

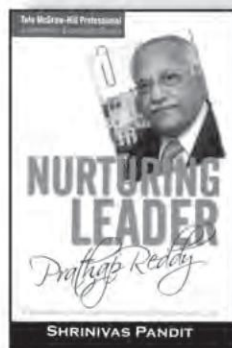
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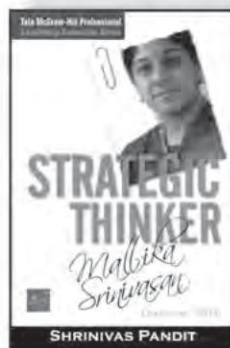
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*Self-assessment Tools for
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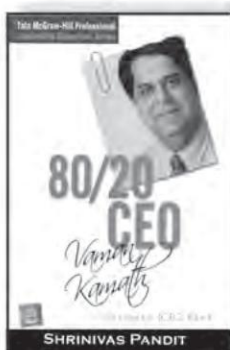
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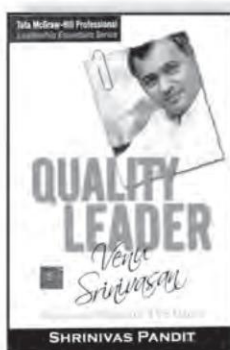
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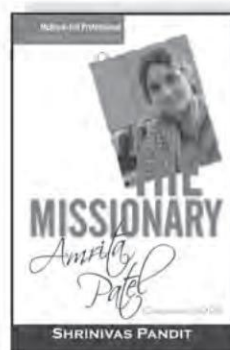
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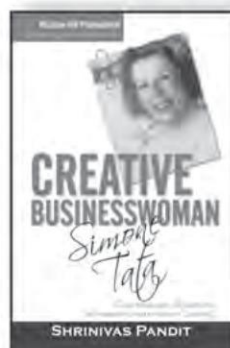
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The **McGraw-Hill** Companies

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Leadership Essentials Series

ON THE LEADING EDGE:

*Self-assessment Tools for
Leadership Development*

Shrinivas Pandit

Leadership Counsellor



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RCDCRDRYRXLYL

To
innumerable readers
who want to improve the quality of their lives
while achieving their career goals;
becoming thought leaders and role models
in the process



Preface

I get many requests from my esteemed readers and participants of seminars to provide a concise workbook consisting of different self assessment tools that I use. This is an attempt to fulfill that need.

The workbook contains self-assessment tools and is based on the questionnaire-interview format used for profiling leaders in my books: *Thought Leaders*, *Design Your Career*, and *Exemplary CEOs*.

It is designed to:

- draw your leadership profile
- assess your strengths and weaknesses, and
- develop your potential with a time-bound plan of action

It helps you to:

- reflect on your experiences, turning points, and the closet of traits
- search for your identity and focus on strengthening it, to enable you to leave behind your distinctive legacy
- evaluate personal attributes, strengths, achievements, and
- build a meaningful portfolio of assets that would produce substantive results from your plan of action

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Answer the questions slowly and thoughtfully, so as to enjoy the process of knowing yourself better while intelligently mapping the path to future

- ❖ Forge your own destiny, create something of value, and enable a higher form of humankind by daring to think.
- ❖ Life tends to live up to the thoughts and images you have about it—good or bad. Why not imagine your future the way you want it?
- ❖ Constant self-improvement and a love of learning form your ticket to unusual success.

SHRINIVAS PANDIT



Acknowledgements

Thanks to:

Readers and participants who demanded that I prepare a concise workbook, a kind of a guide to enable them to assess their strengths, weaknesses, skill levels, attitudes, etc. which would help them seek their own paths to become exemplary leaders in their chosen professions.

Chandani Palshetkar, for formatting this workbook with meticulous dedication.

Sonal Vora, for validating the questionnaires, while making valuable suggestions for improvement.

Other dear friends, whose names may have been left out inadvertently.

SHRINIVAS PANDIT



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Name: _____

Age: _____

Address: _____

Date: _____



Leadership Profile

Learning To Lead

There is abundant evidence that “transformational-situational-nurturing” style of leadership proves effective in the Indian milieu. Challenging assignments build self-confidence, toughness, and ability to manage interpersonal relations more adroitly. Hardships reveal personal limits. Ambitious managers crave to learn more about creativity to make breakthroughs. That preparedness is a good omen for maturing leadership competencies through sustained exposure to international and industry fora and personal mentoring.

Shrinivas Pandit

From: *Exemplary CEOs*

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[illegible]

I am describing below my:

1. Significant contribution in business/job

2. Field of expertise

3. My strengths

- (i)

- (ii)

- (iii)

- (iv)

4. My weaknesses

- (i)

- (ii)

- (iii)

- (iv)

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[illegible]

5. The preparation I make for carrying out my work

- Competencies/Skills update

Which skills have I updated?

How have I updated them?

1.	<hr/>	<hr/>
2.	<hr/>	<hr/>
3.	<hr/>	<hr/>
4.	<hr/>	<hr/>

Do I feel responsible for developing leadership competence?

—Yes/No

- What am I doing for fulfilling that responsibility?

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[illegible]

- What do I do for self-renewal?

[illegible]

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[illegible]

The Test

This test is designed to assess the following four convergences in the personal inventory:

1. Characteristics
2. Functions
3. Conceptual systems
4. Result orientation

The results are as reliable as your candor.

For the assessment parameters on the left or right, you should rate yourself (circle) on the scale 1 or 2. If you favor neither situation, circle 0.

Factors under each head, e.g. 'Demonstrates skills'—Technical competence, Supervision, Administration, and Communication are all to be read together.

There are no right answers.

This inventory enables you to assess your leadership abilities.

- ❖ Self-help assumes that we know what the self is. That assumption is questioned. The litmus test of self-help is to guide the self itself.
- ❖ History is full of people who achieved amazing results by learning to learn the new skills through experimentation and experiencing.

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[illegible]

On the following scale I am circling my assessment:

Tool 1

Characteristics			My Assessment (Ratings)					
Sr. No.	Description	To be read together	Ratings					
1.	Seeks conditions of:	Security, Stability, Prosperity	1	2	0	1	2	Complexity, Change, Uncertainty
2.	Focuses on goals of:	Continuity, Optimization of resources	1	2	0	1	2	Improvement, Innovations, Learning
3.	Derives power from:	Position of authority, Hoarding information	1	2	0	1	2	Personal influence, Expertise, Networking
4.	Demonstrates skills in:	Technical competence, Supervision, Administration, Quotation of Precedents	1	2	0	1	2	Diagnosis, Conceptualization, Persuasion, Dealing flexibly with ambiguity
5.	Works for getting:	Employee compliance	1	2	0	1	2	Employee commitment
Tool 1—Total of (circles) ratings:								

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[illegible]

Tool 2

Characteristics			My Assessment (Ratings)						
Sr. No.	Description	To be read together	Ratings					To be read together	
6.	Planning approach:	Detailing, Logistics, Tactics	1	2	0	1	2	Policy focused, Strategic, Incorporates big picture	
7.	Staffing approach:	Selection based on qualifications, Years of on-the-job experience	1	2	0	1	2	Selection based on potential, Training for positions, Networks, Developing shared values	
8.	Performance evaluation approach:	Rewards Discipline by the rule book	1	2	0	1	2	Support, Development, Balanced	
9.	Decision-making approach:	Analytical, Risk-averse, Rational	1	2	0	1	2	Intuitive, Risk-taking, Gut feel in ambiguous situations	
10.	Directing methods:	Task monitoring, Establishing rewards system	1	2	0	1	2	Coaching, Role modeling, Inspiring, Path showing	
11.	Controlling methods	Standard operating procedures, Command	1	2	0	1	2	Motivation, Self-management, Policy formulation, Review of targets and deadlines	
12.	Resource valued:	Physical, Fiscal, Technological	1	2	0	1	2	People, Information	
Tool 2—Total of (circles) ratings:									

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[illegible]

Tool 3

Conceptual Systems			My Assessment (Ratings)					
Sr. No.	Description	To be read together	Ratings					
13.	Information base of:	Data, Facts	1	2	0	1	2	Feelings, Emotions & Ideas, Things to learn
14.	Human resources as:	Assets to meet current organizational needs	1	2	0	1	2	Corporate resource for today & future development
15.	Change attitude:	Implements change by translating vision	1	2	0	1	2	Sees changes as a raison d'être
16.	Does not want to experience:	Anarchy, Employee disorientation, Surprise	1	2	0	1	2	Inertia, Lack of motivation, Boredom
17.	Is unsuccessful when experiencing:	Deviation from authority, Employee resistance, Low performance	1	2	0	1	2	Consequence of selecting wrong direction/vision, Failure to communicate vision
Tool 3—Total of (Circles) ratings:								

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Tool 4

Result Orientation			My Assessment (Ratings)						
Sr. No.	Description	To be read together	Ratings					To be read together	
18.	Does not want to experience:	Anarchy, Employee disorientation, Surprise	1	2	0	1	2	Inertia, Lack of motivation, Boredom	
19.	Is unsuccessful when experiencing:	Deviation from authority, Employee resistance, Low performance	1	2	0	1	2	Consequence of selecting wrong direction/ vision, Failure to communicate vision	
20.	Defines success as:	Maintenance of stability, Consistence in meeting standards of efficiency	1	2	0	1	2	Commitment of top team, Mutuality of trust, Effectiveness in leading down the line	
Tool 4—Total of (Circles) ratings:									

Summary of Tools 1 to 4

Table	Number of (Circles) Ratings						Total
		1	2	0	1	2	
I	Characteristics						5
II	Functions						7
III	Conceptual system						5
IV	Result orientation						3
Grand Total of (Circles) ratings:							20

[illegible]

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This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

Personal Leadership Agenda

	Behaviors I Wish to Change	Barriers Seen Today	Supports Required
1.	e.g. Do not sell myself	Reluctant to speak	Colleagues to encourage
2.			
3.			
4.			
5.			

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From the foregoing I sketch my profile below:

[illegible]

NOW THAT I HAVE DRAWN MY LEADERSHIP PROFILE, I SHALL DRAW A LIFELINE OF MY EXPERIENCES IN NEXT SECTION.



Lifeline of Experiences

The Significance of Experience

Assets get built over a period of time. Visions get formed in one's early career. A reflective glance at the lifeline provides insights on why you did what, when, and how. You are able to scoop meaning from outer and inner journeys, and the connection between the two. Also the dimensions between—rational-intuitive, luck-efforts, and cerebral-mystical become clear.

Shrinivas Pandit

From: *Exemplary CEOs*

The nature and quality of experiences matter. I LEARNED to LEARN constantly and update myself to understand what motivated people to build teams and to forecast markets. I learn to listen more than talk especially to learn from middle and young people and absorb the movements which take place with each new generation, new management theories, evolution of societies leading to better forecasting and efficiencies.

Simone Tata

Chairperson—Lakme & Westside

From: *Exemplary CEOs*

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[illegible]

This is a peep into my inner world, which leads me to a deeper understanding of myself.

Characteristics of my upbringing:

1. What kind of nurturance did I experience in my childhood environment?

2. What type of values/beliefs were inculcated?

3. What type of skills were cultivated?

Mentor's Influence:

4. What did I learn from my mentors?

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[illegible]

5. *Name**Description*Who were the leaders/
mentors who influenced me?How did they influence
me?

(i) _____

(ii) _____

(iii) _____

Turning Points:6. What were the turning points/critical incidents that impacted
my life?

(i) _____

(ii) _____

(iii) _____

7. What kind of feelings/thoughts did the above turning points
generate?

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This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

Lifeline of Experiences 27

8. I am identifying the people who brought me peak/enjoyable experiences, and valley/stressful experiences listed in 6 & 7?

Peak/enjoyable experiences

Name of the Person

(i) _____

(ii) _____

Valley/stressful experiences

Name of the Person

(i) _____

(ii) _____

9. From the above, I notice the following pattern in the events and people that influenced me.

Positively:

Negatively:

- Were the events and/or people of my choice?

THIS PEEP INTO MY INNER WORLD OF EXPERIENCES WOULD NOW HELP ME TO MAKE MORE MEANING FROM THEM.

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10. Making meaning of one's experiences:

A person may have zillion experiences; they are assets in a context. Recognizing patterns and understanding how something works becomes an asset if one has encountered it before. These are experiences one could harness to one's *desire* with modifications in another situation. An experience tempered with *abilities* suits one's *temperament* and provides true meaning in a given situation.

In the follwing table I record:

Years	Personal Experiences	Work Experiences	Projects	Achievements
0-5				
6-10				
11-15				
16-20				

Lifeline of Experiences 29

Years	Interpersonal Relationship	Leadership	Skills	Attitudes
0-5				
6-10				
11-15				
16-20				
20s				

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Years	Personal Experiences	Work Experiences	Projects	Achievements
30s				
40s				
50s				
60s				
70s				
80s				

Lifeline of Experiences 31

Years	Interpersonal Relationship	Leadership	Skills	Attitudes
30s				
40s				
50s				
60s				
70s				
80s				

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[illegible]

11. From this scanning of the past experiences, the competencies and attitudes I have gained are:

(a) Competencies—Skill set:

(b) Attitudes:

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THIS MEANING LEADS ME TO LOOK AT MY INVENTORY OF TRAITS AND ASSETS.



Inventory of Traits and Assets

The Evaluation of Traits

I really value honesty. I also place a high value on a strong commitment to society. I want to be a doer; I have tremendous respect for people who do things, rather than just talk. I am impressed by people who are honest, transaction-based, hard-working and intelligent.

If a corporation wants to run a marathon, it requires a value system. A value system is what separates the men from the boys. It provides you energy and enthusiasm in moments of tribulation. We, at Infosys, have a saying: 'A good night's sleep is worth a billion dollars'.

We do look to the family background, the value system of integrity, giving value to the customer, being fair to the people, being open, etc. We assess the entrepreneurial strength. In India we have interpreted entrepreneurship with financial attainments and strengths. We, however, see more to mind equity—ideas, rather than financial equity.

Narayana Murthy

Mentor—Infosys Technologies Ltd.

From: *Thought Leaders*

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[illegible]

Inventory of Traits and Assets 37

A. I rate myself on the following traits with ticks (✓)

	Trait	Very High	High	Adequate	Low	Poor
1.	Commitment , drive, dedication, passion, obsession, zeal.					
2.	Persistence , doggedness, determination, hard work, insistence, tenacity.					
3.	Difference , distinctiveness, differentiation, positive attitude, personality, innovativeness, talent.					
4.	Curiosity , intelligence, creativity, clarity of thought, kaleidoscope thinking, originality.					
5.	Persuasiveness , communications, negotiation and presentation skills, play act, play out.					
6.	Risk Taking , entrepreneurship, taking on responsibility and being accountable for the results.					
7.	Focus , centering, zeroing in, concentration, goal orientation.					
8.	Values , honesty, integrity, honouring commitments, keeping one's word, truthfulness, independence.					
9.	High Energy , spiritedness, stamina.					
10.	Learning , knowledge.					
11.	Humility , ego in check, modesty, unpretentiousness.					
12.	Non-listening , do not listen.					
	Total no. of ticks:					

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[illegible]

Self Portrait:

B. On the basis of this evaluation of traits I describe myself with an example:

[illegible]

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[illegible]

Feedback:

C. How do others describe me:

Boss—	_____

Peers—	_____

Clients—	_____

Subordinates—	_____

Professionals—	_____

Spouse—	_____

Children—	_____

Family—	_____

Friends—	_____

The following patterns emerge from the above feedback:

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This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

HOW DO THESE ASSETS COMPARE WITH THE 21ST CENTURY MINDSET?
LET'S LOOK AT IT.



21ST Century Leader's Mindset

An Example of a Realistic Mindset

“Tomorrow’s leaders will need newer skill sets. They will need to be far more aware of international trends and global information. They will also need to be aware that as tariff barriers around the world are increasingly rationalized, their corporations must be capable of sustaining such changes to effectively compete even in domestic markets.

Good leadership results in sustainable brand equity. *In the long term, integrity, transparency, quality and higher levels of service do more for your brand than any advertising or communication program.*

Leadership bespeaks many concepts. For my company and me, it speaks of a team of committed managers, cohesively working towards corporate excellence. This has been the spirit of HDFC since its inception and I recognize that HDFC steered its pathbreaking activities solely with the strength, dedication and integrity of its team.”

Deepak Parekh

Chairman—HDFC Ltd.

From: *Thought Leaders*

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[illegible]

21ST Century Leader's Mindset 45

The attributes of the 21st century leadership mindset are listed below. I am making my assessment against these attributes with ticks (✓).

Sr. No.	Attribute	Very High	High	Adequate	Low	Poor
1.	Refreshed Outlook Ability to look at big picture, take a holistic view of life and problems.					
2.	Leadership Focus Focus on my leadership potential, look to the restructured organization's jobs and work.					
3.	Quality Product Quality of my work, product output.					
4.	Excellent Service Pleasant, prompt, responsive and caring service to colleagues and customers alike.					
5.	Work and Wealth Creation Application of thinking skills to generating ideas, data, information, knowledge. Ability to master the knowledge driven work. A kind of a solution led thinking that converts work to wealth.					
6.	Performance Workout It is like cricket practice, music practice (riyaz), yoga practice or a workout. The practice, the drill that leads to superior performance on the job.					

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[illegible]

Sr. No.	Attribute	Very High	High	Adequate	Low	Poor
7.	Search Skills For making progress, ability to search resources—people, technology, capital, ideas or clues for solving problems, completing tasks, meeting deadlines, and keeping promises.					
8.	Learnability Ability to derive generic conclusions from specific instances and apply them to problems. Preparedness to learn as demonstrated by one's own applications track records.					
9.	Integral Development Self-awareness, self-discipline, listening and empathy.					
Total number of ticks:						

Observations:

These are independent attributes. They cohere to give a new age leader mindset. I summarize my evaluation by highlighting strong attributes and those that need improvement:

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[illegible]

THIS SELF-ASSESSMENT AND THE NEED TO DEVELOP THE 21ST CENTURY
MINDSET TELLS ME TO SEARCH FOR MY IDENTITY IN THE NEXT SECTION



Search for Identity

Search for Identity

He who cannot change the very fabric of his thought will never be able to change reality, and will never, therefore, make any progress ... but the fact that change should take place first at a deeper and perhaps subtler level than the conscious level was one I had established as a basis of action.

Anwar Sadat

Former President of Egypt

From: *Thought Leaders*

Clearly ICICI needed an identity in which everyone will celebrate. The logo, font, size, colours, image should all provide a group synergy. The creation of a common identity effectively positioned ICICI as a virtual universal Bank offering wide range of products and services. The brand message conveyed offerings from ICICI are safer, simpler, and smarter

Vaman Kamath

Chairman—ICICI Bank

From: *Exemplary CEOs*

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[illegible]

Achieving life/career/vocational goals establishes one's identity.

1. What are my life goals; what do I stand for?

2. Have I achieved my life goals?—Yes/No

If 'yes' what are the abilities I used for achieving these goals?

If 'no' why not?

3. What are my career goals?

4. Have I achieved my career goals?—Yes/No

If 'yes' what did I do to achieve them? If 'no' why not?

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[illegible]

5. What drives me towards achieving my goals? What gives me satisfaction?

6. What is my concept of material prosperity?

(a) How much does it mean in money terms? _____

(b) Am I materially prosperous?—Yes/No

7. The pattern emerging from these exercises is:

8. How I would like to be remembered:

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[illegible]

9. Have I discovered deficiencies in my skills/attitudes?

Yes/No/I have none.

My deficiencies are:

Skills: _____

Attitudes: _____

10. How do I see myself change to make a difference to society?

11. My internal reservations are:

12. The external inhibitory traits are:

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[illegible]

13. The exceptional leaders I admire are:

Name	Reason/s

14. For becoming like the leaders mentioned above:

(i) What would I like to focus on?

(ii) What skills/attitudes would I like to learn?

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[illegible]

15. From the foregoing analysis following is my assessment:

Sr. No	My assessment of my proficiency at: Tick (✓) below for each parameter	VG	G	NI	P
A	Recognizing similarities, patterns & differences				
Example:					
<hr/>					
<hr/>					
<hr/>					
B	Recognizing the connectivity in events				
Example:					
<hr/>					
<hr/>					
<hr/>					
C	Understanding what works, what makes things happen				
Example:					
<hr/>					
<hr/>					
<hr/>					
D	Controlling to my advantage the variables in a situation				
Example:					
<hr/>					
<hr/>					
<hr/>					

*VG = Very Good; G = Good; NI = Need Improvement; P = Poor

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[illegible]

16. How would I intensify my search for opportunities to reach my goals?

Life:

Career:

17. How would I leverage my strengths?

18. How would I know that I have reached my goal while establishing my identity? What criteria (stipulate the time also) would I apply to know that I have, in fact, reached there?

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[illegible]

THE IDENTITY SEARCH IS QUITE MEANINGFUL. IT WOULD HELP TO SEE HOW MY PORTFOLIO OF ASSETS LOOKS.



Portfolio of Personal Assets

Portfolio of Personal Assets

If I adopted a portfolio approach to life, a part of that portfolio would be the ‘core’, providing the essential wherewithal for life, but it would be balanced by work done purely for interest or for a cause. For “going portfolio or going plural” you have to keep on growing your assets.

Charles Handy

From: *The Empty Raincoat*

The CEOs use these personal resources i.e. assets to make their strengths more strong and durable to fulfil their missions. Their unique contributions make the difference, which multiply their assets. You can build a strong portfolio of personal assets, improve your performance, through self-transformation, and organizational renewal, and in your own right become an exceptional leader, an inspiring CEO.

Shrinivas Pandit

From: *Exemplary CEOs*

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[illegible]

I am making a candid assessment of the portfolio of my personal/professional assets:

1. Paradigm Shifts

Paradigms are assumptions. They make the difference. New paradigms lead to new thinking. The new paradigms I am facing in my business, function, career and personal life are:

A. Professional:

- (i) Business aims, objectives, people, processes, environment, customers, results and management:

- (ii) My function, nature of work, preparation, speed of doing, results expected, quality, skill set, and attitudes required for execution:

- (iii) My career objectives:

B. Personal:

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[illegible]

2. Designing Strategy in Adversity

- (i) Description of few adverse internal (related to self) and/or external (related to environment) incidents I faced

Internal:

External:

- (ii) Description of the constructive outcomes born out of such adverse situations.

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[illegible]

- (iii) I made the following contribution to the strategy formulation process of the company/division in the intangible assets like concepts, competence, connections, grit, and insight:

3. The Process of Self-Transformation

- I describe below the self-transformation process I underwent in the course of initiating change in the entire organization/my areas of responsibility:

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[illegible]

➤ I am familiar with the concepts of:

(a) IQ—Intelligence quotient? Yes/No

(b) EQ—Emotional quotient? Yes/No

(c) SQ—Spiritual quotient? Yes/No

(a) For developing “Intelligence quotient” I regularly do the following things:

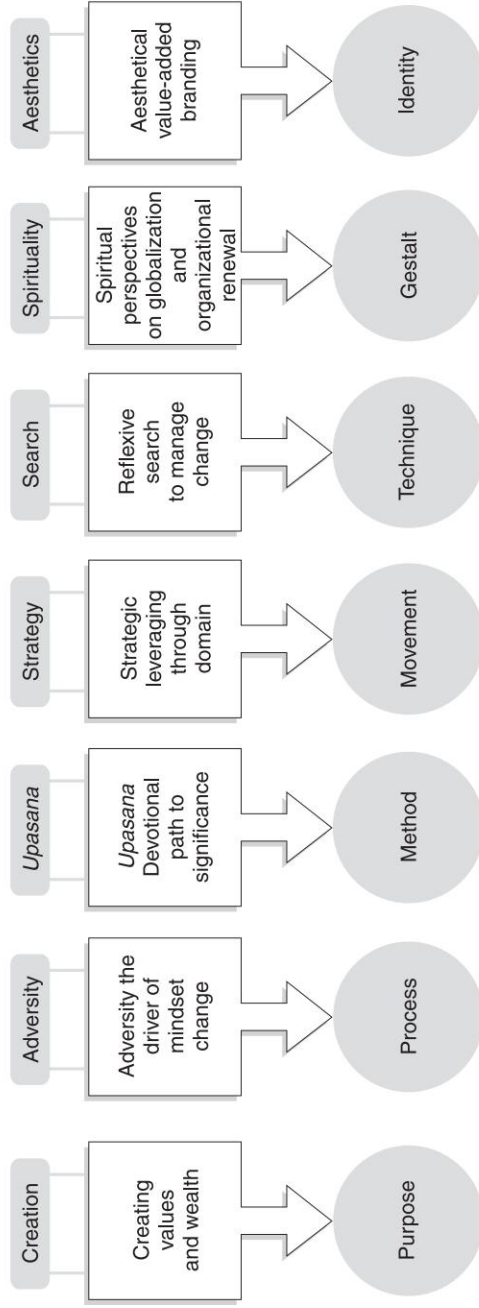
(b) For developing “Emotional quotient” I regularly do the following things:

(c) For developing “Spiritual quotient” I regularly do the following things:

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[illegible]

I am evaluating my portfolio of assets on the basis of this model:



Evaluation								
Rating	Evaluation of the Portfolio of Personal Assets shown below in ticks (✓)						Total of ticks	
	Purpose	Process	Method	Movement	Technique	Gestalt		Identity
Very High								
High								
Adequate								
Low								
Poor								
Taking the total of ticks (✓) into account what percentage of time do I spend on development of each of these assets								Total
%								
								100%

Portfolio of Personal Assets 75

[illegible]

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What does this analysis reveal?

In the light of the evaluation of my portfolio of assets, areas in which I would like to spend more time or less time to reach my goal is recorded below:

More:

Less:

Portfolio of Personal Assets 77

[illegible]

MY ASSET PORTFOLIO LOOKS QUITE SUBSTANTIVE FOR ME TO BECOME AN EXEMPLARY LEADER. LET ME NOW LIST THE ACTIONS THAT ARE REQUIRED TO BE TAKEN TO TURN THESE ASSETS INTO RESULTS.



Action-to-Results

Mantra for excellence in performance:

- Quarterly Results
- Monthly Progress
- Weekly Movement
- Daily Action

Sudheer Tilloo

Group Chief Executive
DGP Hinoday Ltd.

From: *Thought Leaders*

Every leader: Shares his concern with a guiding purpose.

Has an overreaching vision.

Is more vision directed than goal directed.

Transforms purpose into action.

Leadership Development: Requires passion, commitment, obsession for a vocation, calling, profession, and a course of action.

[illegible]

Essential Qualities of Leadership

1. To know oneself through reflection and self-observation.
2. Understand history, culture, and environment.
3. Clarify one's values and goals.
4. To know one's learning style.
5. Be a lifelong learner.
6. Take risks and be open to change.
7. Accept mistakes and failures. It leads to creativity, one becomes a problem solver.
8. Create a vision and see oneself as a part of it.
9. Communicate one's vision and its meaning so that it inspires others.
10. Maintain trust through empathy and integrity.
11. Translate intention into reality through committed action.

Questions I have considered:

1. What do I want? What do I have (abilities and capacities) and what is the difference between the two?
2. What drives me? What gives me satisfaction? What is the difference between the two?
3. What are my values and priorities and that of the organization?
4. Knowing the difference between:
 - (i) What I want and what I am able to do?
 - (ii) What drives me and what satisfies me?
 - (iii) What I value and what my organization values?

Am I able to overcome the differences?

[illegible]

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I record below the actions I am committed to take to achieve my goals:

A.

Life & Career Goal:

What do I stand for and what difference would I like to make?

B.

Leadership Development:

My development objective for the 12 month period
(From _____ To _____) is:

[illegible]

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C.

Quarterly Results:

For achieving the objectives set in B above I set the following targets for the four quarters.

Q1 _____

Q2 _____

Q3 _____

Q4 _____

D.

Monthly Progress:

This month _____ (state the month) I would make the following progress:

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins or other markings on the paper.

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E.

Weekly Movement:

This week _____ (state the dates) the movement towards my targets will be:

F.

Daily Action:

I shall take the following actions daily for this week to make the needed improvement:

More: _____

Less: _____

[illegible]

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- Effective action is based on daily self-expression.
- Without a strategy to guide action, it is trial and error.
- The methods for execution and monitoring systems are therefore very important.

To turn actions into results I shall use the method of writing diary daily without a break throughout my life.

Method—Daily Diary Writing—State the commitment:

For monthly monitoring I shall unfailingly reserve time every month for quiet reflection and record those distilled thoughts and ideas.

Monthly Monitoring—A time set for quiet review and reflection:

THIS GUIDE HAS SURELY PROVIDED ME WITH AN ACTION BLUEPRINT
FOR SYSTEMATICALLY REACHING MY LIFE AND CAREER GOALS.

[illegible]

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[illegible]



Author's Profile

Shrinivas Pandit is a veteran HR professional and a leadership counsellor. His clients include Dian Graha ElektriKA, Indonesia, Biocon Group, Bangalore, NABARD, and Pitambari, Mumbai.

Previously, Mr. Pandit was Executive Vice-President (Personnel) Siemens Ltd. Prior to that he headed the human resource divisions of Blue Star, Herdillia Chemicals and Johnson & Johnson.

Mr. Pandit is a graduate in economics and law; and obtained a postgraduate diploma in personnel management and industrial relations from the London School of Economics. He is a Fellow of the Chartered Institute of Personnel & Development, UK.

He has previously authored widely acclaimed books—*Thought Leaders*, *Design Your Career*, *Exemplary CEOs*, *Dabawalas*, and *Nurturing Leader*, *Strategic Thinker*, *80/20 CEO*, *Quality Leader*, *Creative Businesswoman*, *Change Agent*, *The Missionary* (under the McGraw-Hill Professional: Leadership Essentials Series). He has also written numerous articles on career guidance, organization cultures, interpersonal relationship, leadership, conflict resolution, mindset change, etc. He has conducted many in-company workshops, seminars and addressed public conferences.

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