Realizing the Inner Qualities of Leadership in You
Know thy Self: Leadership Development Map

A Few Fundamental Thoughts
(The Essential Conditions, but Not Sufficient)

Working Document for

IAP 2007

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This Program is being continually developed to help the participant who goes through the interactive exercise become more effective in his/her 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 of 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 materials included in this document build on my direct experience of working with leaders across nations and cultures and take into account a series of interesting and difficult issues I have had the opportunity to address. I take this opportunity to thank every one of them.

It is my strong conviction that given the significance and the fuzziness of the subject, this document is a living and incomplete 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.

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Practice of Leadership: Program Goals

- Overarching course objectives are to raise the your own overall “leadership competency” level within the environment you will work; specifically it will help:
  1. Identify 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
  4. Reinforce specific concepts & tools by applying them to your own development
- High-level learning outcomes for participants are to:
  - Understand key tools and frameworks to design and develop your own long-term development map
  - Apply the lessons following each session to day-to-day interaction with your colleagues to experiment with your inner self vis-à-vis the environment
At the highest level the Program will focus on Building Leadership Capacity

- Enabling Unity in Diversity: Integrate Multiple debates
- Building Leadership Capacity to deal with more complex decisions and risk levels
- Forming Coherent / Homogenous Team

Decision Making

Risk Level

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The basic thrust of the Program

Understanding and Extending the Past to Activating a Range of Likely Inner Qualities

Relating

Your Inner Instincts

Realizing

Honor & Conscience

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The Program builds on three different type of experiences I have had across cultures, industries, and issues (*macro versus micro*)

- **Member of a team influencing Leaders** (Type A 1977–82)
  - 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** (Type B 83 ~ 87)
  - Building Supports
  - Enriching the Idea
  - Testing the Idea
  - Ensuring Ownership, converting the ideas into actions

- **Leader to leader to enable improved leadership** (Type C: 88~06)
  - Launching an Idea
  - Fine Tuning Style communication
  - Scaling Up
  - Enabling Leadership Thrive

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The Program Content:

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

2. *Do you know who you are? Avoiding self deception?*


4. *Seeking Self fulfillment: Your own agenda*
Interactive exercise of “Becoming” for:

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

Determining how you might harness the mega trends for a self satisfying and effective role in society, in your organization

Builds on:

The lessons drawn from the past leaders in different arenas

My direct experience of working with leaders across nations and cultures on complex & difficult issues. Corporate and Government

The thoughts are living and incomplete process…..

My hope: You will continually make its content more robust and rich, but will never accept its completeness.
What is Leadership?
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”
What is Leadership?

It is about *Inner Search*....

*Relating & Thinking,*

*Feeling & Being* and

*Most Importantly, in Switching & Becoming*
Leadership Dynamo

- Source of Inspiration
- Extending
- Personal preferences
- Vision
- Relating
- Design
- Develop
- Knowledge
- Drawing parallels
- Personal preferences
- Listening
- Bouncing Idea Networking
- Reflection
- Internal Search

- Personalities, principles, problems or possibilities
- Trust & Credibility
- Responsiveness
- Steadiness Yet Adaptive
- Visionary yet Bottom line driven
- Selfless but self driven

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## Reflect on your last Eighteen Months

Name: 
Email:  
Tel: 

<table>
<thead>
<tr>
<th>Situations</th>
<th>Your Position</th>
<th>Partner's position</th>
<th>Key Issues²</th>
<th>What worked?</th>
<th>What was uncomfortable?</th>
</tr>
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<tbody>
<tr>
<td>With Your peers</td>
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<tr>
<td>With your juniors</td>
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<td></td>
<td></td>
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<tr>
<td>With your seniors</td>
<td></td>
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</tr>
</tbody>
</table>

*What do you do well?*

*What will you like to fine tune? or develop?*
## Your Reflections....

<table>
<thead>
<tr>
<th>Situations</th>
<th>What worked?</th>
<th>What was uncomfortable?</th>
</tr>
</thead>
<tbody>
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<td>With Your Peers</td>
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<td>With your seniors</td>
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The Program Content:

1. Perspectives on Leadership and Follower ship: “What constitutes leadership”

2. Do you know who you are? Avoiding self deception?


4. Seeking Self fulfillment: Your own agenda
Source of Inspiration: Hundreds of Leadership Models

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

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

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

Essential Qualities (necessary but not sufficient)

Identifying the qualities within?

Cultivating those qualities?

Experimenting with the qualities external to you?
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)

- Help to connect with possibilities with holistic perspective beyond the bounds of time and space
- Make directional choices which are not obvious to the ordinary, but yet follow a simple logic

"In being, Not in Seeming, We May Wish the Best"

"Of Human Bonding" Queen Elizabeth I

"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

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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)

- Help to connect with possibilities with holistic perspective beyond the bounds of time and space
- Earn the trust of those you lead
- Honor & Honesty
- Draw strength from Spiritual capital to deal with difficult and harsh environments/situations
- Tenacity of Purpose
- Transparent principles which lead to fair judgment calls
- 100% commitment to a cause
- Belief in the Universe within

Qualities of Leadership:

- Visioning
- Strategic
- Structuring Choices & Decisiveness
- Depth & Breadth
- Ability to break the rules
- Strong Default positions
- Inspiring
- Caring
- Never stop learning

- "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

- Make directional choices which are not obvious to the ordinary, but yet follow a simple logic
- Leading insight on when and how to structure choices when the environment is fuzzy and lacks obvious patterns and take compelling decisions
- Provides innovative and practical approaches in addressing challenges – both wider perspective with deep knowledge
- 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

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Leadership in You: A Mapping Tool (Not Comprehensive)

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

- 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?

- Work from Vision Plane Possibility?
- Enable Superior Communication: Accessibility?
- Fact based and Logical Objectivity?
- Unconstrained within the constraints of the immediate/reality Sensitivity?
- Reflect on your inner instincts Divinity?

- Sincere Listener?
- Crisp speaker?
- Choice of words to inspire actions?
- Enable debates?
- Develop consensus?
- Sincere Listener?
- Choice of words to inspire actions?
- Enable debates?
- Develop consensus?
- Genuine caring?
- Natural tendency to share unbiased and objective thinking?
- Fluency to deal with different situations?
- Help people to seek excellence / best practices?
- 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?
- Commitment to a cause is independent of how harsh the environment is?
- Perseverance: Cross-year consistency?
- Environments’ interest ahead of own interest? (selflessness)?
A Simple Exercise: *What do you consider important?*

Choose the dimensions (mutually exclusive) you care about in a leader, and plot the personalities of George Washington, Abraham Lincoln, Thomas Edison, and Carly Fiorina and then plot yourself, and ask a friend to plot your profile.
Map yourself

Case A: Non-confident shy, but potential leader

Case B: Undiscovered, well-rounded leader

Case D: Hard-driving Leader

Case D: Yet to identify himself/herself

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A Simple Exercise: Know thy Self – *sense of your own strength and warn you of your vulnerability*

A Few Reminders:

- **Visioning**
- **Not in seeming, but in becoming**
- **Eye for Common Good**
- **Respect for Higher Truth**
- **Inspire not impose**
- **Action speaks louder**
- **Honour & Honesty**
- **Share the danger**
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:
Map yourself

Case A: Non-confident shy, but potential leader

Case B: Undiscovered, well-rounded leader

Case D: Hard-driving Leader

Case D: Yet to identify himself/herself

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Range of Personalities

Leadership Spectrum Paper must enable you to realize the full spectrum of possibilities

Perspective

Logic

Human

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Vision of the New Power:

Securing "Trust" from the Universe Within
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, Building a business

  - To develop and reinforce concepts by uncovering the properties of nature to improve the 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 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 Program Content:

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

2. *Do you know who you are? Avoiding self deception?*  


4. *Seeking Self fulfillment: 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

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

Everyone has the traits of leadership

Know thy self
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
- 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

- Everyone has the traits of leadership
- These traits manifest in different ways
- It is a continuous process of alignment

Know thy self

Become familiar with different degrees of freedom of self expression

Efficient and effective development and use of your inner self

- Identify specific choices to be made in your development
- Analyze specific characteristic of your personality
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
  - Know thy self
- These traits manifest in different ways
  - Become familiar with different degrees of freedom of self expression
- It is a continuous process of alignment
  - Efficient and effective development and use of your inner self
- 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 interests/agenda
    - Apply new tools and perspectives in being a reliable servant

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The essential principles in nurturing the leadership qualities in you

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- Effective leaders are Great servants
- Great leaders see greatness in others

Know thy self

Become familiar with different 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"
  - 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

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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**
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- **Great leaders see greatness in others**
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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)

- Help to connect with possibilities with holistic perspective beyond the bounds of time and space
- Make directional choices which are not obvious to the ordinary, but yet follow a simple logic

Qualities of Leadership

- Visioning
- Strategic
- Structuring Choices & Decisiveness
- Depth & Breadth
- Ability to break the rules
- Strong Default positions

- Inspiring
- Caring & Fair
- Never stop learning

- Character
- Stabilizer in adverse situations
- Ethical values
- Faith in Goodness
- Ethical values
- Faith in Goodness

- “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
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In the New Environment Practice of leadership must encompass “3 in 1” Perspective
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

- 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

Strengthening the “Inner self”

- Power of Intuition
- Being enduring, dealing with adversity
- Work with Honor, Integrity, Morality
- Ability to Reason beyond logic

Increasing Visibility & Vulnerability

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

The Inner Core

- Power of Intuition
- Being enduring, dealing with adversity
- Work with Honor, Integrity, Morality
- Ability to Reason beyond logic

Thought Leadership

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

Organizational Leadership

- Power of Interconnectivity
- Communication (two ways) with the environment
- Alignment of people towards a purpose
- Real time caring and mentoring

Increasing Visibility & Vulnerability

- Power of Interconnectivity
- Communication (two ways) with the environment
- Alignment of people towards a purpose
- Real time caring and mentoring

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Your Vision of Yourself: Scope of the Field?

Your Future development(?) : Choose Two Vectors

**Intuition?**
- Inner self based

Knowledge-based

Visibility of Unrelated dots

Depth of Inquiry?

Developing Question Space?

Structuring Solutions Space

**Intellect?**

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Know where you are?

Your Future development(?) : Work on Two Vectors

Intuition?  
Inner self based

Knowledge-based

Visibility of Unrelated dots

Depth of Inquiry?

Developing Question Space?

Structuring Solutions Space

Intellect?

IF IT IS TO BE IT IS UP TO ME

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Thought Leadership = Power of Intellect: Stages of Creative Design and Development of Strategy

- **Creative Sparks (Type A)**
  - Conception of an Idea
  - Development of an Idea
  - Overcoming the Barriers to an Idea

- **Creative Sparks (Type B)**
  - Building Supports
  - Enriching the Idea
  - Testing the Idea

- **Creative Sparks (Type C)**
  - Launching the Idea
  - Fine Tuning
  - Scaling Up
Basing on full understanding of who you are develop the interconnectivity vector

**Shifting “inner advantage”:**

**Intellect and Intuition**
- Internally focused development
- Expansion of intellect and mind driven by self disciplining processes
- *Being clear on your passion*

**The best with the best**
- Managing value addition with external resources
- Expansion by helping others to be the best
- Sharing and spreading the passion
Serving Partners to serve a cause

Multiple Components of an Enriching Partnership

- True Listener
- Service Partner (s)?
- Intellectual & Spiritual Fluency
- Respect for Legacy Relationships
- Honour & Integrity
- Sense of Service
- Win-win Relationships

You

Your Partner

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Ultimately you develop the dynamic balance of Intellect, Intuition and Interconnectivity

Your Future development(?): *Making all the vectors work for You?*

**Intuition?**
- Inner self based

**Intellect?**
- Developing Question Space?
- Structuring Solutions Space

**Knowledge-based**
- Visibility of Unrelated dots

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An Evolving Framework

LEADERSHIP DESIGN ELEMENTS

- Power of Team
- Intellect
- Possibility grounded on Reality
- Interconnectivity
- Intuition
- Perseverance & Principles
- Leadership
The Program Content:

1. *Perspectives on Leadership and Followership:* "What constitutes leadership"

2. *Do you know who you are? Avoiding self deception?*


4. *Seeking Self fulfillment: Your own agenda*
The Program Content:

1. Perspectives on Leadership: *The Full Spectrum*

2. Practice of Leadership: *The Power Framework*

3. The Emerging Environment and You: *Your Agenda*

4. Know Thy Self: *Leadership Development Map*
The Emerging 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

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New technologies could fundamentally renew Indian Economy

Process Industry Reconfiguration

Information Technology

Biotechnology

Upstream

Downstream

10011000101110

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The Chemical Industry for example could renew itself in riding the New “S Curve”

Developing A Sustainable Economic Model

Productivity of Society

High

Low

Time

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

Globalizing Economic and Trade Policies

Symbiosis of Multiple Disciplines

- Genomics / Biosciences
- Unit operations
- Bio Catalyst
- Convergence technologies (4 C’s)†

Agro-cell Based

Industrial Revolution 1 (Steam Engine)

Industrial Revolution 2 (Internal Combustion Engine)

Information Revolution

Agro Revolution

© Partha S Ghosh
While convergence of information technologies will impact and drive growth across all economic sectors, certain sectors face greater disruption and consequently greater opportunity.
The Next 25 years Leadership Challenges will shift in a dramatic fashion

<table>
<thead>
<tr>
<th>The last 25 years</th>
<th>The Next 25 years</th>
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<tr>
<td>Globalization of Institutions</td>
<td>Globalization of Individuals</td>
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<tr>
<td>Linear development of technologies</td>
<td>Convergence of technologies</td>
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<td>Declining Prices of Commodities</td>
<td>Supply-Demand imbalances in Commodities</td>
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<tr>
<td>Consumption driven economic models</td>
<td>Conservation/Ecology friendly Economic models</td>
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<tr>
<td>Move toward market economies</td>
<td>Emphasis on Global equity</td>
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</tbody>
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Leaders in the next 25 years will have to navigate through a Fundamental phase shift requirements in Science, Technology, Business or Government, and in Public-Private Partnership.

Future leaders must prepare to deal with
Paradigm Shifts

“Unpredictability, complexity & invisibility of assets”

“Predictable Dynamics”

Disengagement at the Peak of success

Management of Early stage Business Models in a Large Enterprises

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In the next 25 years the Globe will need to face complex interrelated problems

<table>
<thead>
<tr>
<th>Basic Global Issues (Not comprehensive)</th>
<th>Nature of Challenges</th>
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<tbody>
<tr>
<td>1. Eco friendly economic development process</td>
<td>1. Leverage insights into supply-demand dynamics, regulatory issues to develop a global network – which is cost effective and “solutions savvy”</td>
</tr>
<tr>
<td>2. “Global Equity” to reduce terrorism?</td>
<td>2. Enable technology Providers to gain scale advantage</td>
</tr>
<tr>
<td>3. Global Security to guard against terrorism and natural disasters..</td>
<td>3. Help in development of down stream solution sets and infrastructure</td>
</tr>
<tr>
<td>4. Health care systems</td>
<td>4. Create innovative incentives for everyone to play</td>
</tr>
<tr>
<td>5. Global logistics of goods and services</td>
<td>5. Manage global process of governance</td>
</tr>
<tr>
<td>6. Low cost energy efficient, safe Transportation system</td>
<td>6. Experiment, learn and deal with likely adversities</td>
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<tr>
<td>7. Education system overhaul</td>
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</table>

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Indeed in the long-term, the NextGen Distributed Power Infrastructure could Leverage “Connectivity” to Link different sources of Renewable Energy, which will require compelling leadership skills to weave different systems together while marginalizing others.

The Virtual Power Plant
- Aggregates the output of thousands of micropower technologies
- Peak shaving becomes power trading on the wholesale market
- Coordination and control through a new communications infrastructure

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A Vision of The Future Backbone of Global Society

**Biomass** → **H₂ Rich Molecules** → **Fuel Cells** → **6σ Power** → **Lit Fiber** → **6σ Connectivity**

**NLP&E Value**
Organize farms as Source of Fuel

Access to Low Cost Resources → Acceleration of Commercialization → High IQ Team → Low cost precision Engineering → Global Networks of Precision Mfrs Contacts

**Organization**

**Creative Services** → **IP - X Team** → **Critical Components**

- IP Training?
- Fuel Cell Component?
- Engineering?

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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**

**INCREASINGLY COMPETITIVE ENVIRONMENT**

**High price of non-performance**
The Program Content:

1. **Perspectives on Leadership and Follower ship: “What constitutes leadership**

2. **Do you know who you are? Avoiding self deception?**

3. **Developing a 360° view: The Emerging World and You.**

4. **Seeking Self fulfillment: Your own agenda**
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

Emerging requirement
- Fuzzy and blurring boundaries
- High degree of Un-predictability
- Unclear and complex linkages through Services on Product Platforms
- Multiplicity of cultures

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Sources of Power to Influence

Evolution of Power sources of Leadership

- Inner base
- Intellectual base
- Organizational base

Power of Intuition

Power of Intellect

Power of Interconnectivity (Organizational Mechanisms)

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A Simple Exercise: Know thy Self
Choose the dimensions (mutually exclusive) you care about in a leader, and plot the personalities of George Washington, Abraham Lincoln, Thomas Edison, and Carly Fiorina and then plot yourself, and ask a friend to plot your profile.
In the New Environment Practice of leadership must encompass “3 in 1” Perspective
Value Creation: Delivering on Your Own Potential

Insuring Future Performance

Power of Interconnectivity

Leader in You

Strength of Inner self
Power of Intuition

Multi-level Team work
True & Caring Servant
Multi-Channel learning

Inspiration
Perspiration

Power of Intellect

Aspiration/Agnenda

Issue definition
Problem Structuring
Solution Space Expansion

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Getting Started: Eight-Step Activation Process

1. Understanding of inner self (Map)
2. Interpretation of the Environment
3. Vision
4. Clarity of Purpose
5. Team Power
6. Scenarios
7. Focus and Decisiveness

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The Vision of the Future Is the Fundamental Benchmark for Guiding the Search for New Options, and Their Evaluation and Impact

A dynamic Process need to be developed
21 Golden Rules?
Twenty one Golden rules in Cultivating the leader in you

**Power of Intellect**

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

In thinking through issues of interest to you develop the habit of asking why at least through five levels of depth in a mutually exclusive and collectively exhaustive fashion? Transformational yet practical

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 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 relationship 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 missions 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 you 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 10 minutes every day.

17. Identify what should determine your honor and character in society.

18. Build connections with organizations which facilitate thinking on issues which transcends the immediate industries and work spaces.

19. Work on keeping your ego out to process information as objectively.

20. Read books of history and Philosophy to appreciate the humane and the divine or supernatural aspects of “becoming”.

21. Process your experience to define what is the next value.
Working Dynamics Between Critical Functional Organs
(Not Comprehensive: Only for Illustration)
Several Different Organizations will need to be aligned.

Values
- Ethics & Morality
- Honor & Honesty
- Social interests

Style
- Non verbal behavioral elements
- Sense of service to mission and people
- View of your role in society/ your profession
- Segmentation of vision into simple elements
- Logic behind the vision

Vision
- Communication with the possibilities
- Dynamic allocation of responsibility
- Listen to teams voice
- Policies toward target countries
- Trade and visa formalities
- Collaborative arrangements
- Coordinated actions to accomplish the journey towards vision, while ensuring resiliency

System 1
Discipline
- Allocation of time & Intellect for self development
- Self Reflection through meditation
- Listen to inner voice

System 2
Connectivity
- Coordinated actions to accomplish the journey towards vision, while ensuring resiliency
- Listen to teams voice
- Allocation of time & Intellect for self development
...Leaders in the Knowledge Economy

Knowledge Management Solutions Space

Future Leaders will continually develop new organizational dynamics

People

Subconscious

Conscious

Formal

Informal

Process

Continuous Enrichment

Socialization

Trust Based

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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.
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
- Become familiar with different 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”