

*A to Z of  
Leadership*

A guide to what it takes  
to be an effective Leader

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## **From the Author's Desk**

This is a creation out of my passion for making A to Z on any subject and my experience of last 40 years in corporate world. When I make A to Z on any subject I have to stretch my imagination to maximum possible so that I can cover maximum aspect of that subject based on my minimum knowledge.

There may be several qualities in a leader I may have missed out but I am sure, I have covered maximum qualities commonly known in modern day business leaders. I would be delighted to receive your critical feedback.

I thank Ms. Sweta Mor for elaborating the concept and co-authoring the book. I thank my all previous and present bosses, family and friends from who I got insight into leadership. I thank publisher, printer and other people who has helped me in making this book a reality.

Happy reading.

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## **From the Co-Author's Desk**

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Above all, to the Great Almighty, the author of knowledge of wisdom, for his countless love.

I thank you.

**Sweta Mor Gupta**

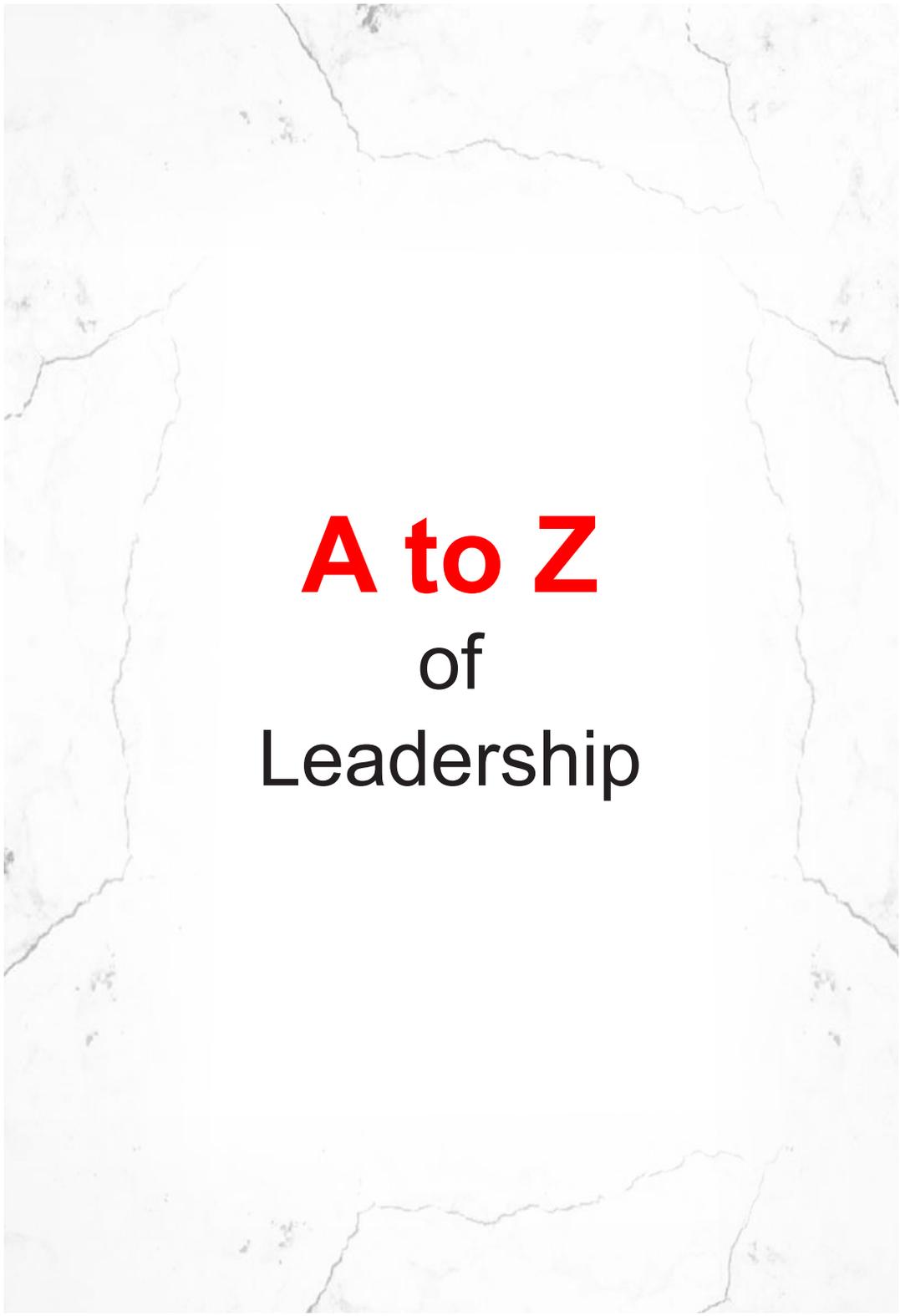
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**A to Z**  
of  
Leadership





## **Be Able**

Ability without dependability, responsibility  
and flexibility is liability.

The task of the leader is to get his people from where they are to where they have not been". Henry Kissinger

## Opening Case Study :

### **Narendra Modi: A Truly Able Leader**

Chanakya believes that "A man is great by deeds, not by birth."

Belonging to the backward Ghanchi community, Narendra Modi started selling tea at Vadnagar railway station at a very young age, after which he set up a tea stall near a bus terminus with his brother. He rose from a poverty-stricken tea-selling boy to a development-oriented leader, eventually becoming the longest-serving chief minister of Gujarat for 12 years. Now you can see as where does he stand. Narendra Modi is the world's third most popular leader, according to a survey done by Gallup International.

Here is a leader who has both power and passion. We have seen political leaders who had visionary thinking and we have seen some leaders who had an eye for the details, but Narendra Modi can do both. While his eyes are focused on the stars his feet are firmly on the ground. The 16th and current Prime Minister of India, Narendra Damodardas Modi is considered a famous and powerful leader not just in India, but in the world.

Narendra Modi is considered one of the most respected leaders in the world not because of his position, but because he set the example as a great leader. He is the man that everyone looks up to and respect because of his personality, his characters, traits, and qualities.

The task of the leader is to get his people from where they are to where they have not been” . Henry Kissinger

Modi has presented himself as an example of a great leader. Even to this day, he is still a well-behaved man who does not misuse his status quo to garner false-respect from others. And this is what a leader is all about.

One of the most important leadership qualities one can learn from Modi is his intense passion and enthusiasm for his work. He loves serving his country so much that he spends 18 hours every day at work.

Besides being a workaholic, Modi also shows his ability to adapt to the current technology. He has been using social media since years ago and is the second most-followed leader in the world, with over 34 million followers on Twitter.

Modi has made his appearance not only on Twitter but also Google Hangouts. His appearance there made him the first Indian politician to interact with netizens on live chat.

Modern management defines Leadership as the ability to set a new direction or vision for a group to follow, and a Leader has to be the spearhead for that new direction. Like in a ship, although the crew knows their tasks well and performs them diligently, they still need a Captain who directs, coordinates, navigates and owns up the responsibility in case of any unexpected calamity. The ability to Lead and management goes hand in hand. Leadership without ability is only setting a direction without considering how it has to be achieved. Management without leadership ability is managing status-quo of resources without knowing in which direction to drive a change. So, a manager also needs to be an able leader and vice-versa to strike a balance and achieve the objectives.

“A leader is one who knows the way, goes the way, and shows the way.” – John C. Maxwell

We all admire people who display high competence and ability, whether they are precision craftsmen, world-class athletes, or successful business leaders. And most of us want to be seen as able at our work. For leaders, ability is especially important. It can determine whether followers respect and follow you — or don't.

Able leaders perform through every season of leadership, during the good, bad, and ugly times of leading. They know how to nourish themselves and remain self-motivated. The most important role of a leader is to produce results, primarily by influencing those around them to perform.

Able leaders never settle for good or average results whether it's in a product, service, or the effort of the team or themselves. They are driven to put in the effort to produce great results and work. This mindset strives for great work but does not allow perfectionism to cause them not to deliver results. Never settle for the average when you can produce greatness.

In every task they do, able leaders pay attention to the details. Dale Carnegie said, “Don't be afraid to give your best to what seemingly are small jobs. Every time you conquer one it makes you that much stronger. If you do the little jobs well, the big ones will tend to take care of themselves.”

Leaders understand the small tasks compiled together produce large and successful results. Even in the small or routine tasks, they never cut corners or overlook the details. This leads to the success of everyone on the team and the entire organization.

The role of the leader has never been as important or demanding as it is today. Leaders at all levels must deliver consistent, sustainable results in leaner organizations and get things done day to day with fewer resources. There is an increased emphasis on maintaining employee morale and high levels of productivity

“Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others.” – Jack Welch

in an increasingly complex and changing business environment. And leaders must ensure that the right people with the right skills are in the right roles.

Some people are known to be born leaders. The quality runs in their family; it is in their genes. Others are inspired by such people and work upon embedding this quality. Some fail at achieving it others are successful in attaining it through continual efforts. While leadership is a powerful quality, leaders possess various other qualities in addition to it that make for their popularity.

### **Competencies of a Good Leader**

Here are the five main competencies of a good leader:

#### **1. Clarity of Vision**

A visionary leader who clearly and passionately communicates his or her vision can motivate employees to act with passion and purpose, thereby ensuring that everyone is working toward a common goal. The end result is that everyone contributes to the organization's forward momentum.

#### **2. Effective Communication**

A leader does not think of himself as superior to you and thus does not believe in maintaining a distance. He rather ensures a flow of two-way communication to share ideas, discuss issues and maintain a cordial relation.

#### **3. Expertise of Subject**

Studies suggest that the best leaders know a lot about the domain in which they are leading, and part of what makes them successful in a management role is subject expertise. As a leader, you're expected to do more than just manage people. Your

employees and colleagues look to you as a subject matter expert.

#### **4. Choosing Right People**

Company's most important asset is its people. Having the right people with the right skills in the right positions makes the difference between business success and failure. Bad hires can damage your business. Organizations can reap success by hiring the right person tin the first go.

#### **5. Problem Solving Skills**

Effective problem solving is one of the key attributes that separate great leaders from average ones. Being a successful leader doesn't mean that you don't have any problems. Rather, it means that you know how to solve problems effectively as they arise.

#### **CONCLUSION**

A good leader has the ability to inspire others and instill leadership qualities in his subordinates to generate future leaders.



## Do Not **B**lame Others

Blame is driving in reverse gear.

“The superior man blames himself. The inferior man blames others.” Don Shula

## Opening Case Study :

### Warren Buffet: A Responsible Leader

Someone who epitomizes our principle of not playing the blame game is American businessman, successful leader and dedicated philanthropist, Warren Buffet. Since his childhood, Buffet has held himself accountable for not only his successes and failures, but for everything in between. Known as the "Wizard of Omaha" or "Oracle of Omaha", Buffet was born in Omaha, Nebraska, the second of three children. From a very young age, Buffet set his sights on his goals. He identified what he wanted, he held himself accountable for results and he made it happen.

As a youngster, Buffet sold gum, Coca-Cola or magazines door to door, all while also holding a job in his grandfather's grocery store. To make extra money, he sold golf balls and stamps, and detailed cars. Buffet made everything count—in 1944, on his first income tax return, he took a \$35 deduction for the use of his bicycle and watch on his paper route. Talk about accountability! In high school, he bought a farm and invested in a business his father owned. After completing his BS in Business Administration, he was rejected by Harvard Business School. Again, though, his persistence won out, as he was eventually accepted to Columbia Business School, where he earned his MS in Economics in 1951.

In 1962, Buffet officially became a millionaire. He eventually took control of a textile manufacturing firm, Berkshire Hathaway, where he gained even more wealth

through his savvy investments. In 2008, he was named the richest person in the world, with a net worth of \$62 billion, surpassing Bill Gates on the Forbes list.

The enormous success of Warren Buffet is a testament to his personal accountability—of relying on nobody but himself to see his goals through and leading his team on the right path. But please be aware: success here does not equal money. Success is when you realize that your life is all about accountability, and that only you can make things happen for yourself. Whatever your goal is in life, and in business, do it and do it well. You can only rely on yourself to get these goals accomplished. Accountability leads to accomplishment.

Despite Buffet's enormous wealth, as further evidence of his commitment to personal accountability, he doesn't plan on leaving his money to his three children. Buffet wants them to be accountable and responsible for their own successes in this world, just as he was. He once said, "I want to give my kids just enough so that they would feel that they could do anything, but not so much that they would feel like doing nothing."

Good leaders take responsibility and never place blame. Everyone is ready to take credit when things go well. Yet, it is all finger pointing at others when things go south. Blame is easy. Bad leaders blame someone or something else. But blame is unproductive and detrimental. Being a productive leader means taking responsibility. There is a difference between blame or fault and being a strong leader and taking responsibility. Truly stepping up and taking responsibility creates the opportunity to innovate and build value. So, don't place blame. Take

“Blaming others is nothing more than excusing yourself.” RobinSharma

responsibility!

### **How do you know if you're a blamer?**

You're hesitant to accept any kind of responsibility for your choices and actions, especially if they've led to an unfavorable result. A blamer also tries to get out of a sticky situation. They'll intentionally make it appear to be somebody else's fault, even if they're partly or fully to blame.

But the crazy thing is, these same people that continue to point the finger and make their employees feel insecure, are also usually the first to take the credit when everything pans out the way it should and champagne bottles are popped open.

### **The short of it is: bad leaders blame, great leaders don't!**

### **Here are 5 reasons why successful leaders never blame others:**

#### **REASON #1: When You Don't Blame Others, You Become Resilient**

To be resilient is to recognize that if you are dissatisfied with certain aspects of your team then it is your responsibility to take the initiative and do something about it.

**TIP:** Take responsibility for your actions—stop whining, blaming others, and pointing fingers if you don't get what you want.

#### **REASON #2: When You Don't Blame Others, You Become More Confident**

Lack of confidence in ourselves and our abilities is a major reason we blame others when something goes wrong. Instead of

“Great leaders don’t rush to blame. They instinctively look for solutions.” Nina Easton

being open or curious about learning more, a part of us shuts down. Sometimes we blame ourselves as much as blaming others. Focusing on why we failed at something does nothing more than chip away at our confidence; instead, dig down and uncover what we can learn from the experience.

**TIP :** Consciously and deliberately move into an exploratory frame of mind that is more curious about learning than shameful of making mistakes.

**REASON #3: When You Don’t Blame Others, You Stop Making Excuses for Yourself**

Blaming others for our own actions is nothing more than making excuses for ourselves. In the process, we will have learned nothing from what has transpired and so the lesson inevitably will have to be learned again...and on it goes.

**TIP :** Start to question your thoughts and probe deeper into why you default to “blaming others.” Ask yourself, “Is this really true?” Often you will find the basis of those thought are just plain silly! The key is to question your thinking because once you do, you often discover that what you think you believe really isn’t true at all.

**REASON #4: When You Don’t Blame Others, You Allow Space for Personal Growth**

If you don’t, you will wake up some day and realize that you are no closer to being the person you want to be than you were years ago. You will find that you’ve aged, but never grown into your potential.

**TIP:** Realize that the next step in living a life full of value and meaning for you will not reveal itself in the future—it is to be taken now.

**REASON #5: When You Do Not Blame Others You Become The Victor, Not the Victim**

When you feel the victim, you gain power over the situation by blaming other people for your situation.

Loss of control over one's life is always associated with feelings of helplessness. There is a very clear link between mental toughness and the way we approach our helplessness.

**TIP:** With each problem you face, you can learn a new skill or new fact.

**CONCLUSION**

Look at how you lead in a situation when things don't go according to plan. Monitor your speech and how you say things. Avoid using pronouns and words that suggest blame and learn how to say: "Yes, it was my mistake, and I'm working on the solution." Remember mistakes happen all the time. We're human after all. Just don't let the same mistake happen twice; learn from it.



## **Build Character**

Character is foundation of strong leadership.

“Character is like a tree and reputation like a shadow. The shadow is what we think of it; the tree is the real thing.” - Abraham Lincoln

## Opening Case Study :

### **A Leader with Character–Mahatma Gandhi**

Mahatma Gandhi was a very empowering and Visionary leader. He empowered all Indians on a salt march to corrupt the British economic system. Since he was pioneer of Satyagraha, he also inspired all Indians to understand and learn resistance through non-violent civil disobedience. Gandhi was a leader of character. He gave Indians a new spirit, a sense of self-respect and a feeling of pride in their civilization; he is something more than a mere politician. He is a great statesman and a man of vision.

In India, Gandhi established the acknowledgment by leading through example, he established himself as a servant of the people of India, empowering the general public. He made it his policy to practice what he preached, even the small things like spinning yarn to make his clothes. He resorted to simple and poor living, just like millions in the country, hence people looked at Gandhi as one of their own, they could see their own sufferings in him.

Gandhi had already been recognized through his work and movements in South Africa. People already had great honor and hopes from him due to what he had achieved, his non-violent methods were also very well respected within the Indian society. Since he was already visionary, Mahatma Gandhi was a Transformational leader. He always empowered his followers towards success, he gave them hope where there may be none. One of the most outstanding

qualities of Gandhi which makes him a great transformational leader of modern history was his long-term vision, self-confidence which was perhaps perceived as someone who was stubborn and strong principles of righteousness.

Mahatma Gandhi is universally accepted as an exemplary model of ethical and moral life, with a rare blending of personal and public life, the principles and practices, the immediate and the eternal. He considered life to be an integrated whole, growing from 'truth to truth' every day in moral and spiritual status.

He believed in a single standard of conduct founded on dharma of truth and nonviolence. He successfully led nonviolent struggles against racial discrimination, colonial rule, economic and social exploitation and moral degradation. So long as these manifestations of violence remain, Gandhi will remain relevant. Gandhi was "a good man in a world where few resist the corroding influence of power, wealth and vanity".

Among the vital messages of Gandhi's leadership are: even one person can make a difference; strength comes not from physical capacity but from an indomitable will; given a just cause, nonviolence and capacity for self-suffering, and fearlessness, victory is certain; leadership by example is the one most effective.

Gandhi's 7 social sins are a comprehensive list of behaviors that cause serious harm to society. Convinced that morality is a superior force, the spiritual and political leader created a list of factors that degrade it in order to warn against them.

“Our ability to handle life's challenges is a measure of our strength of character.” - Les Brown

The following are the biggest social sins that Gandhi warned against.

1. Politics without principles
2. Business without morals
3. Well-being without work
4. Education without character
5. Science without humanity
6. Fun without responsibility
7. Religion without sacrifice

The late civil rights leader Martin Luther King Jr. encouraged his followers not to judge people by their appearance, but by the content of their character. A person's character, good or bad, can inspire others to greatness or discourage them from trying. In business, the role of leadership character can't be understated. Authentic leaders lead from a strong, personal, moral value that can have a profound effect on your organization. You need to understand how character affects your organization and how it can attract top performers.

Scratch the surface of a true leader, or look beneath his or her personality, and you'll find character. The traits and values that make up the character of a good business leader are, for the most part, similar to those that make up the character of an outstanding human being.

Leaders do not command excellence; they build excellence. Excellence is “being all you can be” within the bounds of doing what is right for your organization. To reach excellence you must first be a leader of good character. You must do everything you are supposed to do.

A strong person can be good or bad. A gang leader is an example

“You cannot dream yourself into a character; you must hammer and forge yourself one.” - Henry David Thoreau

of a strong person with a bad character, while an outstanding community leader is one with both strong and good characteristics. An organization needs leaders with both strong and good characteristics — people who will guide them to the future and show that they can be trusted.

Leaders with character achieve results that transcend everyday organizational imperatives and outcomes. A study of world leaders over the past 150 years asserts that managers who possess strong character will create a better world for everyone, while leadership generally is vital to the social, moral, economic, and political fabrics of society.

### **Here are Five Reasons Why Character Plays A Major Role in Leadership:**

#### **1. Matter of Trust**

Leadership must be trusted to make the smartest decisions and do the right thing, especially in difficult conditions. Trust is achieved by demonstrating competence and through strong character. Hiring executives must believe they can trust the leader as must employees who follow her. Once a leader's character is proven untrustworthy, her ability to lead will diminish. Keeping leaders who have poor character and can't be trusted will diminish morale.

#### **2. Commands Respect**

Good character in leadership commands respect. Besides being trusted, these leaders have the respect of their teams and even the competition. A person with good character is courteous, never demeaning. He is accepting of others and appreciates hearing opposing viewpoints. As a result of his willingness to listen and accept, his respect increases. People with poor character aren't

respected because they have shown that they will not make good choices or make decisions that are in the interest of the team.

### **3. Brings Excellence**

Leadership with good character brings a spirit of excellence to any business. These leaders expect more than the status quo from themselves and the people they lead. This character attribute encourages team members to learn more and do more. With excellence comes responsibility. This leader takes responsibility for their actions, even when it means owning up to mistakes. They have a strong sense of accountability and expect the same from their team members.

### **4. Genuine Care**

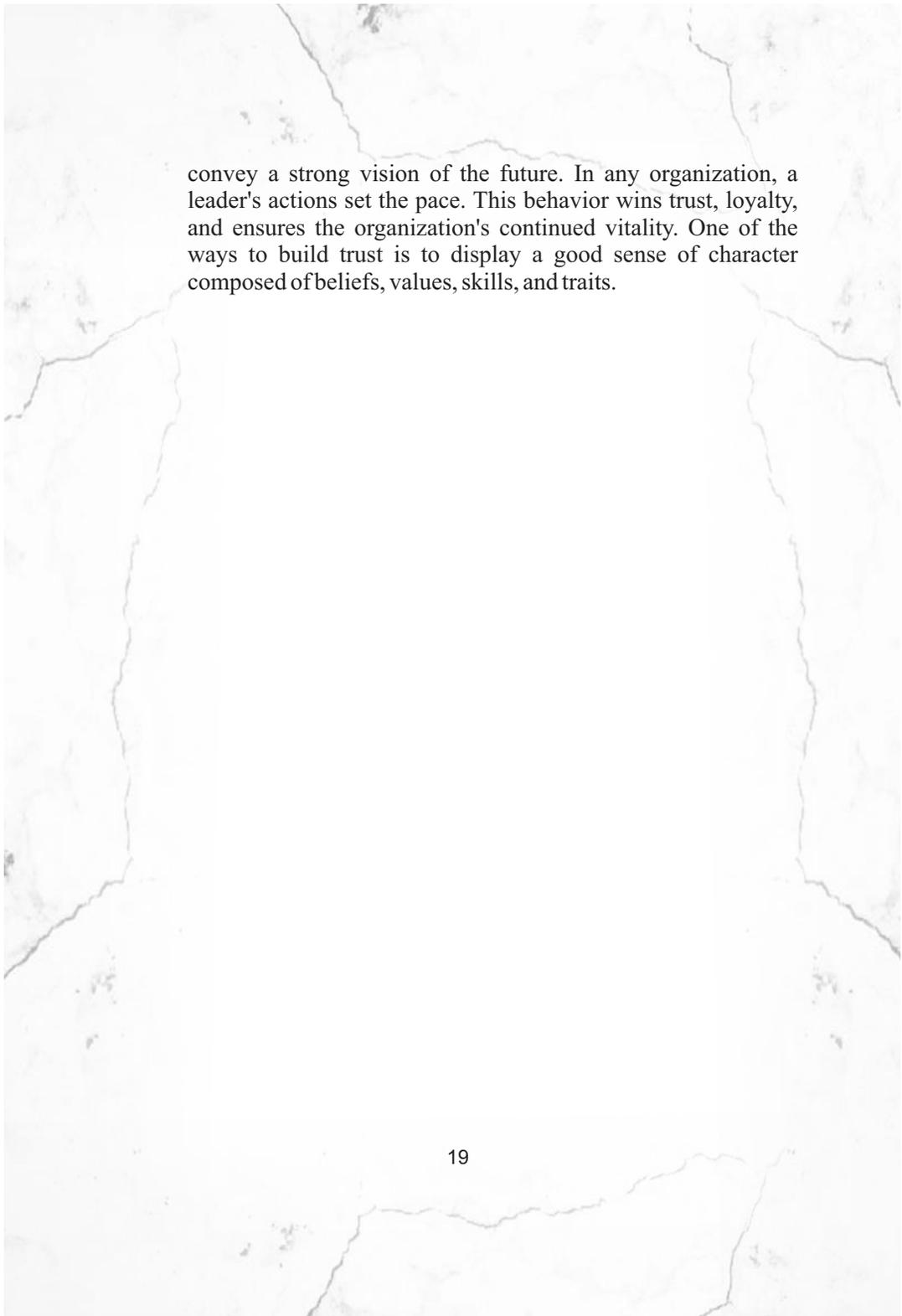
People with good character genuinely care about the people they work with. While a respectful distance must be maintained in working relationships, genuine concern for others is important for all business. Teams are often smaller than groups in large companies, commanding a greater need for stronger inner-company ties. This character attribute may manifest as caring concern, helpfulness and compassion.

### **5. Optimism**

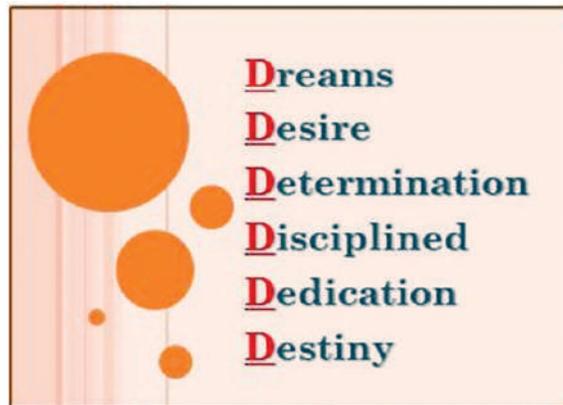
This is the tendency to take the most hopeful and cheerful view and to expect the best outcome. Optimists see opportunities, possibilities and silver linings in every situation. They often contend that, with hard work, focus, resilience and a bit of luck, a positive outcome is possible. People are naturally drawn to leaders who are positive, upbeat and cheerful – who have a “We can do this!” type of attitude.

### **CONCLUSION:**

Organizations want leaders who were both ethical and who



convey a strong vision of the future. In any organization, a leader's actions set the pace. This behavior wins trust, loyalty, and ensures the organization's continued vitality. One of the ways to build trust is to display a good sense of character composed of beliefs, values, skills, and traits.



## Follow the 5D-Path

Dreams->Desire->Determination->Disciplined  
Dedication->Destiny

“A leader has the vision and conviction that a dream can be achieved. He inspires the power and energy to get it done.” - Ralph Lauren

## Opening Case Study :

### **A Visionary Leader–Dr. APJ Abdul Kalam**

Dr. A.P.J. Abdul Kalam, popularly known as “Missile Man” was born in a middle class family, seen and faced problems and hardships of middle class, never daunted and depressed of failures, rose to the height of first citizen of India, the president of India, a visionary, a pragmatist, a poet, a good human being, a complete man. He is the architect of India’s integrated missile development program, recipient of Bharat Ratna award, a rare example in today’s world where most of the people are engulfed by mediocrity, hypocrisy & corruption. Born on 15th October 1931 At Rameswaram in Tamil Nadu, Dr. AvulPakirJainulabdeen Abdul Kalam, specialized in Aeronautical Engineering from Madras Institute of Technology. Dr. Kalam made significant contribution as Project Director to Develop India’s first indigenous Satellite Launch Vehicle (SLV-III) which successfully injected the Rohini Satellite in the near-earth orbit in July 1980 and made India an exclusive member of Space Club.

Dr. Kalam was religious to a fault and was a rapacious reader of both BhagwadGeeta and the Kuran of the great Tamil Saint Tirvuallurvar. He always shared his achievements and success with his teachers and colleagues. When the award of Bharat Ratna was bestowed on Dr. Kalam, for his splendid achievements, he said, “I couldn’t have done it by myself. Behind me there were thousands of scientists. I only shaped the program.” In a span of 14 years, he lined up

Prithvi, Agni, Trishul, Akash, and Nag and finished the long pending Arjun Project, pushed forward with an indigenous aircraft engine Kaveri. He vowed to make India self-reliant in military war fare by 2005 AD. An apostle of unparalleled genius, he never took excuses of lack of funds or lack of cooperation etc. in the glorified path of achieving his goal. This dreamer of making India a super power, tells his countrymen and colleagues: “Dream, dream, dream and dream. Turn the dream into thoughts and thoughts will transform into action.”

Dr. AvilPakirJalaluddin Abdul Kalam, is also known for his zest for life and pursuits that might make other scientists astonished. A reader, a lover of classical music and a poet of Tamil, a great scientist, a religiously theist personality and what not, he can be termed as an ideal person, enviable by all. A leading columnist wrote about Dr. Kalam that “India needs a Kalam in every Institution.” He was directing and guiding a team of 7000 brilliant, dedicated scientists and researcher at 50 laboratories of the DRDO (Defence Research and Development Organization).

In his literary pursuit four of Dr. Kalam’s books – “Wings of Fire”, “India 2020-A vision for the New Millennium”, “My journey” and “Ignited Minds-Unleashing the power within India” have become household names in India and among the Indian nationals abroad. These books have been translated in many Indian Languages.

India is indebted to Dr. A.P.J. Abdul Kalam and proud of such a brilliant and complete man.

Everyone has the ability to dream, but only Leaders have the willingness to truly chase their dreams.

When we aren't living our dreams, we often have limited belief systems and are not true leaders. We believe that our current circumstances and/or surroundings are keeping us from achieving the things we want to do in life.

We all have unique sets of circumstances in our lives that we can use as excuses, but learning to find those workarounds in our life that give us the ability to succeed, can inspire us to start implementing changes in our lives that need to be made, to make our dreams come true.

**Following the 5-D-Path is the way to go for Leaders.**

**Step 1: DREAM**

You are never too old, too poor, too young, or too sick to live your dreams. You might not get there the same way as others but if you start chasing your dreams now you eventually will get there. Dreams are just dreams, until you decide they are going to be something more. When you add passion to your dreams your life circumstances will not keep you from achieving them.

Dream chasing is not something everyone is cut out to do. Dream chasing is for those who dare to take a chance to believe, that their dream is something more, than a thought or possibility. Dream chasers know their dreams are worth chasing.

Dream big. The desire to reach greater heights, pass tougher tests or acquire something more than you have now drives you to work and persist. It gets you up in the morning. It drives you do everything you can to succeed. You need to have a vision of something greater than you now have.

## **Step 2: DESIRE**

Leaders have a burning desire to make a difference. Passionate leaders have a fervent need to make a difference in the world. They aspire for more than the next promotion or acquisition. Their focus is on the organization, its people and its impact. They have an irrepensible desire to enrich people's lives and recognize that the best way to make a difference is to continually feed the strengths of the organization's people.

Just being around a passionate leader helps people discover what really makes them tick – their purpose and passion at work. The passionate leader doesn't just assume that this inspiration will happen on its own; she orchestrates it through getting to know her colleagues and tapping into what really drives them to be their best.

## **Step 3: DETERMINATION**

Determination is a key trait of successful Leaders. Determined leaders are the strongest and most successful. The most determined leaders are the ones with emotional strength that is not easily shaken. You can see this in business, sports or even certain people fighting illness. Determination is not about the absence of fear, but rather the ability to be brave in the face of fear.

Developing determination is the process of building your mental muscle the way an athlete builds their physical muscles. It requires practice, energy and consistency along with the belief that you're becoming a stronger leader. It's ironic, but you must be determined that you can develop your determination before you begin.

## **Step 4: DISCIPLINED DEDICATION**

Self-disciplined leaders are successful and ultimately become better at what they do. They are active, self-controlled, organized, are able to censor themselves and to build great relationships.

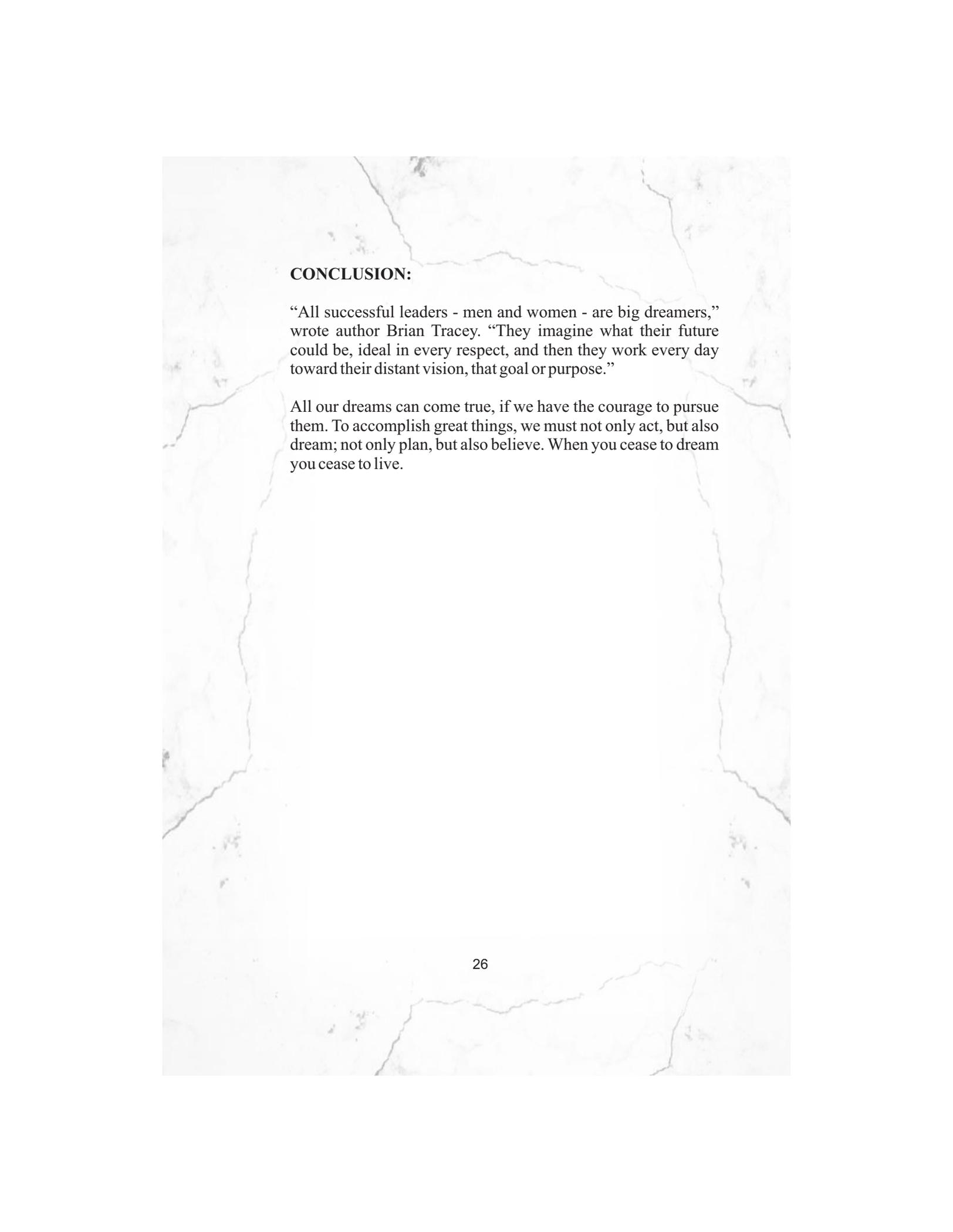
Leaders use self-discipline to sharpen their willpower and decisions making skills, to command respect from others and to lead by example, to achieve their goals regardless of their feelings, to gain profit and to look beyond hard work, to stick to their decisions, to evaluate themselves and place boundaries, to compartmentalize their emotions.

Furthermore, self-disciplined leaders have no fear of the future, are respected and dependable. Self-disciplined leaders practice thoughts management, emotional intelligence, time management, character building, self-awareness and team building until they turn those soft skills into habits.

#### **Step 5: DESTINY**

Leaders write their fate with their own hands and if they don't like it, they erase it and write it again. This is a powerful secret of life of successful leaders. We have such potential, such power that we can write or rewrite our destiny! All we need to know is what we want to do with our life.

By saying "It is my destiny, I cannot change it" we are limiting ourselves in a self-made cell. We are building walls around us. See even someone born physically handicapped, his disability isn't his destiny. There is a purpose for everything. Find out your purpose of your life. Every-one can improve their situation by careful analysis and adoption of suitable strategies. Believe in yourself.



**CONCLUSION:**

“All successful leaders - men and women - are big dreamers,” wrote author Brian Tracey. “They imagine what their future could be, ideal in every respect, and then they work every day toward their distant vision, that goal or purpose.”

All our dreams can come true, if we have the courage to pursue them. To accomplish great things, we must not only act, but also dream; not only plan, but also believe. When you cease to dream you cease to live.



## **Be Emotionally Intelligent**

Leaders are expert in reading mind of others.

“Your intellect may be confused, but your emotions will never lie to you.” -Roger Ebert

### Opening Case Study :

#### **A Leader with High Emotional Intelligence – Nelson Mandela**

Nelson Mandela, or “Madiba” as he was affectionately known died December 5, 2013. Not only did we lose a great man and a great leader for his country, but also a shining example of the kind of leadership we so desperately need today. He left a huge inspirational vacuum.

Mandala once said, “It is better to lead from behind and to put others in front especially when you celebrate victory when nice things occur. You take the front line when there is danger. Then people will appreciate your leadership.” In many ways, Mandela was a mindful leader, having invested hugely in developing his self-awareness and managing his emotions. The truly mindful leader gets their own life in order first before engaging in advising others to do the same.

He was a man of quiet dignity to match his towering achievements; a man with an ever-radiant smile and immense and humble sense of humor. Mandela was a rare visionary who would see beyond the current struggles and pain. He was convinced that one day the best parts of humanity would prevail over the worst parts. He even inspired his enemies to be better than they had been through forgiveness and reconciliation. The Truth and Reconciliation Commission he established is a great model for achieving justice in all nations where human rights abuses occurred and pain needs to be healed.

One of the clear things that propelled Mandela to greatness amidst his suffering and depersonalization in prison, was forgiving his jailors, feeling compassion for those who had caused him pain and his desire for reconciliation. Mandela had the capacity to transcend himself for the sake of those around him and higher causes. His personal pain at causing his family to suffer, seeing the nation he led sink into corruption, and admitting his own mistakes, after all he fought for after his release from prison, never overwhelmed him nor stopped his resolve to make things better. Mandela was not a perfect man, and in acknowledging his flaws, he becomes even greater.

What a stark contrast Mandel's life was compared to the behavior of many political and business leaders today who take credit and want the limelight when things are going well, and blame others and avoid responsibility when things go badly. The predominant leadership style today in many organizations continues to be egocentric, aggressive, self-serving and lacking in empathy and compassion for others.

Nelson Mandala was a beacon of hope, and like Gandhi before him, a shining example of what a leader can and should be. A man of great compassion and forgiveness and humility. He will be sorely missed, but as has been said, "When you live on the hearts of those you love, you will never die."

Emotional intelligence has recently become one of the key talking points when it comes to leadership. One thing we know for sure is that it is a trait that can be measured and developed. But what exactly is it and how does it influence the concept of leadership?

“Your intellect may be confused, but your emotions will never lie to you.” -Roger Ebert”

Emotional intelligence has to do with one’s ability to both recognize and control their own emotions, while harnessing said emotions appropriately to have the most optimum reaction as situations dictate. It also has to do with one’s awareness of and sensitivity towards others’ emotions.

Emotional intelligence is therefore an important characteristic for anyone at any level of an organization but it is particularly important for those who occupy positions of leadership. A leader’s emotional intelligence can have sweeping influence over their relationships, how they manage their teams, and all in all how they interact with individuals in the workplace.

### **What is emotional intelligence?**

Emotional intelligence or EI is the ability to recognise, understand and handle your own emotions, and those of the people around you. People with a high degree of emotional intelligence know what they are feeling, what their emotions mean, and how these emotions can affect other people.

For leaders, having emotional intelligence is vital for success. Think about it: who is more likely to succeed at taking the organization forward – a leader who shouts at their team when under stress, or one who stays in control of their emotions and those of others, and calmly assesses the situation?

The original definition, as coined by the team of Salovey and Mayer (1990) is: emotional intelligence (EI) refers to the collection of abilities used to identify, understand, control and assess the emotions of the self and others. According to Daniel Goleman, an American psychologist who helped to popularize emotional intelligence, there are five key elements to it:

### **5 Key Elements of Emotional Intelligence**

1. Self-awareness;
2. Self-regulation;
3. Self - Motivation;
4. Empathy, and;
5. Social skills.

The more a leader manages each of these areas, the higher their emotional intelligence.

### **1. Self-awareness**

Self-awareness means you are always fully aware of how you feel, and you understand the effect your feelings and your actions can have on the people around you.

A self-aware leader maintains a clear picture of their strengths and weaknesses, and despite their position of authority and power still operates from a mindset of humility.

### **2. Self-regulation**

Self-regulation prevents you from abusing your privilege of leadership to attack and/or stereotype others and making hurried or whimsical decisions that compromise your values. It calls for you to keep control of your emotions and how they affect others as well as stay committed to personal accountability.

### **3. Self - Motivation**

Self-motivated leaders work consistently toward their goals, motivate their employees and they have extremely high standards for the quality of their work.

They develop a healthy emotional connection to the results they seek from their efforts, harnessing them to drive them forward without being obsessive.

#### **4. Empathy**

Empathy is what allows you to put yourself in other people's shoes and consider their unique perspectives. It is very important when it comes to successfully leading a team or organization.

Leaders with empathy actively support the career and personal growth of their team members, offer criticism without crushing the recipient, and solicit regular feedback from their employees. Such leaders are what it takes to motivate employees to perform above expectations.

#### **5. Social skills**

Leaders with good social skills are great at communication, which comes in very handy when it comes to getting their team pumped about a new project or objective.

They are emotionally intelligent enough to receive both good and bad news with the same clarity of mind and this makes their subordinates confident enough to update them on anything. Leaders with good social skills are also great at planning, effecting and overseeing major changes in the workplace as well as resolving any arising disputes fairly and promptly.

#### **CONCLUSION:**

All the great leaders know there is a lot power in their emotions so they make sure to learn how to identify, understand and manage them, and also go ahead to teach those they lead how to do the same.

This is referred to as having emotional intelligence and is one of the most important traits for any leader in any modern-day organization to have.



## **Be Fearless**

“Leaders are bold enough to express their mind”

### **Opening Case Study :**

#### **An Exemplary Fearless Leader –Netaji Subhash Chandra Bose**

Subhash was born at Cuttack in Orissa, in an upper middle-class family. His father was a leader who rose to be the Government leader and public prosecutor of Cuttack. Subhash was one of a large family of brothers.

He had a distinguished educational career and always topped the list. He went to England and there he competed for the Indian Civil Service, standing first. But the glamour of Indian Civil Service did not hold his heart. He was burning with a patriotic zeal to serve Mother India. He resigned the I.C.S. within a year and became a soldier in the struggle for India's freedom.

He was a born leader of men. He was a revolutionary of the type of Mazzini and Garibaldi. He possessed all the sterling qualities of head and heart. He combined with the patriot's enthusiasm and inspiration, the adventurer's love of daring and decision.

He was a man of daring schemes and unflinching determination. His self-discipline and spiritual inspiration were remarkable. Destiny had cut him out for great things. He never hankered after fame, ease, comfort, money and family. He cheerfully renounced all as if to fulfill a mission for which he was born and destined.

In the beginning, he was an ardent follower of Gandhi. With

the speed of lightning, he rose from one distinction to another. In 1938, he became the President of the Indian National Congress for the second time. As the President of the India National Congress, he had some sharp differences with Gandhi. The rift between the two widened.

He resigned from the Congress and founded the Forward Bloc. He never slackened his duty towards India. The World War II had, about this time reached a critical stage. The Allies were having a difficult time. This foremost adventurer and revolutionary ran away from his home in Kolkata eluding the police.

To sum up, Subhash was a born leader of men. He was cast by nature in the mold of greatness. He fought the forces of evil with the straightforwardness and boldness of a missionary. His gifts were God-given. He was cut out by nature as the pre-appointed agent for great things. Few men can equal him in the absolute purity of character, consistency of principle and grim determination to see things through. He refused to be cowed down by any person. He clung to the last, little caring for the consequences, to what he considered to be right, morally and ethically. "I stand for truth; I fight for truth and I shall die for truth," said Subhash in one of his memorable speeches in Singapore. He did not fear even death. "I am immortal till my work is done", he used to say. May the soul of the mighty architect of India's liberation lead us and show us light in the country's moments of frustration, disappointment and dejection.

If you want to understand fear and trust in the workplace, the first thing to know is that everybody feels fear. We all feel it. People we think of as fearless, feel fear the same fear we all do, but they handle it differently than other people. Fearless leaders feel the same adrenaline racing through their veins that other people feel when they get fearful. A fearless leader feels the same anxiety but keeps breathing. He or she knows that everything happens for a reason, and that mistakes teach us more than our successes do.

Strong leaders take responsibility for everything that happens in their departments -- the good and the bad. They don't blame their employees for mishaps. It isn't hard to shift your focus from fear and control to trust. It only takes patience and self-awareness. It requires you to trust yourself enough to trust your teammates.

Since fear is always about the future outcome, most of the time it is imaginary and psychological rather than logical. Fear leads to worry. Few fears may be genetic but most of the fears we learn during our nurturing, from parents, teachers, fellow students and surroundings.

Want to Be a Fearless Leader? Follow These 5 Steps. The following tips apply to all leaders who want to stop fearing and start leading:

### **1. Embrace your inner boss**

To be a fearless leader, you need to embrace the role. The first step to embracing your inner boss is to believe in yourself.

Some people believe that leaders are born, while others believe they are made. Whether you were born with a special talent for leading or you've acquired the skills along the way, don't let anyone make you doubt your role. Both men and women can sometimes perceive leaders negatively, and this is not a reflection on your true character.

Fight the notion that you are being too "bossy" when you assert yourself. Being confident and embracing your inner boss is what will allow you to make better decisions that benefit your entire team.

## **2. Say no without regret**

As a business owner, you're presented with more invitations, requests for meetings, and invitations than you can accept. Giving yourself permission to unapologetically say no to the opportunities you don't want to take can be challenging. You might not want to hurt someone's feelings or don't want to come across as ungrateful.

When you're feeling tempted to say yes when you really want to say no, pause and consider the impact. Overcommitting to things that distract you from what you care about most can drain your energy and leave you feeling resentful. Getting comfortable with saying no takes practice, but you'll discover people respect you for the honesty and decisiveness.

## **3. Have a core set of values**

As a business leader, it's important to have a core set of values by which you stand firm. These values will help you make tough decisions and keep pushing you towards your goals. Know what means the most to you and be transparent about it. People look up to those who stand by their beliefs and will respect you as both a leader and a business owner.

## **4. Share praise**

One of the most underrated qualities of a great leader is their ability to share praise with their team. Although it may be your vision or strategy that is propelling your company forward, your

team members are playing a vital role by putting your plan into action.

If you want to ensure that your employees think of you in a positive light, then don't forget to include them on your victories--no matter how small. This positive feedback can have a significant impact on your employee's loyalty and engagement.

It is found that Individuals who received regular recognition and praise had higher levels of productivity and were more likely to stay at their organization. Let your team share your victories and you will not only be perceived as a strong leader; you'll reap the benefits of a dedicated staff too.

#### **5. Keep believing in yourself, even when you fail**

Your journey as an entrepreneur won't always go as planned and there will be times where you must defend your ideas and actions.

Even when you experience a setback in business or life in general, it's essential that you pick yourself back up and keep taking risks. Your tenacity in the face of a challenge is what will make you a fearless leader.

#### **CONCLUSION:**

Fearless leaders are great – they are full of life, good energy, passion and self-belief. They are bold trendsetters, who go against the grain to do something different and better because of a strong purpose and mission. You too can take fearless action if you have a strong enough purpose and mission and if you follow the above steps.



## **Exhibit **G**reatness**

“Leaders know well that greatness only can make them great.”

A great leader's courage to fulfill his vision comes from passion, not position. – John Maxwell

### Opening Case Study :

#### **George Washington –The Greatest Leader of All Time**

Leadership is something that many aspire to, but few achieve in full measure. It has been defined as being a combination of charisma, integrity, determination, flexibility, resourcefulness, creativity, self-confidence, a sense of responsibility, the ability to communicate, and consistency. George Washington had all these qualities, and he was truly a great leader.

Washington's greatness can be judged by the way in which he fulfilled three important roles during the foundation and early years of the United States; Firstly, as commander in chief of the Continental Army, secondly as president of the Constitutional Convention, and thirdly as the first President of the country. Washington was unanimously elected by the delegates to the Continental Congress "to command all the continental forces, raised, or to be raised for the defense of American liberty." on June 15, 1775.

The reasons given can be gleaned from the writings of those who were there, and in the main they appear to be George Washington's character, his trustworthiness, and his reputation as being the best colonial military commander. Washington created the Continental Army; his organization and administrative skills, coupled with the trust of his citizen soldiers, enabled him to weld them into a fighting force able to take on the British and win.

Had it not been for Washington, a large part of the

Continental Army would have left at the end of their enlistments just after the Battle of Trenton, and his leadership on the battlefield was never better demonstrated than at the Battle of Monmouth, when he took command and not only stopped the American retreat but forced the British to fall back to New York. In the end, Washington's determination to win the war was greater than that of the British not to lose it

As president of the Constitutional Convention, George Washington exhibited the same leadership qualities he had shown on the battlefield, and it is little wonder that his ideas – a written constitution, a strong union with an elected legislature, an executive with the power to enforce the rule of law, the supremacy of national laws over state laws, and the creation of a permanent army controlled by the civil power – became central to the creation of the United States. It is small wonder, therefore, that Washington was unanimously elected to be the first President of the United States of American, and that four years later he was re-elected.

Washington was the catalyst for modern day freedom and the embodiment of a great leader. He believed in his men. He was a man of exemplary character. He treated others with the utmost respect. He held his men accountable. He placed the welfare of his men ahead of his own. He did not waver from his guiding principles. He was a man of deep faith who demonstrated that via his actions.

“To achieve greatness, one should live as if they will never die.” —Francois de La Rochefoucauld

Leadership is not a great mystery. Great leaders have specific traits in common. Great leaders lead by example with an overriding guiding vision or purpose. They possess an unquenchable passion for successfully implementing the vision of the company regardless of the disapproval of those individuals who fail to see the bigger picture. They don't waste time worrying about day to day responsibilities or problems. Instead, they focus on where the organization needs to go.

Great leaders know how to be themselves and are proud of who they are. Because they are comfortable with who they are, they are able to do what they need to do and say what they need to say with conviction — and without caring about what anyone else thinks. Great leaders have the ability to inspire confidence in others. They can clearly and concisely communicate their message to motivate those around them to greater heights of achievement. People will do more for leaders they respect than they would do for anyone else.

Also, great leaders are never self-serving. Unlike the star employee, they aren't focused on proving themselves but are focused unconditionally (and not selfishly) on what is best for the organization. They put their vision for the company above their own interests. Great leaders rarely question themselves. Instead, they listen to their inner voice and trust it completely, allowing it to be their guide with each step they take, even as they move in directions that no one has gone before. To be a great leader, you must believe in this voice and trust that it will always be there to guide you.

### **5 Essential Characteristics of a Great Leader**

Being a good leader isn't easy. While a leader's actions may be scrutinized when things are going bad, it is their leadership qualities that shine through the worst of times. It is these same qualities that employees look up to, respect, and work very hard

“You must expect great things of yourself before you can do them.” —Michael Jordan

for. This is why it is so important for every leader to work hard to gain the qualities of great leadership.

The best leaders exhibit certain qualities that make them hugely successful. Here are 5 attributes of some of today's truly great leaders.

### **1. Clarity**

They are clear and concise at all times--there is no question of their vision and what needs to be accomplished. This gives others the opportunity to digest their goals and decide whether or not they will support their cause. Generally, very few people know what they want, much less how to get there, so they will gravitate towards those who appear to have a clear picture in mind--good clarity leads to great achievement.

### **2. Decisiveness**

Once they have made up their mind, they don't hesitate to commit--it's all hands on deck. They show great consistency with their decisions, rarely backing out or changing their minds unless it is absolutely necessary. Being decisive shows commitment, a quality very high in demand for a great leader.

### **3. Courage**

Boldness is both something you can develop and something that is blessed as a virtue. Although some people are naturally more fearless than others, practicing how to be fearless--or at least project fearlessness--is a completely doable task, one many have achieved in order to fulfill their role as an amazing leader.

### **4. Passion**

There's nothing more inspirational than seeing someone who

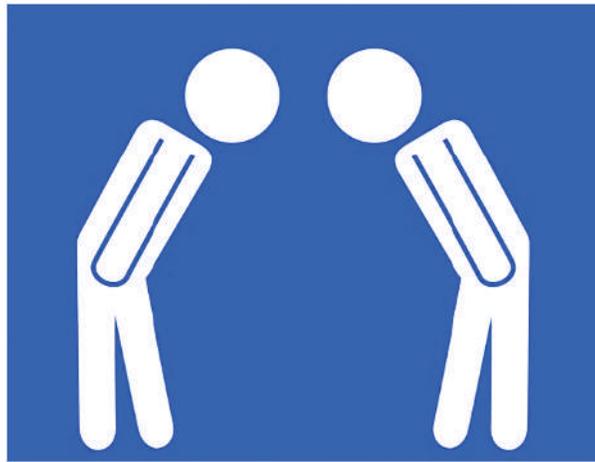
cares about what they do--the best leaders exhibit boundless energy and passion for what they do. Don't be shy about your passion for whatever it is you are leading, be it a book reading or a laboratory experiment. As long as you are passionate about what you know, or care about, it'll shine through and people will follow.

### **5. Humility**

While confidence is a very attractive trait in leaders, there's nothing like a humble character for creating a lovable persona. Great leaders admit when they are wrong and take criticism as an opportunity for growth. Show the world how grateful you are to be where you are. This, in turn, will demonstrate how much you deserve the leadership role.

### **CONCLUSION**

By focusing on these 5 key attributes, leaders can begin to understand, practice, and internalize the behaviors that build a great character. The best leaders exhibit the above-mentioned certain traits that make them hugely successful. Embrace these qualities and you can be a great leader too.



## Practice **H**umbleness

“Leaders mix with people like water in the milk.”

“With pride, there are many curses. With humility, there come many blessings.”  
- Ezra Taft Benson

## Opening Case Study :

### Charlie Chaplin –A Humble Leader to the Core

The reason why Sir Charlie is one of the great leaders is that even after all what he has been through like after the sudden mental illness of his mother she was put in a mental hospital and early death of his father at a very young age he and his brother were sent to the orphanage. Even after all this he was able to follow his dream of becoming a Comedian. This gives us a lesson that you should not let your past or present get in your way of accomplishing things in your life because the depression is always temporary and happiness lasts forever.

The Legacy of Charlie Chaplin was that he really believed that even in the middle of the Great Depression of World War II it was important to make everyone laugh and ease the depression that people had of losing all that they owned. Since he had sympathy for social outcasts of the time and conveyed a comedic light to circumstances that normal people confronted in a day by day premise. Laughter appeared to be the main cure during that time in history. In one of his famous quotes he said “A day without laughter is a day wasted” (Charlie Chaplin).

Charlie Chaplin became a king of comedy though he had to undergo great struggles in the initial stages of his career due to acute poverty and lack of parental support. He built up his career independently and charted a new course though he lacked any formal training. His rags to riches story will

definitely inspire us to achieve success by overcoming all obstacles.

Chaplin began his acting career at his age of eight and at 18 started to touring with Fred Karno's troupe. Chaplin quoted "I was well aware of the social stigma of our poverty". His life was really lonely and had to face many struggles. Chaplin began performing in his early years His first appearances in music halls and as clown with a group of people. Chaplin was a clown that with his face and body made a lot of people laugh. He was a master of pantomime-silence was the domain over which he was most assuredly the king.

Chaplin signed with Fred Karno Company which it took him to America and that's when he developed the character the tramp. His first movie "Little Tramp" his character was a little man with old shoes, baggy pants moustache, cane and the pride he had towards his character was what made him a unique character. The Little tramp made millions of people laugh of joy. Chaplin continued to play with the same character, tramp to many other short films. Later in the silent era it was considered an international character. "The Tramp was Chaplin's alter ego. He played him for twenty-five years during that time Chaplin never stopped developing the tramp". His great perseverance as an artist he called himself as the time went by, a unique clown from other clowns.

Charlie Chaplin was not only a comedian but he was also a great philosopher there are many of his quotes which proves that Sir Charlie had qualities of a great leader. Charlie Chaplin was a born leader, with extra-ordinary drive and determination. Insisting on his right to make up his own mind, he demanded freedom of thought and action, and did not let anything or anyone stand in his way once he was committed to his goal.

“Humility is to make a right estimate of one's self.”—Charles Spurgeon

Research shows the effectiveness of humble leadership: Humble leaders have more influence, they attract better people, and they earn more confidence, respect and loyalty than those who rely upon ego and power. They lead to serve. Humble leaders shift attention away from themselves and focus on the contributions and needs of those around them. They have reserves of inner strength. Being a humble leader isn't a sign of meekness or powerlessness but of great inner strength.

The best leaders are humble on the outside and confident on the inside. They admit to their mistakes. All leaders are human, which means they all make mistakes from time to time. When you are willing to share your own missteps and mistakes, it allows others to connect to you in a deeper way. Humility is a quality that lets others see your humanity. They seek input from others. The first step of turning to others for input is being vulnerable enough to admit that you need the help and insight of others—which is a sign of great character on its own.

Humble leaders know who they are and behave in a way that's consistent with that knowledge. They also recognize where there's room for improvement. They are genuine. Humble leaders know the importance of being authentic. They are the same person in private, in public, and in personal life, in every situation and with every kind of people.

They invite trust & know that trust—earning it, giving it and building it—is the foundation of great leadership. Humble leaders are consistent and disciplined in their treatment of others. They treat everyone with respect regardless of their position, role or title. Humble leaders have the confidence to recognize their own weaknesses. Rather than viewing their limits as a threat or a sign of frailty, they surround themselves with others who have complementary skills.

Here are five ways using which you can be a more humble

“Only a person who has passed through the gate of humility can ascend to the heights of the spirit.” - Rudolf Steiner

leader:

### **1. Recognize your faults.**

There are times when we judge other people for the flaws they have, but what good are we getting out of it? Rather, we should introspect and find out what’s wrong with us. Being judgmental would only cause trouble in relationships and we forget we need to improve ourselves as well. One must consider how they can bring change in themselves instead of pinpointing and cribbing about others’ faults.

### **2. When you are wrong, admit it.**

Apologizing for your mistakes won’t make you a less of a person. People might be angry or frustrated over things that you did, but it is better to admit your mistake than to cover it up with a lie. People appreciate if you are willing to admit that you need to improve. It shows how you are not stubborn and not even selfish (even if your insides are burning with anger over the issue). People don’t lose your respect, instead, have it more and are empathetic towards you.

### **3. While having a conversation, be more considerate.**

You better not talk down to anyone while giving your opinion. Many times we all might have seen how people start abusing each other if someone doesn’t agree with their theory but it is absolutely insane! Everyone has their own thinking process and their own likes and dislikes. It doesn’t mean that they have the worst choice or that you should be rude to them. Be considerate enough to not interrupt when someone else gives their point of view and let them finish before you speak up.

### **4. Appreciate others.**

It might be the easiest way to gain a sense of humility. If you see someone doing better than you, or someone being good at something, you must give them a compliment for their work. Understand how they are different from you and try to learn something from everyone who you meet in your life. If you change your mindset and be a bit more open-minded to the ideas of other people, you would be able to appreciate others more than ever.

**5. Admit that you might not be the best in everything.**

You are talented, we get that! But, keep in mind there is always going to be someone who is better than you, in doing what you are best at. It might be your key talent, but it doesn't mean you are "best" in the whole world. You need to keep this thought down a notch. Even if you are, supposedly and completely "hypothetically", there are other tasks you cannot do. You have your limitations and you must acknowledge it, while you learn everything out there in the world.

**CONCLUSION:**

Humble leaders lead by example. They lead from within. There is always room to be a better person and leader. If you can cultivate humility as a skill, you will be a popular leader and your follower's favorite.



## **Be Innovative**

“Leaders do not do different things; they do things differently”

“Innovation requires an experimental mindset.” - Denise Morrison

## Opening Case Study :

### **Thomas Edison –A True Innovator**

Thomas Edison was born in 1847 in Milan, Ohio, and grew up in Port Huron, Michigan. There are many stories about what Edison was like as a child. They all show that from an early age, he was curious about the world around him and always tried to teach himself through reading and experiments. As a boy, he worked as a gatekeeper at his father's observatory for tourists, and worked on a railway selling newspapers and candy to passengers. When Edison was 22, in 1869, he patented his first invention and advertised that he "would hereafter devote his full time to bringing out his inventions."

With 1,093 patents to his name, Thomas Edison remains the most prolific inventor in American history. It wasn't just the huge number of patents that propelled him to greatness, though. Rather, it was the fact that so many of his breakthroughs had such profound impacts on our everyday lives.

His best-known invention was the first commercially viable incandescent light bulb. But much of what afforded Edison's light bulb its success was his brilliance in creating equally viable electrical systems - the widespread systems on which electricity is distributed throughout our communities.

Edison had an uncanny knack for recognizing a consumer need, then creating a product to satisfy that need. It was a

gift that revealed itself in his youth. As a young boy, he traveled back and forth on trains between Detroit and his home in Port Huron, 60 miles away. He sold fresh vegetables when he arrived in Detroit, then returned to Port Huron with copies of the very latest editions of Detroit newspapers. Before long, he hired other young people to help expand his burgeoning empire.

Supremely confident and unfailingly optimistic, Edison was consumed by a need to find solutions. And not just any solutions. They had to be practical, level-headed solutions that had some likelihood of being accepted by consumers. If not, Edison wasn't interested.

It was a point of view he developed early in his career. Edison's very first patent was for a vote recording machine. It was a clever device that would radically reduce the time it took to tabulate votes. More important, it was accurate and promised to eliminate the possibility of vote fraud.

But as Edison soon learned, 19th century politicians weren't enthusiastic about a machine that would ensure honest ballot-counting. As a result, there was absolutely no market for his brilliant invention.

"So, he learned a very early lesson from that," says Marc Greuther, Chief Curator at The Henry Ford, "which is there's no point inventing something that people really don't want."

Edison was an eminently practical technologist, though he was guided more by instinct than book-learned knowledge. As a result, he mastered the art of selling himself as much as he did any one product. He understood that, to the mass audience he was determined to serve, the Edison name was one that evoked a sense of ingenuity and progress.

“Adaptability and constant innovation is key to the survival of any company operating in a competitive market.” - Shiv Nadar

Who are innovative leaders? What are their qualities and how do they drive innovation within an organization? Here is an attempt to explain.

The word “innovator,” to describe a leader, is used far too widely these days. Usually, when people speak of innovators, what they really mean are “creative thinkers.” in other words, people who are able to generate creative ideas that become the basis of innovations. Sometimes, however, what people mean by “innovator” is what we will call an “innovative leader.” Classic examples of innovative leaders include people like Steve Jobs (Past CEO of Apple) and Thomas Alva Edison (who commercialized electric lighting and many related things). Innovative leaders are creative visionaries who have big ideas and, most importantly, can motivate people around them to turn those ideas into reality.

The innovative leader needs a powerful imagination and excellent communications skills. He also needs to have confidence in his team and their ability to work together to achieve that dream. The innovative leader is not a micro-manager. He focuses on the big picture and works with creative thinkers who can add to that vision and make it greater. Micro-managers, on the other hand, tend to stifle creativity and focus far too much on the details – causing them and their teams to lose sight of the big picture.

Perhaps most importantly, the innovative leader needs to be able to communicate his vision and generate enthusiasm for it. His team needs to be able to see the vision themselves and be willing to invest their own time and resources into making it happen. Innovative leaders know that leadership by demand is far less effective at encouraging creativity and innovation than is leadership through motivation and inspiration.

The 5 Skills That Innovative Leaders Have in Common are as

follows:

### **1. Manage Risk**

Innovative leaders scored 25% higher than their non-innovative counterparts on managing risk. Innovative leaders are bold when it comes to experimenting with new approaches. However, they will initiate reasonable action when potentially negative consequences are expected. When risks do present themselves, they develop plans to minimize the risk and identify where it is needed most.

### **2. Demonstrate Curiosity**

Innovative leaders also scored higher in terms of demonstrating curiosity. They exhibit an underlying curiosity and desire to know more. These leaders will actively take the initiative to learn new information, which demonstrates engagement and loyalty to company goals. Keeping their skills and knowledge current gives them the competitive edge they need to lead effectively, and also stimulates new ways of thinking in other workers.

### **3. Lead Courageously**

Innovative leaders are proactive and lead with confidence and authority. They turn tough circumstances into prime opportunities to demonstrate their decisive capabilities and take responsibility for difficult decision making. These leaders are sure to engage and maintain audience attention in high-stakes meetings and discussions, and they do not avoid conflicts and differences of opinion.

### **4. Seize Opportunities**

Innovative leaders are good at seizing opportunities. They are

proactive and take initiative and ownership for success. These CEOs anticipate potential obstacles before taking action, but avoid over-analysis. They push for personal performance and are able to work independently for extended periods of time with minimal support. They are also able to change directions quickly to take advantage of new opportunities when they come up.

### **5. Maintain a Strategic Business Perspective**

Innovative leaders do maintain a strategic business perspective. These leaders demonstrate a keen understanding of industry trends and their implications for the organization. They thoroughly understand the business, the marketplace, and the customer base and are adept at identifying strategic opportunities or threats for the business. They actively participate in community, industry and leadership organizations to understand the external environment, and have an ability to articulate convincing approaches to moving their business forward.

### **CONCLUSION:**

Most innovative leaders don't ignore risks – they manage them. These leaders anticipate what can go wrong without getting boxed in. They're curious, and they seize on clear opportunities, balancing exploration with being opportunistic. The leaders who are most likely to lead innovation are driving, high-impact individuals, who aren't afraid to be assertive, independent, and above all, curious.



## Try to Be **J**udicious

“Leaders are always alert towards fairness”

“Good judgement comes from experience. Experience comes from bad judgement.” - Jim Horning

## Opening Case Study :

### Henry Ford –A Judicious Leader

Henry Ford (July 30, 1863 - April 7, 1947) was the American founder of the Ford Motor Company and father of modern assembly lines used in mass production. His introduction of the Model T automobile revolutionized transportation and American industry. He was a prolific inventor and was awarded 161 U.S. patents. As owner of the Ford Motor Company he became one of the richest and best-known leader in the world. He is credited with "Fordism", that is, the mass production of large numbers of inexpensive automobiles using the assembly line, coupled with high wages for his workers.

Ford had a global vision, with consumerism as the key to peace. Ford did not believe in accountants; he amassed one of the world's largest fortunes without ever having his company audited under his administration. Henry Ford's intense commitment to lowering costs resulted in many technical and business innovations, including a franchise system that put a dealership in every city in North America, and in major cities on six continents. Ford left most of his vast wealth to the Ford Foundation but arranged for his family to control the company permanently.

There are many values visible in the life of Henry Ford that enabled him to be a highly successful business leader. However, it seems that his judgement regarding value of employees, belief in equality and emotional intelligence truly set him apart from others. Henry Ford's leadership

quality of sound judgement enabled him to change the trajectory of workplace practices.

Ford set a terrific example for valuing human capital. Though it was a shock to Wall Street, he increased worker's wages to five dollars a day and instituted an eight-hour workday. He recognized that increasing wages and offering reasonable hours would serve to retain and motivate employees. "Because Ford had lowered his costs per car, the high wages didn't matter – except for making it feasible for more people to buy cars". Henry Ford even said "There is one rule for the industrialist and that is: make the best quality goods possible at the lowest cost possible, paying the highest wages possible".

Henry Ford's business decisions in the realm of diversity were a catalyst for the growth of equality in the workplace. He offered employment to women, African Americans, and disabled individuals long before most other businesses did so. In 1916, Ford employed individuals representing 62 different nationalities. At that time, the company also employed over 900 people with disabilities. Through the years, Ford went on to set standards of non-discrimination and equalize opportunities in many ways.

Before the term emotionally intelligent was even coined, Henry Ford appeared to embody this quality. His ability to understand that saving clients money made them feel more valued was a sure sign of emotional intelligence. He was sensitive to economic needs and took action to respond to customers in ways that showed he cared. Similarly, he was in-tune with the financial and work life balance needs of employees. Because he hoped to show appreciation and understanding toward them, he implemented positive wage and shift changes. Ford even said "If there is any one secret

“Outward judgement often fails, inward judgement never” – Theodore Parker

of success, it lies in the ability to get the other person’s point of view and see things from that person’s angle, as well as your own.”

Like many leaders, Henry Ford broke away from standards. He was the fish that ventured away from its school and tried something different. He was also keenly in touch with people’s needs, which enabled him to know how to help them and in turn run a successful business.

The judicious leader displays maturity and thoughtfulness in decision making. Judicious maturity of judgment is highly significant for professionals making judgments in contexts of risk and uncertainty. One of the most difficult but necessary skills we need to develop as leaders is learning how to be judicious without being judgmental. As a preliminary step to developing that skill, it’s good to reflect on the difference between the two.

Being judgmental is basically an effort to get rid of something we don’t understand and probably don’t want to understand. We see something we don’t like and we try to dismiss it, to stamp it out without taking the time to understand it. We’re impatient. Whatever we’re being judgmental about, we just want to get rid of it quickly.

Being judicious, however, requires patience together with understanding. A judicious choice is one you’ve made after understanding all the options, all the sides of a question. That way your choice is based on knowledge, not on greed, aversion, or delusion.

A leader’s most important role in any organization is making good judgments—well-informed, wise decisions that produce the desired outcomes. When a leader shows consistently good

Judgment is more than skill. It sets forth on intellectual seas beyond the shores of hard indisputable factual information. — Kingman Brewster

judgment, little else matters. When he or she shows poor judgment, nothing else matters. Of course, it isn't humanly possible to make the right call every single time. But the most effective leaders make a high percentage of successful judgment calls, at the times when it counts the most.

Over the course of our lives, each one of us makes thousands of judgment calls. Some are trivial, such as what kind of cereal to buy; some are monumental, such as whom to marry. Our ability to make the right calls has an obvious impact on the quality of our own lives; for leaders, the significance and consequences of judgment calls are magnified exponentially, because they influence the lives and livelihoods of others. In the end, it is a leader's judgment that determines an organization's success or failure. On a more personal level, it is the sum of a leader's judgment calls that will deliver the verdict on his or her career—and life.

As a leader, we just have to learn to make better judgments and filter them with experience and wisdom and then use that to make smarter and more thoughtful decisions. Here's what to keep in mind:

**1. Conduct decisions with an air of wonder.** Ask yourself, "Do I have all the facts I'd like to have?" "Am I missing anything?" Are there unconscious biases creeping in? Ask: "Have I thought of everything else?" and go back and reconsider.

**2. Ask others for their opinions on what they would do if they were you.** Make sure you are not insular—don't think you always know better. Don't be afraid of asking for help if you don't know the answer and you have time. This doesn't mean you will not make the decision, but gathering more input is often helpful. And the real mastery when is everyone else thinks they made the decision, but you did!

**3. Determine if this is a decision that you have to make.** If someone else can do it, that's good; it's an opportunity for them to hone their judgment. As a leader, you should always be working to enable that.

**4. Understand the time constraints of the decision and proactively decide whether to make a decision or not.** Does the situation require an answer now? If so, make it. Too many people delay making decisions, but that is, in essence, making a decision.

**5. Learn how to keep honing your judgment so you keep getting better.** If you make the wrong decision, learn from it. Judgment gets better with age, experience, practice and an open mind.

We all must realize that we are all judging everyone, every day. Do your best to have pure and transparent motives, which will help you make fair and better judgments and clear and correct decisions.

#### **CONCLUSION:**

Thus, a wise leader embraces the value of judiciousness and avoids the pitfalls that lead to becoming judgmental. As a leader, you can develop good judgement as you do the muscles of your body - by judicious, daily exercise.



## Have **K**-Karizma (Charisma)

“Leaders are magnetically charismatic”

“Lack of charisma can be fatal.” - Jenny Holzer

## Opening Case Study :

### Satya Nadella –A Charismatic Leader

Satya Nadella is Chief Executive Officer of Microsoft. Before being named CEO in February 2014, Nadella held leadership roles in both enterprise and consumer businesses across the company. Joining Microsoft in 1992, he quickly became known as a leader who could span a breadth of technologies and businesses to transform some of Microsoft’s biggest product offerings.

Most recently, Nadella was executive vice president of Microsoft’s Cloud and Enterprise group. In this role he led the transformation to the cloud infrastructure and services business, which outperformed the market and took share from competition. Previously, Nadella led R&D for the Online Services Division and was vice president of the Microsoft Business Division. Before joining Microsoft, Nadella was a member of the technology staff at Sun Microsystems.

Originally from Hyderabad, India, Nadella lives in Bellevue, Wash. He earned a bachelor’s degree in electrical engineering from Mangalore University, a master’s degree in computer science from the University of Wisconsin – Milwaukee and a master’s degree in business administration from the University of Chicago. He is married and has three children.

Satya Nadella is a leader on the rise—for the last five years, he’s served as the CEO of Microsoft, quickly earning a

name for himself in the world beyond tech. Because of his alternative approach to leadership, Nadella is so special and he's a leader to look out for. In his short time as CEO, Nadella has overseen and driven outstanding growth and profits—even more impressive considering this is Microsoft, already a giant in the business world and creators of Windows and Xbox.

So how did he do it? And what can his leadership tell us about how current and future leaders can go from good to great—or better yet, great to the unimaginable? In short, Nadella believes in the power of positive leadership and uses terms such as “growth mind set” and “empathy” that are reinforced by action. As we've seen before with leaders who upend command-and-control leadership styles, positive leadership is just one style that can influence a thriving workplace culture where employees feel inspired and trusting, motivated by purpose, and ready to work with others to achieve common goals.

He embraces leadership outside the norm to completely revolutionize leadership to create a world that works for all. Nadella is also a proponent of the growth mind set philosophy, exploring how individuals and teams can develop and thrive rather than what's holding them back. This philosophy is why he believes success, or key learnings, can be found in any situation. A culture with a growth mind set “requires us to truly understand and share the feelings of another person,” he wrote in an email to Microsoft employees.

The culture change at Microsoft, spearheaded by Nadella, is impressive to say the least, but any organization and any leader can achieve a transformation that inspires people and increases productivity. All you need to do is to decide to get started, which can simply mean figuring out how to ask the right kind of question.

"Charisma is the transference of enthusiasm." --Ralph Archbold

Many of history's most effective leaders are labeled charismatic. Yet, there is a great deal of controversy about whether charisma is made or born, and if charismatic leaders are actually effective. Charismatic leaders are essentially very skilled communicators – individuals who are both verbally eloquent, but also able to communicate to followers on a deep, emotional level. They are able to articulate a compelling or captivating vision, and are able to arouse strong emotions in followers.

Charismatic leadership is basically the method of encouraging particular behaviors in others by way of eloquent communication, persuasion and force of personality. Charismatic leaders motivate followers to get things done or improve the way certain things are done. This is accomplished by conjuring up eagerness in others to achieve a stated goal or vision. In essence, the charismatic leadership style has its basis in a form of heroism. This leadership style is almost of divine origin.

In addition, charismatic leaders have the distinct ability to dissect and decipher any inefficiency within an organization. These visionary traits attributed to this leadership style often result from critical thinking, the compilation of facts and finding ways to solve a variety of problems.

Charisma is essentially a process - an interface between the characteristics of a charismatic leader, the group that is being led, their identification with their leader, their needs and the circumstances that require a charismatic leader like a crisis or need for change. However, as it relates to the charismatic traits of leader, prominence is placed on the way they communicate with members of the group and their ability to gain the trust of followers and inspire these individuals to perform.

By understanding the characteristics that charismatic leaders have in common, you can work to develop your own charisma

and become a better leader in your organization. Here are the five qualities that all charismatic leaders possess:

### **1. Belief in Self**

Charismatic leaders have powerful personalities that people are drawn to. Much of that attraction stems from the fact that they exude confidence. Confident leaders have a strong sense of self and rarely express self-doubt. They understand who they are and are comfortable in their own skin.

Charismatic leaders are also optimists. They see the glass as half full instead of half empty and are always looking on the bright side. To be a stronger leader, you need to practice self-confidence. If you're always second-guessing yourself and feeling shy around your coworkers, they won't follow you. If you aren't confident about your own actions, who will be?

### **2. Creativity**

Charismatic leaders think outside the box and aren't afraid to push the limits. While others may see this kind of push as risky, these leaders are the ones leading the way and driving innovation.

When a problem arises, leaders don't see only the difficulties. Instead, they rise to the challenge and see it as an opportunity. In business, this creativity can lead to powerful change and transformation, which can inspire and motivate others.

Simon Sinek wrote: "If your actions inspire others to dream more, learn more, do more and become more, you are a leader."

### **3. Vision**

Because leaders value innovation, they are focused on the future

and how they can improve it. They have a dream and direction that motivates and inspires others. A report from Universum revealed that 41 percent of executives polled said the top quality they looked for in future leaders is the ability to empower employees.

Sinek wrote “Leadership requires two things: a vision of the world that does not yet exist and the ability to communicate it.” How can you improve things at your organization? Share your ideas with others. When you have vision, others will take note.

#### **4. Willpower**

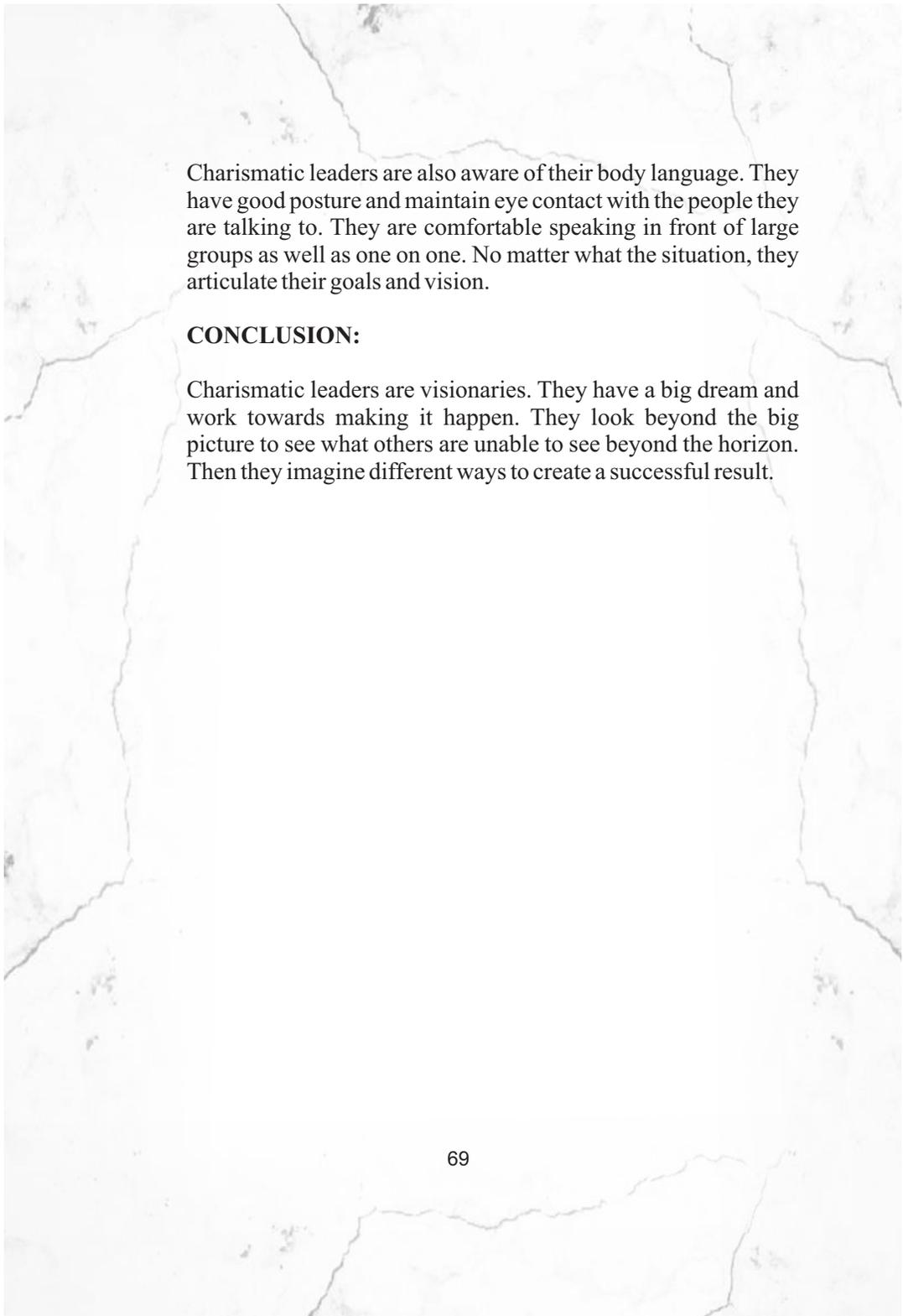
Vision, in fact, becomes the drive and main purpose for many leaders. Everything they do revolves around making their vision a reality. To achieve their dream, leaders set specific goals and work to achieve them by bringing their teams together, developing an organized strategy and working hard.

Charismatic Leaders are focused on getting results and accomplishing what they set out to do. They don't give up when things get tough. Instead, they push through and continue even when they encounter challenges.

Are you committed to your goals? Your hard work and determination can inspire others if you follow through on your goals.

#### **5. Positive Body Language**

When leaders speak, they communicate with confidence and charisma, which makes people sit up and pay attention. They are clear and articulate with their words and ensure that each statement has a purpose.

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Charismatic leaders are also aware of their body language. They have good posture and maintain eye contact with the people they are talking to. They are comfortable speaking in front of large groups as well as one on one. No matter what the situation, they articulate their goals and vision.

**CONCLUSION:**

Charismatic leaders are visionaries. They have a big dream and work towards making it happen. They look beyond the big picture to see what others are unable to see beyond the horizon. Then they imagine different ways to create a successful result.



## **LoveYour Work**

“If you do what you love, you'll never work a day in your life.”

“The secret of joy in work is contained in one word – excellence. To know how to do something well is to enjoy it.” - Pearl S. Buck

## Opening Case Study :

### **MS Dhoni –A Successful Leader**

Mahendra Singh Dhoni is the only captain in the world to have tasted success in all formats of the game! The manner in which he has gone about transforming the Indian cricket team into the best in the world offers valuable lessons in management and leadership.

His leadership style offers invaluable lessons to managers and leadership team at all levels across industries. His calm mind is the most dangerous and his ability to stay cool when the heat is on allows him to make the uncanny calls that others find hard to fathom!

Hailing from a humble background, Dhoni never let this aspect hinder his style or behavior. Infact, he managed to channelize this raw rustic energy to his on-field performance. He was never shy of expressing himself in any given situation. In a competitive corporate world, one is often judged by one’s past or stereotyped and it is important to maintain a positive ego at all times

In a hierarchized environment, Dhoni was catapulted to captaincy ahead of several established players in a team laden with stars and former captains. He took his time and didn't interfere in their proven methods and managed to extract the best out of these stars at most times without ruffling feathers. Many young managers who inherit legacy organisations face this challenge at the workplace. You need to learn to handle every situation calmly and with maturity.

Dhoni did not rush through with change in personnel and team culture. He first established credibility and over time dealt with these issues and managed the transition through the process of natural attrition and performance management. Similarly, when the leadership team at various corporates are confronted with change management issues at the workplace, they will do well if they do not handle it head on but instead take inspiration from Dhoni's style of change management

He dealt with his early success with a lot of maturity with his feet firmly on the ground, which eventually led to his elevation. It requires a great degree of level headedness and humility to handle fame and money at an early age. In a corporate context, early success need not lead to brash behaviour towards colleagues and customers. There have been instances where young managers, who see success early lose their balance and face early career burnouts.

Dhoni is hands on, is versatile and can adapt to any situation. He plays all three formats of the game, can bat in any position, keep wickets and roll his arm if required. Versatility and adaptability is the key for long-term success in the corporate world.

Mahendra Singh Dhoni is regarded as one of the best captains in India's cricketing history. Be it his cool temperament or his ability to handle pressure. Dhoni has been a class in showcasing his arsenal at times of crisis and has been crucial in steering his team through in the toughest of times. His ability to extract results out of pressure situations tells a lot about his leadership abilities.

“If you love your work, if you enjoy it, you're already a success.” - Jack Canfield

Steve Jobs stood in front of the 2005 Stanford graduating class and said, “the only way to do great work is to love what you do,” but how does enjoying your work really lead to success in the workplace?

Being happy at work and loving what you do is an overall productivity booster and enhances performance. Leaders who enjoy their jobs are more likely to be optimistic, motivated, learn faster, make fewer mistakes, and better business decisions. Being able to enjoy your work is the main factor in getting into a state of flow. The experience you have when you are “in the zone”. You feel fully focused, creative, and ideas are flowing freely.

Doing work, you love is energizing and creates a positive feedback loop that fuels productivity. Your passion for the work energizes you and vice versa, giving you more fuel to put towards success. The trick is figuring out how to make yourself love your work – even the most tedious of tasks.

The ability to complete work you don't enjoy with enthusiasm is hard enough, let alone being the best at it. Without the passion or drive it just doesn't come naturally. Leaders are more confident at tasks that are more natural and seem to flow. This pertains to anything from writing emails, speaking to large groups, or even creating a presentation. Use a positive mindset to find your drive and build confidence in yourself. If you feel confident and secure with the work you are producing, you will be able to complete it to your fullest potential. Without this overall positive mindset, confidence is lacking and can lead to second-guessing yourself and becoming inefficient.

Passion not only drives you to enjoy your work, but helps in overcoming obstacles in the workplace as well. Anytime you hit a bump in the road or begin to doubt your abilities, remember the

positive effects of the work you are doing. This persistence will lead to quality work that elevates you and brings you that much closer to your next goal. Use that drive and motivation as fuel towards your next checkpoint to success.

An overall positive and passionate mindset can be difficult to enact while completing tedious assignments. To change the way you think, you must also change the way you work. Find the significance in your efforts, live the vision of your organization, work with your colleagues, and in turn you can encourage positive change and take one step closer to success.

So why should this be such a big deal? Work is work, after all. Do you really need to love what you do?

Yes. You do.

**There are 5 important reasons to love your job:**

1. At least a half of your waking arehours spent at work. If you're upset about being at work because you don't love what you do, you're on average a sad person. That's no way to live.
2. It will be very difficult for you to invest in your career,if you're not into love with what you do. How would you seek out extra training, certifications, conferences and the like? It's hard to imagine spending extra time outside of work investing in something you don't like.
3. You'll never be truly great at what you do. If you don't have any passion for your work, and you're not spending time and energy upgrading your skills, how will you ever improve in your field?
4. You won't get promotions. This ties into points 2 and 3. It's

tough to imagine promoting someone who isn't great at what they do, and doesn't really show an interest in what they do.

5. You'll lack fulfillment. If you spend your time doing something other than what you love to do, you'll always have that feeling like you're missing out on something. You'll spend your days watching the clock, waiting until you can leave the office to do what you really want to be doing. Bad times.

**CONCLUSION:**

The mindset you choose to take on when working is very important. Be conscious of the benefits you are creating for yourself and think positively. In turn, work will become more



## **Stay Motivated**

“The Secret of Staying Motivated Is To Keep Going”

“Winning is motivation.” - Kawhi Leonard

## Opening Case Study :

### **Sundar Pichai –A Truly Motivational Leader**

Born on the 12th of July 1972, Sundararajan Pichai or better known as SundarPichai who has recently become the talk of literally every town, is the newly appointed CEO of Google Inc. His father's name is Raghunatha Pichai, He was an electrical engineer at British Conglomerate General Electric Company (GEC), and his mother's name is Laxmi Pichai, she is a stenographer. Sundar was more active and intelligent student in his school time. Sundar finished his schooling at JawarVidyalayaschool in Ashok Nagar, Chennai, and completed his class 12th at Vana Vani school in Chennai.

Sundar Pichai, the Chief Executive Officer of Google, was born and brought up in a middle-class family in Madurai, Tamil Nadu. He spent most of his childhood living in a modest two-bedroom apartment with his parents and grew up living a restricted life. However, he has always been extremely appreciative of his parents' devotion and sacrifices to always provide him with the best education and support.

After completing his education from IIT Kharagpur and Stanford University, Pichai took the biggest leap of his life by joining Google in 2004. He shot to fame by becoming the youngest CEO of Google in 2015. Here, we take a look at lessons that can be learned from the life of SundarPichai as a motivational leader .

While he may have hailed from a middle-class background, Pichai pursued bigger dreams. Till date, he encourages all leaders to follow their passion, dream big and constantly reinvent themselves. In order to reach the top of the pyramid, you have to work really hard and have to be persistent in all your approaches.

Being ambitious helps in keeping your motivation levels high, but being different helps deliver out of the box solutions. Pichai led the company through one of their major changes, moving from just software related solutions to hardware and retail. Under his guidance, Google expanded in 2015 to restructure its sprawling business and created the parent company, Alphabet. Alphabet became the home for its more experimental projects such as space exploration and anti mortality.

Failure has been conditioned to sound like a bad thing. But not for Pichai. He has always championed a positive attitude to failure. “Wear your failure as a badge of honor and start again,” is one of his famous quotes. In 2013, the company came under immense scrutiny for invading the privacy of the users. This year, the company also faced allegations of increasing gender gap and discrimination. However, Pichai persevered in trying to rectify the past mistake, create a more stable work environment and build a better future for everyone.

Breaking all the stereotypes, Sundar Pichai is known for keeping a work life balance and not being a workaholic. He believes in working smart to boost efficiency and productivity levels. Chrome, the now ubiquitous web browser, was initially started as an experiment by his team of 10 engineers. When Microsoft made ‘Bing’ its default browser, it was assumed that Chrome would not work out in the market. However, with a few innovative approaches, Chrome secured its position in the search market.

“People often say that motivation doesn't last. Well, neither does bathing - that's why we recommend it daily.” - Zig Ziglar

Great leaders believe that their employees determine a company's success or failure. It is not the size of the building, how cool the product is, or even having the best equipment or process that determines success. What propels and sustains a successful organization is its diverse team of talented, motivated employees.

Great leaders continually invest in their people and understand motivational rewards for employees. As a leader, one should keep an open perspective on human nature. Knowing different needs of subordinates will certainly make the decision-making process easier.

As much as people don't want to admit it, there are lots of unmotivated employees in this world. Whether they aren't driven to do their best or they simply have no motivation to move up in the company, this can be a tricky situation for a leader.

According to a recent study by Dale Carnegie, less than 25% of non-management employees are fully motivated and engaged. This is clearly an issue that must be dealt with. If employees feel no reason to work hard, why would they? Creating simple, yet effective motivating factors within your company culture is the answer.

**Here are 5 simple ways to motivate your employees to do their best.**

1. **Set goals and recognize success:** Your employees want a challenge, it's human nature. If they show up every day with the same menial tasks to work on with no goal in sight, it's easy to become unmotivated. Setting achievable goals for your employees allows them to work towards something concrete and will also give you as a manager

something to measure their performance against.

If employees aren't meeting goals, you will know it's time to let them go or work on their performance. When goals are achieved, make sure they are celebrated or at least acknowledged. This doesn't have to be extravagant, but a simple incentive like a team lunch or internal email recognizing the success will keep employees moving towards their next goals.

2. **Listen :** One of the biggest motivating factors for employees is the feeling that their wants and needs are heard at work. This doesn't mean that every request is granted but listening to what employees have to say is key to motivation. Whether an employee has an idea for a new process or new ideas for their position, however unrealistic the ideas may be, just listen. People like their voices to be heard and if they are continuously blocked by managers unwilling to listen, they may reach a point where they don't care about the organization and aren't willing to work hard.
3. **Pay them well:** To keep your top employees, you're going to have to pay them a competitive salary. This might be easier said than done in some organizations, but make sure you're not skimping on salary. If their performance merits a raise, give them one, this will let them know they are valued and appreciated. If you can't afford competitive salaries or raises, think about performance-based bonuses for individual employees or teams.
4. **Care about their future:** A leader that shows interest and involvement in the future of their employees does wonders for motivation. Creating opportunities for people to move up within your organization as well as encouraging continuous growth and education. Employees feel valued

and important when they feel their manager really cares about where they are headed within the company and in their career. Acting as a mentor and advocate will build trust and motivation about their future with your company.

- 5. Create a good culture:** Make sure your company is a decent place to be. Not just offering a competitive salary and benefits but people genuinely enjoy working there. If your culture is negative and stiff, why would employees want to work hard if they aren't enjoying what they do? Just incorporating simple perks like lunches, team building activities and happy hours can be motivation enough.

#### **CONCLUSION**

Keeping your employees motivated to work hard and give their best efforts is key to a successful and healthy business. There are some employees that might need a little nudge to work harder and some that do it on their own but in the end, leaders play a pivotal role in motivation.



## **Learn to Say No**

Leaders know when and how to say NO.

“Sometimes “No” is the kindest word.”—Vironika Tugaleva

### Opening Case Study :

#### **Savitri Bai Phule – A Strong Female Leader**

Savitribai was born on January 3, 1831, in Naigaon (presently in Satara district) in British India in a farming family to Khandoji Neveshe Patil and Lakshmi as their eldest daughter. Girls in those days were married off early, so following the prevalent customs, the nine-year-old Savitribai was wedded to 12 years old Jyotirao Phule in 1840. Jyotirao went on to become a thinker, writer, social activist and anti-caste social reformer. He is counted among the leading figures of Maharashtra’s social reform movement. Savitribai’s education started after her marriage. It was her husband who taught her to read and write after he saw her eagerness to learn and educate herself. She cleared third- and fourth-year examination from a normal school and became passionate about teaching. She took training at Ms Farar’s Institution in Ahmednagar. Jyotirao stood firmly by the side of Savitribai in all her social endeavors.

Savitribai Jyotirao Phule was a prominent Indian social reformer, educationist and poet who played an instrumental role in women education and empowerment during the nineteenth century. Counted among few literate women of those times, Savitribai is credited for founding the first girl’s school in Pune in Bhide Wada with her husband Jyotirao Phule. She took great effort towards educating and emancipating child widows, campaigned against child marriage and sati pratha, and advocated for widow remarriage. A leading figure of Maharashtra’s social reform

movement, she is considered an icon of Dalit Mang caste along with likes of B. R. Ambedkar and AnnabhauSathe. She campaigned against untouchability and worked actively in abolishing caste and gender-based discrimination.

She worked in tandem with her husband in the latter's efforts in eradicating the custom of untouchability and the caste system, garnering equal rights for people of lower castes, and reform of the Hindu family life. The couple opened a well in their house for the untouchables during an era when the shadow of an untouchable was regarded as impure and people were reluctant to even offer water to the thirsty untouchables.

In 1863, Jyotirao and Savitribai also started a care center called 'BalhatyaPratibandhakGriha,' possibly the first ever infanticide prohibition home founded in India. It was set up so that pregnant Brahmin widows and rape victims can deliver their children in a safe and secure place thus preventing the killing of widows as well as reducing the rate of infanticide. In 1874, Jyotirao and Savitribai, who were otherwise issueless, went on to adopt a child from a Brahmin widow called Kashibai thus sending a strong message to the progressive people of the society. The adopted son, Yashavantrao, grew up to become a doctor.

The relentless efforts of Savitribai in curbing the age-old evils of society and the rich legacy of good reforms left behind by her continues to inspire generations. Her reformative works have been recognized over the years. A memorial was created in her honor by the Pune City Corporation in 1983. India Post released a stamp in her honor on March 10, 1998. The University of Pune was renamed after her in 2015 as SavitribaiPhule Pune University. Search engine Google commemorated her 186th birth anniversary on January 3, 2017, with a Google doodle.

“Real freedom is saying 'no' without giving a reason.” — Amit Kalantri

Do you wish you could put your foot down sometimes and say no? Many of us feel compelled to agree to every request, and would rather juggle a million jobs than refuse to help, even if we are left with no time for ourselves. But learning to say no, as a leader can earn you respect from yourself as well those around you.

So why do we continue to say yes? It could be that we believe that saying no is uncaring, even selfish, and we may have a fear of letting other people down. On top of this may be a fear of being disliked, criticized, or risking a friendship.

Interestingly, the ability to say no is closely linked to self-confidence. People with low self-confidence and self-esteem often feel nervous about antagonizing others and tend to rate others' needs more highly than their own.

Being unable to say no can make you exhausted, stressed and irritable. It could be undermining any efforts you make to improve your quality of life if you spend hours worrying over how to get out of an already-promised commitment. Don't wait until your energy runs out before you take a much-needed step back to assess the situation.

Knowing when to say "no" takes practice. Learning this skill can help keep you safe and allow you to build and maintain strong and healthy relationships. It can also help you learn to identify and take the best opportunities that come your way, and to ignore those that are a waste of your time and talents. In order to know when to say "no," it is important to learn more about your personal limits as well as to understand how to identify opportunities that are too good to be true.

As a leader it requires time, but you can learn to hone your skills so that you are better able to recognize the situations where you can and should say no. Practice saying no clearly so that the

“When you say no to the wrong people, it opens up the space for the right people to come in.” — Joe Calloway

person you are speaking to isn't confused and thinks you will say yes later. Give a brief but clear reason for saying no, and be honest rather than using an excuse.

Decide whether you have the skills and abilities needed to say yes. If someone asks you to take on a task or a project you aren't ready for, then you might not be able to do a good job. You might find it very stressful to complete the task or project, and the person who asked you might not be happy with the result.

### **Top 5 Tips for Saying No**

- 1. Keep your response simple.** If you want to say no, be firm and direct. Use phrases such as “Thanks for coming to me but I'm afraid it's not convenient right now” or “I'm sorry but I can't help this evening.” Try to be strong in your body language and don't over-apologize. Remember, you're not asking permission to say no.
- 2. Buy yourself some time.** Interrupt the 'yes' cycle, using phrases like “I'll get back to you,” then consider your options. Having thought it through at your leisure, you'll be able to say no with greater confidence.
- 3. Consider a compromise.** Only do so if you want to agree with the request, but have limited time or ability to do so. Suggest ways forward to suit both of you. Avoid compromising if you really want or need to say no.
- 4. Separate refusal from rejection.** Remember you're turning down a request, not a person. People usually will understand that it is your right to say no, just as it is their right to ask the favor.
- 5. Be true to yourself.** Be clear and honest with yourself about what you truly want. Get to know yourself better and

examine what you really want from life.

### **CONCLUSION**

If saying yes means you have to lose sleep working late, or sacrifice time with your kids or your partner, or shuffle things around in your already crazy schedule – don't do it. It's just not worth it. Be honest with them, be honest with yourself, and just say no.



## **Be Optimistic**

“No Amount Of Setbacks Pulls Down The Leaders.”

## Opening Case Study :

### **Amitabh Bachchan –An Eternal Optimist**

Before a tall, thin man became what we know today as Big B or as the first Angry Young Man of Bollywood, Amitabh Bachchan went through multiple phases of extreme physical and financial challenges, which almost broke him to shatters. Here, we have a look at how he reacted to dire situations, we dissect his optimistic attitude towards mistakes and wrong doings, and the lessons he learned.

Every success story has its uniqueness, rarely you will get the way or find your path in success stories, but for sure, you will be encouraged and inspired a lot by seeing others who was one of you and now ranking on the top positions. Amitabh Bachchan's story from being Zero to Hero is not only inspiring Bollywood industry aspirants but also a positive vibration for fighting against rough trots.

There is the combination of almost all big experiences in one personality and that is – Amitabh Bachchan. His life is all about troughs and crests. He faced near death experience, bankruptcy, career struggle, rejection, and over flooded emotional stress at various stages of life. After being life-threatening injuries in one of his movies, and being bankruptcy after several years of slump and consecutive box office failure, he gave a thought to leave the film

industry.

He fell again and again and rise up with the extra spirit. But the undying determination or believe in self, let him move ahead. Amitabh was rejected due to his voice and height. His baritone voice, striking face and commanding height make him rejected in All India Radio Station and earlier auditions.

Once not having a 'camera conductive face' is now the face of million aspirations. His Impeccable dialogue delivery has now acquired iconic status. We all face failure; we feel rejected at least once in life. Big B endured his rejection, his falls, and the next moment he got up. He turned his rejection into an extra motivation!

If we dwell in the past, we caught in the cycle of cribbing and being sad. The best lesson to take from Amitabh is constant practice and struggle without being sad. We all are grown up hearing, perseverance is the key to success, and the real example to retain perseverance is Amitabh Bachchan. Our weakest point can be our greatest forte. Once rejected for raucous voice, and gangly physic, later renowned for the same. If we try, we can make our weakest point, the strongest one.

Even in the toughest days of his life, he could abnegate, but he didn't. Losing hope and being impatient are the main cause of failure in today's generation. The biggest success is the results of toughest exams. Quite strange but true, we don't want to appear in exams yet we want to top.

“The biggest emotion in creation is the bridge to optimism.” - Brian May

He mentioned, “Bad times either destroy you or make you stronger enough to be who you actually are”. Don’t think about the dark night as every night fade off with a new dawn.

He not only accepted failure but also took it as a challenge! Even after being successful, maintaining success is more difficult. Some lose it in arrogance and other because of laziness. Amitabh is an inspiration for all generation because he made the balance among all phases of life even after falling many times.

It’s time to get inspired and start building your own success story. Remember, you have the same power to be the next Amitabh Bachchan.

What comes to your mind when you think ‘optimism’? An optimist would say ‘hope’ whereas a pessimist would say ‘wishful thinking’. But optimism in its true sense has a deeper meaning – it’s a quality of the mind. And the good news is that even if you don’t have an optimistic bent of mind, you can always cultivate it. But why would you make that effort? Well, optimism is an asset of successful leadership. Else how would leaders sail through all the storms and tides, and face the challenges of everyday work?

Optimism is about making intelligent choices. An optimistic leader acknowledges both good and bad in most situations, but chooses to focus on the good. An example is your own employees who have both, strengths and weaknesses. An optimistic leader perceives the strengths and helps employees build on them while simultaneously inspiring them to improve upon their weaknesses. That way, employees are inspired to give

their individual best.

Optimism also has the power to propel people to take action. Rather than dwelling on obstacles, an optimistic leader focusses on solutions. He/she will typically ask, “What is the best that can be done in the given situation? What are the learnings that can help in the future?”

An optimistic leader might not be successful in all his/her endeavors. But he/she doesn’t give up without a fight and will appraise events objectively. This banishes the fear of failure and drives a culture of confidence and success among the workforce.

An optimistic leader is also open to new ideas and feedback. This helps to collaborate, build relationships and encourages creativity and innovation.

When you have a positive mindset on what’s ahead, it is easier to feel more enjoyment in the present, and you will probably live longer with far fewer health problems. There are ways to train yourself to become more positive, with the goal of feeling happier, content and calm each day — no matter what may be happening in your personal or professional life.

### **Here are 5 Easy Ways to Become an Optimistic Person:**

1. **Recognize and Reflect on a Positive Event Each Day:** This can take the form of a simple mental acknowledgment, a journal entry, or can even be brought up during a conversation among friends. Once this act becomes more comfortable, a daily gratitude journal is also a great way to promote consistently positive thinking.
2. **Identify a Personal Strength:** Rather than focusing on all the ways you may be falling short, or where you’ve went wrong over the course of a day, try recalibrating to notice

your unique personal strengths and how you use them. Maybe it's a hidden talent, area of expertise, or special personality trait.

3. **Set an Attainable Goal and Note Your Progress:** Nothing can send a person into a negative tailspin quite like falling short of a goal. To start feeling more confident and happier, set attainable goals that you can achieve, celebrating each small increment of progress along the way.
4. **Reframe Stressful Situations into Opportunities to be Positive:** Perhaps you have heard the saying, "when one door closes a window opens." It's simple, but reappraising an event in a positive light can be an easy way to remember to find the silver lining in difficult situations. Maybe you missed your exit, for instance, but in taking the road less traveled, you are able to experience new places you would not have otherwise.
5. **Practice Mindfulness:** When you focus on the here and now rather than the past or future, you open yourself up to better enjoying each day and new experience. Focus on finding pleasure in all the small moments throughout your day and consciously choose to acknowledge them.

## CONCLUSION

Employees want to follow a leader with a positive attitude. A leader with negative attitude can sap the energy of a workplace, give stress, kill productivity, and create a toxic work environment. Optimism can be contagious. So be an optimist and see positivity spread through your organization.



## Have **P**assion

“Leaders know an inspired, passionate person can achieve great things.”

## Opening Case Study :

### **Mother Teresa –A Truly Passionate Leader**

Mother Teresa was born on 26 August 1910 in Uskub, Ottoman Empire. Her father was involved in Albanian politics but he died of illness when Teresa was only 8 years old. In her youth, she was very enthralled by stories of missionaries and ministers and she aspired to become like them when she grew up. At the age of 18, she left home to join the Sisters of Loreto as a missionary.

She first went to Ireland to learn English before returning to India to teach in a convent school. However, she was disturbed by the poverty surrounding her in Calcutta. She felt the call to minister to the poor, and she left the comfort of her nunnery in 1948 and entered the slums. She first started a school, and then started tending to the needs of the poor. She sacrificed even the promise of the basic necessities in the nunnery and lived her life very much like the poor and destitute people in the streets.

Her work was noticed by many Indian officials, and they appreciated her efforts. In 1950, she started the Missionaries of Charity, with a mission to care for those people that no one else cared for. After her initial opening of the Missionaries of Charity, she went on to start even more schools and as well as a Missionaries of Charity Brothers.

By 2007 the Missionaries of Charity numbered approximately 450 brothers and 5,000 nuns worldwide, operating 600 missions, schools and shelters in 120

countries. She suffered her first heart attack in 1983, and she would go on to have another health issue, all the way till March 1997 when she finally stepped down from her leadership position and she passed away in September 5, 1997.

Most leadership literature talks about having the big vision or big dream you want to achieve, but Mother Teresa focuses on faithfulness in the smallest things. While we think about loving the whole world, she urges us to love our neighbor. While we aspire to do great things, she focuses on doing small things with love.

Instead of focusing on what big things that your organization can accomplish tomorrow, it may be better to focus on the simple daily tasks that you and your team is tasked to do. Are you already doing the tasks given to you faithfully and with excellence? Ultimately, it is these small things that will determine if you will achieve anything big in your life.

Mother Teresa gave everything she had of herself and became a world changer and a history maker. At some point in her life, she decided that the needs of the poor people in India was far more important than her comfort level, and it launched her into her work of ministering to the poor, sick and destitute.

The more you are willing to sacrifice and give up of yourself, the greater fruits you will see in your life. This is the principle of sowing and reaping. The more you sow in terms of your effort, time and money, the more you will reap in your life. Mother Teresa gave herself fully to alleviate the poverty around her by touching one life at a time, and she accomplished so much by the end of her life.

“The presence of passion within you is the greatest gift you can receive. Treat it as a miracle.” - Wayne Dyer

Passion is a profound positive feeling for something that is deeply and personally meaningful. Passion is about vision, and also contains energy, excitement and enthusiasm. Passion inspires others to join and identify with your vision. No one has ever been inspired by a leader who is not passionate. Passion – and alternatively, the lack of passion! – is contagious. If you want to have a passionate, inspired workforce, it begins with you: the leader.

Turning vision into reality requires passion. Passion elevates productivity and ensures employee commitment to your vision. Passion is born out of something that is intensely meaningful to you. It is not a general hobby or a fleeting interest; rather, it is core to who you are.

When you are passionate about something, you can't help but think about it, work at it and be excited about it. Your passion influences your daily choices and activities. What you do and say centers on your passion. Passion eventually leads to mastery and success, in large part because you are always thinking and working on the thing you are passionate about. Most successful leaders don't just have a job – they have a passion.

The desire of leaders and organizations to make a difference may not always be immediately apparent. But when you look closely, you can usually find that aspiring to make a difference in the lives of others drives passion. To make a more useful product or to provide a better service, one must be passionate about making a difference.

True leaders have the innate ability to motivate staff to achieve better results. Leading with a passion is what separates great leaders from the “wannabees.” Some people come to work every day, do their job and then go home. Their heart isn't really in it, but they need the money, so they see their job simply as a means

“People’s passion and dedication can conquer anything.” - Brie Bella

to an end — money. As a result, they do the bare minimum to get by, and their work — and your customer service — suffers.

So how do you inspire your team to deliver superior results? Here are five ways to ignite the passion in your team.

- 1. Passion Starts With You:** To inspire passion in others; you must first be passionate yourself. People follow someone who is passionate versus someone who is just going through the motions. First, believe in what you’re doing and that conviction will spread. You can’t ignite passion with a wet match.
- 2. Understanding Your People:** It’s impossible to know how to motivate people until you know what motivates them. You can’t expect that everybody is motivated by the same things. You can’t expect that the same things will always motivate the same people. So, learn about your staff as individuals so you can become a better leader. Ask them about special talents, hobbies, and goals. Then tailor your behaviors accordingly

Try to incorporate some of this extra talent into worthwhile projects in the office. People who feel appreciated and acknowledged are happier and more likely to stay motivated. They will feel proud of what they do and work harder because their heart is fully committed.

- 3. A Positive Work Environment:** Nobody likes to go to work and face an endless stream of tedious tasks, day in and day out, with no inspiration in sight. Most people want to do the best job they can and are practically begging for somebody to bring back the spark.

Creating a positive “buzz” in the office radiates energy and makes people enjoy coming to work. Banish negativity and

you'll increase productivity and motivation at the same time.

If it's appropriate, encourage your team to personalize their work environment to reflect the team personality. If you have a few teams, you may even encourage some friendly rivalry.

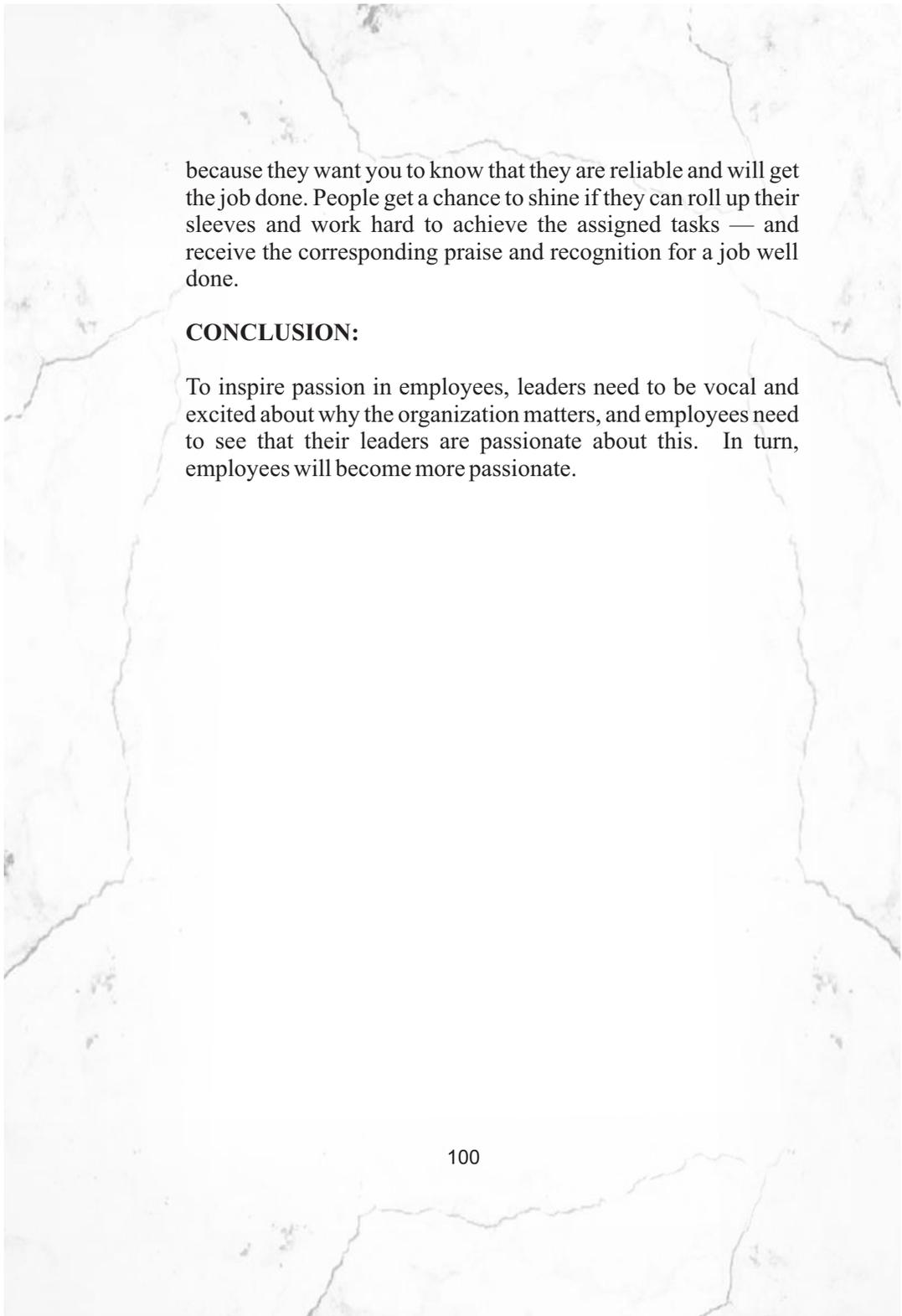
Having fun at work makes it a happier place to be and keeps the team motivated if they see that you care about their happiness as well. Taking your job seriously is not the same as taking yourself seriously. Have some fun in the way you deliver exceptional customer service. Customers like dealing with happy motivated people.

**4. Ongoing Training & Coaching:** The best leaders regularly provide their teams with opportunities to improve skills, maintain team spirit and provide input into aspects of training and the working environment where they see opportunities for improvement.

It's very important that your team is fully prepared and able to deal with any issues that customers may have. If their training is insufficient, they may feel inadequate. This can cause problems in the level of service and allow negativity to creep in. Encourage an open-door policy with the team so they feel that they can ask for training or coaching without feeling stupid or inadequate.

**5. Encourage A Level Of Autonomy:** Nobody likes the feeling that a boss is looking over their shoulder all the time. While you have the responsibility for the work that's being done, allow people to do their job and don't micromanage them all the time. Give them the opportunity to take ownership of a project and receive the accolades of doing a great job.

They will develop a better sense of self-worth and will work hard

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because they want you to know that they are reliable and will get the job done. People get a chance to shine if they can roll up their sleeves and work hard to achieve the assigned tasks — and receive the corresponding praise and recognition for a job well done.

**CONCLUSION:**

To inspire passion in employees, leaders need to be vocal and excited about why the organization matters, and employees need to see that their leaders are passionate about this. In turn, employees will become more passionate.



## **Believe in Quality**

“Quality means doing it right when no one is looking.”

“Excellence is the unlimited ability to improve the quality of what you have to offer.” - Rick Pitino

## Opening Case Study :

### Jeff Bezos –Leader with Quality Management

Born on the 12th of 1964, Jeff Bezos is the Founder, chairman and CEO of Amazon.com, the online merchant of everything that has played a significant role in the upliftment of eCommerce as well. Are good leadership skills quantifiable? Well, in Jeff Bezos’ case, they are. Bezos grabbed the title of the “Richest man in the World” this year, but it took him a lot of work and passion to get there.

It was his love for engineering and computers drove him to start his own business, and his first office was his garage. In 1994, he founded Amazon, which is today the world’s largest online retail site. His idea was simple: providing everything to everyone anywhere in the world.

One of the best values that have been instilled by him at Amazon is customer care. Hence, his business strategies are customer-centric, not competition focused. As a leader, he believes ideas are birthed out of passion, not trends. He gave Amazon the following vision, back in 1999:

“Our vision is to use this platform to build Earth’s most customer-centric company, a place where customers can come to find and discover anything and everything they might want to buy online.”

Having clarity of where you want to reach and being able to inspire people by that is one of the mandatory things for every successful leadership story. But it’s not the only thing, naturally. Here are the three concepts that Jeff Bezos, as a

leader, stands by:

1. Stay true to the vision of the organization: It's very easy for a business person to say "I want to be very customer centric". It's even one of the trendy topics on business today, right? So what can a company do to walk its talk?

A very subtle but effective technique that Jeff Bezos uses in his boardroom meetings is the use of an empty chair. He does that to make his team conscious of their customer, who isn't present but is the most important, the main motive, behind all that.

2. Having Backbone: The greatest risk of all is to not risk at all. One of the things that make Bezos memorable among the swarm of billionaires is his rebellion against the socially constructed norms.

Bezos is a leader who believes that instinct and intuition lead to creative innovations.

He is known for being stubborn enough not to give up, but also flexible enough to be open minded when looking for solutions. He says, "one of the only ways to get out of a tight box is to invent your way out."

3. Being Bold: "If you decide that you're going to do only the things you know are going to work, you're going to leave a lot of opportunities on the table." This quote by Bezos sheds light on how he, as a leader, advocates thinking outside the box. He is not afraid of being different, as he believes taking risks to execute unique ideas lead to innovation.

“Quality without results is pointless. Results without quality is boring.” - Johan Cruyff

Everyone wants quality; however, quality means different things to different people. Some people view it from a consumer’s point of view, while others view it from a suppliers. In essence, the perception of quality is one that meets the needs of the person seeking it. Once quality has been defined, leaders needs to take three steps to ensure the successful implementation and maintenance of their quality process. Committing to, investing in, and maintaining a quality process directly involving the employees within an organization will assist in leading to a successful implementation.

The existence of your business or profession depends on quality of product and services you are offering to your customer and client. Quality depends upon quality of input material, process and quality check for final output. Many people believe that in order to achieve quality, one needs to invest a lot of time, money, and effort. Although initially this theory holds some truth, in the long run, leadership within the organization plays a more important role in achieving and maintaining quality. Quality does not evolve overnight. People need to dedicate themselves and their companies to having quality practices and policies in order to gain a reputation of delivering quality.

The three main keys to attaining sustainable quality within the organization include: (1) motivating employees through empowerment to dedicate themselves to their work; (2) investing time and money in training and developing employees into leaders; and (3) reinforcing core values in employees to maintain quality practices. Quality can be achieved if management and workers believe in achieving successful leadership within the organization.

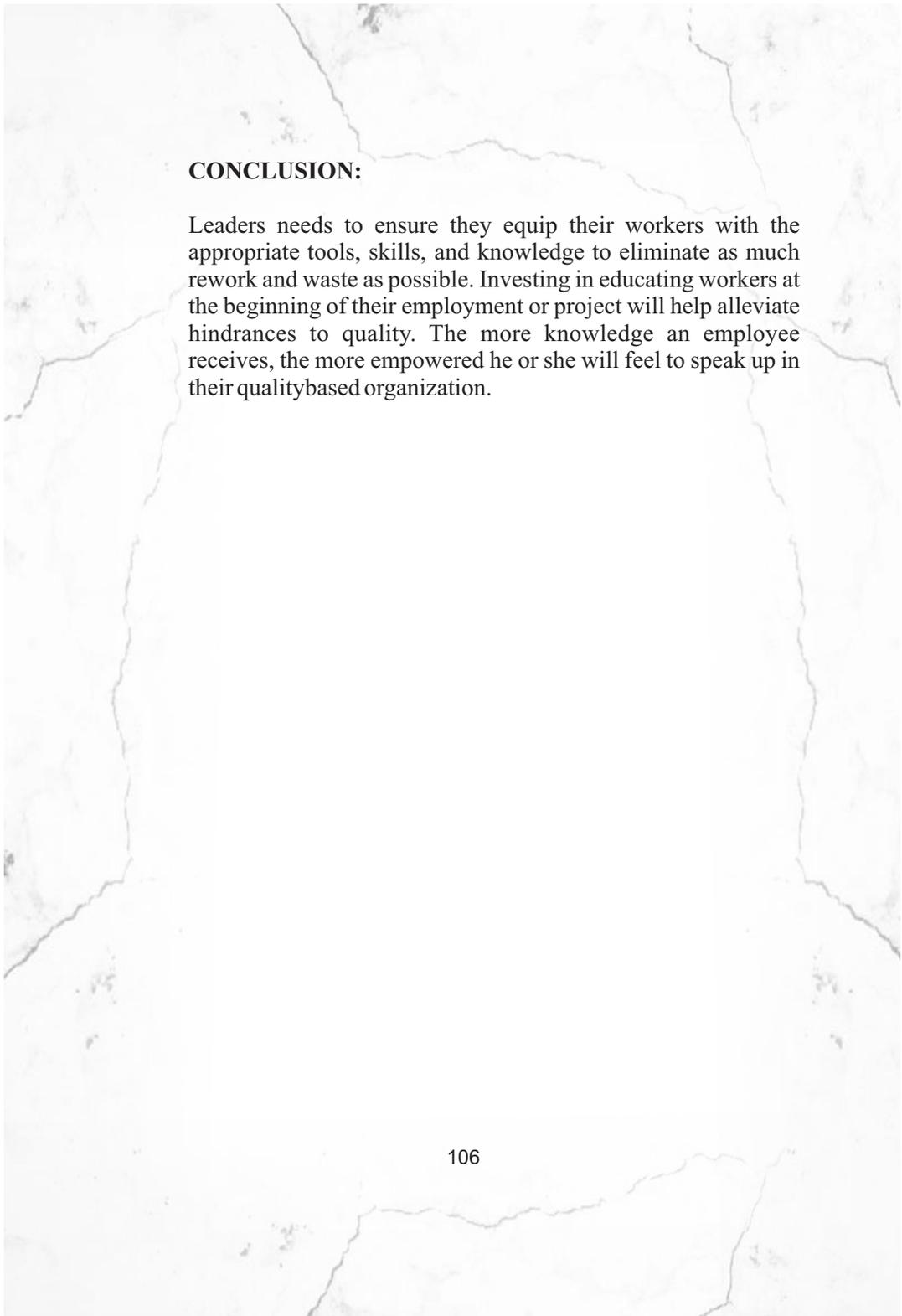
Educating employees on how to work efficiently to produce a quality product or service does not come without a cost. Significant gains do not come without taking some losses. When leaders invest in training, employees work more knowledgeably

“When you can't compete on cost, compete on quality.” - James Dyson

and efficiently since they understand their job and can find ways to improve. Management also needs to receive training, especially when it comes to quality. As long as everyone expands their knowledge, new discoveries for improvement will help enhance quality. This investing in training is the means of investing in quality.

### **Quality Management stands on 5 key pillars.**

- 1. Focus on the Customer** – Customers are the true North Star and barometer of a business. In the quality management approach, customer sentiments and feedback are closely monitored through call tracking and surveys.
- 2. Employee Involvement** – Employees must understand why the obsession with improvement ultimately gives them the freedom to innovate on their jobs. Leaders try not only to boost the financial health of a business, but also improve talent connectedness and communication.
- 3. Process Centeredness** – There should be processes to collect and integrate customer and employee feedback. There should be distinct processes to course correct on the quality journey by adjusting strategy and tactics. And even a set of processes to measure the process centeredness of the implementation.
- 4. Integrated Structure** – Though the concept advocates structure and processes, isolation is not favored. Different departments in the organization need to learn from each other and refine their processes in collaboration.
- 5. Strategic Approach** – Begin with the company vision and objectives to achieve. Set the processes according to this overarching strategy. Then let the quality management changes manifest as changes in culture, vision and objectives.



**CONCLUSION:**

Leaders needs to ensure they equip their workers with the appropriate tools, skills, and knowledge to eliminate as much rework and waste as possible. Investing in educating workers at the beginning of their employment or project will help alleviate hindrances to quality. The more knowledge an employee receives, the more empowered he or she will feel to speak up in their qualitybased organization.



## **Build Relationships**

“Leaders treasure relationships.”

“At the heart of life lie the relationships we have with other people.” - Henrik Edberg

## Opening Case Study :

### **MukeshAmbani –An Exceptional Leader**

The face of new emerging India, MukeshDhirubhaiAmbani is the chairman and managing director (CMD) of Reliance Industries which has earned the reputation of being one of the largest private sector enterprises in India, a Fortune 500 company, and one of the largest private sector conglomerates in the world. He is the eldest son of late DhirubhaiAmbani, the founder of Reliance Industries. Mukesh’s personal stake in Reliance Industries is 48%.

Born on 19 April 1957 in Aden, Colony of Aden (now Yemen), Mukesh did his schooling from AbaayMorischa School in Mumbai and completed his graduation with a bachelor’s degree in Chemical Engineering from the UDCT, now Institute of Chemical Technology, and Mumbai. He later enrolled for an MBA from Stanford University but dropped out in 1980.

An oracular thinker and optimist futurist at heart, Mukesh holds Indian economy in a salubrious thought; buoyant about its capabilities and prospect. He holds ‘inclusive’ growth and ‘value’ addition as the key propellers of India’s economic prosperity.

MukeshAmbani has been ranked as one of the world’s most respected business leaders and conferred various awards for his leadership skills. In 2010 he was awarded the School of Engineering and Applied Science Dean's Medal by the University of Pennsylvania. He was awarded the United

States-India Business Council Leadership Award by the United States-India Business Council in 2007. The same year he was awarded the Chitrlekha Person of the Year Award by the government of Gujarat. Total Telecom awarded him the World Communication Award in 2004.

He was ranked 42nd among the World's Most Respected Business Leaders and second among the four Indian CEOs featured in a survey conducted by Pricewaterhouse Coopers and published in Financial Times. He was Chosen Telecom Man of the Year 2004 by Voice and Data magazine. He is ranked 13th in Asia's Power 25 list of The Most Powerful. In year 2010, the Forbes magazine named him among the most powerful people in the world in its list of "68 people who matter most." As of 2011, he is the second richest man in Asia and the ninth richest man in the world with a personal wealth of USD 27 billion.

Apart from being the head of the conglomerate empire, Mukesh is a member of the board of directors of Bank of America Corporation and a present member of the international advisory board of the Council on Foreign Relations. He is a former Chairman of Indian Institute of Management Bangalore (IIM-B). He is an Honorary Fellow of IChemE (the Institution of Chemical Engineers).

He also owns the Indian Premier League team, the Mumbai Indians and grabbed headlines for his private 27 story building in Mumbai named 'Antilia'. It is estimated to be valued at over USD1 billion to build and is claimed to be the

"The most important single ingredient in the formula of success is knowing how to get along with people." — Theodore Roosevelt

most expensive home in history.

Mukesh Ambani is the face of modern Indian business that stands to represent a bold image of Indian business sector that is urbane, evolving and revolutionary. He will always be the guru of business and the idol of every young Indian who aspires to match his capabilities and make a name for himself in the corporate world.

People are at the center of all leadership efforts. Leaders cannot lead unless they understand the people, they are leading. One way to look at leadership is that the function of a leader is to lead and guide people who will follow with the same values. An effective leader thus must be able to build relationships and create communities. We can define leadership as inspiring people and planning for the future with the motivating factors of relationship building.

Human beings are naturally social creatures – we crave friendship and positive interactions, just as we do food and water. So, it makes sense that the leaders build better relationships at work. The happier employees are, the more productive they're going to be.

Good working relationships give us several other benefits: our work is more enjoyable when we have good relationships with those around us. Also, employees are more likely to go along with changes that we want to implement, and we're more innovative and creative.

What's more, good relationships give us freedom: instead of spending time and energy overcoming the problems associated with negative relationships, we can, instead, focus on opportunities.

Good relationships are also often necessary if we hope to develop our careers. After all, if your boss doesn't trust you, it's unlikely that he or she will consider you when a new position opens up. Overall, we all want to work with people we're on good terms with.

We also need good working relationships with others in our professional circle. Customers, suppliers and key stakeholders are all essential to our success. So, it's important to build and maintain good relations with these people.

**So, what can a leader do to build better relationships at work?**

- 1. Honesty of intention:** Honesty is not just about telling the truth. It's about being real with yourself and others about who you are, what you want and what you need to live your most authentic life. Honesty promotes openness & empowers relationship.
- 2. Create emotional bank account:** An emotional bank account is an account of trust between relationships with different individuals, be it with your family members, friends and coworkers. The account starts with a zero balance. When we make emotional deposits into someone's bank account, the good will, trust and confidence in us grows. If we can keep a positive reserve over time, there will be greater tolerance for our mistakes and occasional request for special favor.
- 3. Communicate frequently & candidly:** First and foremost, leaders who speak candidly report higher levels of employee satisfaction, confidence and results. By communicating clearly and openly about what's on their mind, leaders can even be more effective and more productive. They won't waste time and energy anticipating

or dealing with negative reactions.

4. **Visit regularly:** Wander around, randomly connect with employees, ask them what they're doing, and how they're doing. Explain what you're doing and what challenges you face. Often, they'll come up with good ideas for how to overcome your obstacles in the process.
5. **Empathize need of others:** Empathy involves the ability to emotionally understand what another person is experiencing. Essentially, it is putting you in someone else's position and feeling what they must be feeling. Empathy allows us to understand others and, quite often, compels us to take action to relieve another person's suffering.

#### **CONCLUSION:**

Building and maintaining good working relationships will not only make you more engaged and committed to your organization; it can also open doors to success. When the relationships with others – followers, key stakeholders, etc. – are healthy and successful, employees are motivated to work toward the goal. The goal becomes “our” goal rather than “my” goal.



**Strive for Success**  
“Success Is Journey For Leaders.”

“Before you are a leader, success is growing yourself. When you become a leader, success is all about growing others.” – Jack Welch

## Opening Case Study :

### Vladimir Putin –A Successful Leader

Ruling a country isn't an easy thing to do. You have got to be extremely smart, wily, and stubborn and at times a wee bit violent. Just like Vladimir Putin, the man who has been leading Russia for years now and is responsible for the country's economic, political and all-round success. If Russia is in the league of the 'developed' countries of the world for so long despite all its internal conflicts, it would all be thanks to Putin's leadership.

Putin served as the prime minister and president of Russia from the year 1999 until today. And while he was in term, Russia's economy grew significantly from where it was. While Putin is constantly accused of some not-very-democratic principles that he imposed upon the people of Russia, he is also responsible for the decline in poverty and unemployment that was prevailing in Russia by then.

Putin was born to Vladimir Spiridonovich Putin and Maria Ivanovna in Leningrad. Senior Putin was in the Russian navy who retired at an early age after an injury. Putin had a very normal life as a kid, a life so simple that he often spoke of it later in his biographies. Not many might know of this, but he was a Judo champion. This probably explains Putin's well-known aggressive nature.

Putin later went on to graduate in law from the Leningrad State University. He then got trained in the Soviet's security, KGB, becoming a directorate and then a Lieutenant Colonel

all in the span of fifteen years. For a while, Putin was back at Leningrad State University and it was only in the year 1996 that his political career began.

Boris Yeltsin's government took in Putin as the head of their Federal Security Service and a few years after that, in 1999 Putin became the prime minister only when he was 47 years old. Although he admitted to thinking that it was a "heavy load to bear", he would not let go of the chance to serve his country. From 2000 until 2008, he was the president. A country that was robbed of its glory, was living in constant chaos and fear begin to see the light of the day under Putin's rule. Things were freer, people happier and economic growth phenomenal.

Sometimes it is necessary to be lonely in order to prove that you are right - Vladimir Putin. It was not surprising that he was re-elected as a prime minister in the year 2008, a position which he continued with until 2012. And then in 2012, he was elected as the president again. The world and the Russians can't deny that he is something of a savior for Russia.

He received the Bronze Medal for Faithful Service to the National People's Army issued in the German Democratic Republic in the year 1989. In 2006, he was felicitated with the 'Grand-Croix' (Grand Cross) by the President of France, Jacques Chirac. The following year, he was named the 'Person of the Year' by 'Time' magazine. He was a recipient of the 'King Abdul Aziz Award' in 2007 by Saudi King Abdullah. The same year, he was awarded with the 'Khalifa bin Zayed Al Nahyan' award by President of UAE. In 2011, he was awarded with an honorary doctorate by the 'University of Belgrade'.

“Develop success from failures. Discouragement and failure are two of the surest stepping stones to success.” – Dale Carnegie

Leaders must lead. This seems like an obsolete statement, however research in the USA and the Netherlands has shown that 70% of employees have the feeling that their leader has no idea what they are doing. So, leaders must lead. Leaders first of all are to be facilitators; equipping employees with the tools and information they need to do their jobs fast and efficiently. Leaders are to help employees set targets in line with the purpose, the goals and the strategy of the organization, and to coach their employees towards success. Leaders also need to hire and fire, and help poor performers improve. It is a lot of work, leadership, but it is the first and most important key to success.

Successful leaders are the power and intellect behind their organizations. They are the visionaries charged with steering their brand around pitfalls. They know when to seize opportunities and how to rally employees to work hard toward their company's goals.

Effective leaders transcend the title of “manager” or “boss.” They find a way to achieve the right combination of charisma, enthusiasm and self-assurance, probably with a healthy dose of luck and timing.

It may seem like some people are just gifted with these skills, but the truth is most leadership traits can be learned and sharpened with time and practice.

**To become a successful leader, you must:**

- 1. Clarity of Vision:** Successful leaders have one trait in common: clarity about what they want out of their organization, what kind of team they want to work with and what they want to accomplish. It's that laser focus that helps them determine what actions to take and where to spend their energy on a daily basis.
- 2. Adopting Effective Strategy:** Great leaders develop winning strategies, drive innovation, implement change,

“It’s fine to celebrate success but it is more important to heed the lessons of failure.” – Bill Gates

and create organizations that can succeed in complex markets. Strong leadership is equally important at the project-team or business-unit level to ensure that teams and individual employees make the strongest possible contribution to the success of the business.

3. **Creating competent teams:** The leader cannot possibly be competent in every area without being engaged in the team. The leader must know each member and the team as a whole in order to bring them all together and create a process that is open, productive, and promotes confidence.
4. **Installing Efficient Systems:** It is important to consider the efficiency and accuracy of the business systems. This way, the business’ principles and implementation become a lot clearer and easier. Systems also enable employers to monitor and manage their staff. It allows them to interact with each other and connect them to the operational strategies of the business.
5. **Dedicated Actions:** The universe doesn't reward people for what they know, it rewards people for what they do and leaders are doers. Leaders are geared towards taking action and they realize that for a team to come together, it requires moving from potential to action. The decision is yours to make. While making a decision might lead towards failure, the act of failing to make a decision will absolutely guarantee failure.

#### **CONCLUSION:**

Whether you are a small business or startup, restaurateur or retailer, the difference between success and failure across industries stems from one word: leadership. Those in charge truly set the stage for success. Without the presence of a strong leader the landscape is weighed down by demotivated staff, undelivered promises and disappointed stakeholders. A successful leader is an influencer who can inspire, motivate and get the best out of their people.



## **Manage Time**

“Time Is More Than Money For Leaders.”

### Opening Case Study :

#### **Jack Ma –A Leader with Great Time-Management**

Jack Ma was born on September 10, 1964, in Hangzhou, Zhejiang, China. He is a Chinese business magnate who is the founder and executive chairman of Alibaba Group, a family of successful Internet-based businesses. He is one of the world's greatest living examples of entrepreneurship leaders today. Once a poor lad who survived by guiding tourists, Ma left no stone unturned to rise above his humble condition and achieve success. One of the first steps he took in this regard was to improve his communication skills by learning English. Jack was one of the first few individuals who saw Internet as a business opportunity even at a time when the rest of the world didn't believe in his thoughts. After starting his first venture using a mere \$20,000, the entrepreneur earned around \$800,000 in a matter of just three years.

However, it is the e-commerce based venture, 'Alibaba', which he founded in the early 2000s that catapulted this entrepreneur to global fame. The revenue earned by the firm has helped him reach the zenith of success and made him the richest man in China. He even co-founded a few other similar ventures which were also successful to a great extent; one of these was the e-commerce website called 'Taobao'. Jack has also been a recipient of many awards over the years; a few of these include featuring in world-renowned magazines such as 'Forbes', 'Time' and others.

Jack Ma founded Alibaba Group, together with his 17

friends in 1999. Jack Ma was just an English teacher when he developed the idea of establishing an e-commerce site that will help sellers and buyers alike, as a platform for them to communicate, advertise and make transactions. The Internet was still not at the peak of its popularity yet back then, but Jack Ma had a vision. With a fund of he knew that he could help businesses in China to develop and compete competitively in the local and international markets. Today, Alibaba Group has grown so much and has created multiple platforms for the business-to-business, business-to-customer, and customer-to-customer trading site and been one of the largest e-commerce sites that ever established.

One of its earliest and most successful trading sites is Alibaba.com, a business-to-business trading platform. Alibaba.com gathers sellers from all over the world, mainly from China, India, Pakistan, the United States, and Thailand and they are allowed to create listings of their products for free but have the options of upgrading the service with a fee to more acquire benefits and exposure by the Alibaba.com site. One huge difference between Alibaba Group and Amazon is that Alibaba does not own any inventories and only act as the middleman between the seller and the buyer. Although Amazon's revenue is about ten times higher than Alibaba, not having to hold inventories allows Alibaba Group to earn more profits than Amazon because they do not have to spend anything on the warehouse or shipping costs.

In 2004, China Central Television and its viewers selected Mr. Ma as one of the "Top 10 Business Leaders of the Year". In Sep 2005, World Economic Forum selected Mr. Ma as a "Young Global Leader". Fortune Magazine also selected him as one of the "25 Most Powerful Businessperson in Asia". Businessweek also selected him as a "Businessperson of the Year" in 2007, and Barron's chose him as one of the 30

“Take care of the minutes and the hours will take care of themselves.” - Lord Chesterfield

“World’s Best CEOs” in 2008. 2009 was an eventful year in Jack’s life; he secured a spot in ‘Time’ magazine’s list of ‘World’s 100 Most Influential People’. The internet giant also received the ‘2009 CCTV Economic Person of the Year: Business Leader of the Decade Award’. In 2010, Ma was selected by Forbes Asia as one of Asia’s Heroes of Philanthropy for his contribution to disaster relief and poverty.

Leaders have a host of responsibilities that keep their schedules packed, and often overflowing. From managing a team of employees, to securing new vendors and looking for new marketing opportunities, leaders are tasked with juggling multiple projects at once. Effective leaders put their time management skills into play to ensure that they maximize their time and accomplish their goals.

The best leaders are proactive and purposeful about their day, every day. It enables them to use their best brain time, ensure interactions with team are positive and productive, and are energized knowing that they run their diary – not it runs them.

Good time management allows you to accomplish more in a shorter period of time, which leads to more free time, which lets you take advantage of learning opportunities, lowers your stress, and helps you focus, which leads to more career success. Each benefit of time management improves another aspect of your life. All you have to do is get the cycle started.

**Here are five handy tips for effective time management as a leader:**

1. **Be disciplined:** There is perhaps no area of your life where self-discipline is more important than in the way you

“The time for action is now. It’s never too late to do something.” - Carl Sandburg

manage your time. Time management is a core discipline that largely determines the quality of your life. Peter Drucker says, “You cannot manage time; you can only manage yourself.” Time management is really life management, personal management, management of yourself, rather than of time or circumstances.

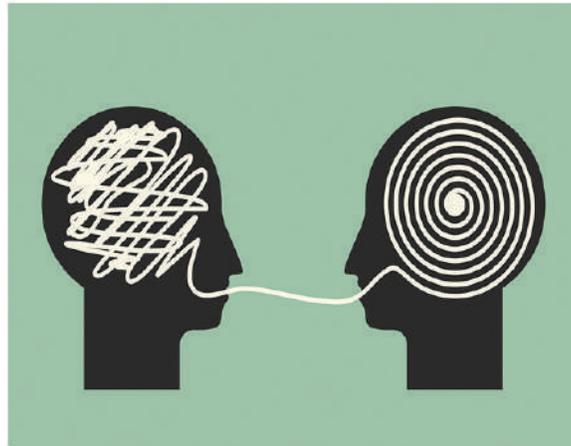
2. **Delegate effectively:** To delegate is to assign a specific task to someone else and give them the authority to complete that task. Delegation helps save time for management, and it allows more work to be completed faster. Managers must delegate tasks to employees because they often have to focus on higher-level work. A good manager does not take on all the work themselves but instead is able to assign work to employees so that he or she can oversee all employees. When delegating tasks, the manager must provide a clear picture of how the task should be completed, and what the desired result is. Delegating tasks allows management to concentrate on other things, such as overseeing employees or coming up with new ideas.
3. **Introduce check lists:** Check Lists are essential if you're going to beat work overload. When you don't use them effectively, you'll appear unfocused and unreliable to the people around you. When you do use them effectively, you'll be much better organized, and you'll be much more reliable. You'll experience less stress, safe in the knowledge that you haven't forgotten anything important. More than this, if you prioritize intelligently, you'll focus your time and energy on high-value activities, which will mean that you're more productive, and more valuable to your team.
4. **Make systems:** Time management systems often include a time clock or web-based application used to track an employee's work hours. Time management systems give

employers insights into their workforce, allowing them to see, plan and manage employees' time. Doing so allows employers to control labor costs and increase productivity. A time management system automates processes, which eliminates paper work and tedious tasks.

- 5. Important vs urgent:** Urgent means that a task requires immediate attention. These are the to-do's that shout "Now!" Urgent tasks put us in a reactive mode, one marked by a defensive, negative, hurried, and narrowly-focused mind set. Important tasks are things that contribute to our long-term mission, values, and goals. Sometimes important tasks are also urgent, but typically they're not. When we focus on important activities we operate in a responsive mode, which helps us remain calm, rational, and open to new opportunities.

#### **CONCLUSION:**

Time in the organization is constant and irreversible. Nothing can be substituted for time. Worse, once wasted, it can never be regained. Leaders have numerous demands on their limited time — time keeps getting away and they have trouble controlling it. No matter what their position or role is, they cannot stop time, they cannot slow it down, nor can they speed it up. Thus, time needs to be effectively managed to be effective.



## Develop **U**nderstanding

“Leaders are good Listener. They can hear even which is not yet uttered.

## Opening Case Study :

### **Baba Amte –An Empathetic Leader**

MurlidharDevidasAmte, best known as Baba Amte, was born on the 26th of December 1914 into a wealthy family in Hinganghat. His father worked for the British government in revenue collection and administration within the district and the children grew up in a privileged world. Despite his fortunate position, Amte never conformed to the caste expectations, playing with the children of the servants and not allowing the rules of who he could interact with to impact his behaviour.

After school Amte trained in law and grew a successful practice in Wardha that included representing underprivileged groups. Around this time his political feelings also started to emerge, joining the struggle for freedom from the British Raj and using his profession to defend leaders of the freedom movement from British authorities. Amte also spent time with Gandhi, getting to know the leader and becoming an avid follower of Gandhism for the remainder of this life.

With his wife Sadhana Tai, who also came from a wealthy background, he renounced his money and set up a small community in Warora where the couple lived with untouchables and low caste people. One of the cases that Amte took on was to represent the sweepers' union in a fight over salaries with the local municipality. Sweepers are a caste in India whose job is to clear the human waste that builds up overnight and to dispose of it. In order to

understand his clients, Amte worked with them for several weeks, a role that meant carrying baskets of excrement on his head.

It was during this period of the 1940s that perhaps his greatest legacy began. One night when he was walking home from work Amte came across an emaciated man on the side of the road. The man, Tulshiram, had a very serious case of leprosy and was dying from the untreated wounds. Amte reacted by running away. At this time in history there was still no cure but the fear that he felt haunted Amte. However rational a reaction, he couldn't sleep that night thinking about how he had responded. The next morning he went back and built a shelter for Tulshiram, nursing him for several days until he died. Amte recalled this moment as when he found his true calling.

Tai and Amte decided to dedicate their life to working with people with leprosy. Amte travelled to Kolkata and talked his way into the basic training given to doctors about treatment (though at this point it was only treatment of wounds not the disease itself). While there, he offered himself up as a guinea pig. Leprosy only impacts humans, and as such animal research to learn about the disease wasn't possible. Amte was injected with the bacteria but it didn't take, science would later learn that not everyone is susceptible but at the time Amte was exposing himself to huge risk.

Returning to Warora the pair initially began a mobile clinic but soon realised the needs of the population went far beyond wound treatment. In Indian society these people were outcasts at the brunt of society's attitude towards them. The government granted them a plot of land and there they, along with their children and the first six leprosy patients,

“Understanding can overcome any situation, however mysterious or insurmountable it may appear to be.” - Norman Vincent Peale

started Anandwan, a community for those with leprosy, the marginalised, and the disabled. Starting as a hospital the grounds now include a huge infrastructure including a college, school for the blind and deaf, an orphanage, farmland, an old people’s home and factories. It is a self sufficient community where individuals can come to live and work in return getting housing and food. Amte and Tai’s vision was of not simply helping but empowering people.

Today his sons continue to run the various operations Amte started. He died at 93 on the 9th of February 2008 in Anandwan..Baba Amte was a kind activist whose leadership has left a staggering legacy that continues to help and inspire people across India and beyond.

Great leaders intuitively know how to listen. They use empathy and mindfulness to be present during every interaction. Their focus and commitment to the goal let them shelve their egos and receive feedback with grace, inspiring innovation at every level. People who are seen as “born leaders” don’t judge others but learn and grow from what they hear.

Active listening is a critical part of being a successful leader. The FBI explains that “active listening involves six skills—paying attention, holding judgment, reflecting, clarifying, summarizing, and sharing.” Better understanding helps leaders communicate well and make good decisions. While listening and absorbing non-verbal communication, you learn so much more. If while someone is speaking your attention wanders, you miss valuable information.

The most influential leaders in history share two traits: confidence and integrity. They do not need to be the center of attention. They often speak less and listen more. Some of them

“Seek first to understand and then to be understood.” - Stephen R. Covey

speaking very little and when they do they talk slowly and deliberately, measuring every word. Personal integrity comes from a place of innate confidence and the desire to be your best even when no one else is watching. Good leaders possess strong integrity.

### **5 Tips for developing good understanding & Empathy:**

- 1. Leaders must be good listener:** Listening is the most important skill a leader can master. It is the basis of so many other skills and traits that make up a leader. However, it is a tough skill to master as it requires us to be more present, attentive, engaged, open and flexible.
- 2. Leaders must be Emotionally Intelligent:** To be effective, leaders must have a solid understanding of how their emotions and actions affect the people around them. The better a leader relates to and works with others, the more successful he or she will be. Take the time to work on self-awareness, self-regulation, motivation, empathy, and social skills.
- 3. Leaders must effectively communicate:** Strong communication skills are a must for any leader, whether they are needed to manage employees, voice expectations and assign tasks, or to convince potential investors or partners to back an organization. A great leader must be able to properly communicate their thoughts and inspire people - to the point where the success and growth of their business hinges in large part on their communication skills.
- 4. Leaders must invest his time and resources for development of his team:** Most leaders can agree that employee development is a critical part of creating a lasting business. If you're not investing in your people, you're not investing in the future of your business. Investing in your

team is an important part of creating an engaged workforce and an effective way of reducing turnover for your business.

- 5. Leader must develop personal relationship with each individual:** To be successful today, leaders must develop relationships based on openness and trust. Leaders can no longer rely on formal hierarchical structures and processes. Instead, the new era of leadership is based on service, on teamwork, and even on humility.

#### **CONCLUSION:**

Leadership is not a science but an art that you can learn to emulate. All you need to do is cultivate your listening and empathy skills and then start to motivate and inspire people to greatness.



## **Build Vision**

“Leaders are visionary; they can see forest in seed.”

## Opening Case Study :

### **Shantanu Narayen –A Leader with Vision**

Adobe is one of those ubiquitous software technologies that's everywhere, running literally everything. From the Youtube videos to the simplest of mobile apps, everything needs a touch of Adobe. The brain behind Adobe, the man who runs the company, Shantanu Narayen is much like Adobe itself. Quiet, intelligent and everywhere.

Mr. Shantanu Narayen is CEO of Adobe systems and also a board member of Dell Inc. and university of California. In 2011 he was appointed as an advisory member of Former US President Barack Obama.

Shantanu Narayen has reshaped Adobe, helping to nearly double its stock price in two years, after a very public dispute with Apple's Steve Jobs in 2010. Mr. Narayen was born (May 27, 1963) in Hyderabad into a well-settled family. Although he had grown up aspiring to be a journalist, he did his Bachelors in Science in Electronics Engineering from Osmania University, Hyderabad, upon insistence from his parents. His aspirations to pursue higher education took him to the US where he completed his Master's in Business Administration (Haas School of Business, University of California, Berkeley, Evening & Weekend MBA Program in 1993) and a Master of Science from the Bowling Green State University (Ohio) to go with it.

The 47-year-old president and CEO of Adobe Systems Incorporated—the company that makes Photoshop, Flash

video operating system and Acrobat programmes—seems the sort who would always be in between appointments. He also got who was to collect the Global Innovator Award at Nasscom's 7th Annual Global Leadership Awards.

In less than a span of 9 years, he climbed the ladder quickly and became the CEO of Adobe. As the president and chief executive officer of Adobe, Narayan's leadership, technology insight and operational expertise have strengthened the company's culture of innovation, expanded the company into new markets, and extended its product portfolio and global reach. In 2009, Narayen led the \$1.8 billion acquisition of Omniture, a move that shocked many industry insiders.

Apart from all this, Narayen holds five patents and is a frequent speaker at industry and academic events. He also serves on the Board of Pfizer, Inc. and the Advisory Board of the Haas School of Business, University of California at Berkeley, and is president of the board of the Adobe Foundation, which funds philanthropic initiatives around the world. In 2009, Narayen was considered one of "The Top Gun CEOs" by Brendan Wood International, an advisory agency.

Mr. Narayen is a recipient of many awards such as:-

- Global Innovator Award at Nasscom's 7th Annual Global Leadership Awards, 2011.
- Annual Leadership Award, 2010 by the International Imaging Industry Association
- American India Foundation (AIF) Business and Philanthropic Leadership Award, 2009
- The Haas School's Business Leader of the Year Award (known as the Alumnus of the Year Award from 1970 to 1998) 2008.

“The only thing worse than being blind is having sight and no vision.” — Helen Keller

Vision in business requires that you clearly see where you choose to be in future and formulate the necessary steps to get your organization there. Creating and sustaining a vision for an organization calls for discipline and creativity.

A business leader must have the passion, strength of will, and necessary knowledge to achieve long-term goals. A focused individual who can inspire his team to reach organizational goals is a visionary business leader.

Leaders have vision. They share a dream and direction that other people want to share and follow. The leadership vision goes beyond your written organizational mission statement and your vision statement.

The vision of leadership permeates the workplace and is manifested in the actions, beliefs, values, and goals of your organization’s leaders. This vision attracts and affects every employee who is engaged in living this set of actions, beliefs, values, and goals. They want to share your vision.

Visionary leaders are driven and inspired by what a company can become. They are not bogged down with technical details, but they are big picture people whose intent is to usher in new eras of innovation and development.

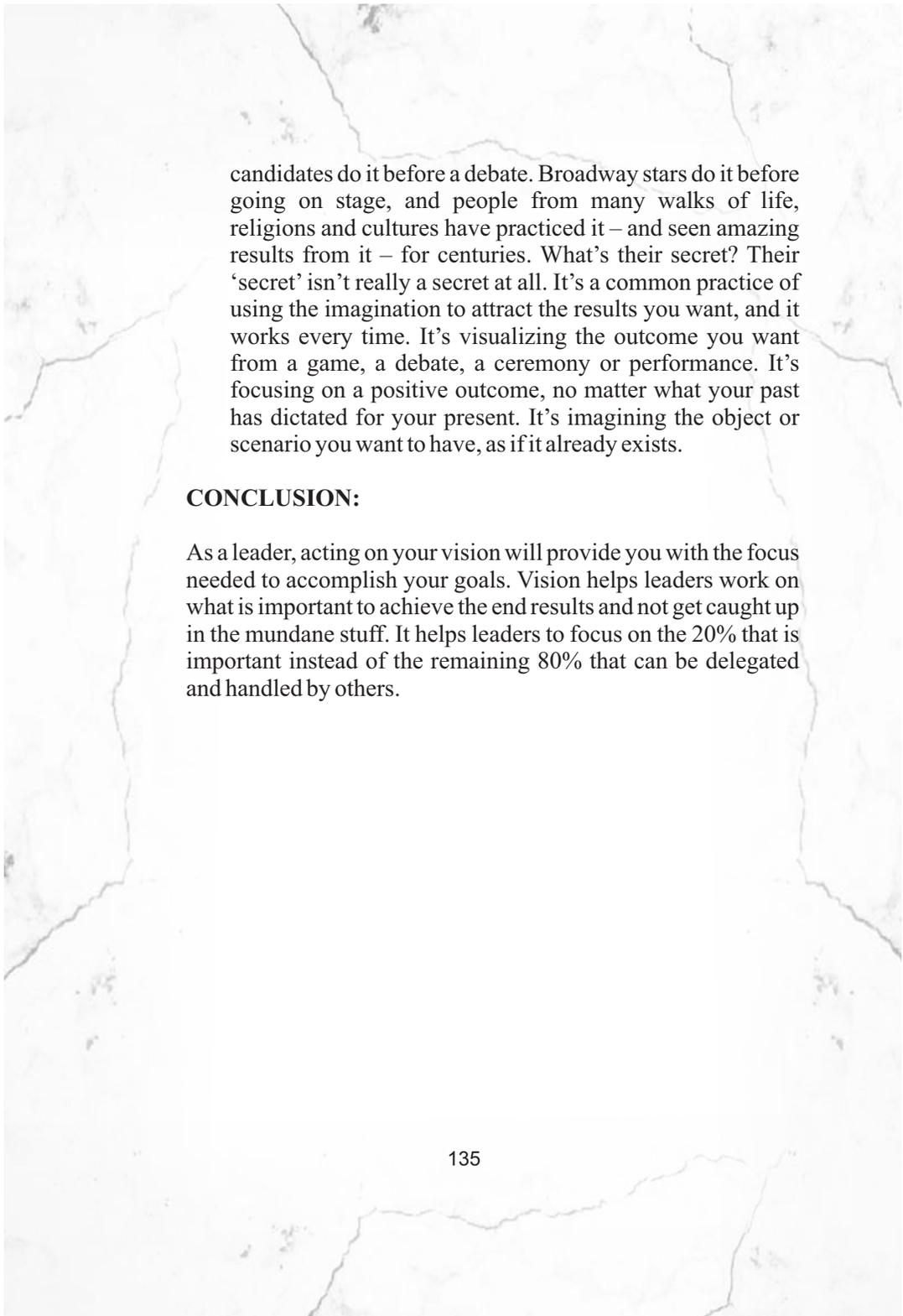
#### **Here are five tips on how to develop Vision:**

1. **Knowledge widens Vision:** To widen one’s vision, gaining as much knowledge as possible is important. Knowledge does not pertain to science and technology and the fields we study in books. Knowledge is important to shape our personality and perfect our behavior and dealings with people. Knowledge accounts for the success of people. The more knowledgeable you are, the more advantage you have over the other people. The better you are equipped to lead

“Leadership is the capacity to translate vision into reality.” - Warren Bennis

yourself and others, the easier your journey of life.

2. **Thinking develops Vision:** Actions are simply the reflection of thoughts. And your thoughts, they are the product of your thinking. Thinking allows us to make sense of, to interpret, to make decisions, to act, to know whether something is right or wrong... list is endless. Psychology says thinking is the human process of using knowledge and information to make plans, interpret and model the world, and constructively interact with and make predictions about the world in general.
3. **Determination strengthens Vision:** To make your vision a success in life you have to be determined and focused on what you want to achieve. Determination is being firm on the goal you want to accomplish. A determined person knows exactly where he or she is on the road to success, knows where he or she wants to go and has developed a strategy of how and when to reach his or her goal. Determination is a motivator. Determination or firmness of purpose will motivate you to move forward to success as you clearly know where you are going.
4. **Dreaming Enhances Vision:** A Dream is a Goal in life and is the ultimate motivation for the person. The life of your Dreams, everything you would love to be, do or have, has always been closer to you than you know because the power to everything you want is inside you. Hughes says "Hold fast to dreams, for If dreams die, life is the broken-winged bird that cannot fly". You can be delivered and strengthened, but if you do not have a dream you really have no life. When you dream, you have something to look forward to, and life begins to have to mean.
5. **Meditative imagination is essential for Vision:** Professional athletes do it before a big game. Political



candidates do it before a debate. Broadway stars do it before going on stage, and people from many walks of life, religions and cultures have practiced it – and seen amazing results from it – for centuries. What’s their secret? Their ‘secret’ isn’t really a secret at all. It’s a common practice of using the imagination to attract the results you want, and it works every time. It’s visualizing the outcome you want from a game, a debate, a ceremony or performance. It’s focusing on a positive outcome, no matter what your past has dictated for your present. It’s imagining the object or scenario you want to have, as if it already exists.

**CONCLUSION:**

As a leader, acting on your vision will provide you with the focus needed to accomplish your goals. Vision helps leaders work on what is important to achieve the end results and not get caught up in the mundane stuff. It helps leaders to focus on the 20% that is important instead of the remaining 80% that can be delegated and handled by others.



**Think Win-Win**  
“Leaders are visionary; they can see forest in seed.”

### **Opening Case Study :**

#### **R.S.Sodhi –A Leader Creating Win-Win Job Opportunities**

Mr. R.S. Sodhi is working as a managing director for Amul (also recognized as Gujarat Cooperative Milk Marketing Federation). He joined the company in 2011. Prior to being promoted as an MD, Sodhi has also served as a CGM and GM to Amul Ltd. He is associated with one of the leading FMCG segments that enjoy a sales turnover of Rs.38 crore and consistent revenue of Rs.27 crore. Due to his excellent duties and services, Mr. Sodhi is enjoying an extension of 5 more years in the company. He gives credit to his mentor, Dr. Verghese Kurein for all that he has learnt till date.

Talking about his personality, Sodhi is a calm headed person who loves to take challenges in an easy-going manner. His work and accomplishments never found a need to be in the limelight. It's his generosity and hard work that has brought his success story to people. He is a man of substance who doesn't believe in boasting about his dedication and achievements.

For those who dream of working in a huge firm like AMUL, it's a pride moment for Sodhi to have worked for a truly deserving company. The company and Sodhi compliment each other well. Under his guidance and managerial skills, many people have learnt to become professional leaders in Amul and various other similar firms. Amul is proud to have him as their Managing Director.

In the recent board meeting by the directors of Amul, it was mutually decided to extend Sodhi's services for another 5 years. This is a proof to know his sincere efforts and dedication towards work. Being the MD of Amul, Sodhi manages various sectors such as, sales and development, HR and recruitment, marketing and advertising, etc. Due to his key skills, the company has managed to deliver its products even to the remotest areas and towns. In return, the firm has enjoyed increased employment rate. As a result, there has been a tremendous change in the financial growth of Amul.

Sodhi speaks good English, Hindi, and Punjabi. He belongs to a Sikh family. The last college he attended was Institute of Rural Management, Anand.

'In a recent meet, Sodhi announced that there won't be any major changes in the revenue of Amul after the practice of GST.'

He beautifully highlighted that the consumers will be benefited on some products. For instance, on one side the company has increased the prices of Ghee, whereas on the other side due to GST, they have reduced the prices on milk products by 5%. It is so because the milk products are listed under a low tax slab. The prices are quite transparent and easy to understand.

The latest initiative that Sodhi took for Amul is the expansion plan of its chocolate production. Sodhi said in a meeting that Amul will be focusing on adding five more plants in different locations of India such as Gujarat, Pune, West Bengal, Mumbai, and Kerala. Many such initiatives taken by Sodhi have made the company go gaga over him.

In his best-seller *The Seven Habits of Highly Effective People*, Stephen R. Covey defines Win-Win as a frame of mind which constantly seeks mutual benefit in all human interactions. Win-Win means that agreements or solutions are mutually beneficial, mutually satisfying. With a Win-Win solution, all parties feel good about the decision and feel committed to the action plan.

Covey states that in order to manage our relationships with others effectively, we need to think “Win/Win”. Beyond being a technique, it is a philosophy. According to the author there are 6 paradigms of human interaction:

- **Win**
- **Win/Lose**
- **Lose/Win**
- **Lose/Lose**
- **Win/Win**

**Win:** people working in the Win paradigm wish to win at all costs, other people don't matter. It's an “every man for himself” mentality.

**Win/Lose:** The Win/Lose mentality is dysfunctional, often overly competitive and requires the use of power, position, possessions or personality to get one's way, i.e. your boss uses his authority to impose a potentially stressful deadline on you.

**Lose/Win :** people prefer to keep the peace by giving in or giving up rather than disturbing the relationship. In the long run a build-up of resentment can easily lead to an eventual breakdown of the relationship.

**Lose/Lose :** is the philosophy of highly dependent people, and results from the encounter of two Win/Lose individuals. Covey illustrates this case by a divorce in which the husband is ordered by the judge to sell his assets and turn over half of the earnings to

his ex-wife. In compliance, he sells his car, worth \$10,000, for \$50 and gives \$25 to his ex-wife.

**Win-Win:** sees life as a cooperative, not a competitive arena. Most people tend to think in terms of dichotomies: strong or weak, hardball or softball, win or lose. But that kind of thinking is fundamentally flawed, because it is based on power and position rather than principle.

Win-Win is based on the paradigm that there is plenty for everybody, that one person's success is not achieved at the expense or exclusion of the success of others. Win-Win is a belief in the third alternative. It's not your way or my way; it's a better way, a higher way.

Think Win/Win is the habit of interpersonal leadership. It goes beyond transactional relationship, to transformational leadership, where the people and the relationship are transformed.

It's the art of finding the 3rd alternative in action.

It starts by looking at the bigger picture, or creating one, and it flows from an abundance mentality. You ask the question, "How can we both win?" To do this, means looking beyond your self-interest, and looking for mutual interests and shared goals. Integrity is the cornerstone that keeps you grounded in your values, and serves as a foundation for trust, and empathic listening helps you build the bridge of mutual understanding.

According to Stephen Covey, the five elements of a Win/Win agreement are:

- 1. Desired Results**
- 2. Guidelines**

3. **Resources**
4. **Accountability**
5. **Consequences**

- Desired results are the what you want to achieve and when.
- Guidelines are the parameters such as any principles or policies that guide how you achieve the results.
- Resources include the people, budget, technical resources, and any organizational support to help achieve the results.
- Accountability sets the time frame and the standards of performance to expect.
- Consequences are the good and bad things that happen or will happen as a result of the evaluation.

**CONCLUSION:**

By using a Win/Win approach, you move from competition to cooperation and collaboration, and you can achieve better solutions. The downside is it takes longer and is more work. The upside is that the relationships, good will, and trust will serve you for the long run.



## Exceed eXpectations

“Leaders believe in giving WOW feeling to their customers.”

### **Opening Case Study :**

#### **Barack Obama –A Leader who Exceeded Expectations**

Barack Obama was the 44th President of the United States. Born to a white American mother and a black Kenyan father, he is the first African-American to hold the office. Prior to becoming the president, he served three terms representing the 13th District in the Illinois Senate and received national attention during his campaign to represent Illinois in the United States Senate. A graduate of Columbia University and Harvard Law School, he was a successful civil rights attorney before he ventured into politics. Elected to the U.S. Senate in 2004, he began his presidential campaign in 2007.

After winning sufficient delegates in the Democratic Party primaries to receive the presidential nomination, he went on to defeat Republican nominee John McCain in the general election. He assumed office as the President of the United States in January 2009, a time when the country was reeling under the global economic recession. Expectations were high from the new president and the responsibilities on his shoulders, tremendous. Within the first few months he implemented several reforms in order to stabilize the economy and to boost its growth. He also completely overhauled America's foreign policy. Obama was re-elected to a second term as president in November 2012.

He was born as Barack Hussein Obama II on August 4, 1961, in Honolulu, Hawaii, to Barack Obama, Sr. and his

wife, Stanley Ann Dunham. His mother was a white American, of mostly English ancestry while his father was a black Kenyan. His parents separated when Barack was just an infant. His mother was still a student when she gave birth to Barack Obama and Obama lived with his maternal grandparents for a few years while his mother completed her education.

Barack Obama graduated from high school in 1979 and moved to Los Angeles to attend Occidental College. In 1981, he transferred to Columbia College, Columbia University in New York City, where he majored in political science with a specialty in international relations. He graduated with a Bachelor of Arts in 1983. From June 1985 to May 1988, he worked as a community organizer for low-income residents in the Roseland and the Altgeld Gardens communities.

He entered Harvard Law School in the fall of 1988 and graduated with a J.D. magna cum laude in 1991. As a student, he served as the president of the Harvard Law Review, and his election as the first black president of the Harvard Law Review gained national media attention.

He is the recipient of two Best Spoken Word Album Grammy Awards. He won the awards for the abridged audiobook versions of 'Dreams from My Father' (2006) and for 'The Audacity of Hope' (2008). In 2009, the Nobel Peace Prize was awarded to Barack Obama "for his extraordinary efforts to strengthen international diplomacy and cooperation between peoples". The 'Time' magazine named Obama as its Person of the Year twice, in 2008 and in 2012.

“Don't wish the world demanded less of you. Rise up and exceed its standards. — A.D. Posey

In an increasingly dynamic and competitive world, organizations of all kinds are continually looking for leaders who can most effectively inspire others to improve productivity and performance. Yet, meeting goals and objectives is no longer enough. Leaders who exceed expectations will be in the best position to emerge as the superstars of their generation. The greatest leaders are those who not only "exceed expectations," but also inspire others to do the same.

Whether you are leading military forces or a corporate entity, success is all about exceeding expectations. There is a dire need for effective leadership today. A good performance is one in which you exceed the expectations of others. A great performance is one in which you exceed what you thought possible. All of us know to set goals and strive for improvements. What differentiates those who muddle forward are those who truly break out to unexpected levels of performance.

Meeting or exceeding your job expectations is the best way to ensure job enrichment. To do so, you need to know what is expected from you in your position, and then meet those requirements as best you can. You also need to be determined and motivated to do your job well and committed to improving yourself as much as possible.

Whether you are a recent hire or a tenured employee, it's important to continue to strive for success in the workplace. Distinguishing yourself as a valuable employee can not only assist in providing job security, but also help you take the next step in your career.

This applies to each and every role of your life. Give little extra than what is expected out of you and you will become extraordinary. Mostly extra does not cost anything extra. It requires only an innovative thinking. Try it from today and you

will notice the positive difference immediately. Exceed the expectations and all will praise you.

**Here are five tips to help you meet and exceed expectations as a leader:**

1. Make a list of expectations that others expect according to your role.
2. Think creatively about what extra you can give compared to what is expected from you in your role.
3. Make it a habit to give something extra in whatever you are doing.
4. Give extra in a natural way rather than expecting something in return.
5. Consider this as your duty rather than an obligation.

**CONCLUSION:**

Businesses don't look to promote employees who do only the minimum required to keep their jobs. Instead, workers who show initiative, offer to take on more responsibility and produce more value than expected are likely to advance within the company. Understanding how you can exceed your employer's expectations will help you move up the ladder.

**Yes...  
I Can!**



**Yes I Can!**

“Leaders always have Yes I can and Yes I will attitude.”

"If someone offers you an amazing opportunity and you are not sure you can do it, say yes. Then learn how to do it later." -- Richard Branson

### Opening Case Study :

#### **Henry Ford –A Leader who believed in the Power of Yes I Can!**

Henry Ford (July 30, 1863 – April 7, 1947) was an American industrialist and a business leader, the founder of the Ford Motor Company, and the sponsor of the development of the assembly line technique of mass production.

Although Ford did not invent the automobile or the assembly line, he developed and manufactured the first automobile that many middle-class Americans could afford. In doing so, Ford converted the automobile from an expensive curiosity into a practical conveyance that would profoundly impact the landscape of the 20th century. His introduction of the Model T automobile revolutionized transportation and American industry. As the owner of the Ford Motor Company, he became one of the richest and best-known people in the world. He is credited with "Fordism": mass production of inexpensive goods coupled with high wages for workers.

Ford had a global vision, with consumerism as the key to peace. His intense commitment to systematically lowering costs resulted in many technical and business innovations, including a franchise system that put dealerships throughout most of North America and in major cities on six continents. Ford left most of his vast wealth to the Ford Foundation and arranged for his family to control the company permanently.

There are many values visible in the life of Henry Ford that enabled him to be a highly successful business leader. However, it seems that his value of employees, belief in equality and emotional intelligence truly set him apart from others. Henry Ford's leadership qualities enabled him to change the trajectory of workplace practices.

Ford set a terrific example for valuing human capital. Though it was a shock to Wall Street, he increased worker's wages to five dollars a day and instituted an eight-hour workday. He recognized that increasing wages and offering reasonable hours would serve to retain and motivate employees. "Because Ford had lowered his costs per car, the high wages didn't matter – except for making it feasible for more people to buy cars" (Iacocca, Inc). Henry Ford even said "There is one rule for the industrialist and that is: make the best quality goods possible at the lowest cost possible, paying the highest wages possible".

Henry Ford's business decisions in the realm of diversity were a catalyst for the growth of equality in the workplace. He offered employment to women, African Americans, and disabled individuals long before most other businesses did so. In 1916, Ford employed individuals representing 62 different nationalities. At that time, the company also employed over 900 people with disabilities. Through the years, Ford went on to set standards of non-discrimination and equalize opportunities in many ways.

Before the term emotionally intelligent was even coined, Henry Ford appeared to embody this quality. His ability to understand that saving clients money made them feel more valued was a sure sign of emotional intelligence. He was sensitive to economic needs and took action to respond to

“If you can dream it, you can do it.” - Enzo Ferrari

customers in ways that showed he cared. Similarly, he was in-tune with the financial and work life balance needs of employees. Because he hoped to show appreciation and understanding toward them, he implemented positive wage and shift changes. Ford even said “If there is any one secret of success, it lies in the ability to get the other person’s point of view and see things from that person’s angle, as well as your own.”

Like many leaders, Henry Ford broke away from standards. He was the fish that ventured away from its school and tried something different. He was also keenly in touch with people’s needs, which enabled him to know how to help them and in turn run a successful business.

How often do you find yourself saying yes? If it’s often, good for you. I’m almost certain that you’re in a great place in your life. But, if you find yourself saying no often, which is where many people are, do you realize you’re limiting yourself and closing the doorway to your best life?

Now, I’m not talking about saying yes to things that are truly no good for you, or being a “people pleaser” and saying yes to everyone and everything until you are completely (emotionally, mentally and physically) drained. I’m referring to saying yes for YOU! Yes to opportunities, new experiences, fresh ideas and discoveries that get you out of your daily comfort zone and attain the growth your soul seeks.

When you say yes more often to what feels good (and is for your highest good) you open up the flood gates of opportunity. Here, you gain more beliefs in your abilities. This newfound confidence will bring even more positive momentum on your journey to success.

“I don't think anything is unrealistic if you believe you can do it.”- Richard L. Evans

Saying yes brings miracles and opportunities that exceed your expectations. Google's executive chairman Eric Schmidt said it best during his commencement address at the University of California at Berkeley: “Find a way to say yes to things. Say yes to invitations to a new country. Say yes to meeting new friends. Say yes to learning a new language, picking up a new sport. Yes is how you get your first job, and your next job. Yes is how you find your spouse, and even your kids. Even if it's a bit edgy, a bit out of your comfort zone, saying yes means you will do something new, meet someone new and make a difference in your life, and likely in others' lives as well. Yes is a tiny word that can do big things.

Say it often.” Saying “Yes” requires work, commitment and accountability, and sometimes that scares people away, especially if they feel unprepared or unmotivated. But here's the reality: a yes will always give you more than a no. A no is guaranteed failure. Nothing is ever stagnant, so a no is usually backward progress. Sure, there is no risk in a no... but there's no fun in it either. Saying yes can be very fun. In the fun is where you find success”

#### **ACTION STEPS:**

- 1. Practice saying “yes.”** As soon as you wake up in the morning say, “YES, thank you for this day. YES, I know the universe will show me the way. YES, I am ready to receive. YES, I will move through this day with ease!”
- 2. Be mindful of your responses.** Next time you say “no” when your heart is really saying “yes,” ask yourself: Am I saying “no” out of fear? What would happen if I said “yes”?
- 3. Take on the role.** Do you want to be a better public speaker? Then, pretend you're the best motivational speaker ever. Look in the mirror and then go over the top with an

impression. Have fun. When it's time for you to take the stage, remember this character.

4. **Add spice to your life.** If you're used to eating bland food, go to an Indian restaurant. If you love the water, take a ferry ride. Every week, try something new. It doesn't have to be complicated or expensive. Seek joy and adventure.
5. **Be supportive.** If there is someone around you who is constantly saying, "No, I can't," then say, "Yes, you can!" Allow your affirmative spirit to be contagious. Encourage others to take action and follow their dreams.

#### **CONCLUSION:**

The three magical words, "Yes, I can", become so very crucial and vital, as a first initial step towards any positive thought or action. We can actually experience the unique power and wonder of these words especially during times when we feel very low, when nothing at all is going right for us. Telling ourselves "Yes, I can" with a strong belief and resolution can actually infuse a sudden current of zeal, alacrity, energy and cheerfulness in us. In one magic moment, a rush of positive thoughts and energy can drive away all the negativity we were drowned in even minutes back, encouraging us to suddenly spring up from a hopeless passive to an entirely new high feeling of enthusiasm, dynamism, creativity and optimism.



## **Be Zealous**

“Leaders have unending zeal.”

## Opening Case Study :

### **ViratKohli –ALeader with Unbeatable Zeal!**

From breaking and making records to becoming the Indian skipper, ViratKohli's is one of the most popular cricketers, who journey started from bylanes of West Delhi and made him reach to the international cricket crease.

It goes without saying that this man's journey is bound to evoke curiosity and inspire millions out there. ViratKohli-the cricket, the man comes with some extraordinary traits that make him an exceptional leader. He has zealthat is contagious and people look up to him to push their limits. Be it on-field or off-field, he is the perfect combination that one needs to rise and shine as a leader.

Leadership is nothing but making the right communication and Kohli understands it more than anything. He has the basic ability to stay cool under the most intense circumstances, an attitude to win every game and a vision for the Indian team, which gives him the upper hand than anyone else.

Be it his business, managing team or handling media, the man knows how to deal with everything. There is a strong element of maturity which makes him a better at what he does. The most accurate example here would be how his act towards Steve Smith. Despite Australia being one of our strong competitors, Kohli decided to do something that not many could. And the way he handled the press conferences proved that man comes with a class.

With time the way he reacts to things has changed. He has a plan for the team and even when things have gone haywire, he has worked towards achieving it. Over time, one has noticed the calmness in his demeanor.

Having said, he is the classic example of hard work turning into a success. Though every cricketer enjoys a fandom and popularity, very rarely have the ability to strike cord like Sachin Tendulkar. Analyzing his success graph and the way he is respected, he is the only cricketer who has managed to touch hearts and come as close to Sachin Tendulkar. When Tendulkar decided to bid his goodbye, many felt cricket would never be the same again.

However, there was another chapter in the making and Kohli rose like a force, making the best of every opportunity. He not only worked towards personal goals but pushed his team along, making Indian Cricket Team once again a star.

When success hits, we often move ahead forgetting what made us. But Kohli understands the importance of relationships, be it on-field or off-field. Till date, the man talks about his first ever coach Rajkumar Sharma in his interviews. He still talks, in the same manner, a teenager in the making would do.

Kohli's youthful appeal and his sincere passion to cricket, is a source of inspiration for not only the youth but for the entire nation. However, the lessons we can learn from him are as applicable in leadership as in cricket! All the way through his action-packed journey in cricket, Kohli has been able to effortlessly blend his managerial spirit and sporting ability — and it is important we analyze and take some cues from it, as we don't want to miss out on how he does it all.

“Zeal without knowledge is fire without light.” - Thomas Fuller

Zeal is the recognized secret of success. If you are considering two people side by side for a position of employment and both have similar intelligence, abilities and skills. You will almost always opt for the more zealous of the two. Infact, it is likely that you might choose a more enthusiastic individual over a more qualified and skilled but less enthusiastic individual.

Zealous leaders are able to make visions come alive. They do this by being inspirational, passionate and by breathing life into the vision via their enthusiasm and energy. Zeal is infectious and makes leaders more credible. It's the exact opposite of being dull and boring. It's the enthusiastic transmission of energy that brings a vision to life for the leader's followers.

To tap into your own energy and zeal for a vision you have to determine what excites you most about the vision. What parts of it have the most meaning for yourself? What gives you a buzz? You need to have so much of a buzz that you can talk to people excitedly about it. Get excited and then get others excited so that you can breathe life into the vision.

Here are five Steps to Greater Zeal:

### **1. Spend time with zealous people.**

It's been proven that you become like the five people with whom you spend the most time. So, why would you spend your day with dull, boring (or even negative) people? Seek out energetic, creative, clever people, and spend as much time as possible with them.

### **2. Think positive, talk positive and act positive.**

With a positive attitude we experience pleasant and happy feelings. This brings brightness to the eyes, more energy, and happiness. Our whole being broadcasts good will, happiness and

“Zeal is like fire: it needs both feeding and watching.” - Anonymous

success. Even our health is affected in a beneficial way. We walk tall, our voice is more powerful, and our body language shows the way we feel.

### **3. Enjoy the present moments, the NOW.**

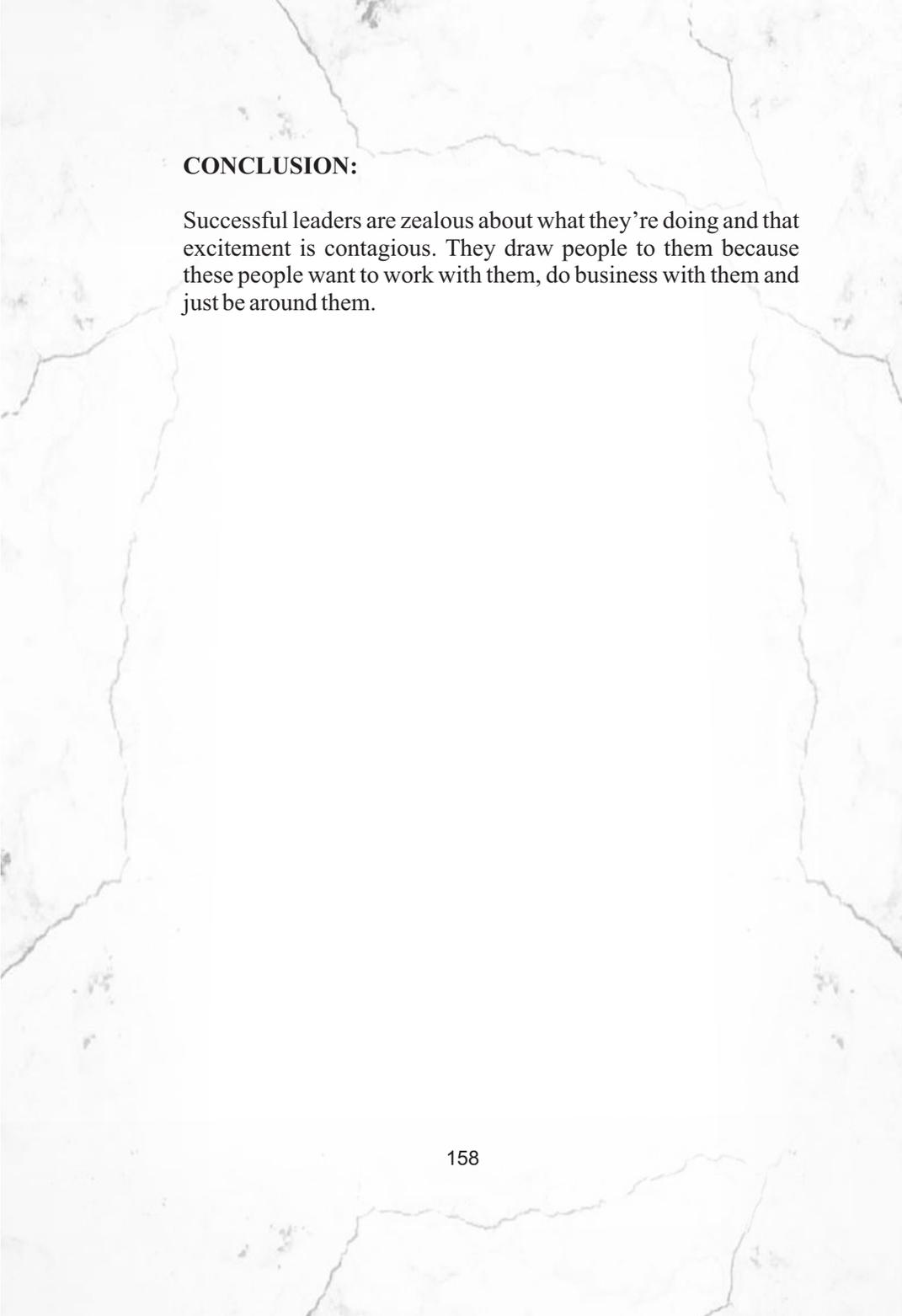
The secret of health for both mind and body is not to mourn for the past, worry about the future, or anticipate troubles, but to live in the present moment wisely and earnestly. Choosing to live in the past or the future not only robs you of enjoyment today, it robs you of truly living. The only important moment is the present moment.

### **4. Remain cheerful and encourage people to be cheerful.**

People who are genuinely cheerful can light up a room, they inspire others to achieve their goals and bring a feeling of happiness and well-being wherever they go. Being cheerful involves a positive perspective on life, a sense that things happen for a reason and that things will work out for the best.

### **5. Treat problems as opportunities.**

One of the most important attributes of a successful leader is the ability to turn problems into opportunities. Look at it this way: the very fact that something is a problem indicates that it has a significant meaning for you. So, problems are accompanied by potential energy. Re-directing that energy away from exerting a negative influence and towards a more positive orientation makes all the difference. Problems become opportunities because of the way you approach them. You can allow problems to drain you or energize you.



**CONCLUSION:**

Successful leaders are zealous about what they're doing and that excitement is contagious. They draw people to them because these people want to work with them, do business with them and just be around them.



