

KNOWLEDGE BEANS



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CORPORATE GURU - UNLEASHING CAPABILITIES

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Raja Kochar

1. Who, according to you, is a corporate guru?

A corporate guru is an industry professional with experience across multiple industries and functions and is recognized as a living institution of 'knowledge in action'. In today's rapidly changing environments there is an emergent need for 'practitioner professors' to assist in transforming organizations by continually reinventing themselves, to become conscious and learning organizations and simultaneously training and developing socially conscious professionals with relevant and appropriate mix of theory and practice. They, in my opinion, are true corporate gurus.

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Raja Kochar is the Managing Director for Eaton Corporation – India, a global \$16 billion premier diversified industrial manufacturer. In his current role, Raja is responsible for working with Eaton's all five businesses to develop strategies that will build Eaton's overall presence and success in India. Earlier, he was working with Mphasis, an HP Company as Senior Vice President and Head of Consulting, in New York. Prior to that, Raja worked as Senior Director at AnswerThink (now The Hackett Group) for 10 years. He started his consulting career with General Foods in 1983, and has more than 25 years of experience in a variety of industries including Financial Services, Manufacturing, Consumer Products, Food Service, Retail, Telecommunications and Utilities, with extensive international experience including assignments in North America, Latin America, Europe, Far East Asia and India. Raja received an MBA in Finance and Information Systems from Pace University, New York and a Bachelor of Science in Chemistry and Physics from Bombay University, India. He is a Certified Management Consultant (CMC) and a Master Financial Professional (MFP).

THE EDITOR'S BOARD



Neha Agrawal, Associate Consultant, Atyaasaa Consulting Private Limited, has completed her MBA in Human Resources and Marketing, graduation in Homoeopathic Medicine, along with MS in Counselling Psychology.

She has the right mix of understanding the human mind and body, while applying the knowledge to improve workplace behaviour and contributing to organizational effectiveness. She enjoys reading, sketching and travelling.

The theme of the next issue of Knowledge Beans will be 'Expanding horizons through OD'. If you share a passion for the topic and have a flair for writing, do send us your 300 word article with a brief profile along with your photograph in jpeg format to atyaasaeditor@atyaasaa.com



Darshini Thakkar, Associate Consultant, Atyaasaa Consulting Private Limited, has completed her Masters in Business Administration in Finance and has a passion for Human Resource Management. She loves to follow her passion which is to bring transformational change in lives of people by interacting with them and analyzing their behaviour. She believes that working diligently towards your interest can bring inner satisfaction and bliss to oneself.

ABOUT ATYAASAA

Atyaasaa Consulting Private Limited is a leading Human Resource Training & Consulting Organization partnering with some of the best brands in the country and overseas. Atyaasaa has been a catalyst and a contributor in their quest for people development and business excellence. The core differentiator of Atyaasaa process is continual innovation, unique customization and use of state of the art technology tools. These are implemented through ethical and experienced operations and human resource facilitators having contribution as their core value.

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2. In this ever-changing, fast-paced world of dynamic business and economy, how important is the role of a guru in the corporate environment?

Corporate gurus are critical sounding boards for overall direction and instrumental in mentoring, coaching and encouraging leaders to seek individual excellence and achieve results for the organization. By leveraging the experience, expertise and acumen of these individuals, organizations hugely benefit in terms of developing a vibrant workforce that thinks and acts strategically, delivers results and creates value by making ethical decisions even during dynamic and challenging situations.



3. From an individual's perspective, what is the impact in a professional's life if he/she has a guru to guide him/her?

By definition a guru is a teacher and role of a corporate guru is to broaden the individual's perspective and to help one develop a strong focus on skill enhancement and professional development. The guru not only prepares the individual with competencies required to perform one's current or future job well, but also helps to define the behavioural expectations of performance. The guru provides honest feedback so that the individual strives for his or her personal best, and, ultimately, achieves superior and sustainable performance.

4. Have you had a guru who has been instrumental in shaping your success? What would you like to say about him/her?

I have had the privilege of working with some of the best known leaders in the industry, who are well-recognized as corporate gurus as well. As a management consultant for most of my career, I participated in many sessions with professional gurus and corporate leaders and the lessons learnt through those interactions have been invaluable. Honing my leadership style, managerial courage and interpersonal savvy were key developmental areas. Values including trust and integrity are paramount and continue to guide and drive my decisions.

5. What would you like to say to the young professionals who look at you as their corporate guru?

Achieving success and results is certainly important but how those results are achieved is just as important and determines the long term success of individuals and sustainability of organizations. I would encourage young professionals to embrace the philosophy of "Doing Business Right" and also become key agents for propagating it further.

The views expressed in this article are solely of those of the person interviewed.

WHAT MATTERS MORE THAN THE BOTTOM LINE ?

Every individual is an asset for the organization, and has needs, desires, and challenges unique to him/her. Many corporates are simply misreading what makes people happy at work. Beyond a certain minimum level, it isn't pay or benefits. It is a strong relationship and a supportive superior.

Corporate culture is a fundamental contributor which caters to people's needs and defines the success or failure of corporate strategies. The function of a guru is basically to craft this corporate culture and sustain it further. This is an art of accomplishing more than the science of management claims to be possible.

The need to become a corporate guru includes inspiring others in a shared *continued to next page*

THE CONNOISSEUR'S ORATE Satish Chinchorkar



Satish comes with an affluent experience of 30 years in diverse areas from aircraft manufacturing, software engineering to management and academics. Basically a B.E., MBA and a Certified Software Quality Analyst from QAI, he has worked in senior positions with reputed organizations like Hindustan Aeronautics, Mastek, KPIT Infosystem, Transworld, Persistent Systems and Axar Digital. He is passionate about training and is a visiting faculty at various management institutes such as BYK, Symbiosis, Flame, MIT, MET and C-DAC. Currently, Satish is working as a Freelance Consultant for Microsoft Team Foundation Server-2012, which is an Application Lifecycle

Management (ALM) platform.



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vision. Gurus have a clear vision and they communicate their vision to their employees. They foster an environment within their organizations which encourages risk taking, recognition, rewards, and empowerment allowing other leaders to emerge. To become a guru for a corporation, large or small, is no easy task. It may get lonely at the top. Gurus are pulled in many different directions, yet must keep a clear vision of where they are headed.

Manager and guru are two completely different roles. Managers need to 'do the things right' whereas gurus are for 'doing the right things'. There is need for gurus to perform six corporate functions:

- Identify their firm's key decisions
- Figure out where in the organization those decisions should be acted upon
- Organize the macro-structure based on sources of value
- Determine how much authority decision makers need
- Align the rest of the organizational system with decisions made
- Help managers acquire the skills they need to make better decisions

There is a clear role for corporate executives today – Guru; to craft and further sustain a culture to succeed.



CORPORATE GURU – THE THINKER AMONG WARRIORS

Talk about corporate guru and my thoughts involuntarily rush back to one of the most acclaimed gurus in Indian history - Chanakya. He recognized the potential of a young lad and transformed him into the first Mauryan emperor, helping him establish a kingdom that spread over 5,000,000 square kilometers and lasted for more than a century. But the most interesting fact about Chanakya's role is - he chose to remain a guru forever, mentoring Chandragupta to be the leader.

A corporate guru may not necessarily be the most important person in the organization, but may be someone who consistently helps others in recognizing the leader within. This person may be someone who does not lead the organization but plays an important role in how an organization is led. He/she may simply be a team leader of a small group, in an organization of millions of employees.

In corporate world, where everyone idolizes the peak of the pyramid, a true guru works at the broad base also. A guru understands people, motivates them and inspires them continuously to overcome their limitations. A guru knows that the real task is not just to direct people to a goal but to align them with the goal. He/she knows that a human mind works differently from a computer and hence could not be overfed with commands. A person may not be successful according to the social norms but may still be a very effective guru, through his knowledge and ability to guide.

THE OD FOLLOWER'S ORATE

Tanu Pareek



Tanu Pareek - Senior Consultant at Atyaasaa Consulting Pvt. Ltd., has completed her Masters in Journalism and Mass Communication. She has managed public relations and internal communication for various organizations. She aspires to be a motivational force for those around her. Tanu believes nothing is impossible, either you do it, or you don't.



Though very affable, the guru also knows the importance of application of austerity when required. The most astute arrow in a guru's quiver is the wisdom and respect earned through numerous experiences in life; and his/her abode - the hearts of people.

PSYCHOMETRIC PROFILING

A psychometric profiling tool is based on seven highly researched professional competencies. It aids in exploring your latent strengths and weaknesses and maps your competencies around your personality type. This is a standardized tool validated across multiple geographies and cultures.

Find the link to this tool here:

<http://psychometricprofiling.atyaasaa.com/>

This is not a paid service. Your feedback on the tool will be highly appreciated and will help further improve this service.

BEANSTATEMENT

"The responsibility of a corporate guru is to raise the organizational capabilities at all levels consistently at all times."