

CLAWS – AIMA SEMINAR
LEADERSHIP STRATEGIES FOR BUILDING EXCELLENCE
02 SEP 2011
SEMINAR REPORT

The CLAWS-AIMA joint seminar on 'Leadership Strategies for Building Excellence' was held on 02 September 2011 at the India International Centre, Max Mueller Marg, New Delhi. The seminar was attended by serving and retired defence officers, delegates from various corporations and members of the strategic community.

The seminar was held in three sessions. The keynote address was delivered by Lt Gen AS Lamba, PVSM, AVSM, ADC, Vice Chief of Army Staff and by Mr D Shivakumar, Vice President and Managing Director, Nokia India, Pvt. Ltd. The welcome address was delivered by Ms Rekha Sethi, Director General, All India Management Association and the Vote of Thanks by Brig Gurmeet Kanwal (Retd), Director, CLAWS.

Inaugural Session

Keynote address by Lt Gen AS Lamba, PVSM, AVSM, ADC, VCOAS

Distinguished members of the All India Management Association (AIMA) and Centre for Land Warfare Studies (CLAWS), senior officers, members of the media, ladies and gentlemen, I am pleased that CLAWS and AIMA have been organizing this seminar as an annual feature. Today's topic on 'Leadership Strategies for Building Excellence', the third in the series, is both relevant and topical in keeping with the rapidly changing times. I consider it my proud privilege to deliver the keynote address and share my thoughts with you.

Leadership is indeed important in every field, for the Indian Army and the Corporate Sector it has a special relevance. While leaders as Winston Churchill, Patton, Douglas MacArthur and Field Marshal Manekshaw exhibited their prowess in war times, Ratan Tata, Narayan Murthy, Andrea Jung, and Bill Gates stand out significantly in the Corporate fields. The 21st century has changed the dynamics of both of the Army – the social and political systems and business to a very large degree. There is a revolution in virtually every direction and obsolescence in concepts and philosophies also emerging equally significantly.

Perception on Military Leadership

Leadership for the Army has been centered on values of moral courage, honesty, patriotism and other such factors but there can be a dilution in perceptions of leadership in the most advanced armies of the world.

Among the many perceptions on Military Leadership, one cannot blame executives imagining that military leadership must be simpler in the military because of the regimented and disciplined organization where orders are just to be given and executed without dissent or complaint.

PART- II : LEADERSHIP CHALLENGES

Given today's Era of Persistent Conflict, what are the challenges that we face as Army officers, leading men into battle? How different are these challenges from those faced by the Corporate heads or business leaders in the emerging business landscape today? While I am sure these will get highlighted during the course of the Seminar in greater detail, Some of the important ones are :-

- (a) The Environment is Rapidly Changing.
- (b) Emerging Technologies.
- (c) Budgetary Pressures.
- (d) Knowledge Base.
- (e) *Force Components* .
- (f) *Environment*.

Important Studies and Statistics

An in-depth analysis of data on S&P 500 CEOs, reveals that military training offers lessons in leadership that can prove invaluable in the boardroom. Although a statistical relationship between military service and executive performance is difficult to establish, some correlations are clear. This report, published by Korn/ Ferry International in cooperation with the Economist Intelligence Unit, identifies major traits that characterize ex-military CEOs and suggest that military operations may well enhance performance in a corporate environment. Significant among the findings are :-

- (a) Military officers are over-represented among the ranks of CEOs. Chief executives who served as military officers constitute 8.4% of the S&P 500, compared to only 3% of all US adult males who served as officers.
- (b) CEOs with a military background are more likely to deliver strong performance.
- (c) The leadership skills learned in military training enhance success in corporate life.

The Leadership Link

The most definitive link between military experience and chief executives is a qualitative one.

While serving in the military, young officers enjoy an opportunity to manage large teams and multi-million dollar budgets at an age when the majority of their peers are taking the first steps on their career paths. This early experience as a leader serves a chief executive well in later years on account of qualities that are imbibed from

military service such as staying power, being an Officer and a gentlemen forever, prioritising his daily agenda, keeping cool under fire and 'Doing the right thing'.

Management Lessons from the Indian Army

Some lessons that corporate execs can pick-up from the Army experiences are :-

- (a) The Army believes in the doctrine of the "Warrior and a Winner".
- (b) No plan survives the first engagement, howsoever brilliant it is. Changes have to be incorporated after the enemy faces the first offensive and counters it.
- (c) Money can't bind an individual to an organisation.
- (d) The ethos, work culture and scope to achieve satisfaction are more important.
- (e) Army leaders follow the dictum, "Know the way, show the way and go the way".
- (f) The army follows the "directive style of command" where junior leaders don't have to look over their shoulders at every stage of the battle.
- (g) The army doesn't quantify productivity and the system of motivation is not based on monetary considerations. Esprit de corps, camaraderie, regimental pride, act as motivators.

PART III : STRATEGIES FOR EFFECTIVE LEADERSHIP

In context of developing effective 'Leadership Strategies'. The first step is to identify the drivers for effective leadership that target perfection, focus on the means and seek to maintain sustained commitment to enable individuals and businesses attain excellence. Of equal importance are the development of individual core competencies, skills and behaviour.

Some strategies that will enhance effective leadership are:-

- (a) Leadership Nurturing and Development.
- (b) Institutional Values and Ethos.
- (c) Interpersonal skills as Communication Skills, Negotiating Skills and Achieving Consensus.
- (d) Team Building and Integration.
- (e) Career Planning.
- (f) Rewards and Recognition.

Building Excellence Through Inspired Leadership

George Patton, Douglas MacArthur and Winston Churchill have often exhibited that *'Leadership is the capacity to frame plans that will succeed, and the faculty to persuade others to carry them out, in the face of all difficulties – even death'*.

The Indian Armed Forces have shown great examples of leadership, both in war and peace, as Field Marshall SHFJ Manekshaw and Gen BC Joshi at the

strategic level to Late Capt Vikram Batra at the tactical level, who have and still inspire generations. The corporate world too was thrown up excellent examples of leadership as Mr Narayan Murthy and Ratan Tata among others. It was Mr Narayan Murthy, the iconic founder of Infosys, who said, *'Leadership is about raising the aspirations of followers and enthusing people with a desire to reach for the stars.'*

The time tested tenet of 'leading by example' requires greater application in the 21st Century. Quite often, there is duplicity in our dealings and we expect our subordinates to 'do as we say' and not 'as we do'. This may have worked in the traditional environment, but in the future environment, leaders cannot just lead through position of authority, but instead lead by example.

To shape future forces, leaders must out think and out innovate adversaries by gaining trust, understanding and cooperation.

Lt Col Russel L. Honore

(a) A leader's job is strategic to set people on the right path "to do planning and then to motivate the execution".

(b) In the civilian world, the word strategy often means "big things that might happen." In the military world, it means "the purpose of what we're doing, the task to be accomplished, when it will be done, and how and by whom." The purpose is what counts, followed by the tasks and who will do them, how they're going to get done, and when.

Institutional Ethos

As Col Thomas Keldoz, Head of the Department of the Behavioral Sciences and Leadership at the US Military Academy, West Point says, Military leadership is all about understanding human behavior and inspiring and influencing individuals.

A Caption in the arch way of West Point reads "If you don't progress, you deteriorate, implying that every institution and every good leader whether in the military or in a company, must keep adapting to new challenges".

Conclusion

Douglas MacArthur remains both a controversial and larger-than-life figure in American history. Throughout his career he was often criticized for egotism. Greatly admired for his strategic and tactical brilliance, he was also criticized for his military leadership, including his command in the Philippines and New Guinea, and challenge to Truman during the Cold war. Upon his death in 1964, President Lyndon B. Johnson met MacArthur's casket at Union Station in Washington, DC, and escorted it to the Capitol Rotunda where MacArthur laid in state for the nation to mourn.

Patton is the definition of a military badass. Not only was he a fantastic strategist who crushed Rommel, Germany's finest general, but he was a physical beast. He ran for the US in the 1912 Stockholm Olympics, placing fifth in the first modern

Pentathlon. He was a badass in new senses of the word... and who can forget quotes like : “No bastard ever won a war by dying for his country. He won it by making the other poor dumb bastard die for his country “.

Leadership is indeed a different challenge. Examples of Geroge Patton and Douglas MacArthur may be extremely difficult to replicate, but may not be impossible with greater understanding of the environment and by the environment. This is where we together can work to evolve strategies for building excellence.

I am certain that the deliberations today will be able to identify the leadership development strategies we need to adopt to enable develop competent leaders for the future. I wish the deliberations all the success.

Keynote Address: Mr D Sivakumar

Leadership and excellence can't be an individual pursuit. They have to be at a team level and this is where sustainability comes from. Leadership in the context of team can draw various analogies from activities pertaining to religion, warfare, nature and sports. Lessons can be learnt from all these four.

Leadership and Excellence are crucial to business enterprises. In the business world leadership accounts for 17 per cent of the value a company produces. It is one of the top three factors for the success of a company. Leadership is a relational concept and does not operate in a vacuum. Titles are given by an organisation and leadership is bestowed upon you by the people whom you work with.

Great teams can be defined by their purpose; every team must have one. Every team needs a start point; good teams craft and re-craft their purpose. In a dynamically changing world, it is very important to be able to re-address the purpose. While it is good to have a purpose, it is extremely important to also develop relations within the teams. This aspect of team relationship ensures that the purpose can be achieved.

Next comes commitment. This is one of the biggest challenges in the management arena. The attrition rate in organisations is as high as 20 per cent annually. With a constant influx of new people the aspects of direction and purpose get diluted. In BPO's the attrition rate is as high as 50 per cent. Here, the customer remains the same but the staff changes at a very rapid rate. How is one then to bring about commitment? For that to happen the team must be empowered and there must also be development opportunities for staff.

Effective leadership entails high standards of ethics and integrity. The leader should behave in an impartial manner and expect the same from his team. Team members seek assurance that their work is important and their contributions are appreciated. The questions which a team member asks are - does this leader notice me? Or my work? Does he know what I do or how much I do in this team? The leader must be sensitive to these aspects and build a functional system. There should be incentives for work done well and celebrations when a project is completed.

All businesses need discipline, agreeing to rules and procedure and an external benchmark. In the armed forces, discipline is of course a necessity. Both the

corporate world and the armed forces have set procedures and well laid out rules. In the armed forces, the external bench marks are clear. The military knows who the enemy is, whom they have to fight. In the corporate world, such concepts are more difficult to establish.

Teams with a purpose do not have employees; they have volunteers. When someone think of themselves as volunteers in order to contribute something to the cause, then commitment is achieved. Teams need to stay together and focussed. It is easy to achieve this in a crisis. However it is difficult to do on a regular basis during normal routine activities. Good leaders have the ability to keep their teams focussed at all times.

Teams need to learn from their ups and downs; this ability to learn is what defines a good team. Good teams do not externalise, they take the knock on their head, accept and move on. Good business/teams focus both on team and individual development.

Great teams also pay attention to the minor details and do them well. This characteristic is prevalent in the armed forces and in the sports fraternity. It needs greater emphasis in the business world. Finally, great teams are a source of inspiration and pride, not only to their own organisation but to the country also. The NSG operations in Mumbai on 26/11 or the Indian cricket team winning the World Cup in 2011 are ready examples.

Plenary Session 1

Leadership Challenges in Emerging Business Landscape

Chairperson: Mr Bharat Wakhlu, Resident Director, Tata Sons.

Speakers: Lt Gen VK Ahluwalia, AVSM, YSM, VSM, GOC-in-C Central Command

Mr PM Kumar, Business Chairman, Group Corporate D, GMR Group.

Ms Archana Shukla, Dean Noida Campus, Indian Institute of Management.

Mr Bharat Wakhlu

Leadership is about people whether it is a business, government, political, armed forces, etc. However complicated the business topography, leadership is important.

What has changed? Today, we have information from throughout the globe. How do we sniff this information out? How do you make sure you are focusing on the right kind of information? This has been identified as the first challenge.

The second challenge comes from the people. People want to know why a thing has to be done. They demand answers and the answer should be truthful, ethical and morally just.

The third challenge lies in the matrix of the success of leadership which is dependent on hierarchy. People forget that a leader has to serve. Taking an example from the business world, customers and stakeholders are the reason as to why you have been assigned the position of a leader.

Lt Gen VK Ahluwalia, AVSM, YSM, VSM

World is changing at a fast pace and we need to keep pace with this change. Considering the fact that the army is the oldest in the field of leadership, it has much to offer to the business world on its perceptions on how to face up to emerging challenges.

Greta triumphs in the military have come from the farsightedness of its leaders. Field Marshall Manekshaw was one such military leader who could inspire people with the words he spoke. Soon after the 1962 conflict with China, the environment was filled with fear, ambiguity and anxiety. At this juncture, Manekshaw, who had just taken over the operational command of troops in NEFA sent this terse message to all ranks under his command. The message read... 'I have arrived. There will be no further withdrawal'. That set the tone for rebuilding the confidence of the Army.

Again in 1970, this time as the army Chief, he addressed the cadets of the NDA and made a simple point. 'In war', said the Chief, 'there are no runners up'. That message conveyed the intent of winning the war and the nation won a resounding victory in 1971.

Since August 1991, India started interacting with the rest of the globalised world and the Indian economy has been on an upward spiral since then. This trend is likely to continue. India's total share in the world trade has vastly increased from the meagre 0.5 per cent existing in 1991. However, we are also faced with great turbulence in the form of unemployment, competition, new technology, labour cost, collapsing economies, political crisis, internal security, natural disasters, cyber attacks, energy security, scarce resources, bio-diversity, environmental factors and so on. To counter these, in the business world, you need to fight with strength and synergy, much like the army fights in war. Rather than looking at short term performances, one needs to look at management uncertainties and have a vision for achieving long term goals.

The reason why India is being looked at the world over as a preferred economic investment destination is because of its growing middle class, huge youth bulge and its growing economy. The Indian corporate is today performing in competition with the best in the world as is evident with the number of mergers, acquisitions and joint ventures taking place. New areas like exploration of space have come up, environmental activism on mining issues, growth of infrastructure are challenging and also come with great opportunities. Some of the challenges are:

- Understanding people and dealing with them. This comprises 88 per cent of the strategy as pointed out by the Stanford Research Institute.
- Human dimension; that is important both for the business houses as well as the armed forces. Challenge comes from team building, retaining trained talent, skill, knowledge and experience, and managing diversity. Human imagination is considered to be the ultimate resource. Any kind of brain drain leads to a man power loss of roughly 20 per cent each year.
- Growing population and youth bulge. Magnitude of the youth bulge is directly proportional to the level of prospective conflict in any country. Statistics have shown that when the youth bulge is in excess of 35 per cent then the

percentage of potential risk for a conflict increases by 50 per cent. Training of people in work skills would be essential to keep this under check. This is where a leader's role is of prime importance. In the Indian context, this is a red alert zone as compared to the U.S or even Japan. What the business corporations can learn from the army is its unbreakable unit cohesion.

- The fourth most important aspect is managing change. As Charles Darwin puts it, "It is not the strongest of the species that survives, nor the most intelligent, but rather the one most adaptable to change." Managing change is the most important if you want to swim above the water.

A good leader is one whose absence is sorely missed. Some core competencies of such leaders are, strategic vision, core values, ability to build trust and rapport, use of smarter tools, professional competence, managing people and technology, knowledge and innovation. To sum up it can equated with C4IT – Compelling vision, Character, Competition, Communication skills, Innovation, and Technology savvy. In the words of Sun Tzu - "A general must see alone and know alone. Seeing what others do not see and knowing what others do not know is called brilliance."

Dr Archana Shukla

The main challenge to the business world is that of 'speed'. This kind of challenge comes from the outside environment. It includes competition, new customers, new businesses etc. Today the market is flooded with products, variety and services. Since customers are well exposed, they are very demanding. We need to understand from where people get information. Thus, information today has to travel from the bottom, upwards rather than a top down approach since sensing of the environment is at the dealing level with customers. How this information is used in the decision making process is also crucial.

Globalisation, a much talked about phenomenon, is in itself a composite term. It needs to be broken down into several layers. There are two core challenges which are now being faced. These are:

- Shortening product shelf life which in less than six months can become obsolete. The challenge therefore is how to reinforce innovation. For this, leaders have to be risk takers. They need to get rid of their mind sets and start innovating and studying the needs of the customers.
- Diversity, not only from the point of view of the market but also from the multicultural society is another major challenge. The solution lies in engaging the people in the multicultural context and in empowering them.
- Networking in the environment with all the independent companies coming together. In this case aligning and prioritizing is a challenge.
- Sensing the ability of the people is a composite skill. One needs to indentify the key process and business partners who can handle this in the right manner.
- Dynamic capability. The thinking process of the leader, in due course of time becomes rigid and the baggage of the past is hard to shed. Here it is

important to understand the challenge that is exploitation and exploration and to create a balance between the two.

Mr PM Kumar

Leadership is the most written about and spoken about concept. Business building and institution building should go hand in hand. When we view the business framework of GMR, we are looking at long term national assets, huge capital investment and private-public partnership. In institutional frameworks, we look at governance issues, vision, values and beliefs. We also look to developing talent and management and at business excellence.

What then are the challenges to leadership?

Finding engineers who can also be managers. A leader is required to have both technical and management skills. Especially in a PPP model, a leader with strong stakeholder capability is required along with technical skills.

How can we get people to work effectively in a matrix organization? Multiple reporting relationships are non-existent. More than role clarity, goal clarity is important. Speed is also a challenge here.

Traditional mindset in building leadership. Hierarchical stiffness poses a challenge. What is needed is young energised, outward looking talent.

Plenary Session 1 Effective Leadership Building Strategies

Chairperson: Lt Gen K M Seth, PVSM, AVSM (Retd), Former Governor, Chhattisgarh

Speakers: Mr Vinayshil Gautam, Head, Department of Management Studies, IIT, Delhi.

Mr Vikram Bektor, Chief Learning Officer, Tata Motors.

Lt Gen (Retd) VK Kapoor, PVSM

Lt Gen KM Seth, PVSM, AVSM (Retd)

Strategy is for business development in organisations, whereas leadership is an art to accomplish more than what the science of management says is possible. The corporate world which formerly used to think that leadership is the forte of the armed forces has realized its importance in business too. Leadership skills developed in the Armed Forces are hence a great asset when persons from the Forces join the corporate world.

There is a need to re-invent, re-create and delegate in order for all to perform freely. This would lead to resurgence of inbuilt growth and make the organization vibrant. Four points need to be kept in mind, namely, to retain, empower, nurture and flourish while keeping an eye on minor detail.

Mr Vinayshil Gautam

Delegation leads us to believe that we must do what we think is right without violating policy. If the psychoanalysis of leadership is done, some may come to believe that leadership has roots in childhood behaviours, sexual encounters and interaction with groups and people. This of course would be a deviation from what leadership is all about. It cannot come about from an understanding of sociology or literature or even through psychological analysis. It comes about through an understanding of change and its implications. These are not normal times. Spouses, husbands, children and organizations are in revolt. When turbulence is all around what kind of leadership do you expect? Therefore strategy will have to be routed in values as they are the core of leadership and motivate others to produce results.

Today, the 'sandwich leader' is entrenched between his boss and his subordinates. Leadership is the art of handling both. Most Indians devote too much time to talk and not enough on action. They are allergic to thinking. There is a need to use direct and indirect counselling to make the other person a leader and thereby becoming a leader ourselves. Like in golf, the ball must be played where it lies. In leadership, the ego of the other person must be recognized which is equivalent to recognising your own.

Three things a leader should look into are speed, capacity and performance. He should anticipate trends, study the past, look back and practice longitudinal thinking, be strategic and question everything all the time. The leader should ask why his organisation exists, what it does, what it stands for and what it can become. He should show respect and appreciate diversity; he should listen, empathise, seek input and consider ideas. Behaviour coupled with results leads to performance and performance expectations. In the words of Prakash Tandon 'There is a time to come and there is a time to go', one must leave when people are asking why, rather than why not?

Mr Vikram Bector

Have you ever visualised the power of holding two competing thoughts in your mind? I am a corporate 'leadership' teacher and I believe that nurturing is possible though there is lot of work required to be put in. It is ideal to develop leadership with children, especially the girl child. Many girls while referring to a leader would often say 'he' instead of 'she' reflecting the gender biased attitudes in our society.

There was a fakir who could predict the future and people would often come to him to seek his blessings. A group of children one day decide to test him. So one of them asked him what was enclosed in his hands. The fakir replied that it was a bird. The answer was the correct one, so he was then asked if the bird was dead or alive. To this the Fakir replied, 'The bird is in your hand. It is what you want to make of it'. This should answer the query of all those officers who have been asking if the corporate world is ready for you. The answer remains, 'it is what you want to make of it'.

There are four types of leadership. These are magician, lover, sovereign and warrior. The magician feels that ideas will move the world. The lover feels that when relationships happen, work will flow. The warrior feels uncomfortable with no action, he wants to do. The sovereign would consider strategy and the big picture to make work flow. This can be illustrated through some case studies.

Case Study – I: What Tata Does. Tata is known to be a high growth, 27 billion dollar business. Leaders are required for growth. Mega acquisitions like Daewoo, Land rover and Jaguar have been clinched recently. There is a great emphasis laid upon value based leadership. There are fourteen value based systems of Tata leadership practices which are sub divided into three major parts in which leadership of results, business and people are explained. The leader is required to work in diversity. In decision making, In India, many would like their senior in the hierarchy to take the call. In the West, people are taught to be independent right from their teen years. Here, the father decides everything even for his grown up son. A not so common approach to leadership development is through community service and finding surrogates, job shadowing, reverse mentoring and journal writing. One of the biggest philosophies of leadership and particularly interesting at that is that the teacher can be found in the lowermost hierarchy. The future is with the gen-next, but are we ready for gen-next? For this one of the systems followed is the Fast Tracker Selection System (FTSS) which is spread over nine processes of the like of three to four secondments across processes and then sifting of the best leadership material.

Case Study – II: 'Deloitte'. This firm is growing every year by thirty percent. They have a leadership academy for all Assistant Vice-Presidents and above; all peers provide feedback and the 360 which is the start point for effecting required changes, and improvements via receiving feedback from peers and below to make you improve.

Case Study – III: Weathering the Storm At 'Satyam'. Despite the storm the phoenix rose and Satyam did not go the Enron way because of the depth of its leadership. The company had a two billion dollar turnover, 45,000 employees and 500 leaders holding on to the bits and the parts. At least ten multi nationals had put in their bid including 'Accenture', 'IBM' etc. To acquire Satyam as they recognised its intrinsic worth. It was the relationship between the employee and the customer which also played a vital role. They had built a system of broadcasts in which customers were invited and their views sought on how to survive the crisis and their faith in the company was rekindled.

Lt Gen VK Kapoor, PVSM (Retd)

Both the military and the corporate world follow vision and strategy through leadership. Here, let us consider the spiritual aspects of leadership.

Each of us has the instrument of the divine which needs to be awakened. Challenges are the common ingredients of industry and the military. We carry out analysis of the current situation and the future; this in turn provides us with the

desired recommendation on how to close the gap. As opposed to the hire and fire concept in the industry, in the military we make do with what we have. There is constant training to keep up with the changing environment.

While propagating his maxims of war, Napoleon stated 'read and meditate' about history. Clausewitz while referring to military genius focused on intellect and temperament.

A military officer cannot be a vegetative leader. He has to follow a contemplating approach towards leadership. There is also a relationship between intelligence quotient (IQ), emotional quotient (EQ) and spiritual quotient (SQ). Sixty per cent of energy is hovering between EQ and SQ. High IQ per se will not take an individual far.

The body is a subtle system encompassing three channels and seven energy centres or spiritual chakras. The quest for excellence in leadership should lead one to achieving alignment of the chakras thus enabling achievement of the first stage of nirvadhār Samādhi.

Plenary Session 3

Building Excellence through Inspired Leadership

Chairperson: Brig (Retd) Gurmeet Kanwal, Director CLAWS.

Speakers: Mr Rohtash Mal, CEO, Escorts Limited

Lt Gen Vinay Shankar, PVSM, AVSM, VSM (Retd)
former DG Artillery

Mr Rohtash Mal, CEO, Escorts Limited

Leaders in Armed Forces and Corporate world face similar challenges to a large extent. Excellence can be achieved by leadership through 'Out of Box' and innovative thinking. The ultimate aim of leadership has been aptly elaborated by Bill Gates as "purpose of leadership is to produce leaders". Till 90's, corporate world was inclined to harvest whatever was available in terms of excellence. However, now they want only excellence as their accepted standards. It is imperative that due emphasis be given to "science of implementation" in corporate strategies. When opportunities are drying up, leaders have to raise their efforts to compensate for deficit. In today's world, we need leaders who can actually break out of the box. This thought process has led to demise of traditional leaders.

Wealth can't be created by only following the rule book. The rules may have to be broken if required. We have to do something out of box. The making of inspired leaders can be best understood by matrix of 'Market doesn't know, I don't know'. Approximately 94 percent of our potential leaders fall in this space. We have to explore 'Blue Ocean' values. We will not realise our potential till we dive into ocean of opportunities.

Leaders should be cool and reflective yet draw intellectual and physical reserves of his subordinates. Leaders should have fun as well. They must realise that they have a serious job to do but shouldn't take themselves too seriously. Corporate

world at times may require leader to lead from back by pushing subordinates from behind. Excellence can be built by overturning the organisational pyramid by giving flexibility and leverage to their staff. Leaders must avoid working with inadequate or imperfect information. However, at times it is preferable to start working with whatever information is available than not to start the work at all. An inspired leader striving for excellence should speak less but listen more often. Lot of management models are subject of historical analysis. We must learn from our history books but can't follow them verbatim. Leaders must develop game plan and train their mind to play the desired game. An inspirational leader can be compared to a helicopter wherein you have bird's eye view of everything from top and if an activity is not proceeding as per desired plan, he must land, correct it and take off again. Top Management must listen to their experts and advisors but must use their own judgment and wisdom.

Lt Gen Vinay Shankar, PVSM, AVSM, VSM (Retd)

There is no prescription for inspired leadership. The factors promoting inspired leadership are not defined and unpredictable. It is said that genius is 90 per cent perspiration and 10 per cent inspiration. There is no recipe for inspiration. A leader must excel in whatever he does and no one should be able to do that job better than him/her. He must offer best product with least cost. A leader must try to maximize combat potential of his men and machinery and achieve best results, as is the norm in Armed Forces.

There is a need for serious introspection by Armed forces regarding age old steps of grooming their leaders. It is imperative that Indian Armed Forces must analyse the reasons as to why their excellent young officers get lost as inspirational leaders in mid level service bracket and ranks. Good leaders have to be reasonable at all times. They should not expect whole world to adjust according to their temperament. Good leaders needn't be confined to rules.

Concluding Remarks: Brig Gurmeet Kanwal (Retd)

The ultimate aim of leadership is to get the job done. The job has to be done as per desired standard and should be done by people voluntarily. Excellence can be built by leading by personal example. However, we must not overlook the need for perspective planning in building excellence through inspirational leadership.