

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

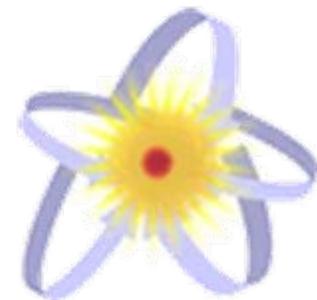
Partha S Ghosh
Massachusetts Institute of Technology
Partha@ParthaGhosh.com

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 in 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.

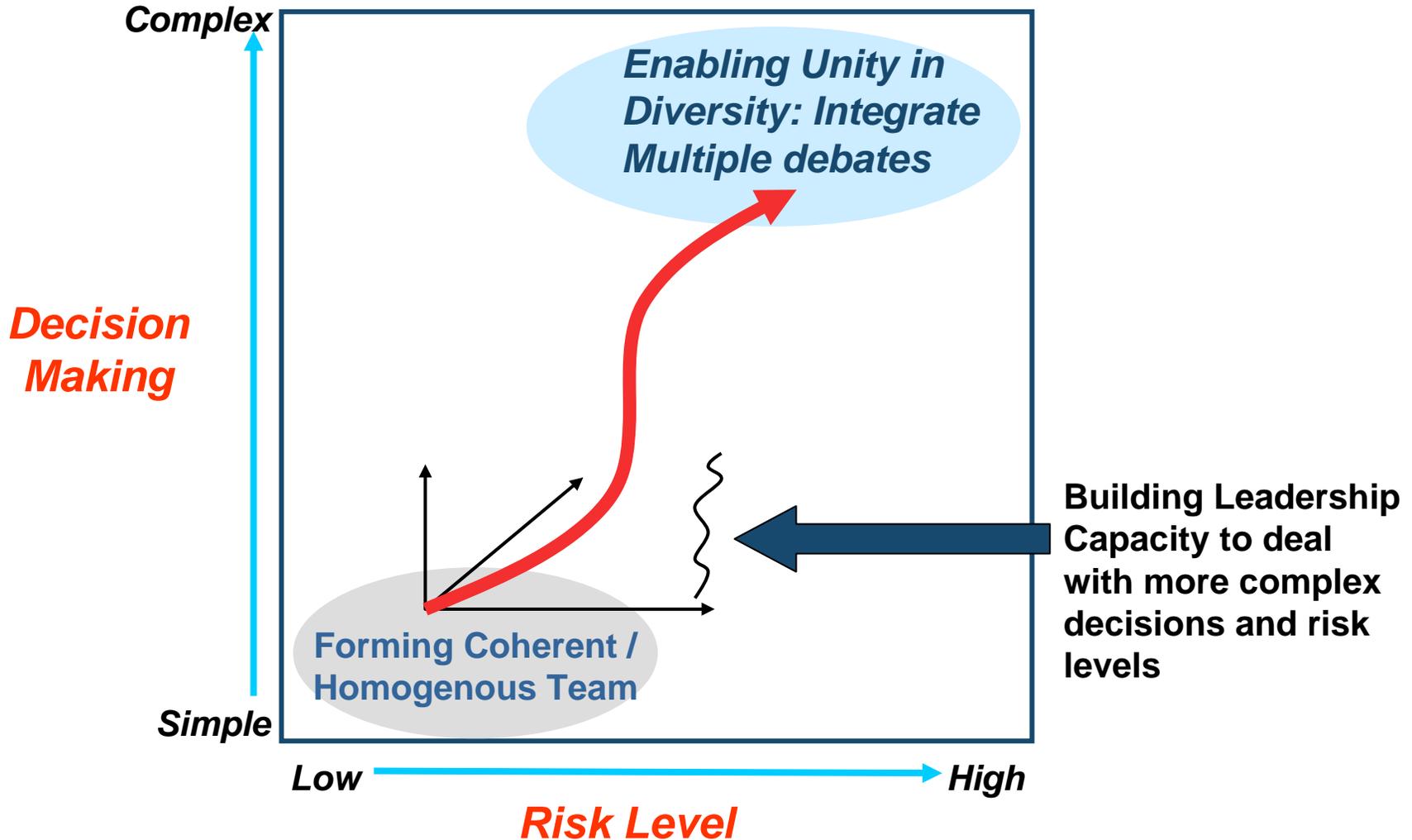
Partha S Ghosh



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

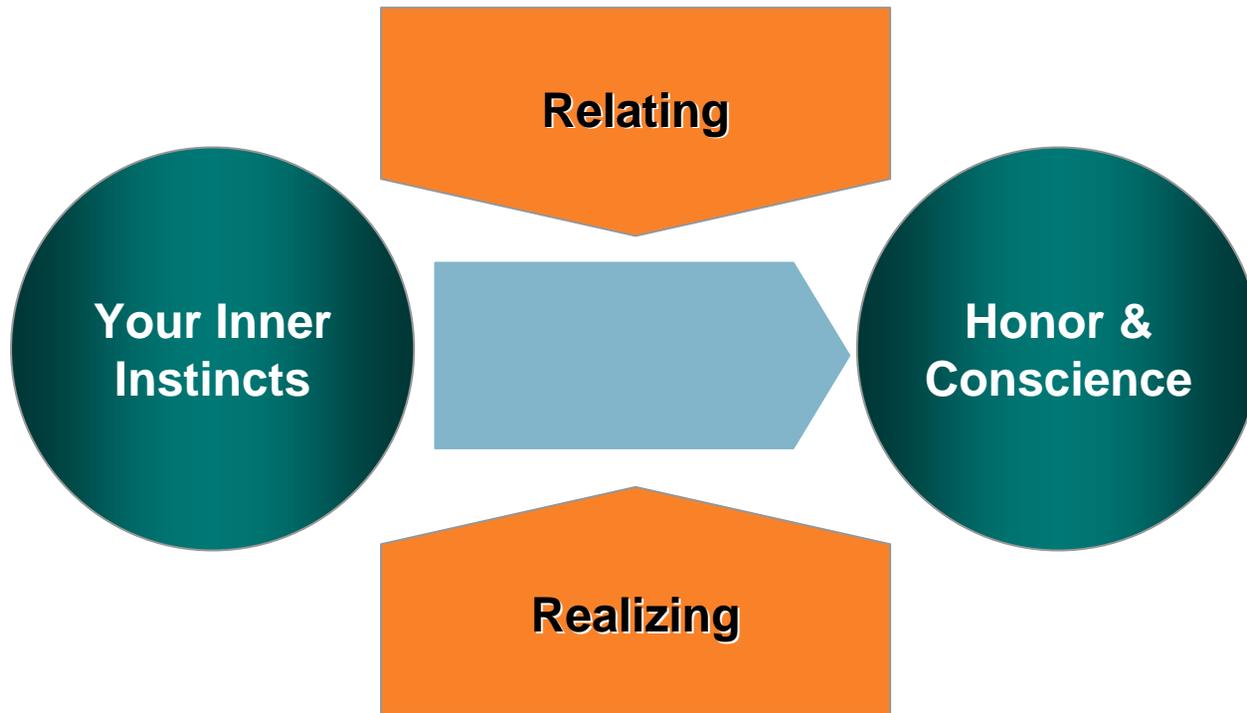


The basic thrust of the Program

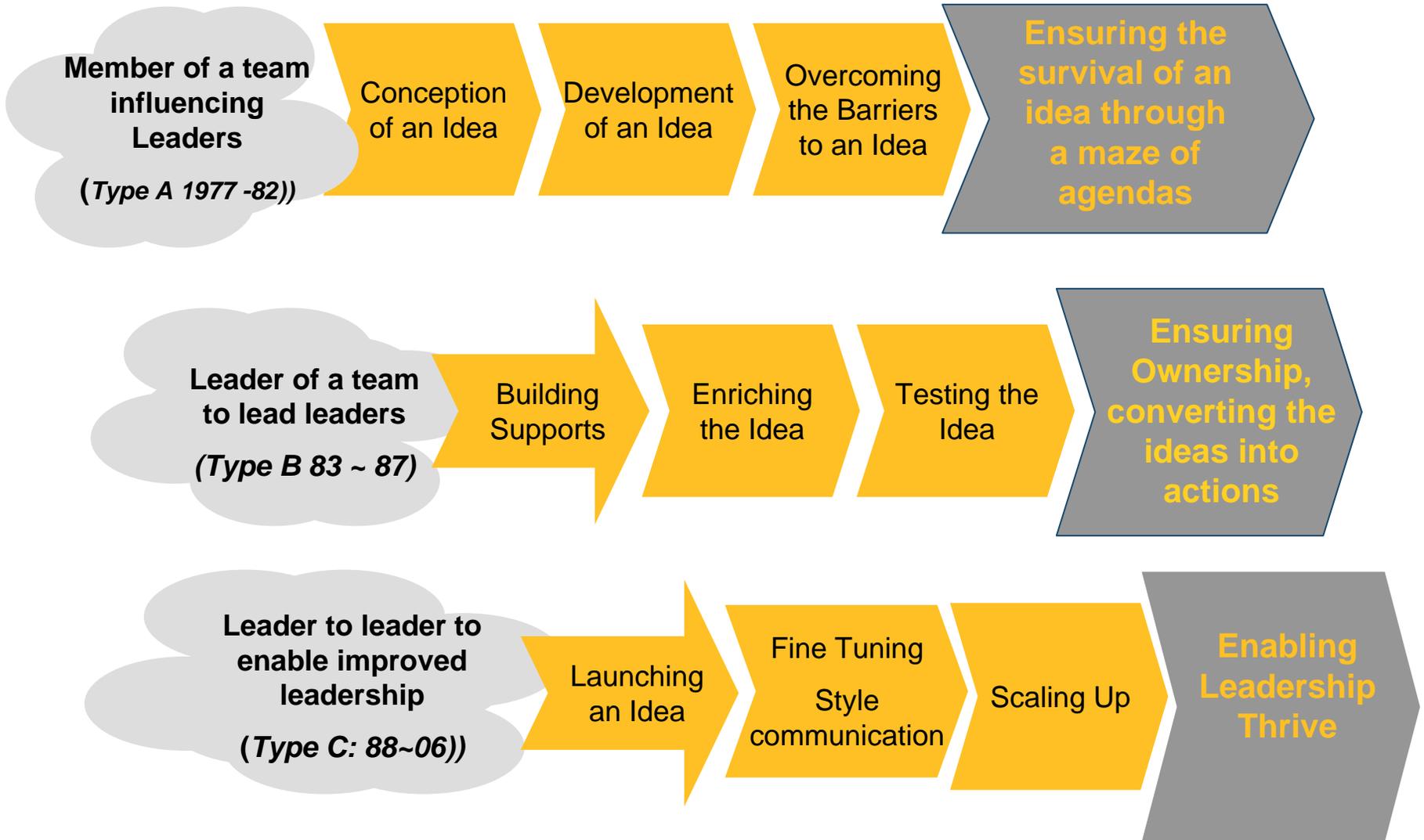
**Understanding and
Extending the Past**

to

**Activating a Range of
Likely Inner Qualities**



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



The Program Content:

1. *Perspectives on Leadership and Followership: “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*

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?

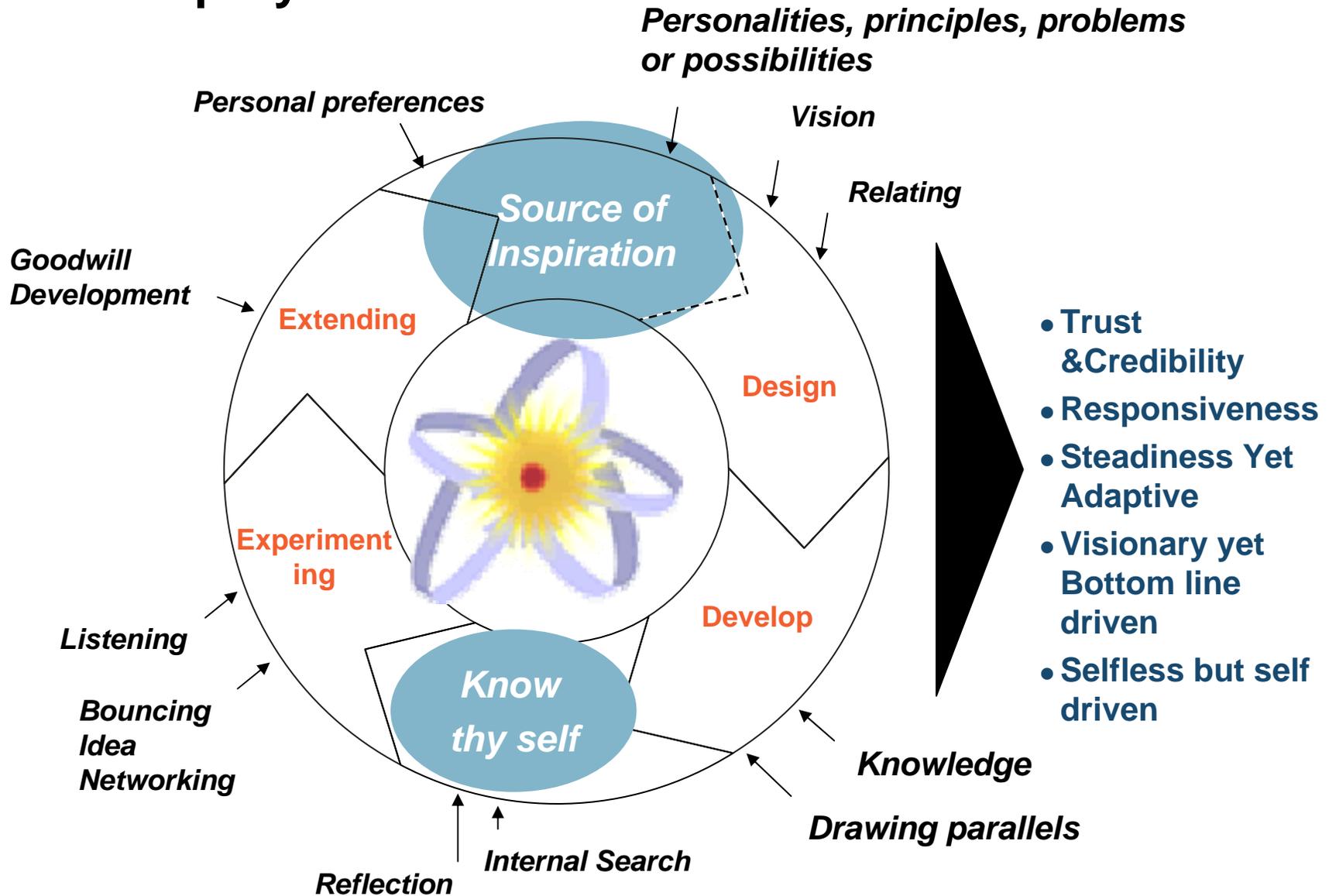
It is about Inner Search....

Relating & Thinking,

Feeling & Being and

***Most Importantly, in Switching &
Becoming***

Leadership Dynamo



Reflect on your last Eighteen Months

Name:

Email:

Tel:

Situations	Your Position	Partner's position	Key Issues ²	What worked?	What was uncomfortable?
With Your peers					
With your juniors					
With your seniors					

What do you do well?

What will you like to fine tune? or develop?

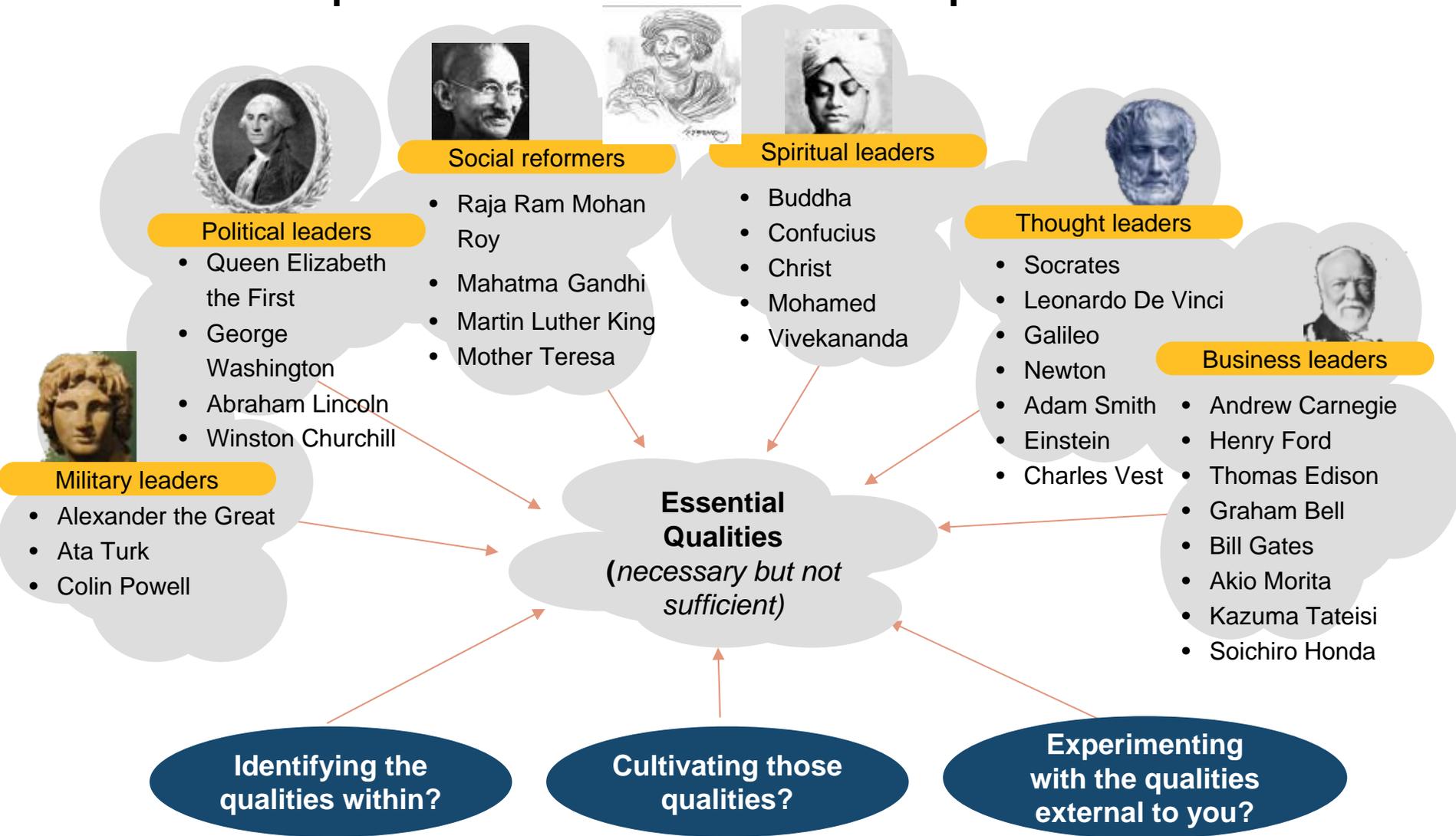
Your Reflections....

Situations	What worked?	What was uncomfortable?
With Your Peers		
With your juniors		
With your seniors		

The Program Content:

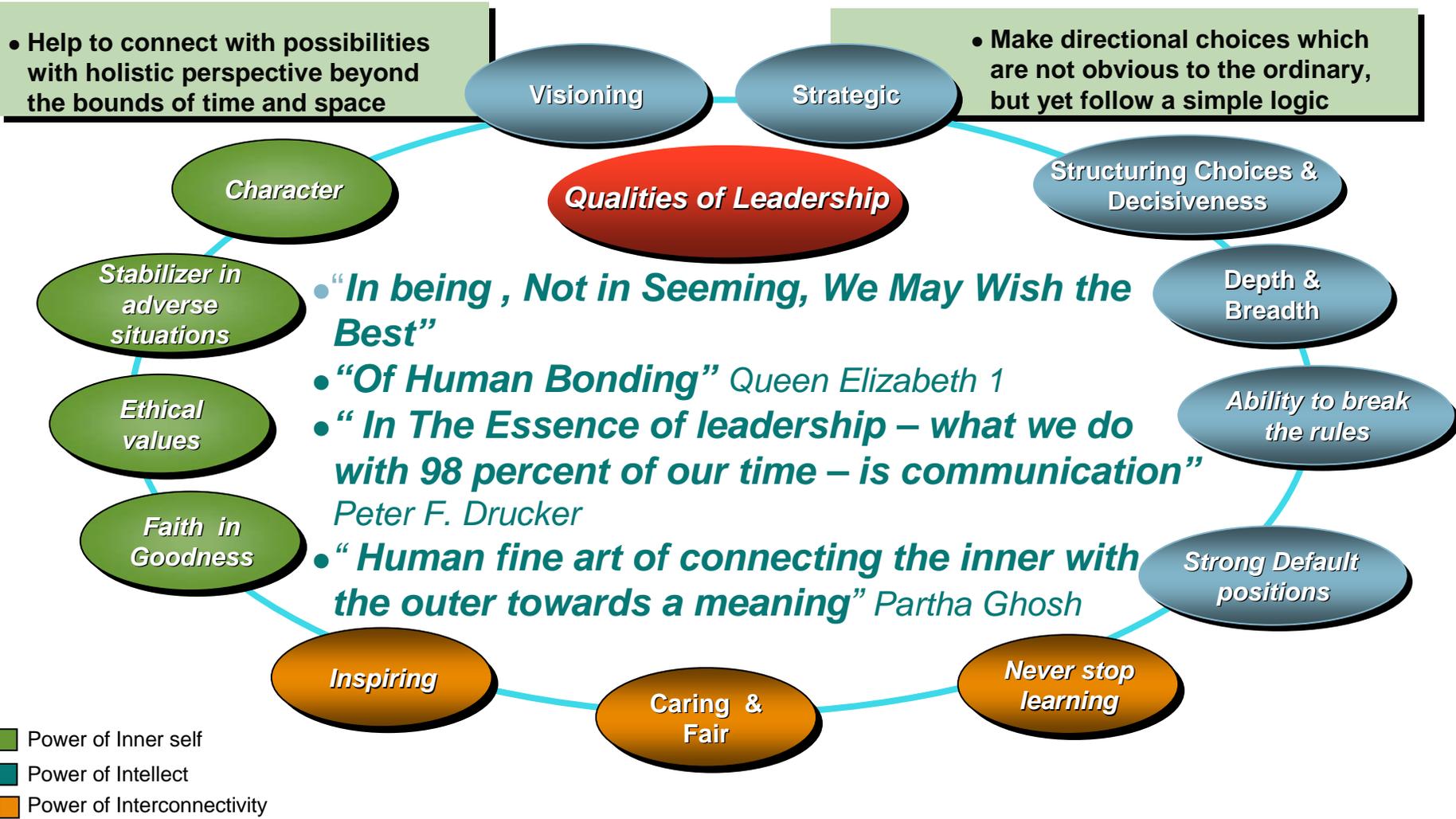
1. *Perspectives on Leadership and Followership: “What constitutes leadership*
2. *Do you know who you are? Avoiding self deception? :*
3. *Developing a 360° view: The Emerging World and You.*
4. *Seeking Self fulfillment: Your own agenda*

Source of Inspiration: Hundreds of Leadership Models



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)



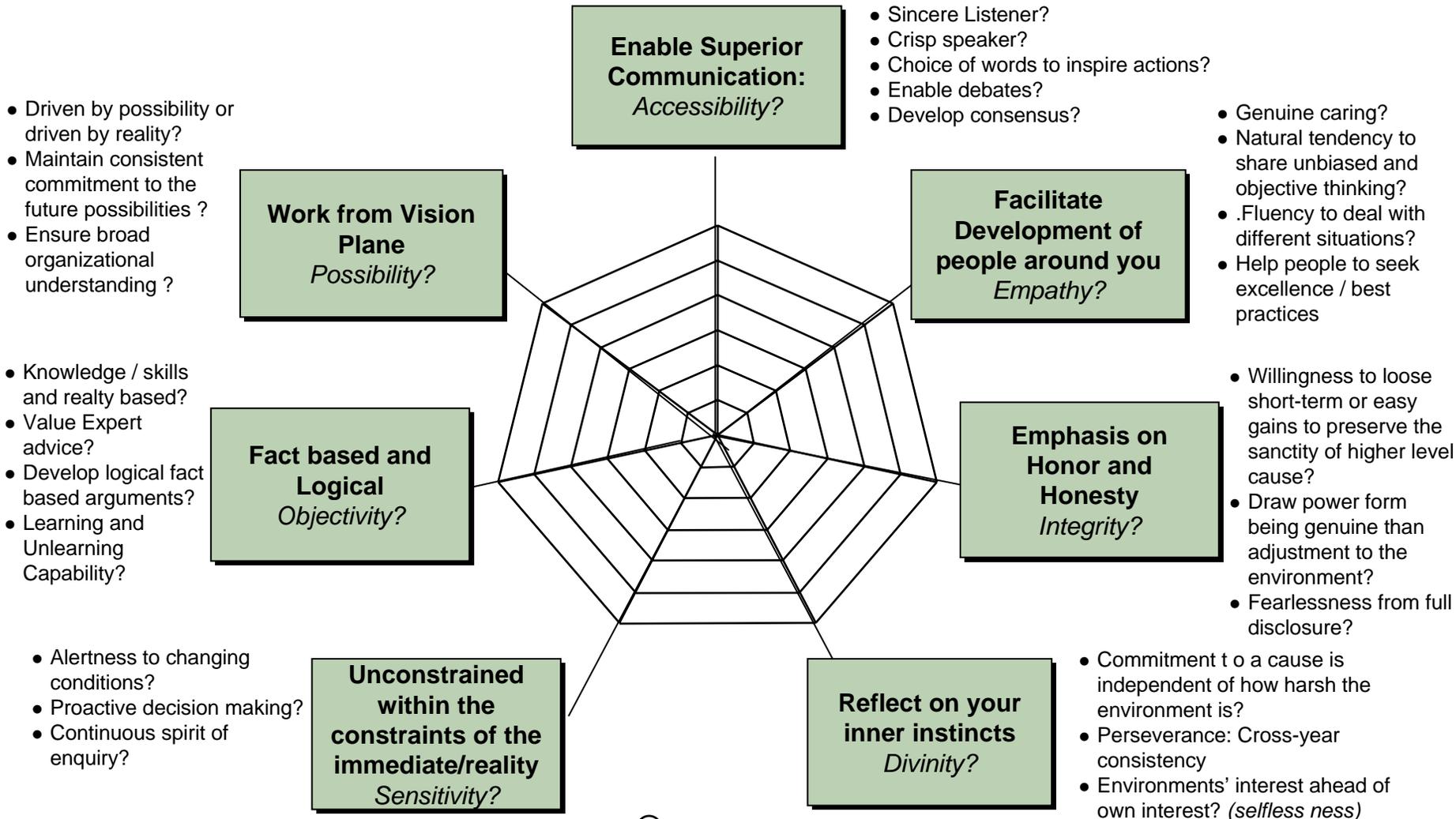
Leaders as we observe them point towards a range of different qualities which manifest in different ways

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



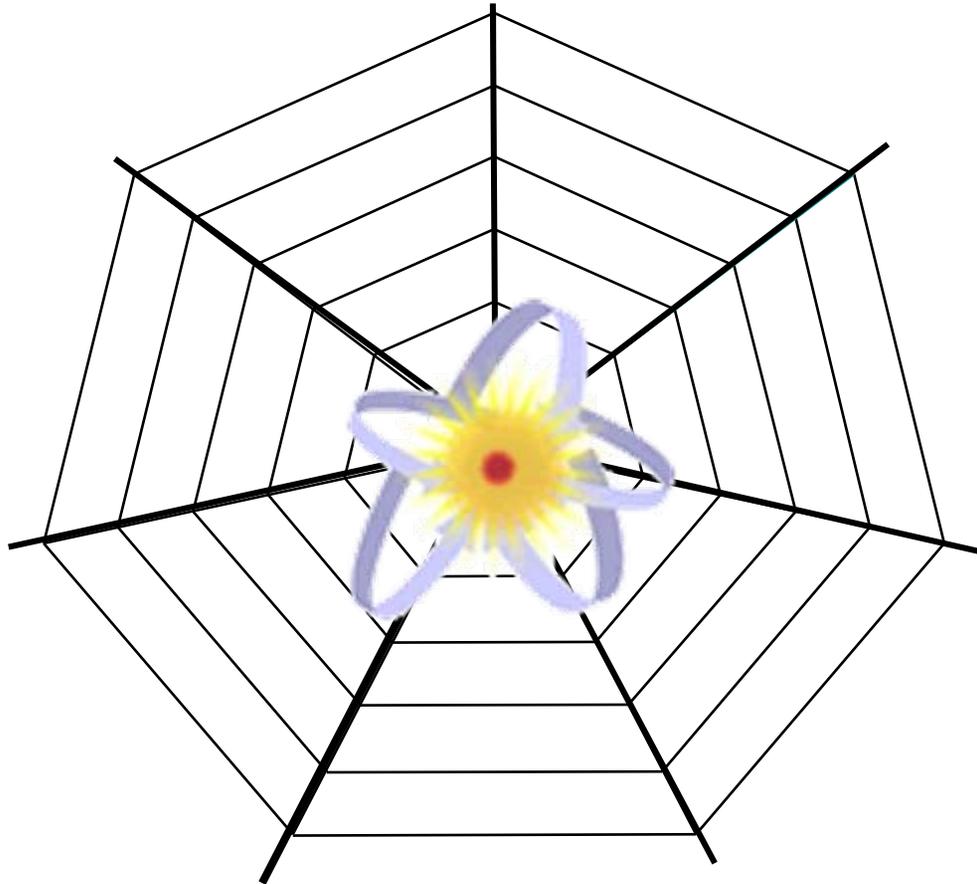
Leadership in You: A Mapping Tool (Not Comprehensive)

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



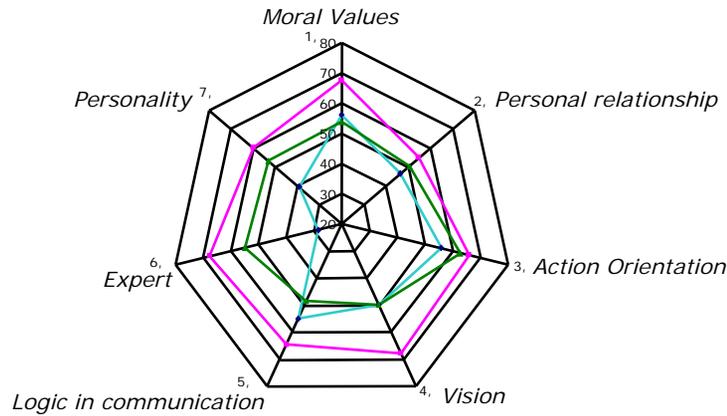
A Simple Exercise: *What do you consider important?*

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

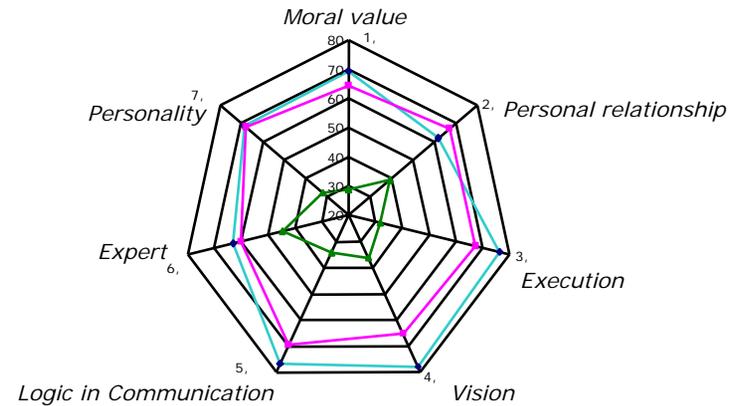


Map yourself

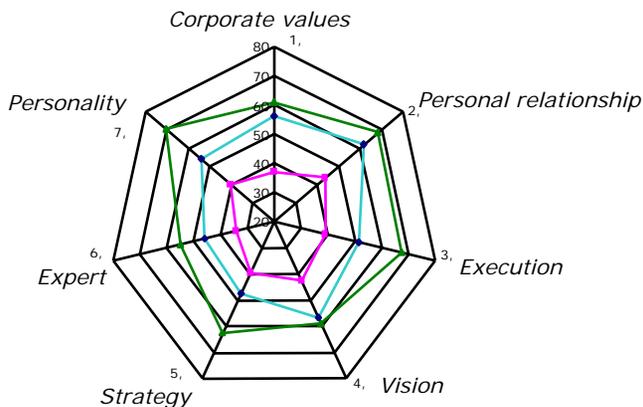
Case A: Non-confident shy, but potential leader



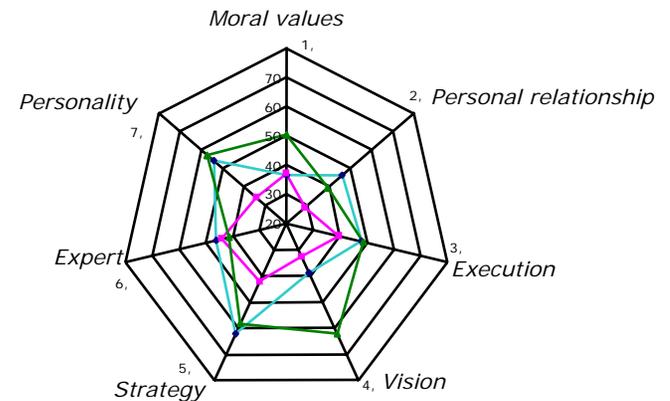
Case B: Undiscovered, well-rounded leader



Case D: Hard-driving Leader



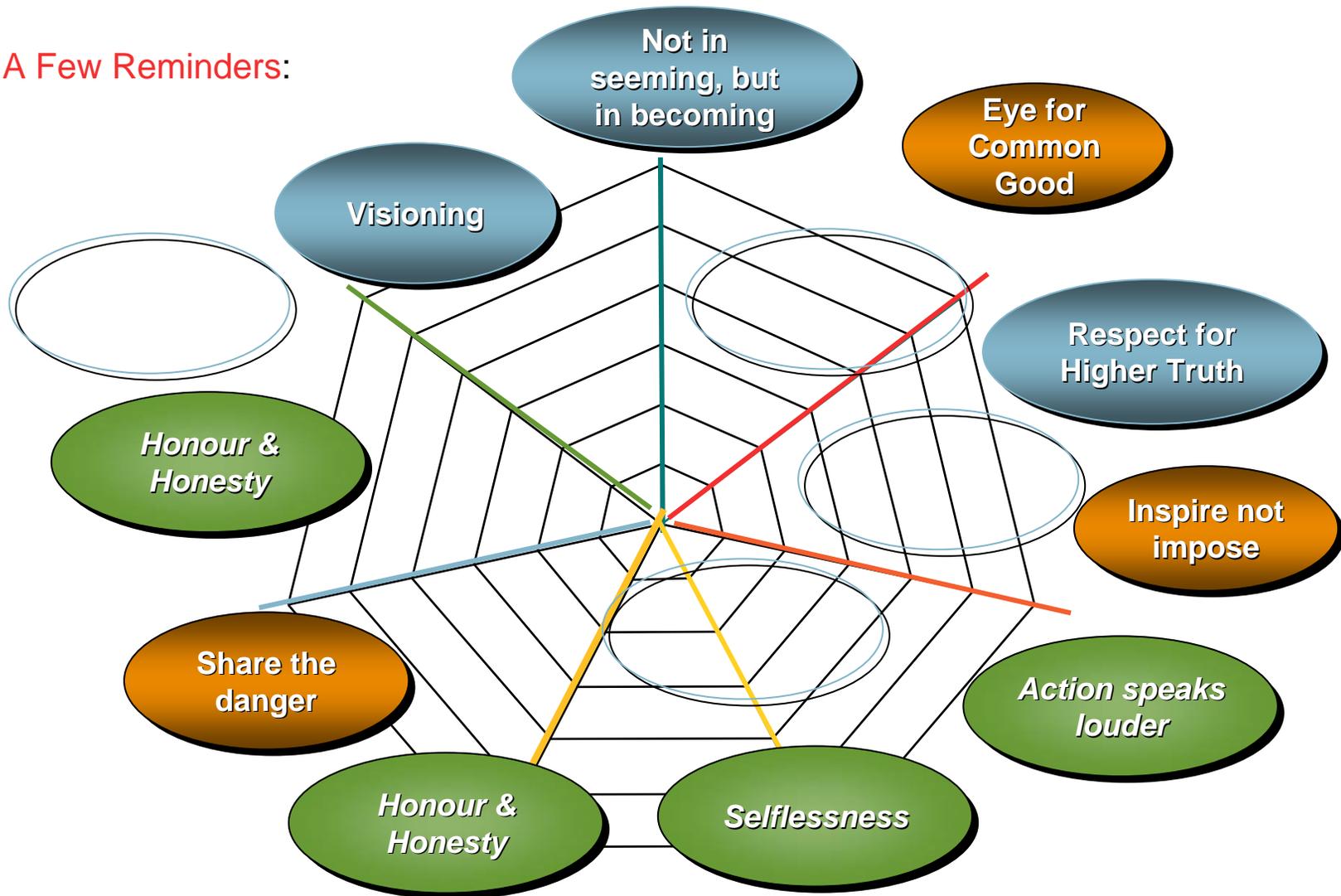
Case D: Yet to identify himself/herself



— Self — Junior — Peer

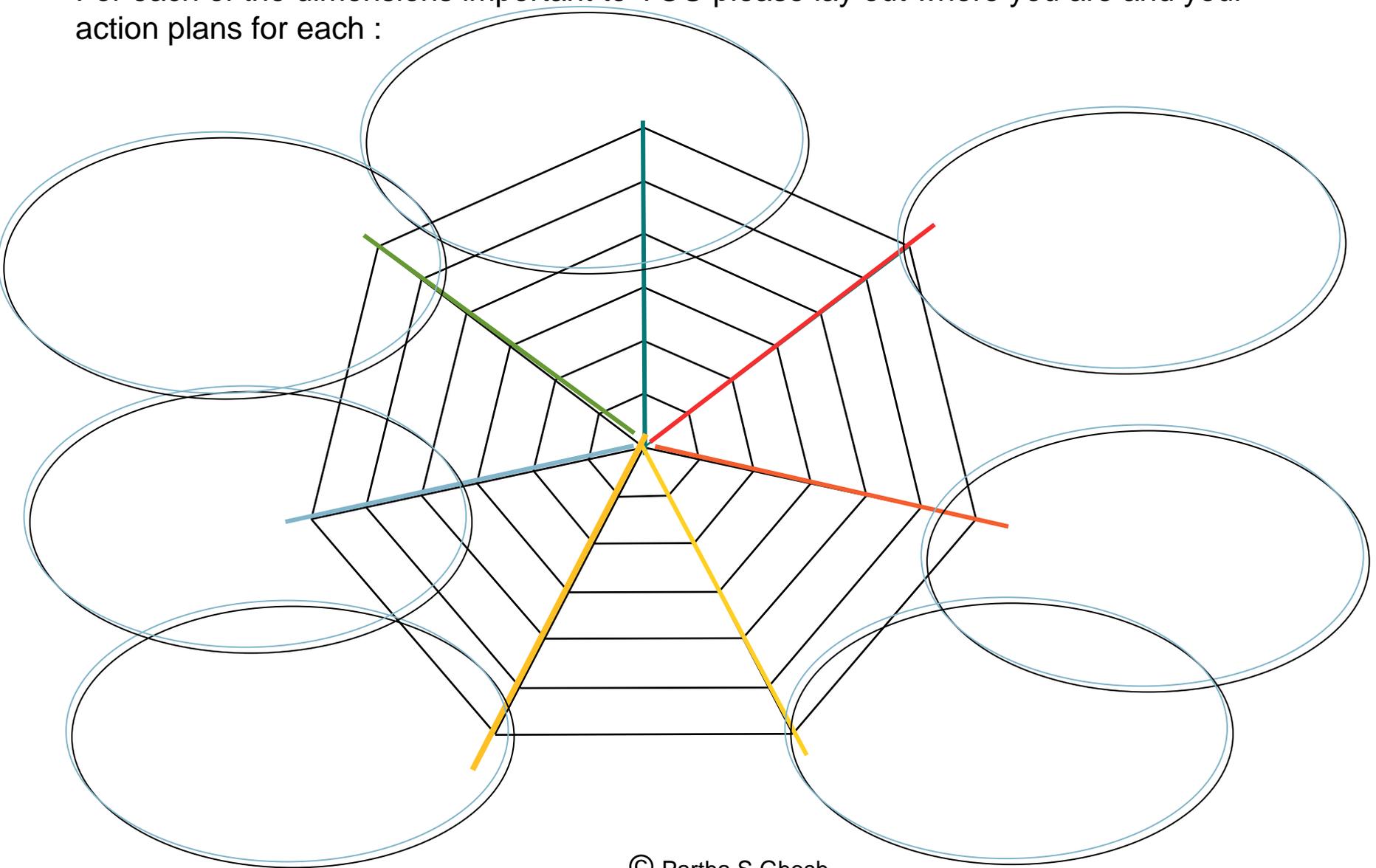
A Simple Exercise: Know thy Self – *sense of your own strength and warn you of your vulnerability*

A Few Reminders:



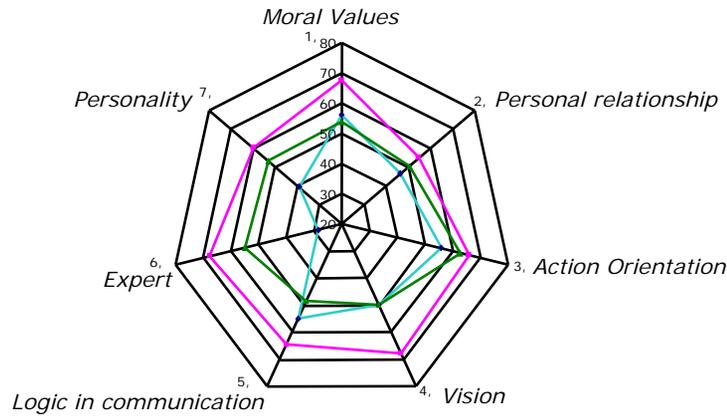
A Simple Exercise: Know thy Self

For each of the dimensions important to YOU please lay out where you are and your action plans for each :

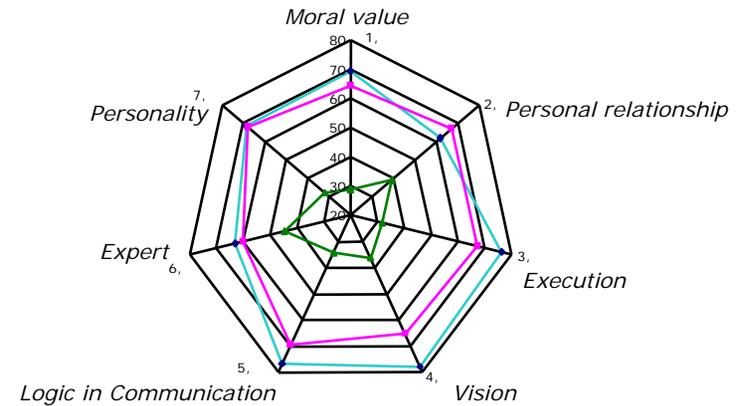


Map yourself

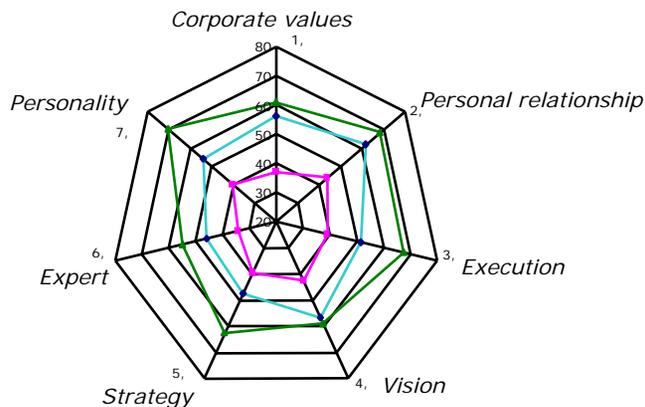
Case A: Non-confident shy, but potential leader



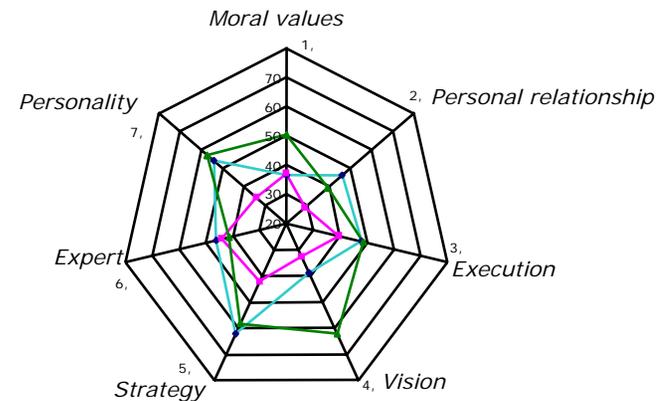
Case B: Undiscovered, well-rounded leader



Case D: Hard-driving Leader



Case D: Yet to identify himself/herself



— Self — Junior — Peer

Range of Personalities

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



Perspective



Logic

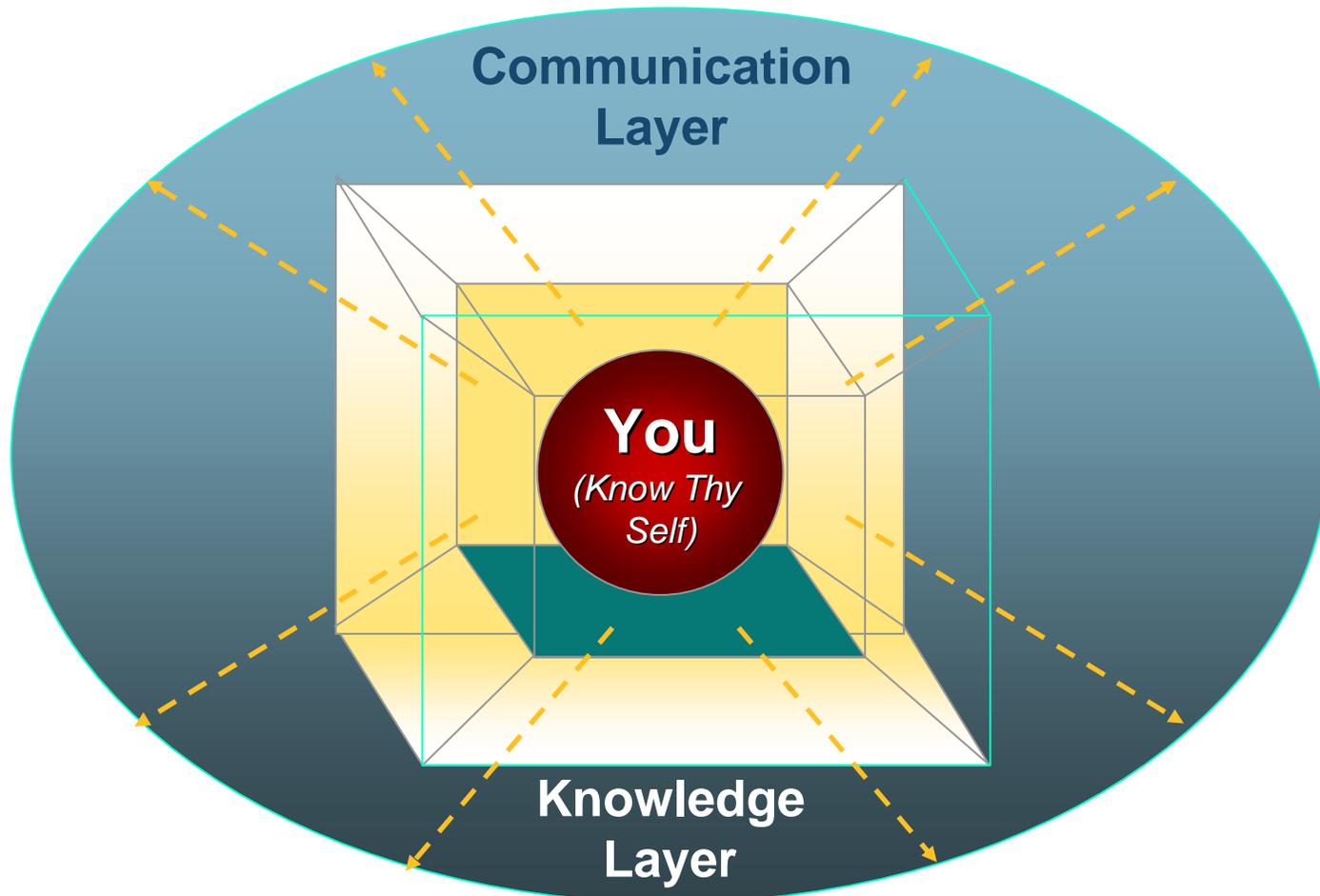


Human



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

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*

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

- *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



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

- *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*

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

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



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

Effective leaders are Great servants

Great leaders see greatness in others

- 
- Know thy self

- 
- Become familiar with different degrees of freedom of self expression

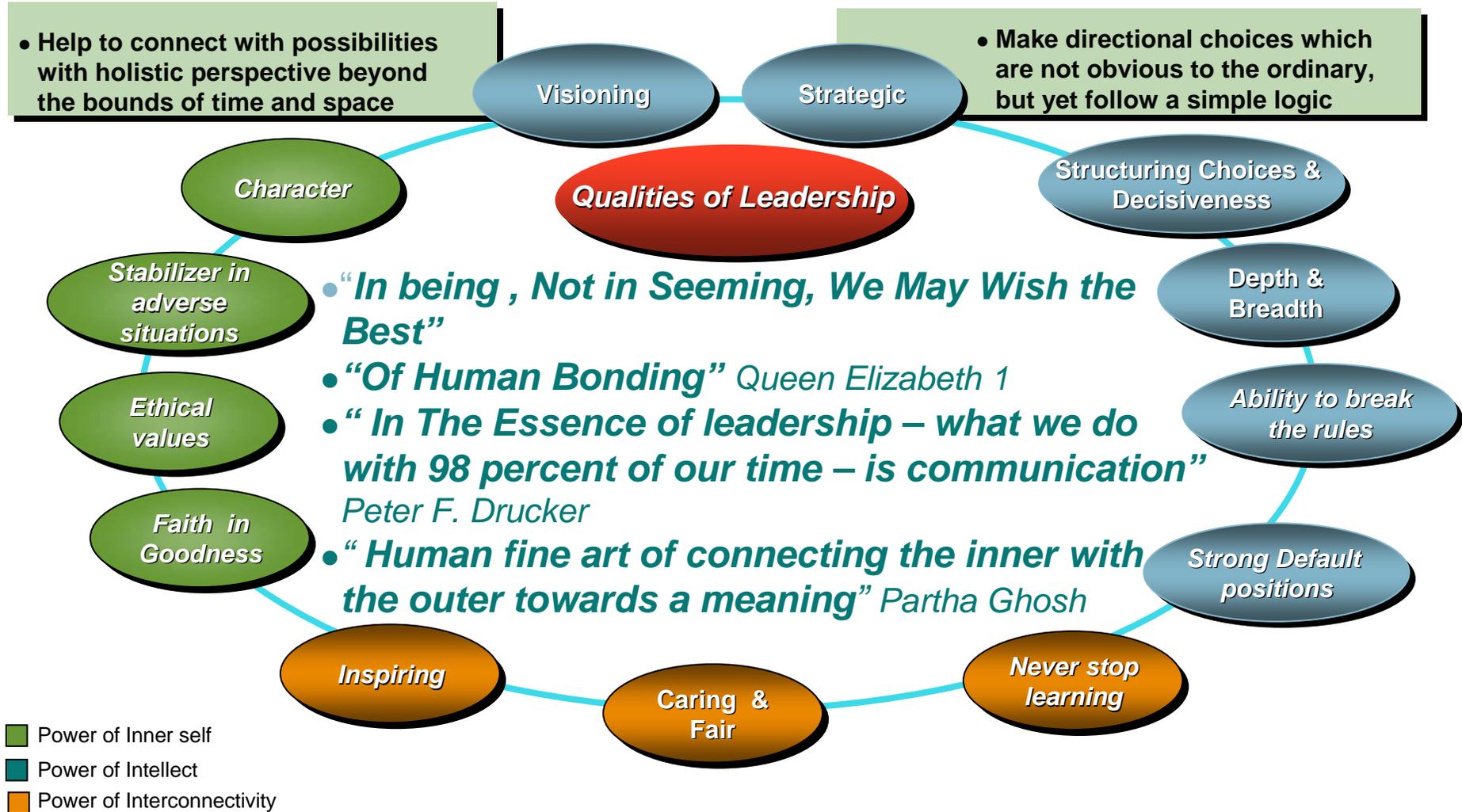
- 
- Efficient and effective development and use of your inner self

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

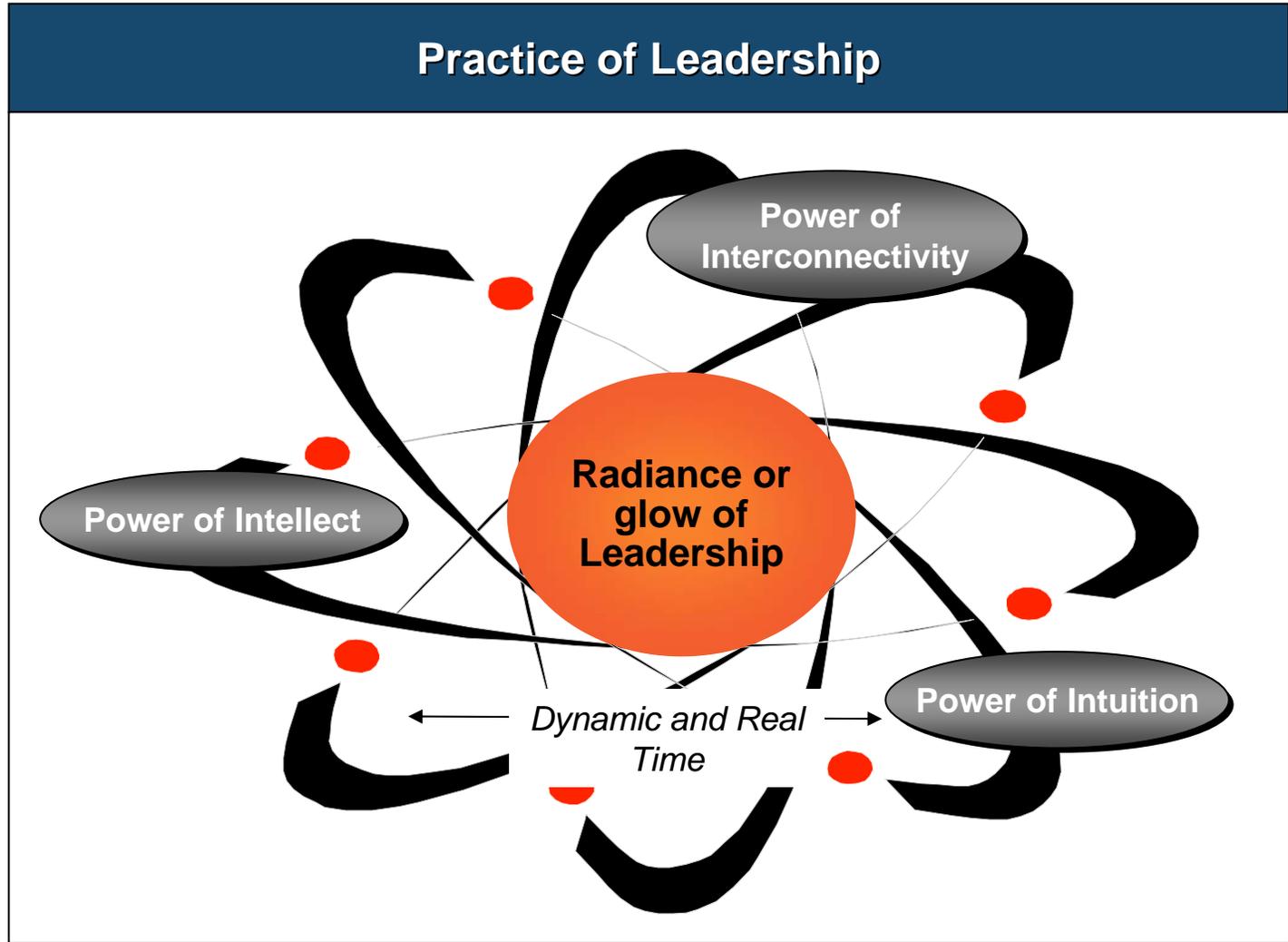
- 
- Humility + "Egos outside with Divine within"

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)



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



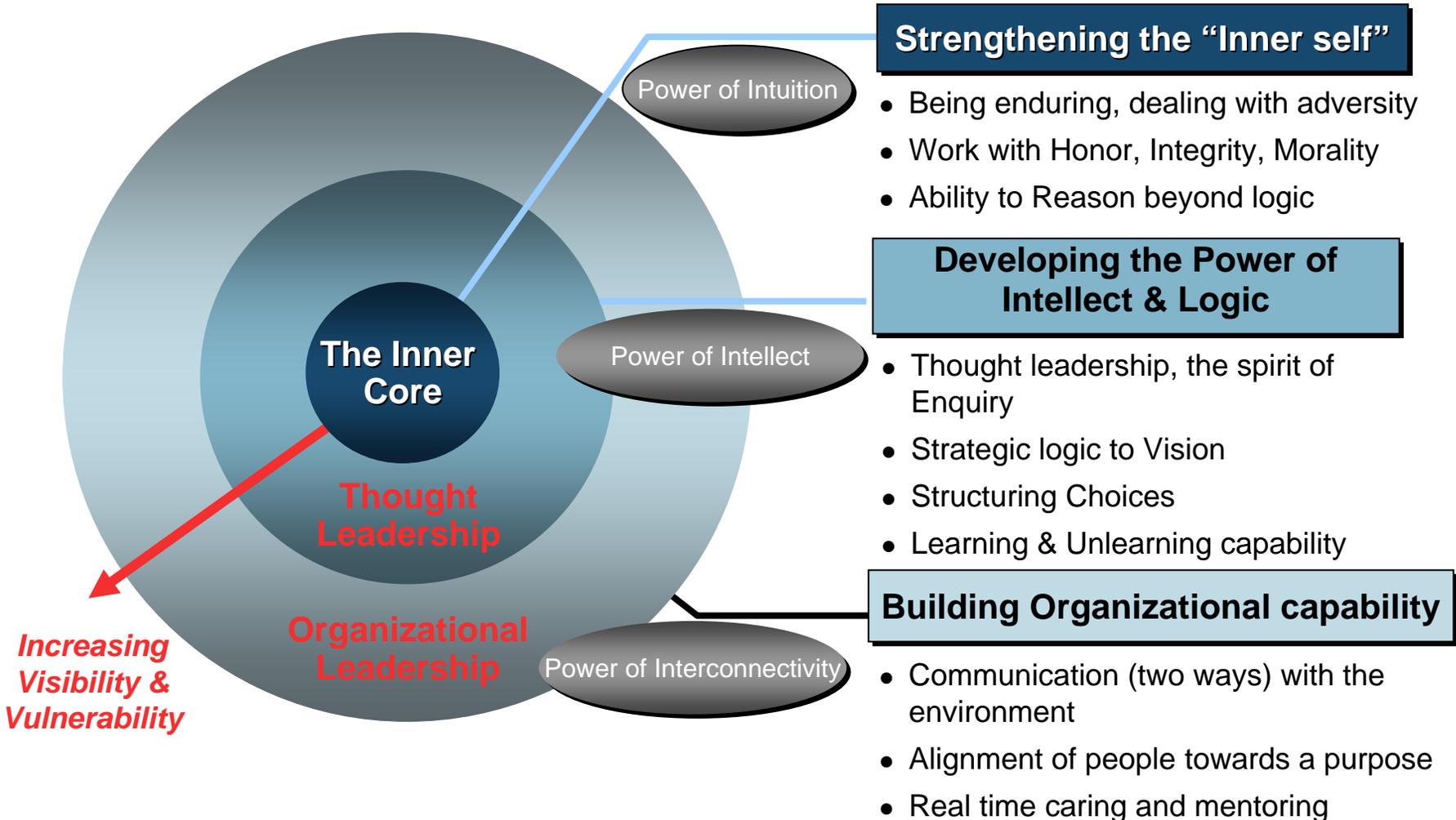
Power of Intellect?

Power of Intuition?

Power of Interconnectivity?

Leadership Development: The Basic framework

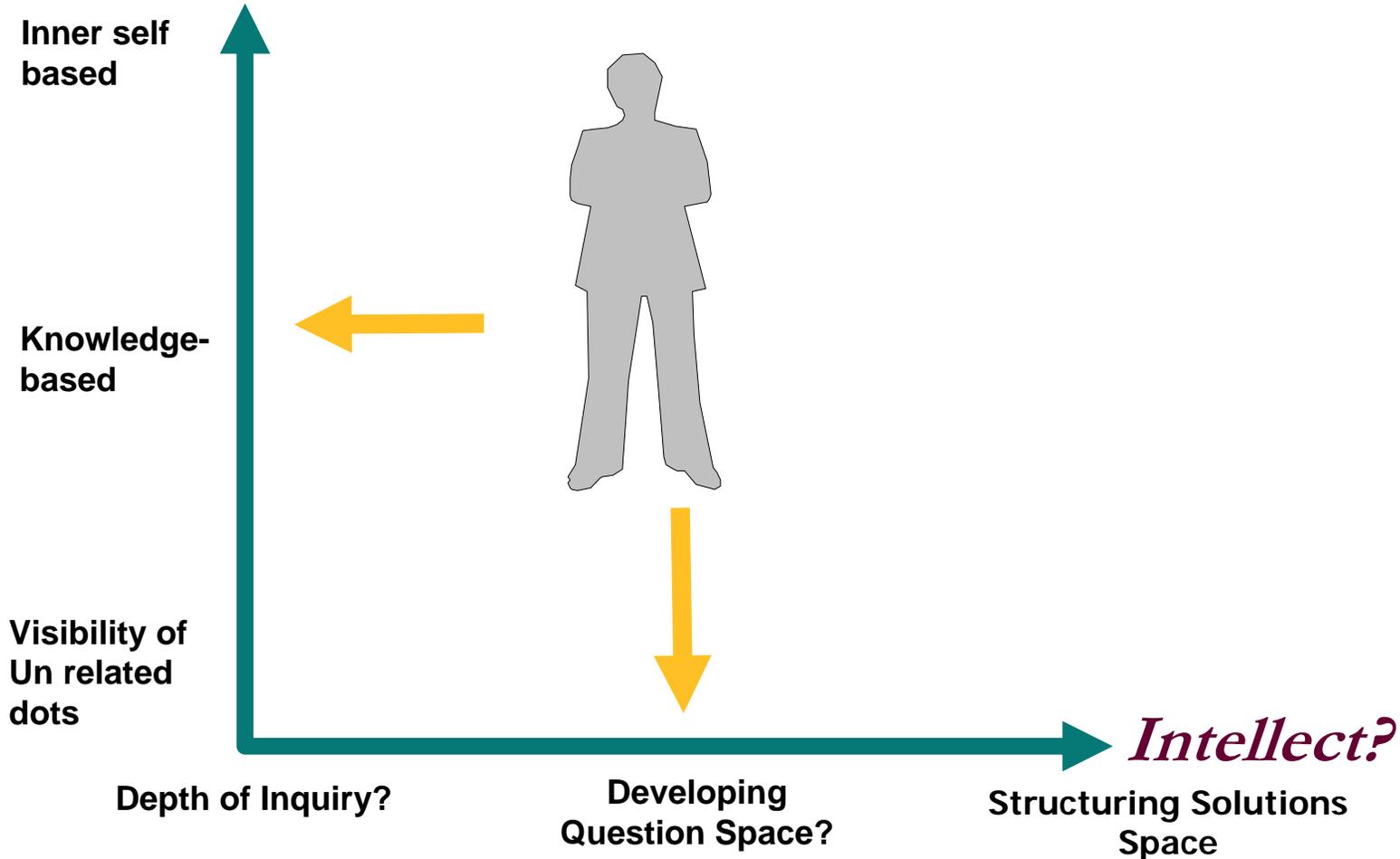
Leadership development involves identifying the sources of power in each of the layers of personality of the Individual



Your Vision of Yourself : *Scope of the Field?*

Your Future development(?): Choose *Two Vectors*

Intuition?



Know where you are?

Your Future development(?): Work on *Two Vectors*

Intuition?

Inner self based

Knowledge-based

Visibility of Un related dots

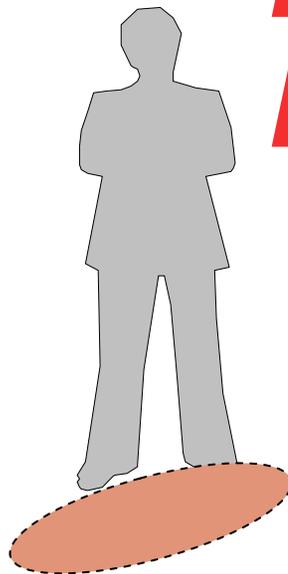
Depth of Inquiry?

Developing Question Space?

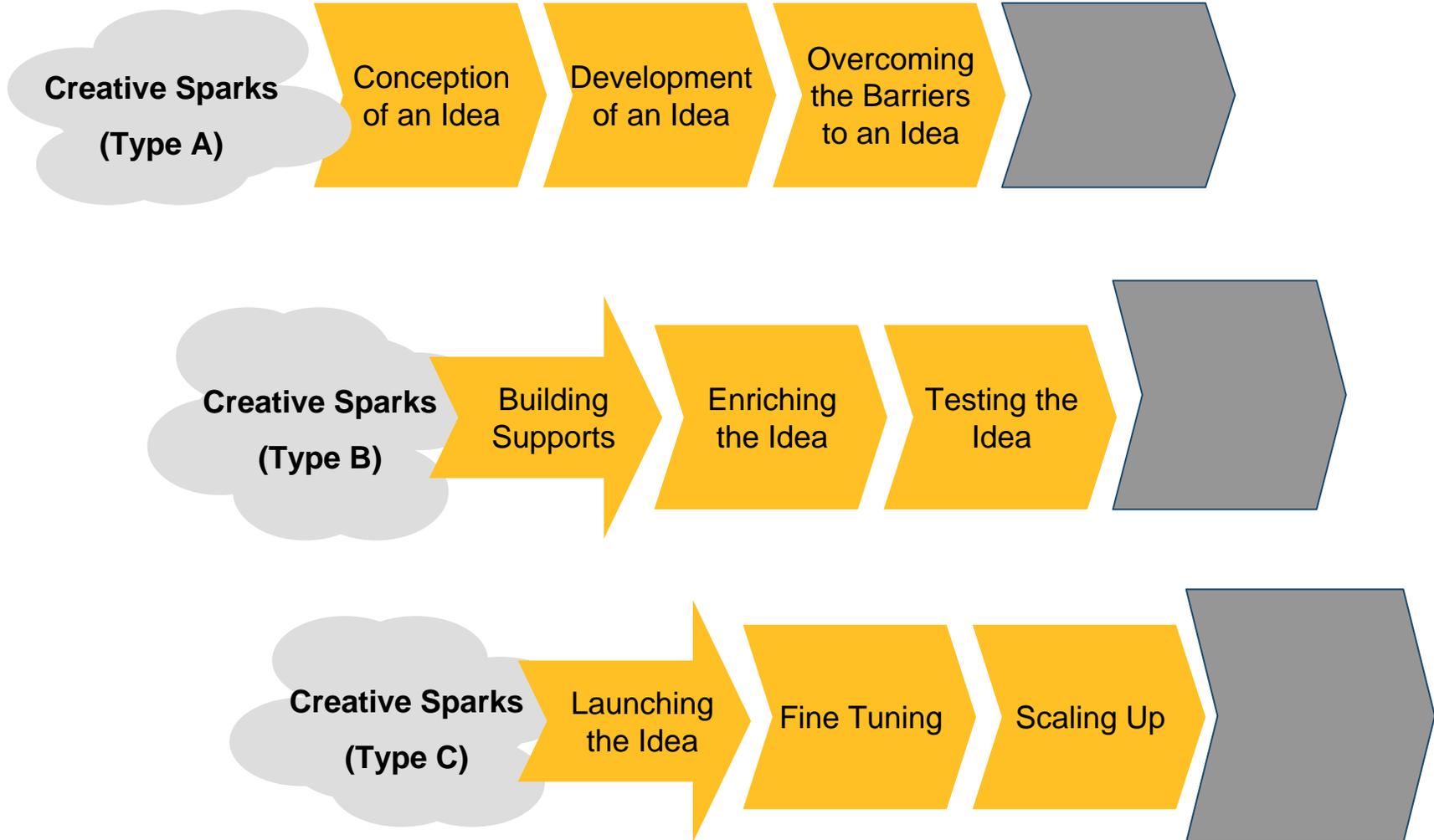
Structuring Solutions Space

Intellect?

***IF IT IS TO BE
IT IS UP TO ME***



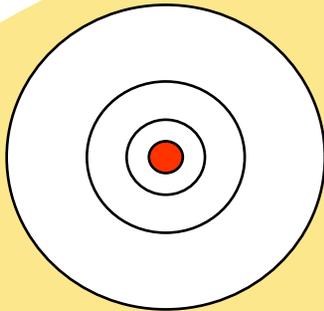
Thought Leadership = Power of Intellect : Stages of Creative Design and Development of Strategy



Basing on full understanding of who you are develop the interconnectivity vector

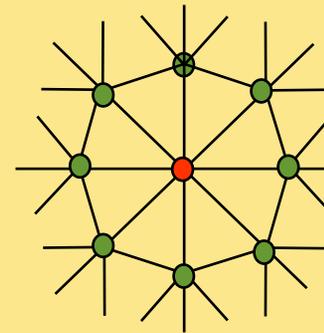
Shifting “inner advantage” :

Intellect and Intuition



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

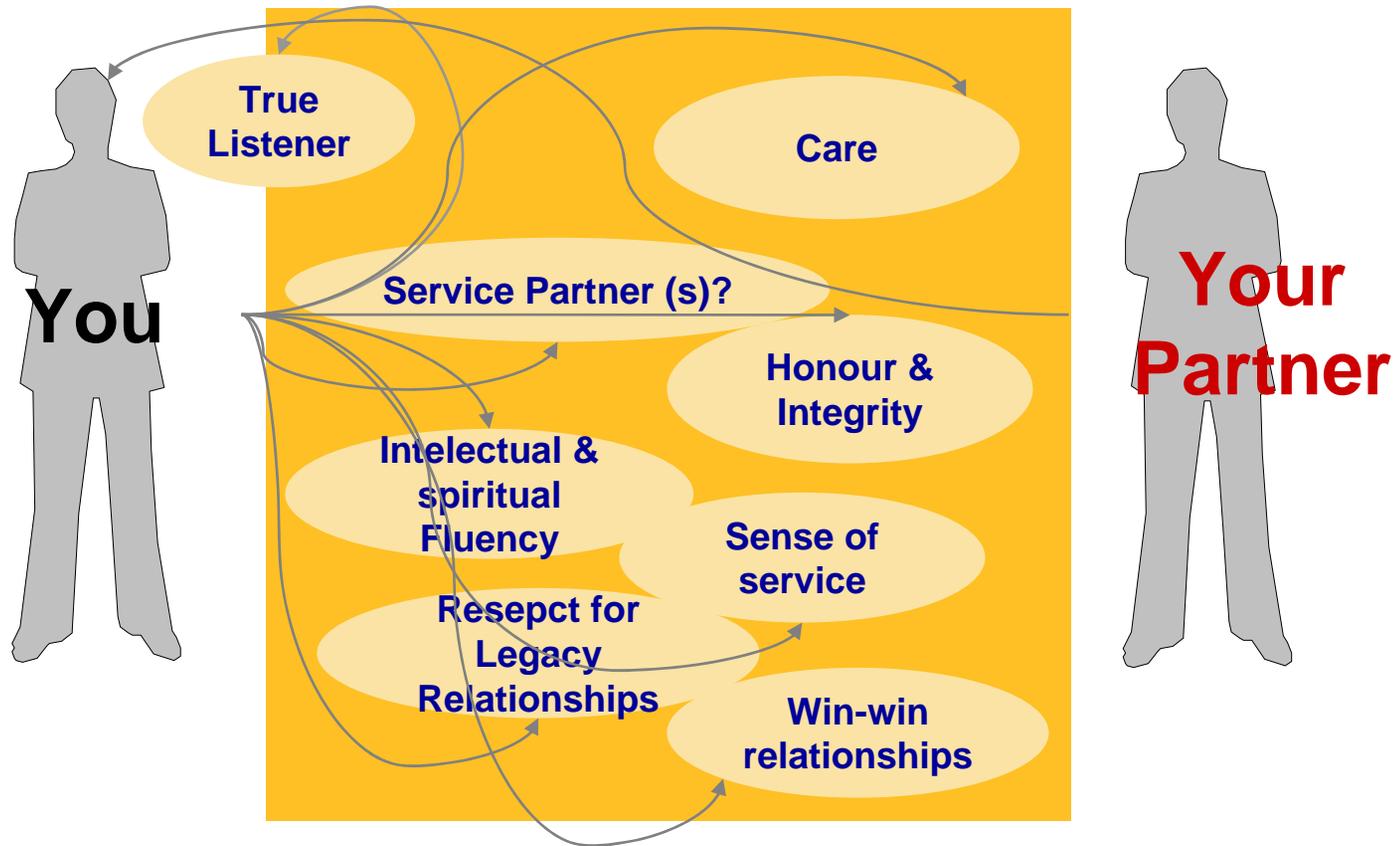
The best with the best



- 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

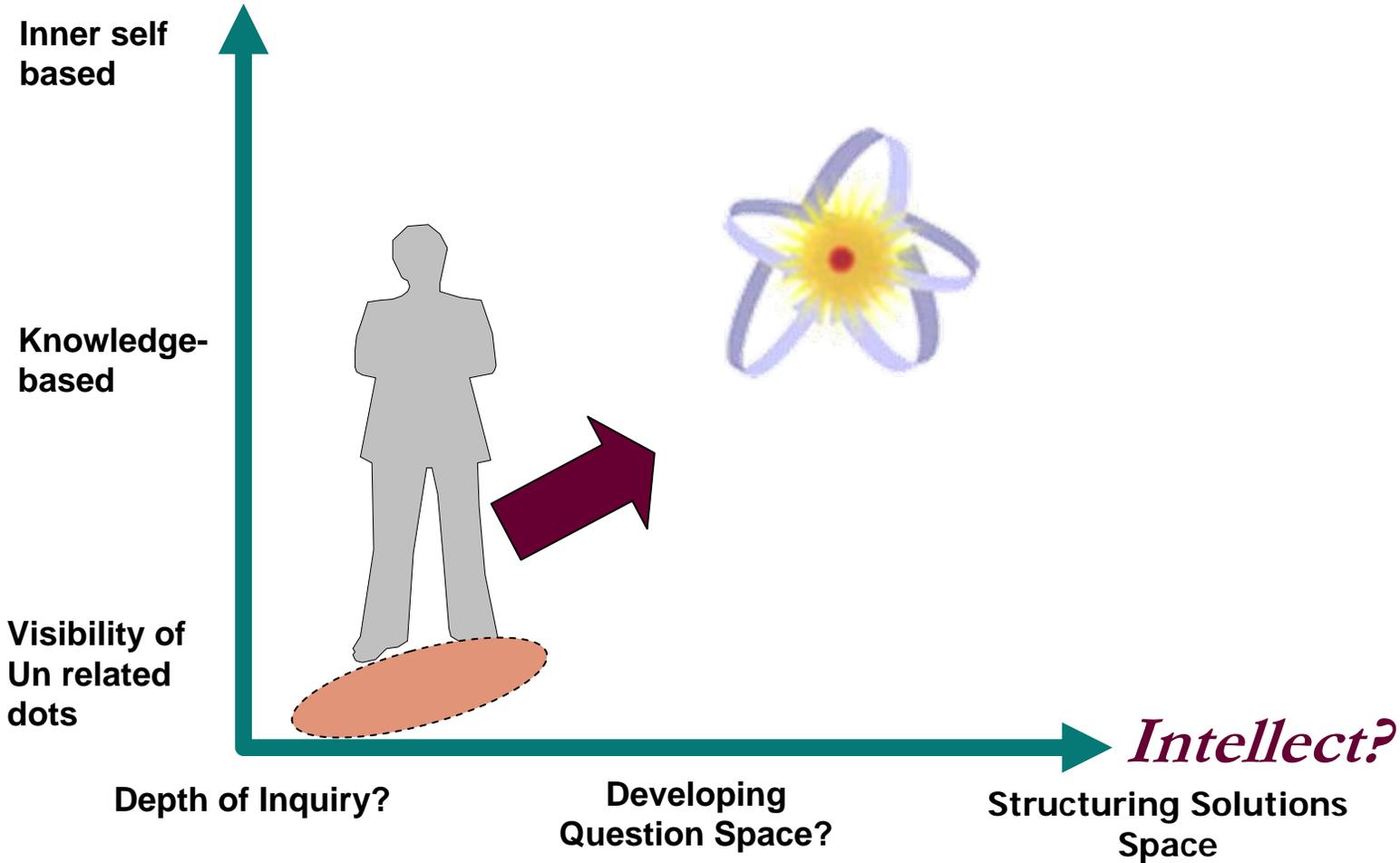
Multiple Components of an Enriching Partnership



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

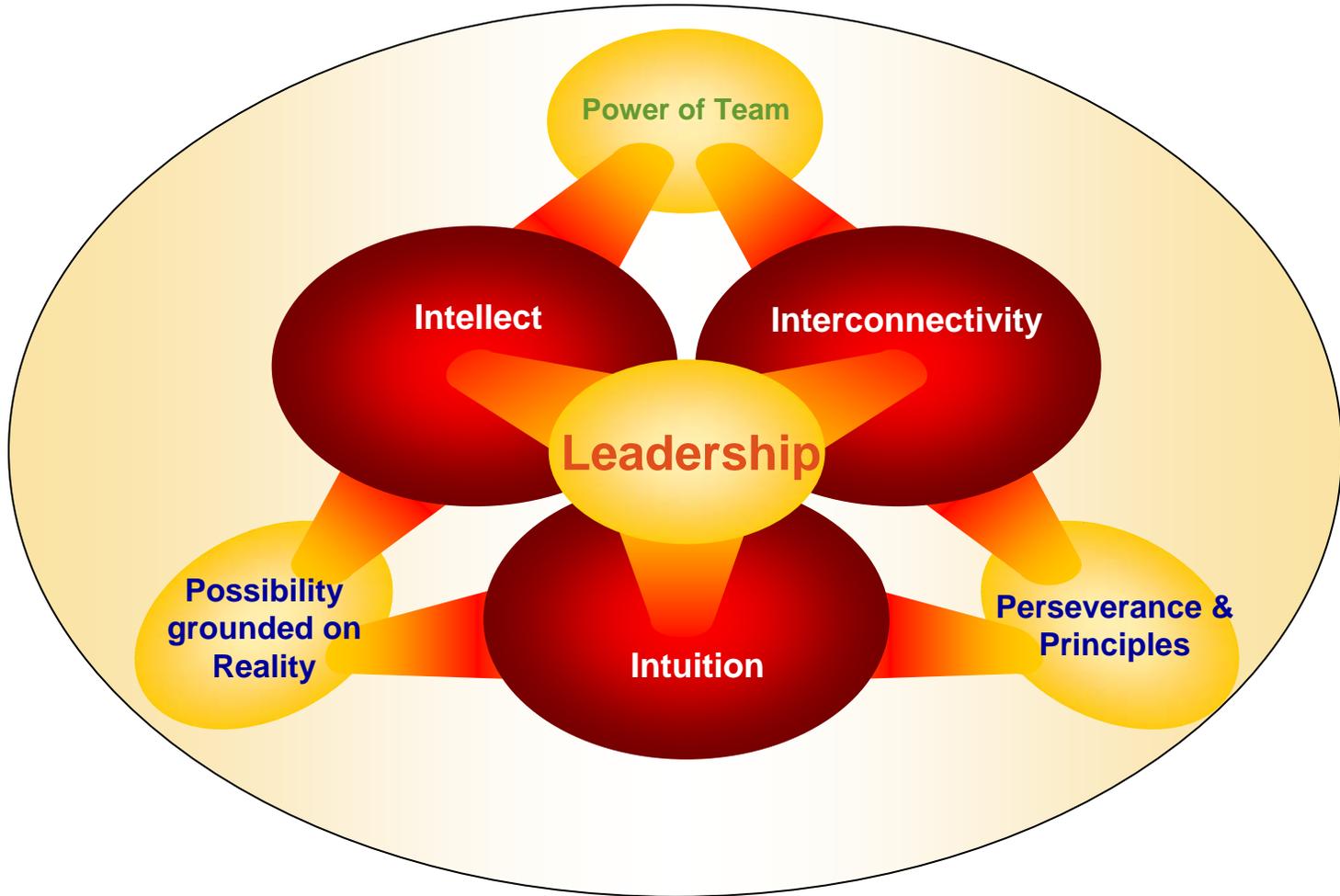
Your Future development(?): *Making all the vectors work for You?*

Intuition?



An Evolving Framework

LEADERSHIP DESIGN ELEMENTS



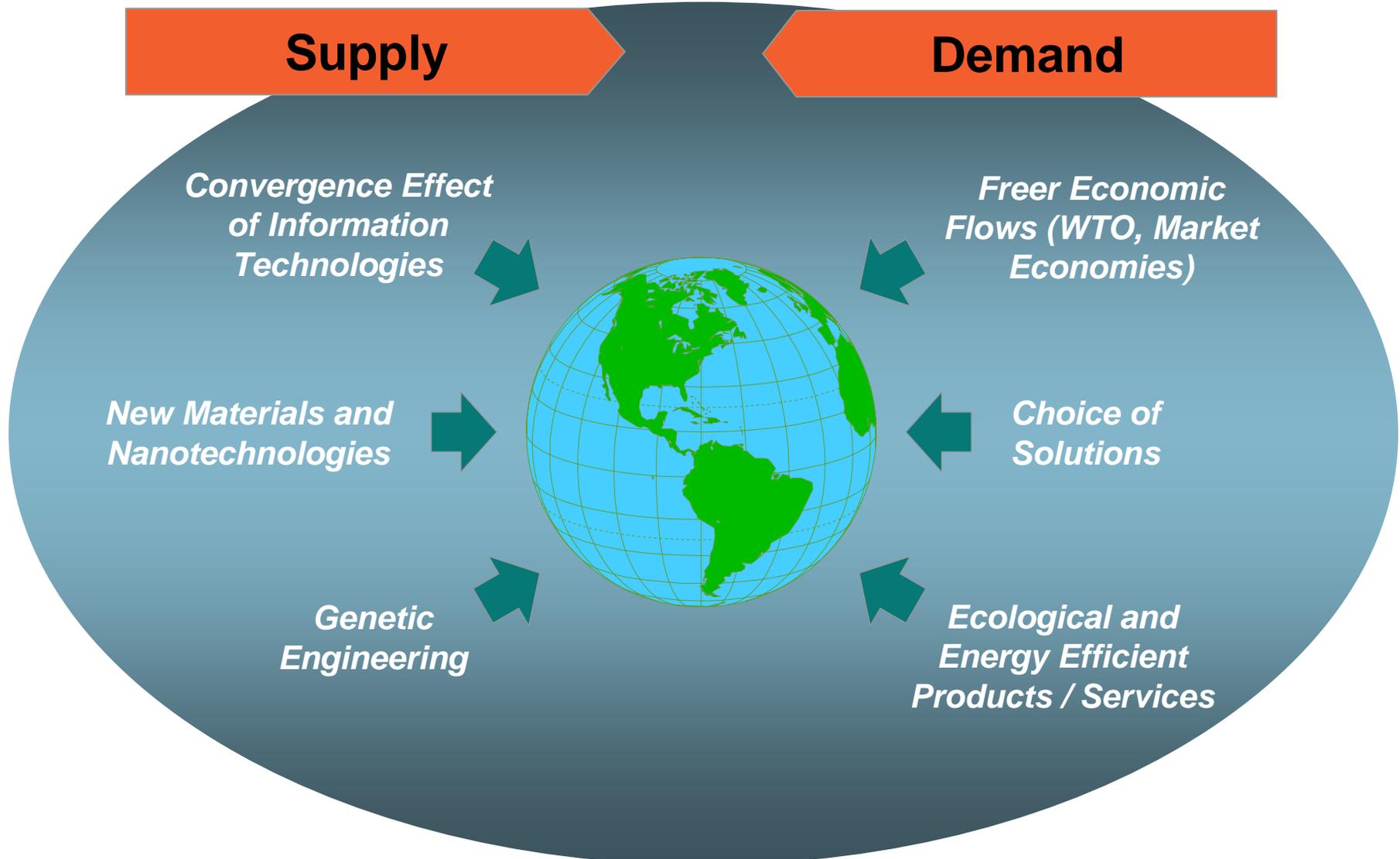
The Program Content:

1. *Perspectives on Leadership and Followership: “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*

The Program Content:

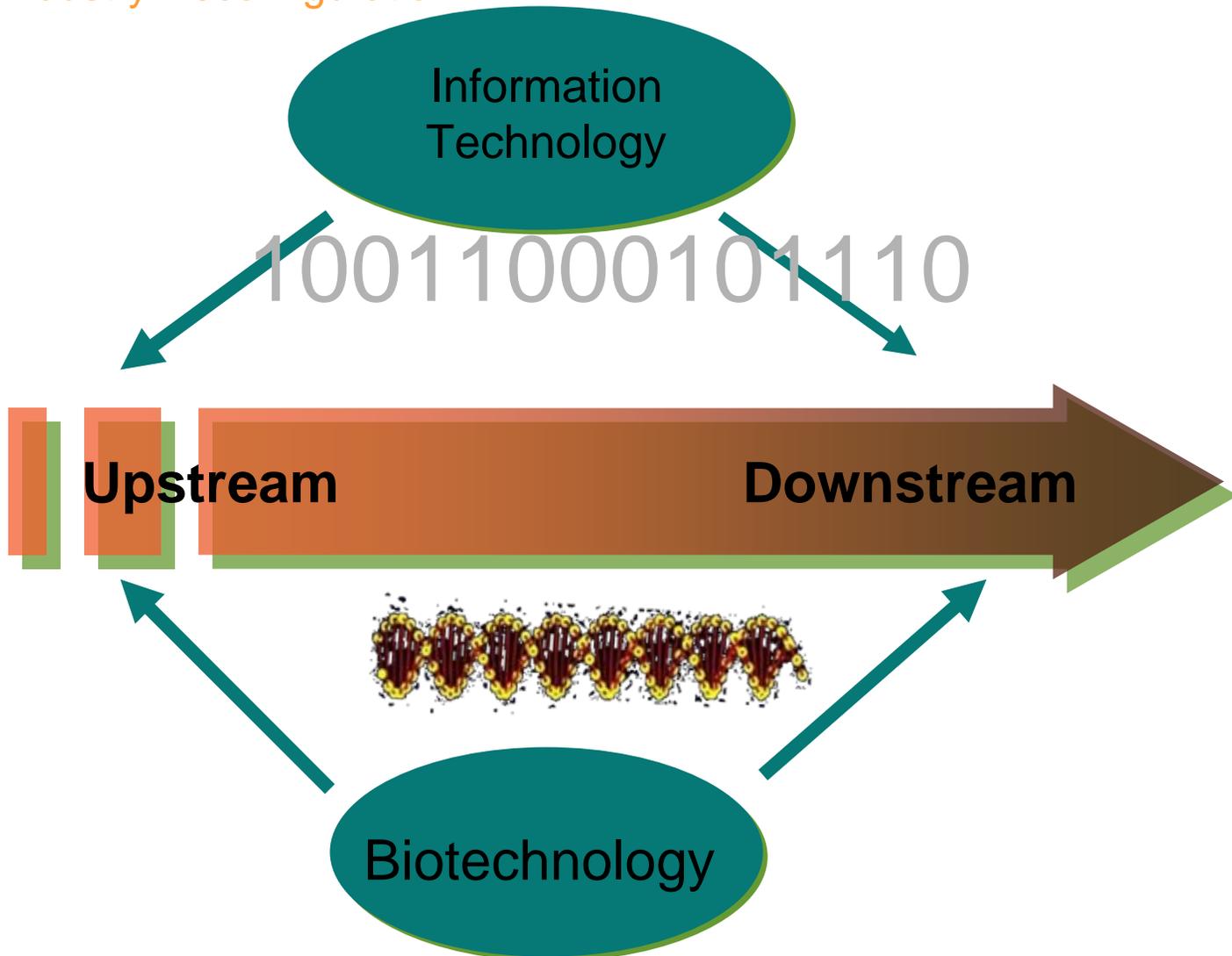
1. **Perspectives on Leadership:** *The Full Spectrum*
2. **Practice of Leadership:** *The Power Framework*
3. **The Emerging Environment and You:** *Your Agenda*
4. **Know Thy Self:** *Leadership Development Map*

The Emerging Economic Environment :The Big Picture = An Opportune time



New technologies could fundamentally renew Indian Economy

Process Industry Reconfiguration

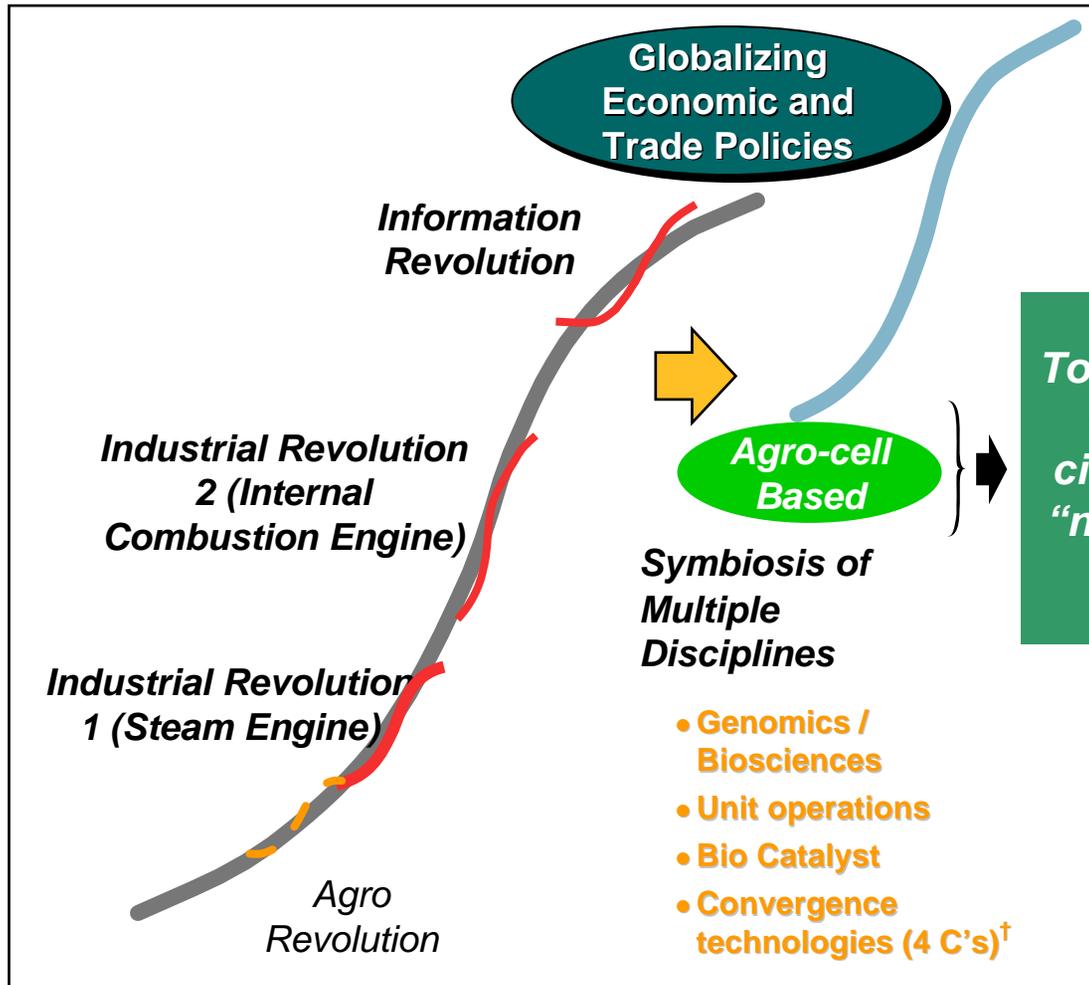


The Chemical Industry for example could renew itself in riding the **New “S Curve”**

Developing A Sustainable Economic Model

Productivity of Society

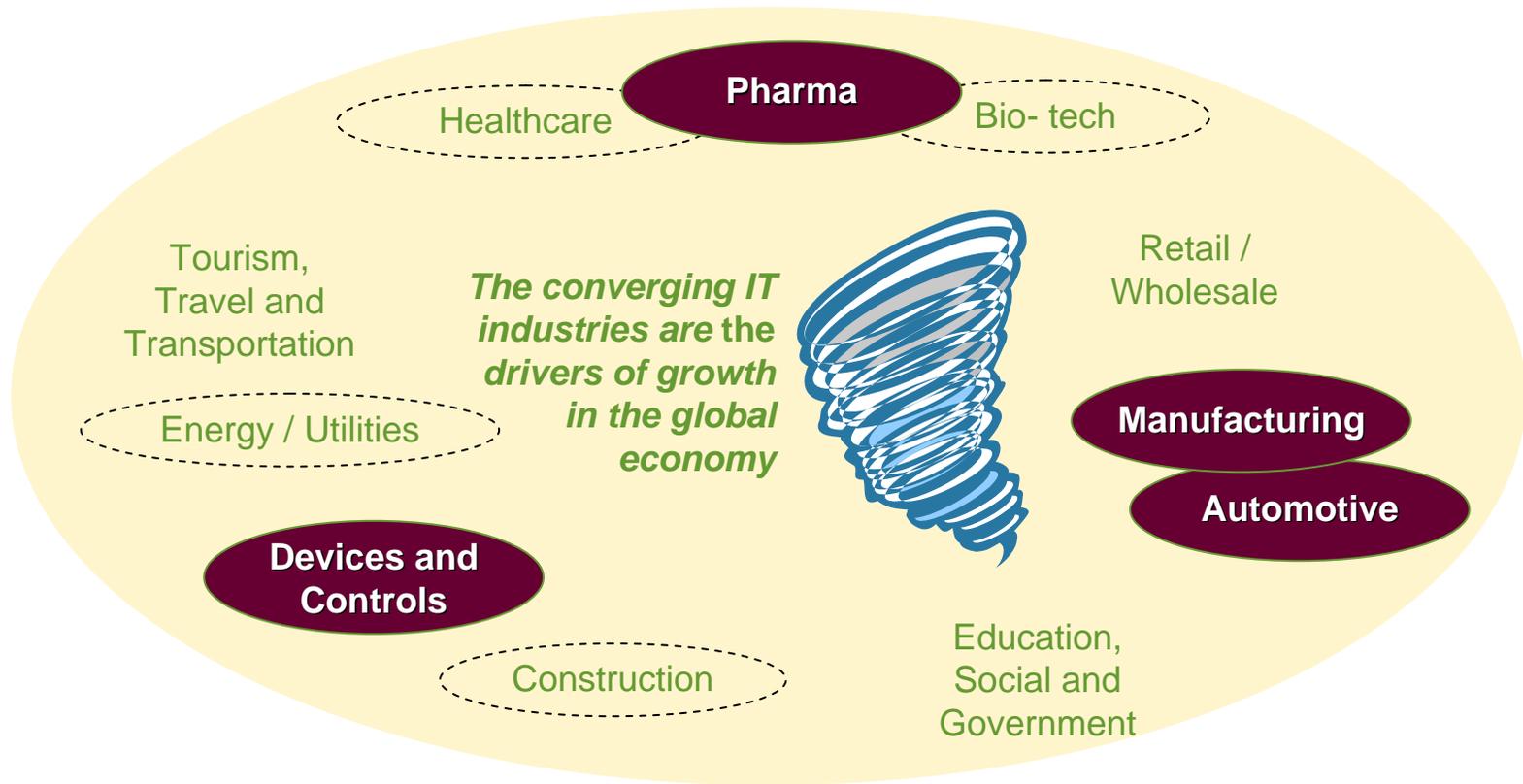
High



Low

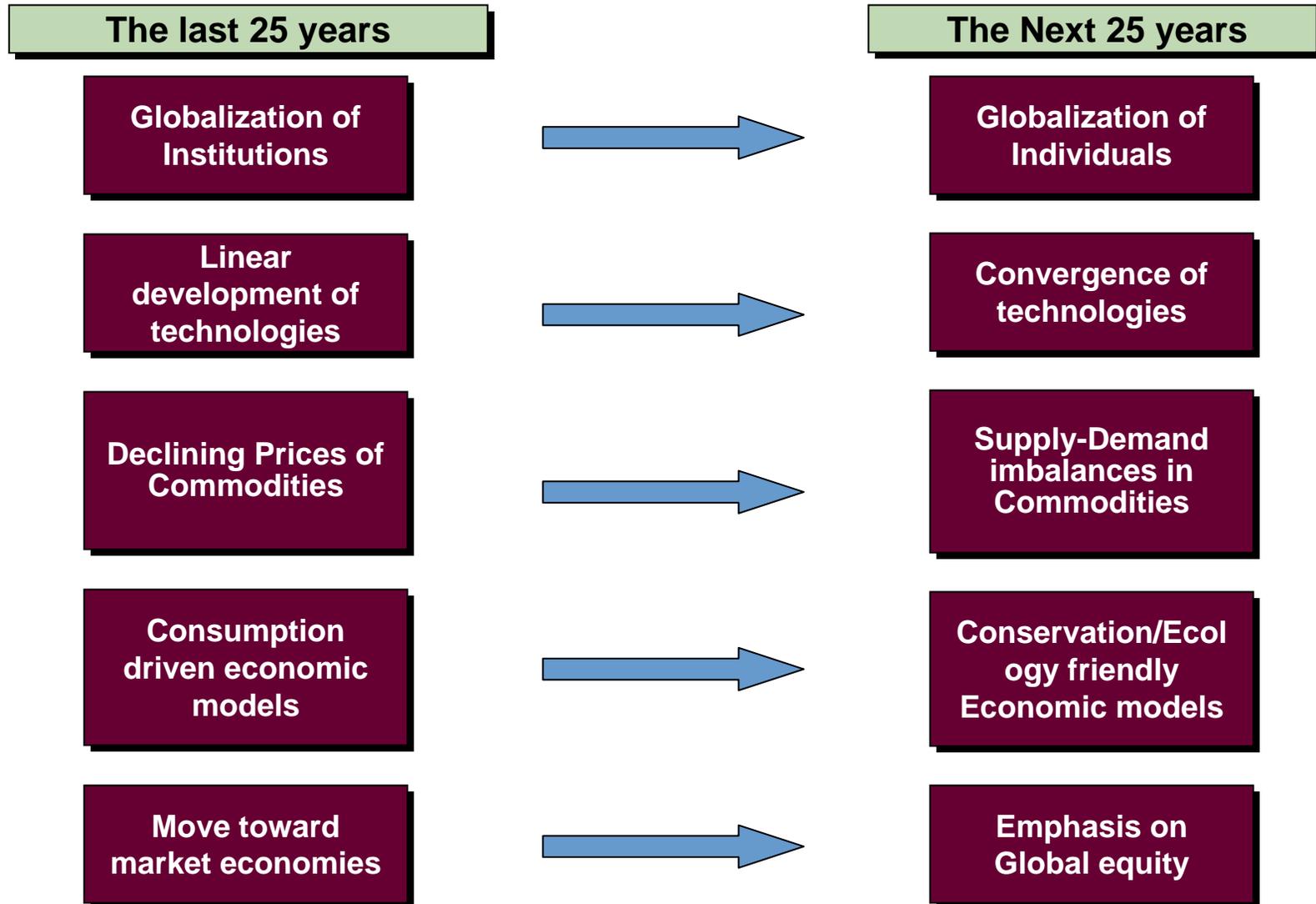
Time

Force of Convergence Will Impact Many Industries

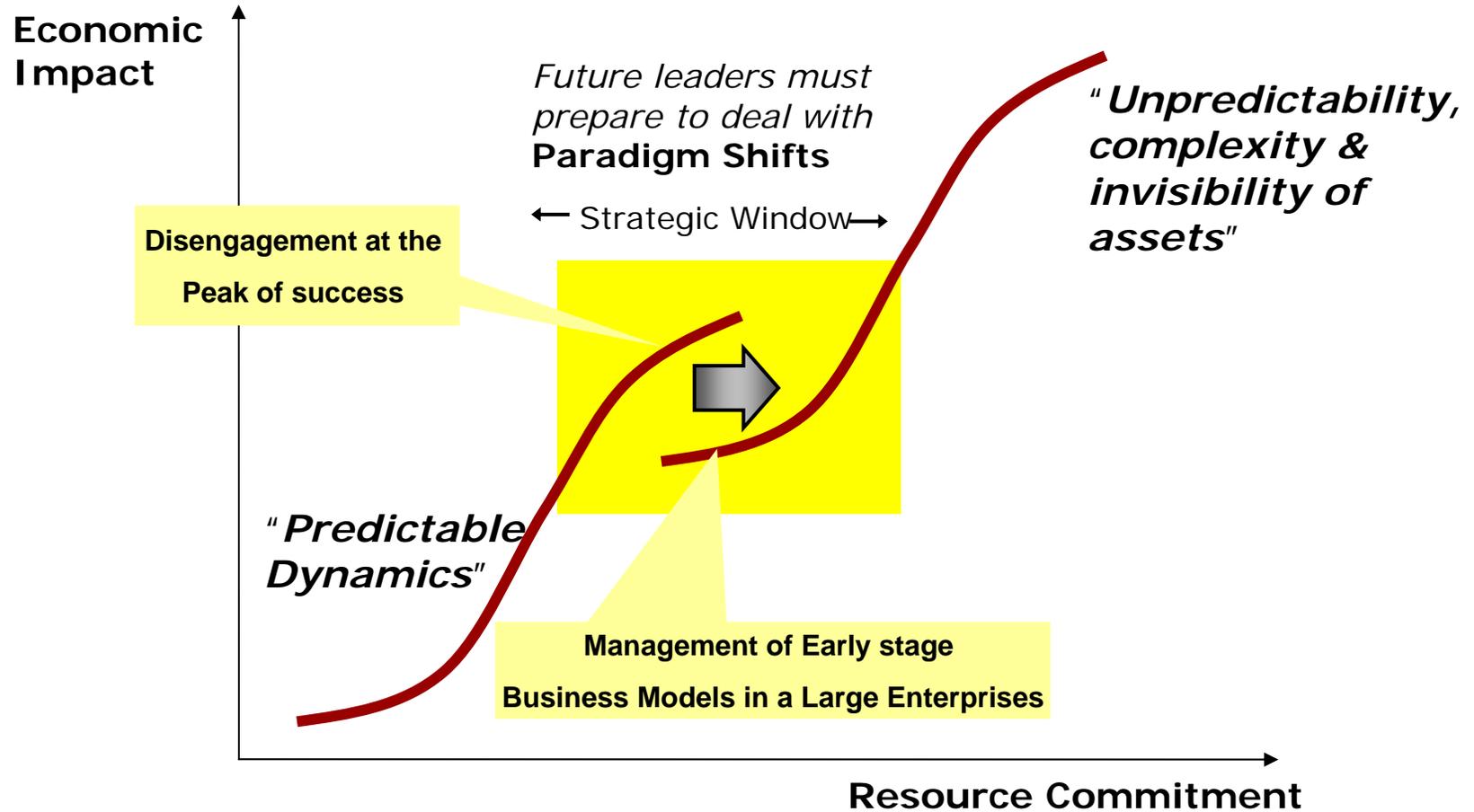


While convergence of information technologies will impact and drive growth across all economic sectors, certain sectors face greater disruption and consequently greater opportunity

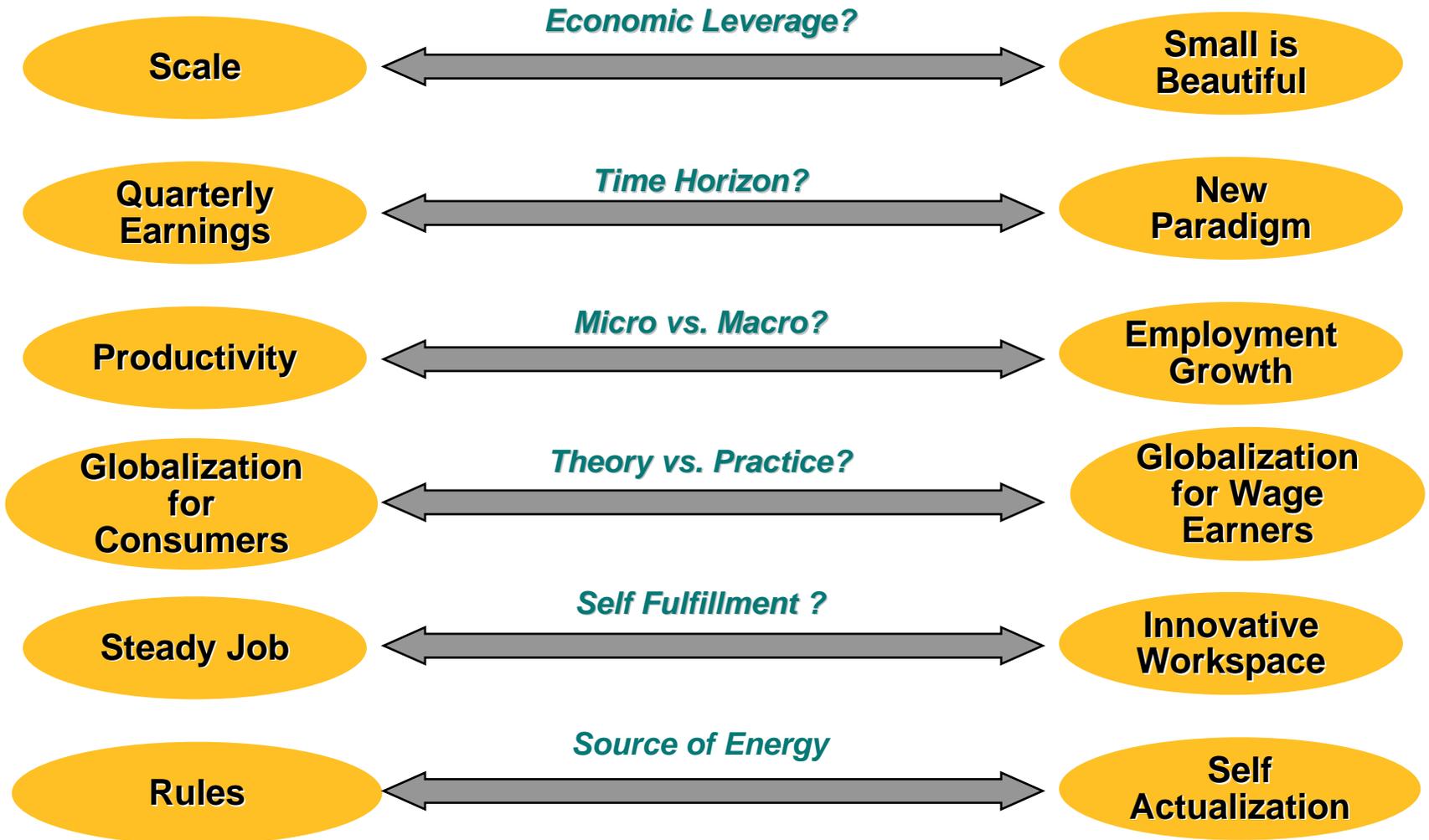
The Next 25 years Leadership Challenges will shift in a dramatic fashion



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



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

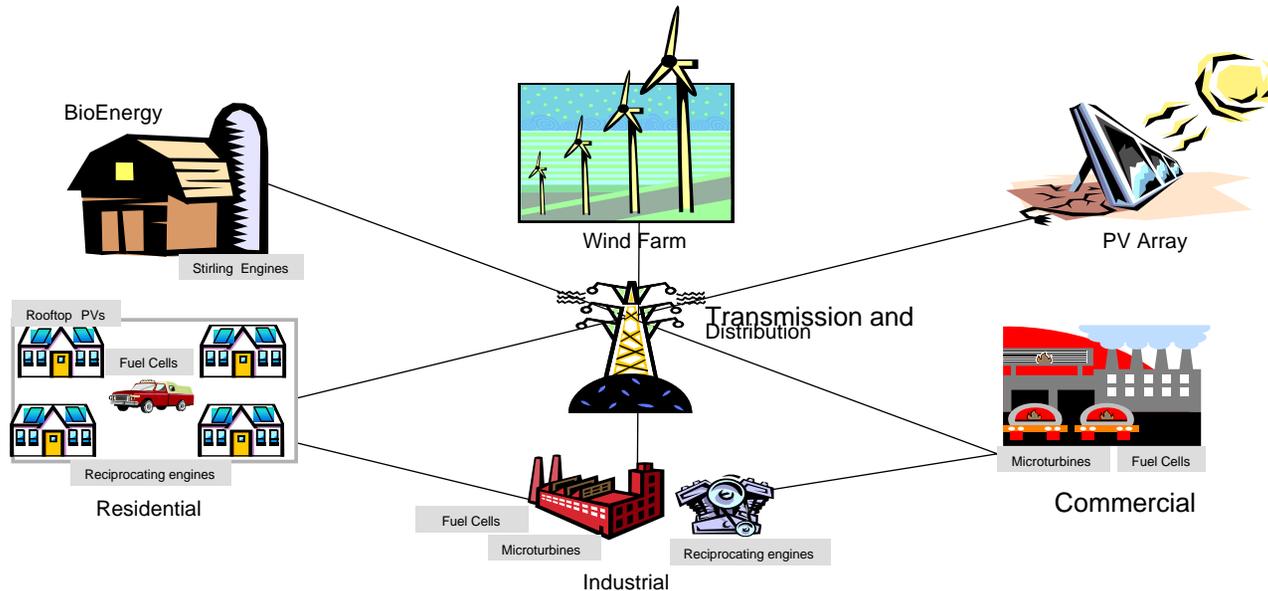
Basic Global Issues (Not comprehensive)

1. Eco friendly economic development process
2. “Global Equity” to reduce terrorism?
3. Global Security to guard against terrorism and natural disasters..
4. Health care systems
5. Global logistics of goods and services
6. Low cost energy efficient, safe Transportation system
7. Education system overhaul

Nature of Challenges

1. Leverage insights into supply-demand dynamics, regulatory issues to develop a global network – which is cost effective and “solutions savvy”
2. Enable technology Providers to gain scale advantage
3. Help in development of down stream solution sets and infrastructure
4. Create innovative incentives for everyone to play
5. Manage global process of governance
6. Experiment, learn and deal with likely adversities

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

A Vision of The Future Backbone of Global Society

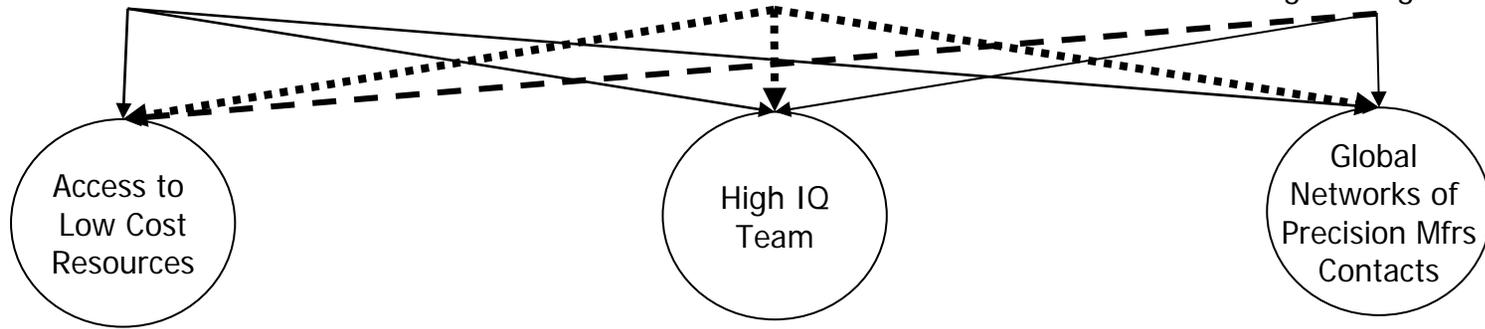


NuP&E Value

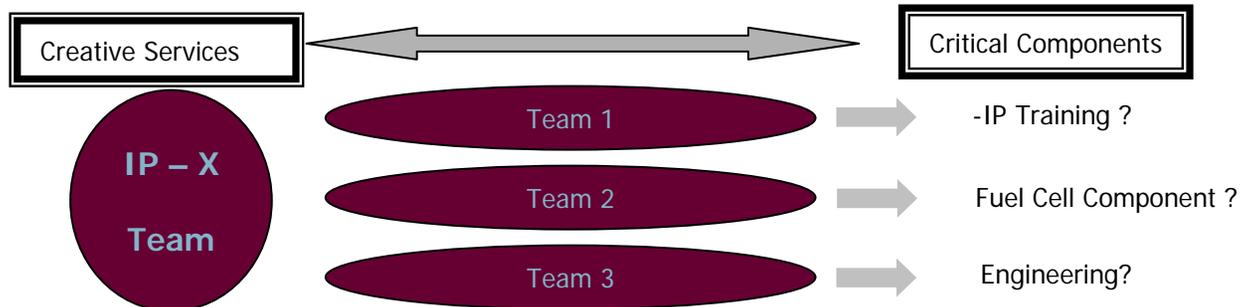
Organize farms as Source of Fuel

Acceleration of Commercialization

Low cost precision Engineering



Organization



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

Significant values for excellence



High price of non-performance

Your Leadership Requirements

Create distinctive advantages?

Select areas of winning possibilities ?

Evaluate possibilities with external & inner perspectives ?

Your leadership mechanisms ?

Your development paths?

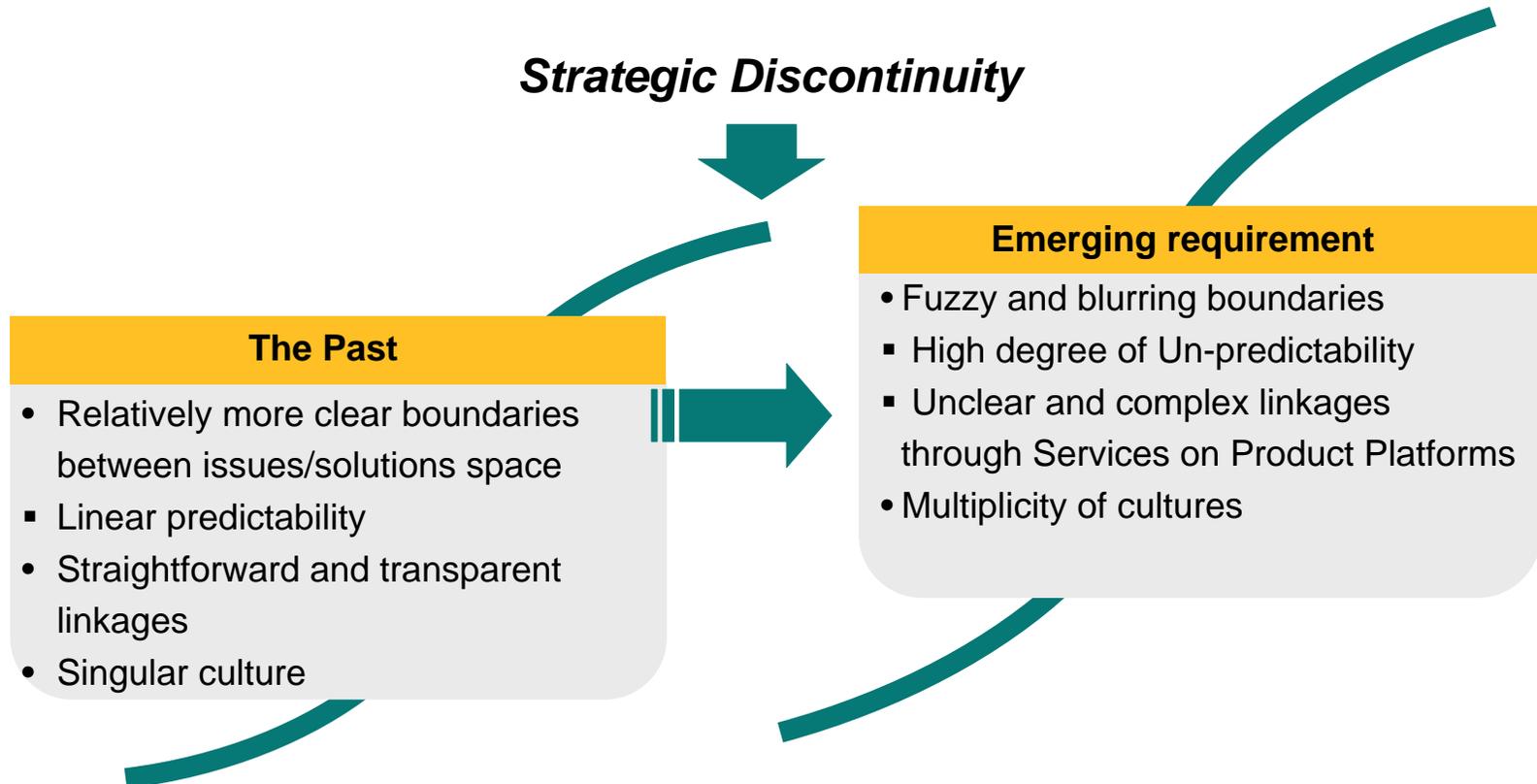
The Program Content:

1. *Perspectives on Leadership and Followership: “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

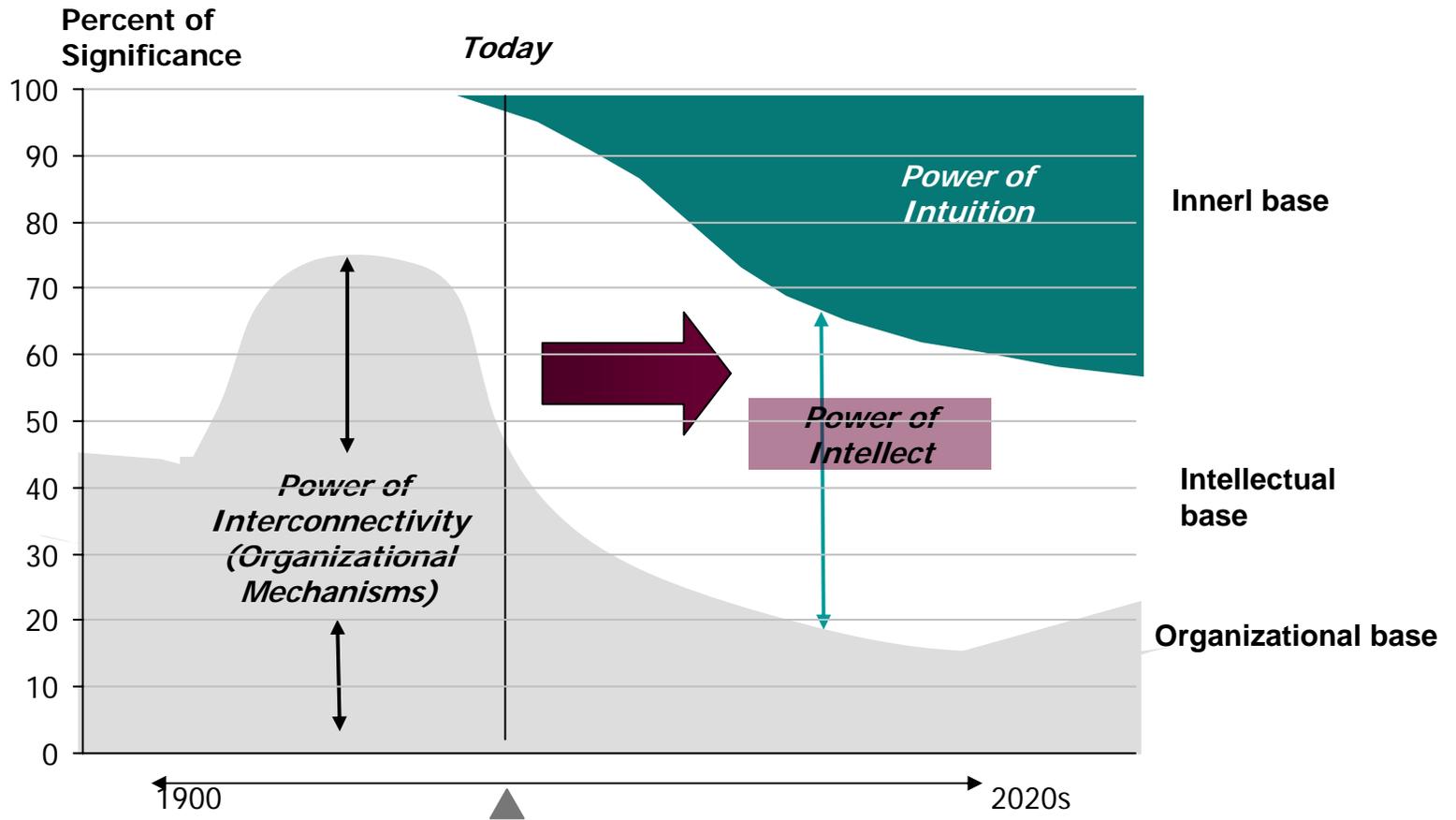
Paradigm Shift

The Changing Leadership requirements



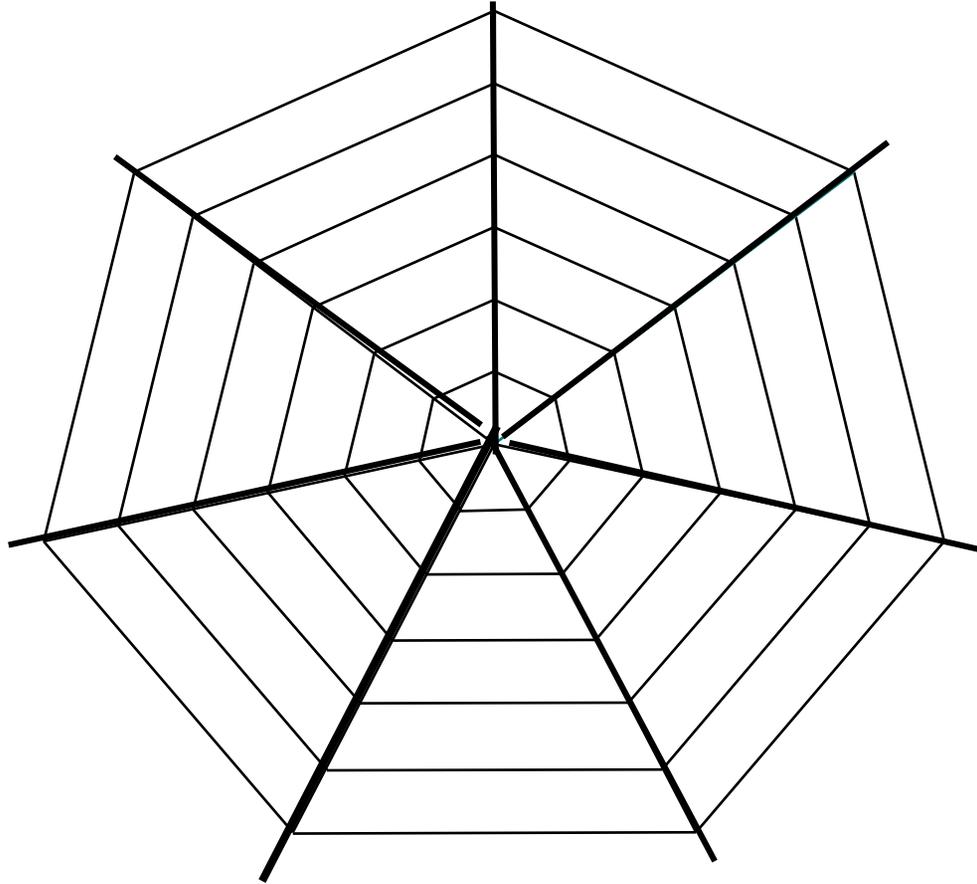
Sources of Power to Influence

Evolution of Power sources of Leadership

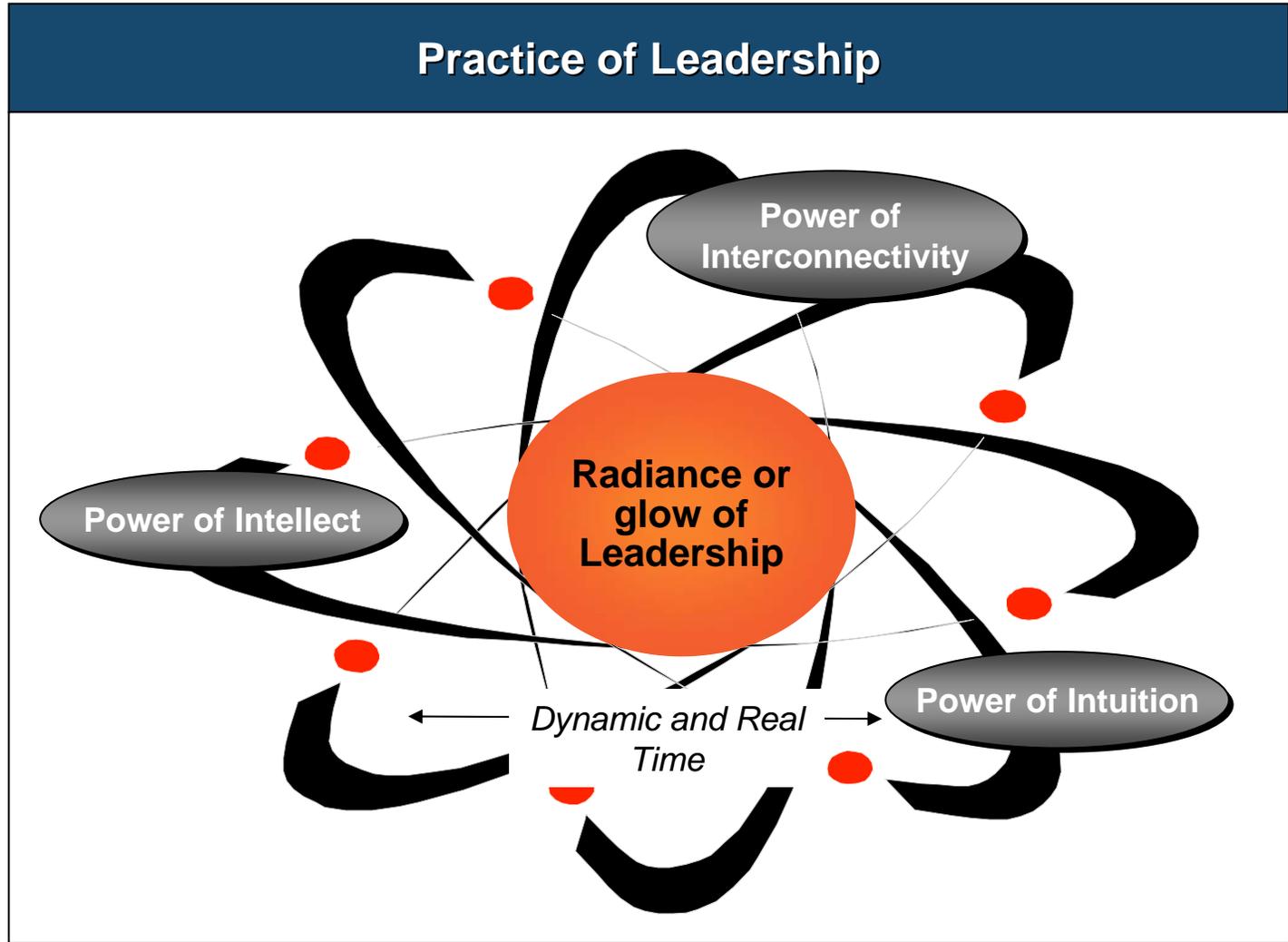


A Simple Exercise: Know thy Self

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

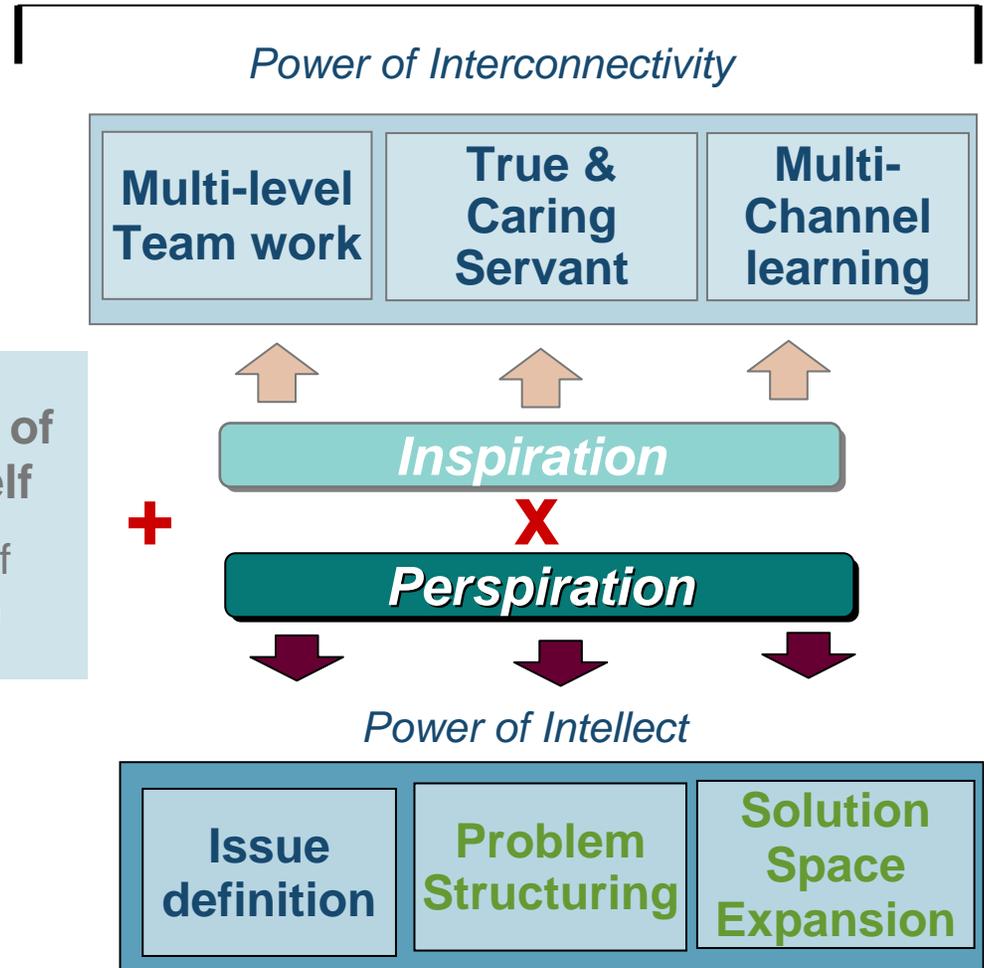


In the New Environment Practice of leadership must encompass “3 in 1” Perspective



Value Creation: Delivering on Your Own Potential

Insuring Future Performance



**Leader
in You**

=

Strength of
Inner self
Power of
Intuition

+

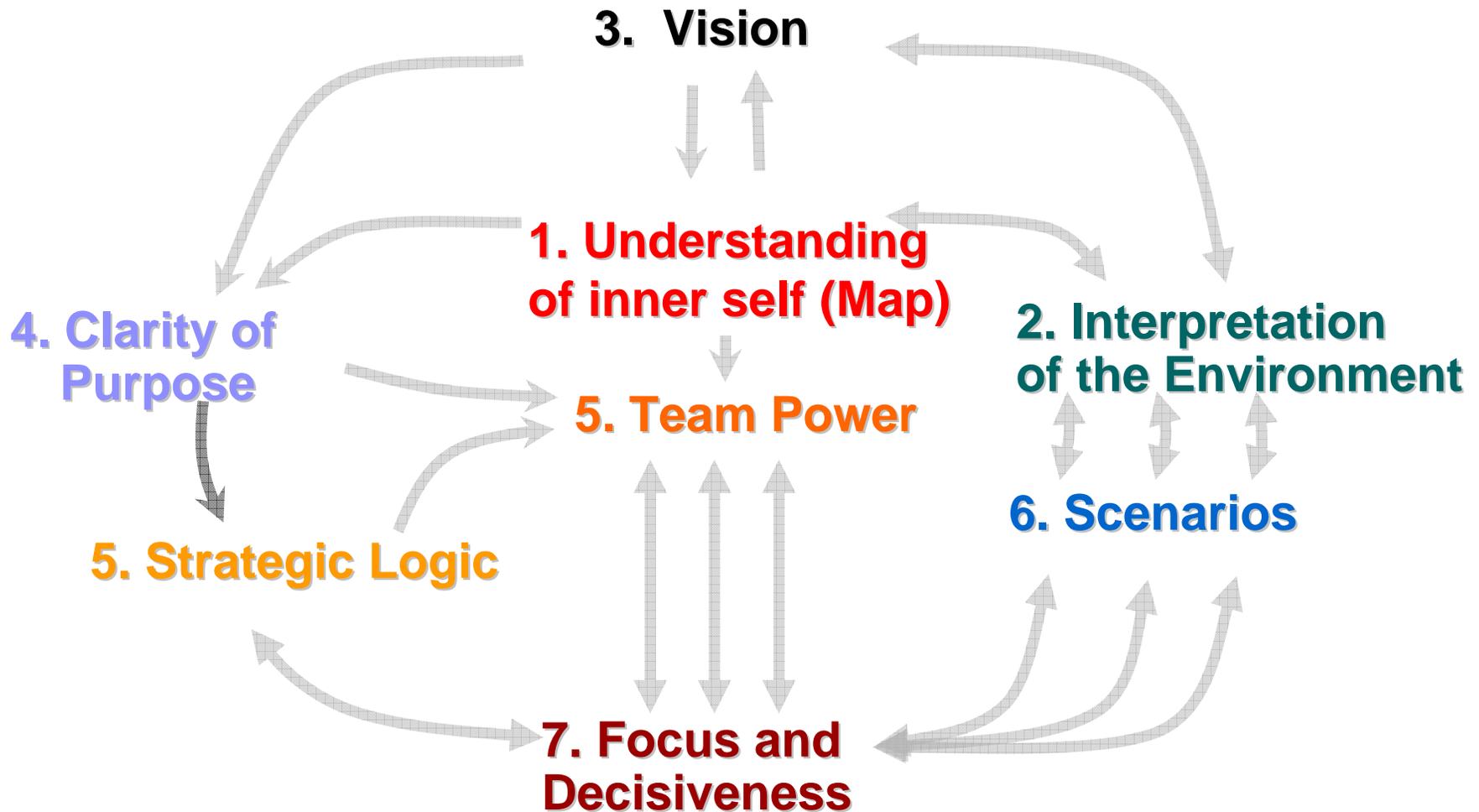
Aspiration/
Agenda

Inspiration

X

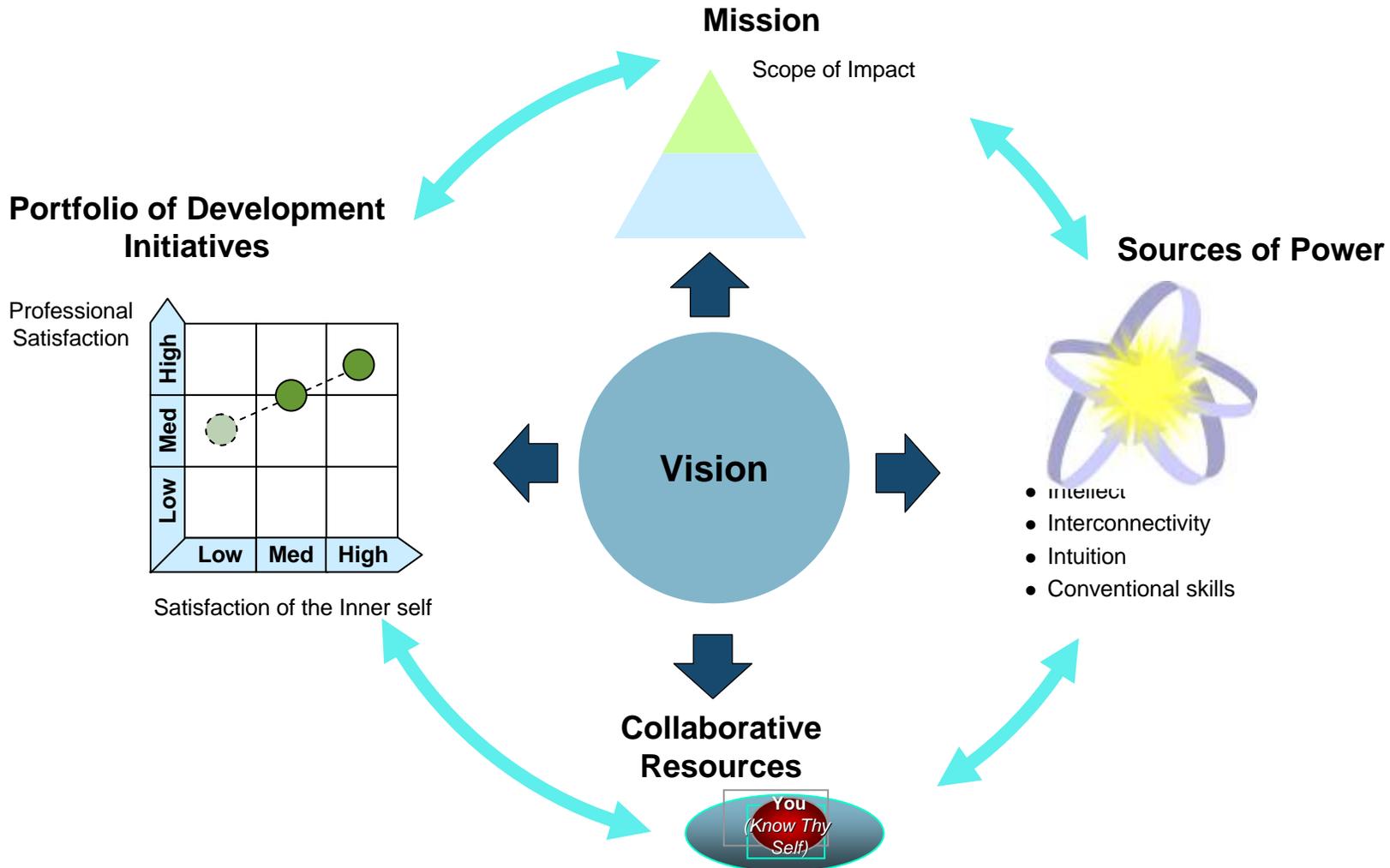
Perspiration

Getting Started: Eight-Step Activation Process



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

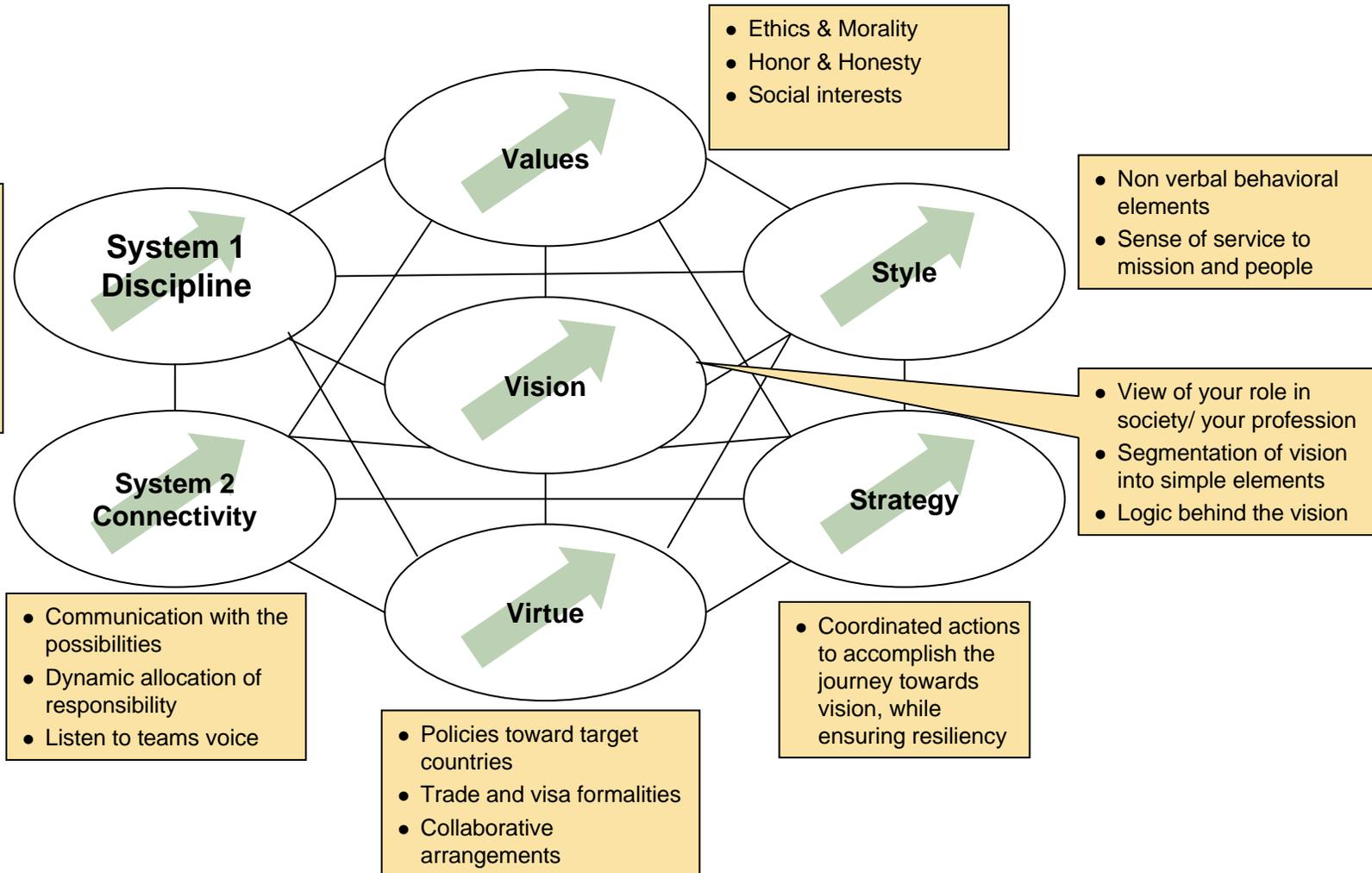
Power of Intuition

- 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

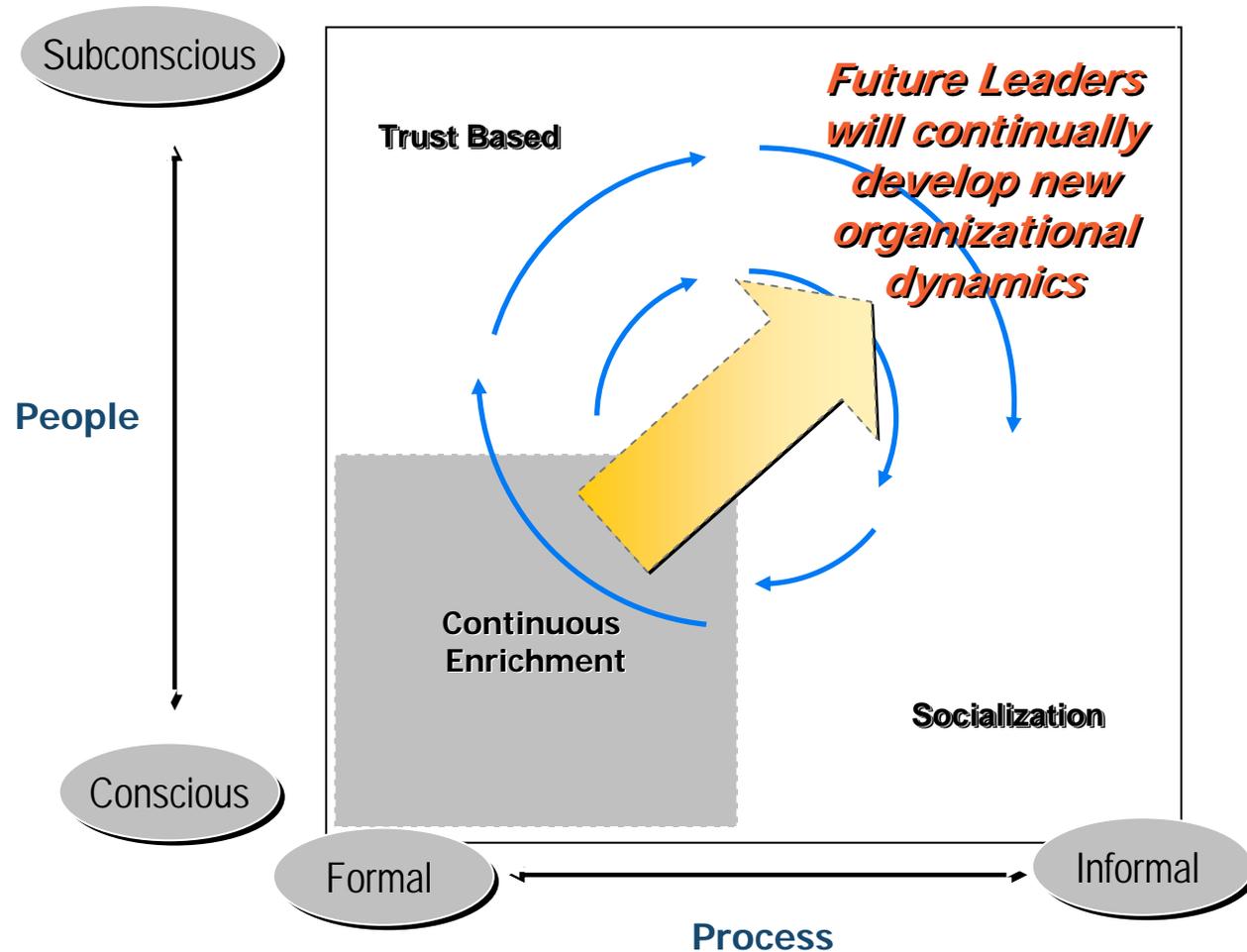
(Not Comprehensive: Only for Illustration)

Several Different Organizations will need to be aligned.



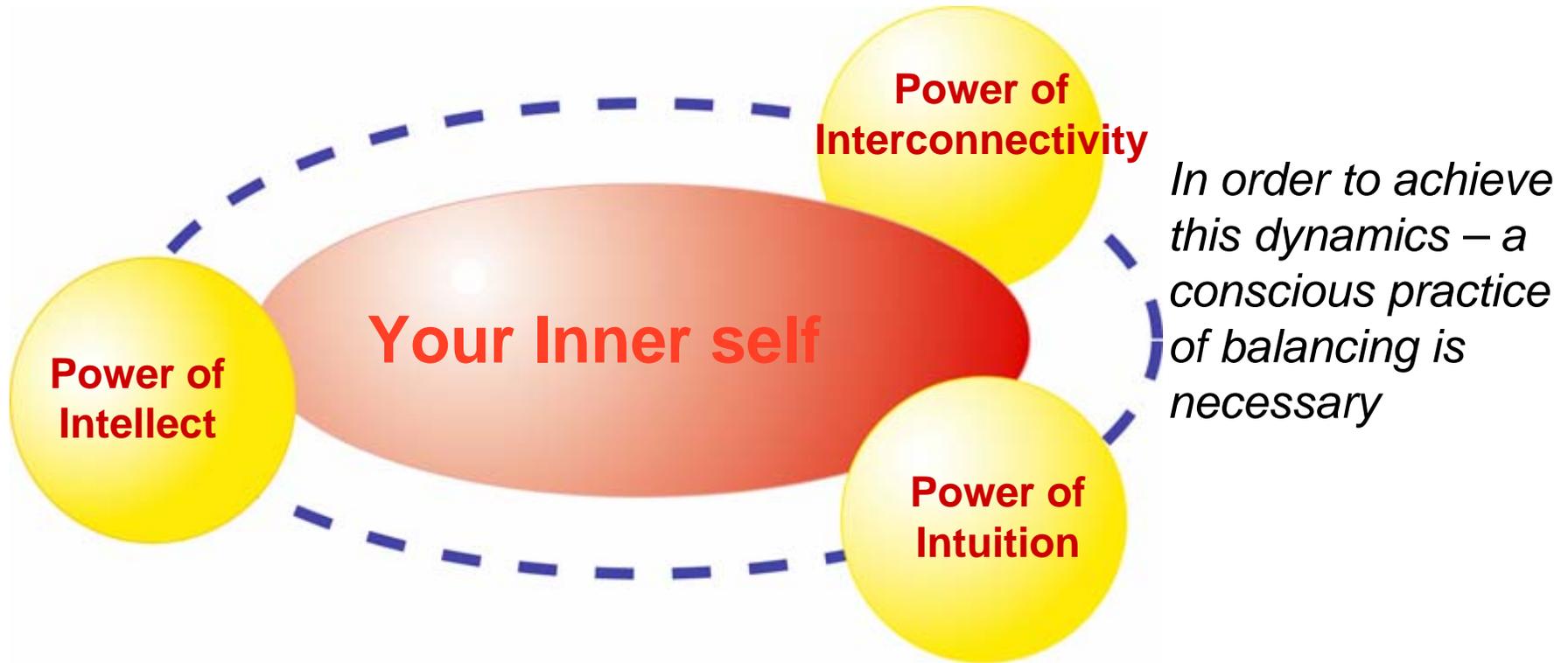
...Leaders in the Knowledge Economy

Knowledge Management Solutions Space



Be Focused to serve and develop the Inner self in Harmony with outer possibilities

Conceptual



The essential principles in nurturing the leadership qualities in you

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

