

Development Suggestions

Leading Self | Personal Effectiveness

Experience:

- Develop the ability to undertake self-introspection on a regular basis. Maintain a critical incident diary and be open & honest about situations you could have handled better, thereby evolving as a better and more effective leader.
- Ask a colleague or even people at home (your spouse, kids, parents, etc.) about what they think about the personal brand that you project, what are you good at? What are some areas you may need to improve? Based on these inputs and suggestions, make your own developmental principles and from time to time, reflect to check on how well you are doing and if there have been major deviations from what you planned.
- Set your own development plan. Create a development log including the following:
 - o Strengths and areas of development (both functional and behavioural)
 - o List your achievements and failures
 - o List significant learning experiences
 - o Develop a short-term and long-term self-development strategy
- Identify opportunities available in your organization that will help you in achieving your self-development goal.

Exposure:

- Shadow a peer/ senior known to have grown into an effective leader/ expert within your organization – observe what this individual does differently - How does s/he engage with others? How does s/he convince others on his/her point of view, especially if it is different from that of the group? Imagine yourself in his/her place - Discuss what the differences are between your approach and the approach the individual took. What are the similarities?
- Identify a coach/ mentor in your function or within your organization who can guide you in achieving your development goals.

Education:

Books*:

- '*Optimal Thinking: How to be your best self*', by Rosalene Glickman
- '*The Power of Intention: Learning to Co- Create your World, Your Way*', by Wayne Dye
- '*Mindful Leadership: The 9 Ways to Self-Awareness, Transforming Yourself, and Inspiring Others*', by Maria Gonzalez

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Leading Self | Personal Resourcefulness

Experience:

- Take on assignments and projects which are outside your area of expertise. Try to gain expertise in the new area by acquiring knowledge and accomplish the assignments or projects while staying calm and composed in the face of challenges.
- Observe how you react to people and situations when you are stressed. Learn to recognize and manage your emotions in such situations.
- Practice responding thoughtfully when dealing with a challenging situation. Reflect and think through all possibilities before responding to such situations.
- Practice mindfulness at work to reduce stress and improve your productivity. Mindfulness helps in getting attuned your thoughts and to focus on what is important.
- Learn to recognize **others'** emotions at work and practice empathy.
- Take on assignments and projects which require taking calculated risks and get mentored by seniors while working on such projects.

Exposure:

- Shadow a peer/ senior within the organization known to have managed crisis situations or setbacks positively - observe what this individual does differently - How s/he stays calm and composed and thinks holistically even in crisis situations? How s/he ensures to keep the environment and the team composed in adverse situations?
- Be open to feedback and criticism. Proactively reach out to seniors/ peers/ team members to take honest feedback and improve on areas which require attention.

Education:

Books*:

- '*Emotional Intelligence*', by Daniel Goleman
- '*Primal Leadership – Unleashing the Power of Emotional Intelligence*', by Daniel Goleman
- '*Mindful Leadership: The 9 Ways to Self-Awareness, Transforming Yourself, and Inspiring Others*', by Maria Gonzalez
- '*Master Your Emotions: A Practical Guide to Overcome Negativity and Better Manage Your Feelings*', by Thibaut Meurisse
- '*Wherever You Go, There You Are: Mindfulness Meditation in Everyday Life*', by Jon Kabat-Zinn

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Leading Others | Developing People

Experience:

- Empower employees to take decisions. Consider the following:
 - o Ask the employees to critique their work as well as your work.
 - o Ask the employees to present several alternatives and to explain the positives and the negatives in terms of problem solving or impact on people.
 - o Illustrate learning points for the employees.
- Delegate tasks gradually to team members, adding one at a time and allowing time for that task to be mastered before another is delegated.
- In your team, identify the most important skills and competencies exhibited by top performers. Bring that to the limelight. Encourage other team members to demonstrate the same. Acknowledge positive action of others in this direction.
- Give immediate feedback whenever possible and focus on specific, concrete behaviours. Whenever you point out an ineffective behaviour, be sure to describe a more appropriate behaviour that may have been more effective. When possible, use specific examples of past and future behaviours to assist in the development discussion.
- Have regular development conversations with team members, practice asking insightful questions to incite their thinking and support them to achieve their career aspirations by guiding them.

Exposure:

- Increase your exposure to peers and superiors whose managerial style is significantly different from your own.
- Shadow a peer/ senior within the organization who has to his/her credit the ability to channelize people's potential and create stars out of otherwise average performers – observe what this individual does differently? How does s/he encourage potential talent in people? How does s/he convince these employees to exceed expectations? How does s/he gain organizational support and cooperation to ensure projects/ activities for these people have visibility across functions and departments, and in turn gain visibility from prominent people within the organization?

Education:

Books*:

- '*Creating the High-Performance Team*', by Steve Buchholz and Thomas Roth
- '*The 360 Leader: Developing Your Influence from Anywhere in the Organization*', by John C. Maxwell

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Leading Others | Collaboration

Experience:

- Keep a track of your effectiveness in cross functional projects by monitoring the decisions that you influenced, pivotal roles played by you, conflicts handled by you in the project, handling opposition to your suggestions and ideas, etc.
- Creating future networks:
 - o Build relations within and outside the organization by attending sessions/ interactions with people from other functions or industry forums/ meetings/ panel discussions, etc.
 - o Keep track of key personnel movements across industries and use this information to keep your network current.
 - o Make an effort to stay in touch with your colleagues who leave the organization to take up roles in other companies.
- Treat other members with respect and put them at ease. Ask for **others'** help; never demand it. Keep in mind that strong relationships are built on mutual respect and common goals. State positive expectations.
- Refrain from getting into a "win/lose" discussion where the only alternatives are for one party to win and the other to lose. If the discussion reaches this point, openly discuss and acknowledge any conflicts you see arising and seek to resolve them.
- Participate in discussion forums which deal with interpersonal issues – solicit ideas and back your own arguments with knowledge/ rationale.
- Try and establish a personal rapport with others.

Exposure:

- Do a check (using a 360 feedback or other informal tool) on the number and level of people that feel free to approach you on a one-on-one basis; Set a goal for yourself to enhance this number.
- Shadow a peer/ senior within the organization known to have developed excellent networks within and outside of the industry - observe what this individual does differently - What are some forums/ peer groups s/he is part of? How does s/he manage to invest time and effort on networking over and beyond his/her work hours? How is s/he able to utilize these networks to further the organization's cause within the industry/ related industries?

Education:

Books*:

- '*Influence without Authority*', by Allan R. Cohen and David L. Bradford
- '*The Handbook of Interpersonal Skills Training: 16 Complete Training Modules for Building Working Relationships*', by Bob Wall

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Leading Business | Results Orientation

Experience:

- Take independent decisions related to own work by thinking holistically and take accountability for your decisions and outcomes.
- Volunteer to serve on task forces or teams that require you to make decisions and explain those decisions/ rationale and set priorities for action plans.
- Identify the root cause that prevents you from taking timely decisions. Are you a perfectionist? Or procrastinator? Disorganized? Too cautious or conservative? Identifying the issue is the first step in resolving it.
- Keep a track of your effectiveness in decision making by monitoring the decisions that you make, factors considered while arriving at those decisions, the outcome of those decisions and the benefit in the short and long term.
- Set up stretch targets and goals for self and team and drive the team to achieve those goals.
- Reflect on the existing processes and challenge them to bring in quality and cost efficiencies.
- Stay abreast of the technological advancements in your domain and leverage them to improve the existing processes.

Exposure:

- Find out if your targets/ goals are challenging yet attainable.
 - o Meet with your manager and solicit feedback on whether your goals have enough stretch
 - o Ask if any of your goals are too ambitious considering the time frame for accomplishing them as well as the level of risk involved.
- Shadow a peer/ senior within the organization known to have a track record of focusing on results and driving self and team to achieve long-term results for the organization - observe what this individual does differently - How does s/he drive self and team to achieve results? How s/he stays focused even in the face of challenges and overcomes them to achieve outcomes?

Education:

Books*:

- '*Swim with the Sharks, Without Being Eaten Alive*', by Harvey Mackay
- '*Inspiration to Perspiration: The Four Essential Steps to Achieving Your Goals*', by David A. Jacobson
- '*Getting Results: Five Absolutes for High Performance*', by Clinton O Longenecker, Jack L. Simonetti, Jossey-Bass
- '*The Thinker's Toolkit: Fourteen Skills for Making Smarter Decisions in Business and in Life*', by Morgan D. Jones

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Leading Business | Talent Advocacy

Experience:

- Go through ELGi's Competency Model and start applying it for identifying, selecting and developing talent for various roles at ELGi. Start having development conversations with your team using this model.
- Understand immediate and future business priorities and capability requirements for your team/ function and create a talent roadmap for your team/ function.
- Get involved in the process to assess leadership capabilities in your team/ function to develop high potential employees to take up leadership roles in future.
- Set up a formal process to have development conversations with your team on a regular basis. Keep a track of your effectiveness in having these conversations, identify opportunities for your team to build capability and support them to leverage those opportunities.
- Reflect, identify and start grooming a successor for your role.
- Mentor/ coach new hires in your team/ function and help them to smoothly transition to their new role.

Exposure:

- Shadow seniors/ peers during the talent identification process for your team or function. Observe closely to see how they assess talent on the required competencies, what questions they ask, how they take hiring decisions, etc.
- Have conversations with your manager and peers to understand the competency model and proficiency levels required for various roles and learn how it can be used effectively for the talent identification and development process.

Education:

Books*:

- *'The Talent Fix: A Leader's Guide to Recruiting Great Talent'* by Tim Sackett
- *'Succession Planning That Works: The Critical Path of Leadership Development'* by Michael Timms
- *'Digitalised Talent Management: Navigating the Human-Technology Interface'* by Sharna Wiblen
- *'The Leadership Pipeline: How to Build the Leadership Powered Company'* by Ram Charan, Stephen Drotter and James Noel

Articles*:

- *'Turning Potential into Success: The Missing Link in Leadership Development'* by Claudio Fernández-Aráoz, Andrew Roscoe and Kentaro Aramaki, Harvard Business Review

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Leading Business | Customer Centricity

Experience:

- Make a list of your internal and external customers. List the expectations each group of customers has of you. What criteria do they use to determine if the product and/or service that you provide is acceptable to them?
- Know your customer's business, vision, objectives and goals and try to contribute to achievement of their goals in all possible ways. Get to know their underlying needs; align your department's services and programs to those needs.
- Get involved in different initiatives that have to do with customer service such as mission/ vision exercises, developing key strategies, establishing client service objectives, using customer service surveys, etc.
- Develop mechanisms to receive customer feedback (formal and informal) on an ongoing basis. Use a broad spectrum of means to collect feedback to get a balanced view: face-to-face, phone surveys, questionnaires, response cards, etc.
- Improve your Customer Service Orientation. Respond to customer needs in a timely, responsive manner. Inform the customer of the specific actions that you will take, and make clear when you will be back in touch with the customer to report your progress

Exposure:

- Ask your manager about a particularly challenging or difficult client problem s/he is currently involved with. Ask to work with him or her in helping to resolve the situation.
- Have formal/ informal meetings with customers and listen to their needs. In particular, let your customers know you are thinking of them, are familiar with their needs and know how to respond to them. Remember that customers need to feel free to contact you about their problems and you need to be able to contact them for essential information

Education:

Books*:

- *'Designing the Customer-Centric Organization'*, by Jay R. Galbraith
- *'Indispensable: How to Become the Company That Your Customers Can't Live Without'*, by Joe Calloway Wiley
- *'Inside the Minds: Profitable Customer Relationships: The Keys to Maximizing, Acquisitions, Retention and Loyalty'*, by Brock, Richard

Articles*:

- *'Building an Insights Engine'* by Frank van den Driest, Stan Sthanunathan and Keith Weed, Harvard Business Review

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Leading Change | Global Acumen

Experience:

- Build knowledge of cross-cultural diversity. Learn about different cultures, communication practices and diversity in work context.
- Collaborate and interact with global colleagues and other stakeholders. Understand their context and expectations.
- Try to understand the competing business, country, and functional priorities from seniors and learn from them to balance conflicting priorities and interests.
- Maintain credibility by honouring your commitments to global clients and customers.
- Stay abreast of the emerging business opportunities in global markets and learn from experienced seniors and peers about how to capitalize those opportunities.
- Learn how to communicate effectively across different cultures by participating in meetings with global stakeholders and customers.

Exposure:

- Shadow a peer/ senior within the organization known to have developed excellent global networks within and outside of the industry. Observe and learn from this person about the global contexts and ways of working. Understand from him/her how s/he manages diverse opinions and thoughts to arrive at agreeable decisions. Learn from him/her about the differences in stakeholder expectations in different countries and regions and how to meet those expectations while building trust and credibility.
- Shadow peers/ seniors when they interact with global colleagues, customers and other stakeholders to learn how to communicate effectively across diverse cultures.

Education:

Books*:

- '*Developing your Global Mindset*' by Mansour Javidan and Jennie L. Walker
- '*Developing International Markets: Shaping Your Global Presence*' by Gerhard W.Kautz
- '*Globalization and Culture*' by John Tomlinson

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Leading Change | Strategic Thinking

Experience:

- Connect with your manager and peers to improve your understanding of the company's vision and strategic priorities and how it connects to your work.
- Talk to the team about the company's/ function's/ department's vision and goals, products and services, value-chain and business model.
- Ask strategic questions, observe and reflect, and try to find answers to your questions by interacting with peers and seniors.
- Cascade business goals to the function and team and help them understand how their individual goals connect to the overall organizational goal.
- Participate in your function's/ team's strategic discussions and set goals for self and team to drive achievement of vision.
- Take thought-through risks in your decision making to seize new opportunities by planning mitigation.

Exposure:

- Get coached by your manager/ senior within the organization to think strategically.
- Shadow a peer/ senior within the organization known to have strong strategic orientation. Observe and learn from this person how s/he thinks strategically, what are the factors s/he considers to make strategic decisions, how s/he stays abreast of the market and industry trends, how s/he capitalizes on strategic opportunities.

Education:

Books*:

- *'Playing to Win: How Strategy Really Works'*, by A. G. Lafley and Roger L. Martin
- *'Blue Ocean Shift: Beyond Competing - Proven Steps to Inspire Confidence and Seize New Growth'*, by Renée Mauborgne and W. Chan Kim
- *'Good to Great: Why Some Companies Make the Leap and Others Don't'*, by Jim Collins
- *'HBR Guide to Thinking Strategically'*

Articles*:

- *'How to Demonstrate Your Strategic Thinking Skills'* by Nina A Bowman, Harvard Business Review
- *'Think Strategically to Stay Ahead'* by Ryan Kehr, Harvard Business Review
- *'4 ways to Improve Your Strategic Thinking Skills'* by Nina A Bowman, Harvard Business Review

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Leading Change | Market Insight

Experience:

- Build sound market intelligence and knowledge of your industry. Gather information and analyse trends in the market and industry through various sources.
- Stay abreast of the changes in your specific domain and gather information to understand and leverage global trends ahead of competition.
- Collect feedback through interactions, surveys, meetings, and other means to gather information which might be helpful to align business strategies.
- Look ahead for opportunities in the market:
 - o Conduct a scenario planning session with your team
 - o Describe the possible scenarios
 - o Brainstorm with the team to come up with creative ideas and solutions based on possible scenarios
- Assess the market and the organization to deliver globally relevant and breakthrough solutions.

Exposure:

- Learn to examine and leverage the market dynamics and industry trends from colleagues and seniors.
- Shadow a peer/ senior within the organization known to have a thorough experience in understanding competitor landscape and capitalizing on opportunities based on market and industry trends. Observe and learn from this person about the various sources to gather knowledge of the market and competitor landscape and to analyze and take calculated risks by building possible scenarios and capitalizing them.

Education:

Books*:

- '*Understanding Markets and Strategy - How to Exploit Markets for Sustainable Business Growth*', by Malcolm Morley
- '*Winning the Right Game: How to Disrupt, Defend, and Deliver in a Changing World*', by Ron Adner
- '*2030: How Today's Biggest Trends Will Collide and Reshape the Future of Everything*', by Mauro F. Guillen

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