Annexures

PLANNED INTERVIEW NOTES AND PRESENTATIONS

SCENARIO ANALYSIS

HYPOTHESIS SUPPLEMENTARY NOTES

SAMPLE LEADERSHIP ANALYSIS

ORGANIZATION AND MANAGEMENT MODELS

Of several interviews, material received and collected from respondents we have selected a sample set of scenario articulation and details of hypothesis validation for presentation.

Shunu Sen

Director – Marketing (Retired)

Hindustan Lever Limited

There is a distinctive relationship between the leadership style of the CEO/leader and the culture of the organization. "The CEO is both the head and the heart of the organization and as such influences, for better or for worse, the whole organization and its business culture." The CEO/Leader has a special role to play in the culture of the company. Cultures exist on a mutually exclusive basis in all the companies. I.e. No Company will have one identifiable culture. "The best companies in the world have a single, simple culture and style which distinguishes and differentiates them from their competitors. For example, Microsoft and Apple are two companies operating in the same space but with very different cultures, which finds reflection not only in its leaders and its work-practices, but indeed even in the consumer perception of their brands." The CEO/leader does directly influence the existence of any one/all of the cultures in the company. *"Through both thought and action, the CEO sets the informal code or guiding principal for the*

actions, style and ethics of all his employees – both collectively and individually. There is a relationship between culture and different functions (Marketing/Production/ Finance/ Personnel/ Research/ IT etc) of the company. *"While each function may have a sub-culture, they all flow from the same culture in a successful business."*

Ashok Balwani of Det Norske Veritas,

CEO/ Vice President / Country Head – India, Sri Lanka & Bangladesh; and Director of Certification – Middle East, South Asia, Australasia

CEOs, Leaders and Role Models tend to considerably influence behavior and culture. In some cases the leader is even elevated to the level of an icon and the organisation blindly follows his style or culture. The CEO / Leader is constantly watched. His every action (or lack of it) and even idiosyncrasy is observed and influences the organisation. He also influences the culture by his expectations even if they are not explicitly stated. While there may be sub-cultures based on geography, functional area etc most organisations like any other social group tend to have an all-pervasive identifiable culture. The CEO / Leader influences the culture both formally and informally. Often enough different functions have different cultures or different variations of the organizational culture. Some attitudes, roles, behaviors are inherent to some functions and tend to influence the sub-culture. No one style may have greater chance of influence. It needs to be consistent and over a period of time to be able to take root. Often enough there is one style or culture over the organisation. There may be some variations for geography or functions but a basic style may still be discernable. All aspects of organizational behavior and even social behavior of the leaders directly and indirectly influence the culture of the organisation. While money is necessary it is not the only tool and often enough money does not yield the desired results or the results are short lived. I would largely agree that about 50% of top management

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time would be spent on managing employee retention activities. I would say that the management should perhaps divide time equally between employee satisfaction (including retention), customer satisfaction and planning for the future.

Raju Vir, HR & OD.

Vice President HR

ConAgra Foods Limited

There is a substantive relationship although it is not exclusive to be influenced exhaustively between the leadership style of the CEO/leader and the culture of the organization. Culture is a function of collective mind-set of people in an organization. CEO's by definition are Chiefs of organizations and do influence the organization and it's culture by their leadership styles. May be the CEO's leadership style influences the culture of a large organization or an organization where the middle management is very strong, to a lesser degree. The CEO/Leader has no role to play in the culture of the company may be true in very large organizations where the CEO's change frequently. However CEO's do have a powerful impact on the culture of an organization in many distinctive ways. CEO's typically exemplify what is accepted and what is not accepted as a behavioral norm. Cultures exist on a mutually exclusive basis in all the companies. I.e. No Company will have one identifiable culture. The above may be true in very small organizations. Organizations typically have different cultures in different functions, locations etc. However, the common and binding behaviors are those that are consciously and unconsciously perceived as being rewarded by the system adopted by the organization. The CEO/leader does directly influence the existence of any one/all of the three cultures in the company. In fact as cultures differs from one area to another there is also a variation of the CEO influence depending upon

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which stream of functional domain does the CEO come from. There is no relationship between culture and different functions (Marketing/Production/ Finance/ Personnel/ Research/ IT etc) of the company. Marketing and Sales have more aggressive culture, Personnel seem to more compromising, IT more knowledge hungry etc. Having said the above, the heads of these functions also have certain impact on the culture of the function. There are some definite management style(s) of the top that influences the culture of the organization. All types of styles do influence the culture – positively or negatively! There is no one all pervasive leadership style that is prevalent across the company. However, successful companies have more consistency of styles on the following three factors: Priority, Action and focusing energy through teamwork. Leadership does influence and direct the culture of an organization through HRM practices/ processes like hiring, training, performance appraisal, compensation, rewards and communication. Reward mechanisms certainly do impact the culture – As whatever gets rewarded gets repeated. Other practices may not have that much of influence until they are consistent. The CEO/leader would focus on monetary reward program for retention of high performers. They do. But along with this they also focus on factors like Job content, learning opportunities and career opportunities. About 50% of top management time would be spent on managing employee retention activities. Yes, if not more.

Ferzaan Engineer

Managing Director

Quintiles Spectral and Data Processing

I believe that Leadership is perhaps the single most important factor for an organisation to achieve sustained excellence in today's environment. Leadership should be by example and

through mentoring and motivation and certainly not by dictate. The days of the hierarchical organisation and patriarchal leader are over. Today's knowledge-based industries need a different kind of leadership that creates an environment of trust, motivation, teamwork and energy in an organisation. I also believe that a strong organisation will have a strong identifiable culture. It may be pluralistic and does not need to be cult-like. However a strong organisation's culture will stress shared values, shared goals and synergy between Functions and Divisions, thereby creating a seamless, competitive organisation which challenges its people, rewards and motivates them and allows them to grow-both individually and collectively. High quality leadership will create, nurture and propagate the organisation's culture and ensure that core values are collectively held. However, today's organisation needs to allow scope for individual growth, innovation and diversity of views. Managing this paradox is the key to success.

Sashank Vipparthi,

Idika Solutions (p) limited

President & CEO

There is a symbiotic relationship between the leadership style of the CEO/leader and the culture of the organization. Leadership style of the leader has a significant but not sole influence on the culture of the organizations. One reason is because the leader sets the ground rules and/or shared values, and the others usually adapt. The second reason is often aspirants to leadership roles will tend to "ape" the leader. The CEO/Leader has a role to play in the culture of the company. Cultures exist on a mutually exclusive basis in all the companies in some situations, but not always I.e. No Company will have one identifiable culture. Cultures in organizations generally evolve over a period of time based on factors such as business area, leadership, social

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backgrounds, and success among others. Since these factors are generally different for different organizations, they will evolve distinct cultures – but they may not be necessarily mutually exclusive. The CEO/leader does not directly influence the existence of any one/all of the three cultures in the company. Cultures evolve. No single factor – incl. The influence of the leader – can definitely define organizational culture. There is a relationship between culture and different functions (Marketing/Production/ Finance/ Personnel/ Research/ IT etc) of the company. The mix of functions or predominance of a certain functional group does play a role in the culture of the organization. There are definite management style(s) of the top that influences the culture of the organization. There is no one all pervasive leadership style that is prevalent across the company. And it shouldn't be. Leadership does influence and direct the culture of an organization through HRM practices/ processes like hiring, training, performance appraisal, compensation, rewards and communication. The CEO/leader would not focus on monetary reward program for retention of high performers. About 50% of top management time would be spent on managing employee retention activities. Almost 75% of the time are spent on people management – by which I include productivity management, conflict resolution etc., and not just retention.

Anand B Noatay, Human Resources

Tata Internet Services Limited

G M – HR

There is a relationship between the leadership style of the CEO/leader and the culture of the organization. The Leader's style is the glass through which employee's look at the world – If he acts as if the customer is King, people treat the customer as if their lives depended on it; if the

leader acts as if people are dispensable, people believe they are dispensable. It also becomes the glass through which the outside world sees the Organization. The leader's style is like the fulcrum – depending on where it is positioned, the lever (people) is either able to lift ton or rendered unusable. The CEO/Leader has role to play in the culture of the company. The leader sets the tone. People tend to align themselves with the leader's style, language, behavior, mannerisms, and attitude. Cultures exist on a mutually exclusive basis in all the companies. I.e. No Company will have one identifiable culture. Companies exhibit a tendency to move towards a common culture – by design or by evolution. The CEO/leader does directly influence the existence of any one/all of the three cultures in the company. There is little in an organization that the leader does not influence – least of all culture. There is a relationship between culture and different functions (Marketing/Production/ Finance/ Personnel/ Research/ IT etc) of the company. Each function impacts the culture of the Company in its own way. Companies seeking to inculcate any culture will find it difficult to reach their goal if every function does not build on the foundations of the culture sought to be created. There are a definite management style(s) of the top that influences the culture of the organization. Management Styles of top team members rub off on the junior employees. There is no one all pervasive leadership style that is prevalent across the company. Leadership does influence and direct the culture of an organization through HRM practices/ processes like hiring, training, performance appraisal, compensation, rewards and communication. Within the hiring process is the first contact point for a potential employee while rewards & recognition are a key milestone in the Plan – Do – Check – Reward cycle. Both the events, occurring at different points of time are moments of truth for the employee. First impressions, often, are last impressions. Contribution rendered and Rewards received reinforce the impression. The entire spectrum of these people impacting processes will determine to a great extent the culture of the Organization. The CEO/leader would focus on monetary reward program for retention of high performers. Not as the key / prime means. They are one of the many ways to retain employees, but often no amount of money can compensate for an Organization that

challenges, Rewards & develops its people. Culture often becomes the key to attracting & retaining talent. About 50% of top management time would be spent on managing employee retention activities. This could happen, where retention of employees is a problem. It would probably not be a mission critical problem if the Top Management spent 50% of its time on creating a value proposition for employees (a facilitative culture, Personal growth, learning, challenging assignment, Performance linked Rewards etc...)

Mr. Jaimini Dave, Business Development

Vanguard Technologies India Private Limited

Vice President

There is a relationship between the leadership style, the managerial values and personal likes and dislikes of the CEO/leader and the culture of the organization. In perspective organisation is like an individual governed by the cultural style determined and imposed by the CEO through his intellect. It is the CEO's mind that eventually influences the culture of the organization. In fact the CEO strategize as to what culture would be effective. The CEO/Leader has a positive and productive role to play in the culture of the company. One of the most important functions of the CEO is to develop company's culture. Cultures exist on a mutually exclusive basis in all the companies. I.e. No Company will have one identifiable culture. Each company collectively exhibits it's distinctive culture through it's attitudes, styles, approach and concerns towards it's interactions with shareholders, customers, employees, financiers, vendors and society at large. The CEO/leader does in many ways directly influence the existence of any one/all of the three cultures in the company. All actions and in actions of the CEO influence organizational culture. There is a functional relationship between culture and different functions

(Marketing/Production/ Finance/ Personnel/ Research/ IT etc) of the company. The cultural attitudes molded into the general organizational psyche influence functions. There are definite management style(s) of the top that influences the culture of the organization. Management Styles and attitudes determine how the organisation will work. There is no one all pervasive leadership style that is prevalent across the company. Leadership styles manifest across the organisation in more than one ways. Leadership does influence and direct the culture of an organization through HRM practices/ processes like hiring, training, performance appraisal, compensation, rewards and communication. Leadership does influence and direct the culture of the organisation through HRM practices. The CEO/leader would have to focus on monetary reward program for retention of high performers. CEO has got to focus on monetary reward program for retention of high performers. About 50% of top management time would be spent on managing employee retention activities. It is difficult to say how much for sure but a major slice of the top management's available time is spent on employee retention.

Judhajit Das, Human Resources

ICICI Prudential

HR Manager

There is a relationship between the leadership style of the CEO/leader and the culture of the organization. The Business Leader has tremendous impact on the culture of the Company especially in the absence of any articulated values, shaping the culture through his / her personal values and beliefs. The CEO/Leader has a role to play in the culture of the company. The Business Leader along with the HR Leader is the repository of the values and beliefs of the organization and needs to demonstrate his / her commitment to the same by being a role model

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through living the values. Cultures exist on a mutually exclusive basis in all the companies. I.e. No Company will have one identifiable culture. Culture is organic and unique and no two Companies are alike in terms of culture. This is not true in conglomerates like GE, ICI, Unilever which have articulated values that are reinforced at every level across all businesses. The CEO/leader does not directly influence the existence of any one/all of the three cultures in the company. There are no definite management style(s) of the top that influences the culture of the organization but the Management style of the Top Management shapes and influences the culture of the Company. There is no one all pervasive leadership style that is prevalent across the company. Rare, and difficult to implement and hold together in most business organizations. However, organizations like GE are more homogeneous entities in terms of a pervasive leadership style cutting across businesses in different geographical regions. Leadership does influence and direct the culture of an organization through HRM practices/ processes like hiring, training, performance appraisal, compensation, rewards and communication. Culture is reinforced when it is linked to HR processes which in turn drives behavior. The CEO/leader would focus on monetary reward program for retention of high performers. A well designed monetary reward program can be used as a retention tool for high performers, not on a stand alone basis but in combination with a menu of other attractive programs that focus on capability development, empowerment etc. About 50% of top management time would be spent on managing employee retention activities. A well thought out plan of action along with timely implementation needs to be in place for managing retention of staff members.

SUDESH SINHA, HR

ARVIND MILLS LTD. (TELECOM DIVN.)

HEAD-HR

There is a significant relationship between the leadership style of the CEO/leader and the culture of the organization. In our company the CEO follows a democratic leadership style. As a result, all the branches and different departments also follow the same style and all decisions, no matter how critical, are decided in a democratic manner. The CEO/Leader has a definite role to play in the culture of the company. Mr Yogesh Vaghani (Director, Milton Plastics) started practicing Kaizen and today the culture of Kaizen has spread across the whole company and is being practiced by all the employees. Several Kaizen initiatives can be seen on the shop floor most of which have been conceptualized and implemented by employees. Today they are a Kaizen certified company. Cultures exist on a mutually exclusive basis in all the companies. I.e. No Company will have one identifiable culture. Just like every human being has a personality, every company has a culture that can be defined through observation and study. The CEO/leader does directly influence the existence of any one/all of the three cultures in the company. Mr Yogesh Vagani (director, Milton Plastics) has been directly involved in setting a Kaizen culture in his company. There is no relationship between culture and different functions (Marketing/Production/ Finance/ Personnel/ Research/ IT etc) of the company. The level at which all functions perform is directly linked to the culture of the company and the department. There are no definite management style(s) of the top that influences the culture of the organization. All management styles of the top management influence the culture of a company. Some styles might have a positive impact and some might have a negative impact on the culture. There is no one all pervasive leadership style that is prevalent across the company. Ideally everyone in a company should have a common leadership style but I have personally not come across any company where this has been achieved. At a broader level the approaches could be standardized but at actual implementation levels styles differ. Leadership does influence and direct the culture of an organization through HRM practices/ processes like hiring, training, performance appraisal, compensation, rewards and communication. The Arvind example best substantiates this point.

The CEO/leader would focus on monetary reward program for retention of high performers. CEO's today are spending more and more time getting into details of employee compensation, etc. so that they can work with HR for improving retention of quality manpower. This is more evident in Telecom and other such booming industry. About 50% of top management time would be spent on managing employee retention activities. The CEO in our company does spend quality time on HR issues including retention but the amount of time spent is no where close to 50%. HR however, does spend a lot of time on managing such activities and takes ownership while the CEO supports with the required authority, resources, etc.

Tojo Jose, Human Resources

Al-Suwaidi Holding Company

Group HR Advisor

There is a significant relationship between the leadership style of the CEO/leader and the culture of the organization. An owner MD who goes on record that for him "People who work for me are more important than money in the bank", is indeed propagating a culture of valuing people. The CEO/Leader has a role to play in the culture of the company. An owner MD who declines a contract worth 160 Million Saudi Riyal because some of the action required clashes with the articulated core values of the Group is sending a powerful message all through the organization. It shows that the Values are practiced in crunch situations, even if in the process, it could in the short-term impact the company financially. Cultures exist on a mutually exclusive basis in all the companies. I.e. No Company will have one identifiable culture. The CEO/leader does directly influence the existence of any one/all of the three cultures in the company. There is no

relationship between culture and different functions (Marketing/Production/ Finance/ Personnel/ Research/ IT etc) of the company. There are no definite management style(s) of the top that influences the culture of the organization. An MD who practices non discriminatory treatment of the employees, irrespective of caste, creed, color, nationality, religion, etc and who continuously preaches and practices that he is interested only in what the employee "brings to the table", is indeed setting a trend that would cascade right through the Organization. There is no one all pervasive leadership style that is prevalent across the company. Leadership does influence and direct the culture of an organization through HRM practices/ processes like hiring, training, performance appraisal, compensation, rewards and communication. Top Management visible participation in critical HR issues and filtering all the HR policies and practices through the Values articulated, is indeed sending a message through the entire Organization, that would be difficult for others to ignore. The CEO/leader would not focus on monetary reward program for retention of high performers. About 50% of top management time would be spent on managing employee retention activities.

Arvind Singhal,

Strategy, Long Range Planning Specialist,

Chairman,

KSA Technopak India Private Limited

There is a definite relationship between the leadership style of the CEO/leader and the culture of the organization. Leadership style of the CEO sets the tone for the Organization culture – be it on ethics, value systems, discipline for quality all around, innovation, mutual respect etc. When leadership changes, so does the organizational culture over a period of time. In India itself, even

within family organizations, Aditya Birla Group is one such example (Aditya Birla and Kumar Birla). ITC Ltd. has seen organizational cultural shifts almost with all its Chairmen in the last 20 years. TISCO can be another example. The CEO/Leader has a role to play in the culture of the company. CEO / Leader has a very strong role to play in the culture of the company. "Culture" itself is dynamic and is influenced by changes around us all the time. The CEO has the role to adapt his / her organization to these external changes and then bring around any internal cultural shifts to enable the Company to stay live and healthy. Examples can be derived from "new age" sectors such as Information Technology, Media and Entertainment and even organized retail wherein very different organizational culture models need to evolve (very young talent, rapid external changes, global competition, and primacy of intellectual capital over traditional accountancy capital). The most successful players in these sectors have CEO's that do not conform to the traditional mould and yet they have all come from traditional backgrounds. Cultures exist on a mutually exclusive basis in all the companies. I.e. No Company will have one identifiable culture. All companies have an amalgamation of behavioral patterns and values that lead to the "culture" of the organization. With changing times, and changing leadership, some of these patterns and even values will show some change and with this, "culture" will undergo a perceptible change over time. The CEO/leader does on a specific basis directly influence the existence of any one/all of the cultures in the company. The CEO may not directly influence the existence of all cultures, but can definitely set the guidelines and framework under which all sub-cultures will be allowed to flourish. On the assumption that increasingly, businesses will seek strong CEO's and Leaders, the influence of the leader's personality on organizational culture will become more visible. There is no relationship between culture and different functions (Marketing/Production/ Finance/ Personnel/ Research/ IT etc) of the company. In the short term, there is no relationship per se between culture and organizational functions. However, over time, culture has a very strong bearing on the relative emphasis on each function (Research / Innovation led versus Marketing led, for instance).

Dalip Sehgal

Executive Director, New Projects

Hindustan Lever Limited

There is a relationship between the leadership style, management beliefs, work practices, norms, history and the leader's experience and of the CEO/leader and the culture of the organization. There is a strong relationship between the leadership style of the CEO and the culture of the organisation. This is evidenced in most organisations irrespective of size/scale, industry or ownership i.e. family run or managed by professionals. The length of the tenure of the CEO can, though not necessarily, have a bearing on how deep and wide the culture change takes root in the organisation. The CEO/leader has a very important role in defining the values and ways of working. It is his vision of what the organisation will stand for not just today, but more importantly in the future, which will drive the change process. The change is also determined by the extent of belief and commitment that the CEO has in his vision. Cultures exist on a mutually exclusive basis in all the companies. I.e. No Company will have one identifiable culture. Most organisations have an identifiable culture and an outsider can 'smell' it very quickly. You need to only walk into a government office and you can sense what the cultural ethos of the place is! A quick walk through any factory will give you an idea of the work culture in that facility. Spotless shop floors and clean uniforms convey a culture that is easily identifiable. Similarly, large well maintained gardens in the front do not necessarily mean that the factory management is environmentally conscious. For that you need to see the rear exit and the piles of waste which are well hidden! The CEO/leader does not directly influence the existence of any one/all of the

cultures in the company. The CEO/leader directly influences the core of the culture of the organisation. You need to only see Saurav Ganguly on the field to decide for yourself how quickly a leader can impact, positively or negatively, the culture of the team. Effective leaders normally focus on influencing the core by example and deep commitment to the values they propound for the organisation. They do so both in the professional and personal lives. They are also realistic enough to leave, and they must, the rest of the organisation to build around it. The best example is of putting a grain of sand in an oyster – you don't need to do very much more to get a brilliant pearl! There is a relationship between culture and different functions (Marketing/Production/ Finance/ Personnel/ Research/ IT etc) of the company. In my experience the core values of an organisation go across all functions and locations. If for example honesty is a core value, it is in evidence across the functions. Similarly, entrepreneurship runs through all departments if that is what the organisation propagates as its key value. The manifestation and degree to which these are apparent may vary from function to function or indeed from location to location.

Ganesh Natarajan

Vice Chairman and Managing Director

Zenzar Technologies

There is a specific relationship between the leadership style of the CEO/leader and the culture of the organization. The culture in an organization is both a result and a determinant of the leader's style. I have noticed in three organizations – NIIT, APTECH and now ZENSAR that the leader has to initially adapt but soon leaves his own stamp on the culture that prevails. The CEO/Leader

has no role to play in the culture of the company. Cultures exist on a mutually exclusive basis in all the companies. I.e. No Company will have one identifiable culture. There is a predominant culture in any successful company though there may be departmental or functional sub cultures. The CEO/leader does not directly influence the existence of any one/all of the cultures in the company. He can and should influence the predominant culture and should attempt to minimize the corporate impact of subcultures. There is no relationship between culture and different functions (Marketing/Production/ Finance/ Personnel/ Research/ IT etc) of the company. There is – Marketing tends to be more open and Accounts stiffer, for example.

Suresh Narayanan

Director Marketing and Sales

Nestle Inc

There is definitely a relationship between the leadership style of the CEO/leader and the culture of the organization. "The analogy I relate to is the human body—the heart and the head cannot exist in isolation for human life. In a manner of speaking the CEO is the head and embodies in manner and spirit the culture of the organisation which is enshrined in the heart of the company!!" Again the CEO/Leader has role to play in the culture of the company. "If I were to make the statement that Jack Welch did NOTHING as a LEADER that altered the DNA culture profile at GE, you would question my sanity! The business norms of the New Age are all about "transformational leadership" and NOT figure heads. If this is indeed true, then CEO's are paid for not just current business performance, but also genetically imprinting into the organization the codes, processes, attitudes and conduct for SUSTENANCE of high performance in the future. It

would not be therefore an exaggeration to say that for a really outstanding CEO—Tomorrow begins today"! Cultures exist on a mutually exclusive basis in all the companies. I.e. No Company will have one identifiable culture. "Corporate culture is once again like the human body—there is the "blood" that runs through its veins that has a "common code of conduct" and this feeds the organs that have a distinct identity and maybe even a 'personality" of their own. I believe that every organisation has this "common code" or 'blood " as a basis for its existence, but this fact co-exists with sub-cultures, like human organizations that could have their own distinction, but never defying the basic codes in the organisation.!! The CEO/leader does directly influence the existence of any one/all of the cultures in the company. In social organisations and Corporate entities are in this category, the leader is like the potter in his craft—he shapes the clay gently through strokes and direction without being a hindrance or making his role in this activity obvious. The CEO, in a similar manner influences the corporate culture directly through his actions, attitudes and behavior in multifarious business situations. He does not entirely determine the course of response his actions take and yet his firm guiding spirit is all pervasive, if indeed he is performing the role of the effective leader. The analogy I draw is to being an Ernest Shackleton type of leader who never finally reached the South Pole with his expedition. And yet every single man came out alive and energized by the manner in which he lead his team through a mix of delegation, positive strokes and sheer motivational leadership! There is relationship between culture and different functions   (Marketing/Production/ Finance/ Personnel/ Research/ IT etc) of the company. "While every human being is fundamentally the same in terms of flesh, blood and bones, yet we classify them as Caucasians, Africans, Asians and the like!! The reason for this is not only the classification of their features and skin color to a mentally manageable form of "homogeneity", but also because their culture, habits and attitudes are shaped distinctly by their environment and social norms. In a similar manner, while a corporate has the "blood" and DNA type of a human, yet each function or business group or SBU as the entity may be structured will have its own sub-culture that will broadly draw from the "core values" or "beliefs" about their

role that the function has evolved over a period of time. Hence you have organisations having a "typical" Marketing person, Sales person, Finance person with all the moles and warts that the function carries!!

Govind Chanrai

Chief Executive,

Kewalram Chainrai Group

There is a discernable relationship between the leadership style of the CEO/leader and the culture of the organization. The leader of the organisation has an influence in establishing its culture. The ceo/leader has a implementing and execution role to play in the culture of the company apart from strategizing, visioning and providing the inspiration to make the organization grow and prosper. Most leaders do play a role in the culture of an organization. Cultures exist on a mutually exclusive basis in all the companies. i.e. no company will have one identifiable culture. Most companies will have more than one identifiable culture. The ceo/leader does directly influence the existence of any one/all of the cultures in the company depending upon which functional stream do they come from. This bias may at times be detrimental. The leader directly influences the culture in the company. There is relationship between culture and different functions (marketing/production/ finance/ personnel/ research/ it etc) of the company. The culture permeates across the organisation. Therefore different functions will be influenced by the organizational culture.

Harry Walder.

Director Human resources

Pfizer Inc

There is relationship between the leadership style of the CEO/leader and the culture of the organization. Organisations that have well defined Culture through its Core Values and which find an expression in the day to day functioning of the organization have an edge over others. It is important that the CEO is seen as the face of the organization embodying the culture in his leadership. If the connectivity is shallow Culture is not worth talking about. The CEO/Leader has no role to play in the culture of the company. The CEO is the architect and has to be the proponent of the culture. Culture is based on a defined set of values, which should be both soft and hard. In other words, if the values are detached from business sustainability is unlikely. The CEO must talk the walk and walk the talk. The enrollment of the entire leadership team is the next logical thing to happen for the culture to get entrenched in the organization. Cultures exist on a mutually exclusive basis in all the companies. I.e. No Company will have one identifiable culture. Culture is not something that you can typeset or transplant from Company to Company. This must be evolved through discussions with employees and have a strategic connectivity to the future. Culture just for culture's sake is useless. It must be seen as having a place in the strategic positioning of the organization in a changing business environment. The CEO/leader does directly influence the existence of any one/all of the cultures in the company. CEO along with his leadership team must make the guiding coalition. For e.g. If there is an Open Door Policy system and if employees access through this forum, then there should not be a victimizing attitude towards those who communicate. There is a relationship between culture and different functions (Marketing/Production/ Finance/ Personnel/ Research/ IT etc) of the company. All functions must

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be geared to one common culture e.g. Customer Focus, Innovativeness, Respect for people, Integrity, Learning Orientation. Therefore, no matter what function you handle, while the "What" will differ "How" you achieve cannot be different.

Jaydeep Chavda

Marketing

Sales and Marketing Head, Shirting's Business Division

Arvind Mills

There is a relationship between the leadership style of the CEO/leader and the culture of the organization.

I strongly believe that "An organization is a shadow of its leader." Especially, when a person is starting a company. At the beginning of an organization, it is obvious that the leader brings in his/her values/culture along with him/her and subsequently, the people, who join or are recruited, will normally be those that would share most of the core values. Normally, majority of the people in an organization tend to look up to someone in the organization and will have a tendency of emulating / following what their ideal tends to do. Because a good leader will necessarily have a style of doing things, it will have an effect on people around him and thus, this style / method / approach of doing things, etc. will percolate throughout the organization. Thus, a leader-organization relationship is inevitable. The CEO/Leader has a role to play in the culture of the company. Apparently, in a well-established organization that has been around for a long-time, it might seem that the leader is unable to play any major role in influencing the culture. This might appear all the more true in the case of an organization where the leader is a person, who on his

first job, having joined as a trainee has worked his way to the top. In such a scenario, it would be safe to presume that the leader is likely to have been strongly influenced by the values and systems of the organization. However, even in such a case, the leader will still need to exercise his/her influence in order to at least maintain the culture of the organization, if not change it. Besides, there is always a possibility of a situation arising due to changes in the environment, which would make it necessary for the organization to bring in dramatic internal changes. E.g. changes in its products, processes etc. During such times, only exceptional leaders who can wield their influence and lead the people of the entire organization towards the new parch will succeed in sustaining the organization. And more often than not, these changes mean, learning new values and believes, which will ultimately change the culture of the organization. Cultures exist on a mutually exclusive basis in all the companies. I.e. No Company will have one identifiable culture. While all good companies are supposed to have an identifiable culture, it exists to an extent that all members share the core values. However, all members may not necessarily share these values to the same extent. Thus there is always a possibility of subcultures existing along with the main culture. The CEO/leader does directly influence the existence of any one/all of the cultures in the company. There are known cases of great leaders/CEOs having lasting influence on the culture of the organization even long after they are dead. Hence, it might not be entirely wrong to believe that a good leader will certainly be able to and should be able to influence the existence of any one/all cultures in the company. Even when one views it from the perspective of a very large organizations with multi-location offices in different parts of the globe where people of different societal cultures work etc. it will be impossible for an areas / departments to remain uninfluenced by a good CEO/ Leader, directly or indirectly. There is a relationship between culture and different functions (Marketing/Production/ Finance/ Personnel/ Research/ IT etc) of the company. As mentioned above, subcultures do exist in an organization and one of the reasons is the difference in the functions. An organization as a whole might aim at goals like maximizing shareholders' value, increasing profits, etc. However, each department will also have it's

individual objectives / targets that they would have set, which they perceive to be in line with the overall company goal, which at times will not necessarily serve the common organization goal, unless compromised somewhere. And it is here when one has to compromise ones believes / values that difference arise, giving rise to different subcultures. As long as these subcultures are not very strong and not entirely off-line with the core values/culture of the organization, the functioning of the organization can continue.

Madhu Jaykumar

Head Merchant Banking,

Citibank NA

There is no relationship between the leadership style of the CEO/leader and the culture of the organization. I have two examples in my career, e-commodities and Citibank. One a small company and another a large multinational. In both cases, the culture of the organization values are/were driven from the top. In a work place survey done in Citibank a couple of years ago, across various countries in it was found that the culture, the strengths and weaknesses were actually very similar across all the countries. The CEO/Leader has a role to play in the culture of the company. The CEO defines the culture, the objectives and this gets reflected in the values, in the kind of people that are recruited, the goals that are set up the attributes that are rewarded etc. Another example that comes to my mind is HDFC bank. Cultures exist on a mutually exclusive basis in all the companies. I.e. No Company will have one identifiable culture. There are certainly local influences that creep in especially in large companies, which is good and part of globalization, however the basic culture or values are replicated in a successful company. The CEO/leader does have a directly powerful influence over the existence of any one/all of the

cultures in the company. There is no relationship between culture and different functions (Marketing/Production/ Finance/ Personnel/ Research/ IT etc) of the company. Well if the company is focused on customer service or quality or people, it does not matter whether people are working for internal customers or external customers, the culture is reflected right through. GE is another good example of the same.

Maulik Jasubhai

Fischer Rosemont and Jasubhai Digital Media

CEO and Executive Director

There is no relationship between the leadership style of the CEO/leader and the culture of the organization. This is absurd proposition. If this is the case then we should have robotic automatons running the companies. They are the most efficient ones! While some of the core values and ethics of an organization are and can be 'hard wired' in the culture of an organization, it is the leader that defines and clarifies these continually. The CEO/Leader has a definite role to play in the culture of the company. In fact CEO/ promoters have been known to have significantly more lasting influence than a whole lot of new generations that may have come in later. Cultures exist on a mutually exclusive basis in all the companies. I.e. No Company will have one identifiable culture. The CEO/leader does not directly influence the existence of any one/all of the cultures in the company. There is no relationship between culture and different functions (Marketing/Production/ Finance/ Personnel/ Research/ IT etc) of the company. Culture is an all pervasive attitude towards work and the customers of an organization. Therefore the functions may differ in their priorities but the 'culture' can not and must not differ.

Vinod Chandra Menon

Professor, Yashada,

Government of Maharashtra

There is a definite relationship between the leadership style of the CEO/leader and the culture of the organization. I strongly believe that the culture of organizations can be molded through exemplary leadership that can inspire dedicated and committed support from the rank and file. We have several instances of legendary leaders who became role models in organizations and transformed organizations into vibrant entities. Unfortunately, in the contemporary situations, such role models are increasingly getting marginalized due to systemic pressures and attempts at institutionalizing them. In spite of such constraints, there are still examples of leaders who believe in a non-negotiable passion for excellence in individual and corporate performance and an uncompromising integrity. Like rubber balls, such good leader bounce back with far more vigor when there are systemic pressures to push them down. Their ability to bounce back is admirable. The CEO/Leader has no role to play in the culture of the company. The CEO/Leader can shape the culture of the company by defining corporate mission and vision and creating consensus on a shared vision. Cultures exist on a mutually exclusive basis in all the companies. I.e. No Company will have one identifiable culture. Even though you may be able to identify deviants in organizations who stray away from a shared vision, each company has a distinct culture that is evolved over time. Leadership values, ethos and attitudes shape it. The CEO/leader does directly influence the existence of any one/all of the cultures in the company. The CEO/Leader contributes to the consolidation of the dominant culture in organizations. If he/she is charismatic enough and committed to the cause of shaping the organizational culture, he/she may challenge

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the dominant culture and may succeed in superimposing a more acceptable culture through consensus. There is a relationship between culture and different functions (Marketing/Production/ Finance/ Personnel/ Research/ IT etc) of the company. All functional areas of the company must reflect the corporate culture.

Ranjan Acharya

Director Personnel

Wipro Corporation

There is a relationship between the leadership style of the CEO/leader and the culture of the organization. In fact the culture of the organization flows down mainly from the style of the CEO. This is apparent in every organization where there has been a change in the CEO. One is already seeing changes in GE with the coming in of Jeff Immelt. The CEO/Leader has a role to play in the culture of the company. Cultures exist on a mutually exclusive and on a collective basis in all the companies. I.e. No Company will have one identifiable culture. Sub cultures again are inevitable, as organizations become large and substantive. But the linking pin of a thick and dominant culture enables the organizational cohesiveness. The truth is that strong companies have strong cultures. This is not only clearly identifiable but also acts as a screening mechanism to filter out those who belong and those who do not. Please refer to this point in "Built to Last" by Jim Collins, et al. The CEO/leader does directly influence the existence of any one/all of the cultures in the company. One of the most important tasks of a CEO is to build an enabling culture that will allow him/her to achieve the company Vision. There is a relationship between culture and different functions (Marketing/Production/ Finance/ Personnel/ Research/ IT etc) of the

company. While each function may have slightly different cultures in line with the functional legacy of mind frames, the core of all sub-cultures must unite with the central culture.

Rajen Mehrotra

Labor and Employee Relations Advisor

International labor Organization

There is a relationship between the leadership style of the CEO/leader and the culture of the organization. The leadership style of the CEO heavily influences organisation culture. The CEO/Leader has a role to play in the culture of the company. He plays a major role either in maintaining or transforming the culture. Cultures exist on a mutually exclusive basis in all the companies. I.e. No Company will have one identifiable culture. There are some commonalties – though each organisation has its own identity. The CEO/leader does directly influence along with his/her senior colleagues/top management the existence of any one/all of the cultures in the company. values, beliefs, policies and procedures all contribute to the creation of the vision. There is no relationship between culture and different functions (Marketing/Production/ Finance/ Personnel/ Research/ IT etc) of the company. Culture like a string in a necklace flows through various functions.

K S Rama Rao

Chief Management Consultant

Satyam Renaissance

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There is a positive relationship between the leadership style of the CEO/leader and the culture of the organization. I believe and our organization, Satyam, practices the philosophy of "walking the talk". The CEO/Leader has a role to play in the culture of the company. Cultures exist on a mutually exclusive basis in all the companies. I.e. No Company will have one identifiable culture. While there will be some differences of culture within the company, there will be large conformity. We, at Satyam, ensure this right from the process of recruitment to assess at least 70% fit between individual and organization in culture. Values/Beliefs were clearly enunciated by getting together a large part of the organization together and that helped in Operationalizing. The CEO/leader does directly influence the existence of any one/all of the cultures in the company. There is no relationship between culture and different functions (Marketing/Production/ Finance/ Personnel/ Research/ IT etc) of the company. Culture cuts across functions and hence needs to be necessarily top driven.

Renuka Ramnath

Managing Director and CEO

ICICI Ventures, ICICI

There is indeed a strong relationship between the leadership style of the CEO/leader and the culture of the organization. This is evident in every scenario experienced by while executive level decisions are undertaken. The CEO/Leader has a concrete role to play in the culture of the company. Cultures exist on a mutually exclusive basis in all the companies. I.e. No Company will have one identifiable culture. Quite the contrary the CEO/leader does not directly influence the

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existence of any one/all of the cultures in the company. There is no relationship between culture and different functions (Marketing/Production/ Finance/ Personnel/ Research/ IT etc) of the company. Large corporate are in a position to identify actions with their leaders given consistency and patterns that tend to follow. Over time this becomes an influences for culture pertaining to decision making.

Suresh Narayan

Director Sales and Marketing

Nestle Inc

There is a relationship between the leadership style of the CEO/leader and the culture of the organization. "The analogy I relate to is the human body—the heart and the head cannot exist in isolation for human life. In a manner of speaking the CEO is the head and embodies in manner and spirit the culture of the organisation which is enshrined in the heart of the company!!" The CEO/Leader has no role to play in the culture of the company. "If I were to make the statement that Jack Welch did NOTHING as a LEADER that altered the DNA culture profile at GE ,you would question my sanity!! The business norm of the New Age is all about "transformational leadership" and NOT figureheads. If this is indeed true, then CEO's are paid for not just current business performance ,but also genetically imprinting into the organization the codes, processes, attitudes and conduct for SUSTENANCE of high performance in the future. It would not be therefore an exaggeration to say that for a really outstanding CEO—Tomorrow begins today"!!! Cultures exist on a mutually exclusive basis in all the companies. I.e. No Company will have one identifiable culture. "Corporate culture is once again like the human body—there is the "blood" that runs through its veins that has a "common code of conduct" and this feeds the organs that

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have a distinct identity and maybe even a 'personality" of their own. I believe that every organisation has this "common code" or 'blood " as a basis for its existence, but this fact co-exists with sub-cultures, like human organs, which could have their own distinction, but never defying the basic codes in the organisation.!! The CEO/leader does not directly influence the existence of any one/all of the cultures in the company. In social organisations and Corporate entities are in this category, the leader is like the potter in his craft---he shapes the clay gently through strokes and direction without being a hindrance or making his role in this activity obvious. The CEO, in a similar manner influences the corporate culture directly through his actions, attitudes and behavior in multifarious business situations. He does not entirely determine the course of response his actions take and yet his firm guiding spirit is all pervasive, .if indeed he is performing the role of the effective leader. The analogy I draw is to being an Ernest Shackleton type of leader who never finally reached the South Pole with his expedition and yet every single man came out alive and energized by the manner in which he lead his team through a mix of delegation, positive strokes and sheer motivational leadership! There is no relationship between culture and different functions   (Marketing/Production/ Finance/ Personnel/ Research/ IT etc) of the company. While every human being is fundamentally the same in terms of flesh, blood and bones, yet we classify them as Caucasians, Africans, Asians and the like!! The reason for this is not only the classification of their features and skin color to a mentally manageable form of "homogeneity", but also because their culture, habits and attitudes are shaped distinctly by their environment and social norms. In a similar manner, while a corporate has the "blood" and DNA type of a human ,yet each function or business group or SBU as the entity may be structured will have its own sub-culture that will broadly draw from the "core values" or "beliefs" about their role that the function has evolved over a period of time.Hence you have organisations having a a "typical" Marketing person, Sales person, Finance person with all the moles and warts that the function carries!! Assuming you know other's expectations and needs without discussing them. Some of my governing principles are:

- Treating all employees the same regardless of differences.

- Viewing employees as tools or production units.

- Seeing employees, as they once were, not recognizing changes or improvements.

- Believing employees should respond the way you would respond in the same situation.

Samir Bhatia, (Ex Vice President Citibank)

Country Head, Corporate banking

HDFC Bank

There is a relationship between the leadership style of the CEO/leader and the culture of the organization. The leader sets the guidelines for the behavior of the entire organisation. The people below watch the leader and emulate him. A leader who delegates well and communicates well with his employees creates an organisation that is vibrant and open as against one who runs it with an iron fist. The CEO/Leader has role to play in the culture of the company. Cultures exist on a mutually exclusive basis in all the companies. I.e. No Company will have one identifiable culture. Cultures differ from one organisation to another. Though they may be broadly classifiable into a few types, each organisation is unique in its culture. The CEO/leader does directly influence the existence of any one/all of the cultures in the company. The CEO may not directly influence but the indirect influence is huge. There is no relationship between culture and different functions (Marketing/Production/ Finance/ Personnel/ Research/ IT etc) of the company. The culture of an organisation runs through all functions equally. Unless it is a multi-divisional large company with leaders for each function who are totally independent of the rest of the organisation.

Sudeep Srivastava

Head of Human Resources

Kotak Mahindra

There is in fact a definite relationship between the leadership style of the CEO/leader and the culture of the organization. "Sometimes I think the organisation is an autobiography of the leader." The CEO/Leader has no role to play in the culture of the company. "Hmmm...it's impossible to keep the character away from playing the role!" Cultures exist on a mutually exclusive basis in all the companies. I.e. No Company will have one identifiable culture. "It takes many to make the world; it takes many to make an organisation." The CEO/leader does not directly influence the existence of any one/all of the cultures in the company. "The winning CEO is the custodian of the disparate cultures in the company." There is a relationship between culture and different functions   (Marketing/Production/ Finance/ Personnel/ Research/ IT etc) of the company. "There is clearly a relationship between culture and different functions of the company. Always, there is the marketing point of view, the production point of view, the personnel point of view.... And hopefully, there is the balanced point of view of the CEO"

Uday Kumar

CFO and Director HR and Finance

Indus League

There is a definite and supportive relationship between the leadership style of the CEO/leader and the culture of the organization. CEO's are conscious of their actions, as they are aware that they are being watched and role modeled. Their actions over time become the accepted forms of behavior and the acceptable culture. The leadership style of the CEO/leader certainly has a great influence on the organization culture. For E.g. if the leader believes in total integrity and has a policy of not entertaining any underhand dealings, then the Culture of the organization also gets shaped on this basis ; and vice versa. The CEO/Leader has a role to play in the culture of the company. The CEO is the Architect of any Company's culture. He influences the culture both directly and indirectly. There could be even cases of a company's "actual culture" being different then the " intended culture" , as the CEO and other senior Management do not walk the talk. For E.g. if we say the culture in our organization is a "open door policy" and all are welcome to take up any issue with anyone at anytime; but in actual practice this is ignored and people are unable to get the time of senior management etc, then the culture will be the one really practiced. Cultures exist on a mutually exclusive basis in all the companies. I.e. No Company will have one identifiable culture. Every organization has within it a number of sub- organizations, and it is possible that these have their own cultures, if not sub cultures. It could be different divisions or different functions, with the leader in the sub organization influencing the culture within it. I am personally aware of the culture in three different operating divisions in one company being quite at variance. In one division it was a very open collegial type of atmosphere, whereas another it was highly bureaucratic and hierarchy bound. The CEO/leader does not directly influence the existence of any one/all of the cultures in the company. The CEO may directly or indirectly influence the culture. However it depends on how hands on the CEO is. The more hands on he is,

the more the influence. It is possible that certain cultural influences come from the CEO and certain others from the Divisional/functional heads. There is no relationship between culture and different functions (Marketing/Production/ Finance/ Personnel/ Research/ IT etc) of the company. There are cultural issues of operational nature and of a philosophical nature. Culture arising from operational issues could be different between different functions, but the philosophical issues would have a common thread.

Ulhas Deshpande

Director – Personnel

IDBI Banking Corporation

There is a relationship between the leadership style of the CEO/leader and the culture of the organization. CEO'S Leadership style is the lifeline for building organization culture. The vibrations that managers get from him have a ripple effect across the organization. The CEO/Leader has no role to play in the culture of the company. If this were true it is like letting a captain less ship wander in to the vast expanse of the sea. Cultures exist on a mutually exclusive basis in all the companies. I.e. No Company will have one identifiable culture. Cultures are amorphous and different cultures exist in the same organization at various work units. They are a function of leadership styles, values, communication intensity and most importantly behavior and actions of people in leadership positions. The CEO/leader does not directly influence the existence of any one/all of the cultures in the company. CEO sets the tone for building a unified culture over a period of time. There is no relationship between culture and different functions (Marketing/Production/ Finance/ Personnel/ Research/ IT etc) of the company. The quality and

styles of key leaders in a function drive cultures. They set the tone and rest emulates. True sensitivity springs from a deep understanding of the basic needs and expectations of people. Two of the most well known, widely used theories are Abraham Maslow's hierarchy of needs and Frederick J. Herzberg's motivational theory. Maslow identifies five levels of needs: physical well being; safety and security; social affiliation; self-esteem; and self-actualization. When your physical needs such as those of food, clothing and shelter are satisfied, the needs of the next level become paramount. Then, when the needs for safety and security are met through an assurance that your job situation frees you from having to worry about your physical needs, you concentrate on social affiliation needs, which are fulfilled by belonging to a group with shared beliefs, values, and concerns. Once these needs are satisfied, the need for self-esteem rises to the fore. You fulfill this need by feeling good about yourself as a result of recognition and praise form others. Finally, once you develop self-esteem, you focus on the need for self-actualization, which you attain through growing and developing into the sort of individual you believe you can or must be. Hesberg's motivational theory isolates two groups of needs, motivators and dissatisfiers. The motivators include interesting work, challenging work, personal achievement, recognition, and the opportunity for increased responsibility. The satisfaction threshold for motivators has no limit and can reach ever-increasing heights. But contrast, the dissatisfiers are organizational policies, working relationships and conditions, satisfaction in their areas, satisfaction does not increase your motivation. For example, an organization's poor policies will cause dissatisfaction, but good policies will only create satisfaction, not motivation. Dissatisfiers cause varying levels of dissatisfaction but not varying levels of motivation. Your satisfaction threshold – for instance, your idea of a good salary – rises over time, making dissatisfaction a strong possibility in the future.

Uma Maheshwaranan

Business Head

Lucas TVS

There is a relationship between the leadership style of the CEO/leader and the culture of the organization. The family history and its illustrious past enables influencing the culture of the organization. Relationship is based on cultural dimensions of an organisation. E.g.: Number of Hierarchy levels in the organisation. The more - It is a difficult relationship. The CEO/Leader has a role to play in the culture of the company. In organisation with: Too many top layers - People at the top play popularity / Promotion games not in line with culture of the organisation. Cultures exist on a mutually exclusive basis in all the companies. I.e. No Company will have one identifiable culture. A Company will have identifiable culture. Every company can be broadly classified into various organization types and consequent cultures. The CEO/leader does not directly influence the existence of any one/all of the cultures in the company. Very loaded / Steep hierarchy will reduce the direct influence on culture of the organisation. New top layer - will mean it is not in line with organisation culture. There is no relationship between culture and different functions (Marketing/Production/ Finance/ Personnel/ Research/ IT etc) of the company. Departments are widely different but with complementary skills. A demanding marketing man can make R & D and manufacturing perform better. Cultures may be different because of skills. There exists a relationship between Organisation culture & different functions.

Vinod Ganti

Chief HR Officer

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Bharati Telecom

There is a relationship between the leadership style of the CEO/leader and the culture of the organization. "Leadership style of the Leader is de-facto the management style which in long run becomes the practiced culture of the Organization" The CEO/Leader has a role to play in the culture of the company. "Set of values determine culture in an organization and values are reflection of leader and his team's beliefs and faith which gets inculcated across the organization". Cultures exist on a mutually exclusive basis in all the companies. I.e. No Company will have one identifiable culture. *"Culture in organization context is always one until it is much individual centric with power pockets, which may clash with organization cultures, but generally companies reflect their own culture – one culture which is reflection of values, work practices, socio-regional dynamics."* The CEO/leader does not directly influence the existence of any one/all of the cultures in the company. "The CEO/Leader has to demonstrate his belief in cultures – "walk the talk." In Indian context, follower-ship is highly prevalent, hence leader has to set examples as influences" There is a relationship between culture and different functions (Marketing/Production/ Finance/ Personnel/ Research/ IT etc) of the company. *"Culture is one – that of an organization but in practical sense, so much so functional leadership dependants, sub-cultures set informal culture exercise in organization tends to overcome this problem.*

Dr. Pratap Nair

Cadila Pharmaceuticals Ltd.

Sr. VP & Executive Committee member, Cadila; SBU head, Biotech, Agro & Natural Products

There are a definite management style(s) of the top that influences the culture of the organization. The management style of the leader has a definite influence on the organizational culture. For example, an autocratic leader fosters growth of doers and followers, with very little independent thinking down the line. There is no one all pervasive leadership style that is prevalent across the company. This is generally not true. The managers/executives down the line tend to emulate the leader's style. Leadership does not influence and direct the culture of an organization through HRM practices/ processes like hiring, training, performance appraisal, compensation, rewards and communication. HRM and its practices is and should be a key focus area for the leader. Processes and policies regarding hiring, training, etc. should be influenced by the leader, and normally is, in keeping with the mission of the company. The CEO/leader would focus on monetary reward program for retention of high performers. The intellectual capital of the company is a major asset for the company, having a direct impact on performance. To prevent erosion of this asset, it is important that retention of high level performers is a high priority agenda for the CEO. The HR team needs to ascertain what pushes the buttons of each high performer and provide positive reinforcement. Monetary rewards feature high in the list of what motivates people in a large number of cases. About 50% of top management time would be spent on managing employee retention activities. While top management on employee retention should spend some time, 50% is excessive. If the company culture and HR systems are streamlined this high time involvement may not be required. In companies where such streamlining has not default may spend occurred, such high level time.

Eddie Palia

Chief Executive Officer

Clinical Diagnostics and Research Center

There are a definite management style(s) of the top that influences the culture of the organization. Have worked in the Pharma, chemical, shipping and presently in the healthcare industry over the last 25 years. Have always felt that the top man – whatever is his/her style influences the organization. There is no one all pervasive leadership style that is prevalent across the company. Different leaders, middle, top or even supervisory, always endeavor to develop and implement a style that will optimize his/her performance at that particular point of time. Leadership does influence and direct the culture of an organization through HRM practices/ processes like hiring, training, performance appraisal, compensation, rewards and communication. Leadership can definitely direct the organization culture through HRM practices like those listed above. The CEO/leader would not focus on monetary reward program for retention of high performers. Partly disagree, as need minimum reward levels, prior utilizing other rewards like training, job rotation, etc. etc. to retain high performers. Partly agree that about 50% of top management time would be spent on managing employee retention activities. Top management being focused on strategy and goal setting, should simultaneously assure that work disruptions causing slow down in the organization is progress due to employee turnover does not occur.

Raman Madhok

Joint Managing Director and Chief Executive Officer

Jindal Group

There are definite management style(s) of the top that influences the culture of the organization. The culture of the organisation is what the top management style is. Personnel oozing with energy lead all high performing organisations & demanding results at all levels. There is no one all pervasive leadership style that is prevalent across the company. Leadership style is quite situational. All across the organisation, one gets a flavor of different styles being practiced by same person at different times. Leadership does not influence and direct the culture of an organization through HRM practices/ processes like hiring, training, performance appraisal, compensation, rewards and communication. It surely influences HRM practices & processes. Hiring appropriate to needs of the organisation, right slotting & rewarding competence are all driven by strategies from top? The CEO/leader would not focus on monetary reward program for retention of high performers. At times it is required to retain talent. It may not be the only strategy but bundled together whether enhanced job content helps. About 50% of top management time would be spent on managing employee retention activities can be challenged. If you provide right culture and compensation practices where employee feels valued, top management need not spend more than 10% of time.

Manjit Singh Lakhmana

Vice President and Director Personnel

Bank of America

There are definite management style(s) of the top that influences the culture of the organization. The workplace culture is definitely influenced by the management style of the top leadership, driving the business. There is no one all pervasive leadership style that is prevalent across the company. Leadership style influences the entire company though the impact across the company

may not be similar ands there could be some pockets in the system with a distinct culture, if there is a strong local leader. Leadership does not influence and direct the culture of an organization through HRM practices/ processes like hiring, training, performance appraisal, compensation, rewards and communication. Leadership impacts HRM to develop systems that enhances the momentum within the organization. The CEO/leader would focus on monetary reward program for retention of high performers. CEO/ leader will effectively use the monetary reward program for retention of high performers. About 50% of top management time would be spent on managing employee retention activities. Systems need to be institutionalized / embedded within the organization that automatically create momentum within a high performing organization

Manoj Modi

Business Head, Reliance Infocom,

Reliance Industries

There are definite management style(s) of the top that influences the culture of the organization. (Subject to interpretation). The management style and the culture of the organization have to be made-for-each-other. For example, a culture of innovation demands management style that fosters the spirit of freedom and venture, technology savvy-ness, and allows for mistakes. There is no one all pervasive leadership style that is prevalent across the company. To lead essentially means to follow effectively people's competencies, tendencies, personalities, mind sets – and to dovetail them all for achieving the corporate purpose. Since every individual has a distinct set of traits that unleash his or her potential, it calls for personalized monitoring, mentoring and coaching as against an all-pervasive style of leadership. Leadership does not influence and direct

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the culture of an organization through HRM practices/ processes like hiring, training, performance appraisal, compensation, rewards and communication. Every aspect of people management practice adopted by management influences the organization culture. The CEO/leader would focus on monetary reward program for retention of high performers. Something more than monetary rewards inspire high performers. An environment that engages their life and soul into their work, a culture that complements their style of working, challenging career, continuous training opportunities, and so on. Innumerable surveys conclude that monetary reward is seldom a reason for joining, leaving, or performing. About 50% of top management time would be spent on managing employee retention activities. This is specifically true for organizations in which dependence on people's competencies and skills are higher compared to that on systems and processes, or in other words, intellectual capital is the sole asset – employee retention is highest priority. Best examples are software and technology companies. For others, and in general, it is true that significant focus will required to retain, say, top 25% of the intellectual and high-performing talent of the organization. (Though difficult to attribute % time).

Pramod Khera

CEO and Managing Director

Aptech Training Limited

There are definite management style(s) of the top that influences the culture of the organization. Top Management Styles do influence the culture of the organization as the top management sets the examples for the sub-ordinates to emulate. In fact, these have a large impact on the culture of the organization. There is no one all pervasive leadership style that is prevalent across the company. Leadership style is person dependent. In highly de-centralized organizations, different

managers and leaders may have different styles. Thus some regions or Divisions in a company may have one style and some others totally different. Leadership does influence and direct the culture of an organization through HRM practices/ processes like hiring, training, performance appraisal, compensation, rewards and communication. HRM processes are a major intervention mechanism for influencing the culture of the organization, esp. where the top management and leadership is involved in some activities like induction programs, performance appraisals and training. The CEO/leader would focus on monetary reward program as appropriate for retention of high performers. Monetary rewards are an important parameter that influences retention. CEO has to be involved to decide the reward mechanism, quantum and ensure it is perceived to be fair, equitable and rewarding good performance. About 50% of top management time would be spent on managing employee retention activities. Employee retention is the outcome of a multitude of factors that include the culture in the org., growth opportunities, self-development, compensation policies etc. While top management is involved in deciding on these, the HRM function should act as the conscience keeper and the watchdog for the org. – which identifies gaps, dissatisfaction and alerts the top management. Hence, it is not necessary that the top management spend 50% of its time on these activities directly.

Radha Menon

Head HRM - Europe

General Electric

There are definite management style(s) of the top that influences the culture of the organization. The Values exhibited by the top does intrinsically influence the culture of the organization. There is no one all pervasive leadership style that is prevalent across the company. Leadership styles are

multifaceted and multi-dimensional. One all pervasive leadership style leads to perhaps even autocracy! Leadership does not influence and direct the culture of an organization through HRM practices/ processes like hiring, training, performance appraisal, compensation, rewards and communication. HRM and management development processes viz-a-viz policies, hiring, training, performance management, rewards demonstrates or actualizes the culture of an organization. Example; HRM practices strongly impact a performance driven culture. The CEO/leader would not only focus on monetary reward program for retention of high performers, but would look at other critical motivational variables to retain top performers. The CEO/leader would also focus on monetary reward program for retention of high performers. Of course, "money less" motivation such as work environment, role enrichment, leadership development, career development etc should also be focus areas. Retention of high performers happens when the individual has 'signed' a psychological contract with his / her organization About 50% of top management time would be spent on managing employee retention activities. A lot of management attention (10%to 20%) is spent on retention of high performers and not necessarily on general employee retention. Here again, this trend (employee retention) could be industry specific (eg. IT) or the 'specialist' nature of the business.

Rama Rao

Principal Management Consultant

Satyam Renaissance

There are definite management style(s) of the top that influences the culture of the organization. While each individual brings his style, there is one value system that binds people across the organization. Here I would Mildly disagree, that there is no one all pervasive leadership style that

is prevalent across the company. Leadership does not influence and direct the culture of an organization through HRM practices/ processes like hiring, training, performance appraisal, compensation, rewards and communication. WE look at all the above as critical "devices" for operational understanding of the culture of an organization. The CEO/leader would definitely focus on monetary reward program for retention of high performers. Annual salary increases and variable performance incentives are very closely linked to performance Appraisal scores. About 50% of top management time would be spent on managing employee retention activities. I reckon it would be a lot less- large part of the retention comes from creating excitement at work.

B S Sashidar

Business Manager, Insurance Products, Schoolnet India and

Finance and Accounts, ILFS India

There are definite management style(s) of the top that influences the culture of the organization. Top management styles greatly influences culture, and has an effect on overall motivation, and commitment to work. There is no one all pervasive leadership style that is prevalent across the company. There are different styles, however, informality, accessibility, communication across hierarchical layers, and respect for " flunks " seem to be common to most successful leaders. Leadership does not influence and direct the culture of an organization through HRM practices/ processes like hiring, training, performance appraisal, compensation, rewards and communication. Top management primarily drives successful implementation of progressive HRM practices. The CEO/leader would need to focus on monetary reward program for retention of high performers. The CEO/leader will not have any high performers left in the organisation.

About 50% of top management time would be spent on managing employee retention activities. Critical for services businesses, perhaps for all enterprises.

Tuhin Banerjee

Assistant Vice President and Professor, Insurance Products,

ILFS, Schoolnet India Limited

There are definite management style(s) of the top that influences the culture of the organization. Example of TA Pai Management Institute: The Director of the Institute believes in discipline in the Institute. This has led to a culture of fear amongst the students, faculty and staff. There is no one all pervasive leadership style that is prevalent across the company. Individuals at different levels would be following their own style. Plus different leadership style may be relevant for different situations and life cycle stage of the company. Leadership does influence and direct the culture of an organization through HRM practices/ processes like hiring, training, performance appraisal, compensation, rewards and communication. The CEO/leader would focus on monetary reward program for retention of high performers. Both hygiene and non-hygiene factors would be at required for retention of high performers. About 50% of top management time would be spent on managing employee retention activities. If right employees were retained then the employees would take care of all the activities of the company.

Vinayak Kamath

Vice President, Human Resource Management (Ex Lalbhai Group)

Kale Consultants

There is a definite management style(s) of the top that influences the culture of the organization. There is no one all pervasive leadership style that is prevalent across the company. While people seek to imitate what they see as practices leading to a leader's success, in reality they have elements of their own style. Leadership in reality t influence and direct the culture of an organization through HRM practices/ processes like hiring, training, performance appraisal, compensation, rewards and communication. The CEO/leader would focus on monetary reward program for retention of high performers. In a business organization, employees seek a share and are driven by the success of the organization. Monetary rewards have a high share in retention. About 50% of top management time would be spent on managing employee retention activities. Not necessarily if understood correctly. Retention is an outcome of prudent management practices. If top management is doing the right things: hiring well, facilitating performance, promoting meritocracy and results, sharing rewards, they would not be bothered about tracking retention of numbers.

Venkatesh Mysore

Managing Director

Metlife Insurance Corporation

Ranu Dutta

Head HRM

Metlife Insurance Corporation

There is in fact a definite management style(s) of the top that influences the culture of the organization. In fact I would say the Management Style of the Leader is distinctly linked to the culture of the organization. In many ways, if an organization has a powerful or charismatic leader, the organization many times seems to take on the personality of the leader. In my opinion, a strong leader is perhaps the strongest influence on the culture of a company. There is no one all pervasive leadership style that is prevalent across the company. There is typically one dominant style depending on the style of the business leader and the culture of the company that becomes more popular. However many different styles continue to co- exist. Leadership does influence and direct the culture of an organization through HRM practices/ processes like hiring, training, performance appraisal, compensation, rewards and communication. I believe these are the fundamental building blocks of an Organization's culture that successful leaders understand and use very effectively to create a successful organization. That is why, I believe that in typically progressive and successful company, HR is a strategic partner to the CEO, almost a strategic extension of the CEO's Office. The CEO/leader would focus on monetary reward program for retention of high performers. However cannot be the only means to retain top performers. Building loyalty to the company, job satisfaction and professional growth are stronger motivators for retention, once the hygiene aspect of fair compensation is taken care of. About 50% of top management time would be spent on managing employee retention activities. 35% would be more realistic given that business issues take on top priority in the short term.

Amit Mookim

Consultant, Business Consulting

Andersen

There is a relationship between the leadership style of the CEO/leader and the culture of the organization. The vision, mission and values defined by leadership mould the culture of the organization. The CEO/Leader has the entire role to play in the culture of the company. The management style of the leader would directly impact the overall culture of the organization. Cultures exist on a mutually exclusive basis in all the companies. I.e. No Company will have one identifiable culture. Each organization is like an individual entity in itself, with its own unique characteristics and culture. Although there may exist common elements on a broader level, the culture in each organization is unique. The CEO/leader does not directly influence the existence of any one/all of the cultures in the company. The leader directly influences the existence of culture in the company. He/she is responsible for establishing work norms/ practices and cultural attributes in the people and the organization. There is no relationship between culture and different functions (Marketing/Production/ Finance/ Personnel/ Research/ IT etc) of the company. Different functions would have specific cultural attributes. For example, marketing would be more customer focussed and creative, while production would be more quality and standards focussed. There are no definite management style(s) of the top that influences the culture of the organization. Management styles at the top have a cascading effect on the organization and its culture. There is no one all pervasive leadership style that is prevalent across the company. The situation depends on the strength and establishment of leadership. In a stable and mature organization, a clear message of leadership would be communicated organization-wide. However, in a state of influx and development, where leadership may be assumed by more than one individual with distinct leadership styles, alternate scenarios may exist. Leadership does not influence and direct the culture of an organization through HRM practices/ processes like

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hiring, training, performance appraisal, compensation, rewards and communication. The organization culture, objectives and performance orientation would be reflected in HR processes in the organization. The CEO/leader would focus on monetary reward program for retention of high performers. The CEO/ leader would focus more upon putting in place robust and efficient people and organization processes, one of which may be a monetary reward program. However, monetary reward in itself would not be so much of a retainer as compared to the quality of work, career progression, job satisfaction and individual learning. About 50% of top management time would be spent on managing employee retention activities. A focus in terms of time spend would be on business development and organization development, both in terms of establishing and enhancing the market attractiveness and the internal attractiveness of the organization. Employee retention would be more a result of these than an activity in itself.

Sanjit Bhoumick

Senior Consultant, Business Consulting

Andersen

There is a symbiotic and responsible relationship, apart from a driven identifies between the leadership style of the CEO/leader and the culture of the organization. A CEO's personal style often plays a defining role in shaping the culture of the organisation. The CEO/Leader has a powerful role to play in the culture of the company. The impact of the CEO's personal style depends on two critical factors, - the life cycle of the organisation and the extent of involvement of the CEO. For instance, a new organisation or a regenerating organisation will be more influenced by the CEO's style than a stable, mature organisation. Similarly a high-touch CEO will shape the culture more than a low-touch CEO. Cultures exist on a mutually exclusive basis in

all the companies. I.e. No Company will have one identifiable culture. Culture can at best be described as a heterogeneous and layered iceberg. The layers refer to the artifacts, behaviors, norms & beliefs and values of the organisation (from top to bottom). The heterogeneity is defined by individual components comprising each of these layers. Although, no company can have a completely unique culture, as the similarity of culture will be driven by similarity among cultural attributes, the sum total of the parts will almost always be different from other companies. The CEO/leader does not directly influence the existence of any one/all of the three cultures in the company. There is a definite relationship between culture and different functions (Marketing/Production/ Finance/ Personnel/ Research/ IT etc) of the company. Culture, as defined above, is the composite whole of the artifacts, behaviors, norms & beliefs and values of the organisation. The norms, beliefs and values are often shaped as much by individual personal styles as it is by the intrinsic nature of the job. Thus while assertiveness may be a typical characteristic of a sales & marketing department, humility is often a typifying characteristic for an HR function and research orientation may be the defining style of the R&D person. Hence the relationship between different functions and their culture is indeed tangible and linked to the nature of work of and competencies demonstrated by people within that function. There are no definite management style(s) of the top that influences the culture of the organization. Leaders, by virtue of their position within the organizational hierarchy and ability to influence decision-making, can often play a decisive role in shaping the culture of the team/ function/ department / company that they lead. There is no one all pervasive leadership style that is prevalent across the company. Culture is, as defined before, at best heterogeneous. There may be differences of culture across functions, teams, departments, and even levels. The overall cultural style is defined by the pervasiveness of influence of a particular culture on the whole. Leadership does not influence and direct the culture of an organization through HRM practices/ processes like hiring, training, performance appraisal, compensation, rewards and communication. The process per se may not influence the culture so much as the people that are filtered by each of these

processes. Thus the aggressive, almost domineering culture of investment bankers is often due to the aggressive incentive/ bonus packages that are linked to their performance, which promotes this culture. The CEO/leader would not focus on monetary reward program for retention of high performers. In today's day and age, a monetary package is as much retention tool as the roles defined for individuals. Thus a CEO would be foolish if he/ she thinks that without monetarily incentivising employees, he/ she would be able to secure a robust employee contract. About 50% of top management time is not really spent on managing employee retention activities. Unless the organisation is embarking on a particularly challenging phase of its existence (e.g. mergers, new businesses, divestment, consolidation, exit from existing business etc.). This often throws employees into a cauldron of insecurity, which top management needs to actively monitor and resolve. However, during normal organizational functioning, employee retention occupies a much lower percentage of the top management time.

Narayan Seshadri

Country Head, Business Consulting

Andersen

Developing leaders who share the passion and perhaps the coffeepot to make the changeover from the current state is the starting point. Bringing a critical mass of management talent makes the role of th leaders that much easier as it helps leverage success experience of one on to another. Creating wide-band, interactive communication follows the leadership building strategy. The Chosen leaders make talking about the need to revitalize and change a virtual daily activity and take their role of speaking on the change as the critical part of the change process. This walk

around meeting, informal as it may be, makes way for clarifying doubts, responding to otherwise unanswered questions, bringing down dissonance amongst affected people, offering security and stability where possible and so on. Encouraging the formation of "natural work teams" is another step to mobilize critical mass support for the initiative. Teams that have been working physically or by nature of their roles working together are made to work with the change facilitators and as clarity emerges on the areas of resistance or bottleneck an action planning scenario is set by preparing individuals for the cycle of change. Bring like and unlike minded together and identifying bondage's that make people enjoy what they are doing is the final step in active mobilization.

Bobby Parikh

Country Managing Partner

Andersen

Building organizations is but the basic role of a CEO. In doing so the CEO has the pulls and pressures of factors from both internal and external environment to cope with. To enable a CEO to keep to this task I would recommend focus on learning and competing. This makes people and performance happen. At the end of the day, the success of any strategy is predicated on how effectively it is executed. And the key to effective execution is focus, commitment, and above all a discipline to make the strategy work. We are embarking on an exciting phase in our development and growth. We have great aspirations for ourselves and our people, we have significant financial targets to achieve. We face an uncertain economic environment ahead of us, but one that is still full of opportunities. We have a rich pool of highly talented partners and professionals, and if we set our minds and hearts to the tasks ahead, I am confident of our

success. So let us commit individually and collectively to this strategy, and to a rigour and discipline in our approach as we continue our efforts in building an outstanding professional services organisation. I know that I can count on each one of you to deliver.

Bobby Parikh Priorities

Creating the Vision

Developing a strategic intent through a internal SWOT analysis and reaching a well debated conclusion on the purpose, scope, method and outcome goals of the revitalization strategy needs upfront articulation. This clarity is converted into a change or a vision goal.

Prioritizing expectations among constituencies

Establishing values

Communicate hard the basic business philosophy and reason for us being in business

Construct the vision across people groups

Vikram D Rao

President, Lalbhai Group

Director, Aditya Birla Group

To me role of a leader rests with influencing the culture in a particular organizational context. This context and the existing culture should be understood.

1. Build a Vision

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2. Provide Strategic Direction

3. Trust and Empower People

4. Enable a performing culture

5. Nurture Talent

6. Differentiate young and bright from old and wise

7. Building the measurement system

8. Develop top-level measures and targets

9. Building connectors across the top-level targets

10. Constructing a bottom-up business case for change

11. Connect bottom-up and top-down measures

12. Make measuring the Intellectual Capital fundamental to the people building process

13. Evaluate change management programs and its benefits, and ensure its review and feedback

14. Ensure links to bottom line

15. And make customers as the goal of the organization.

Vikram Rao discusses what do people ask for in competing cultures:

- **Leadership**. To become an influential leader; to organize and control others; to achieve organizational or community goals.

- **Expertness**. To become an authority on a special subject; to reach a hoped-for level of skill and accomplishment.

- **Prestige**. To become well known, to obtain recognition, awards on high social status.

- **Service**. To contribute to the satisfaction of other; to be helpful to others who need it.

- **Wealth**. To earn a great deal of money; to build up a large financial estate

- **Independence**. To have the opportunity for freedom of thought and action; to be one's own boss.

- **Affection**. To obtain and share companionship and affection through immediate family and friends.

- **Security**. To achieve a secure and stable position in work and financial situations.

- **Self-realization**. To optimize personal development; to realize one's full creative and innovative potential.

- **Duty**. To dedicate oneself totally to the pursuit of ultimate values, ideals and principles.

- **Pleasure**. To enjoy life, to be happy and content, to have the good things in life.

Tojo Jose

Advisor HR

Saudi Arabia

1. Configuring the Physical Infrastructure

2. Construct an economic model

3. Formulating an operations strategy

4. Developing a network strategy

5. Aligning individual facilities

6. Articulating a sourcing strategy

7. Redesigning the Work Architecture

8. Configure and align processes

9. Orchestrate by goals and measures

10. Produce symphony of value creation

Ram Venkataraman

Partner, Technology

Andersen, Business Consulting

1. Building Individual Learning

2. Committing to the development of the individual

3. Creating Mentor-guided, life-forming projects for high-caliber individuals

4. Identifying critical skills and designing an education strategy

5. Balancing the supply of and demand for skills inside the corporation

6. Developing the Organization

7. Designing the Organization

8. Using teams as the basic connecting node and the driver of organizational adaptation

9. Creating global learning

10. Create a reward structure

11. Embracing the corporation's soul and its shadow

Gopal Rajagopalan

Managing Director and Director

IL and FS India and Schoolnet India Limited

Concern for security expectation and needs requires that you dedicate yourself to your people's physical well-beings, environment, terms and conditions of employment, mapping career needs and aspirations, working conditions, compensation, supervision, and benefits. Demand that your managers do the same. Providing a space for people to not have hygiene issues to cope with.

Enable appropriate and competitively benchmarked compensation. Caring to belonging expectations and needs involves scrutinizing the social interaction, group dynamics, community feeling, participation in decision-making, and sense of family your people experience. Do you feel like a family member yourself? Keep in touch with the environment, morale of people, what makes them tick etc? Create an environment for recognition expectations and needs entails thoroughly evaluating how and when your employees win formal and informal recognition via oral and competency mapping, skill building, training for future jobs, employability, written praise, promotions, bonuses, awards, honors, and other means. No two people are exactly alike and the kind of recognition craved by one may not satisfy another. Providing the atmosphere for high quality-of-work expectations and needs requires you to define the sort people interesting and challenging. What makes people feel inspired and excited? How do I demonstrate leadership over difficult situations, job needs and decision points? What calls forth their most creative effort? Individual differences become even more crucial at this point. Hoe do I make all people feel that they are growing and learning? Enabling individuals and organizations for self-actualization expectations and needs helps you to look inside the hearts and minds of your people. Why do we need to care? What do people seek from their life? How is it important for organizations to understand and appreciate it. How do we fit in an intellectually stimulated individual into an organization? Do you comprehend their dreams? What do they really wish to become? Do they feel that their dreams lie within their eventual grasp? Spend thoughtful time with each worker.

Vinayak Kamath

Manager, H R M

Arvind Mills,

Lalbhai Group

It is no longer possible for a few key decision-makers at the top to lead an organization. The key to future profitability and growth is making the workers 'want' to contribute more. Recognizing this, many 'bosses' are seeking to change the old military style leadership. While the old style managers got things done by people, the more modern managers get things done with people arming the person with enough skills and experience and motivating him. In this system all employees feel empowered and encouraged. For example, the various innovation that have come out of Microsoft is a direct result of Bill Gates' leadership style, which encourages suggestions from all ranks and healthy debates. There are many managers who loathe to make the change. This probably is one reason that explains majority of breakthroughs coming from entrepreneurial companies. It is also the reason for serious breakdowns taking place in large corporations. Looking back at leadership we find that in the late 1800s people believed that leadership depended upon family, environment and circumstances. As the discipline of psychology grew, people realized that traits like charisma, dynamism and loyalty were important in a leader. In the 1960s, leaders were seen as people who gave detailed directions for one task. They inspired people to accomplish them. Rapid changes on the economic front and increasing global competition have changed the concept of leadership today. Prof. Hank Sims has identified four types of leaders.

1. There is first the *'strong man'* who commands while his employees obey out of fear.

2. The *'transactor'* rewards followers for going his way;

3. The *'visionary hero'* leads by inspiration, creating an emotional commitment and loyalty among his staffers.

4. The post heroic *'super leader'* encourages other employees to develop their skills to contribute more fully to the company.

Prof. Warren Bennis identifies four indispensable qualities a guiding vision, constancy in behavior, openness with both themselves and others in the organization, and sharp focus on key objectives. It is how realized that leadership is what you do and not who you are. Re-learning Leadership, there is one set of leadership experts who believe that it is not easy or possible for a leader to dramatically change his or her style of functioning, instead leaders must understand what they do well, take note of their shortcomings, choose key managers who can compensate for those shortcomings and empower others in their corporation.

There are other leadership experts who believe that leaders should change their personal style to ensure long-term success. In making these changes leadership courses often help by printing out the invisible self-imposed lid that prevent people from rising to their potential greatness. In one such course, leaders engage in a dialogue until they fall into the traps of their personal myths. For example, a leader may realize that he holds the notion that 'disagreeing means being disloyal.' Leadership courses help one to realize *"we have met the enemy and he is us."* Once the executives realize and open the 'lid', they are able to see better where they and their organizations hope to go and take specific steps to get there. A executive in a bank who took a course in leadership claims the program changed his thinking about the people who work for him. The course helped him see that different people might approach the same situation differently, none of them necessarily wrong. Within months of taking the course he was dictating less and encouraging more tolerance of the divergent attitudes among the members of his organization.

Simply speaking leaders need to foster five capabilities that will lead the company to success. They are:

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- Change the organization by visualizing exciting happening and making others believe in the vision.

- Encourage opposing views.

- Existing thinking should be challenged and priority given to innovation and risk taking.

- Be adaptable; help others to fulfill their agenda.

- Teach and bring up others to your level. This is better than letting them flounder in their problems.

Prakash Govindarajan

Accounting and Finance Manager

Rhone Poulanc Corporation

Charisma is a fire that ignites the follower's and commitments, producing results above and beyond the call of duty. It is the product of three elements; spark a leader with charismatic qualities; flammable material – followers who are open or susceptible to charisma, and oxygen – an environment that is conducive to charisma. **Fire – the leader with charismatic qualities:** Such a leader would have prosocial assertiveness, self-confidences, need for social influences, moral conviction and concern for exercise of moral power. His behavior characteristics would include articulation of ideological goals, communication of high expectation and confidence in followers, emphasis in symbolic and expressive aspects of the task, articulation of a vision, references to collective identify and assumption of personal risks and sacrifice. There qualities are necessary bur not sufficient, they need flammable material – followers who are susceptible to charisma. **Flammable material – Followers or subordinates** who are susceptible to charisma

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have been looked at in different ways. One view is that low self-confidence, uncertainty and submissiveness characterize such followers. The second view holds that such followers have an expressive rather than instrumental orientation to work, and a principled rather than pragmatic orientation in social relations. The third view is that regardless of their personal characteristics, all followers fall under the spell of charismatic leaders. Thus susceptible followers are necessary in a charismatic relationship, but not sufficient. What is needed is a charisma-conductive environment. **Oxygen – Charisma-conducive environment:** It is generally believed that crisis breeds charisma. Crises give rise to stress and uncertainty, regarding individuals open to influences of charismatic leaders. But crises are relatively rare. It has been suggested that condition that do not constitute real crisis but which produce anxiety and uncertainty may prove to conductive to charismatic leadership.

Such environmental condition results when:

❑ Performance goals cannot be easily specified or measured,

❑ Rewards cannot be made clearly contingent on individual performance

❑ There are few cues, constraints or reinforces to guide behavior or provide incentives for specify performance.

In order to explain this relationship and the levels of charisma, they advance the following propositions:

A leader may share charismatic relationship with (a) all this followers (high group-level charisma), (b) some of his followers (variable, dyad-level charisma), or, (c) none of his followers (low group-level charisma). The more a leader treats his followers consistently, the more homogenous is the level of charisma characterizing each of the followers' relationship with the leader. The greater the homogeneity in the subordinates' values and orientations to work and to

social relations, the greater is the homogeneity of the charisma shared by the subordinates and the leader. Charisma among the followers of a leader is likely to be homogenous when (a) they have sought membership in the leader's following; (b) they have been selected by the leader, and (c) both the leader and followers have opted to keep the followers within the group. The greater the followers' task – interdependence and interaction, the more homogenous is the charisma the marks each follower's relationship with their common leader. The higher the level of charisma and the greater the homogeneity of the charismatic relationship, the higher is the group value and performance. The higher the average levels of charisma the greater the homogeneity of the charismatic relationship, the higher is the risk of group think among the group. Task interdependence and the social interaction have a moderating influence on the consequence of low homogeneity among the follower of a leader, leading either to dyadic relations with the leader or inter group conflict. The propositions have some important particle implications such as: True group-level charisma, given the variety of intervening factors, is a rare events. Although homogenous charisma is rare, even sporadic or unevent charismatic relatioOnship need to be utilized optimally to inspire new foals, new values and higher levels of performance. Leaders can, selectively. Inspire followers by their own behavior and vision and thus facilitate attractive and selection of those who have talent and share the leader's vision.

Rajiv Prakash

Manager, Business Consulting

Andersen

I have used some material that I have read and may be of relevance here.. Learning consolidates all current theories about how to achieve business success. The article, based on

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research done in four major organizations-Corning Inc. Analog Devices, Boeing and Lear Seating Corporation – takes a pragmatic approach and offers a solid strategy for creating a learning organization. A learning organization is one that 'continually improves by rapidly creating and refining the capabilities needed for future success.' Some organizations, like Lear Seating Corporation, may no be familiar with the term, and may equate learning with classroom training, yet the practices they employ and the benefits they reap are clearly indicative of a learning organization. To help clearly identify and define the elements needed to enhance corporate learning a formula has been developed. Learning organization = Leader with a vision X Plan/matrix X Information X Inventiveness X Implementation. Each element in the above formula is absolutely mandatory, though how each element is realized depends on the distinctive personality of the company. Even if one of the element is missing, the organization will either learn the wrong things or learn less than its full potential. The formula represents a process that goes far beyond simply training and developing individuals; it leads to an ambience where learning permeates the procedures throughout the organization and creates new competencies and improved performance. Each element of the formula is briefly described below: **A leader with a vision:** Without a leader committed to learning, an organization will never approach its potential success. Such a leader must have a clear vision, deeply held and consistently communicated. The new vision should energize those striving t turn it into reality, despite the skepticism of those who hold on to old visions, old habits and old ways of doing things. The vision should enable members of the organization to anticipate what they can contribute to help achieve important results. A clear vision also helps an organization focus on those things/ideas that are central to their goals. The best visions are usually direct and uncomplicated, like that of Boeing's newest project, the 777 long-range twin-jet. One vision is "working together to produce the preferred new airplane family." The leader also needs to fire his team with the spirit of "what more we can do." For this the leader needs insights, strength and perseverance. **Plan of action:** With a leader and vision in place, an organization needs the ability to develop a plan of action with detailed

metrics. Planning and a system of measurement keep the vision grounded in reality by translating it with specific work-action steps and by providing timelines for intermediate goals that have to be reached along the way, goals such as quality improvement, reduced production time or a reorganization. **Information:** To be uninformed is to be vulnerable to threats lurking outside and missed opportunities inside the organization. A learning organization does not assume that management knows it all, it is hungry for knowledge. And while knowing ones strengths and weakness is good, organizations need to seek outside information because very often the success or failure of an organization is determined by what happens outside. Internal achievements no matter how great, must meet the demand of external environmental. Some of the ways in which organization can get and utilize outside information are

- *Court the customer*: Listening to customers, however maddening it may be, sometimes helps. Customer requests and queries can often lead companies into unexplored territory and give them a powerful competitive edge.

- *Steal shamelessly*: This is the age of give and take. Companies are ready to share their know how and expertise and an organization need not hesitate to enlist the help of another that is good at something you need to know or do. It is uneconomical to reinvent something that somebody else has done. Any hesitancy to seek outside information disappears once an organization recognizes the advantage of utilizing the knowledge of other companies. The adage that seems to work best it, buy borrow and adopt'.

- *Check out competitors*: Competitor information is critical. Identify your key competitors and take seriously the threat of your present and future competitors. Once you have competitor information, act on it. Encourage your people to continually ask: "What has our competitor learned to do better or differently that we should adopt or leapfrog"? A

learning organization has the motto: "seek ye the truth, come whence it may, cost what it will."

- *Within the organization information should be shared across departmental lines. Problems and solutions need to be shared with a degree of trust and information needs to be shared rather than held tightly by a person or team.*

Managers need to know all that is going on inside their organization- both the good news, as well as the problem. They also need to communicate with the employees quickly and accurately. Employees feel a part of what is going on when they get information from the management, rather than through the rumor mill. It also makes them feel more secure and comfortable. This communication can take place through periodic internal surveys or through face-to face meetings with employees. Moreover, information about the organization must flow freely in order to promote organization-wide learning. Shared information is vital to business success. Encourage employees to compare notes and learn from each other. Almost all successful learning organization structure themselves in a way that speeds up the flow of internal information. Finally information is to be used for the good of the entire company this message must go out clearly so that no one withholds or hoards information. When problem are there, do not cover up or fix blame; make problem visible so that solutions can be found quickly. **Inventiveness:** When the first three elements are in place, it is time to get the creative juices flowing. The best learning companies face problems with new eyes, open to fresh ideas and theories. The image of the organization as a pilgrim who never arrives is important learning means constantly trying to become better, faster and smarter, and there are no finishing lines to cross. In this constant endeavor, inventiveness can be triggered by:

- Recognition of the gap between where the company currently is and where it wants to be,

- Customer requirements,

- Competition.

However the best stimulus for inventiveness comes from reframing a problem or a task to view it from a new perspective. This reframing allows you to see things in a new light and discover a new path for action, both at the shop floor and the office floor level. The wheel of learning-problems to be raised, ideas suggested, tested and reviewed –works best when the problem can be reframe. Lack of inventiveness leads to loss of suppleness and renders an organizations arthritic.

Implementation: All learning and inventiveness is worthless if it does not get implemented through action. Learning organizations need to be good at executing, which is the final pay-off. Eagerness to implement can sometimes take you down the wrong path or make you come up short. In order t deal with such eventualities, learning organizations also must have perseverance and tenacity, as well as, a sense of responsibility to achieve the goals they have set themselves.

Narayan Seshadri

Country Head, Business Consulting

Andersen

Most employees need to be motivated all the time by managers for attaining success which entails being focused for moving towards achievement and fulfillment.

Some ways to remain focused for continued success

- Successful people in any field of activity, be it science, business or military, share some common traits. These are a positive mental attitude, persistence, and ability to learn from failures.

- A positive mental attitude immensely helps in achieving success in the tasks on hand. Doing one's best at all times is necessary. More that talent it is the desire to excel which drives people to attain set goals.

- Similarly persistent effort and tenacity are a must. One has to work hard with perseverance to be a winner in his field of chosen activity.

- But trying hard is not enough to remove obstacles, rejections and failures, as well as, disappointments that are often encountered by sales people in their career.

- All high achievers must learn from their failures and disappointments that often teach life's best lessons. Defeat makes a person stronger and equips him better for the next challenge. One's ability to gain a victory is directly related to one's ability to come back from a defeat.

- Fear of failure and defeat can also work to one's advantages provided one acknowledges and accepts one's fears. Accepting fear as an ally and not as an enemy is called for.

- In order to reach their goals, all determined individuals surround themselves with positive ideas. They have their own role models. They do not feel shy of seeking out mentors whose experience and wisdom can be of great advantage.

- All true achievers have also a passion about that they do. They set their goals one at a time to stay focused. Furthermore, journeys of successful individuals have the same end – a profound eagerness to give back to others – to help others achieve success.

R R Nair

HRM Adviser, Unilever

Leaders should pay attention to certain specifics keeping EQ in mind:

Label their feelings, rather than labeling people or situations. Take responsibility for their feelings. 4. Use their feelings to help them make decisions. Show respect for other people's feelings. Feel energized, not angry. They use what others call "anger" to help them feel energized to take productive action. Validate other people's feelings. They show empathy, understanding, and acceptance of other people's feelings. Practice getting a positive value from their negative emotions. They ask others "How do you feel?" and "What would help you feel better?"9. Don't advise, command, control, criticize, judge or lecture to others. They realize it doesn't feel good to be on the receiving end of such behavior, so they avoid it. Avoid people who invalidate them, or don't respect their feelings. As much as possible, they choose to associate only with other people with high EQ.

Dr N Balasubramanian

Corporate Governance and Strategy

Indian Institute of Management Bangalore (formerly, Director of Wipro and Britannia)

Professor of Corporate Finance, Strategy and Governance; Chief Editor, IIMB Management Review; Chairman, Centre for Development of Cases and Teaching Aids

The leader influences the History and Tradition of the Organization. Azim Premji is a case in point: his hands-on leadership transformed a vanaspati manufacturer of no great significance into a an IT and Software powerhouse, and an organization of embedded values and integrity. Jack Welch could afford a laid-back life at the already well performing General Electric, but chose his action course that led his company to great heights of excellence in terms of market capitalization and admiration. Structure and Hierarchy Influence, Management Style, the Role of the CEO in building organization visions. Structure comes in different forms: in ownership, in organizational design, in trust and confidence levels, in competencies, and so on. If the company Board has the welfare of its shareholders and stakeholders on a sustainable basis, it would and should empower the executive leadership team to develop an organizational vision, and provide route maps to achieve set goals. In governance of corporations, the Board of course is responsible to ensure that an appropriate process is in place for strategy formulation and implementation, but it is the role of the CEO and his team to formulate such policies consistent with organizational mandates and values, for endorsement by the Board. The Role of the CEO/leader in regard to strategy processes technology and people actions and leader's influence in the existence of specific types of cultures. Can't say I understand this question/statement. If it means, the CEO's role and influence in these matters would be determined by the cultural ambience in the organization (including the corporate board and the controlling owners), I would say only partly true. A charismatic leader should have it in him or her the ability to influence favorable changes in organizational culture itself. Most successful leaders, unable to operate within the framework of an inhospitable culture, often reject such organizations (very much like the body rejecting an incompatible transplant) and move on to more amenable pastures. Leadership Style as practiced by the management groups influences the culture. Whether an organization provides enough headroom for its managers to add value depends largely upon managerial styles in place. Authoritarian, arrogant, intolerant, abrasive, credit-snatching, disrespectful leaders are a sure prescription to a self-sustaining mediocrity in organizational performance, managerial succession and societal acceptance.

CEO/leader focus on performance, climate, communication, and HRM practices, on monetary reward programs and influence over high performers, and management attention on retaining high performers. In a globally competitive economy, organizations have to compete not only for product/service markets but also for scarce resources like capital and human talent. Recruitment of human resources is only the beginning; how the best is retained and how the system can purge itself of unwanted or outdated constituents will depend upon the motivational calibration of human resources leadership, which should be driven by the courage and conviction of the CEO.

Arvind Singhal

Chairman

KSA Technopak

The leader influences the History and Tradition of the Organization. Structure and Hierarchy Influence, Management Style, the Role of the CEO in building organization visions. CEO must have a flexibility in developing / evolving Organizational structures and Management style. The needs of organizations will change over time, and so would the challenges and priorities. CEO should not compromise on corporate values but path taken to achieve the results can change over time. The Role of the CEO/leader in regard to strategy processes technology and people actions and leader's influence in the existence of specific types of cultures. Leader must be able to communicate the Corporate Vision and Objectives unequivocally across the organization. However, thereafter he / she must focus on result metrics rather than the process / operating styles of the functional leadership. Leadership Style as practiced by the management groups influences the culture. And this culture can change as the composition of management groups itself changes. As long as Core Values are held sacrosanct, these cultural changes can actually reflect the

vibrancy of the Organization. CEO/leader focus on performance, climate, communication, and HRM practices, on monetary reward programs and influence over high performers, and management attention on retaining high performers. In a fast changing and more competitive world, some of the roles mentioned above have to be shared by the CEO with a few other senior colleagues (e.g. Compensation, Communication, and Motivation leading to retention of high performers). Vision, values, beliefs and his dream drive the Leader as a person. The Leader's emphasizes on the Individual and the Intellect, and a role in building individual and organizational knowledge. Leader definitely emphasizes the corporate recognition of the value of intellectual capital and the individuals having the repository of this capital. However, building the individual and managing storage and retrieval of the knowledge is a key "line" function and should be facilitated by a line manager identified for this purpose (Chief Information Officer – not in the IT sense of the title but on the larger "Information" issue itself). The CEO/leader's has a role in emphasizing on culture aspects pertaining to empowerment, delegation, individual contribution, accountability and responsibility. CEO/leader's has a role in actively participating in attracting, retaining and rewarding star talent and performers. However, this has to be done down the "line", and therefore the CEO also has to encourage such star talent and performers to further develop and reward talent reporting to them. The Leader's has a role in helping the organization retain an open mind to an unknown environment.

Vaishali Batra

Human Resources Specialist

Hero Honda

The leader influences the history and tradition of the organization the leader by his/her actions writes the history of the organization. Their actions are determined & they also make the traditions of the organization. The leader not only influences, but is also influenced by the history & traditions of the organization. At the same time a strong leader has the capability of changing the culture of the organization provided, he/she is able to take the process of change across levels and functions. Structure and hierarchy influence, management style, the role of the CEO in building organization vision organization structure determines the culture in the organization. Where the individual objectives are aligned towards the organizational goals, the appropriate structures & styles support them. The ceo plays a very important role as the flow from the top determines the flow down the line in most of the organizations. The role of the ceo/leader in regard to strategy processes technology and people actions and leader's influence in the existence of specific types of cultures. The processes, technology is to be woven all around the people, as any systems is as good as people implementing it. various sub-cultures also exist in the organization, which may be in tune or different from the over-riding culture in the organization. the people focus of the organization determines the cultural orientation of the organization. Leadership style as practiced by the management groups influences the culture. Culture is all - pervasive in an organization, and is determined by the actions of the top management. If the top boss is authoritative & takes all decisions by himself/herself, the culture in the organization cannot be Participative. CEO/leader focus on performance, climate, communication, and HRM practices, on monetary reward programs and influence over high performers, and management attention on retaining high performers. Focus on creating a high-performing organization is one

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of the ways of retaining talent in the organization. The systems are thus designed to reward, motivate & recognize high performers. The HR strategy is clearly aligned with the business strategy.

Sundeep Kakar

CITIBANK N A

Vice President

There is a Role of the leader in building work processes, in managing people strategy issues, and organizational emphasis on competing and performing in a complex environment. Leader's emphasizes on building future leaders through mentoring, coaching and teaching, emphasis on team work. There is a Role of the CEO/leader in enabling organization to restructure and right size. There is a Role of the CEO/leader in preparing the organization to change as required. Leader's has a role in sponsoring innovation, new ideas, take risks and implementing experiments. CEO/leader's has a role only partly in enabling inters dependencies between functions, businesses, technologies and the organization as a whole.

E S Sankar

CEO

K G Denim and Apparel, Trigger Jeans

Vice President, Arvind Mills

Head of Manufacturing, Coats Viyella

The leader influences the History and Tradition of the Organization Dhirubhai Ambani not only influenced Reliance, but probably the whole country. Structure and Hierarchy Influence, Management Style, the Role of the CEO in building organization visions. To a large extent this is true and applicable to organizations that I have seen and experienced. The Role of the CEO/leader in regard to strategy processes technology and people actions and leader's influence in the existence of specific types of cultures. I agree this is inevitable. Leadership Style as practiced by the management groups influences the culture. Culture is a direct result of management styles employed. Arvind & Hindustan lever, both MNCS, have two entirely different cultures since one is a family run company. Certainly this is relevant in every commercially managed organizations. CEO/leader focus on performance, climate, communication, and HRM practices, on monetary reward programs and influence over high performers, and management attention on retaining high performers. Madura Coats can be referred here as a successful organization following the above policies.

Vinayak Kamath

Vice President

Kale Consultants

The leader influences the History and Tradition of the Organization. I would say, the leader influences the prospective (from time of attaining the leadership position) history of the organization. Structure and Hierarchy Influence, Management Style, the Role of the CEO in building organization visions. The Role of the CEO/leader in regard to strategy processes technology and people actions and leader's influence in the existence of specific types of cultures. Leadership Style as practiced by the management groups influences the culture. CEO/leader

focus on performance, climate, communication, and HRM practices, on monetary reward programs and influence over high performers, and management attention on retaining high performers. Vision, values, beliefs and his dream drive the Leader as a person. The dream or the whim of a leader defines the culture and the reality of the organization. The Leader's emphasizes on the Individual and the Intellect, and a role in building individual and organizational knowledge. Agree to some extent. The leader is responsible for a balance between Individual emphasis and the "greater good" of the organization. The CEO/leader's has a role in emphasizing on culture aspects pertaining to empowerment, delegation, individual contribution, accountability and responsibility. CEO/leader's has a role in actively participating in attracting, retaining and rewarding star talent and performers. The Leader's has a role in helping the organization retain an open mind to an unknown environment.

Sameer Nagarajan

Hindustan Lever Ltd.

Personnel Manager, Silvassa / Daman

The leader influences the History and Tradition of the Organization. I'm reminded of names like Ford, Iacocca, Thomas Watson, etc. ... men who created durable, lasting organisations that have lasted well beyond their times. Structure and Hierarchy Influence, Management Style, the Role of the CEO in building organization vision. Dr Verghese Kurian and his work in Amul are fine examples of how a CEO with great style, commitment and transparency can communicate a compelling vision. Ambani and Reliance are another fine example. The Role of the CEO/leader in regard to strategy processes technology and people actions and leader's influence in the existence of specific types of cultures. Harold Geneen – created a great organisation and then tyrannized

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everyone in it. Leadership Style as practiced by the management groups influences the culture. Infosys' work in culture building at the operational level – almost entirely the effort of middle management in interpreting Narayanamurthy's vision. CEO/leader focus on performance, climate, communication, and HRM practices, on monetary reward programs and influence over high performers, and management attention on retaining high performers. Bill Gates and Microsoft. I haven't heard of very many other companies that are so obsessed with how they attract and retain talent.

P.R.Umamaheswaran

Lucas - TVS

Sr.GM - (O)

The leader does not necessarily influences the History and Tradition of the Organization. Leader can dissociate himself with the history & tradition. Structure and Hierarchy Influence, Management Style, the Role of the CEO in building organization visions. Hierarchy inversely affects the style of the CEO building origination vision. The Role of the CEO/leader in regard to strategy processes technology and people actions and leader's influence in the existence of specific types of cultures. Leadership Style as practiced by the management groups influences the culture. There is individual management group culture as well as an organisation culture. CEO/leader focus on performance, climate, communication, and HRM practices, on monetary reward programs and influence over high performers, and management attention on retaining high performers.

VASU KRISHNAMURTHY

Vismaya Technologies

CEO

The leader influences in the the History and Tradition of the Organization is a debatable issue. Not always have founder leaders have a much longer lasting impact than professional leaders who in the context of a lifetime of an organization are pretty restricted by their tenures and operating systems to effect long term change. History and tradition are best -written on a clean slate. (Contra – HLL today, e.g. SM Dutta's leadership (successful or perpetuating) (Celstream – borrowed cultures)(Infosys – can have Nandan speak to you on this). Structure and Hierarchy Influence, Management Style, the Role of the CEO in building organization vision. People are best driven by business success. The lead players in the business success story, make use of the initial success to carry people along and drive them towards building business leadership. Structures and hierarchy compliment success or are a deterrents to it. For example, a start up founded within a successful org, such as in a new business, will have all the trappings of the parent organization forgetting that the formula for the parents success in the first instance was based on start up fundamentals of founder team passion, small team management, limited resources and sheer survival instincts.(Titan and Tanishq). The Role of the CEO/leader in regard to strategy processes technology and people actions and leader's influence in the existence of specific types of cultures. I find the 'CEOs' concept far more effective than the CEO concept. The CEOs concept is where everyone in a leadership position is comfortable with one another and bound by a common vision and value set. What each one brings to the group and all strategy gain respect and cultures emanate from the core team. People work the way that is seen as successful and that may be far removed from a CEOs personal style of functioning. Condoning or 'not noticing' practices is as much an influence as practicing them specifically. I find this

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strongly in the company I've promoted – Vismaya. At Titan all recruitment decisions at all levels irrespective of need, location or urgency was taken by the mgmt team only to bring about consistency of work culture. Leadership Style as practiced by the management groups influences the culture. Yes, my earlier point elucidates this quite sufficiently. CEO/leader focus on performance, climate, communication, and HRM practices, on monetary reward programs and influence over high performers, and management attention on retaining high performers. Agree completely. Take advertising. Very creative and yet used to be completely driven by the rate card. Today the industry across the world is facing stick from clients seeking CREATIVITY THAT WORKS. Fees are being structured around success factors such as brand recall etc and this then is fed down the line. The Creative Directors job, the most coveted and paid job, is now a veritable hot seat with 60 % of pay being variable. The company's reward and retention plan is built around its tasks in the market it operates in and all else being equal it is a company that has process and people supporting these plans that makes it. The CEO drives this competitiveness.

V K Viswanathan

MICO

Managing Director

There is a definite Role of the leader in building work processes, in managing people strategy issues, and organizational emphasis on competing and performing in a complex environment. Leader's emphasizes on building future leaders through mentoring, coaching and teaching emphasis on team works is critical and inevitable. There is a Role of the CEO/leader in enabling organization to restructure and right size. And there is a Role of the CEO/leader in preparing the organization to change as required. Leader's has a role in sponsoring innovation, new ideas, take

risks and implementing experiments. CEO/leader's has a role in enabling inters dependencies between functions, businesses, technologies and the organization as a whole.

Arvind Singhal

Chairman and Managing Director

KSA Technopak

There is a Role of the leader in building work processes, in managing people strategy issues, and organizational emphasis on competing and performing in a complex environment. Leader should not micro-manage (e.g. building work processes) or managing people strategy issues. He / She should define the key People management issues and Performance Metrics and then focus on evaluating results against the metrics. Leader's emphasizes on building future leaders through mentoring, coaching and teaching, emphasis on team work. There is a Role of the CEO/leader in enabling organization to restructure and right size. There is a Role of the CEO/leader in preparing the organization to change as required. Change is the only certainty in today's world. The pace of change is increasing. CEO / Leader must have sensors in place to foresee Change, and then communicate the same to the organization with clarity so that it can be prepared to adapt. Leader's has a role in sponsoring innovation, new ideas, take risks and implementing experiments. Modern day Leadership is about fostering entrepreneurship and nurturing innovation and creativity. CEO/leader's has a role in enabling inters dependencies between functions, businesses, technologies and the organization as a whole. The role has to be shared by a larger group – comprising of the CEO and his/her senior management team.

G Chakradhar

Marketing Manager

Talisma Corporation

There is a Role of the leader in building work processes, in managing people strategy issues, and organizational emphasis on competing and performing in a complex environment. In the scenario of an IT startup providing value added services to clients, it becomes increasingly important that the leader drives the Innovation practices. A small example is as follows. Looking at the number of players in IT services and lot of biggies taking the most core part of the business, the small players have to look for Niche segments to stay profitable and sustainable. This IT company where I was working looked at the market and based on its strength of understanding and also market dynamics, decided to go ahead with building products in the e_learning space. This requires not just the technology understanding but also very in-depth psychological and pedagogy technique understanding. Also, the positioning of the same was very difficult and hence CEO (read as leader) came up with this innovative idea of being a "knowledge ware company", This gives adequate clarity – for identity and also helps the "culture" of the team and the company to orient itself towards practices which are knowledge driven. Some of the practices put in place to further enhance this idea were a common bulletin board within the firm to slowly identify internal champions for related subjects. This slowly aided a lot of exchange of ideas and also capturing the knowledge within the firm before we could start consulting the customers externally. Leader's emphasizes on building future leaders through mentoring, coaching and teaching, emphasis on team work. The success of a company in the long term depends on a couple of fundamental parameters and the most important long-term sustainable driver is its intellectual Capital. The CEO (read as leader) in our firm spent a lot of time in managing this key resource. His fundamental belief was, if he can bring the best in us. We can drive the company and he need not

interfere in the business direction or even driving the firm. The concept of "leadership through delegation" was followed and this resulted in good success for the company in both retaining the talent and high efficiency delivery. To execute this the four fundamental pillars – Career Planning, Teamwork, Clear Job description and Goal Orientation was put in place and each member of the team had to have this plan by his superior at joining which was reviewed once a quarter. This document became the scale for measuring individual progress and a mentor was assigned to come back with objective analysis of the same. This resulted in attrition of less than 7% (whereas IT industry average is above 25%) and also high revenue/employee in a span of about 2 years. There is a Role of the CEO/leader in enabling organization to restructure and right size. The biggest challenge a CEO faces is ensuring high performance team is in place and also ensuring that there is no flab in the system. External market condition force a company to hike/decrease the staff, but the biggest challenge a CEO faced in our firm was to have vision in place and take a beating on the costs at times when sales were down and utilize this team to productively utilize this team. The concept of "bench " in IT services firm looms large and the utilization of the same in company's interest is the key. In fact during a particular downturn, the company had close to about 20% on the bench—the decision was to slash or utilize the team.. It was a very harsh decision on the CEO as all the employees/members in the team were high performers, and just as a matter of bad luck had no project. CEO had 3 options. Sack this employee, restructure the teams. Take a cut in salaries across the board and retain them for future Send the staff on holiday with conditional offers for recruitment after 3-month period. However, the CEO keeping in mind the business conditions and also the nature of the high performing team with the HR orientation took a decision let go this team to ensure that the rest of the firm does not bear the brunt. There is a Role of the CEO/leader in preparing the organization to change as required. The biggest challenge to a firm is adaptability to change among employees to the ever-changing business environment. The leader prepares the team by using a couple of meetings and also laying a long-term plan for the organization. In our firm while we had decided to develop on

eLearning domain in the long term, we had to also look for long-term revenue generator to keep the short-term cash flows in place. Working on small projects and also taking up maintenance projects though they fetched low margins did this. Leader's has a role in sponsoring innovation, new ideas, take risks and implementing experiments. CEO/leader's has a role in enabling inters dependencies between functions, businesses, technologies and the organization as a whole. Not really a CEO function. CEO mostly plays at strategic level while the operational dependencies need to be put in place by respective business and departmental Heads.

A S Murthy
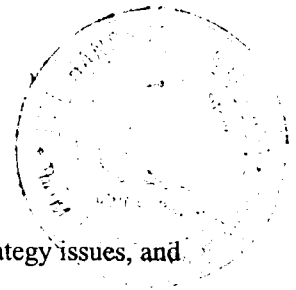
Executive Director

Satyam Computers

There is a Role of the leader in building work processes, in managing people strategy issues, and organizational emphasis on competing and performing in a complex environment. "The leader should be an all rounder. Around 30% of the time should be spent on people issues ... both at the strategy level as well as at operational level. Leadership at all levels ... not limited to CEO level, at the Project Management, Account Mgmt and even at Project Leader level. Leaders at all levels must participate in validating the various processes, by providing appropriate feedback. That should not be left with Quality groups alone". Leader's emphasizes on building future leaders through mentoring, coaching and teaching, emphasis on teamwork. "Participation of leaders, even at the highest levels, as faculty in the internal Training programs should be mandated. The hours spent should be tracked. Mentoring is assuming greater importance, these days. Each person in the organization should have a mentor. Flexibility should be provided at the senior levels to choose their mentors. Team based

incentives should form part of the incentive scheme. (like Best Project award, once in six months). There is a Role of the CEO/leader in enabling organization to restructure and right size. "The timing and the frequency of 'Restructuring' is crucial. The views of all the leaders should be heard, before the CEO finalizes the restructuring. All the associates should be kept informed on the intention and status of the activity, during the transition period. Uncertainty would lead to loss of productive hours. The challenge is to implement the difficult decisions. Attempting such an exercise once every 2 – 3 years would be necessary in Hi-Tech industries". There is a Role of the CEO/leader in preparing the organization to change as required. "Communication channels need to be active .. both e-mails as well as group meetings and open houses. All the leaders should be consistent in their messages. (Why change, what the changes are, how the associates would be affected etc.,). The whole process, whenever major changes are involved should not span more than 8 weeks". Leader's has a role in sponsoring innovation, new ideas, take risks and implementing experiments. "Entrepreneurship is one of the core values at Satyam. In each Business unit, the respective leaders encourage new ideas and innovation all the time. This is required for survival". CEO/leader's has a role in enabling inters dependencies between functions, businesses, technologies and the organization as a whole. "Compete-to-collaborate" is the key. It is not sufficient if one Unit does well. Each Business unit is extremely competent in delivering solutions in one domain or a few Technologies. The customer needs comprehensive solutions, encompassing boundaries. The challenge is to show one face of the organization to the customer. Unity in diversity. This is not limited to business to business collaboration. This would encompass business to support services (like HR, Admin, Networking legal etc.,) as well. Support services also are becoming specialized."

P.R.Umamaheswaran

Lucas - TVS

Sr.GM - (O)

There is a Role of the leader in building work processes, in managing people strategy issues, and organizational emphasis on competing and performing in a complex environment. TO GUIDE AS A ' RADAR' TO FIGHT THE COMPETITION. Leader's emphasizes on building future leaders through mentoring, coaching and teaching, emphasis on team work. Leader should provide an atmosphere to an atmosphere to enable his team members improve their knowledge and support the organisation to give the customer the value for the money. There is a Role of the CEO/leader in enabling organization to restructure and right size. Restructuring / Right sizing is essential as there is never a permanent competitive advantage in any business. There is a Role of the CEO/leader in preparing the organization to change as required. "Profit piles when you create value for your customer". Leader's has a role in sponsoring innovation, new ideas, take risks and implementing experiments. The leader should reward the team for efforts taken by the employees towards innovation, taking risks & implementing experiments, innovation. CEO/leader's has a role in enabling inters dependencies between functions, businesses, technologies and the organization as a whole. CEO should ensure that the stars brighten the operations collectively as a group. Vision, values, beliefs and his dream drive the Leader as a person. It is the leader's dream that awakens the organisation and the leader values his belief that dreams gives him the vision. The Leader's emphasizes on the Individual and the Intellect, and a role in building individual and organizational knowledge, leader should motivate star performers and leader should create an atmosphere for the intellect to blossom. The CEO/leader's has a role in emphasizing on culture aspects pertaining to empowerment, delegation, individual contribution, accountability and responsibility. CEO/leader's has a role in actively participating in attracting, retaining and rewarding star talent and performers. "Rewards motivates star performers". The Leader's has a

role in helping the organization retain an open mind to an unknown environment. A leader wears bifocal glasses (short sight and long sight).

Darius Ghandhi

Head of Human Resources

Andersen

Vision, values, beliefs and his dream drive the Leader as a person. Yes, it is the power and intensity of the vision, and the strength of values & beliefs that is the hallmark of a leader. Effective leaders have the ability to translate their vision, beliefs, and values into actionable goals for their people and the organization. The often reach out beyond the boundaries of their own organizations and seek out ways to positively impact the society and other stakeholders, at large. The leader becomes the fountainhead of inspiration and guides his people towards desired outcomes. The Leader's emphasizes on the Individual and the Intellect, and a role in building individual and organizational knowledge. A leader displays the ability to motivate and encourage others to strive for greater professional achievement. He sets a climate of high performance and positive reinforcement. He builds in his people an insatiable appetite for accomplishment and results. This is the Personal Leadership style whereby he takes complete and personal responsibility for the team's results. The CEO/leader's has a role in emphasizing on culture aspects pertaining to empowerment, delegation, individual contribution, accountability and responsibility. This is an example of Operational Leadership. He serves as a positive role model and articulates and practices the cultural values of the organization. He creates a sense of openness and inclusion that values differing perspectives and fosters innovation. Speaks up for what he/she believes while also voicing and respecting minority opinions. CEO/leader's has a

role in actively participating in attracting, retaining and rewarding star talent and performers. The leader taps into the capabilities of his people and provides everyone with appropriate development opportunities. And this responsibility extends beyond those who are recognized as Star performers. He has to build in his people a 'passion for excellence' and help them find new ways of improving their individual and team performance. All this then goes into creating an environment that promotes meritocracy and a culture based on results. These are the characteristics of a being a true People Leader. The Leader's has a role in helping the organization retain an open mind to an unknown environment. A leader has the ability to anticipate and deals proactively with resistance to change. It is his responsibility to challenge status quo and champion new initiatives; to act as a catalyst of change and stimulate others to change. And to manage the implementation of change effectively by creating the necessary environment for a more purposeful buy-in to change and involving those who are affected by it to embrace and internalize the change.

Dhiraj Lal

Vice President, Country Head, Audit

Citibank

Vision, values, beliefs and his dream drive the Leader as a person. The Leader must be able to communicate the shared vision and create a meaningful goal to strive for. I think this is absolutely correct. The Leader must be a visionary, fired up with enthusiasm and able to translate this vision to his team, right from the soldiers in the trenches to the Generals leading the battle. He must dream yet be practical. The vision he communicates must be meaningful and strike a chord with his troops, only then will they really be committed to it. The Leader's emphasizes on the

Individual and the Intellect, and a role in building individual and organizational knowledge. I see the Leader as a facilitator. Smart Leaders realize that they can not do everything on their own. The best Leaders hire people who they believe are smarter than them, energize them, empower them and equip them with the tools that they believe are needed for them to achieve superlative performance. The CEO/leader's has a role in emphasizing on culture aspects pertaining to empowerment, delegation, individual contribution, accountability and responsibility. Great Leaders lead by example. They have the power to transform organizations and inculcate a culture that is fully supportive of the organizational strategy. For example, the Ritz Carlton has a culture of Service Orientation where each employee, even a cleaner (I am told), is empowered to commit an on the spot refund to a grieved customer. This can only be done if the organization, right from the top, leads by example and not only empowers each employee but actively supports him or her in the quest of this goal. CEO/leader's has a role in actively participating in attracting, retaining and rewarding star talent and performers. While the CEO has a role in this aspect, this is not an activity that a CEO in a large organization will himself spend too much time on. However, most organizations do claim that people are their best asset and to that extent work with HR to put in place compensation policies that not only attract but also retain their best performers. The Leader has a role in helping the organization retain an open mind to an unknown environment. The Leader is supposed to have the vision to look ahead, to constantly scan the environment, not only for blue skies but also for dark clouds. Great industries (like the Steel industry in the US) have perished simply because they failed to keep track of changes in the Business environment. In these times of rapid change, the one thing that will distinguish the dynamos from the dinosaurs is a forward-looking approach and nimble-footed responses.

Maneesha Jha Thakur

Transamerica Apple Distribution Finance Limited

Head of Human Resource Management

Vision, values, beliefs and his dream drive the Leader as a person. <u>Entrepreneurial Leader</u>: The entrepreneurial leaders vision values, beliefs and dreams help define the personality of the company. The company mirrors the leader. <u>Leaders in established companies</u>: In today's dynamic environment even established, mature companies have to keep making deep structural changes to survive. These changes are influenced and driven by the Leader's Vision, values, beliefs and his dream. Even an old company like Enron has been negatively impacted by the vision, values and beliefs of the leaders implemented over a relatively short period . The Leader's emphasizes on the Individual and the Intellect, and a role in building individual and organizational knowledge. The leader's individual intellectual contribution towards organizational knowledge is secondary and almost incidental to her/ his role. The organization will have specialists who bring knowledge and skills in diverse areas. The Leaders role is to build synergies so that that the efforts of specialists are channeled in the right direction and give the desired organizational results. The CEO/leader's has a role in emphasizing on culture aspects pertaining to empowerment, delegation, individual contribution, accountability and responsibility. Absolutely. As business environment becomes dynamic there are no established models or solutions for success. The organization survives on its ability to manage change. Employees are therefore becoming the key-differentiating factor between success and failure. Managing the cultural aspects which impact employees like empowerment, delegation, individual contribution, accountability and responsibility therefore have to be a primary concern of a CEO. CEO/leader's has a role in actively participating in attracting, retaining and rewarding star talent and performers. The CEO or Leader has a major role in creating an organizational culture that is

attractive to employees. This will include systems that will attract, retain and reward performance. The major focus for a CEO needs to be in building systems which train and develop employees to become star performers instead of just identifying star performers and making efforts to retain them. The Leader's has a role in helping the organization retain an open mind to an unknown environment. As mentioned above ability to move fast and cope with change is essential for the survival of the company. The leader has the primary responsibility in this process.

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Vision, values, beliefs and his dream drive the Leader as a person. A leader without vision and a dream would become an administrator. He would be doing crisis management for his organization on a daily basis. He would not be able to drive his employees to attain their full potential nor would be able to give direction to the organization. Leaders of organizations without a vision or a dream are running business by looking at the rear view mirror rather than the windscreen and such organizations are dying ones. For example Remington as a typewriter manufacturing company was superb but leaders there did not see that the advent of computers would drive their business to the ground – a typical case of leaders without Vision and a Dream. The Leader's emphasizes on the Individual and the Intellect, and a role in building individual and organizational knowledge. The CEO/leader's has a role in emphasizing on culture aspects pertaining to empowerment, delegation, individual contribution, accountability and responsibility. The CEO as the first citizen of the company has to *walk the talk* on culture aspects pertaining to

empowerment. An empowerment initiative can be hugely successful if it is a top down approach and cannot survive in pockets within the organization. Most crucial to the success of empowerment and delegation are transparency, trust, clear job descriptions, good performance appraisal systems, no excess manpower, accountability and responsibility. The CEO has to have faith in his subordinates and has to build a culture where superiors are forced to delegate work to their subordinates. The culture could be build up by formal or informal systems, which could be put in place. (This has been an experience at BNPP where we have carried out an empowerment exercise based on the 4-box model.) CEO/leader's has a role in actively participating in attracting, retaining and rewarding star talent and performers. Many a times organizations take a very short term / cost control approach when it comes to attracting, retaining and rewarding star talent. This literally proves to be *Penny-wise pound-foolish* approach in the long run. Stars always have the organization's competitors attracting them, so if the organization does not do that extra mile to attract and retain stars there is a danger that it would fill up its ranks with mediocre talent who are more of a liability than an asset. The dangers of this situation are obvious. The CEO has to play a role wherein he creates an environment, which not only attracts, retains and rewards the stars but also helps create stars of employees who have the potential and strive to be stars. The Leader's has a role in helping the organization retain an open mind to an unknown environment. Rigid plans and strategies made by organization looking at the past and trying to predict the future is not without disadvantages. The pace of technological advances is such that the life cycles of products are becoming shorter. Therefore if organizations have a rigid approach towards strategy they might focus on incremental changes and miss big picture. Microsoft was so focused on Windows and Office products and incremental changes in them that it almost missed the internet revolution. The leader should also try to foster creativity in an organization. Creativity as a competence has emerged as the most crucial competency for organizations of the new economy. Looking at the history where the mighty organizations have lost ground to new kids on the blocks it is easy to come to the conclusion that it is not always prudent to stick to the known ground.

Successful companies such as 3M, XEROX, Sony Corp. Rubbermaid are but few examples where they have shown that even for a large organization it is possible to keep an open mind to an unknown environment. The leaders role here is to put into practice a culture where entrepreneurship, mistakes in the process of learning are not frowned upon.

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The leader influences the History and Tradition of the Organization. The leader, through his/her activities, infusion of culture and the organization building exercises he/she indulges in, would contribute to the history and tradition of the organization. Structure and Hierarchy Influence, Management Style, the Role of the CEO in building organization visions. The CEO/ leader would play a definitive role in outlining the vision and future strategy of the organization, continuously evolving it in line with market and customer needs and facilitating a management style which contributes to an enhanced work environment. The Role of the CEO/leader in regard to strategy processes technology and people actions and leader's influence in the existence of specific types of cultures. The vision and mission defined by the leader would define the strategy/ processes/ technology and people and a direct linkage between the same need to be established for the successful execution of the same. Leadership Style as practiced by the management groups influences the culture. Organizational culture is atop-down effect of management styles and actions. CEO/leader focus on performance, climate, communication, and HRM practices, on monetary reward programs and influence over high performers, and management attention on retaining high performers. The focus on people and enhanced work environment is a part of the

overall vision and values of the organization, which would be defined by the Leader. There is a Role of the leader in building work processes, in managing people strategy issues, and organizational emphasis on competing and performing in a complex environment. The leader is responsible for articulation as well as overseeing successful execution of the strategy and mission. Leader's emphasizes on building future leaders through mentoring, coaching and teaching, emphasis on team work. One of the key tasks of a Leader is to develop and nurture future leaders of the organization. There is a Role of the CEO/leader in enabling organization to restructure and right size. The leader/CEO plays a key role in the restructuring and right-sizing of the organization. He/she ensures the directional appropriateness of the exercise, the smooth transition of the change and the welfare of the organization and its people in the process. There is a Role of the CEO/leader in preparing the organization to change as required. Building up the willingness to change through effective communication from the leadership, setting the context for change and assessing the preparedness to change are all the tasks of the leader. Leader's has a role in sponsoring innovation, new ideas, take risks and implementing experiments. A risk-taking and innovation-based attitude needs to flow top-down in an organization. The leader would be responsible for fostering a culture of entreprenuership, innovation and risk-taking. CEO/leader's has a role in enabling inters dependencies between functions, businesses, technologies and the organization as a whole. The departments would be integrated and interdependencies established effectively for the smooth functioning of the organization. The leader should identify and resolve potential conflicts. Vision, values, beliefs and his dream drive the Leader as a person. A Leader is one who would define the goals and objectives of the organization, and it would be the dream of the end state of the organization based on its vision, core competencies and values. It would be a collective dream of his colleagues and employees and not only his own. The Leader's emphasizes on the Individual and the Intellect, and a role in building individual and organizational knowledge. The leader plays an important role in building organizational and individual capability and knowledge. Organizational knowledge is a key strategic advantage for innovation,

process efficiencies and customer know-how. Individual knowledge raises the overall intellectual capability of the organization. The CEO/leader's has a role in emphasizing on culture aspects pertaining to empowerment, delegation, individual contribution, accountability and responsibility. Organizational culture flows top-down, and the leader would play a key role in establishing, encouraging and discouraging cultural attributes and practices within the organization. CEO/leader's has a role in actively participating in attracting, retaining and rewarding star talent and performers. The activity of attracting, retaining and rewarding star performers needs to be percolated on an organization-wide basis, and not only the directive of the Leader. However, the leader should emphasize and instill the culture within his organization. The Leader's has a role in helping the organization retain an open mind to an unknown environment. The leader plays a key role in the above, because he/ she plays an important role in the strategic direction of the organization. At times of uncertainty and in an unknown environment, it is the leader's prerogative to facilitate an open mind and a positive attitude towards uncertainty.

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Building Blocks Personal Work Styles

Self-management Incompetence: Being unable to make the most of one's time, energy and skills, being unable to cope with the stresses of contemporary managerial life. Unclear Personal values: Being unclear about one's own values; having values that are inappropriate to contemporary working and private life. Confused Personal Goals: Being unclear about the goals of one's personal of   work life; having goals that are incompatible with contemporary work and life.

Stunted personal Development: Lacking the stance, ability and receptiveness to rise to new challenges and opportunities. Solve contemporary problems. Inadequate problem-solving skills: Lacking the necessary problem solving and decision making strategies and abilities to solve contemporary problems. Low Creativity: Lacking the ability to generate sufficient new ideas; failing to capitalize on new ideas. Low influence: Having insufficient influence to gain commitment and help from others or to affect their decisions. Lack of managerial Insight: Having insufficient understanding of the motivation of people at work; having leadership values that are outdated, inhumane or inappropriate. Poor Supervisory Skills: Lacking the practical ability to achieve results through the efforts of others. Low Trainer Capability: Lacking the ability or willingness to help others to grow and expand their capacities. Low Team-building Capacity: Being unable to help groups or teams to develop and become more effective.

Scenario Case Analysis – What makes cultures?

THE LUNCH TABLE

Ram is a market support executive at Dodo Engineering Limited, which employed a total of 1400 employees. Dodo Limited has a common canteen for all employees ranging from the managing director to the peons. The canteen serves lunch between 11:00 a.m. and 2:00 p.m. to cater to be able to cater to everyone who comes to work during the day hours. Ram usually arrives for lunch at 1:30 p.m. along with the other colleagues from marketing, materials and various manufacturing sections. On January 24th, he has an important meeting with his department head at 1:00 p.m. which is likely to last till the end of the day. He arrives for lunch at 12:00 noon and finds that operatives have occupied all tables but there is space for at least one person to sit at a few tables. Ram returns without eating.

CHAIR OF CONTENSION

Weft Singh was a Textile Engineer from a reputed institute in the country. He was a very intelligent and hardworking person. He had several good ideas about effective handling of employees at the shop floor level. Every morning Warp Bahadur the Dept. Head scheduled a meeting with all his direct reports at the Conference room. They used to sit together and thrash out several shop floors related issues. Weft Singh was very much impressed by the working style of Warp Bahadur. After one such meeting, Weft Singh went into Warp Bahadur's office for the first time, to clear certain issues, which he had in mind. Weft Singh after knocking on the door came inside the office and pulled a chair to sit down. He then started to discuss his issues with Warp Bahadur. Weft Singh while discussing felt a perceptible difference in Warp Bahadur's behavior towards him, but he could not figure out what was wrong. After an unpleasant meeting he came out and narrated this incident to a fellow colleague who was 20 years in the system. The colleague after listening to the story remarked " You should not have pulled the chair and sat down. Mr. Warp Bahadur does not like his subordinates to sit in front of him. He considers it as an insult" Weft Singh was astonished.

POLICY CANTEEN

The "Policy Canteen" was newly constructed and the management as to the proper functioning of the same formulated certain guidelines. The timings were fixed and there was a rule that the employees would have to get the food from the serving area themselves. Earlier the employees used to get served by the canteen boys. Continuing with the earlier habit - Madhav Singh an Executive one-day asked one of the canteen boys to serve him lunch. The canteen boy immediately showed him the "Guidelines" which were there on the notice board. People slowly

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got used to the new way of functioning of the canteen. One day the Factory Manager on his

regular rounds came to the canteen and ordered the canteen boy to serve him lunch.

The canteen boy served him without a word.

RAM AND RAGHU

Ram an excellent electrical engineer and Raghu an excellent electronics engineer was a very good

friend. On one occasion when they were working as a team to solve a critical problem, a

difference in opinion took place, which led to a bitter situation, and as a result they do not even

talk to each other now a days. One of the new state of the art machinery, which has come into the

company, developed a serious fault. This fault if not attended to very quickly would lead to

serious financial damage to the company. The nature of the fault was such that only Ram and

Raghu could solve them working as a team. The departmental head, inspite of being aware of the

relationship between the two - had to call upon their services.

CREATIVE DESIGN INC.

Creative Design Inc. - one of the leading customers of the Textile Industry, sent a representative

to "Sukun Mills". The representative was supposed to meet the Vice President Marketing, who

unfortunately was called for an important meeting and could not keep his appointment. Since the

representative had already come to the office, the Marketing executive explained to him the

situation and apologized on behalf of his VP. He also showed him around the factory and the

different products of the company that are being manufactured. This representative in his course

of duty also had a meeting with the Vice President Marketing of "Badnam Mills" the very next

day. The VP was inside his cabin and asked the representative to wait for some time. Time

elapsed and the representative waited for around an hour. The second time when he enquired

about the meeting, the secretary informed him that the VP is very busy today and would not be able to meet him today and rescheduled the meeting for the next day. Next day they met each other.

The representative went back to office and submitted his report to the Management Committee. "Sukun Mills" got the order.

TO BE OR NOT TO BE

Navin Kumar was accepting a VRS from his company after 20 years of service. He was getting a large sum of money in this deal. But this also would mean that he would not have a job. Ashok his son was appearing for his Std XII exams and is keen to pursue an engineering course after his schooling. His elder daughter, Nalini is of marriageable age. They have just seen a very good groom for her. His wife Shantabai, a housewife is a patient of Asthma. Should he communicate his decision to his family now?

CLUB MEMBERSHIP

ACP Praveen Kumar recently came to know that his colleague Uttam Singh was once accused of accepting Rs.10000/- bribe - the case was never proved against him. On day to satisfy his own curiosity, Praveen asked Uttam about the incident. Uttam considering Praveen as a friend confessed that he had actually taken the bribe. But he explained that he had to take such a step because he needed considerable amount of money for his mother's treatment. Praveen was shocked. He had high regard for Uttam's integrity. He told Uttam "I would not have done this if I were you." Uttam did not react to this. He pointed at an envelope lying on the table which Praveen had received this morning from a politician and asked, "What is inside that envelope?"

Praveen sensing what Uttam had in mind laughed and opened the envelope to show Uttam a Club Membership. Praveen said, " It's only a club membership - not money". Uttam still unfazed asks Praveen "Did you know that a Club Membership is worth Rs 15000/- today. Praveen was quiet.