

# KNOWLEDGE BEANS-15

a human resource newsletter



## HIGHLIGHTS OF THIS ISSUE

- Industry Champion Shantanu Bhamare gives useful insights on Personal Leadership
- Sukhdeepak Malvai discusses the interplay of Mind - Body and Emotions and its impact on Managerial Performance
- Pooja Phaterpekar throws light on Creating a Coaching Culture in the Organization

## industry champion space PERSONAL LEADERSHIP



### Shantanu Bhamare

Shantanu Bhamare is a Project Management Professional (PMP) certified by PMI (USA). He is currently working with IBM as a Deputy General Manager as well as Vice President of PMI Pune-Deccan India Chapter. He has over 18 years of experience in the IT industry on software projects.



If I ask you "Are all bosses leaders?" most of you will say, "Yes they are", But If I ask "If you are not a boss, then are you a leader?" Many may say:

Leadership is management's job, and not mine.  
I do not need to be a leader. I am not in charge.  
Leaders are born, not made.

#### The Real Leader:

**Listens to** and **Learns** from others  
**Energizes** the organization  
**Acts** for the benefit of everyone  
**Develops** himself and others  
**Empowers** others to lead  
**Recognizes** achievement

Leadership is seen in action when the manager of one team approaches his counterpart in another and initiates a conversation about how the teams might co-operate to meet a common goal.

Leader is a manager who makes an effort to get to know his staff by frequent interactions to solicit what is on the minds of his direct reports.

Leader is a manager who "teaches" his people, new and old, the norms of his organization and his expectations from them.

#### The 5 P's of Leadership:

##### Pay Attention to What's Important

Pareto's Law "The Law of Unequal Distribution of Results" or the 80/20 rule says that there is 20% of the stuff you do that gets you 80% of the results. The trick is finding that 20% that gives you the biggest bang for the buck.

## THE EDITOR'S COLUMN

**Reema Malik**  
Editor



Reema Malik is a qualified management graduate specialising in International Business. She endeavours to incorporate her erudition to people development by virtue of her cognizance and a cosmopolitan milieu.

*This edition presents to you different school of thoughts to adopt and embrace various disciplines in your personal leadership philosophies.*

*The newsletter also highlights the need to introspect when our work-related behavioral patterns go off course and emotional forces exert stress. In addition to that, we can also tap into the wisdom to create high performance coaching conditions unrestricted of reporting relationships, connect-the-dots and extrapolate the incredible power of aligning people development with contemporary coaching practices.*



Atyaasaa Consulting Private Limited is a leading Human Resource Training & Consulting Organization partnering with some of the best brands in the country and overseas. Atyaasaa has been a catalyst & a contributor in their quest for people development and business excellence. The core differentiator of Atyaasaa process is continual innovation, unique customization and use of state of the art technology tools implemented through ethical and experienced operations and human resource facilitators having contribution as their core value.

## PERSONAL LEADERSHIP

### Praise What You Want to Continue

Remember, too, praise if overused, tends to lose its force.

### Punish What You Want to Stop

Be careful though, as you may fall prey to the hot stove guideline. "A cat who sits on a hot stove will never sit on a hot stove again. But it won't sit on a cold stove either".

### Pay for the Results You Want

Don't restrict the pay to just money, though. Pay people with time off, recognition, choice assignments, small gifts, and special bonuses to encourage the behavior you want.

### Promote the People Who Deliver Those Results

The problem is that organizations maintain systems that reward the old behaviour, even while they are trumpeting the new behaviour in memos, meetings and executive retreats.

### What Leadership Is Not

"Leadership is not hitting someone over the head." Raising your voice and shouting does not produce respect. It may generate fear, but it does little to enhance personal dignity of the person.

Yet many managers in leadership positions like to rule by fear. How many times have you heard a manager say, "I need to yell. It's the only way to get things done." Sure, yelling might stimulate an employee to continue working, but it certainly will not encourage him to contribute any more than the minimum effort.

Shouting says, "I'm in charge, you're not, so do what I say."

Therefore to be a successful leader one should go the extra mile to set an example and drive the activities until the closure to achieve the desired results.



## vital requisite **WINNING-as a PURPOSEFUL manager**

To be a cutting edge leader requires us to be purposeful - A High Focus and High Energy person who has the capacity to duplicate this with his staff to generate the results that are required for winning and achieving exponential results.

In most corporate environments studied, one comes across urgency driven busy managers and in this kind of a situation, being purposeful becomes extremely difficult.

Some managers manage to remain purposeful because they have learnt to deal with all the barriers to being High Focus and High Energy.

This article looks at three key areas in which mastery is required if one has to remain purposeful. These are ones own Mind - Body & Emotions.

If we were to introspect we would find that every time we lost focus or energy, it was one or more of these three that got disturbed.

Case: In a difficult market situation where targets were getting difficult to achieve Sunil's team was coming up with so many believable reasons that he started believing them and his own internal dialogue made him lose focus and conviction about the desired results.

The impending failure resulted in irritability and instead of focusing on generating possibilities for action to produce

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## awakening human excellence

results he went into the blame mode – further disempowering his staff. The situation became a reason for him to give up his exercise program, family commitments, rest & recreation, leading to a health crisis. (Clear case of Mind & Emotions not being managed)

Experienced managers will realize, with some introspection, that to remain focused one has to “Manage his Mind” – internal dialogue – “Manage Emotions”, especially feeling of resignation / anger / disappointment and learn to deal with the

negativity that creeps in so insidiously and also all our energy sapping thoughts and actions.

Purposeful managers work consciously to be in a state of high awareness that makes them instantly deal with mental distractions and get back into focus. They work constantly to keep their energy /enthusiasm levels up and invest time in facilitating coaching/inspiring their staff to manage – Mind-Body & Emotions.

## space for everyone CREATING a COACHING CULTURE



*Pooja Phaterpekar is a psychologist. She has done her Master's in Industrial & Organizational Psychology from Pune University and is currently handling the coaching projects in Atyaasaa. She brings along with her, a fresh new psychological perspective about the corporate world.*



Coaching has always been an integral part of the Indian culture. Since ancient times, knowledge has been transmitted from one generation to another, from a guru to a shishya. The gurus are in many ways similar to the modern day coaches. But paradoxically, Corporate India has not been able to incorporate the coaching culture within the organizations at the required pace.

Coaching plays a vital role in the success of an organization. It allows people to continually discover their new strengths and work on their weaknesses.

Coaching also makes people aware of the specific competencies that are required to achieve the organizational goals and use them in an effective manner. In this way, it ensures the optimum utilization of organizational resources. Keeping this in mind, many leaders are now beginning to realize the benefits of coaching as a powerful learning tool.

So how does one create a coaching culture?

### **Create a coaching mindset**

Make people comfortable with the idea of coaching by integrating coaching into training and development and highlighting the coaching skills that will help people climb the organizational ladder. A shift in the culture will occur only

when the organization will genuinely and consistently support coaching.

### **Set new expectations for coaching**

Coaching must become a way of life. Incorporate coaching services into the financial plan, support proposals to improve coaching skills to ensure that coaching becomes an integral learning and developmental practice and back it up with significant and observable action.

### **Create a feedback rich environment**

Expand the existing feedback channels to ensure that they deliver what they are capable of. People need to proactively seek, understand and respond to feedback to improve individual and group performance.

### **Walk the talk**

The management and the top bosses play a major role in the shaping of an organization's culture. They are the ones, who set the tone, pace, and an expectation regarding what is acceptable and what is not. Leaders who master coaching become effective catalysts for change.

Creating a coaching culture takes time and focus. For those willing to embark on the journey, the rewards will be great as untapped talent and potential will be unlocked.