, 2016). The styles of leadership that continue to be widely used are Commanding and Pace-setting without the necessary supporting styles of Coaching, Democratic, and Affiliative (Goleman et al, 2002) as described in the box below (Table 1). This is partly because of the strongly hierarchical nature of Indian society and most businesses but also due to the natural human default that a leader feels they need to know everything and tell people what to do. This is affecting organisational performance and the personal lives of employees, thereby reducing sustainable productivity. It leads to a high turnover of staff which results in either rehiring new people for the same job or increasing salaries to retain key talent. This has two ramifications. First, with India being a cost sensitive market, these companies are finding it difficult to achieve their bottom line results and, second, India is losing its competitive advantage to other South Asian and African countries.

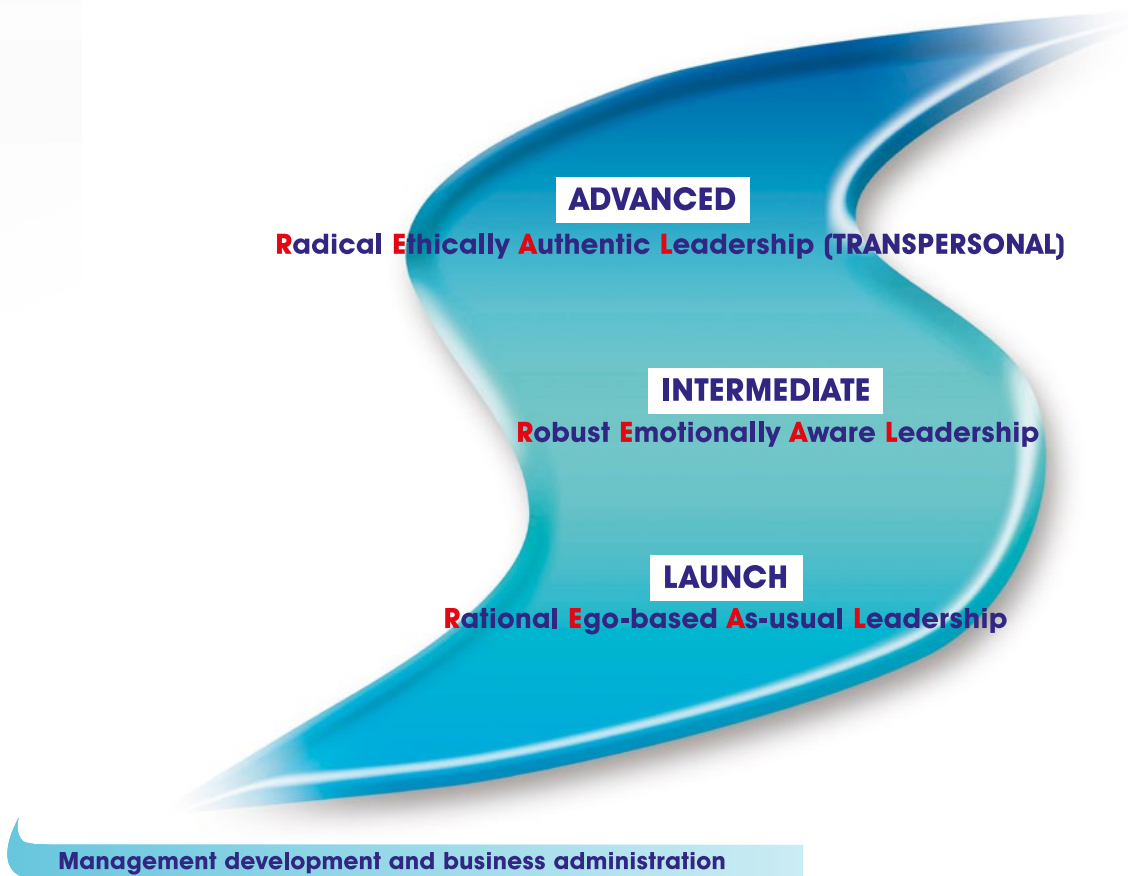| Leadership Style	Impact	Description
VISIONARY	+++	Leads people towards a shared vison
COACHING	++	Enables leaders to build capability in individuals
AFFILIATIVE	+	Provides cohesiveness and harmony to a team, group or organisation
DEMOCRATIC	+	Builds engagement, commitment and buy-in
PACE-SETTING	- -	Sets high standards by expecting followers to "do as I do" and to set meet targets
COMMANDING	- - -	Demands immediate compliance to a leader's agenda and decisions

Table 1

Our Experience in India

Prime Meridian Consulting, as sole associates of LeaderShape Global in India, has conducted numerous leadership development interventions over the last few years both for multi-national corporations (MNCs) and large and medium sized Indian companies. The most popular programme has been "Emotionally Intelligent Leadership" to enable leaders to navigate the first leap of transpersonal leadership improvement from the natural default state of "Rational Ego-based As-usual Leadership" to next level of "Robust Emotionally Aware Leadership" (see Fig. 1).

An individual is promoted to their first position of leadership because of their functional expertise or superior educational qualification (Rational Intelligence). S/he is also results oriented, driven by the need to achieve power, reward, prestige or recognition, or a combination of these. On reaching a leadership position, the individual needs to make major shifts in mind-set from

competitiveness (with others in his or her organisation) to collaboration; from self interest to stakeholders' interest; from goal focus to social focus; and from rigidity of primarily one leadership style to the flexibility of multiple and situationally relevant leadership styles. This entails building a new set of behavioural skills which moves them from transactional to transformational leadership. The journey is shown in Fig. 1.

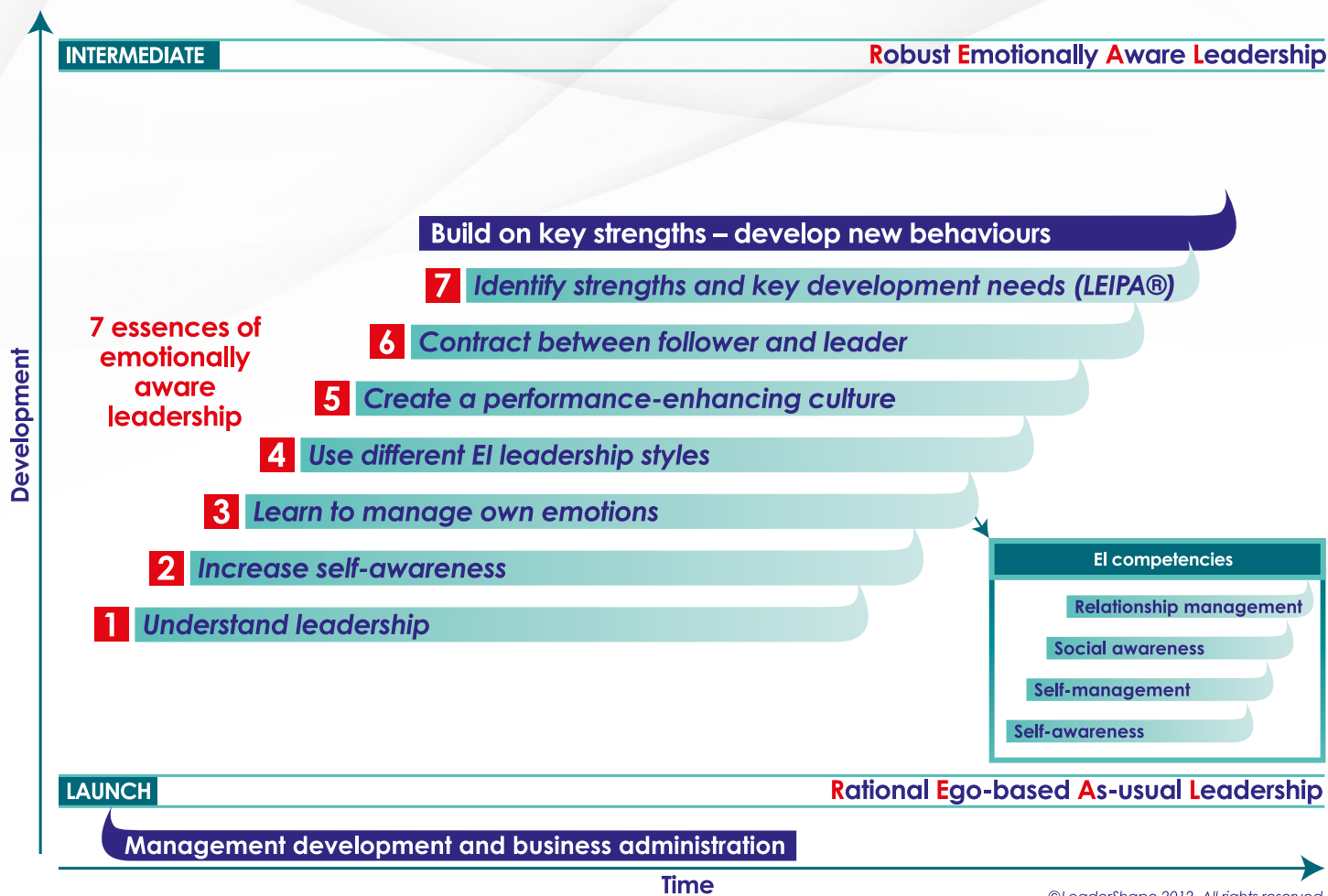**REAL Transpersonal leadership development journey to excellence**

ADVANCED
Radical Ethically Authentic Leadership (TRANSPERSONAL)

INTERMEDIATE
Robust Emotionally Aware Leadership

LAUNCH
Rational Ego-based As-usual Leadership

Management development and business administration

Fig. 1

The specific seven steps followed in this programme and developed by LeaderShape can be seen in Fig. 2. This leadership development intervention takes leaders on a journey of discovery, awareness and personal development. The journey is shown in linear steps for clarity but for each individual the journey will be unique, spending more time focusing on key development areas.

This leadership development is based on emotional intelligence which has emerged over the last 20 years, in parallel to greater knowledge about how the brain works – neuroscience – to become an established science. It enables individuals to better manage their personalities, behaviours and innate skills towards maximising personal performance and enabling the improved performance of others. This is especially important for people in senior leadership roles.

REAL Transpersonal leadership development journey to excellence

Development

INTERMEDIATE **Robust Emotionally Aware Leadership**

Build on key strengths – develop new behaviours

7 Identify strengths and key development needs (LEIPA®)

6 Contract between follower and leader

7 essences of emotionally aware leadership

5 Create a performance-enhancing culture

4 Use different EI leadership styles

3 Learn to manage own emotions

2 Increase self-awareness

1 Understand leadership

EI competencies

Relationship management

Social awareness

Self-management

Self-awareness

LAUNCH **Rational Ego-based As-usual Leadership**

Management development and business administration

Time

Fig. 2

These interventions have been widely acknowledged by participants in India as being very relevant and important to their career and personal development. See a few of their endorsements in the box below.

Endorsements by Participants

- The process of delivery was very good and I had wonderful insights about my Emotional Intelligence and the need to improve it to become a better leader. This will help me tweak myself in my professional journey helping me to be a better person/leader. **Executive Director, Financial Services MNC**

- The programme really helped me understand the nuances of different styles of leadership and in great depth made me understand the relationship between Emotional Intelligence, Culture, Leadership and Coaching practices. **General Manager, Plant Head MNC**

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- Understood the competencies and capabilities of Emotional Intelligence, their connect to Leadership Styles. The big "Aha" moment was the connection I made as to how different leadership styles support the creating of a Performance Enhancing Culture. **President, Large Indian Retail & Restaurant Company**

- Good understanding of EI, its implementation and its importance in organizational growth. **Head SBU, Software Product Company**

- Learned various leadership styles, and how to apply them in various situations. Delivery process was thorough. Case studies involved people. Key learning is various leadership styles and empathy. **VP, Finance, Software Product Company**

- Delivery process was 'inclusive'. We as participants were effectively engaged. Coaching style was my key learning as I am a teacher at heart. **VP, Africa, Software Product Company**

- I learned about leadership styles and their combination to use in day-to-day life. Active Listening and its importance. Lots of things to learn in life and never stop. **Head Design, Indian Retail Company**

- Well-connected and excellent insights. Understood self and how to become a Transformational Leader. **Senior GM, Supply Chain & Material Handling, Large Public Sector Company**

- Very good program. Learned about Coaching/Visionary style of Leadership, Active Listening and Emotional Intelligence. **Senior GM, Finance, Large Public Sector Company**

Self-Assessment by Indian Leaders

During our leadership programmes, we ask participants to conduct a self-assessment on seven of the 19 Emotional Intelligence capabilities (see Fig. 3.) which is adapted from the model first developed by Daniel Goleman and Richard Boyatzis (Goleman et al, 2002). The capabilities we chose are those most connected to the visionary and coaching style of leadership which, as shown in Table 2, are the most impactful styles for performance. At senior levels of leadership, demonstration of these styles supports creating a resonant climate and further enables the development of a performance enhancing culture which positively impacts organisational performance and its sustainability.

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Emotional Intelligence
The 4 Competencies and 19 Capabilities

Self

Others

Recognition

Self-awareness
- Emotional self-awareness
- Accurate self-assessment
- Self confidence

Social awareness
- Empathy
- Service orientation
- Organisational awareness

Regulation

Self management
- Emotional self-control
- Transparency
- Adaptability
- Achievement orientation
- Initiative
- Optimism

Relationship management
- Inspirational leadership
- Influence
- Developing others
- Change catalyst
- Conflict management
- Building bonds
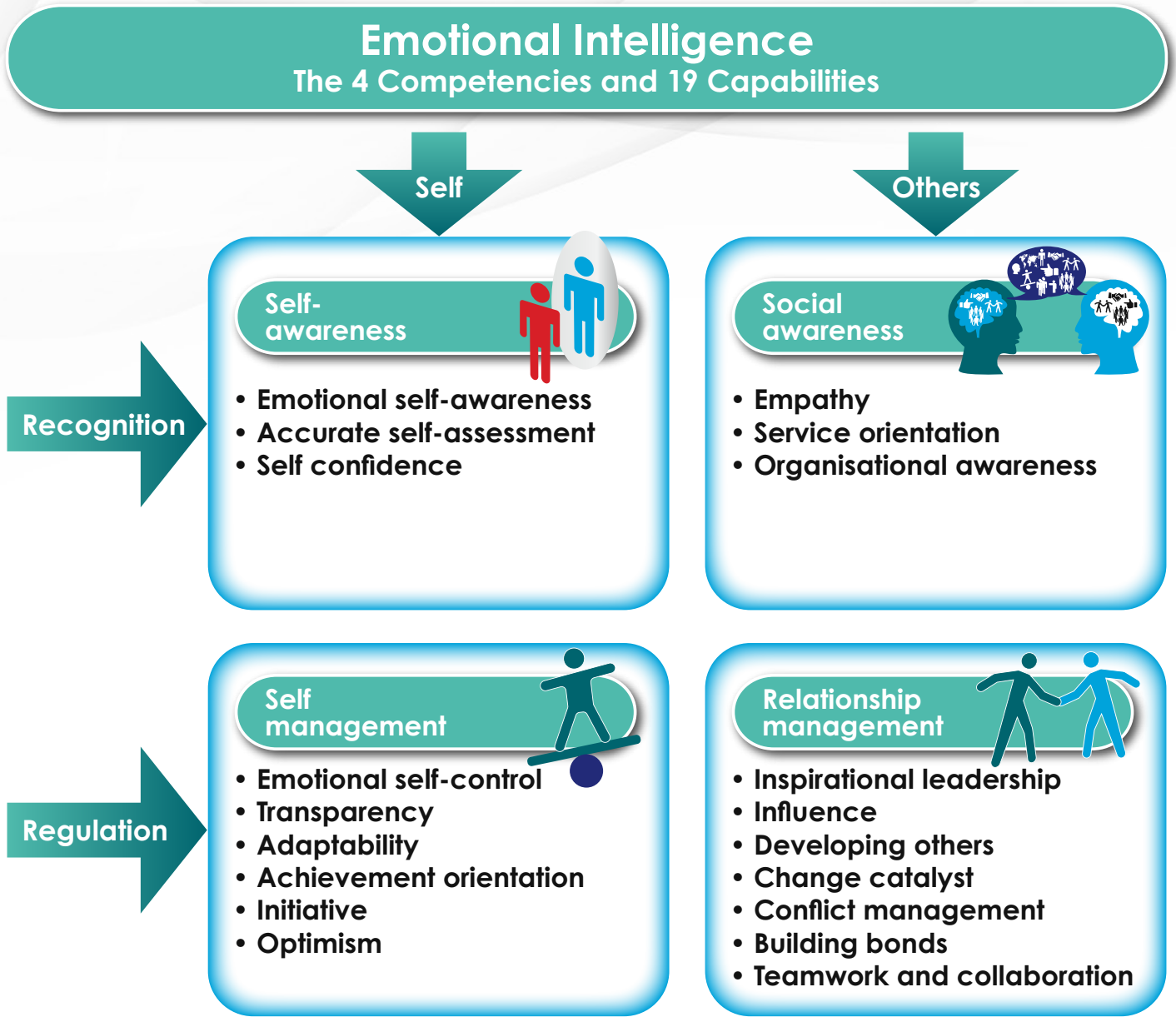- Teamwork and collaboration

Fig. 3

In a recent study we conducted, 247 corporate leaders self-assessed the seven EI capabilities which resulted in identifying the average overall strengths and development areas of these leaders in the visionary and coaching leadership styles.

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EI Capability	Leadership Style	EI Competency (See Fig. 2)
STRENGTHS		
Emotional Self-awareness	Coaching	Self-awareness
Self-confidence	Visionary	Self-awareness
Transparency	Visionary	Self-Management
DEVELOPMENT NEEDS		
Empathy	Coaching	Social-awareness
Inspirational Leadership	Visionary	Relationship Management
Change Catalyst	Visionary	Relationship Management
Developing Others	Coaching	Relationship Management

Table 2

Analysis of results

- This self-assessment suggests that, overall, Indian senior leaders believe they perform well in the areas of emotional self-awareness (being aware of one's emotions). They also rate themselves high on self-confidence (a good sense of self-worth and capabilities) and transparency (maintaining integrity, being honest and willing to acknowledge mistakes).

- While self-confidence is necessary to be a good leader, an excess may make the leader believe they have all the answers and be more directive than necessary rather than open to seeking suggestions from others. In an article in Management Next (Knights, 2013), John Knights (Chairman of LeaderShape Global), makes the observation that "*perhaps the most immediate observation of Indian businesses is that most are still very centralised and hierarchical. This means that most of the people are being told what to do rather than being encouraged to develop their own solutions and take responsibility. Developing others does not seem to be a priority with Indian leadership. The [hierarchical] system can work quite well in a stable world where there is little change. But not in the 21st century that is changing faster by the year and where organisations need to be increasingly nimble. A decision-making process that has to go all the way up the organisation and all the way down again is just not sustainable*".

- Perhaps the most notable observation of these results is that while these leaders generally believed their Self Awareness and Management was good, they acknowledged that their awareness and management of others was where they needed to focus on development. The capabilities where they acknowledged they were found wanting were in the critical ones of empathy, inspirational leadership, change catalyst and developing others. This is consistent with John Knights' observations.

- Reviewing the specific development needs identified, Change Catalyst may be the most important aspect of leadership in this rapidly changing world. Making change happen in an organisation begins with first, understanding the changes in the external environment and then, responding to them with the appropriate changes within the organisation.

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- The other specific development needs of Empathy, Inspirational Leadership and Developing Others are three key pillars to enable effective internal changes. The first step is for the leaders to co-create the new vision in collaboration and then enlist the enthusiastic support of employees in achieving it (inspirational leadership). The next step is to become aware of how people are feeling during the change journey, understanding and acknowledging their perspectives (empathy) and then supporting employees to sustain their involvement in making the necessary changes (developing others), especially the behavioural ones.

Of course, a self-assessment is just that! It is valuable in providing an analysis of how an individual is thinking and feeling but their self-perception is not likely to be totally accurate and will not reveal hidden strengths or blind spots.

> I suppose leadership at one time meant muscles; but today it means getting along with people.
>
> *Mahatma Gandhi*

360 Degree Assessment of Leaders

It has been found that our emotional intelligence and its external demonstration through specific behaviours is best judged by the people around us. To achieve this, we conducted a detailed LEIPA® (Leadership Emotional Intelligence Performance Accelerator) assessment – see box below – for a number of senior leaders.

Based on a 360° assessment format, LEIPA® collects anonymous input from individuals, their managers, peers, reports and others with whom they have a meaningful working relationship. The LEIPA survey comprises 92 statements which describe granular behaviours such as "Behaves calmly under stress" or "Identifies opportunities and stimulates individuals to develop to their full potential". Raters are asked to rate to which level they currently

1	Never or Almost Never
2	Occasionally
3	Quite Often
4	Usually
5	Always

observe the behaviour ("how often does it occur now and in the recent past?") and which level they would desire the behaviour to occur ("how often would you like this to occur?").

The difference between observed and desired (The Difference Index – DI) was measured for each individual behaviour which were grouped into the 19 EI Capabilities and six Leadership

Performing beyond expectation	<0
Performing at expectation	0
Performing close to expectation	>0 but <0.5
May need improvement	From 0.5 but <1.0
Indicates need for change	Between 1.0 and 1.5
Significant shortfall	>1.5

Styles. As shown in the table to the left, a "Difference Index" score of greater than 0.5 suggested the individual might need to improve that particular behaviour, and the greater the Difference Index, the greater the need for improvement and development.

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In this small study, we assessed 12 senior leaders using 133 raters to assess the 19 EI competencies and 6 leadership styles (see Table 1 and Fig. 3). While this is a small sample, the results are very consistent with other qualitative studies and experience.
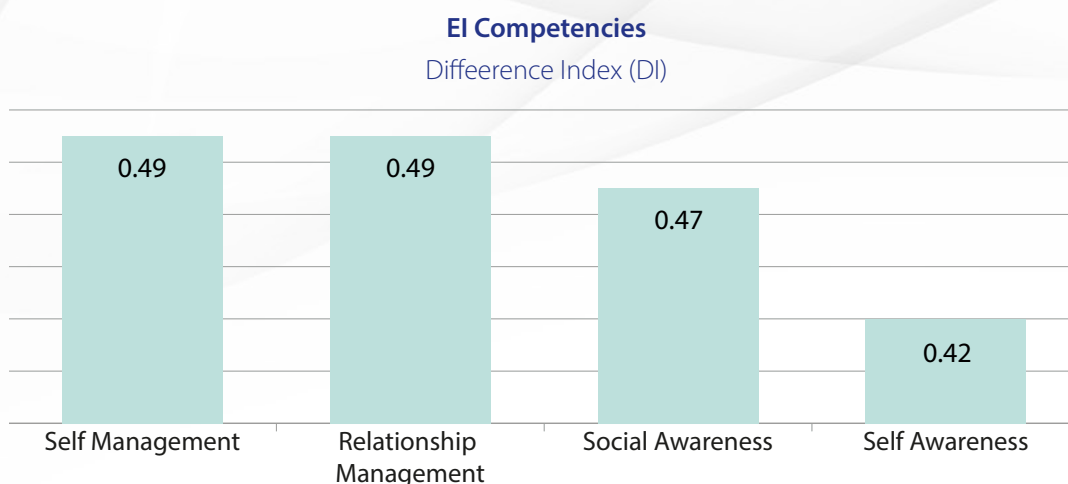
EI Competencies
Diffeerence Index (DI)

| Self Management | Relationship Management | Social Awareness | Self Awareness |
| 0.49 | 0.49 | 0.47 | 0.42 |

Fig. 4

As we can see in the graph in Fig. 4, the largest average difference between observed and desired behaviour (0.49) occurs in the area of Self-Management and Relationship Management which suggest these are the areas which many Indian leaders might focus on to improve their leadership. The EI competency where Indian leaders are strongest is in Self Awareness.

Digging deeper into the data we can identify those EI Capabilities that are most in need of development. Table 3 below shows the percentage of leaders assessed who had a Difference Index (DI) of greater than 0.5 in a particular EI Capability, which as we know from the box above, signifies a need for development or improvement. The table also shows which leadership style and EI Competency each EI Capability is connected to.

EI CAPABILITIES DEVELOPMENT NEEDS			
EI Capability	**% Above 0.5 DI**	**Leadership Style**	**EI Competency**
Initiative	75%	Pace-Setting / Commanding	Self-Management
Change Catalyst	67%	Visionary	Relationship Management
Empathy	58%	Coaching / Affiliative	Social Awareness
Adaptability	50%	Democratic	Self-Management
Achievement Orientation	50%	Pace-Setting / Commanding	Self-Management
Influence	50%	Commanding	Relationship Management
Conflict Management	50%	Affiliative / Democratic	Relationship Management
Inspirational Leadership	42%	Visionary	Relationship Management
Developing Others	42%	Coaching	Relationship Management

Table 3

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Analysis of EI Capabilities

- Of the top 9 capabilities where a significant number of leaders had development needs, five were in Relationship Management, three in Self-Management and one in Social Awareness. The Relationship Management priority shows a similarity with the self-assessments.

- A global study of leaders (Wall and Knights, 2013) identified a very similar list of development needs to this research in India – see Table 4. This would suggest that Indian leaders are stronger in Emotional Self-Awareness and Accurate Self-Assessment but in greater need of development in the areas of Adaptability and Achievement Orientation.

COMPARISON OF DEVELOPMENT NEEDS	
Leaders in India	**Other Leaders**
Initiative	Empathy
Change Catalyst	Developing Others
Empathy	Conflict Management
Adaptability	Change Catalyst
Achievement Orientation	Inspirational Leadership
Influence	Initiative
Conflict Management	Emotional Self-Awareness
Inspirational Leadership	Accurate Self-Assessment
Developing Others	Influence

Table 4

- The perceived strength of Self-Awareness in the self-assessment questionnaires together with the identified relative strength of Emotional Self-Awareness in the LEIPA®, should not be underrated. As John states in the Management Next article, "*I am continually impressed by the intellect, knowledge and business skills of Indian leaders, board directors and functional specialists. In this arena, India can compete with the world. Also special is the high level of consciousness (spirituality) at which many Indian business leaders at all levels hold their values and their aspirations to do good, beyond their own self-interest. This includes their concern for their employees and the community*". He goes on to explain that if this self-awareness can be converted through emotional intelligence to new behaviours that encourage engagement, delegation and empowerment, then India will be well placed to take advantage of its opportunities.

- The presence of Adaptability and Achievement Orientation in the list of leaders in India, together with the relative higher position of Initiative suggests either the comfort many senior leaders in India find in maintaining the status quo or the difficulty they have with converting plans into performance. In a study conducted for Siemens global division with 400 branches in 56 countries (Spencer, 2001) it was found that in the star leaders, not a single

technical or purely cognitive competency emerged as their unique strength. What emerged as two of their most unique strengths was drive to achieve results (achievement orientation) and the ability to take initiative. We need to ensure that Indian leadership improves in these areas to reach the standards of international leadership.

- Leaders need to catalyse change and challenge the status quo. We have examples of many companies where failure to change and do so quickly has served as their downfall. All five of the EI key capabilities necessary for change (i.e. change catalyst, adaptability, inspirational, empathy and developing others) were present in the list for development. The silver lining here is that it is not only others but the leaders themselves who are aware of most of these needs for self-development (see self-assessment above). Some confidential and anonymous verbatim remarks by raters were as follows:

  – "Improve your change management, bringing new ways into the organisational thinking, evaluate traditional practices and input new methods that are appropriate to drive the organisation in the new world with greater success".

  – "Implement changes in a faster and better way".

  – "Lead from the front".

  – "Listen more often. Get behind what is being said by others".

  – "Mentor and coach new employees"

- Conflict management and influence are two of the most visible tools of leadership. They also complement each other. Differences resulting in conflict are a daily part of business and leaders of high-performance teams need both to manage conflict effectively and use influencing skills to succeed in this new work environment. Indian leadership is often reticent to call out the elephant in the room and hopes it just vanishes. A few relevant verbatim comments by raters in this area were as follows:

  – Should believe in himself specially when it comes to taking a position on issues

  – He needs to be bolder and willing to take people head on regardless of the circumstances. Willing to compromise very often, taking the easy way out

  – Proactively seek out issues in the organization and resolve them before it becomes a real problem

  – He should be more assertive. Be more direct and develop the ability to say 'No'.

You cannot change your future, but you can change your habits, and surely your habits will change your future.

Abdul Kalam

Our experience in conducting leadership programmes and assessments also indicate that many employees find a paralysis by analysis occurring at the senior leadership levels with a lack of decision making. This is a key factor of frustration at lower levels of the hierarchy. In one of our interactions, a functional head expressed the view that, "*On most critical issues there are different*

instructions being given by different leaders which are contrary to one another. The leaders just don't resolve it among themselves and come to a common understanding on what needs to be done. This is so frustrating!"

Analysis of Leadership Styles

As we discussed earlier, the predominant leadership styles in India are Pace-Setting and Commanding. LEIPA® raters of Indian leaders listed the 6 leadership styles defined in Table 1. In the following order of <u>importance</u>:

- 1st – Coaching Style
- 2nd – Visionary Style
- 3rd – Affiliative Style
- 4th – Democratic Style
- 5th – Pacesetting Style
- 6th – Commanding

What is interesting is that we get the same results around the world for both the most common styles used in organisations and the order of importance of styles according to raters. The only difference is that in more hierarchical cultures the emphasis and levels of difference may be greater.

In a study of the senior leaders in 98 of the largest India-based companies (Cappelli et al, 2010), more than 50% identified the following qualities as the most relevant for their leadership:

1. 61% – envisioning and articulating a path to the future; strategic thinking; guiding change.
2. 57% – being inspirational, accountable, and entrepreneurial.
3. 52% – supporting careful talent selection; grooming; practices that advance business goals.

The first two relate primarily to the Visionary Style. The third infers a coaching style in regards to "grooming" and possibly any or all of the other styles in reference to "practices".

The Way Forward

Live as if you were to die tomorrow. Learn as if you were to
live forever.

Mahatma Gandhi

Based on our analysis and experience, and supported by the stated needs of CEOs of Indian companies, Indian organisations need to take a fresh and holistic look at their leadership development practices. Their goal should be to develop a sustainable leadership pipeline throughout the organizational pyramid.

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This pipeline should also include organisational leadership advancement opportunities for technical specialists. Although it is often assumed that most technical experts will not make good leaders, our experience is that with the right kind of development these intelligent people can learn new behaviours and become more people oriented, often developing into excellent leaders.

The interventions should be based on the needs to develop emotional intelligence competencies and focus on relevant granular behaviours which enhance their adaptability to perform all leadership styles. The leadership change journey is sustainable only when the consequences of the outcome desired are understood clearly by these leaders. Each intervention must enable SMART action plans to be created and followed up.

Far too often, employees are made to go through multiple leadership programs without an overall strategy and without giving them the time to focus on rewiring the learnings into behaviours and then hardwiring them into good habits. In behavioural learning and change it is best to focus on making a few changes at a time but doing them well! It needs focus, attention and practice – and time! Our experience has shown that sustainable results come from creating small groups to work together after the formal programme is complete. They can then continuously interact, motivate and learn from each other. The best results come from having a coach to provide direction and challenge the group to keep growing and improving. Because it is not the norm this new approach of very regular and continuous small doses of learning requires the support of the board, the CEO and human resource leaders.

Leaders need to know where they are now in the continuum of leadership development, where they need to get to, and how to impact others. Finally, they need to develop situational awareness and how they can continuously learn and adapt to build sustainable personal and organisational performance.

Arise! Awake! And stop not until the goal is achieved.

Swami Vivekananda

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