Activating the Power within, Aligning with the Possibilities Ahead:

1. On Becoming a Leader to Address 21st Century Issues

Partha S Ghosh
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The spirit of Inquiry, courage to explore the unknown, and the compass to navigate...
We are living through Interesting times. ……

**Cries: To name a few…..**

*Financial Markets almost every decade has witnessed serious crisis*

- Sub-prime mortgage Melt down,
- Savings & Loans Crisis
- Junk Bonds

*Manufacturing Sectors in the West loosing Competitiveness*

- US Auto Industry’s continuous struggle to recover
- Product quality and safety Issues

*Accounting scandals:*

- Collapse of Enron, Worldcom, Authur Anderson, AIG ….

*Macro Level: Errors of judgment, Recent crises with Sovereign debts*
Interesting times. ……

Crises: To name a few…..

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- Product Safety Issues

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Macro Level: Errors of judgment.
Interesting times. ......

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- Product Safety Issue

*Accounting scandals:*
- Collapse of Enron, Worldcom, Author Anderson, AIG ....

*Macro Level: Errors of judgment*

**On the other hand Challenges Ahead are severe:**
*Energy, Ecology Equity*
Interesting times. …Civilization at a point of inflection

Crises: To name a few…..

Financial Markets almost every decade has witnessed serious crisis:
Sub-prime mortgage Melt down,
  Savings & Loans Crisis
  Junk Bonds

Manufacturing Sectors in the West loosing Competitiveness
  US Auto Industry: a continuous struggle to recover
  Product Safety Issues

Accounting scandals:
  Collapse of Enron, Worldcom, Arthur Anderson, AIG …. 

Macro Level: Errors of judgment

On the other hand Challenges Ahead are severe:
  Energy, Ecology Equity
Most of the world is still in the early stage of Economic development

Energy Consumption per Capita vs. GDP per Capita (2004)¹

80% of Global Population

Brazil, China, Egypt, India, Indonesia, Japan, Korea, Malaysia, Philippines, Russia, Turkey, Ukraine, UK, US, Vietnam, West Europe, Middle East

Boston Analytics Research
1. Energy Information Administration - EIA (http://www.eia.doe.gov/)
Old Path or New Path: *Time to Choose?*

Plastic Consumption per capita in Selected Countries vs. GDP per capita (2003)\(^1,2,3\)

- **Developing and Moderately Developed Countries**
  - India
  - China
  - Thailand
  - Indonesia
  - Poland
  - Hungary
  - Malaysia

- **Highly Developed Countries**
  - US
  - Japan
  - Germany
  - Singapore
  - Canada
  - Singapore

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Boston Analytics Research
2. Poland and its investment opportunity – BCG Report

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Why “Practice of Leadership?”

The Emerging Environment

Past

Future

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This Program is being continually developed to help the participants who go through the interactive exercise become more effective in their sphere of work. In view of the increasing complexity of the globalizing economy, any aspiring individual irrespective of the environment he/she represents, must find ways to **unlock his/her inner potential** to the fullest to be effective stewards and drivers of our civilization.

This program building on the lessons learnt from the past leaders will help you to develop a better understanding of your inner self, in turn assist you to determine how you might harness the mega trends for a **self satisfying and effective role in society**. The thoughts included in this document build on my direct experience of working with leaders across nations and cultures and take in into account a series of interesting and difficult issues I have had the opportunity to address.

*It is my strong conviction that given the significance and the fuzziness of the subject, this document enables a **living process in search of deeper thoughts** and it is my hope as the program develops the participants will continually make its content more robust and rich, but will never accept its completeness.*

Partha S Ghosh
Practice of Leadership: Program Goals

Overarching course objective is to raise your own overall “leadership consciousness & confidence”; specifically it will help:

1. Identify those factors that drive the essential qualities of great leaders

2. Develop an understanding of what constitutes the process of development of your own leadership qualities – latent and visible

3. Help realize, define, and evaluate your inner leadership instincts relative to the emerging environment

4. Reinforce specific concepts & tools by applying them to your own development

5. Design a personal agenda for making a difference
Net of all, the program is an Interactive process of “Becoming” for:

Unlocking your inner potential to the fullest to be effective stewards and drivers of your domain of influence in an increasing Complex and Uncertain Globalizing World

Determining how you might harness the mega trends for a satisfying and effective role in society, and in your work space
The basic thrust of the Program

Understanding and Extending the Past

Your Inner Instincts & Passion

Relating

Realizing

Your Conscience, Ethics & Honor

Activating a Range of Likely Inner Qualities
The Program Content: Five critical building blocks

1. **Perspectives on Leadership and Followership: “What constitutes leadership?”**

2. **Do you know who you are? Listening to Your Inner Voice, Avoiding self deception**

3. **Developing a 360° view: The Emerging World and You – Sensing your Passion**

4. **21 Golden Rules for Self Development: Cultivating the Essentials of leadership**

5. **Seeking Self fulfillment: Crafting your Own Agenda**
The Program builds on multiple perspectives?

**Multiple Perspectives**

**Holistic Approach**

- Lives of Great Leaders
  - Lessons from Great Lives
- Problem Solving
- Experience with Leaders
  - Direct Observations
- From the Tool room to Board room
The Program builds on three different type of experiences - across cultures, industries, and issues (*macro versus micro*)

- **Member of a team influencing Leaders**
  - Conception of an Idea
  - Development of an Idea
  - Overcoming the Barriers to an Idea
  - Ensuring the survival of an idea through a maze of agendas

- **Leader of a team to lead leaders**
  - Building Supports
  - Enriching the Idea
  - Testing the Idea
  - Ensuring Ownership, converting ideas into actions

- **Leader to leader to enable improved leadership**
  - Inspiring an idea
  - Fine Tuning Style of communication
  - Scaling Up
  - Enabling Leaders to be effective
The Program Content:

1. Perspectives on Leadership and Followership: “What constitutes leadership?” The Art of Becoming

2. Do you know who you are?: Listening to Your Inner Voice, Avoiding self deception?

3. Developing a 360° view: The Emerging World and You – Sensing your Passion

4. 21 Golden Rules for Self Development: Cultivating the Essentials of leadership

5. Seeking Self fulfillment: Crafting your Own Agenda
What is Leadership?
What is Leadership?

Various Qualities People Connect With

- Energizing
- Motivating
- Inspiring
- Moving
- Influencing
- Making a Difference
- Charisma
- Caring
- Winning
- Visioning
- Making things happen
The Inner side?

*Various Qualities less Visible but more Fundamental*

- Ethics
- Honour
- Integrity
- Service
- Trust
- Taking risks ahead of others
- Selflessness
- Sensitive
- Journey
- Camaraderie
- Path Finding

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What is Leadership?

“Leadership is a complex alchemy of decisions, actions and image”
What is Leadership?

“Leadership is a complex alchemy of decisions, actions and image”

“Leadership is an invisible strand as mysterious as it is powerful, it pulls and bonds. The most precious and intangible quality of leadership is trust”
What is Leadership?

“Leadership is a complex alchemy of decisions, actions and image”

“Leadership is an invisible strand as mysterious as it is powerful, it pulls and bonds. The most precious and intangible quality of leadership is trust”

“Leadership, rests on responsibility and the full acceptance of responsibility”
What is Leadership?

“Leadership is a complex alchemy of decisions, actions and image”

“Leadership is an invisible strand as mysterious as it is powerful, it pulls and bonds. The most precious and intangible quality of leadership is trust”

“Leadership, rests on responsibility and the full acceptance of responsibility”

“Leadership has its rewards, to be sure, but its burdens are heavy and perhaps out-weigh those rewards”
Source of Inspiration: Hundreds of Leadership Models

Political leaders
- Queen Elizabeth 1st
- George Washington
- Abraham Lincoln
- Winston Churchill
- Franklin D Roosevelt

Military leaders
- Alexander the Great
- Ata Turk
- Colin Powell

Social reformers
- Raja Ram Mohan Roy
- Mahatma Gandhi
- Martin Luther King
- Mother Teresa
- Nelson Mandela

Spiritual leaders
- Buddha
- Confucius
- Christ
- Mohamed
- Vivekananda

Thought leaders
- Socrates
- Vasco-da Gama
- Leonardo De Vinci
- Galileo
- Newton
- Adam Smith
- Einstein

Business leaders
- Andrew Carnegie
- Henry Ford
- Thomas Edison
- Graham Bell
- Bill Gates
- Akio Morita
- Kazuma Tateisi
- Soichiro Honda

Essential Qualities
(necessary but not sufficient)

Identifying the inner qualities within?
Cultivating those qualities?
Experimenting with inner qualities for a bigger purpose
Leadership is about “Influence” not necessarily only for Wealth Creation or Political Leadership

- Leadership is about shaping outcomes which have positive influence on the overall human progress:
  
  - To awaken people toward a cause/mission e.g. Equal Rights
  
  - To help define and implement innovative strategies to accomplish a specific objective e.g. Landing on the Moon (JFK), Building a business
  
  - To develop and reinforce concepts by uncovering the properties of nature to improve productivity of life e.g. Newton to Edison
  
  - To raise the overall consciousness of society toward superior state of living e.g. Mother Teresa,
Leadership Dynamo

Personal preferences → Source of Inspiration

- Personal preferences
- Vision
- Relating
- Designing
- Developing
- Knowledge
- Drawing parallels
- Reflecting
- Internal Search
- Networking
- Bouncing Ideas
- Listening
- Goodwill Development

Personalities, principles, problems or possibilities

Know thy self
Leadership Dynamo

- Visionary yet Bottom line driven
- Trust based, yet Questioning
- Steadiness Yet Adaptive
- Selfless but self driven
- Firm but humble

Personalities, principles, problems or possibilities

Goodwill Development

Personal preferences

Sources of Inspiration

Extending

Designing

Developing

Know thy self

Knowledge

Drawing parallels

Reflection

Internal Search

Networking

Bouncing Ideas

Listening

Internal Search

Vision

Relating
### Reflect on your last Eighteen Months

#### Work sheet 1

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<td>With Your peers</td>
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**What do you do well?**
1. 
2. 
3. 
4. 
5. 

**What will you like to fine tune? or develop?**
1. 
2. 
3. 
4. 
5.
## Your Reflections....

*Work sheet 2*

<table>
<thead>
<tr>
<th>Situations</th>
<th>What worked?</th>
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The Program Content:

1. **Perspectives on Leadership and Followership: “What constitutes leadership?” The Art of Becoming**

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5. **Seeking Self fulfillment: Crafting your Own Agenda**
Your Reflections....

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| With Your Peers  | • Use external pressure  
• Involve through brainstorming  
• Asking questions to build consensus; have fun  
• Not taking sides | • Un willingness to get involved  
• Saying “no” to peers  
• Personal agendas  
• Un-willing to change  
• Not loose a friend |
| With your juniors| • Being Enthusiastic  
• Logical Presentation  
• Share Credit  
• Frequent reminders  
• Reinforcements | • Patience  
• Sharing the work load  
• No shared sense of vision  
• Asking for Performance  
• Point development requirements |
| With your seniors| • Sharing risks  
• Building sense of ownership of your ideas  
• Understanding the big picture  
• Being within time & budget? | • Getting attention  
• Securing commitment  
• Surfacing complex & difficult issues  
• Not feeling safe |
Lessons?

Situations

With Your peers
- Use external pressure
- Involve through brainstorming
- Asking questions to build
- Consensus; have fun
- Not taking sides

With your juniors
- Being Enthusiastic
- Logical Presentation
- Share Credit
- Frequent reminders
- Reinforcements

With your seniors
- Sharing risks
- Building sense of ownership of your ideas
- Understanding the big picture
- Being within time & budget?

What worked?

Key Lessons

Solution Space
- Un willingness to get involved
- Saying “no” to peers
- Personal agendas
- Un-willing to change

Aspiration, Caring & Sharing
- Patience
- Sharing the work load
- No shared sense of vision
- Asking for Performance
- Point development requirements

Secure confidence By putting Org’s. Interest ahead of yours
- Getting attention
- Securing commitment
- Surfacing complex & difficult issues
- Not feeling safe
## Your Reflections....

*Key take away.....*

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**Key take away....**

- **Space**
- **Currency**
- **Visioning**

**Plus sum out come**
Leadership is about “Influence” not necessarily only for Wealth Creation or Political Leadership

- Leadership is about **shaping outcomes** which have positive influence on the overall human progress:
  
  - To awaken people toward a cause/mission e.g. Equal Rights
  
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  - To raise the overall consciousness of society toward superior state of living e.g. Mother Teresa,
The essential principles in nurturing the leadership qualities in you

The basic philosophy of developing leadership qualities begin with five basic principles

1. Everyone has the traits of leadership

Know thy self

- Focus on understanding and experimenting with your inner self
- Identify and measure behavioral traits with your role models of leadership
- Meditate to listen to your inner voice
The essential principles in nurturing the leadership qualities in you

The basic philosophy of developing leadership qualities begin with five basic principles

1. Everyone has the traits of leadership
2. These traits manifest in different ways

Know thy self

Become familiar with different degrees of freedom of self expression

- Connect with all possible dimensions of leadership
- Develop an understanding how such dimensions have worked for different personalities who you admire
- Explore those dimensions you feel most comfortable with
The essential principles in nurturing the leadership qualities in you

The basic philosophy of developing leadership qualities begin with five basic principles

1. Everyone has the traits of leadership
   - Know thy self

2. These traits manifest in different ways
   - Become familiar with different degrees of freedom of self expression

3. It is a continuous process of alignment
   - Efficient and effective development and use of your inner self
     - Identify specific choices to be made in your development
     - Analyze specific characteristics of your personality vis a vis your environment
The essential principles in nurturing the leadership qualities in you

The basic philosophy of developing leadership qualities begin with five basic principles

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2. These traits manifest in different ways
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3. It is a continuous process of alignment
   - Efficient and effective development and use of your inner self

4. Effective leaders are Great servants
   - Innovative strategies to serve, learn and lead in search of humility
     - Identify opportunities to serve a cause with humility
     - Put the mission/cause ahead of personal interest/agenda
     - Apply yourself to the fullest in being a reliable servant
The essential principles in nurturing the leadership qualities in you

*The basic philosophy of developing leadership qualities begin with five basic principles*

1. **Everyone has the traits of leadership**
   - Know thy self

2. **These traits manifest in different ways**
   - Become familiar with different degrees of freedom of self expression

3. **It is a continuous process of alignment**
   - Efficient and effective development and use of your inner self

4. **Effective leaders are Great servants**
   - Innovative strategies to serve, learn and lead in search of humility

5. **Great leaders see greatness in others**
   - Humility + “Egos outside” with “Divine within”
     - Identify opportunities for others
     - Touch the latent potential of people
     - Help individuals connect their potentials with opportunities
The essential principles in nurturing the leadership qualities in you

One Page Essay on each of the points in terms of what it means to you. Email to PARTHASG@AOL.COM

- Everyone has the traits of leadership
- These traits manifest in different ways
- It is a continuous process of alignment
- Effective leaders are Great servants
- Great leaders see greatness in others
Leadership is about “Influence” not necessarily only for Wealth Creation or Political Leadership

- Leadership is about realizing and unfolding your inner qualities for the service of the environment where we live:
  - To understand the keys to your own self to deploy your resources and inner instinct for the service of society
  - To offset your own inadequacies to work with people who could compliment and leverage your strength

- Leadership is a “human fine art” to unleash the forces of self expression of individuals towards a super ordinate goal of the community (an organization, a society, a nation, civilization at large)
The essential principles in nurturing the leadership qualities in you

The basic philosophy of developing leadership qualities begin with **five basic principles**

1. **Everyone has the traits of leadership**
   - Know thy self

2. **These traits manifest in different ways**
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Source of Inspiration: Hundreds of Leadership Models

Political leaders
- Queen Elizabeth the First
- George Washington
- Abraham Lincoln
- Winston Churchill

Military leaders
- Alexander the Great
- Ata Turk
- Colin Powell

Social reformers
- Raja Ram Mohan Roy
- Mahatma Gandhi
- Martin Luther King
- Mother Teresa

Spiritual leaders
- Buddha
- Confucius
- Christ
- Mohamed
- Vivekananda

Thought leaders
- Socrates
- Leonardo De Vinci
- Galileo
- Newton
- Adam Smith
- Einstein
- Charles Vest

Business leaders
- Andrew Carnegie
- Henry Ford
- Thomas Edison
- Graham Bell
- Bill Gates
- Akio Morita
- Kazuma Tateisi
- Soichiro Honda

Identifying the qualities within?
Cultivating those qualities?
Experimenting with the qualities external to you?

Essential Qualities (necessary but not sufficient)
Leaders as we observe them point towards a range of different qualities which manifest in different ways

Leaders in different environments in different situations demonstrate a mix of different qualities (not comprehensive)

- Earn the trust of those you lead
- Honor & Honesty
- Provides innovative and practical approaches in addressing challenges – both wider perspective with deep knowledge
- Tenacity of Purpose
- Loyalty to people you work with
- Require Excellence
- Help to connect with possibilities with holistic perspective beyond the bounds of time and space
- Help people to move to a higher state of intellectual and emotional excitement
- Transparency principles which lead to fair judgment calls
- 100% commitment to a cause
- Belief in the Universe within
- “In being, Not in Seeming, We May Wish the Best”
- “Of Human Bonding” Queen Elizabeth 1
- “In The Essence of leadership – what we do with 98 percent of our time – is communication” Peter F. Drucker
- “Human fine art of connecting the inner with the outer towards a meaning” Partha Ghosh
- Has the courage to think beyond the box
- Application of evolution and scenario-based strategic thinking with clear fall back options
- Focus on the creation and capture of significant value through innovation for the team
- Providing innovative and practical approaches in addressing challenges – both wider perspective with deep knowledge
- Make directional choices which are not obvious to the ordinary, but yet follow a simple logic
- Leading insights on when and how to structure choices when the environment is fuzzy and lacks obvious patterns and take compelling decisions
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In the New Environment Practice of leadership must encompass “3 in 1” Perspective

Practice of Leadership

Radiance or Glow of Leadership

Power of Intellect

Power of Intuition

Power of Interconnectivity

Dynamic and Real Time
Power of Intellect?
Power of Intuition?
Power of Interconnectivity?
Leadership Development: The Basic framework

Leadership development involves identifying the sources of power in each of the layers of personality of the Individual.

- **Strengthening the “Inner self”**
  - Being enduring, dealing with adversity
  - Work with Honor, Integrity, Morality
  - Ability to Reason beyond logic

- **Developing the Power of Intellect & Logic**
  - Thought leadership, the spirit of Enquiry
  - Strategic logic to Vision
  - Structuring Choices
  - Learning & Unlearning capability

- **Building Organizational capability**
  - Communication (two ways) with the environment
  - Alignment of people towards a purpose
  - Real time caring and mentoring
Vision of the New Power:

Securing "Trust" from the Universe Within

Communication Layer

Knowledge Layer

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A Simple Exercise: *What do you consider important?*

Choose the dimensions (mutually exclusive) you care about in a leader, and plot the personalities of the leader such as: Vasco de Gama, George Washington, Abraham Lincoln, Thomas Edison, and then plot yourself, and ask a friend to plot your profile

*Work sheet 2*
Your Exercise: Know thy Self?

Next have individuals who know you well plot you along the dimensions you have defined and your hero's profile you have plotted.

Work sheet 3
Mapping yourself (Instructions for worksheets 3 & 4)

Instructions for worksheet 3:
1. Choose a leader you truly relate with and write one page on him/her
2. Define his/her personality along the seven dimensions (P1 to P7 = personality attributes)¹ and make two copies
3. On copy 1 plot your hero along the seven dimension in a scale of 0 to 100
4. Then plot yourself along those dimensions

Instructions for worksheet 4:
1. Give the copy 2 to a friend whom you trust
2. Ask him/her to plot you along those scale (Please make sure how you have scored yourself is not known to your friends)
3. Please analyze the difference between your friends and your assessment

¹ P1 to p7 must be mutually exclusive and collectively exhaustive
Leadership in You: A Mapping Tool (Not Comprehensive)

Map yourself along a few dimensions you consider important in cultivating the leader in you

- Work from Vision Plane
  - Possibility?
- Enable Superior Communication:
  - Accessibility?
- Facilitate Development of people around you
  - Empathy?
- Emphasis on Honor and Honesty
  - Integrity?
- Reflect on your inner instincts
  - Divinity?
- Enable Superior Communication:
  - Sincere Listener?
  - Crisp speaker?
  - Choice of words to inspire actions?
  - Enable debates?
  - Develop consensus?
- Facilitate Development of people around you
  - Genuine caring?
  - Natural tendency to share unbiased and objective thinking?
  - Fluency to deal with different situations?
  - Help people to seek excellence / best practices
- Emphasis on Honor and Honesty
  - Willingness to loose short-term or easy gains to preserve the sanctity of higher level cause?
  - Draw power form being genuine than adjustment to the environment?
  - Fearlessness from full disclosure?
- Reflect on your inner instincts
  - Commitment to a cause is independent of how harsh the environment is?
  - Perseverance: Cross-year consistency
  - Environments’ interest ahead of own interest? (selflessness)
- Drive by possibility or driven by reality?
- Maintain consistent commitment to the future possibilities?
- Ensure broad organizational understanding?
- Driven by possibility or driven by reality?
- Maintain consistent commitment to the future possibilities?
- Ensure broad organizational understanding?
- Knowledge / skills and reality based?
- Value Expert advice?
- Develop logical fact based arguments?
- Learning and Unlearning Capability?
- Alertness to changing conditions?
- Proactive decision making?
- Continuous spirit of enquiry?
1. How do you explain the gap between you and your hero?
2. Which are the ones you could easily develop and how?
3. How will you wish to be introduced 5 years from now?

1. Which +ve and –ve gaps are important for you?
2. Which are the ones you want to close first?
3. What mechanisms will you use to work on them?

Gaps between you and how you are perceived:

1. How do you explain the gap between you and your hero?
2. Which are the ones you could easily develop? and how?
3. How will you wish to be introduced 5 years from now?
A Simple Exercise: Know thy Self – *sense of your own strengths and warn you of your vulnerabilities*

A Few Reminders:
A Simple Exercise: Know thy Self
For each of the dimensions important to YOU please lay out where you are and your action plans for each:
The basic thrust of the Program

Understanding who you are

Activating a Range of Likely Inner Qualities

- Intellect
- Intuition
- Possibility grounded on Reality
- Power of Team
- Interconnectivity
- Perseverance & Principles

Leadership
The basic thrust of the Program

Understanding who you are

Activating a Range of Likely Inner Qualities

= 

Your Conscience, Ethics & Honor

- Power of Team
- Intellect
- Interconnectivity
- Intuition
- Possibility grounded on Reality
- Perseverance & Principles
- Leadership
The basic thrust of the Program

Understanding who you are

Activating a Range of Likely Inner Qualities

Courage of conviction

Partha S Ghosh on Leadership

Partha S Ghosh
Developing Leadership Qualities?

It is about…

• Inner Search….
• Relating & Thinking,
• Feeling & Being
• Being Genuine
• Most Importantly, in Switching & in Becoming
Your Exercise: Know thy Self?

*Lets discuss your experience?*
The Program Content:

1. **Perspectives on Leadership and Follower ship: “What constitutes leadership?”** The Art of Becoming

2. **Do you know who you are? Avoiding self deception?:** Listening to Your Inner Voice

3. **Developing a 360° view: The Emerging World and You – Sensing your Passion**

4. **21 Golden Rules for Self Development:** Cultivating the Essentials of leadership

5. **Seeking Self fulfillment:** Crafting your Own Agenda
Dynamic connectivity with the two universes – *one within and one outside*

Activating a Range of Likely Inner Qualities

Connecting with emerging possibilities

Your Conscience, Ethics & Honor

Relating

Realizing

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Leadership Dynamo

Personal preferences

Source of inspiration

Vision

Relating

- Visionary yet Bottom line driven
- Trust based, yet Questioning
- Steadiness Yet Adaptive
- Selfless but self driven
- Firm but humble

Goodwill Development

Extending

Design

Develop

Knowledge

Drawing parallels

Personal preferences

- Visionary yet Bottom line driven
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Partha S Ghosh on Leadership
State of our Planet

Meltdowns

Ecological

Ethical

Economic
State of our Planet

Fundamentals?

Widening Gap

1 B Hungry

2 B Malnourished

1B On the line
Most of the world is still in the early stage of Economic development.

Energy Consumption per Capita vs. GDP per Capita (2004)

80% of Global Population

Boston Analytics Research
1. Energy Information Administration - EIA (http://www.eia.doe.gov/)

© Partha S Ghosh
Old Path or New Path: *Time to Choose?*

Plastic Consumption per capita in Selected Countries vs. GDP per capita (2003)\(^1,2,3\)

- **Developing and Moderately Developed Countries**
  - Malaysia
  - Thailand
  - Poland
  - Indonesia
- **Highly Developed Countries**
  - Germany
  - Singapore
  - US
  - Japan

**Boston Analytics Research**
2. Poland and its investment opportunity – BCG Report
Powerful Forces at Work?

Changing Ecology

65 Billion Tons of CO₂
Rising Temperature
Increasing Sea Level

Increasing Population
Deforestation
Equity

Finite Resources

© Partha S Ghosh
Slow Pace of Dangerous Change: CO$_2$ emission

World Carbon Dioxide Emission in Million Metric Tons
(1980 to 2050*)

65 Billion Tons by 2050

Boston Analytics Research
1. Energy Information Administration (http://www.eia.doe.gov)
How Hot will Boston be?

Number of Hot Days in Boston (1961 to 2099)\(^1\)

<table>
<thead>
<tr>
<th>Period</th>
<th>Days per Year over 90° F</th>
</tr>
</thead>
<tbody>
<tr>
<td>1961 to 1990</td>
<td>9.5</td>
</tr>
<tr>
<td>2010 to 2039</td>
<td>15.7, 17.7</td>
</tr>
<tr>
<td>2040 to 2069</td>
<td>25.5, 39.3</td>
</tr>
<tr>
<td>2070 to 2099</td>
<td>31.5, 64.1</td>
</tr>
</tbody>
</table>

Projections

Boston Analytics Research
1. "Union of Concerned Scientists", Joan McLaughin/Globe Staff

© Partha S Ghosh
Powerful Forces at Work: *Clash of Perspectives?*

- **Digitization requirements**
- **Changing Ecology**
- **Wall Street Expectations**
- **Finite Resources**

- 65 Billion Tons of CO2
- Rising Temperature
- Increasing Sea Level
- Deforestation
- Increasing Population
- Equity

© Partha S Ghosh
Mega Challenge = Managing a Mega Transition to avoid Mega disruption

Era of Extraction & Mono dimensional Value Creation

“Unconstrained” Processing of Earth’s resources
New Relationship of Space & Time
Supply to Fuel Unidirectional Demand

Next Era Paradigm?

1. Concentrated Economic Growth
2. Ecological disequilibrium
3. Complex Politics of Supply Chain

Role of Engineers, Scientists and thought leaders?
Moving forward we have to avoid the danger of linear thinking.

Socio-economic experiments

1. Economic Philosophy
2. Relationship of Human with Nature
3. New business models

Freedom of Self Expression to Renaissance

2010 to 2025
Turbulent Times …The Journey forward?

X ism?

Smith & Marx
Certainty of higher frequency Economic & Financial environment

The Emerging Environment

Past

Future
At the highest level you will need to Build Leadership Capacity along two dimensions

- **Forming Coherent / Homogenous Team**
- **Building Leadership Capacity to deal with more complex decisions and risk levels**

**Decision Making**

- **Simple** to **Complex**

**Risk Level**

- **Low** to **High**

Enabling Unifying value in Diversity: Integrate Multiple debates
We have the tools: we need the commitment to link Supply and Demand

Supply-Demand Dynamics

Supply
- New Materials
- Precision Controls
- Nanotechnology / Catalysts
- Miniaturization/Process Intensification
- Convergence / Broadband infrastructure

Demand
- Clean Energy
- Six Sigma Power
- Efficiency of Consumption
- Ecological balance
- More advanced & living and work spaces
The Emerging Micro Economic Environment: The Big Picture = An Opportune time

Supply

Convergence Effect of Information Technologies

New Materials and Nanotechnologies

Genetic Engineering

Demand

Freer Economic Flows (WTO, Market Economies)

Choice of Solutions

Ecological and Energy Efficient Products / Services

© Partha S Ghosh
Scope of the Field?

Industry’s Future (?): Two Strategic Vectors

Conservation driven
Balance of Ecology
Balance of Economic Advance
Perspective?

Consumption driven
Point Solution
Holistic/Integrative Solution

Balance?

The Future Engineer

Balance of Ecology

Partha S Ghosh on Leadership

© Partha S Ghosh
Expanded Field?

Chemical Industry’s Future (?) : Two Strategic Vectors
Mega Challenge = Managing a Mega Transition to avoid Mega disruption

1350 1900 2005 ~2010 2050

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Multi vector Multi –tier Renaissance

© Partha S Ghosh
The Promise of Science & Technology has to be applied in *Multiple Scales*

**Layers of Chemical Industry Knowledge Application**

- **Holistic / Tera Scale Perspective**
  - Global Ecological Balance?
  - Energy Balance?
  - Social Structures?

- **Tera Scale / Macro Systems**

- **Conventional Layer**
  - Efficiency
  - Conservation
  - Recycling

- **Micro Nano Layer**
  - Cellular / Nano Level functionalities
  - Socialization Process of Multiple disciplines

- **Scales of Engagement**
And Look for Mega possibilities @ the Intersection of Conventional Engineering & New Technologies

Chemical Fundamentals
- Thermodynamics
- Kinetics
- Transport sciences

Conventional Unit Operations
- Separation processes
- Reactors
- Heat & Mass transfer systems

In flux of New Methodologies
- Genomics
- Proteomics
- Micro fluidics
- Nano technologies

New Convergence Technologies
- Large database tools
- Predictive models
- Increased interactivity
The opportunities for cell biology, along the DNA to system value chain, are several, but several challenges have to be addressed.

© Partha S Ghosh
Technology dynamics in the Agribusiness Sector

In the future The New Paradigm Could Open Up Significant Opportunities in three Areas

Long-term Supply and Demand Curve in the Farm

Three Areas of Growth

1. Renewable and Clean Energy Source

2. Sustainable Economic Development (Agro-based Processes / Industrial Complexes ≈ $300 billion industry)

3. Food and Health for All (Productivity gains, Neutraceuticals)
<table>
<thead>
<tr>
<th>Resource</th>
<th>Industry</th>
<th>Critical Issues</th>
</tr>
</thead>
<tbody>
<tr>
<td>Food and Beverage</td>
<td></td>
<td>• Increase in yield (kg / hectare)</td>
</tr>
<tr>
<td>Cereal Crops</td>
<td></td>
<td>• Quality and consistency?</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Distribution system?</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Down stream value addition and branding?</td>
</tr>
<tr>
<td>Fruits</td>
<td></td>
<td>• Cost Effectiveness?</td>
</tr>
<tr>
<td>Tea</td>
<td></td>
<td>• Quality consistency?</td>
</tr>
<tr>
<td>Vegetables</td>
<td></td>
<td>• Familiarity with fashion trends?</td>
</tr>
<tr>
<td>Aqua Products</td>
<td></td>
<td>• New application on development?</td>
</tr>
<tr>
<td>Cotton</td>
<td>Fiber, Fabric and Fashion</td>
<td>• Knowledge sharing</td>
</tr>
<tr>
<td>Silk</td>
<td></td>
<td>• Low cost equipment development?</td>
</tr>
<tr>
<td>Jute</td>
<td></td>
<td>• Promotional activities?</td>
</tr>
<tr>
<td>Bio-mass</td>
<td>Energy</td>
<td>• Knowledge sharing and awareness building?</td>
</tr>
<tr>
<td>Wind Farming</td>
<td>Specialty Chemical Industry</td>
<td>• Development of low cost process equipment and controls?</td>
</tr>
<tr>
<td>Seed Oils</td>
<td></td>
<td>• Storage and distribution system?</td>
</tr>
<tr>
<td>Starches</td>
<td></td>
<td>• Economics of scale and cost competitiveness?</td>
</tr>
<tr>
<td>Chemical Industry</td>
<td>PERFUMES and PERSONAL CARE</td>
<td>• Knowledge sharing application development?</td>
</tr>
<tr>
<td>Vegetables</td>
<td></td>
<td>• Machinery development for rural use?</td>
</tr>
<tr>
<td>Flowers</td>
<td></td>
<td>• Development of hot stamping technology?</td>
</tr>
<tr>
<td>Algae</td>
<td></td>
<td>• Knowledge Sharing and application?</td>
</tr>
<tr>
<td>Natural Rubber</td>
<td>Dyes and Pigments</td>
<td>• Low cost machinery development?</td>
</tr>
<tr>
<td>Starch</td>
<td>Polymers and Epoxy Glues</td>
<td>• Incentives for corporate sector?</td>
</tr>
<tr>
<td>Lignins</td>
<td>Solvent and Chemicals</td>
<td>• Promotion of new application based on agro?</td>
</tr>
<tr>
<td>Alcohol</td>
<td>Furniture / Constrn.</td>
<td>• Availability of venture funds?</td>
</tr>
<tr>
<td>Starches</td>
<td>Paper, Paper Board and Packaging</td>
<td>• Creation of down stream pillars?</td>
</tr>
<tr>
<td>Jute Stick Board</td>
<td>Paper, Paper Board and Packaging</td>
<td>• Knowledge sharing and awareness building?</td>
</tr>
<tr>
<td>Chip Board</td>
<td>Oil and Lubricants</td>
<td>• Development of low cost process equipment and controls?</td>
</tr>
<tr>
<td>Renewable Wood</td>
<td></td>
<td>• Storage and distribution system?</td>
</tr>
<tr>
<td>Sugar Cane</td>
<td></td>
<td>• Economics of scale and cost competitiveness?</td>
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<tr>
<td>Straw</td>
<td></td>
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<td></td>
<td>• Machinery development for rural use?</td>
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<tr>
<td>Waste Wood Pulp</td>
<td></td>
<td>• Development of hot stamping technology?</td>
</tr>
<tr>
<td>Rapeseed</td>
<td></td>
<td>• Knowledge Sharing and application?</td>
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<tr>
<td>Lequerella</td>
<td></td>
<td>• Low cost machinery development?</td>
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<tr>
<td>Castor Seed</td>
<td></td>
<td>• Incentives for corporate sector?</td>
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The Chemical Industry for example could renew itself in riding the **New “S Curve”**

Developing A Sustainable Economic Model

- **Globalizing Economic and Trade Policies**
  - Symbiosis of Multiple Disciplines
    - Genomics / Biosciences
    - Unit operations
    - Bio Catalyst
    - Convergence technologies (4 C’s)↑

Towards improved enrichment of civilization with a “new agro” based revolution

**Productivity of Society**

- Low
- High
... triggering Innovation Chain reaction

Anatomy of Innovation Fission

Event 1 leads to a Killer App

Killer App leads a series of Events

Which in turn lead to new Apps
Demand side challenges

Land is dear but productivity (yield/Ha) still remains low; in recent years declining

Population Density v/s Primary Crop Yield per Ha (2003)¹,²

1. Food and Agriculture Organization of the United Nations (http://www.fao.org/)
2. CIA World Factbook, 2003
Demand side challenges

Last 5,000 Years...
Possibilities..

Economics of Linear Mechanics: Extraction, Exploitation & Experimentation

…..Future

Economics of Closed Loop Harmony

Agro

Bio Mass

Energy and Power

Clean Water

New Technologies

Clean Energy

Knowledge for Recovery/Recycle

Solar, Wind Fuel Cells

Broadband

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Mega Challenge = *Managing a Mega Transition to avoid Mega disruption*

1350 | 1900 | 2005 ~2010 | 2050

**Era of Extraction & Mono dimensional Value Creation**

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**Next Era Paradigm?**

*Role of Engineers, Scientists and thought leaders?*
New technologies could indeed trigger a New Era

Process Industry Reconfiguration

Nano Technologies

Information Technology

Opto Technologies

Biotechnology

Upstream

Downstream

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The Next 25 years Leadership Challenges will shift in a dramatic fashion

The last 25 years
- Globalization of Institutions
- Linear development of technologies
- Declining Prices of Commodities
- Consumption driven economic models
- Move toward market economies

The Next 25 years
- Globalization of Individuals
- Convergence of technologies
- Supply-Demand imbalances in Commodities
- Conservation/Ecology friendly Economic models
- Emphasis on Global equity
Building Leadership Capacity will perhaps be the most critical requirement.

Forming Coherent / Homogenous Team

Building Leadership Capacity to deal with more complex decisions and risk levels

Enabling Unity in Diversity: Integrate Multiple debates

Decision Making

Simple

Complex

Low Risk Level

High Risk Level

Risk Level
Leaders in the next 25 years will have to navigate through a Fundamental phase shift requirements in in Science, Technology, Business or Government, and in Public-Private Partnership.
Heightened Contradictions

- Scale
- Quarterly Earnings
- Productivity
- Globalization for Consumers
- Steady Job
- Rules

- Economic Leverage?
- Time Horizon?
- Micro vs. Macro?
- Theory vs. Practice?
- Self Fulfillment?
- Source of Energy

- Small is Beautiful
- New Paradigm
- Employment Growth
- Globalization for Wage Earners
- Innovative Workspace
- Self Actualization

© Partha S Ghosh
Accordingly, the new strategic game plan must ensure a new set of requirements are met.

**Internal Aspirations**
- A
- B
- C
- D

**Global Environment**
- P
- S
- R
- W

**Your Leadership Requirements**
- Create distinctive advantages?
- Select areas of winning possibilities?
- Evaluate possibilities with external & inner perspectives?
- Your leadership mechanisms?
- Your development paths?

**Significant values for excellence**

**High price of non-performance**
In short, Leaders of the 21st Century will need to develop innate capabilities to deal with a full set of new requirements

Paradigm Shift

*The Changing Leadership requirements*

**Strategic Discontinuity**

**The Past**
- Relatively more clear boundaries between issues/solutions space
  - Linear predictability
  - Straightforward and transparent linkages
  - Singular culture/homogeneity

**Emerging requirement**
- Fuzzy and blurring boundaries
- High degree of Un-predictability
- Unclear and complex linkages through Services on Product Platforms
- Multiplicity of cultures/heterogeneity
The Program Content:

1. **Perspectives on Leadership and Followership: “What constitutes leadership?”** The Art of Becoming

2. **Do you know who you are? Avoiding self deception?:** Listening to Your Inner Voice

3. **Developing a 360° view: The Emerging World and You – Sensing your Passion**

4. **21 Golden Rules for Self Development:** Cultivating the Essentials of leadership

5. **Seeking Self fulfillment:** Crafting your Own Agenda
An Evolving Framework

LEADERSHIP DESIGN ELEMENTS

- Power of Team
- Intellect
- Interconnectivity
- Possibility grounded on Reality
- Intuition
- Perseverance & Principles

© Partha S Ghosh
Your Vision of Yourself: Scope of the Field?

Your Future development(?) : Choose Two Vectors

Intuition?
Inner self based

Visibility of Un related dots

Knowledge-based

Intellect?

Depth of Inquiry?

Developing Question Space?

Structuring Solutions Space

© Partha S Ghosh
21 Golden Rules?
Twenty one Golden rules in Cultivating the leader in you

Power of Intellect

1. View possibilities from multiple perspectives and articulate your dream with both your head and heart? *Vision should drive your passion*

2. In thinking through issues of interest to you develop the habit of asking whys at least through *five levels of depth in a mutually exclusive and collectively exhaustive fashion? Being transformational yet practical*

3. In structuring issues articulate questions which have *yes and no answer? Decisiveness*
Twenty-one Golden rules in Cultivating the leader in you

4. For each issue develop the habit of expanding solution space by drawing parallels from other situations/industries? *Creativity, out of the box solutions*

5. Segment solutions into simple statements with simple logic in an objective and non judgmental fashion? *Simplicity and crispness captures attention*

6. Work on solutions with a flexible mind with a firm determination to keep the process of navigation pure and principles based? *Faith in the process, results will follow*

7. Evaluate tasks in an objective, not subjective fashion? *Focus on tasks not relationships*

8. Always have fall-back /default positions: *No excuses*
Twenty One Golden rules

**Power of Interconnectivity**

9  **Develop unbiased relationships with people?** *Trust others as you want to be trusted, love others as you wanted to be loved, respect others as you want to be respected*

10 **Put mission’s interest ahead of your organization's interest, organization's interest before your own interest?** *Selflessness but self-driven*

11 **Create a wide spread missionary zeal** with “can do attitude”, provide inspiration and courage to wide base to create supports? *Build sense of ownership*

12 **Ensure all the critical components of an engagement are perfectly aligned with each other?** *Consistency and cogent-ness*
Twenty one Golden Rules

13 Serve others with full empathy for their needs with uncompromising dedication in a most fair fashion? *Servants as leaders*

14 Listen to your team, your peers, your customers and people around with true Intellectual Honesty and laws of ethics for each member to success? *Making others feel important genuinely learn from others*

15 Use all your senses to feel and assess the environment from all likely angles *Avoid surprises for your team*
Twenty-one Golden Rules

Power of Intuition

16 Listen to the voice of your heart; meditate and reflect on your inner self at least 10 minutes every day: *Faith in your inner self*

17 Identify and live specific attributes that will determine your honor and character in society: *Uncompromising adherence deeply held principles*

18 Build connections with organizations which facilitate thinking/working on issues which transcend the immediate industries and work spaces: *Spirit of inquiry beyond the usual*

19 Work on keeping your ego out in processing information objectively: *Unbiased inquiry*

20 Read books on history and philosophy to appreciate the humane and the divine or supernatural aspects of “becoming”: *Embrace wisdom with humility*

21 Process your experience to define what is the next value, which enables you visualize possibilities beyond obvious facts: *Openness to the unknown with serious curiosity*
The Program Content:

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2. Do you know who you are? Avoiding self deception?: Listening to Your Inner Voice

3. Developing a 360° view: The Emerging World and You – Sensing your Passion

4. 21 Golden Rules for Self Development: Cultivating the Essentials of leadership

5. Seeking Self fulfillment: Crafting your Own Agenda
The essential principles in nurturing the leadership qualities in you

The basic philosophy of developing leadership qualities begin with five basic principles

- Everyone has the traits of leadership
  - Focus on understanding and experimenting with your inner self
  - Identify and measure behavioral traits with your role models of leadership

- These traits manifest in different ways
  - Connect with all possible dimensions of leadership
  - Develop an understanding how such dimensions have worked for different personalities

- It is a continuous process of alignment
  - Identify specific choices to be made in your development
  - Analyze specific characteristic of your personality

- Effective leaders are Great servants
  - Identify opportunities to serve a cause with humility
  - Apply new tools and perspectives in being a reliable servant

- Great leaders see greatness in others
  - Identify opportunities for others
  - Touch the latent potential of people

Know thy self

Degrees of freedom of self expression

Efficient and effective development and use of your inner self

Innovative strategies to serve, learn and lead in search of humility

Humility +"Egos outside with Divine within”
Getting Started: *Eight-Step* Activation Process

1. **Vision**

2. **Understanding of inner self (Map)**

3. **Clarity of Purpose**

4. **Interpretation of the Environment**

5. **Strategic Logic**

6. **Scenarios**

7. **Team Power**

8. **Focus & Decisiveness**
Be Focused to serve and develop the Inner self in Harmony with outer possibilities

In order to achieve this dynamics – a conscious practice of balancing is necessary along multiple dimensions

Partha S Ghosh on Leadership

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...Leaders in the Knowledge Economy

Knowledge Management Solutions Space

Future Leaders will continually develop new organizational dynamics

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