



## **EMPOWERED LEARNING SYSTEMS**

Inspire . Aspire . Achieve . Grow

## Strategic Management Challenges: Creating Leaders in a Changing Milieu

Pune

Janury 22, 2011



# Outline



- 🔥 The context: India & the winds of change
- 🔥 The spirit of the New Economy: the rise of Gen Y & the IT sector
- 🔥 Leadership for tomorrow's enterprises





# Till The Early 1980s



India, in the world's eye, was the land of.....



Architectural  
marvels

Natural beauty



Majestic flora & fauna

Exotic dance forms



... simply said, the land of the enchanting & incredible.



# But today the spirits are soaring!



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# New Debates...



# What Happened?



**The images of Old India  
are still there ...**

**... but a new India has  
also emerged.**

**Now....**



# Now, India also has ...



- 🔥 Recorded economic & GDP growth > 8%
- 🔥 Satellite & nuclear technologies
- 🔥 Versatile industrial base
- 🔥 Means to feed its 1 bn plus population
- 🔥 Robust & wide-based education system
- 🔥 Skilled manpower having global demand



# What made the world take notice?



The successful Indian **IT Services Industry?**



**YES!**

# The success story of the Indian IT Services Industry has remained a puzzle

**World-class software amidst poverty!!**





**The answer to the  
paradox can be found in  
the vision of  
Prime Minister  
Jawahar Lal Nehru**

**Over 60 years ago the seeds were planted in  
the form of  
Centers of Excellence**



# Centers of Excellence



- 🔥 Engineering Colleges
- 🔥 Medical Institutes
- 🔥 Nuclear Research Centers
- 🔥 Space Centers



IIT-Kharagpur



AIIMS-Delhi



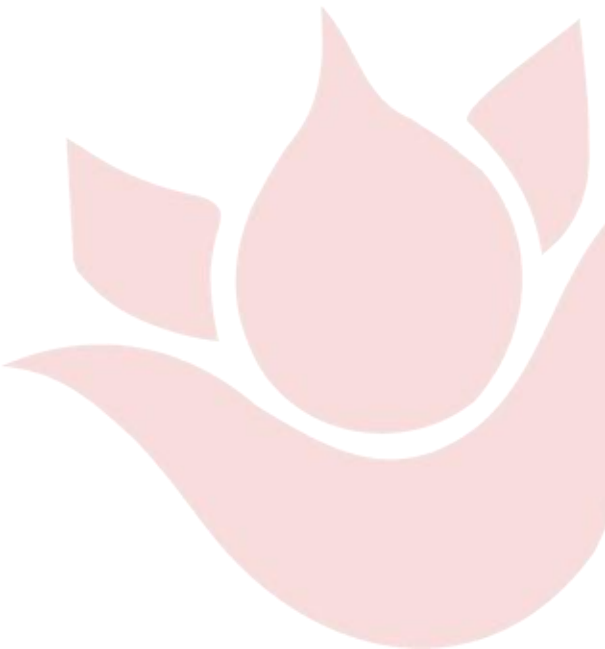
BARC-Mumbai



Sriharikota Range

Formed the bedrock of today's  
**Information Technology revolution**

# But Concerns Continue...



# But Concerns Continue...



# The Lost Generation



- 1960 to 1991: A meandering economy caught in an no-man's land

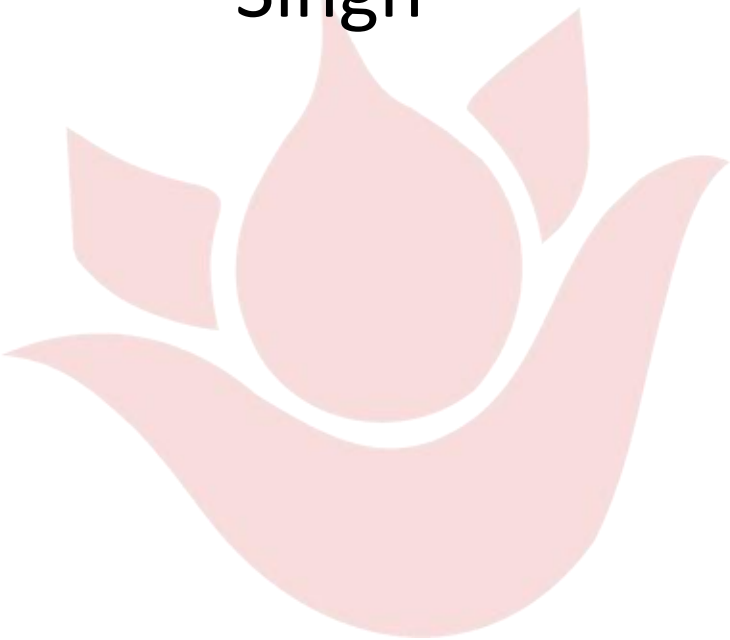




# 2<sup>nd</sup> Independence Movement



- A new dawn brought about by a crisis, led by Narsimha Rao & his General, Manmohan Singh



# New Respect...?



# Distant Neighbours or Cosy Friends?



# Is He Changing the World?





# All this in a New World...



- .... The Facebook Generation!



# Gen Y



- Born in the mid-1980's and later
- Numbers estimated as high as 70 million, Generation Y (also known as the Millennials)
- The fastest growing segment of today's workforce

- Source: Generation Y and the Workplace, Annual Report 2010



# Generation Y



- Aged between 18 and 25
- Are techno-savvy and motivated
- Values sustainability
- Is flexible, mobile, collaborative and unconventional



# Gen Y



- The reasons for choosing a company are:

1 Opportunities for Learning

2 Quality of Life

3 Work Colleagues





# Who Are They?



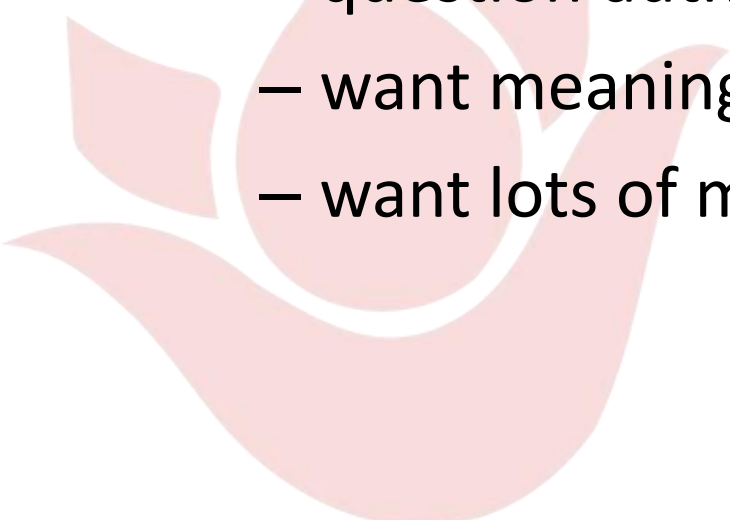
- **Tech-Savvy:**
  - plugged-in 24 hours a day, 7 days a week.
  - prefers to communicate through e-mail and text messaging rather than face-to-face contact
  - prefers webinars and online technology to traditional lecture-based presentations
  - deep interest and pride in owning state-of-the-art technology

- **Self-Centric:**

- willing to trade high pay for fewer billable hours, flexible schedules and a better work/life balance
- attitude viewed as narcissistic or lacking commitment, discipline and drive
- different vision of workplace expectations and prioritize family over work

- **Achievement-Oriented:**

- confident, ambitious and achievement-oriented
- have high expectations of their employers, seek out new challenges and are not afraid to question authority
- want meaningful work and a solid learning curve
- want lots of money, faster and quicker



- **Attention-Craving:**

- craves attention in the forms of feedback and guidance
- want to be kept in the loop and seek frequent praise and reassurance
- may benefit greatly from mentors who can help guide and develop their young careers
- shifting focus from Family First to Me First, My Work, My Friends, My Things, and My World



# Gen Y in India



- Large potential workforce,
- Not all are 'employment ready' and so their talents are in short supply
- Half of India's one billion people under the age of 25, Generation Y in India is the world's largest



# But, Somethings Change Slowly...



# India's Emerging Demographics



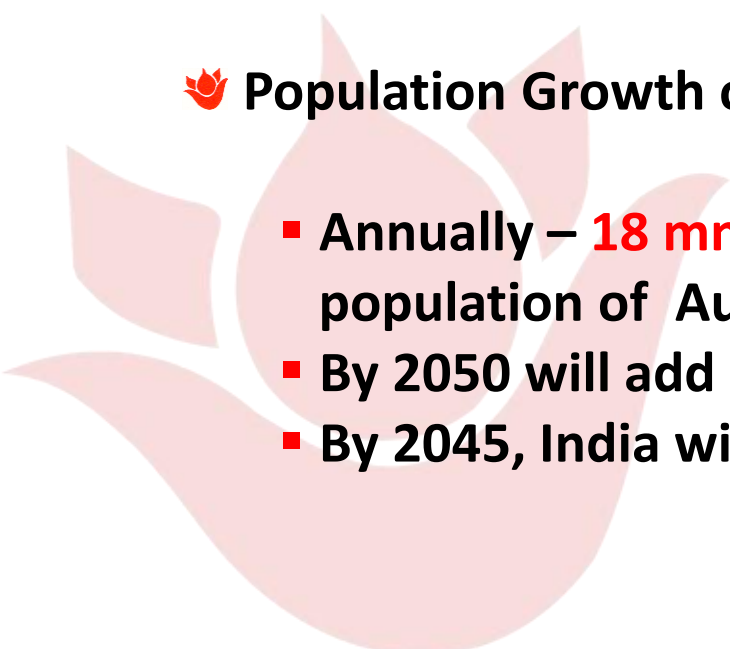
## Population:

- 2009 – 1.16 bn
- 2050 – 1.74 bn



## Population Growth of India:

- Annually – **18 mn**, which is equivalent to adding the population of Australia every year
- By 2050 will add **530 mn**
- By 2045, India will become most populous nation

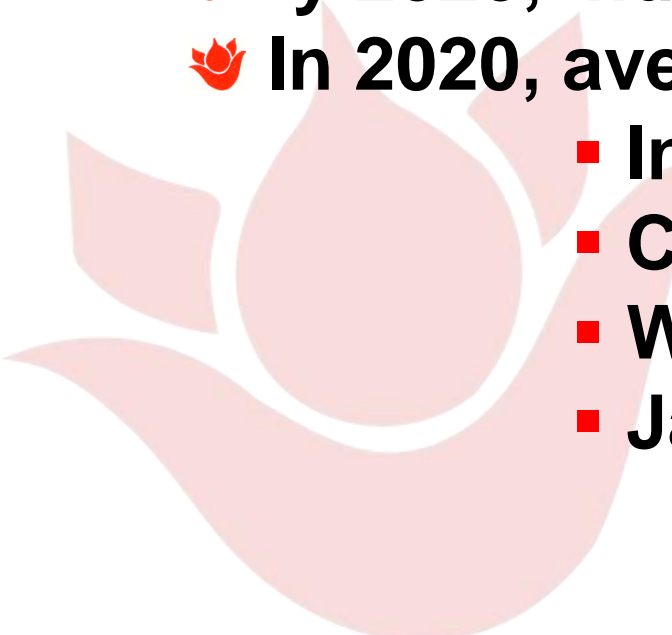




# India's Emerging Demographics



- 🔥 **55% were below the age of 25 yrs in 2005**
- 🔥 **55% will be below the age of 25 yrs in 2015**
  
- 🔥 **By 2020, India workforce will be 43 mn**
- 🔥 **In 2020, average age (in years):**
  - **India – 29 years**
  - **China/US – 37 years**
  - **W Europe – 45 years**
  - **Japan – 48 years**





# Leadership



- 🔥 **LEADER:** Stems from the root 'leden', which in turn implies to travel, or 'to show the way'.
- 🔥 Most of the leaders are still struggling with change.



**'Be the change that you want to create'**  
- Mahatma Gandhi

# The Indian Leader-Manager



- 🔥 Product of some unique cultural influences.
- 🔥 Has also assimilated other cultures through centuries of invasion & through trade.
- 🔥 The Anglo-Saxon effect of British rule of the last 200 years is very strong.
- 🔥 The unique result: the Indian Leader-Manager is seen as being direct, aggressive & individualistic.
- 🔥 The need to have 'Big Leaders' & worship them is a strong current in India.



# Leadership - Challenges



## Issues:

- 🔥 Cost arbitrage has lost its significance
- 🔥 Stiff competition on global & domestic fronts
- 🔥 Lack of managerial talent for global forays
- 🔥 Leadership transition
- 🔥 Establishment of brand in the global market
- 🔥 Management of multi-cultural workforce



# People Before Strategy





# Leading Change



- 🔥 Organizational shifts include significant changes in managerial styles, apart from dramatic physical changes in work-places.
- 🔥 Compensation practices have changed: Performance-linked; stock options, etc.
- 🔥 From individual brilliance to the language of Teams.
- 🔥 An increasing number of professional women in the workplace.



# The Desired Leadership Endeavour



- 🔥 Investing in people, calling upon their skills & their ideas.
- 🔥 Creating an inclusive, challenging & nurturing environment enabling employees to develop their fullest potential through participating fully in the life of the organization.
- 🔥 Creating workplaces that inspire & motivate.
- 🔥 Emphasizing teamwork and interpersonal skills as against the obsession for analytical skills & tools.



# In the Age of WikiLeaks...



...what is a secret anymore?

# Today's Philosophy



## Employees as Voluntary Investors

**“Downturn or not, we believe that talent finds its own level. If efforts are not made to attract, retain, and nurture it, talent will walk out of the front door.”**

**Nandan M. Nilekani**  
**Former MD, Infosys**





# Approach



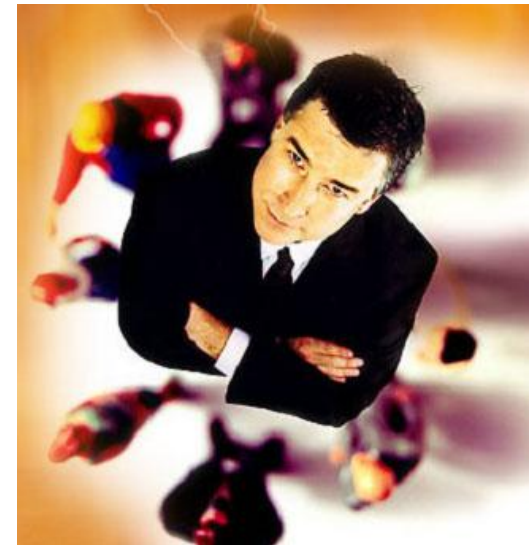
- 🔥 Leadership Talent development has to become a Quadrant II activity – Important but not Urgent
- 🔥 International pipeline to the future
- 🔥 Embed values & behaviors
- 🔥 Leading & working in teams.
- 🔥 Courageously innovative.
- 🔥 Meritocracy
- 🔥 Communication – Candor
- 🔥 Sustainable development: mandatory



# The Leadership Challenge



**If You Are The Best...  
or Want To Be The Best...  
You Cannot Wait For Change To Happen...  
Go & Create It.**





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SYSTEMS  
PVT. LTD.

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- Training
- Organisation Processes
- Coaching

# Thank you!

**You are welcome to stay in touch  
with us:**

K Jayshankar

[jay@empoweredindia.com](mailto:jay@empoweredindia.com)

+ 91- 98220- 46468

[www.empoweredindia.com](http://www.empoweredindia.com)