

## THIS MONTH FEATURES...



### FOUNDER'S ARTICLE

Niket Karajagi shares his thoughts on tribulations of stepping into leadership slots.



### ATYAASAA SPEAKS

Insights into how to fast track young leaders.



### OD ENTHUSIAST'S ORATE

Mansi Agarwal expounds on dilemmas new leaders face.

Atyaasaa

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# KNOWLEDGE BEANS

A HUMAN RESOURCE NEWSLETTER



## FOUNDER'S ARTICLE



*Niket Karajagi is a business psychologist and the Founder Director of Atyaasaa, which contributes to the top corporate brands globally. He is a certified MBTI practitioner, DISC certified trainer, NLP Master Practitioner and carries international accreditation for Saville Assessments. Niket is also a certified coach, a competency augmentation facilitator and assessor for Marshall Goldsmith's Stake Holder Centred Coaching and Global Leader of Future 360 assessment.*

## STEPPING INTO LEADERSHIP

We get used to being hands on right from our early years. It becomes a habit tough to let go of. There is something fascinating about habits, they are not only challenging to let go of, but it is scary to make them go because they are a part of our personality.

To step into the shoes of a leader, one must want it as though gasping for breath. Leadership is a conscious choice that has to be made which requires a complete overhaul of our behaviours. But there is an exciting fact about behaviours; with practice they become habits. So the question is how does one step into leadership?

[next page ►►](#)

## THE EDITOR'S MESSAGE

The theme for this issue focusses on **Young Leaders and their Dilemmas**. We believe this is the crucial stage wherein an individual either evolves as a transactional or a transformational leader. We talk of what it takes to be a leader in today's times.

The topic for next month is **Focussing on Aspect of becoming Global Leaders**. We live in a techno savvy global village. Leaders of today have international aspirations. As we move into senior positions we have to learn to operate in territories which are seamless.

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](mailto:atyaasaaeditor@atyaasaa.com)



**ETERNAL ELEMENTS**  
A WEB-MENTORING INITIATIVE

**TITLE OF THE MONTH**  
**MITIGATING THE RISK OF BAD HIRES THROUGH ANALYTICAL AND BEHAVIOURAL METHODOLOGIES**

**BUSINESS COACH**  
Niket Karajagi

**LOCATION**  
Webinar

**TIME / DATE**  
3PM-4PM, Oct 12th, 2017

**WHO SHOULD ATTEND**  
Inspired and Aspirational Business Heads & HR Leaders

**CLICK HERE TO REGISTER**

**KNOWLEDGE BYTES**

SEVENTEEN SHORT STORIES THAT COACH ON SEVENTEEN ESSENTIAL LEADERSHIP COMPETENCIES



**WATCH NOW**

◀ from previous page | **FOUNDER'S ARTICLE : STEPPING INTO LEADERSHIP**

1. Stop the survival game and move into the space of co-creation.
2. Become a thought leader in your space. It automatically creates followers.
3. It is all about aiding and supporting people to perform. So stop being a doer.
4. Learn to work with other leaders. It helps imbibe new behaviours.
5. Gain repertoire of experience by doing different things. It helps build new capabilities.
6. After every failure, take it's responsibility. We live in a world of cause and effect.
7. Build leaders in your team. Challenge the team to do "more with less."
8. Do things that others fear. That's what leaders are known for; courage and principles.
9. Keep learning; be a student for life.
10. Move from IQ to EQ and to SQ as you grow as a leader. Intangibles are more potent than tangibles.

Leadership is not about age. Even the most qualified don't make it. Leadership is a never ending journey that is difficult to define. There are infinite facets to leadership which requires a lifelong learning process. Continually evaluate yourself with respect to your cohort group. Challenge yourself to be the best amongst the best.

Wisdom lies in continually changing our behaviours to achieve the next level of success. Leaders are known to be critical of themselves, which helps them move ahead into this space of leadership. In the end, a leader means you have followers. Followers happen only when they know they can win just because of you. A pertinent question to ponder upon is what should be your focus, your personal win or is it to make others win? An appropriate answer to this question will step you into the shoes of a leader. **E**



**ATYAASAA SPEAKS**

## FAST TRACKING YOUNG LEADERS

It makes a great business sense to have young leaders in key positions. It makes the organization creative and fast paced. The more experienced act as coaches and mentors and that can enable an expansive enterprise. Technology acts as an accelerator for developing and fast-tracking young leaders. This combination makes the organization agile.

The more the young leaders in an enterprise, better is its scalability too. The best attribute of young leaders is their energy and aspirations. The question is how do we select young leaders, develop and then deploy them. Let's discuss this process in three critical steps:

1. **Selection of young leaders:** Use validated tools to select young leaders. Psychometric instruments give a deeper insight into individual traits. You may choose the tool that fits your need the best. However, the tool must provide insights into motive and talent of an individual on validated task competencies. Select people with high motives, expertise can always be developed. As far as possible subjective assessment must be avoided. Use technology enabled tools. They cut time and cost.
2. **Development of young leaders:** People learn from doing. Live projects hard-wire new capabilities. Expose these young leaders on various innovation projects. Innovation projects that are ROI driven give significant exposure to the young talent. Assign a mentor within the organization and an external coach to work on culture alignment and behavioral competencies respectively. Use technology to map the change of each by assessing the individuals regularly through analytics in live projects and feed the findings to both mentor and the coach. These dashboards help the talent to measure themselves against data.
3. **Deployment of young leaders:** Once the coaching and mentoring process yields desired results through analytics, put the leader on a real time leadership role. Now the coach and mentor act as a backup for consolidating the success behaviours. Use technology to provide feedback and feed-forward. Use of apps in coaching makes great sense. Once the leader is ready, then let go.

Coaching, mentoring, learning management systems, apps and digital dashboards for tracking change is the best combination to nurture young leaders. We now live in a world where technology plays a vital role in all developmental interventions.

The above three steps need to be customized based on the needs of the organization, but an emphasis on technology is now an essential component. So go ahead and use a combination of human experience and technology enabled content to fast track your young leaders. **E**



OD ENTHUSIAST'S ORATE



*Mannsi Agarwal is a Human Resources Manager with ACCESS Health International, a niche consulting firm in the space of public health. She has 9 years of experience in HR with a specialization in learning and development.*

## DILEMMAS THAT YOUNG LEADERS FACE

Being a young leader, in today's technology and data driven business world, is both a feather and an expectation, for those who deserve it. If your organization has young leaders then your talent management team seems to be doing a good job, as the current perception goes.

While young leaders are celebrated as a sign of success, issues around their leadership styles and dilemmas don't find a place in discussion forums. It appears that the wonder kids are expected to have all the answers and no questions which may not be so true, after all.



Dilemmas that plague young leaders may revolve around 'proving the worth of their weight in gold' and dealing with the 'sense of awe' that follows every step they take. Bridging the gap between being an exceptional individual contributor or a visionary to working with so called lesser mortals may be a bigger challenge than it seems. Most challenges that any leader faces, applies to the young leaders as well. Certain specific challenges stem from the positioning and the self-defined context of such leaders.

In the real world of work, will their failure be dealt with more harshly, how difficult will it be to find favour again, where does the line of respect and experience intersect? Do they lead through conviction (which may be mistaken for arrogance by most) or allow people to set the agenda (which may show the leader as a weakling)?

Vulnerability is an acceptable trait for most people of their age. But who do the supermen and women turn to when in doubt? Can they appear to 'not know all the answers' that their team poses to them? Is it possible to seek answers from an already awe struck, somewhat jealous, more experienced, grey haired gentleman who report into them, with a grudge?

Where does their sense of belonging come from? Their team's too old, their pals are too down below the ladder, and the top's too lonely. How should they mingle with others, while maintaining their authenticity?

It will be interesting to see how they set examples as solutions to these issues. But overall, if one looks at the issues optimistically, this is certainly a good set of problems to have! **E**



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.



## BEANSTATEMENT

Even if you are a born leader it is a choice that has to be consciously exercised.