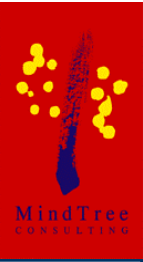


The Essence of Leadership

Subroto Bagchi

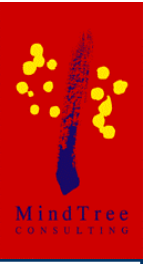
February, 2004



Defining Leadership

Thinking through the organization's mission,
defining it and establishing it, clearly and
visibly

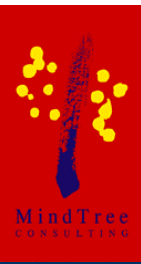
- Peter Drucker, 1966



Who is a Leader?

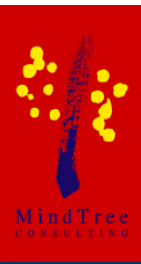
A Leader is a person others opt to follow to a place they would not have gone by themselves

- Joel Barker



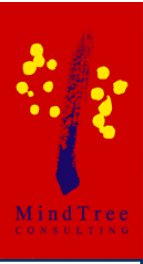
Leaders vs Managers

Leaders	Managers
Creates a new order	Maintains existing order
Defines risks	De-risks
Opportunity focused	Resource focused
Comfort in ambiguity	Comfort in clarity
Opportunity centric	Constraint centric
Big picture oriented	Detail oriented
Innovative	Adaptive



Leading vs Managing

- Which is more important – right or the left brain? Creativity or Execution?
- The essential difference is the degree to which people initiate, own, anticipate, experiment
- It is the difference between path creation & path dependence
- Greater the complexity of business, higher is the need to blend both the capabilities
- How leading is changing from pyramidal 'create once and use many times model'?



Structural vs Situational Leadership

- The Bison Herd Model
- The Bird Model

The Bison Herd Model

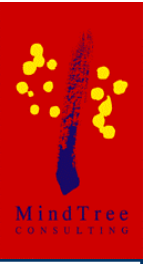


Early settlers immobilized bison herds by seeking out and killing the alpha male! Organizations led by leadership base on permanent precedence are vulnerable

The Bird Model

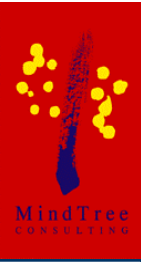


Migratory birds are a good example of both situational leadership and outstanding followership. As they fly, they keep changing the lead, yet reach their destination



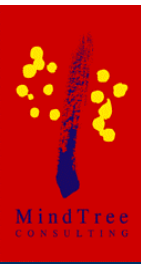
Leading Change vs Leading Continuity

- The theory of Planned Abandonment
- Focus on opportunities
- Preserving Values
- Learning from non-profit organizations



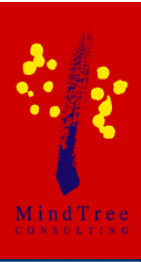
Values drive Leadership

- Caring
- Learning
- Achieving
- Sharing
- Socially Responsible



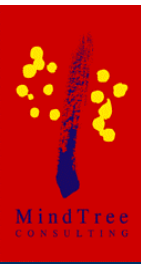
Leadership Q – Conventional vs Emergent

- Humility
- Tenacity
- Ability to go against the flow
- To set a Vision
- Facilitate
- Negotiate
- Articulate
- Balance EQ / IQ
- Recognize, create & address larger constituents
- Network
- Leverage
- Create content
- Create simultaneity
- Creativity



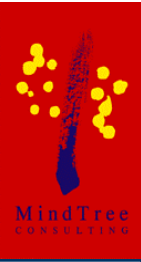
Leadership Q – Conventional vs Emergent

- Manage conflicts
- Understand business issues
- Detachment, egolessness
- Tough expectations
- Personal discipline
- Personal Health & Fitness
- Comfort with Limitations
- Scalability
- Ability to take difficult decisions with speed
- Innovative – what is new and different
- Work with more competent people
- Strategy & tactics
- Execution is everything
- Planned abandonment
- Ability to seek help
- Ability to “make sense”
- Ability to engage



What good leaders do not do

- Compete with their own people
- Consider that they have a lousy team
- Place popularity ahead of effectiveness
- Sacrifice the means for the end
- Create a future that enables self preservation
- Sacrifice the team to prove a point
- Say, "I told you so..."
- When a new order is ushered, let people say, we did it by ourselves



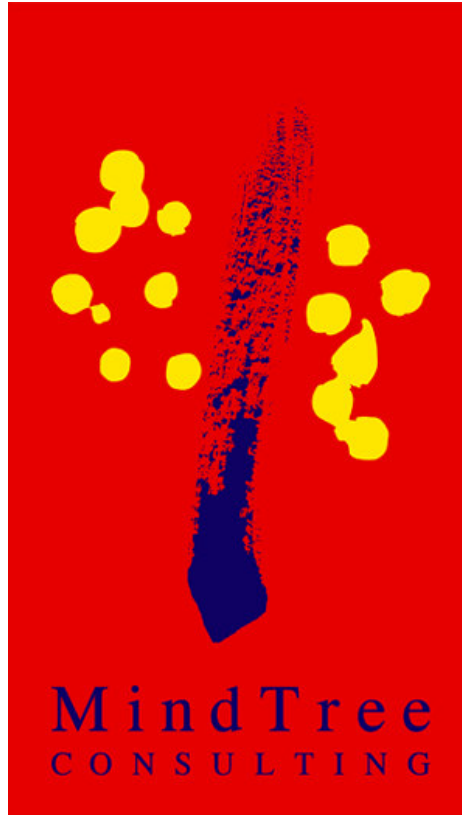
The Price of Leadership

- Quite often, it is a lonely trek
- Anger, disappointment and subversive compliance come with the territory
- The price is often deeply personal – Gandhi, Moses, Wallace, Christ, Mandela
- People do not like to see their leaders as human beings. There is a human side, unseen side. We need to accept that fact

In closing....



"be sunshine, be joy
be the sparkle on the crests of waves in untamed oceans
be strong of mind, soft of heart, and live of spirit
be earth and water"



Imagination

Action

Joy