

India
Shiv

October 2007

This note captures the speech made at the Nokia leadership workshops on the concept of **LEADING ONESELF, LEADING A TEAM AND LEADING THE BUSINESS.** A lot of this is not in any book or article, it is more a collection of what I have seen and learnt watching many managers and leaders over the last two decades.

LEADING ONESELF:

This is the start to being an effective leader. Many managers do not make the leadership grade because they haven't spent enough time thinking about this aspect. There are five things to look for in managing yourself.

The first is managing your time. This is the most overlooked aspect of personal management. This aspect defines and contributes to about half the impression and perception that your colleagues and business partners have of you. Are you on time for all meetings, do you deliver your work on time as promised, are you double and triple booked for meetings. Managing an effective calendar will ensure that you are on top of the key priorities and also have time for reflection.

The second aspect is managing your emotions. Do you get happy easily and do you get sad easily. You need to manage your emotions so that you are not seen as swinging with the tide. Emotional balance and maturity are needed.

The third aspect is managing your insecurities. Everyone is insecure in one way or another but it is the way you deal with the insecurity that makes the difference. When managers are jealous of their colleagues and talent, they are constantly pulling them down when the manager is not around, it is a manifestation of poor self worth. When a manager feels threatened by a peer or a subordinate, then they hoard information. When your insecurities interfere with your daily work, then the people around you don't find you a pleasant individual to work with.

The fourth aspect is the way you deal with your ambitions. Everyone is ambitious and it is good to be ambitious. Ambition propels achievement, sets a new benchmark, and raises the bar. However, if you wear your ambition on your sleeve and are constantly drawing the organization's attention to your ambition, then it is more likely to hurt the very ambition you are promoting. If you are good, you don't need to stand up and shout everyday!

The final aspect of managing yourself is your relationship with the organization you work for. The relationship should lead to pride; else you should not be working for the organization. The worst thing for an individual to do is to stay in the company and keep bad mouthing the company either in the corridor, or in public or with customers and friends. The first time you do so is news, the second time you do so is a yawn and the third time you do so, and the people listening to you will label you a cynic.

India
Shiv

October 2007

LEADING YOUR TEAM:

Things change when you start to lead a team. Dealing with a team requires you to master the fundamentals of managing oneself. When you lead a team, there are six watch outs/things you need to pay attention to.

Your team will first judge you on fairness. Are you a fair person? It might surprise you to know that there are no training courses for judges. Fairness is an innate value higher than any other value you practice. People like to work for fair but tough bosses, they hate to work for someone who is unfair, and however competent that person is. When you are fair as a leader, you build higher trust and commitment to the organization and team.

Your team will then judge you on consistency. When you have an inconsistent leader, then you hear phrases like whets the boss s mood today, how is he feeling etc? Consistency does not mean saying yes or no all the time. Consistency to your team will mean that every time similar data points and similar knowledge comes to the table, you will as the leader call the info in exactly the same way.

The third aspect of leading a team is about imposing your personality on the team. Many leaders make this mistake. They do so because they read about the stories around Steve Jobs, Richard Branson and similar iconic owner leaders. By definition a team with its diversity and competency will always be richer than the personality of a leader. A god example to look at is the Australian Cricket team and the captains they have seen. Allan Border gave way to mark Taylor who handed over to Steve Waugh and now we have Ponting. Each captain, very different, each contributed to the success but the personality of the Australian cricket team is always bigger and larger than that of the captain.

The fourth aspect of leading a team is about sharing vulnerability. As a leader you will recognize that you cannot do everything and that you are not good at everything. Your ability and honesty in sharing your vulnerabilities will bring your team closer to you and they will see you as a human being they need to support and not a leader they need to follow. Sharing vulnerability builds emotional glue amongst the team members. This also ensures that team members who have a higher skill set in an area of your weakness can step in and pitch for you.

The fifth aspect of leading a team is the way you apportion success. If the team is successful, do you hog the credit or you spread the credit amongst the team members? When you apportion success liberally, then you will be able to pull up non delivery, many leaders do not see this aspect of apportioning success.

The final aspect of leading a team is your reaction to bad news. Do you as the leader shoot the messenger? (In which case no one will tell you anything anymore) or do you go into a rage and a fit when you hear bad news. Business is a combination of good news and bad news; you will be watched closely every time there is bad news at the table. The best leaders take bad news in their stride,

India
Shiv

October 2007

LEADING YOUR BUSINESS:

After coming to grips with leading yourself, and leading your team, you grapple with leading your business. In my book there are three questions you should ask whether you are a sales manager, a brand manager, a business manager.

The first question is how will this business look three to five years from now? Your view of the possible scenarios of the future will determine a lot of your work.

The second question is how money will be made in the biz three to five years out? To give you an example from FMCG, the 90 s saw a lot of penetration activity and money was made in getting access to consumers through sachets. Today, money will be made in consumption and in adjacent categories.

The third question you need to ask is linked to the first two, if that's how biz will look three years out and that's how money will be made, then what skills and competencies will you need to tap into this opportunity? Going to Bollywood as an example, the key competency today is marketing while the old competency was distribution. Marketing is the new competency because ticket prices have been liberalized and hence filling in the theatres in the first two weeks is key to success.