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The **InspireOne** Newsletter

JULY 2023

Leadership Capital

THE *DRIVER* FOR BUSINESS VALUE

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From the Editor's Desk

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"*Leaders play a pivotal role in shaping thriving enterprises*" – this statement, though cited by organizations for many years, still fails to get activated and realized in 2023.

Organizations continue to juggle the continuous loss of **leadership pipeline** on one hand and the burgeoning crisis of **business and people management** on another – yet still, haven't managed to link the two together.

Studies, from reputed research and consulting firms, have unveiled compelling evidence suggesting that **effective leadership pipeline creates significant business value** - from boosting financial performance to inspiring company culture and driving innovation and retention.

According to a survey by Boston Consulting Group (BCG), companies that excel in leadership and innovation outperform their peers in revenue growth by **2.2 times**. A study by Temkin Group discovered that companies with excellent leadership generated an average Net Promoter Score (NPS) that was **2.5 times higher** than companies with poor leadership. McKinsey & Company reported that organizations with strong change management and leadership capabilities are **3.5 times more likely to outperform** their peers in delivering business results.

In the recent past, post the COVID crisis, we have observed a keen interest by Indian corporates on Leadership Development **across all levels** - and these are no more tactical or one-off approaches. Now Indian corporates are **strategically** investing in sustainable leadership development journeys ranging from 3 months to more than **3 years**!

In recent conversations with our customers, we have observed business strategy and leadership development

getting **strongly intertwined**. The learning and development is linked to the **future of business**, with leaders being developed with potential roles in mind.

There is an increased focus on in-house talent development and objectives like succession planning and career development are being dovetailed in the leadership development design.

Of course, the major focus remains on **high potential leaders** and we have observed a much higher degree of interest and investment to identify and develop this talent. By assessing this talent using tools that measure **nature, values, style and derailers**, we can eliminate the aspect of losing this talent.

The fact that these initiatives are linked to career development, the design of the solution is curated for the leader – thus there is more commitment from the leader to growth of self and the organization. By using the **70-20-10 learning model** effectively, the sustainability of the learning is much more comprehensive!

As thought leaders in Leadership and Organizational Development, InspireOne is at helm of this leadership development change, witnessing a perfect storm that is changing the face of leadership. Many of our customers have already embraced this change through effective, **business strategy linked**, leadership development journeys - thus making the aforesaid quote - "*Leaders play a pivotal role in shaping thriving enterprises*" a reality!

In this edition of U&I, we will journey into the various aspects of leadership development that can create a strong leadership pipeline, thus laying the foundation for a bigger, brighter organizational future.

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Building Leadership Capital: Unleashing the Power of Effective Leadership

According to the latest HBR report, each year, global organizations invest more than **$60 billion** on leadership development. While the rationale for these investments is no longer doubted, the debate on effectiveness of these investments continues – and rightly so.

These investments are being made to build intangible assets – the **Leadership Capital**. This intangible asset is expected to drive the current and future performance of the organization leading to better market value of the company.

> *Savvy investors are very focussed on understanding and evaluating the leadership capability not only at the top echelons of the organization but the pervasiveness of leadership behaviors **across the breadth and depth of the organization***.

Hence, the debate has shifted from validating the need for Leadership Development to ensuring that the effectiveness of Leadership Development Initiatives (LDI) is being measured and reviewed.

InspireOne has been engaged with LDI with various organizations over the last 24 years and has learnt through experimentation, innovation, and collaboration, what are some of the imperatives or conditions precedent for these LDIs to create that vital intangible asset.

Leadership Development Initiative (LDI): Is it an HR or a Business Imperative?

To understand this, let's consider the following case study of a company in the Insurance sector -

Ranked among the bottom two players in the life insurance sector, the company was struggling. Recognizing the need for change, they realized that their product line, though profit-driven, had neglected the aspect of customer centricity - an issue prevalent among other organizations in the sector as well. Furthermore,

regulatory changes brought drove each member of the sector to the drawing board to review their existing business strategy. LDI was at that time far away from any CEO's mind operating in that sector!

The organization had the advantage of a new CEO taking over and a CHRO who was also not yet infused with the mindset prevailing in that sector. During our various conversations with the CEO and the CHRO, the CEO quickly realized that a new strategy can only be successful with new thinking and working amongst the leadership team across **the top 3 levels of the organization**.

InspireOne collaborated with the CEO and the CHRO team to help drive change, both in mindset and skillset, within the top 3 management levels. The organization realised that leadership performance is driven by the actions and decisions of these leaders, consequently, building high-performing leadership behaviors within the team became crucial.

> " *The CEO took this LDI as one of his critical drivers for his overall business strategy to achieve Company turnaround.* "

Identifying Development Needs

A joint project team of the Company & InspireOne was formed to design and drive a **multi-pronged solution** to achieve the Leadership Development goals which were aligned with the Business Goals of the Company. As is typical for a LDI, the team followed the InspireOne's **5I process – Investigation, Identification, Inspiration, Implementation & Integration.**

To build leadership capital effectively, organizations need to assess individuals and identify their specific development needs. These development needs can originate from four main sources:

1. Organization's long term Business strategy.
2. Competencies required for implementing the strategy.
3. The gap between competencies required in the current role and current competencies of the individual.
4. The gap between the current competencies and the competencies required for the next roles.

Assessments serve as valuable tools in the process of

need identification. It encompasses psychometric assessments of personality traits (Nature), behavioral capabilities (Nurture), emotional intelligence, performance evaluations, BEI, and a Multirater feedback – also known as 360 Degree feedback.

In another case of an Agri Business firm, InspireOne conducted a comprehensive assessment process to gather valuable data points and insights for development planning. The feedback session and Individual Development Plan (IDP) creation at this organization involved not just the participant but also their supervisors, including the CEO, for a substantial part of the conversation. This holistic approach ensured a comprehensive understanding of the individual's strengths and areas for improvement. The inclusion of supervisors at the CXO level conveyed a strong message of investment in individuals' growth and development. Imagine the joy of the organization when they see people so invested in their development.

Designing & Implementing a Solution to Inspire Change

Once the competencies are identified & the Individual development needs are agreed upon, we ask the question – **'how can the change in leadership capabilities be achieved?'** In the case of the insurance company, a different solution was developed for the CEO's first line – **individual coaching** by experienced business coaches.

A focussed development journey of **10-12 months** was created for a batch of **35 high potential managers** from the 2nd & 3rd levels of the company. We worked on the **70:20:10 principle**, which encompasses formal training, coaching, and experiential learning.

Keeping these in mind, InspireOne designed an intervention which included core workshops, application assignments, coaching sessions, live business projects, and real-life reflection. **Reflection** is where true learning takes place.

> " *Our differentiating strategy was using live business projects as a **vehicle for change**. When they applied the learning, the participants realised what was working well and what needed to be done differently to get the desired results.* "

While it is common to focus on addressing weaknesses, leveraging individuals' **strengths** is equally important. Business values are more likely to be created based on strengths rather than weaknesses. Therefore, these interventions not only address development areas but also focus on further **enhancing individuals' strengths**.

Another best practice for effective implementation is involving key stakeholders, such as project sponsors and supervisors. This fosters engagement, signals development intent, and ensures alignment with organizational goals.

Effectiveness & Impact

Measuring the impact of the intervention and demonstrating its effectiveness is crucial. Through their emphasis on effective leadership, they successfully reenergized the organization.

> *Within just three years, they transformed from being among the bottom players in the life insurance sector to becoming a major contender. This success story exemplifies the transformative power of leadership in driving market capitalization and positioning companies for long-term success in competitive industries.*

Success can also be evaluated through the observation of behavioral deployment, performance improvement, the link between leadership development and career progression, and the capability readiness of a person to take on the next responsibility.

Conclusion

Building leadership capital has transitioned from being solely an HR imperative to becoming a strategic business imperative. Organizations must recognize the value of effective leadership in driving employee engagement, retention, market capitalization, and overall business success.

Some key points to consider when you design your next leadership capability intervention.

- Business leaders play a pivotal role in driving leadership development interventions.
- An overarching framework to design and develop the solution like InspireOne's 5I process.
- Multiple assessments, including Nature and Nurture.
- Customized interventions based on the 70:20:10 principle.
- Involving key stakeholders such as supervisors and project sponsors.
- A shift in mindset, focusing on development and leveraging strengths rather than highlighting weaknesses.
- Measuring the impact of interventions through behavioral deployment, performance improvement, and career progression.
- And finally, commitment and belief in the value of effective leadership.

InspireOne Team

InspireOne
Performance, inspired

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The Role of Nature and Nurture in Leadership Development

The approach Podium and InspireOne take to leadership emphasises two categories of personal attributes, **personality traits and competencies**. We profile leaders on these two sorts of attributes, and where leaders fall in each has implications for where they can be expected to succeed in the future. Here is a short summary of the differences between personality traits and competencies and their relative importance for leadership.

Personality (Nature)

Personality refers to stable and change resistant interpersonal preferences. These traits are considered innate by personality experts. Despite the increased focus on emerging forms of leadership that emphasise traits such as compassion and humility, strong leaders tend to profile high on extraversion related traits such as power and dominance.

Personality traits also describe how we tend to act without having to work too hard. Traits reflect our preferences in other words. Our personality inventories, such as **PQ10 (Leadership Perspectives)**, contextualize the personality questions to refer to work related situations, but overall, these traits are still general tendencies to behave in a similar way given a similar situation. Because these traits are hard to change, those with leader like trait profiles (e.g., high extraversion) find it easier to acquire leadership positions and can be more effective once in role.

While there are many emerging methods for assessing personality, well developed questionnaires still represent the gold standard. If you could have an executive take a personality questionnaire this would be your best bet for assessing personality.

Competencies (Nurture)

Personality traits can be contrasted with competencies as reflected in the **High Performance Behavior (HPB) model** used by Podium and InspireOne. Whereas personality reflects preferred ways of acting and do not require any effort, skills represent capabilities that can be turned on or off as a leader recognises a situational need. For instance, Information Acquisition, an HPB competency is a skill that is deployed by leaders when they see a need.

Moreover, while personality traits are measured with questionnaires that tend to be situation agnostic, competencies are measured with methods such as situational judgment tests and assessment centres. These approaches provide very specific situations and ask how leaders would respond. Their highly specific contexts are a necessary complement to the broad predictive power of personality traits across situations.

One interesting development that Podium has implemented with InspireOne has been to use multimedia animations in our situational judgement tests together. These have the benefit of immersing candidates in a high-fidelity experience that feels very real. This realism leads to higher validity.

Summary

Personality traits and competencies are both important constructs to measure in leadership development for different reasons. Traits are innate, hard to change, and predispose people to acquire leadership skills faster. Competencies are learned, developable, and can be improved via training programmes and on the job learning.

Dr. Nigel Guenole
Director, Podium Assessment Systems

podium

How to Design a Superlative Learning Architecture for Successful Leadership Development and Succession Planning

The challenge to any ambitious organization is how do we create a learning architecture that can grow and develop the leaders the business needs to deliver its strategy. Additionally, how do we ensure that our learning architecture recognises the merging leadership talent within the business and builds a pipeline of rising stars that ensures consistency of approach and culture? To build this is, in itself, a challenge, but how do L&D professionals also create a learning architecture that recognises and embraces the radical technological changes in how people, especially younger employees, access and consume knowledge and learning?

A learning architecture in the 21st century must be built on a blended learning approach. McKinsey's report *Elevating Learning & Development* highlights that many L&D functions are moving away from stand-alone programs and are increasingly moving towards the design and delivery of learning journeys. In the modern learning journey, there is an emphasis on continuous learning that provides opportunities that include digital learning, e-learning SCORMs, animations, videos, socialized learning, on-the-job coaching, mentoring as well as face to face or virtual workshops.

Increasingly organizations are looking to create a learning architecture that is built around the principles of **LIFOW – Learning in the Flow of Work**. Research in 2022 by **Ernst & Young** identified that the most innovative organizations are **continuously improving the way learning is conceptualized or delivered**. Organizations designing learning architecture for leaders are now recognising that leaders have very limited time available to dedicate to off the job learning, and that a learning architecture has to be designed to make learning more accessible and just on time.

Learning Architecture

Modern learning architecture must be built on flexibility and availability. Increasingly research is highlighting that younger leaders and managers are expecting their learning to be delivered in a similar way to how they access all other information in their lives – via social media. Learning must become increasingly individualized and accessible as and when the learner needs it. This is particularly important for developing emerging leadership talent. A young leader with a difficult team member can't wait 6 months for the next **Managing Difficult People** course to be run. They need support and guidance now, and a modern learning architecture can deliver that support via online learning combined with individualized coaching or mentoring. Learning for leaders must move from a transactional just-in-case approach to transformative just-in-time approach.

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So, what will a learning architecture for leaders look like? It will be built on a continuous learning opportunity in the form of **bite-sized or micro-learning** stimuli available in the daily working environment. Leaders will be able to immediately retrieve relevant learnings whenever needed through technology at their fingertips. Very importantly, the immediate and ubiquitous nature of learning within the new architecture will mean that L&D functions must start to entrust full responsibility to the individual learner in terms of selecting learnings that are in line with their direct needs and interests. The leader will be driving and accessing a personalised learning journey provided by an enveloping learning architecture.

Which brings us to the final point on designing a learning architecture. Learning & Development must recognise the opportunities offered by technology to build a learning architecture that is integrated into the flow of work so that learning is seen as integral to how people work, learn and grow. L&D professional must embrace the radical changes technology is bring to the learning world and work with digital specialists to create a learning architecture for leaders that builds an accessible, personalised, and innovative approach to learning.

Example

A traditional middle management programme may include **5-6 one day workshops** on core products. Here is an example of what a management programme may look like in a blended approach.

Learning Journey - Middle Management example
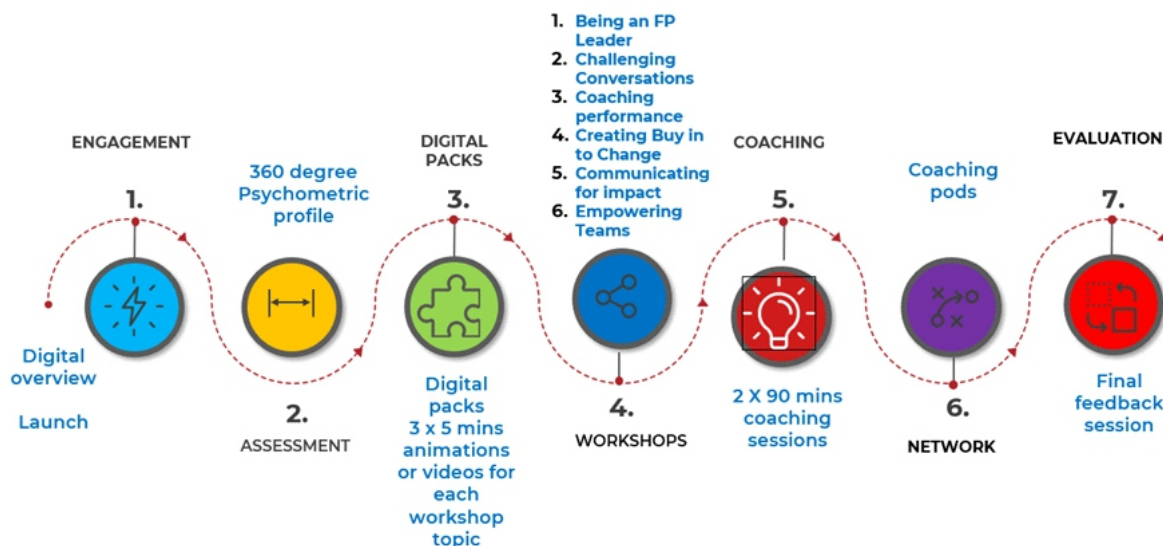
The programme offers a digital overview of the content and operation and there is an online launch. For a blended learning approach, it is essential that there is an element of individualisation. This is provided by offering the participant the option of a **360-degree feedback report and a psychometric profile**.

The programme is focussing on **5 main management skills/ topics**. In the two weeks before each workshop participants are sent out a 5-minute animation or video on the next topic they will learn.

Every 2 weeks the participant attends a **half day face to face workshop or an online VILT**. Attendance at the workshop can be supported by individual coaching in the form of two 90-minute Coaching sessions.

Action centred learning can be built into the architecture in the form of coaching pods where 3-4 participants can provide ongoing coaching support to each other in regular informal coaching meetings. This provides a coaching legacy for the business and encourages a coaching culture.

Dr. Andy Kelly
Global Product & Solutions Design Director, The Leadership Factory

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The Critical Success Factors for the Success of Leadership Development Initiatives

The title of this article has in it a **paradox**. The word **"initiative"** makes the scope of sustained success restrictive, which then leads to short-lived and tactical effort that the organization, its leaders, and the learning partners, commit to.

Therefore, it is only pertinent to speak about **"sustenance"** and therefore success of leadership development if,

a. The organization is clear about the **"type"** of leaders that can bring its strategy to life.
b. Building such leaders across the organization is one the **vital few business strategies for the organization**.
c. Building leaders across the organization rests in the business scorecard of the CEO and their first line.

Considering the above to be the foundation, lets now talk about the pillars of success for leadership development.

The organizational leaders (the SLT), the leaders to be developed (the participants), and the learning partners are essentially the pillars, each with a role to play for the sustenance and therefore the success factors.

The SLT:

a. Must define the goal for leadership development, linked to the organization's strategy.
b. Must spell out the way leadership development will lead to growth for the leaders (participants), and how will it be rewarded.
c. Must review Leadership Development and its lead and lag measures of success as part of their business scorecard.

The Talent and OD team:

a. Must ensure that the leadership development initiatives are linked to the growth opportunities.
b. Must make available business projects with stretch goals as part of the development solution – apart from the hygiene elements of structured development, on the job and coaching elements.
c. Be the guardians, enablers, solution providers.
d. Most critically must hold the SLT and the participants accountable for their deliverables.

The presence of opportunities and rewards make learning sustainable

High

Disaffected Talent
("What's the point if I'm not getting anything in return for my effort?")

Continuously Developing Talent
("What's the next challenge I can conquer?")

Presence of

Stagnation of Talent
("Why am I even here?")

Frustration of Talent
("Why don't I have the opportunity to get that?")

Low   High

Extent to which growth is rewarded

The Participants:

a. Own, drive, and commit fully to the opportunities.
b. Treat their development as a core KPI.

The Learning partners:

a. Design a solution that is:
  • Aligned to the strategic goals spelt out by the organization.
  • Linked to business impact.
b. Provide Best Practice expertise for development elements.

c. Provide best practice sustenance mechanisms:
  • Branding
  • Internal Communication strategies
d. Be a partner to the Talent and OD team to mitigate risks and obstacles and to problem solve.

While partnering with organizations for leadership development we have co-created sustenance strategies which considered the culture, the appetite of the organization at that point to invest in leadership development specifically in terms of the SLT's involvement, and the goals laid down by the organization.

	Impact to be created	Elements of sustenance	Clients
Business Impact	1. Readiness of leaders for higher roles 2. Engagement and attrition levels 3. Success measures on business projects taken on by the participating leaders	1. Positioned as a business-critical initiative 2. Business projects sponsored by SLT. And supervised by the managers of the participants 3. Business leaders as mentors 4. Branding and powerful internal communication 5. Rewards for efforts and results 6. Project governance by the SLT	1. Large Indian bank 2. Large telecom organization 3. Mid-sized ecommerce organization 4. Financial services group companies 5. Large consumer durables organization

Role Impact	1. Higher proficiency levels on the competencies needed for the role
	2. Observable impact on measures:
	  • Enhanced performance
	  • Delegation and team development
	  • Process improvements
		1. ALPs supervised and coached on by managers of the participants
		2. Group coaching
		3. Communication strategy
		4. Reward and recognition
		5. Pre and post assessments – 360 degree, DCs, AI led SJTs
			1. Tech organizations
			2. Large Indian bank
			3. Infrastructure design organization
			4. IT
			5. Global distributed services
			6. Retail

The sustenance levers must be pervasive and expansive. Designing sustenance levers requires expertise based on wide and deep experience and research of what works – with organizations that want to develop their leadership capital and the leaders who must be developed.

The sustenance levers comprise an understanding of how the human brain works to drive or resist application of learning, what is likely to self-sustain. It requires understanding the "will" of the SLT to lead the leadership capital development goals.

The etymology of the word "sustain" comes from the words "hold or uphold". Therefore, it is no surprise that sustenance requires grit. It is critical to not look at sustenance as a challenge that needs to be solved, it is in fact a core element for successful leadership capital development which will sustain organization growth.

Suman Sethi

Director and Principal Consultant, InspireOne

Delivering Sustainable Impact Through Leadership Development Journeys - An Airtel Story

Around 2019, the telecom industry landscape was going through a disruption & Bharti Airtel had already embarked on the journey of **digital transformation** and **product innovation** to become the most customer-obsessed organization. To sustain the organization's momentum of growth, building a strong internal talent pipeline, across all levels of the organization was imperative to organizational success. Hence, there was an imminent need to relook at the Leadership Development framework.

Airtel Leadership Academy was therefore conceptualized & rolled out in January 2019 as a common leadership development framework, that selects top talent from across the organization through a rigorous selection process & takes them through a high-impact development journey specially crafted for them.

program feature in the talent pipeline for identified critical roles across the organization. Detailed discussions with respective business units are undertaken to ensure the participants are on the development path to their target next roles and identify clear actionable **"critical experiences"** they require to reach the target roles.

"During these discussions, the focus is also on looking at talent fungibility & building diverse experiences amongst the talent to be able to take up jobs never done before."

With the perspective of the telecom industry, it's changing needs and with the advent of 5G, another **important success metric** is to develop the skills required for **future ways of working** and ensure **agility** and **smooth pivoting** wherever required.

The Success Metrics

The Academy programs are structured to provide participants with a blend of theoretical knowledge, practical tools, and experiential learning opportunities, to help them acquire the necessary competencies to lead effectively in a constantly changing business environment.

The organization's strategic priorities of giving a **One Airtel approach** and linking it to the unified behavioral framework (Airtel's Leadership Competency framework) have been incorporated into the design. A **critical success metric** of the program is to ensure that the participants of the

✓ Continuous group learning and engagement
✓ Introducing leadership themes through stories
✓ Self discovery on development patterns and themes
✓ Curated career plans to aid leadership journey
✓ Building strong business leaders
✓ Unlocking potential for long term transformation
✓ Setting up for success for current and next role
✓ Paying it forward: Participants as mentors

Leadership Capsules, Peer learning · Leadership Boot Camp · Management Development Program · Development Centers · Executive Coaching · IDPs · Leadership Mentoring · Airtel LEADERSHIP ACADEMY

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Sustainable Impact of Learning

The Academy journey spans over a period of 10 months and includes multiple learning methodologies to create sustainable impact.
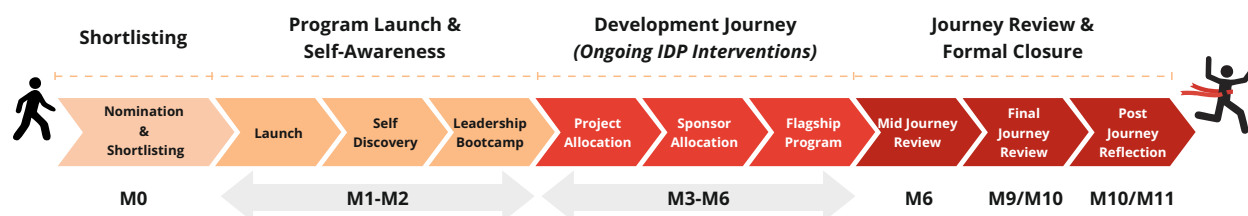
Leadership Bootcamp: A power packed start to the journey, with an immersive introduction where participants get to interact with their peers from across functions and get inspired by the stories of the leaders.

Powerful self-discovery & Development Plan Creation: Development Centers are designed and tailored in accordance with the organization's competency framework. This requires the participants to go through a set of assessments & exercises in a simulated environment and as an output, provides insights into the participants' strengths and development areas.

Academic Journey Design: The leadership development program is designed based on the 70-20-10 model that combines formal learning, on-the-job experience, and feedback and coaching.

Regular Progress Checks & Connects with Senior Leadership: are conducted to ensure ongoing focus & support to the participants.

Graduation Ceremony: The entire journey is then formally closed with a Graduation ceremony, where the principles of continuous learning & ongoing development are emphasized.

The Impact

Programs	Key Metrics
Leadership Academy: Executive Leaders Program For senior leaders (VPs, SVPs)	• **Step Ups: 50%** participants have undergone step-ups (promotions, role enlargements, lateral step ups) Program satisfaction score: **4.6 out of 5** • Low attrition rate for this critical pool at 3% over the past year
Leadership Academy: Advanced Leaders Program For Function/ Vertical Heads (DGM/ GM)	• **80% participants** underwent role step ups as an outcome of the program during the journey ▫ Step ups with promotions: **56%** ▫ Lateral step ups: **24%**
Leadership Academy: Future Leaders Program For mid-level Roles (Senior Managers)	• **75% participants** underwent role step ups as an outcome of the program during the journey ▫ Step ups with promotions: **38%** ▫ Lateral step ups: **37%**
Leadership Academy: Emerging Leaders Program For entry-level Roles (Assistant Managers/ Managers)	• **78% participants** underwent role step ups as an outcome of the program have seen a step up ▫ Step ups with promotions: **63%** ▫ Lateral step ups: **15%**

(Data of previous batch – class of 2022)

Taapshi Sharma
Head - Learning, Culture and Wellbeing, Airtel

Managing for Succession - An Indian Context

India businesses developed largely from family owned and managed enterprises, and then business groups. Succession was limited within a subset of owner successors, with obvious pulls and pressures. A few got lucky with high calibre incumbents, many floundered, but even they were able to chug along in a licence protected environment.

Without succession planning at the top of the pile, there was little credibility to push for process down the line.

A convivial non-confrontational consensual culture ensured succession by incumbent seniority. Often parochial owners rewarded tenure and middle of the road leaders[?] who had shown no inclination to rock the boat, much less indicate innovative or disruptive impulses. The owner knew best!

Family picked board members were often self-serving and lacked courage or conviction to counsel, tackle or dislodge incapable leaders. Things changed with the entry of Multinational Corporations, who found a ripe picking ground for high calibre talent not seeing a way past the queue. That stirred the pot but reaction time among legacy businesses was variable. Even at the much-vaunted Tata group, succession at the top was triggered post superannuation of the incumbent.

Legacy knowledge and experience can serve as an interim fix for unplanned or sudden loss of a senior leader, but even that must invariably be part of a planned and documented succession plan sequence, i.e., person X would be positioned immediately in the case of accident/ illness/ event and person Y or persons Y and Z would be carefully planned n nurtured replacements in a short defined period.

Young people like to work with young energetic people who take their jobs more seriously than themselves. They are more contemporary and more fun to be around. Organizations benefit from being able to pivot faster and create disruptive opportunities, most often led by meritocracy driven leadership succession.

A highly successful large family led company I am intimately connected with had an average top management age of 63 a decade ago. The CEO and board decided they would change that dramatically within 5 years. Average age at the top table today is a bit over 50. The organization is now more diverse, energetic and is a vastly more attractive place for upcoming and incoming talent.

Many moons ago I was myself a beneficiary of similar thought leadership by a segment chairman at Tata - but

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that was anecdotal and probably not as part of a formal / shared process.

Succession planning is now de rigueur in most large enterprises. Boards and NRC's get involved in candid debate, but processes are variable.

> *A well discussed and dynamic succession plan is a leadership imperative. Successful leaders devote a substantial part of their time on organization planning - mentoring, hiring, developing, and focusing on creating a talent pool with stretch and are mindful of future redundancy/ unplanned loss of talent.*

Some themes to be mindful of:
- There is often a propensity to obfuscate talent which can be potentially threatening to position holders.
- Seniority and domain experience are sometimes used as blockers to emerging leadership
- Cost of acquisition of high calibre talent can be an argument for safety with the current talent pool.

A tool I always found useful was to put all leaders together in a non-threatening [offsite] environment anddiscuss talent with a simple forced ranking, across the board. Disagreements were aired and often intense. As most leaders had visibility across segments, outside their own vertical, segment heads were invariably drawn into a consensus by rationale and peer pressure. Quite often talent otherwise obfuscated within a function or geography was highlighted. This then became the talent pool of the top 10/20/30 persons who we would focus on when we discussed mentorship/ training/ accelerated remuneration, and of course succession. It also threw up talent paucity / gaps within segments which needed to be addressed with lateral moves or external hiring. A fairly simple tool which cut through personal preferences and underscored meritocracy.

Hardeep Singh
Former chairman - Cargill South Asia; HSBC InvestDirect; Amalgamated Plantations (Tata Tea Estates).

Building Leadership Capital - An InspireOne Masterclass

InspireOne recently conducted a masterclass on Building Leadership Capital in New Delhi where we discussed some of the strategies to address the challenges of leadership development of high potentials and unravelled some of the basics and the best practices for identifying and developing high potential talent.

Experts discussed the classic question of whether leaders are born or made, which was concluded with sharing the robust research base of InspireOne's High Potential Leadership Development intervention.

The research findings revealed the 12 behaviours that high performing leaders exhibit namely **Gathering Intelligence, Generating Ideas, Accelerating Innovation, Establishing Trust, Fostering Collaboration, Developing Talent, Influencing People, Building Confidence, Communicating Effectively, Implementing Change, Improving Performance, and Winning Customers.**

Key Takeaways

- **Focus on shifts that matter:** Organizations with successful high potential leadership development programmes are more likely to focus on those leadership behaviours that critically drive their business performance.

- **Create an organizational journey:** Organizations with successful high potential leadership development programmes are more likely than the rest to have an organization wide intervention program.

- **Designing for the transfer of learning:** Organizations with successful high potential leadership development programmes are more likely to ensure that participants applied their learnings in new settings over an extended period.

- **Using system reinforcement to lock in change:** Organizations with successful high potential leadership development programmes are more likely to involve senior leaders as mentors or coaches or project sponsors, reinforcing the new leadership model.

Use both **macro** (e.g., cross- organizational projects, promotions, job shadowing, lateral moves, and **micro** (e.g., Coaching, mentoring, personal development plans, master classes etc), strategies to develop the high potential talent.

We also discussed that organizations can accelerate the high potential talent development by ensuring that the intervention has the elements like learning by reflecting, personalization, assessments, IDP, application, coaches and mentors, and *future ready skills*.

EDITORIAL

LEAD STORY

LEADERSHIP ASSESSMENT

LEADERSHIP JOURNEYS

MAKING INITIATIVES SUCCESSFUL

SUSTAINABLE IMPACT

SUCCESSION PLANNING

LEADERSHIP MASTERCLASS

Highlights from the Quarter

Biocon

Leadership Development
for Mid-Level Leaders

Berger
Paint your imagination

Managerial Effective
Journeys

BAJAJ FINSERV

Accelerated Journey into
Senior Leadership and
Coaching

colt

First Time Managers
Program

SIEMENS

People and Business
Management

TATA MOTORS
Connecting Aspirations

Enhancing Customer
Centricity

infoedge

Value Based Selling

KOHLER.

New Manager
Development Program

COWI

Enhancing Personal
Effectiveness and
Leadership Development

BD

·New Manager
Development Program

TVS

Leadership Development
Program

K RAHEJA CORP

Women in Leadership

About InspireOne

We are India's leading consulting firm offering organizational and leadership development solutions. With over two decades of experience in the consulting domain, we help organizations convert their people and organizational capabilities into corporate value.

Our solutions are developed on the global and researched know-how of our partners - **Tack TMI**. We deliver solutions globally and in different languages.

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TACK TMI

We are the recipient of the Brandon Hall Excellence in Human Capital Award in 2022 - GOLD IN BEST USE OF BLENDED LEARNING and in 2021 - SILVER EXCELLENCE IN LEADERSHIP DEVELOPMENT
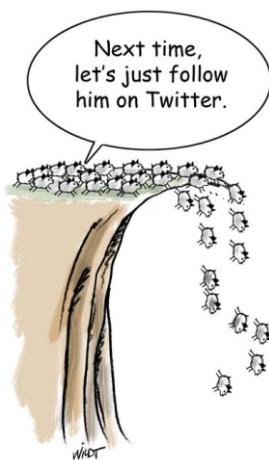
Brandon Hall GROUP
HCM EXCELLENCE AWARDS
SILVER
EXCELLENCE IN
LEARNING
2020

Brandon Hall Group
HCM Excellence Award
LEARNING AND DEVELOPMENT
GOLD
2022

On a Lighter Note

"THIS IS WHAT HAPPENS WHEN A FAMILY BUSINESS DOESN'T HAVE A SUCCESSION PLAN!"

Artist: Douglas Blackwell

"In every situation, an executive has to decide whether to lead by consensus, charisma or cattle prod. Trust me…it's not always this easy!"

Artist: Bradford Veley

Next time, let's just follow him on Twitter.

Artist: Chris Wildt

" I wanted to get your opinions before I go ahead and do what I want to do. "

Artist: Roy Delgado