

I would like this occasion to share my thoughts on Leadership. Some of you are in situations in which you are dealing with leaders or aspiring to be leaders, in fact when you look at your own situations that even at this very early stage of your career you are expected and you will show signs of leadership. Understanding leadership as a phenomenon, trying to make sense of it, develop capacity to practice it. I am sure you are exposed to leadership training in your management programmes but it is not something you can learn from textbooks, cases. You can get a sense of what it is but it has to come from within. I would like to speak on three attributes or outputs of leadership and four inputs. We will need an input output framework to describe leadership.

The first attribute or characteristic of leadership is that it is Collective. We tend to think of leaders as individuals, separate from people or systems that they are leading but that is a misconception that is something that doesn't fit in to any reasonable description of reality of leadership. Leadership is collective phenomenon. There are leaders as individuals but the process or phenomenon of leadership involves everybody who is both leading and who is being led and as such as a part of the team or part of the organization or as part of a system, you all become leader the minute you become a part of the system, contribute to the quality of leadership, contribute to the quality of effectiveness and contribute to collectiveness by being virtue a part of the system.

The second attribute I want to emphasize is alignment, which is the need and importance of goals being somehow integrated somehow being in tuned. Not just individual goals not just team goals but the entire hierarchy of goals from individual to team to organization. Most of you must be working in companies where multiple layers, multiple tiers of accountability. Each tier of accountability is associated with some goals because you are accountable for those goals. The biggest challenge for organizations is to ensure that goals are aligned across all these tiers and that is where effective leadership really make a difference. How do you ensure that goals of the organization drilled in to the goals of individuals groups, units or teams and from that into goals of individuals. Performance contracts or so on are instruments of doing this but they are only the surface, they are only the manifestation. It is a much deeper, much greater sense of togetherness or belonging that makes this integration. In other words you will succeed in organizations or groups in which you are able to align your goal with the goals of the organization or groups.

The third attribute I would like to emphasize is upliftment which is a key to good leadership is that it makes everybody feel that they are doing something of value, something of purpose. That there is some broader or larger purpose that comes out of that and served by that activity. You can define purpose in any ways but a sense of achievement or a sense of accomplishment that everybody feels having achieved those goals, not something that necessarily comes pay check or the bonus. It again runs a little deeper and therefore for a leader to be effective, leadership to be

effective that sense of purpose, that sense of upliftment is very critical. So these are the three outputs that I like to see in a leadership.

Now we talk about four inputs. First is knowledge, it is something that all of you bring in some way to your function, to your activity. It could be any kind of knowledge, could be specialist knowledge, as I notice that there are specialised programmes here like Biotech and Pharmaceutical that is specialised knowledge, there is also general management who may bring in a disciplinary dimension. You may be an economist by training, a Physicist or an engineer. But knowledge in some capacity is something that is brought in to the process. Now knowledge is not something that an individual possesses, it can come from anywhere. You must recognize who has knowledge and it is for a leadership to recognize that knowledge may not exist within the individual or the group and so the humility of recognizing this or understanding that knowledge may exist outside the group, it may exist with the youngest person, it may exist with person with least education or training, it can be anywhere. Knowledge is amorphous, very abstract and can come from anywhere. So we need to harness knowledge in a way that it serves the goals of the group that's one very critical input.

The second input I want to highlight is Values. You all hear about value driven organization or work in organizations that describe themselves as value driven. It is a very easy term to use, a very easy expression but it is a very difficult goal to achieve. Here you can have manifestation or instruments of value enforcement, Code of conduct, practices and ethics. But ultimately the most important is yourself. Nobody is going to force it on you; nobody is going to enforce it on you. It is for you to decide where you will draw the line, what are the boundaries you will operate within and it is for you to decide to stick to the standards or boundaries. And if you find yourself in situations in which those boundaries have been crossing, I am not specifying the boundaries; I am saying that you must define them for yourself that neither you nor the leadership is effective and you as an individual make an effective contribution. Organizations tend to observe and behave according to the values of the leaders set and the leaders practice and that is where the role of leadership becomes critical.

The third element, the third input I want to highlight is relationships. We all like to work with people we like. It is nice to have friends around, people that you enjoy, spending time with. But that is ok for your personal time, your student days. In most organizations you will end up working with people who you don't like, who you find difficult to get along with. To be able to get over this individual view of people, it is very critical, because very often people who you like very much have the lousiest ideas and make least contribution. The people you hate especially are smartest and make the most contribution. You are not able to get past through this personal dimension your effectiveness as a leader or as a member of the group is going to be seriously compromised. So being able to move beyond personal likes and dislikes, to be able to recognize the values of individuals regardless of whether they are people you like or dislike, people you cannot get along for whatever reason or from

completely different cultural background and therefore find it difficult to establish bridges. I think it is that step, that leap has to be made and it's very important. Trust and respect, those are the two fundamental requirements of a relationship. You need to trust people, you need to respect people and not necessarily like. I have in my experience worked very well with people I liked and we have been friends for long periods of time. I have worked with people I hated; we have been productive in the workplace and no need or desire to connect outside, but productivity is productivity.

The fourth input I would like to highlight is Trajectory. It is very important for individuals, groups or organizations to have a sense of where they are going. You can call this a Vision statement at a very macro level. Organizations have a vision statement, often it's written and that's the last you see of it. But it is a very important guidepost. It is a very important statement of a goal that the purpose and when I use the word purpose again that the organization is having to and the movement or direction of all individuals of an organization have to be in some sense aligned. You will not work in an organization, you will not effectively work in an organization whose vision you don't believe or buy and it is for leadership to continuously translate that larger and more abstract vision for the organization in to more concrete, more visible trajectories for individuals.

So those are my seven ideas or seven concepts of leadership. Three outputs and four inputs and I thought this would be appropriate seven points to share with you on this occasion. I want to congratulate every one for the degree earned and hope you found jobs that satisfy you and allow you to express creativity and team capabilities and if haven't found that I hope you will find it very soon.