



Strategy lessons from Career roles

31 May SPJIMR Mumbai - Shiv

Your Director Varun Nagaraj's brief to me was ***“Strategic management with highlights form your career”***


I loved the topic, so here I am...



The Dozen Roles I Have done



1. **Management Trainee**
2. **Area Sales manager**
3. **Brand manager**
4. **Branch manager**
5. **Marketing Manager**
6. **General manager**
7. **CEO**
8. **CEO Emerging Markets**
9. **Chairman**
10. **Strategy Head, Global Textiles, Cement, Economics Cell**
11. **Operating Partner**
12. **Board Member**

The Role	What does one focus on	What skills are important
 <p>FREE JOB DESCRIPTION</p> <p>Management Trainee</p> <p>Free Better, Faster with Jobsoid</p>	<p>Learning Learning Learning</p> <p>Tendency to have ants in the pants – want to do an operational role quickly. Relax! Your time will come</p>	<p>Focus (on Projects)</p> <p>Appreciation (of each function)</p> <p>Sensing (how things work in the company)</p>

The Role	What does one focus on	What skills are important
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Consistent Sales month on month

Channel and Geography mix

Inventory and receivables

Training the team

Customer focus

Planning

Conflict management - Handling channel conflict



Why Your Company Needs a Brand Manager?

What does one focus on

**Selling Ideas- Notes, PPTs,
In meetings**

**100 % responsibility ZERO
Authority – Don't
moan/groan**

**If you are leader brand,
extend the lead, if you are
No2 or 3 shorten the lead,
if you are out of top 10, get
into top 10.**

What skills are important

Influencing

Analytical

Curiosity

Creativity



What does one focus on	What skills are important
Selling the company range- Quality Growth	Leadership
Consistency	Pseudo P & L management
Prudent financial discipline	Stretching the team



What does one focus on	What skills are important
Category Insights	Prioritization
Portfolio management – Revenue, Share, Profit	Future Trend mapping
Coaching the brand managers	Teachable point of View



What does one focus on	What skills are important
Managing trade offs	Decisiveness
Driving NEW thinking	Respect for Money
Balancing Volume, Value and profit	Value chain thinking



What does one focus on	What skills are important
Balancing short term and long term	Technology for the future
Building Eco system relationships	Turnaround where needed in company
Turning up where and when needed, working for the Institution	Transformation is a must
	Investor & Media management

CEO

EMERGING MARKETS

What does one focus on

What skills are important

**Being a leader of
leaders**

Orchestration

Providing resources

Global perspective

**Spotlight successes /
Understanding
missteps**

**Influencing global
teams to develop EM
products**

Investor management



What does one focus on	What skills are important
Supporting the CEOs	Persuasion
Enhancing company reputation in eco system.	Negotiation
Building trust in global system	Communication
	Country thought leadership



What does one focus on	What skills are important
What's are Measures of a business?	Future focus
What's the Worth of a business?	Capability Pools
Resource allocation	Preparation
Long range strategy	Commodity to brand thinking
Use of Capital	Business Models



What does one focus on	What skills are important
<p>The internal sounding board</p> <p>Focus on value coaching</p> <p>Open doors with network.</p>	<p>Value creation - How is value created and how can it be created in the future?</p> <p>Challenge & Support</p> <p>Rejection acceptance</p>

- 1. Support the CEO, don't do his/her job.**
- 2. Don't be a surround sound director – loving own voice!**
- 2. As Chairman, challenge strategy, bring fairness into discussion, get all board members to contribute**
- 3. As Chairman, don't let board member hobby horses derail proceedings**
- 4. Get to know talent in company**
- 5. Balance the measures being chased**



Thank you !

Add On slides for Linked in audience

Peer Group

- Peer groups look out for themselves first, not for you. Only in the army and sometimes in sport do peers look out for you.
- If you are good, you will experience some kind of push back from peers.
- Share information liberally with peers, that can blunt some of their anxiety.
- Help the peer group if you can, if you cannot say so upfront.
- A peer will always seek some benefit from associating with you.

Insecurity

- The only way for you to be secure is to stay relevant and keep learning.
- If you are good, your bosses and peer group and leaders in your industry will be insecure.
- You should not lower your standards to keep people secure.
- If you have done a good job, your successor will be insecure, you can't help that and insecure people will poison that successors mind.

Direct reports/colleagues

- Not everyone will like you. It's more a function of their insecurities about how they see your role and the priorities you are setting.
- Always be fair in judging their contribution.
- Invest in their personal development, support without conditions.
- Never play favorites, treat them on the issue and their contribution.
- Some of them will let you down when you leave the role and talk behind your back, but look ahead, don't look back.
- TRUST but verify

Media

- Recognize that the media has a job to do.
- They serve their readers, not your ego.
- Some might have an inherent negative angle in reporting, take it in your stride
- Never play favorites and don't plant stories.
- Media coverage is a double edged sword, you get good reportage and someone will be at the next corner to write a less positive story.
- Don't avoid media/a tough journalist, that's a lose lose game for both of you.

10 Tips for a visiting card with **NO** expiry date

1. Be the best at whatever you do, never be an also ran.
2. Have institution loyalty based on principles
3. Don't be a sycophant and don't encourage sycophancy
4. Invest and build your personal brand on your core strengths
5. Contribute early in your career to the eco system. Give >>> Take
6. Realize and step back when you see people taking advantage of you.
7. Build your own capability and that of others who work with you.
8. Have resilience through every dark phase.
9. Always return a head - hunters call
10. Don't equate everything to money.