

THIS MONTH FEATURES...



TETE-E-TETE

Rupali Rane shares insights of her perspectives on leadership.



OD ENTHUSIAST'S ORATE

Vivian Alfred elaborates on engaging leaders.



FOUNDER'S ARTICLE

Niket Karajagi shares his thoughts on alpha and omega of leadership engagement.

Atyaasaa

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KNOWLEDGE BEANS

A HUMAN RESOURCE NEWSLETTER



TETE-E-TETE

PERSPECTIVES ON LEADERSHIP



Rupali Rane is a result oriented professional with sixteen years of experience in various aspects of HR and has successfully led team of HR professionals who instituted best HR practices in change management, organizational development, performance management, compensation strategies, etc. She is an MBA from California State University, San Francisco East Bay. She is also a certified assessment development center professional and undergone compensation management certification. She also is a visiting faculty to NHRD, PESIT and Christ University.

What is the role of a leader?

The role of a leader is to create a driven, charged cult to achieve a single crazy goal. Lead the team to take the organization into uncharted, aspirational terrain and succeed.

A leader would prefer to work with?

Passionate and driven by vision, one who goes all out to achieve results, questions the assumptions, course corrects and builds a high performing team for the organization. A leader who constantly gives me the confidence that "I can do it" is the one with whom I would prefer to work with.

Why do you think achievers at times don't become leaders?

Achievers tend to overlook the fact that business change is imminent and thus is the need for

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THE EDITOR'S MESSAGE

The theme for this issue focusses on **The Magic of Engaging Leaders**. Today, most organizations endeavour to make engaging leadership a part of their organizational culture believing strongly in the power of engagement. Such leaders are a product of formative experiences, deeply held beliefs and behaviours that have transcended their own personal strengths and the discretionary actions of

individuals. These leaders step up and proactively own up their actions. Better business results through innovation, quality and productivity can only come from highly engaged people which are an outcome of an engaging leadership.

The topic for next month is **Emotional Intelligence**. Businesses will consistently experience stresses both internal and external. It is imperative therefore to create leaders of tomorrow whose core competence would necessarily be Emotional Intelligence. We demystify the essence of Emotional Intelligence in the next issue and define practices to build this as a significant competency in organizations who wish to be future ready.

If you share a passion for the topic, have a flair for writing and would like to share your views, you can send us a 350 word article with your brief profile along with your photograph in jpeg format to atyaasaaeditor@atyaasaa.com

ZEN of Leadership Excellence

In the challenging times of business scenarios, who can be a leader

2 Hr Conversation

with Niket Karajagi
Founder, Director - Atyaasaa

TAO of Business Excellence

Creating empowered organizations

agility. They become insecure about losing power and thus end up in directing their teams instead of building up their capabilities.

Highlight the key challenges associated with leadership.

The sense of urgency and achievement orientation overshadow important leadership virtues viz. understanding and developing people, guiding change and engaging internal stakeholders. This leads to disengagement.

How open are leaders to learning?

That's the toughest challenge. They live in their past glory. Organizations view them as heroes. Everything around changes and past behaviours don't work anymore. The fact that they are viewed as heroes, limits their desire to learn.

How do leaders misalign themselves?

It is critical to comprehend the goals and disseminate them while ensuring that the team members understand how do they fit in the big picture? Leaders often miss the later part. Insecure leaders hire mediocre talent whom they can control, to remain in power they become secretive, they mishandle team conflicts, allow/create chaos and finally lose sight of the vision (the frame of intent) as they get busy in sorting out issues.

What must a leader contribute to the team?

Learning and growing should be the topmost agenda for both the leader and his/her team. Help

members to build competence, celebrate and reward success, allow mistakes, support in course correction, be part of their life beyond work and ensure teams are emotionally engaged.

What is your principle advice to aspiring leaders?

Get out of your chair on to the floor. Announce yourself to the world around you. Give them the big picture. Tell the stakeholders what has been done well and what has failed. Don't push what you think is right. Be accessible. Trouble starts when the team stops knocking at your doors. The acid test is what your team member talks about you in your absence. **E**



OD ENTHUSIAST'S ORATE

ENGAGING LEADERS

Vivian Alfred has traversed an interesting professional path starting from a foray into journalism to now reaching the heights in HR. Professional certifications in NLP, psychometrics, assessment centres and profiling during a career spanning over seventeen years has enabled him to facilitate complete development of resources in the organizations he has contributed to.



The team turned turtles and was an envy to the competition and all other units in the organization. From the bottom rung, the team scurried through to the top three slot in just six months' time. This magical turn around suddenly emerged as an example and benchmark for many non-performers and energy drainers in the organization. This unit completely thwarted the existence of all the competitors who were awed at the dynamism of this unit with the customers and a fairy tale example for exemplary team performance through leadership engagement.

What were the factors that really did the impossible for this unit? The external coach actually emancipated the failing unit by creating a highly engaged team while in the core vein, actually, it was the engaging leadership behaviours...through the focus areas that included:

- Instilling in the leader the ability to create an inclusive environment where people feel that they can work effectively together towards a common goal.
- Guiding the leader in translating the company goals and vision to inspire the unit's team.
- Able the leader to establish effective plans and link each team members' contribution to the unit's vision of staying atop all units in the forthcoming twelve months. *next page ►►*

The CEO is short of announcing the closure of this Regional Unit, a couple of days earlier, after a close chested conversation with his HR Leader a thought dawned. . . Let's give them a final chance, maybe let's call for an external coach who may resurrect this Regional Centre that virtually was a dead rock !!!

The CEO believed that each individual in the team had the genes of a winner in the making, but as a team, they were in complete disarray and the leader was clueless on the crumble of his unit.

An external coach was engaged for this challenging assignment to create engaging behaviours in this team and get the derailing unit back on track and that too within six months. The only reason to smile for this coach was that the team had a bunch of individuals with a positive attitude.

A zero meeting of the team with the external coach and the HR Leader of the organization brought to light the failing behaviours of the team in this unit. The disengaged leader had attributed all his reasons for dismal performance to the external market scenario, the lack of product knowledge and a divided team which disowned his existence.

Leadership engagement is the chain that bonds the leader to the team. Great leaders engage followers and harness their energy to perform to their highest ability. The trust to transform the team began with the coach instilling in the leader a sense of purpose and vision. The coach first worked on creating an inclusive environment where people feel that they can work effectively together towards a common goal and direction i.e. the team to be envisaged as a No. 1 unit over the next twelve months.



- The leader organizing the team members' roles by combining each members' strengths to achieve the unit's goal.
- Driving performance for the entire team by removing the barriers of performance strategically identifying at the budding stage and counter – acting against each obstacle.
- Empowering the team by delegating decisions and technical advises by the technical gurus in the team to inspire performance.
- Built bridges with cross team collaboration.
- Inspired the team with the ability to innovate and implement diverse new ways of reaching the market and maximizing on the opportunities.
- Most importantly, the leader inspired the team to trust him by walking the talk i.e. living by the principles and ideas conceptualized by him for the team.



- Consistently challenged the team by raising the performance bar by improvising on the potential and going beyond the comfort zone to achieve the teams' goals.

Today, the unit is rated amongst the top three and most significantly they aim to be number uno and act as a coach for other underperforming teams in the country. This is an exemplary showcase of engaging leadership to drive results and performance with collaborated team work. **E**

FOUNDER'S ARTICLE

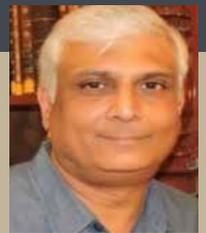
ALPHA AND OMEGA OF LEADERSHIP ENGAGEMENT

Leadership is all about perusing personal passion, an executed innate sense of purpose and a burning desire of helping people win. One has to be intensely charged up to lead as though "one's head is held under water and there is a desperate need for breath". Leadership is easy once this happens.

In my quest for engaging professionals, I have realized leaders can be developed once the "personal choice" to lead is made. The imperative here is differentiating performers from leaders. A structured approach is thus essential for their identification. An increasing intensity of "sense of purpose" in leaders amplifies success and its monetization consistently. It is important thus to leverage this.

Now that the leaders are identified it is important to engage them. And the steps are now straight forward; as the motivation to lead already exists.

- 1 Identify their passion and sense of purpose and accordingly chart career goals and aspirations. Organizations must provide these individuals with a free hand to peruse opportunities and projects of their interest.
- 2 Set a clear expectation and goal measurement as to how and what the leader will be assessed against in the area of exact contribution.
- 3 Coach and mentor at an individual level to scale up both functional skill sets and behavioural competencies that would help achieve the set goals.
- 4 Set and implement a clear behavioural feedback/feed-forward process that will help leaders audit or course correct their successes and failures.



Niket Karajagi is the Founder Director of Atyaasaa, which contributes to the top corporate brands globally. He is a business psychologist, a coach and an organization transformation facilitator with niche areas of expertise and contributions. Niket is an authority on creativity and innovation, emotional intelligence and statistical methodologies apart from his operations background in understanding management processes.

- 5 A consistent input as to how the leader's contribution is fitting in the big picture of the grand scheme of the organizations. Mission and Vision would take the engagement to a superlative level. The leader is now aware of the outcome of his/her action and is driven by a sense of cause.

I have tested the above approach on various leaders whom I have coached and it works wonders. In my assessment, leaders cannot handle success and thus create their own failures owing to fault lines in their belief systems. They must be shown the mirror consistently through structured assessments, and engagement will improve spontaneously. Last but not the least all leaders need their creative freedom so please don't scuttle it. Engaged leaders help organizations shift orbits. Find them, nurture them and allow them to create collective success. **E**



ABOUT ATYAASAA

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 and 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. These are implemented through ethical and experienced operations and human resource facilitators having contribution as their core value.



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BEANSTATEMENT

Move from performance orientation to leadership practices for building differentiated organizations of tomorrow.