

Leadership

What do Leaders do ?

Ravi Kant

Director General

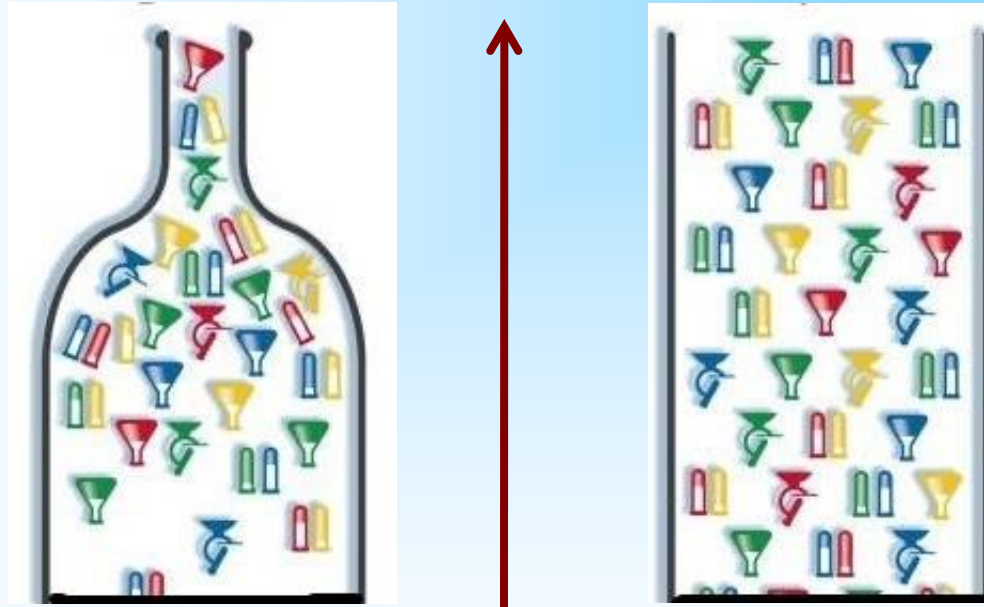
Administrative Staff College of India

Cell: 99890 22033

ravikant@asci.org.in

Leadership

Bottleneck is always at the top !

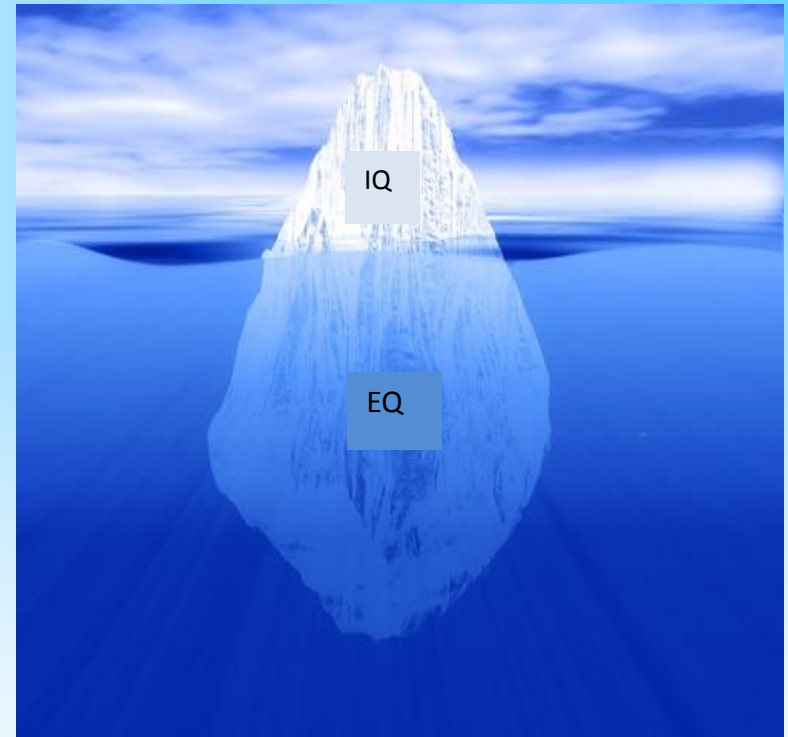


Why does your Potential not convert into Performance?

- All of us, through education & experience, have acquired 'Potential' to perform.
- The simple equation is like this:
- $P = P - I$
- Performance = Potential – Interference
- This 'Interference' reduces our Performance
- Therefore we need to identify and reduce Interference to maximize Performance
- We need to re-discover & re-visit ourselves and transform ourselves into new look Performers

Leadership – IQ & EQ

- Every one of us has
 - ▶ IQ (Intelligence Quotient) &
 - ▶ EQ (Emotional Quotient)
- It is like Iceberg – IQ appears out while EQ is buried deep down
- EQ is Maturity, Stability, Emotional Competence and Balance
- Many leaders got derailed because of deficit in EQ



Leadership Styles

1. Autocratic

Leader has good domain knowledge

Listen to me, do as I say

2. Consultative

Leader wants to consult others despite domain knowledge

I consult you all and take decision myself

3. Democratic

Leader has poor domain knowledge

He goes by what others say

- We follow all these styles – however watch out for democratic

Aim Wisdom

- Education only gives us the Platform to stand
- Climbing the ladder of success begins now
- Education & knowledge do not go in hand in hand always
- Educated but poor knowledge – quality of education big issue!
- Knowledge is an empowerment where your basics and fundamentals are right
- Skill development - Practice makes a man perfect
- Experience - Real life situation handling & problem solving over a sustained period
- Knowledge, Skill & Experience lead to Wisdom
- Man is imperfect animal. And imperfection leads to Innovation. Man cannot run fast as Tiger – so he invented Car. Man cannot fly like birds – so he invented airplane.

Values, Mission & Vision

- **Values**

- ▶ Values reflect organisation's belief system and sense of right and wrong or what "ought" to be. Values tend to influence attitudes and behaviour.

- **Mission**

- ▶ Mission is the organisation's Raison d'être. (Why are we?).
- ▶ It has missionary thought e.g we will work towards sustainable development and bring benefits to all stakeholders.

- **Vision**

- ▶ It is the top management's view about what the organisation should be.
- ▶ Vision leads to Strategy – this will guide Policy & Plan & Action.
- ▶ There is generally a quantitative element e.g. we will be 2 b\$ Company by 2020.

- All of us (Individuals & Organizations) are shaped up and propelled by our Values, Mission & Vision.

Leadership vs Management

- Leadership & Management are different.
 - ▶ John Kotter, Harvard Professor
- Management is about coping with day to day complexity of the organisation.
- Organisations manage complexity:
 - ▶ by planning and budgeting
 - ▶ by setting targets for the year
 - ▶ by establishing detailed steps for achieving those targets
 - ▶ by allocating resources to accomplish those plans.
- Leadership, by contrast, is about leading an organization to a constructive change
 - ▶ This happens by setting a Direction
 - ▶ By developing a Vision of the future
 - ▶ By developing Strategies for producing the change needed to achieve that Vision.

Leadership vs Management

- Management manages Talent pool to achieve its plan by 'organizing' and 'staffing'.
- Leadership however aligns people into 'shared Vision'.
 - ▶ Leaders communicate the Vision to its people.
- Management accomplishes goal by controlling and problem solving.
- Leadership accomplish Vision by motivating and inspiring.
 - ▶ always keep people moving in the right direction.

Organizations are over-Managed and under-Led

- Organisations today are over-managed and under-led.
- These organisations embrace long-term planning to achieve their goals
- This shows they lack the ability to adapt to an increasingly competitive business environment
- Thus "long term planning" is a contradiction in terms

- Managers promote stability while leaders press for change.
- Only those organizations that embrace both sides of that contradiction can thrive in turbulent times.

- Management copes with complexity and Leadership copes with change
- Thus Leadership & Management and are complementary
- They cannot function without each other in the fast changing world.

- Therefore we need to build a powerful guiding coalition – Management and Board.

Leadership - Military Analogy

- A peacetime army can usually survive with:
 - ▶ good leadership at the very top
 - ▶ and good management throughout the hierarchy.
- A wartime army, however, needs competent leadership at all levels.
- We do not manage people in the battle; they must be led !

Coping with Change – Enter Leaders!

- Business world has become more competitive and volatile.
- Policies, Technology, Processes – all are changing very fast !
- Human knowledge itself is doubling every five years!
- Competition is increasing – thanks to Innovation; goods & service delivery are becoming efficient & effective.
- Therefore doing things 10% better is no longer a formula for success.
- Therefore more changes is necessary to compete and survive in the new environment.
- Thus more change demands more leadership.

What is Vision?

- Since the function of leadership is to produce change, setting the direction of that change is fundamental to leadership.
- The direction setting aspect of leadership does not produce Plans it creates Vision.
- Vision has to be comprehensive and translated into Strategies.
 - ▶ Vision without Action is merely a dream
 - ▶ Action without Vision just passes time
 - ▶ Vision with Action is a game changer!

What do Leaders do ?

- They do not waste time on trivia.
- They do not sweat the small stuff!
- They tell the truth about current reality.
- Do the tough things no one else wants to do.
- Restructure the teams, if necessary.
- **Leaders cause change!**
- Leaders lead change – as main change agent.
- Change is painful and, therefore, leaders provide impetus and anchorage
- Prepare organizations for change and cope with the pains of change.

What do Leaders do ?

- Leaders have powerful Vision of the future of the organisation
- They guide the creation of a shared Vision.
- Leader is someone you choose to follow –to reach a place you will not go yourself.

Leaders build bridges

Between today and tomorrow - strong enough for everybody to cross.

Vision fulfilment – it needs support and anchors like 'rope' to cross the river.



LOOK BEYOND THE WALLS.

BE A LEADER THAT (CREATES BRIDGES. WE ARE ALL "THOSE PEOPLE" ON THE OTHER SIDE.

Mentoring – Be a Mentor, Be the difference !

We ask this question to every Senior Person !

- How many people have you trained or groomed or developed ?
- If answer is No, then we are not doing our duty as a Leader





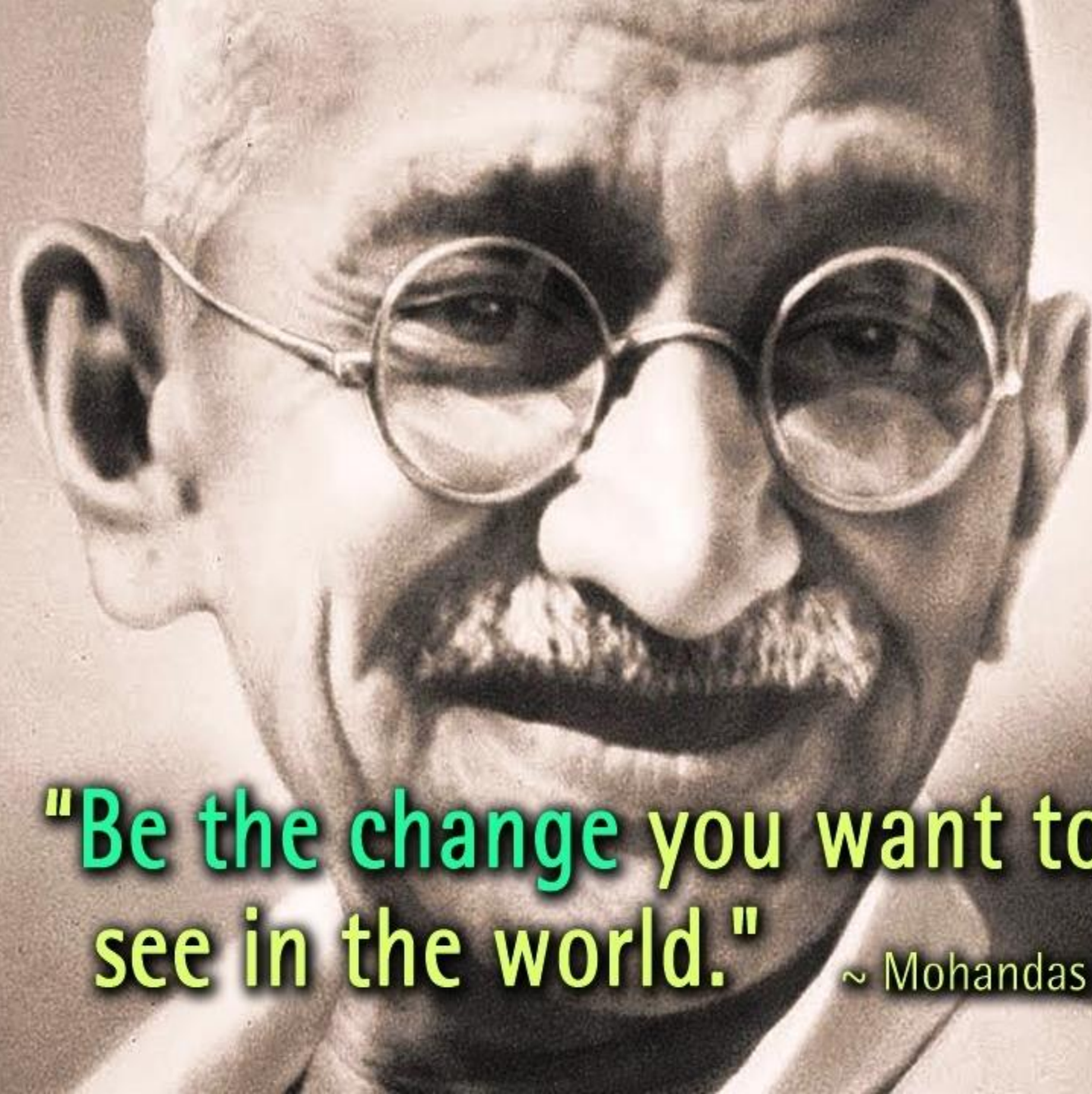
Leaders as Mentors

- A good leader inspires people to have confidence in the leader.
- A great leader inspires people to have confidence in themselves.
- Before you are a leader, success is all about growing yourself.
- When you become a leader success is all about growing others.



Change is Inevitable!

- People, who do not change with change, will perish
- People, who change after change, will survive.
- People, who change with the change, will succeed.
- People, who cause the change, will lead.



**"Be the change you want to
see in the world."**

~ Mohandas Gandhi

God bless you all !