

# KNOWLEDGE BEANS



**TÊTE - À - TÊTE**  
Kulathu Kumar, President and Director - Endress+Hauser Flowtec (India) Pvt. Ltd. talks on 'Evolving Leadership'



**THE OD FOLLOWER'S ORATE**  
Bhakti Karkare, Associate Consultant, Atyaasaa, elaborates on - 'Three Phases of Leadership'



**FOUNDER'S COLUMN**  
Niket Karajagi, Founder Director, Atyaasaa elaborates on 'Leadership Phases'



## PHASED LEADERSHIP

### 1. What would be your piece of advice for an individual who is stepping into a leadership position for the first time?

A leader must believe that learning and improvement are never ending processes and must look for opportunities in these two processes. An emerging leader sets examples and should learn to communicate effectively. Decision making is also an innate ability of a leader which must be based on facts and figures and keeping the big picture in mind.

### 2. What phases according to you does a leader traverse in order to reach the pinnacle of leadership?

The most important aspect of leadership is to operate in different phases of leadership qualities depending on the scenario. A leader also needs to go through the managing and controlling of professional and political conflicts.

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### TÊTE - À - TÊTE

K. Kumar



K. Kumar is currently working as President and Director of Endress+Hauser Flowtec (India) Pvt. Ltd., Aurangabad. He is a key member of E+H Flowtec worldwide leadership team. Kumar is also the Chairman of CII Marathwada Zonal Council for the years 2011-12 and 2012-13. He was also the Vice Chairman of CII Marathwada Zonal Council for the year 2010-11.

Kumar has completed his B.Sc; B.Tech (Production Tech.) and PG Diploma. He has over 27 years of experience working in the Automobile industry and more than 3 years in the Instrumentation Industry. He had earlier worked as the CEO for T.C. Springs Ltd., Pune and was with LUK India, Bangalore as its Managing Director.

### THE EDITOR'S MESSAGE

Today's highly competitive environment demands leadership to be exhibited at all levels of the organization. Needless to say, excellent top level leadership is not the only ingredient of success today. This means that it is important for every individual to identify the element of leadership in their current roles and work towards owning these responsibilities. As they say, "leaders are made, not born", all of us have to traverse through the various phases of leadership in our careers and in the process learn the competencies required to serve the top leadership positions.

The theme of the next issue of Knowledge Beans will be 'Emotional Engagement: Indicator of a Healthy Organization'. 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 [atyaasaaeditor@atyaasaa.com](mailto:atyaasaaeditor@atyaasaa.com)

### 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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### 3. What is the biggest challenge the new generation leaders are facing today?

The major challenge that a leader has to face is the acceptance by majority of people having diverse views and perspectives. Also, balancing the interests of all the stakeholders is a major challenge.

### 4. Do leadership qualities evolve with career progression?

Leadership qualities do evolve, develop and exhibit in one's career over a period of years. He/she faces many challenges during the career progression and learns automatically from successes and failures.

### 5. What are you doing to ensure you continue to grow and develop as a leader?

I make it a point to initiate, involve and support the processes and people in the surrounding work environment. Also, I strive to constantly look for blind areas to be uncovered.

### 6. What should a leader ensure in order to build and sustain a high performance organization?

Constant communication and engagement with all stake holders is very important. A leader must also be extensively involved in coaching and mentoring across all levels.

### 7. What are the mistakes that jeopardize a leader's career?

Not practicing the "Walk the Talk" approach, distancing oneself from the workplace and family are some of the mistakes that leaders fall prey to. Also, leaders make a mistake by following the open door policy.

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



## THE THREE PHASES OF LEADERSHIP

Leadership is a never ending process of evolution which all of us have to go through. In this process, we have to assume several leadership positions and learn through our experiences. Many people avoid leadership situations; while only a few take on pivotal roles and do justice to them by traversing through the following three phases of leadership:

**1. Inception:** This is the breakthrough phase of one's leadership journey. These individuals show extreme enthusiasm and commitment towards their job roles. It is the responsibility of their managers to help them discover their leadership paths. In this way, both the organization and the leader become mutually committed to each other's growth.

**2. Expansion:** This is the phase of exponential growth for a leader. A leader who has been nurtured well in the phase of inception moves quickly into the phase of expansion. This phase is identified by a leader's increased followership and the ability to transform people and processes. For an organization, this phase is a reservoir of successors and it must invest in coaching these individuals for higher leadership roles.

**3. Stabilization:** Only a few great leaders make it to this phase which is characterized by the transition from leading to inspiring. A leader who has once reached the phase of stabilization, if put in a new job/role, is able to move through the first two phases faster to attain stabilization again.

So we can conclude that leadership is a function of the 'phase' the leaders themselves are going through. It is beneficial for an organization to identify the phase in which its key performers are and put them in roles which will enable them to attain the phase of stabilization quickly.

### THE OD FOLLOWER'S ORATE

Bhakti Karkare



*Bhakti Karkare is the head of operations at Atyaasaa Global Alliances with specialization in human resources development. She comes from an operations and consulting background and has worked in the IT sector. Her expertise lies in creating and managing processes and teams. She enjoys the thrill of producing extraordinary results by capitalizing on the synergy of different people in a single team. She strongly believes in the power of knowledge sharing and strives to create a knowledge pool continuously.*



## PHASES OF LEADERSHIP

A Normal Distribution Curve applied to the managerial and leadership functions have some interesting interpretations. While I was in a one-on-one executive coaching I felt it would be a good idea to use the bell curve to distinguish leadership styles.

The managerial style around the mean is primarily a survival and sustenance strategy. If these individuals were to be promoted to leadership positions, it would certainly create growth issues for organizations. It is interesting that I saw organizations which practice promotions based on tenure ship tend to have these folks in leadership positions. At best these people can manage routine aspects of projects.

The members who are standard deviation plus one to plus two are able managers who are above average and do have competencies which are of a managerial nature. These people make great coaches to the folks who manage routine work. They tend to be emotionally competent and engage people effectively.

Beyond standard deviation two we actually have people who emerge as great leaders. These are the people who are creative and strategic in their approach. Though they tend to be fewer in the organization they are your important minority. It is important to have them as a part of your talent and succession pipeline and must be definitely nurtured. These are the self-actualized individuals who are rare to find and need to be developed.

The noise in the teams and performance issues set in when self-actualized individuals start reporting in to managers who more or less are good for routine work. Suddenly you start experiencing motivation and performance issues.



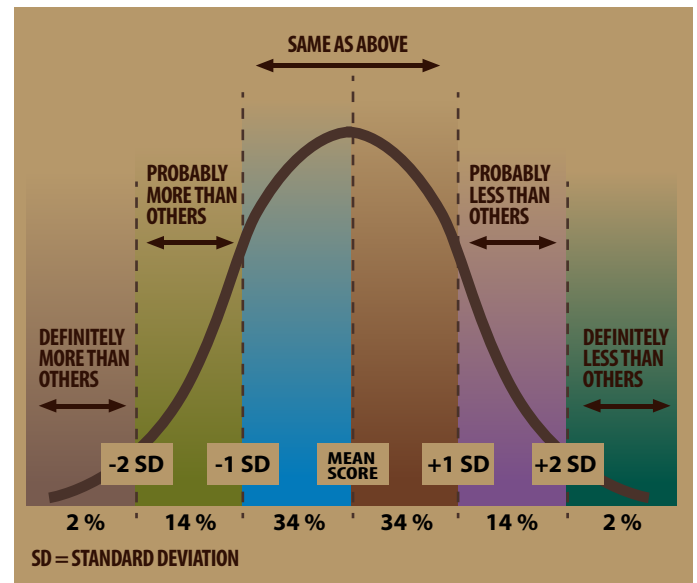
### FOUNDER'S COLUMN

#### Niket Karajagi

*Niket Karajagi is the Founder Director of Atyaasaa Consulting Private Limited, Pune which contributes to top corporate brands globally. He is an established international management consultant and an innovative human resource trainer with niche areas of expertise & contributions.*

*Niket is an authority on creativity & innovation, emotional intelligence and statistical methodologies, apart from his operations background in understanding of management processes.*

It is thus a good idea to calibrate teams and run performance appraisals around the bell curve. The team configuration and job roles must be determined using the principles of Normal Distribution Curve. My observations for the best fit are as under:



1.  $\sigma-2$  and  $\sigma-3$  : Must be weeded out. They create a huge performance issue.
2.  $\sigma-1$  and  $\sigma+1$  : Ideal for subroutine and routine work respectively. Must be used as followers in a team. These are mostly used as pure implementers.
3.  $\sigma+2$ : Can be empowered for superior work and act as good managers and coaches. At an individual level they tend to be proactive team members. Managers function as coaches.
4.  $\sigma+3$  and above: Leaders, strategists and master coaches. They make exceptional leaders and can take teams to great heights. They emerge as role models, great managers and leaders to cherish.

It would be an interesting short exercise that you may undertake to study the distribution of your team across the normal distribution curve and see the implications and evolve a remedy in real time.

## BEANSTATEMENT

" The journey of leadership is an arduous quest for success"

## 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.