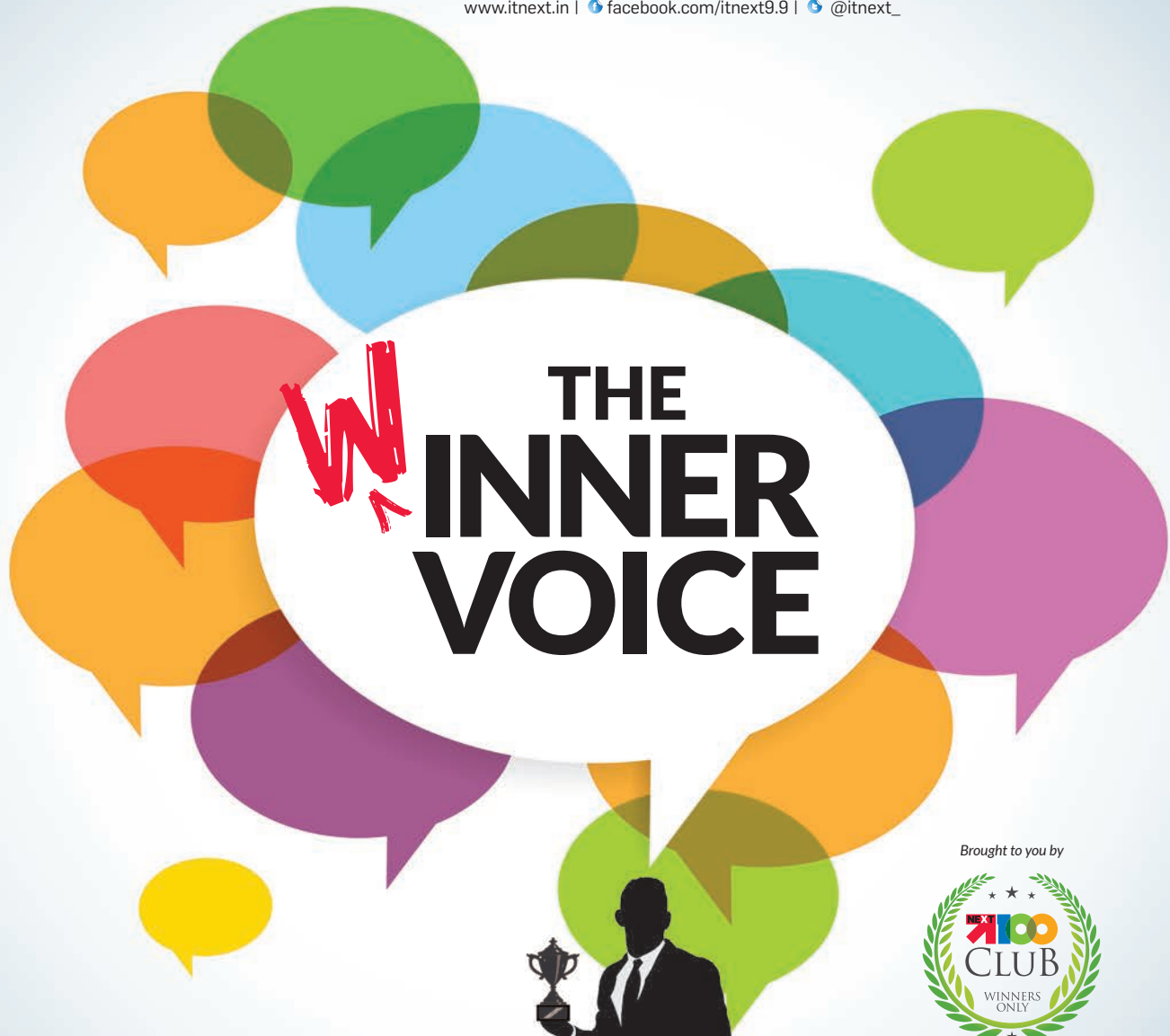


IT NEXT

FOR THE NEXT **GENERATION** OF CIOs

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A collection of perspectives on leadership from NEX100 Awardees 2010-17

IFC



Finally, we are launching the much-awaited NEXT100 Club. The new platform will surely bring members of the NEXT100 community closer to each other

Shyamanuja Das

Winning Perspectives

NEXT100 is about recognition and celebration. The issue that you are holding in your hand is a little more than that. It is winning perspectives—the leadership insights and experiences from the most distinguished IT managers from generation next—those who have won the coveted NEXT100 award over the last eight years.

In this context, I wanted to share some good news with you.

For long, the most common request that we have got from NEXT100 winners is to create a platform where they can interact with each other professionally and personally. While we have done that somewhat informally on WhatsApp for winners of specific batches, there is not yet a platform for all the winners across the years. And with all its flexibility and convenience, WhatsApp remains a bit disorganized and somehow a bit chaotic as a medium.

Finally, we are launching the much-awaited NEXT100 Club. Some of you already know about it. Some of you have even registered for it. The new platform will offer many new features and will surely create the members of the NEXT100 community closer and more useful for each other. You can find more about the club, its features and how you can be part of it – in this issue.

As I sit to write this, we are getting ready to welcome yet another batch of NEXT100 winners—the batch of 2017. The Awards Ceremony for recognizing and honoring them is around the corner; and it is in the holy city of Amritsar. You will read all about it in the next issue.

And the first issue of 2018 will continue with what we have started in this issue—perspectives from NEXT100 winners. While we have started with leadership, the January issue will carry their articles on technology.

If you want to write, please drop us a mail. Write to me directly at Shyamanuja.das@9dot9.in or my colleague Shubhra at shubhra.rishi@9dot9.in

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These leadership gems that you will find in the pages of this issue are worth savouring

Winners on Leadership

What you will read in the next few pages are experiences of leadership by a set of practicing executives who have distinguished themselves by being recognized for their ability to lead the IT transformation of Indian businesses, over the last eight years. NEXT100, as you know, is the only program in India that identifies and honors the future CIOs. Today, some of them have already become CIOs.

As you start reading this, it is probably proper to set the expectation right. Each of the authors in this issue is a practicing manager. None of them is an academician or a consultant. So, if you are looking for a new buzzword or a new

management mantra, you may be disappointed.

As the karma yogis don the hat of jnana yogis, they articulate what they have tried and/or learnt about leadership while still attending to data center issues or meeting the deadline of a project roll out. Many of them have tried things and succeeded or failed. Whether it is a success or a failure, there is a learning. You may face similar situation or a completely different one; but the tip may still be useful.

From gamification to people-powered leadership; from agility to risk management, from collaborative thinking to importance of communication and public speaking—all the leadership gems that you will find in the pages of this issue

are worth savoring not because they are new, disruptive thoughts or ground-breaking discoveries—of course, they are not—but because they have been made to work in real life situations, more often than not by the authors themselves. Leadership is not just about knowledge; it is more about judicious and timely application of that knowledge.

Use the issue for what it is. Identify with your situations. You can find a lot of leadership lessons by great management thinkers in leadership books. We have not an iota of illusion that we add to that knowledge. All we are doing here is—as we always do—to provide a platform for sharing thoughts from your own tribe—situations that you can identify with; because they are tried, tested, and the experienced captured—by some of the best in your tribe.

NEXT100 is about leadership. And it is no coincidence that the first compilation of the articles from the winners are on leadership.

We followed a fairly simple process for this.

NEXT100 is about leadership. And **it is no coincidence that the first compilation of the articles from the winners is on leadership**

We reached out to all the past NEXT100 winners by inviting them to write—on leadership, other management areas as well as selected technology areas. It speaks volume of the importance attached to the leadership that more than half the articles we received were on leadership.

Some of them are an individual's perspective of leadership as a whole—as in the case of Anand's opening article with liberal doses of his own trust with it. Most of them, like Nikhil, Sanjay, Priya and Sujata focus on the attributes and qualities of leaders; some

As the **karma yogis don the hat of jnana yogis, they articulate what they have learnt about leadership** while still attending to data center issues or meeting the deadline of a project roll out

others focus on specific aspects. Aniruddha, for example, writes on people-powered leadership while Saloni deliberates on the soft issues. They argue their points logically but emphatically. Atul, a fresh NEXT100 winner, looks at the changing nature of leadership through his looking glass. Meetali gets into an emerging leadership role and specific expectations and

focus areas within that role, while Puneet decides to highlight importance of a skill.

By the way, even if you are not looking at leadership tips per se, the issue still gives you some interesting insights—into the minds of some of the brightest IT leaders of tomorrow and what they

think about leadership. After all, they are the people who will drive the transformation of Indian businesses to a new era leveraging technology. Some are already doing so.

This issue is just a beginning. We will do a lot more to bring the lessons, experiences, tips and insights from these next generation leaders through various platforms.

The immediate next offering will be a similar issue by NEXT100 winners, but focusing on technology. Expect it in January 2018. ■

LEADERSHIP VOICE
NEXT100 CLUB



Launching NEXT100 CLUB

IT Next brings to you a platform for Winners of NEXT100 Awards – to help them scale new heights – both professionally and personally

NEXT100 is an annual awards program that was instituted by IT NEXT magazine in 2010. The main aim of the program is to identify 100 experienced IT managers who possessed the potential to become CIOs.

With this vision in mind, an awards process was formulated to invite applications and nominations from IT managers and their supervisors to nominate them respectively, for consideration and qualification for the award. Once the nomination gets accepted, all NEXT100 award applicants participate in an extensive series of activities that tests their techno-commercial, management and leadership skills. The final selection and nomination of the NEXT100 award recipients is made by a prestigious committee of technology and business leaders a.k.a the NEXT100 Jury, who evaluate applicants on career accomplishments, professional expertise, skills and potential. The final leg of the NEXT100 Awards selection process culminates in a gala ceremony where 100 winners are felicitated with a trophy and citation.

wyrob
AD



This is the eighth edition of NEX100 Awards that will observe the addition of hundred new winners to this growing community of IT leaders. To capture this growing community of 800 leaders, we decided to launch NEX100 Club, an IT Next initiative in early 2017.

What is NEX100 Club?

The club is an exclusive, members-only platform. The club will create offline and online engagement for NEX100 Winners with the help of various tools such as webinars, chats, discussion forums, and periodic club meets. Our aim is to help you keep in touch with each other, engage in knowledge sharing, and stay updated for every upcoming IT Next activity. Some key elements of the portal include access to NEX100 Alum Directory and Alumni Careers Network, allowing alumni to discuss innovations and share job opportunities in their respective organizations. In the future, NEX100 Club will also facilitate informal networking events and beyond, plus sector-specific events aimed at keeping you up to date with topical issues in your field.

How to Register or Login?

The registration process of the NEX100 Club is simple. Our team at IT Next has already created online profiles of NEX100 winners 2010-2017. For example, if you are a NEX100 2017 winner, all you need to do is login with the User Id and Password that was/will be sent to your email address at the time of creation of your profile.

For first time users, you need to login using the following credentials:

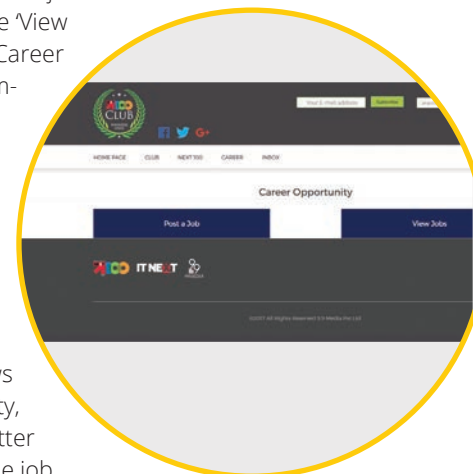
- Browse <http://next100club.itnext.in/>
- Login Id: (your official email id)
- Password: Password@123

Once you have logged in, please make sure that your password is alpha-numeric, contains a capital letter and a special character. For other users, you can start browsing the wide-ranging features of NEX100 Club as described below:

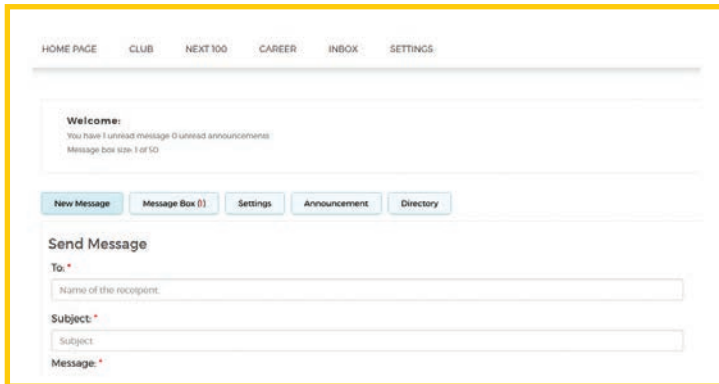
NEX100 Club Features

Discover Prospective Job Openings

The 'Career' Menu on the NEX100 Club portal allows you to find relevant jobs from your industry using the 'View Jobs' option from the Career dropdown menu. Members can also post job opportunities in/outside their organizations using the 'Post a Job' option. Why is this better than LinkedIn? Since the job poster is one of the winners, it allows your better accessibility, and to an extent, a better likelihood of getting the job.



HOME AD

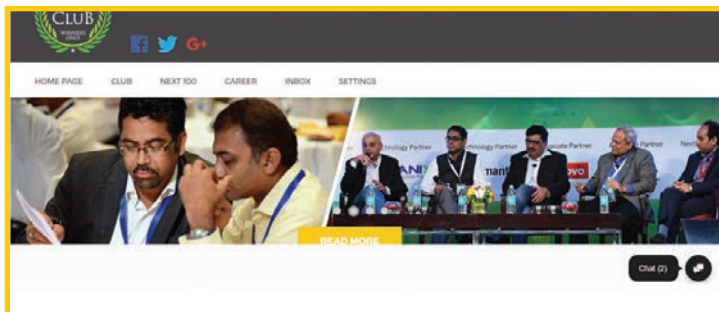


Send Inmail

Similar to LinkedIn, it allows you to send a message to a NEXT100 peer using the 'Inbox' feature. In order to do that, you need to be logged into the NEXT100 Club platform. For instance, if you are a NEXT100 Winner from the 2017 batch and you want to send a mail/message to someone from Winners batch 2014, you can do so by logging into your account. Now select the 'Inbox' option and select the option 'New Message', enter the name of the person you want to send the mail to, enter the subject, and type the required message. Now click on the option 'Send Message'.

Chat

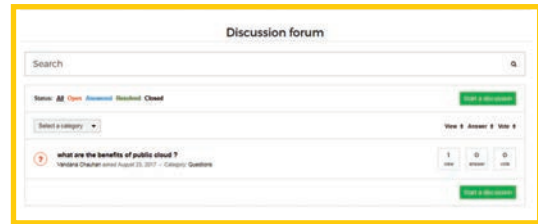
NEXT100 Club allows you to chat with your NEXT100 peers. In order to do that, please make sure that you are logged in to the NEXT100 platform. Now look for a small chat icon on the bottom right corner of your NEXT100 Club page. Click



on it and you will be able to chat with your peers who are also logged in or online.

Send Birthday Wishes

Wish your peers a Happy Birthday! This feature of NEXT100 Club allows you to view birthdays of Winners on that day. You can login to the portal and send a birthday message to them using the 'Inmail' feature.



Indulge in peer learning in a Quora-like manner

While WhatsApp groups are trendy, they can be consuming and overwhelming at times. NEXT100 Club helps you directly ask a question on technology, leadership, business, You can use the NEXT100 Club Discussion Forum to post your question. Your question is likely to be answered by one or more NEXT100 Winners. Click on 'Start

WHY NEXT100 CLUB?

NEXT100 Club is an IT Next initiative that gives you the exclusivity, opportunity and the accessibility to become part of 800-strong (and growing) community of next-gen IT leaders. The idea was conceptualized to provide a sense of egalitarian comradeship, camaraderie, and a non-intimidating and cooperative environment in which members can develop their technical knowledge, improve personal skills, gain managerial and leadership insights, and get help on professional issues.

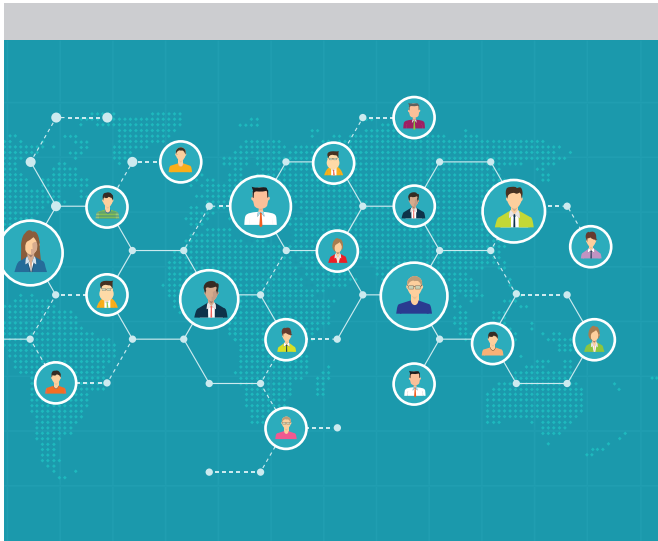
The purpose is to bring all NEXT100 winners in one place and develop a community to create more engagement and relevant content. It is also to provide a physical and virtual platform that enables NEXT100 award winners interact, collaborate and exchange information that supports and enhances their skills, talent and spirit to become CIOs.

Listed below are 10 advantages to help you take the next step:

a Discussion', select the 'Question Category', enter a relevant discussion 'tag' and enter your question that you wish to ask. Submit your question using the button on the left hand corner. You can also search for discussions using relevant tags and categories.

Submit blogs and articles for IT Next website and magazine

NEXT100 winners have the opportunity to write blogs and articles on relevant topics such as technology, leadership, and business with the rest of the community. A few select articles will be chosen every month and published in a special section on IT NEXT and CIO&Leader websites as well in IT NEXT print magazine. They will be shared widely across social media and the NEXT100 Club website.



- Engage in a new-fangled social collaboration
- Meet and greet other NEXT100 Winners
- Share experiences, ideas, and learn from others
- Get recommendations on hiring new talent
- Discover new and interesting job opportunity
- Improve personal skills and gain managerial and leadership insights
- Collaborate and exchange information that supports and enhances your skills
- Create offline and online communication among your peers

NEED WE SAY MORE?



800
winners
PAN India



65%
people moved
up the ladder



100
winners
added
each year

A number of new features are underway. The NEXT100 Club plans to open an online merchandise store where winners can purchase a range of products. NEXT100 Club meets will soon be organized. These meets will encourage a culture of knowledge sharing, social gathering and networking. It will give you an opportunity to meet your peers on a period basis and lead to an exchange of ideas that will help you advance your career in a seamless manner.

If you have not already enrolled, please do by logging in on NEXT100 Club today. ■

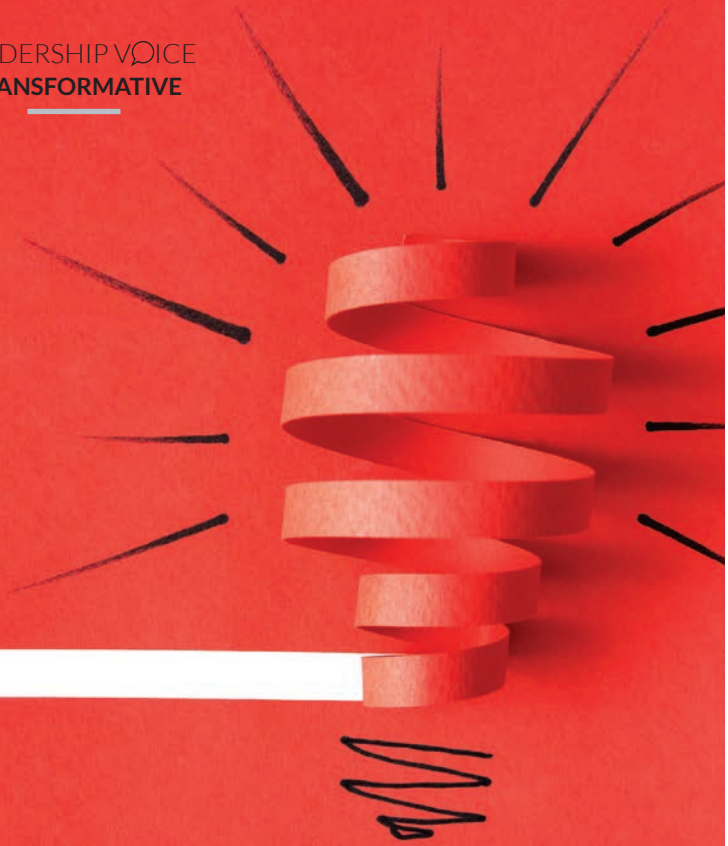


LEADE





We bring to you ideas that offer a solution, a suggestion, or are forward-looking in nature. The topics covered in the following pages are experiential in nature, something that some of these winners have implemented or experienced in their organizations. Turn the page to explore stories written by NEXT 100 Winners on a wide-range of leadership topics...



Anand talks about how leadership is an art of shaping people and transforming each team member to become the future leader

Lead by Innovation



Anand P. Gaikwad

Senior Manager, ITSP2 Global
Program Management at
Volkswagen IT Services India

NEXT100 Winner 2017

“ In 1978, *Transformational Leadership* was introduced by expert, James McGregor Burns, in his book “Leadership”. He explained it as a process where followers of a leader are developed to the higher levels of morality and motivation. In the same context, I would like to submit my perspective about leadership and opportunities for innovation.

What is Leadership?

“Leadership is a combination of art and science; it is an attitude to make people work better than they would have been, without you,” - this certainly does not mean that you perform micro-management or sit on someone’s head to make them work better rather to build an attitude to deliver their best. If you are a leader with power, you can easily control people but this will lead to failure.

Leadership is not about controlling people but inspiring them to perform well and encourage them to think out of the box, make mistakes, and learn from them. Delegation is one of the most important aspects of leadership. If true leaders think in terms of developing the people they are leading, they delegate. This also helps discover new perspectives of a team member and motivate him/her to hone their potential.

The Inside Out Approach

I would like to give a reference of the “Golden Circle” explained by Simon Sinek in one of his TEDx talks in September 2009 at Washington D.C in the United States of America.

He gave an apt example to explain how big companies and their exclusive products become successful - just by changing the way they think, and market their products better. In a similar way, leaders can change their approach and adapt the ‘Inside Out Approach’ to be successful in his/her role.

The leaders are influencers but not many of them actually think of why they want to influence people; Do they influence to control, motivate, or lead? By knowing the current issues in the team and identifying the opportunities, he/she can very well define “WHY”.

WHY: Very few people or companies can clearly articulate WHY they do what they do. This isn't about making money – that's a result. WHY is all about your purpose, cause or belief. WHY does your company exist? WHY do you get out of bed in the morning? And WHY should anyone care?

“If the leader knows the objective of his actions, he/she can be a positive leader.”

As a leader, one should always look for the opportunities to develop the team and self to strengthen the delivery and keep the team spirit up. There is always a scope for the leader to improve; it is just a matter to understand why there is an opportunity and what needs to be changed.

Once the leader knows why, the next thing is to delimit “HOW”, once the problems are known and the opportunities are identified, then leaders must outline how to tie the loose ends and handle the situation.

HOW: Some companies and people know HOW they do what they do. Whether you call them a “differentiating value proposition” or “unique selling proposition,” HOWs are often given to explain how something is different or better. Not as obvious as WHATs, and many think these are the differentiating or motivating factors in a decision. It would be false to assume that's all that is required.

This could be another important factor of situational leadership where the leader has to show the dynamics of his/her skills and solve the prob-

lem without hurting the moral, sentiments, and motivation of the team.

A proven example of this is the ‘Gamification’ concept that I introduced in one of the organizations I worked to handle a similar situation. It is crucial to identify the loose ends and the corresponding opportunities and then define the HOW, so the sentiments of the team are skillfully handled. Do not touch the moral aspect and keep your team motivated just by allowing healthy competition in the team.

Now the WHY and HOW is distinct, it's a time to do the marketing for your WHAT. It is simply about educating the team on your strategies, purposes and deliverables.

WHAT: Every single company and organisation on the planet knows WHAT they do. This is true no matter how big or small, no matter what industry.

The Winning Tip

Leadership is not about controlling people but **inspiring them to perform well and encourage them to think out of the box**, make mistakes, and learn from them

Everyone is easily able to describe the products or services a company sells or the job function they have within the system. WHATs are easy to identify.

The strategy is to have the synergy between you and the team. The purpose is to align them and yourself to the organizational goal and altogether create an inspiring vision for the future.

Innovation in Leadership

Using innovation in leadership can positively improve the perception of the leader and it improves the collaboration and the efficiency, I believe this is the best way to state the thin line between efficiency and effectiveness.

It is not only to improve the results but also to build the design thinking culture in the organization. Getting the team united with your inspiring

vision is essential for future viability.

Develop Innovative Behavior to Lead

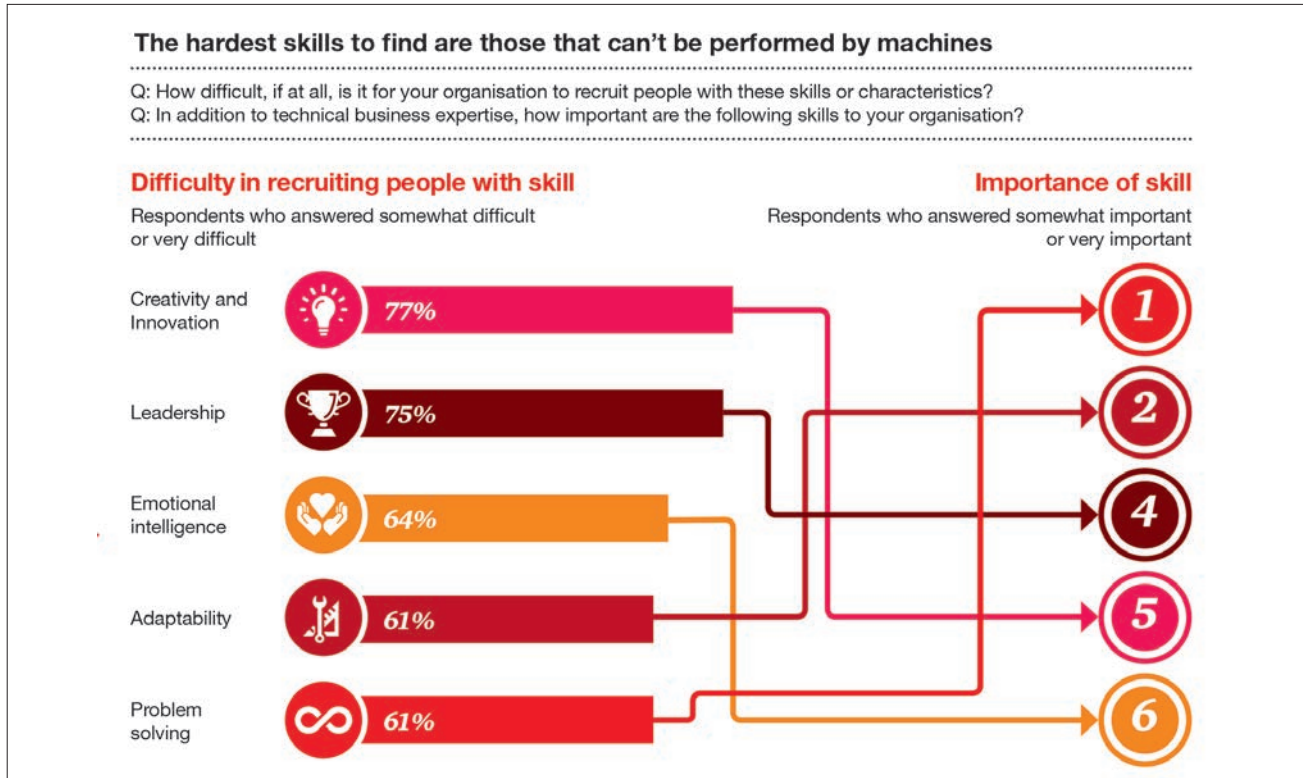
Personalize

Sometimes the job gets boring and it can lead to demotivation. Personalizing is one of the aspects to keep the teams motivated. For exam-

to deliver the quality service to our customers and build a healthy competition within the team.

Collaborative Thinking

An innovative leader always collaborates. It does not matter if the idea shared is impossible or unrealistic but it creates the opportunity for others to think and come up with possible and realistic



Source: PwC’s 20th Annual CEO Survey discusses the impact of innovation and technology on business growth

ple, the quarterly leadership meet is planned in the boardroom for two days. Instead, move this meeting to a beach and spend quality time with your team in an open environment where all the participants can rejuvenate and have fun. It is extremely crucial to allow your team to unwind and put their mind off the work. This quality time can help them come back to their respective jobs with positive force. This will also elevate the human experience and broaden the scope of the knowledge and understanding in the team.

Transformative Play (Gamification)

Routine work such as day-to-day operations is a very inflexible process. Playing a game associated with your objective and well-defined rules always improvises the perfection and unquestionably, your business delivery. This concept certainly has power

ideas. For example setting up a “Thinkers Club” (The concept of Thinkers Club was in place since 1819 and it was popularized throughout the German Confederation). As an activity, the club members will meet every week on any day for an hour just to “think”, discuss, talk and present the ideas that they think are helpful to build a strong organization and justify the core value of “Innovation”.

Experimentation

Innovative thinking leads to redefine the problem or reframe it. Looking at the problem in a different way gets the required insight. An innovative leader always looks at the issues in a unique way to uncover the hidden sights and experiment on finding possible solutions. It is simply not experimenting but checking how it has yielded the results he/she desired ■



Aniruddha talks about how leadership is about creating a company that its employees believe, is authentic, genuine, and collaborative

People Powered Leadership

“ I am not afraid of an army of lions led by a sheep; I am afraid of an army of sheep led by a lion.” Alexander the Great once said this about leadership. What he meant was leadership at one time meant “muscle” but now it is more about understanding and getting along with people. This is something that cannot be derived from a position, a post or a designation; leadership owns up to a situation irrespective of the role you are in.

Having grown in Mumbai with almost regular flooding during the rains and traffic situations; a faint memory of situational leadership was once in a traffic jam. An auto driver parked his auto aside, rolled up his sleeves, and walked into the jam, to guide all the traffic in a very systematic manner- despite a traffic policeman trying his best to resolve this. This driver neither had the position, legal authority, nor the specific training or skill. but he had an attitude to guide to clear the chaotic traffic jam. As a kid, this was my first lesson in leadership. It not only shaped my leadership skills



Aniruddha Mehta

Head – Quality Informatics,
Alembic Pharmaceuticals Ltd.

NEXT100 Winner 2017

but also helped me develop an attitude to get something done or have it done.

The leader emerges based on merit from a group and sometimes he/she is brought from outside because of their expertise. In any circumstance, the question we must ask is why do we need a leader? Suppose there is a huge metal ball that needs to be rolled; so you hire eight strong men to push it. Each man being strong and capable gets a comfortable grip on the ball and starts pushing – not realizing that they have organized themselves all along the circumference and are canceling each other out. You need a leader to make them align their actions in one direction and head towards a common goal. The great mathematician John Nash once said, “The best results are delivered when each individual does what’s best for him and for the group.” While doing what’s best for ‘himself’ is instinctive, doing what’s best for the group can be ambiguous. It is for this reason that you need a leader who can take the group forward.

“Vera Brandes, a 17-year-old, then Germany’s youngest concert promoter, organized a piano concert. Based on the request by pianist Keith Jarrett, Brandes had selected a Bösendorfer 290 Imperial concert grand piano for the performance. However, there was some confusion by the opera house staff and instead they found another Bösendorfer piano backstage – a much smaller baby grand –

Jarrett arrived at the opera house late in the afternoon and tired after an exhausting long drive from Zürich, Switzerland, where he had performed a few days earlier. He had not slept well in several nights and was in pain from back problems and had to wear a brace. The piano they had was intended for rehearsals only and was in poor condition and required several hours of tuning and adjusting to make it playable. After trying out the substandard piano and learning a replacement instrument was not available, Jarrett nearly refused to play and Brandes had to convince him to perform as the concert was scheduled to begin in just a few hours. The concert took place at the unusually late hour of 23:30, following an earlier opera performance. The show was completely sold out and the venue was filled to capacity with over 1,400 people at a ticket price of 4 DM (USD 1.72). Despite the obstacles, Jarrett’s performance was enthusiastically received by the audience and the subsequent recording was acclaimed by critics. It remains his most popular recording and continues to sell well, decades after its initial release.”

Here the focus on Jarrett’s skill on the piano and the way he combined all odds. Exhaustion, pain, and a substandard piano to create a master piece which was recorded on 24th January, 1975 and it went on

The Winning Tip

A good leader, like a good captain of the ship, **will always steer the ship safely to its destination**, and never abandon it

and, assuming it was the one requested placed it on stage. Unfortunately, the error was discovered too late for the correct Bösendorfer to be delivered to the venue in time for the evening’s concert. The piano they had was intended for rehearsals only and was in poor condition and required several hours of tuning and adjusting to make it playable. Jarrett often used Ostinatos (a continually repeated musical phrase or rhythm) and rolling left-hand rhythmic figures during his Köln performance to give the effect of stronger bass notes, and concentrated his playing in the middle portion of the keyboard.

to become the best-selling solo album in jazz history, and the all-time best-selling piano album, with sales grossing more than 3.5 million.

The spotlight is not on Jarrett’s skills but Brandes’ leadership ability - not breaking down under pressure of the expectations but using her innate ability to convince a star performer to perform in front of a full house and deliver a master piece with a substandard out-of-tune piano. At that age, Jarrett displayed her leadership skills in handling the pressure of a house full audience as well as the anger of a renowned artist, taking

strategy+business

10 Principles of Strategic Leadership

1

Distribute responsibility.



2

Be honest and open about information.



3

Create multiple paths for raising and testing ideas.



4

Make it safe to fail.



5

Provide access to other strategists.



6

Develop opportunities for experience-based learning.



7

Hire for transformation.



8

Bring your whole self to work.



9

Find time to reflect.



10

Recognize leadership development as an ongoing practice.



For further insights, see: strategy-business.com/10principlesstrategy
Infographic: Opto Design / Lars Leetaru

pwc | strategy&

ownership of the mistakes and convincing the performer to give his best.

They say a team is only as good as its captain. This does not take anything away from the individual team members but puts a huge pressure on the captain. Only an effective, dedicated, strong and calm leader can manage successful teams, and religious groups, and corporations. Some are born leaders and some are groomed to be lead-

ers but in any situation, being a captain is being in a strong and powerful position which also places loads of responsibility for on the shoulders of the captain. In the end a good leader, like a good captain of the ship, will always steer the ship safely to its destination, and never ever abandon ship.

Similarly, leadership is about creating a company that the employees believe, is authentic, genuine, and collaborative ■



Atul discusses how and why a leader must adapt and change as millennials enter the workforce

Leadership 4.0



Atul Anand
General Manager-IT,
Syngenta

NEXT100 Winner 2017

The definition of leadership is ever changing. In the coming years, it will continue to change as more and more millennials join the current workforce. Millennials, however, are already empowered with valuable knowledge on their fingertips in the VUCA (Volatility, Uncertainty, Complexity and Ambiguity) world. The industrial 4.0 revolution, as we know it, has resulted in a shift of power from enterprise IT to consumable IT. The user behavior and expectations are changing with the increasing readiness to experiment and innovate.

This is also the era of hyper-adoption.

With the advent of newer and smarter applications, this paradigm shift has taken place in leadership as well. Leadership needs to be re-imagined to keep pace with the changing world. The true leaders in modern enterprises are the ones who resonate with changing trends and enforce a sense of comfort and well-being, to channelize the energies of the millennial work-force with organizational goals. With the rise of intelligent systems, it is the primary responsibility of enterprise leaders to relook at the parameters for defining talent in their organizations. The tradi-

tional hierarchal organizational structure needs to be replaced with flat and smaller empowered team concept. It is time for leaders to adopt, learn fast, and become more agile in their approach in handling uncertainties in business. The business world needs to embrace ecosystems of innovation within their teams.

The right leadership in today's environment is crucial to providing a clear path and vision for attaining organizational goals. In the digital world, it is also about creating an agile team with S.M.A.R.T (Specific, Measurable, Attainable, Relevant and Timely) goals and effective team management skills to execute the changes effectively.

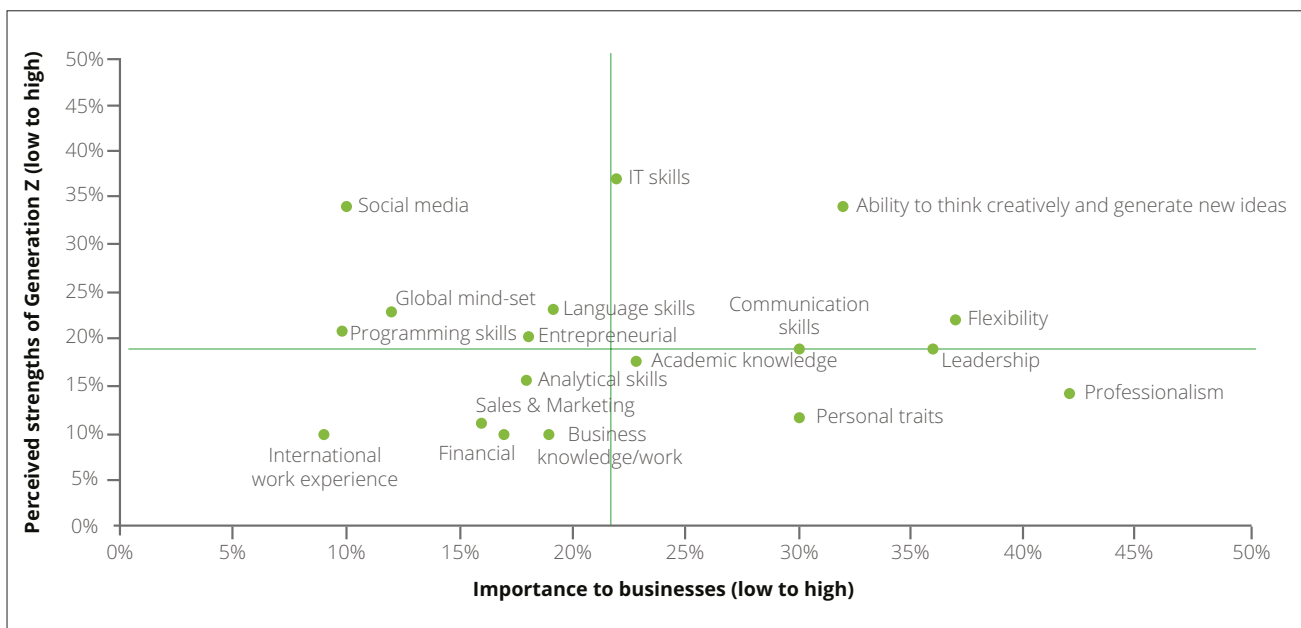
Specific: Great goals should be *well-defined* and focused.

The Winning Tip

It is time for leaders to adopt, **learn fast and become more agile in their approach** in handling uncertainties in business

the goal-setting process.

Today, the average age of the current workforce in an organization has reduced from mid 40s to mid 30s – with every individual following their aspirations to meet and achieve conflicts that are bound to happen in such scenarios. They need to be technologically strong and emotionally stable.



The 2017 Deloitte Millennial Survey Apprehensive millennials: Seeking stability and opportunities in an uncertain world

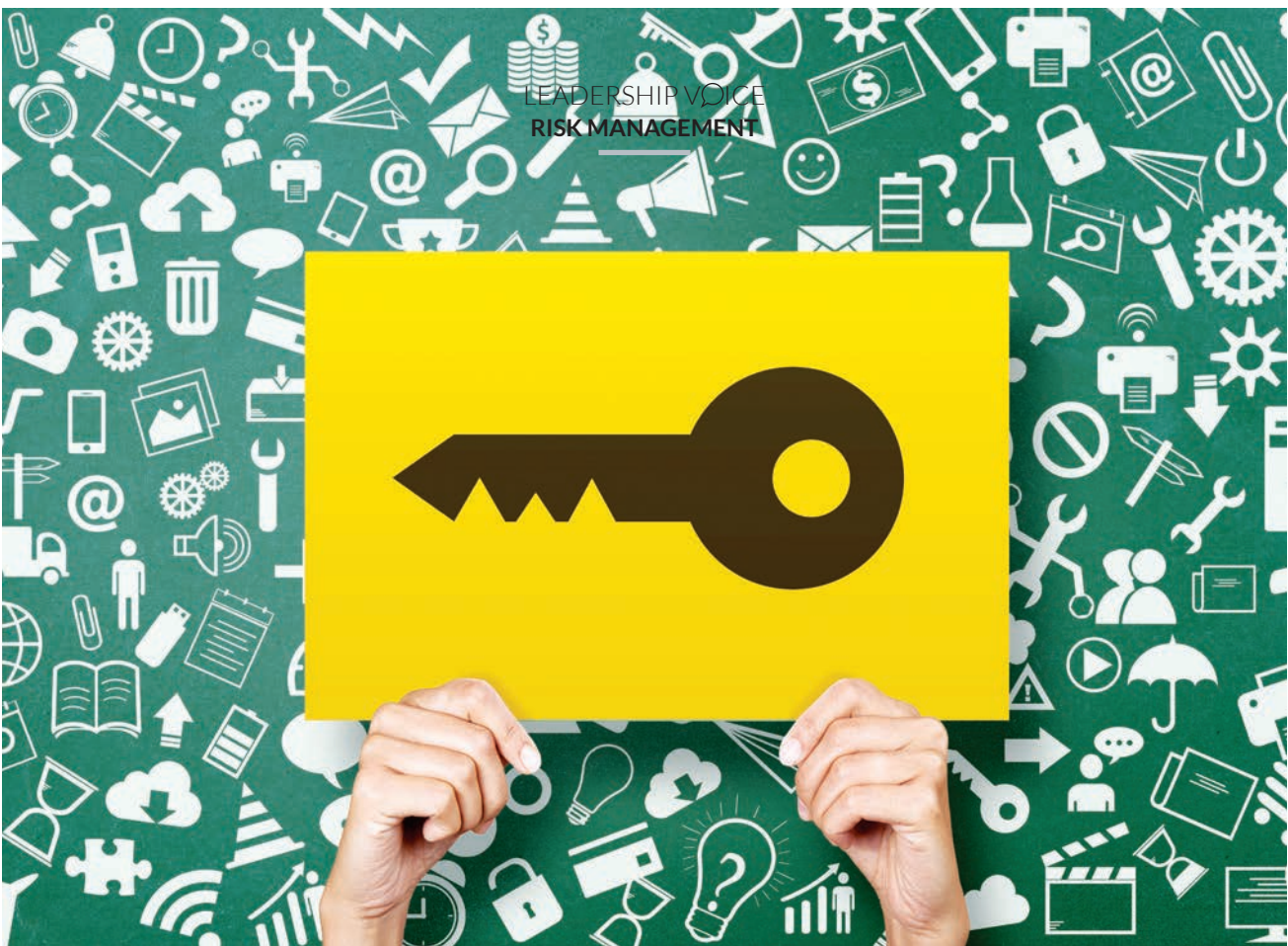
Measurable: A goal without a *measurable* outcome is like a sports competition without a scoreboard or scorekeeper.

Attainable: Don't set goals beyond reach.

Relevant: Achievable business goals are based on the current conditions and realities of the business climate.

Time-Based: Business goals and objectives just don't get done when there's no time frame tied to

They need to develop an instant connect and celebrate small successes within teams to lead them effectively. To sum up, enterprise leaders today need to create their own brand and their teams should be able to resonate themselves with the thought process for effective solution delivery. Having said that, enterprise leadership should build long-term organizational culture, which should be self-sustaining with a focus on outcome. ■



Meetali discusses how a Chief Information Risk Officer should evaluate the threat landscape and focus on managing different risks

Un-Risking Business



Meetali Sharma
Risk, Compliance
& Security Leader,
SDG Software (I) Pvt. Ltd.

NEXT100 Winner 2016

With changing threat landscape and information technology priorities, organizations and leaders must change the way they observe the security landscape. Over the last two decades, new risks can be attributed to globalization, exploration of new businesses, growth in technology, and gains in productivity. With the advent of new regulations, there has been an increased focus on data and customer privacy. In order to address this constant shift, organizations must realign and reorganize.

The focus of the leader has now shifted from protecting data to managing the risks associated with data as well as analyzing and reducing vulnerabilities associated with cyber security risks. With this shift, has emerged a new role: The Chief Information Risk Officer (CIRO).

The CIRO role brings a new and strategic opportunity for security leaders.

The main job of Chief Information Security Officer (CISO) and chief information officer (CIO) has been to implement security technologies, protect data, and keep assets secure. However, the role of a CIRO goes beyond it. It extends beyond security to managing information risk as well as providing a unified risk perspective to the Board of Directors. It must involve defining a risk appetite and setting up right controls to maintain cyber resilience and manage the threat

landscape of the organization.

So, how do organizations go about managing this change?

A CIRO should look at many shades of grey and focus on managing the reputational, financial and technological risks to the enterprise. In doing so, a CIRO must:

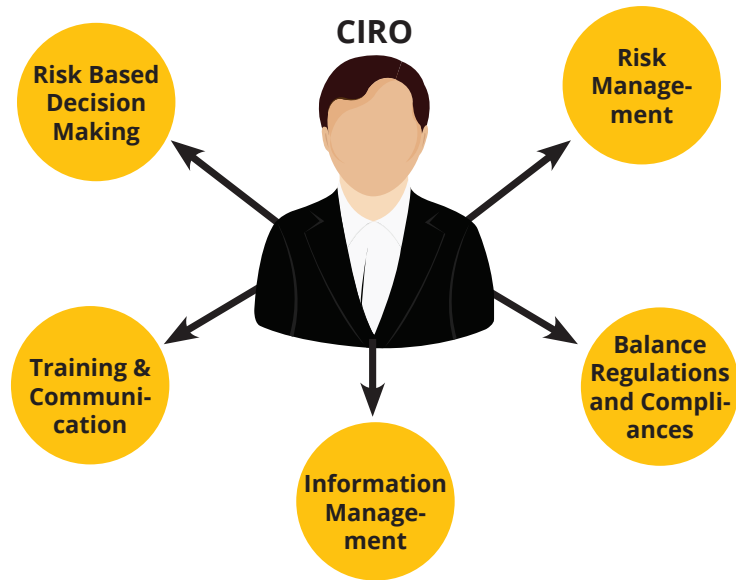
- Identify risks associated with the organization
- Define risk appetite and tolerance of the organization and quantify the risk
- Implement an appropriate risk response strategy
- Execution of the identified plan by implementation of controls
- Continuous monitoring of controls and changing risk landscape

The key responsibility areas of a CIRO must include:

Facilitate Risk-Based Decision Making:

Results from risk assessments must be able to combine business goals, risks and threats and help in developing a highly effective information risk program by enabling risk based decision making.

Risk Management: It is the primary responsibility



out of the organization including third parties, service providers and sub-contractors.

Training and Communication: A CIRO must be an excellent communicator and be able to convince the

The Winning Tip

The role of CIRO extends beyond security to **managing information risk as well as providing a unified risk perspective** to the Board of Directors

ity of a CIRO to keep the board of directors informed of the risks the company is facing from all aspects - security, privacy, regulatory and insider threats.

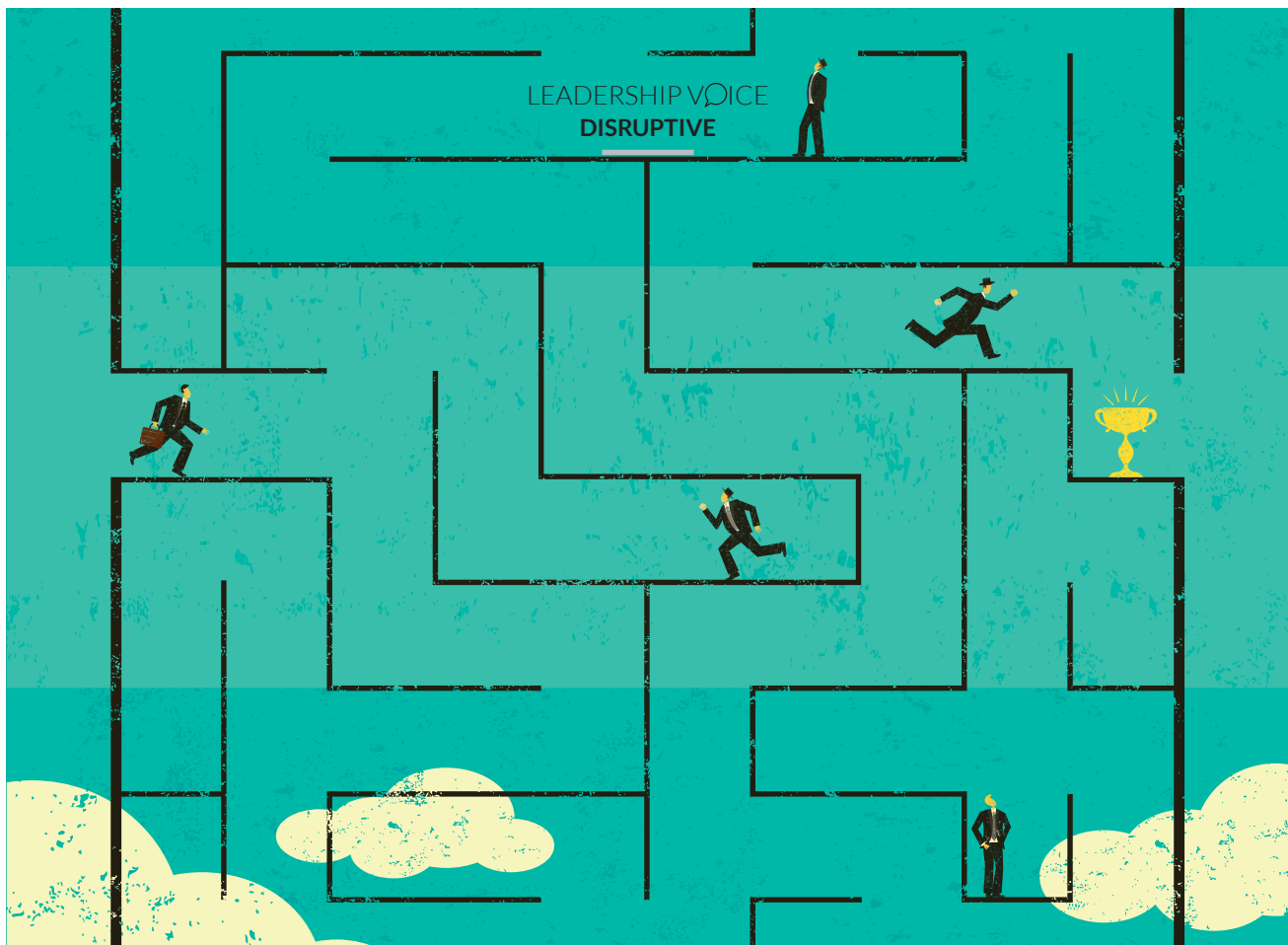
Balance Regulations and Compliance: New regulations, such as Sarbanes-Oxley Act (SOX), Basel II, Data Privacy, Consumer Privacy, Anti-Money Laundering (AML), GDPR, etc. need to be carefully analyzed and controls need to be defined around the same. A CIRO has a key role to play here by understanding the laws and regulations an organization needs to comply with, design and implement a security framework and necessary processes in a manner to demonstrate compliance with these regulations/laws.

Information Management: It is important for a CIRO to identify the information flowing in and

board as well as business about the current level of information risks in easily understandable terms.

Way Ahead

Since the role of a CIRO is not traditional IT, it is necessary to shift away from the traditional reporting structure. The way businesses today operate in complex and highly dynamic global environments, it becomes imperative for organizations to assess their true risk and compliance posture and build resilience. The CIRO should be in a position to communicate directly with the board and other key executives rather than be a part of the board/steering committee in order to support the ongoing information risk management of the organization ■



Nikhil discusses the need for leaders to develop skills that will go a long way in their lives

Zero Turbulence



Nikhil Kumar Nigam
Associate Director
- Technologies,
Amity University

NEXT100 Winner 2015

Great leaders don't achieve success without experiencing their share of challenges and crises. Rather, they will define it as their success came through the challenges and difficulties that came their path and help create the ladder to reach the height to conquer the obstacles. This is only achieved through hardwork, loyalty, dedication and focus, with a commitment to themselves with difficult decisions taken with the decisive approach and action at the right time.

Needed is an individual with a clear vision and unstoppable fortitude to lead an organization through its difficult times, whether they involve financial constraints, social relations nightmares, support and service breakdown or product failures.

Exceptional business managers can take a potentially disastrous situation and not only avoid it from becoming worse, but convert it into a positive outcome for the company. A successful leader uses a variety of leadership traits when taking an organization through turbulence:

Focused goals, flexibility, tenaciousness, empathy, transparency, compassion, communication, decisiveness, conflict resolution, die-hard passion, security, apprehension, problem solving, and negotiation.

Of course, we will find not all leaders possess all of these skills. While CEOs such as Ken Merose, James Parker and Howard Schultz, have natural talent and leadership abilities, most managers of this caliber recognize their weaknesses, as well as their strengths, and take advantage of opportunities to develop their areas of weakness.

The Winning Tip

A leader should possess
**a clear vision and
unstoppable fortitude**
to lead an organization through
its difficult times

1. Business Focus

Tech leaders are no longer able to just sit in their office and focus on new technology. Today's fast pace of innovation necessitates a leader who can wade through the technology with a focus on how it

late complicated technical concepts to non-tech stakeholders. This is an important skill because most technology leaders are not known for their ability to



can be used to solve real business problems faced by the organization.

2. Ability to Give Context

People are inherently good. They try to contribute, bring value, and make the right decisions based on their understanding of the situation. When things go wrong, the first thing a good tech leader should do is to check whether her team understands the context, which typically means understanding the business drivers of the project.

3. Strong Communication Skills

One of the most important soft skills of a technology leader is the ability to simply and effectively articu-

late complicated technical concepts to non-tech stakeholders. This is an important skill because most technology leaders are not known for their ability to communicate effectively. This can help them overcome difficult circumstances and help them become tough and rise above the ordinary. Overcoming turbulence is part of a leader's job. And if a leader can wade through rough weather, he/she can overcome any disruptions in their jobs.

In order to become a successful business professional or a leader, one needs to develop technomanagement skills and also continue to be in the disruptive digital world. Leaders must share their success stories through effective communication via case studies, implementations and varied skills that really help in understanding the solution to the given situation as well as boosting the confidence to convert it into productive results ■



Priya shares her observations on who she thinks is a leader and the essential traits that a new leader must live by

Make: Leader



Priya Dar
Chief Information Officer,
Godfrey Phillips

NEXT100 Winner 2016

“Who is a leader?” - My 13-year old son asked me one day. This got me thinking. Having spent some time in the leadership spectrum, this is a hard truth to live by. You have to constantly ask yourself: Are you a leader? A good leader? A conscientious leader? A just leader?

Is he/she the one who stands front and center or is he/she the one who stands in the back ensuring everything goes well? After taking a scholastic approach and reading a bunch of good articles, I think I have learnt a few things about leadership.

Anyone can become a leader. It is not a born with quality – it is a learnt one. Are you a team player, are you decisive enough without letting your ego get in the way, do you communicate, are you approachable, do your people know you have their back.

Change with the Demand

Sometimes you will need to lead the troops and at other times you will have to nudge your people to take the plunge. Assess the situation and decide.

Be Decisive

Not with an iron fist though. Any attempt to rule with an iron fist will go down like a lead balloon.

The Winning Tip

Sometimes **you will need to lead the troops and at other times you will have to nudge your people** to take the plunge



Source: Report by Russell Reynolds on Sustainable Leadership: Talent requirements for sustainable enterprises

Keep Learning

However, high on the career graph, you should be open to learning from anyone around you – irrespective of rank.

Be Appreciative

Just because it is a job, does not mean, you cannot appreciate small things. I have learnt from experience that appreciation begets loyalty, which is at the core of a successful leader.

Pace Yourself

Just because there is a book called “First 100 days of a CXO” does not mean you have to complete everything within 100 days. Every organization is different and so the list of accomplishments will be different.

Build Relationships/Network

Build your network - internally and externally. One of my mentors used to say this – a lot can be accomplished over a cup of tea.

Delegate

As you go higher up the corporate ladder, there are things you will have to delegate. Create the bandwidth for yourself by delegation and then let the delegate handle the day to day stuff.

Lead by Example

If you want people to respect policy – start following it yourself. I have seen people preach about the benefits of strong passwords while their own passwords are “abc123.”

Don't Forget to Enjoy

You have earned it.

Ultimately my answer to my son was on similar lines – a leader is not just someone who leads but someone who inspires others to follow. ■

ATTENTION PLEASE!



Puneet shares his experiences and presents seven tips on how good leaders can overcome their fear of public speaking

Public Speaking



Puneet Wadhwa
IT Business Unit Manager,
Chicago Bridge & Iron

NEXT100 Winner 2012

You have a great business idea and an opportunity to make an important presentation in front of potential investors. Your company's future depends on it. Your hands are shaking, knees are trembling, and you feel like running away from stage. Sounds familiar?

Public speaking is one fear which people often cite as their number one phobia; some even consider it close to the fear of dying. It is however, a skill, which most modern leaders need to master more than ever since they increasingly find themselves in situations where they are required to persuade, influence, inform and motivate individuals or groups of people. The good news is that this fear can be managed with practice, research and using simple, yet effective strategies.

There are few skills that will bring more opportunity into your life than the ability to speak well in public. This skill can make the difference between those speakers who leave a powerful, positive impression and those that are quickly forgotten. Here are the top seven effective tips to overcome your fear of public speaking.

1. Know Your Audience: Give More, Take Less

Speakers who give presentations purely to sell their products or services often end up disconnecting themselves with the crowd. Instead, you should place yourself in audience's shoes and think about how you can help them or add value to their lives, and they will trust you more. Once they trust you, they are more likely to listen to you or to do business with you. It is always important to tailor your talk to the kind of people in the audience. Your speaking style and content should be customized when you are presenting to a group of young teenagers versus when you speak to a group of senior citizens.

2. What to Say and How to Say it?

A good speech always has a central message or theme which can be described in ten words or less. Identify the message you would want the audience to carry even before you start making

3. Prepare, Prepare, Prepare

The most important thing to do is to prepare and rehearse your presentation well. Before you walk on stage, rehearse your presentation as many times as you can in front of different groups and diverse audiences. Ask for feedback after each talk, and utilize the same by tailoring your presentation to the audiences you would be speaking to. On the day of the presentation, try to reach early at the venue so you can get a feel for the speaking area and test out logistics such as audio visuals if needed.

4. Conquering Your Nerves

Though a few butterflies in the stomach actually help bring spontaneity in your speech – being too nervous can often cause a negative impact on the audience.

According to Amy Cuddy, a Harvard Business School researcher, if a person demonstrates closed body language, slouches in the chair or

The Winning Tip

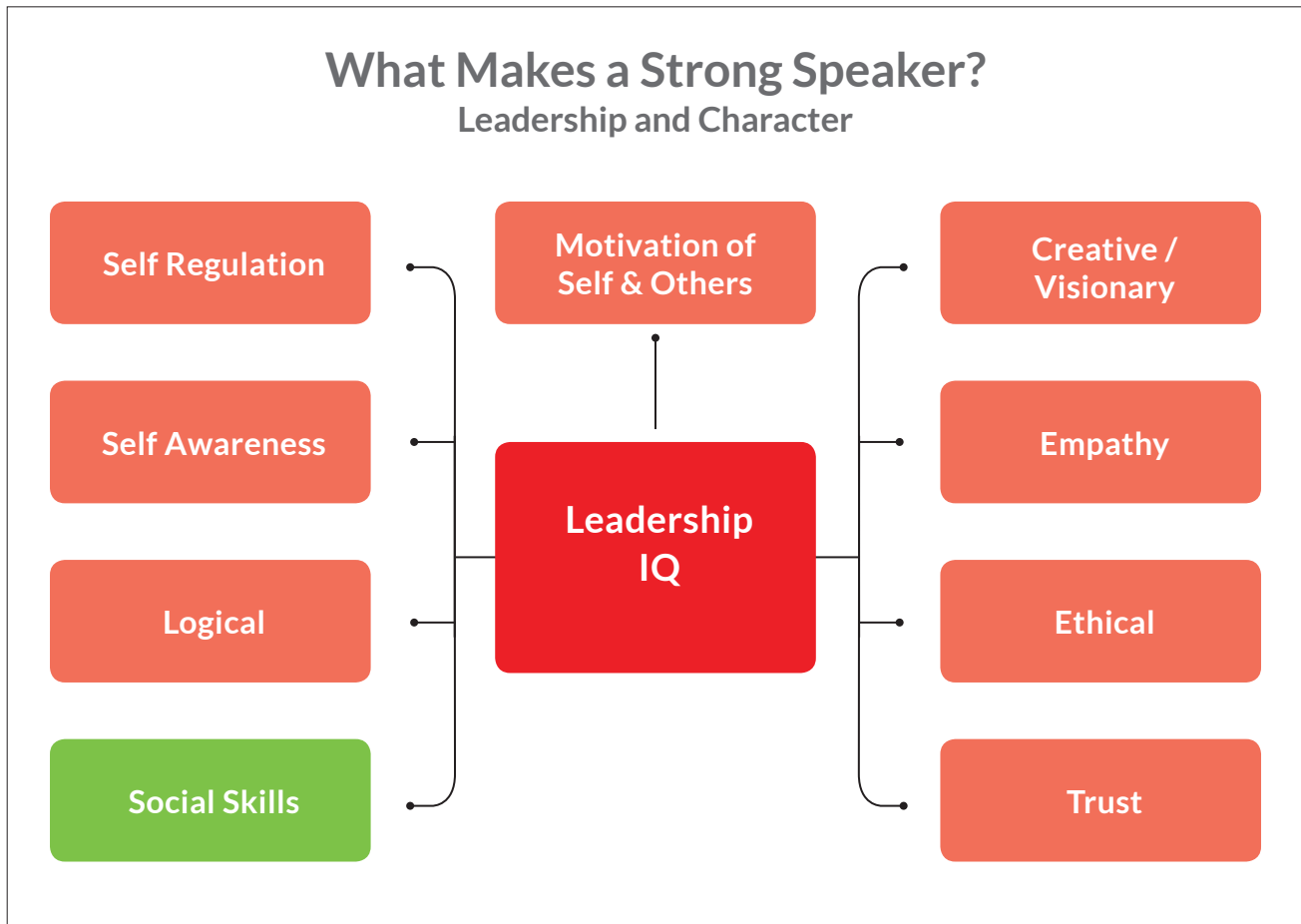
Remember, **last words linger in the minds of audience** so it is very important to close the presentation on a high note

your presentation. If your key message cannot be described in ten words or less – chances are that the audience might be confused at the end of your talk. Once you have identified the message you would like to leave them with, work on an outline of your presentation. Most speakers start with a pretty banal introduction about them, about their company, about their products and their services which is not enough to build trust in the audience's minds. Instead try to have a really strong opening followed by your content or the body of the presentation; your call to action or what you want your audience to do or remember; and then a powerful close. Try to speak to one or two people in the audience as they arrive – they will be your allies in the audience – it is easier to speak to friends than to strangers. Remember, last words linger in the minds of audience so it is very important to close the presentation on a high note.

hunches over his phone it can cause them to feel even more nervous. On the other hand, if a person practices using open body gestures such as arms spread wide while standing upright, it helps release hormones which are responsible for reducing stress, anxiety and negative thoughts. This technique is often used by successful athletes and leading CEOs alike. You could also use deep breathing techniques before you walk on the stage to calm your nerves.

5. Speak Slow, Pause Often

Your voice is a very important link between you and your audience since it is the primary medium for conveying your message. A lively, pleasant and expressive voice keeps the listeners' attention. However, sometimes when we get nervous, it's not just the heart rate which picks up – but also the rate of words we speak which goes up. If you encounter yourself in such a situ-



Source: Collected from the presentation by Luciana Herman, Ph.D. Harvard Kennedy School of Government

ation, take a pause and a breathe deeply. The audience will happily wait to hear your message. In fact, adding intelligent pauses or silence while speaking will actually accentuate the impact of your message. nclude a few second pauses at key moments – just before key statements or just after a story – this really brings the audience into the speech.

6. Stage Usage and Eye Contact

Divide your stage into various parts and use purposeful stage movements to highlight different parts of your presentation. You could start your presentation while standing at the center of the stage and then move around to the left and right sides of the stage at different points in your presentation. Be careful not to continuously pace back and forth through the speaking area since it might distract the audience. When you make

eye contact with people, it gives them an impression that you are conversing with them. It helps in building rapport with your listeners and if you don't do it effectively, you risk losing your audience. When you start your presentation, pick a person you are going to speak to and maintain eye contact for at least 3 to 5 seconds, gradually moving on to another person in the audience in a random pattern. Make it too long and you can make the person feel uncomfortable and any shorter than that, you may come across as untrustworthy.

7. Watch Other Powerful Speakers

Listen to powerful speeches from leaders, innovators and famous public speakers. It will help build a library of ideas in your mind by looking at how successful speakers communicate. Check out TED Talk videos for a wealth of information and examples of good stories and talks. ■



Saloni describes a range of qualities in leaders that make them different from others

Quality Leadership

Leadership has a different meaning to each individual. Few say “Leadership is an art to encourage and motivate people to achieve a common agenda” while others say “Leadership is a winning combination of personal traits and the ability to think and act as a leader”. This leads to another question that “Are leaders born or made?” while answers have different opinion but few leaders are born and few are developed based on their qualities. I believe that there are few qualities in leaders that make them different from others.

1. Trustworthy

Transparency builds trust; if you are connected to your team and genuinely interested in their participation and welfare, they will join you in your quest. People own what they help to create. Leaders inspire others to look up to them by telling the truth, being in integrity with what they promise and living honestly and



Saloni Vijay

General Manager – IT,
Vodafone Mobile Services Ltd

NEXT100 Winner 2016

earnestly. When employees take pride in their leadership and their organization, inspiration follows close behind.

2. Appreciative

Appreciation is the key to boost up the morale of a person and injected the motivation to give their 100% to perform the job. Appreciate your people for their achievements – be it small or big. Leaders who do not show appreciation for their employees are putting their business at risk for higher turnover, lower output, and malaise. Even small gestures of gratitude show people that they matter. Even a quick “Thank you, this project couldn’t have happened without you” is enough to inspire and bolster your team.

3. Visionary

Having the vision to break out of the norm and aim for great things then the ability to set the steps necessary to get there is an essential char-

acteristic of good leadership. Through words, actions and beliefs and by seeing what can be and managing the goals on how to get there, a good leader can create impressive change. To truly inspire, know precisely what you are you striving to achieve.

5. Empathy

Creating a legitimate rapport with your staff makes it less likely that personal issues and resentment can creep in and derail the group. When your team knows that you are empathetic to their concerns, they will be more likely to work with you and share in your vision, rather than foster negative feelings. People own what they help to create.

6. Influential

Passion, purpose help make a leader inspirational. Exhibiting these qualities and characteristics is a must if you wish to inspire the best work from your employees. An inspirational leader does not just tell employees that he or she is deeply committed to their customer’s experience.

7. Communication

Leaders know that taking the right amount of time with each communication ensures that everyone is on board and moving forward. Effective communication helps keep the team working on the right projects with the right attitude. If you communicate effectively about expectations, issues and advice, your staff will be more likely to react and meet your goals.

8. Innovative

To create value of your product or your people, leader has to be innovative. To think something which no one thought of and make that idea work, leaders take bold steps. Leaders who both inspire people and generate results find ways to constructively disrupt established behaviors to help employees break out of culture-weakening routines.

9. Positive Attitude

Leaders can find the bright side of any issue. They know that doom and gloom accomplishes nothing, so they remain beacons of positivity in the face of challenges and failures. Of course, problems happen and troubleshooting is inevitable but few positive words can create wonders in the ocean of challenges and negativity. Positivity attracts positivity so be positive and spread positivity around you.

10. Listening

Leaders truly listen to what is said to them and respond appropriately, instead of letting it go

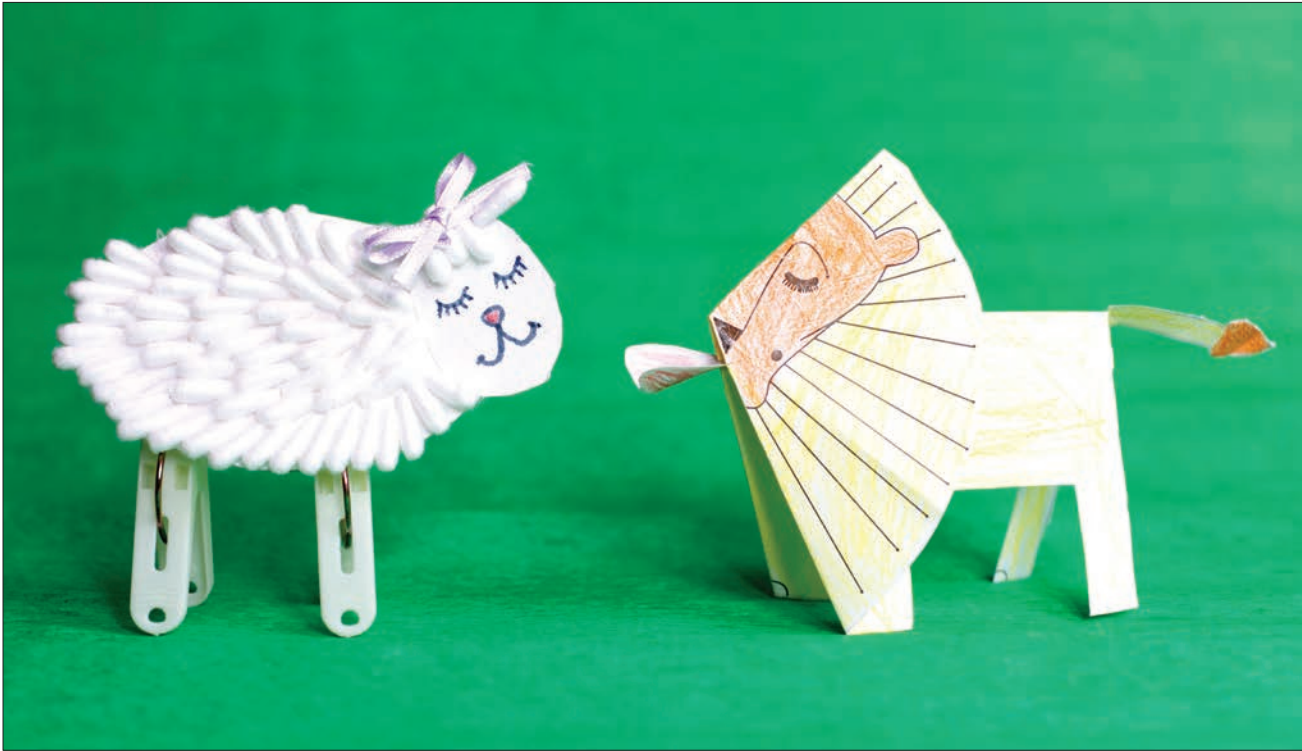
The Winning Tip

Leaders who **do not show appreciation for their employees are putting their business at risk** for higher turnover, lower output, and malaise

acteristic of good leadership. Through words, actions and beliefs and by seeing what can be and managing the goals on how to get there, a good leader can create impressive change. To truly inspire, know precisely what you are you striving to achieve.

4. Passionate

Genuine passion for your people and purpose is a great motivator that builds momentum. An engaged and empowered team led with clear vision and purpose by a passionate leader is a



in one ear and out the other. Practice an open door policy to receive your team's feedback and encourage them to contribute to the common goal. This imbues the company with a shared sense of value because everyone participates and everyone is important.

While there have been several debates on the right definition of a leader and a manager, there is one word which differentiates a good leader and manager that is "Do it anyhow" and "Let's do it anyhow". One word "Let's" makes huge difference in the approach of a leader. That reduces the stress from a team member and adds passion to perform a task.

There are multiple type of leadership styles which a leader should adopt based on the situation and characteristics of a person who you are dealing with. The vision inspires and provides a strong sense of purpose and direction.

If you have a large team, difference of opinion would be huge. To achieve the common agenda, team should be aligned with the goal and act in unity. I have started practicing the appreciation for other team member for supporting one in doing their work efficiently. This evolves lot of positive thoughts for each other and team felt motivated and to do better while appreciated by other person.

Another important key is "Reward and recog-

nition" that we have started. There is a saying that if you want to appreciate someone "Do it publicly" and if you want to criticize someone "Do it in close door". When people gets recognized for their effort then you don't need to drive the agenda to achieve goals, their inner motivation and passion will drive them.

There are many leaders who are great source of inspiration but the leader which I admire is "Mahatma Gandhi". Getting freedom for India, a task that seemed almost impossible! The journey was tough and was filled with a lot of disappointments and yet Mahatma Gandhi continued with his struggle to unite the people of our country and fight for our freedom. The persistence and determination shown by the Mahatma kept the freedom struggle going in spite of all odds and finally became a strong force in achieving independence for our country.

The ability to bind people towards a common goal, to simplify your vision so that everyone understands it and taking the entire group long towards achieving a goal is what makes anyone achieve big things. Getting along well with people coming from diverse background is what makes a leader extremely popular!

As an African proverb rightly goes, "An army of sheep led by a Lion can defeat an army of lion led by a sheep." ■



LEADERSHIP VOICE
CHANGE

Sanjay believes that true leaders don't only embrace technology but embrace change itself

Refresh!



Sanjay Chhokra
Head IT - Nirmal Mission for
Vision Society,
Nirmal Ashram Eye Institute

NEXT100 Winner 2013

Leadership is the art of motivating a group of people to act towards achieving a common goal.

Leadership captures the essentials of being able to inspire others and being prepared to do so. Effective leadership is based upon ideas, but won't happen unless those ideas can be communicated to others in a way that engages them enough to act as the leader wants them to act.

Successful leaders are the power and intellect behind their organizations. They are the visionaries charged with steering their brand around pitfalls. They must know when to seize opportunities and how to rally employees to work hard towards their company's goals.

One of the first steps that the leaders in an organization needs to undertake is to establish why the organization exists and what it wants to achieve. If leaders do not clarify and communicate the Vision and Mission, there may be assumed and inaccurate purposes for an organization. In order to get your vision and mission correct, you need to consider your customers, your partners, and the environment in which you operate.

Effective leaders transcend the title of "manager" or "boss." They have found a way to achieve the right combination of charisma, enthusiasm and self-assurance.

As a leader, one need to create an environment of awareness, ownership and empowerment built on trust. Make sure people understand the goals of the project, make sure they have clarity on their responsibilities and deliverables and they make sure to get out of the way. When they encounter a challenge, empower them to come with ideas. The difference between “I have a problem, what should I do?”, and here’s the problem, this is what I plan to do” is huge.

Leaders need to give teams a clear space to try new things, without hurting the group, the business or the company.

How Technology is Changing Leadership

If you asked any of the world’s most prominent business leaders to share one word to describe

tions are making it possible to create more participatory organizations.

Collaboration is the cornerstone of modern leadership. Rather than being “in charge,” collaborative leaders blur the lines between “boss” and “worker” and focus on team building, creative thinking, and participation from all levels. How does technology fit into this?

Many experts point to the internet as one source of collaborative inspiration, in particular social media. Social media has revolutionized the way we communicate and organize ourselves. Social media isn’t built upon traditional social hierarchies, but instead equalizes individuals, who then organize themselves to collaborate and share information. The Internet thrives on participation and engagement, and leaders who can tap into that enthusiasm tend

The Winning Tip

Effective leaders **transcend the title of “manager” or “boss.”** They have found a way to achieve the right combination of charisma, enthusiasm and self-assurance

the state of business today, there’s a good chance that most of them would say “change.” Quite simply, the concepts of leadership and management, and organizational structures themselves, are not the same as they were even a decade ago — but continue to change all the time.

This generation of CEOs is notably different from 10 years ago – and more tech-savvy than their predecessors. As the pace of technology change has picked up, CEOs are seeing new business opportunities but are under pressure to provide a better customer experience based on a new set of technologies ranging from data analytics and IoT to cloud computing and robotic process automation.

At the same time, consumers are more demanding and have higher expectations for technology to be part of their lives “If the CEO isn’t thinking about how to leverage these disruptors to help drive top-line growth in their business and products, they are going to be left behind.”

For many leaders, these technological innova-

to have more success than those who simply assign tasks.

On a more practical level, technology has made collaboration possible in a wider variety of scenarios. For example, teams don’t have to be in the same room to meet, thanks to video conferencing technologies, and the cloud has made it possible to share files and applications in seconds. In short, create talented teams from a more diverse pool.

Today’s most effective leaders are those who not only embrace technology and all of its potential, but who embrace change itself.

Emerging Role of IT in Healthcare

Since I am from the healthcare sector, I would like to discuss the significant growth in IT and its impact on the practice of ophthalmology. IT now enables the eye care service provider to reach those in need more effectively. With the coming together of IT and Communication Technology, better care can be provided to the community.

And this has been accelerated by the use of mobile technology in health care.

Using IT to Improve Patient Health Care:

The shortage of qualified personnel in healthcare has direct impact on the ability of nurses to provide an appropriate level of care. Implementing technologies designed to enhance patient safety and improve nursing efficiency may help health care organizations recruit and retain qualified professionals from a shrinking workforce.

AI in Eye Care: According to the United States National Library of Diabetes, more than 40% of

PACS: Picture archiving and communication system (PACS) is a collection of technologies used to carry out digital medical imaging. PACS is used to digitally acquire medical images from the various modalities, such as computed tomography (CT), magnetic resonance imaging (MRI), ultrasound, and digital projection radiography. The image data and pertinent information are transmitted to other and possibly remote locations over networks, where they may be displayed on computer workstations for soft copy viewing in multiple locations, thus permitting simultaneous consultations and almost



“Last call to hand in your old desktops.
We also ask that all disco balls be removed.”

Americans diagnosed with diabetes have some stage of Diabetic Retinopathy. The International Diabetes Federation estimates that 415 million diabetic patients worldwide have the risk of DR. Google has teamed up with the U.K.'s government health care system to see whether its artificial intelligence tech can help detect and prevent eye diseases and blindness. Google has teamed up with the U.K.'s government health care system to see whether its artificial intelligence tech can help detect and prevent eye diseases and blindness. Google Brain, the research team within Google that focuses on the application of AI, has collaborated with doctors in India and US to help them diagnose DR. The team has collected over 128,000 images that were each evaluated by 3-7 ophthalmologists from a panel of 54 ophthalmologists. These images were fed to a deep learning algorithm for creating a model to detect Diabetic Retinopathy. The performance of the algorithm was tested on two different datasets totaling to 12,000 images.

instant reporting from radiologists at a distance.

Telemedicine/Tele-consultation: Telemedicine/Tele-consultation has become a critical bridge to make health care available to the underserved population. These use IT to overcome geographical barrier and increase access to health care services.

Mobile Ophthalmology: The potential usefulness of smart phone in the medical field is evolving every day. There are various tools available on smart phones for the examination of an ophthalmic patient, for patient and physician education, as well as reference tools for both ophthalmologists and researchers.

Electronic Medical Records (EMR): A physician-focused, specialist-oriented, efficient EMR will be key to a physician's ability to meet the increased reporting demands, satisfy patient needs and run financially successful practice. EMR make a dramatic impact on the daily routines of ophthalmologist with more and more practices making the conversion ■

HOME AD

LEADERSHIP VOICE
SUCCESS



Sujata believes successful leaders are a product of never-ending process of skill and character development

Six-cessful



Sujata Barla
Deputy General Manager,
Lupin

NEXT100 Winner 2017

The first responsibility of a leader is to define reality. The last is to say Thank you. In between the two, the leader must become a servant and a debtor - Max De Pree

Leadership is a subject of much thought, discussion, debate, teaching, learning and writing. For few it's their natural style of existence, others cultivate it over a period of time with learning from their own experiences. Great leaders are the product of never ending process of skill and character development which comes from facing uncomfortable and difficult experiences. There is no single path or set formula for becoming a great leader.

However, the signs of outstanding leadership appear primarily among the followers. Are the followers reaching their true potential? Are they learning and challenging themselves? Are they achieving the desired results? Are they able to manage conflict? In short, are they leading? Leader's cant and shouldn't stand alone. A successful organization needs more than one influential leader. Leaders should be able to develop more leaders from the get-go.

Learning

In the field beyond right and wrong, I will meet you there - Rumi

Often treated as the most sought after skill - here is one of many widely discussed formula of a successful leader. As human beings we make meaning of our situations and we do it in an instant. The first thing we do in making meaning is to unconsciously filter the data of our surroundings, test it against pre-established expectations and surroundings. In trying to do so the understanding of the reality might be inhibited. Great leaders learn from experience and accept that it is an interpretative process. Experiences are events, it is how we experience them and we use them that turn them into learning and hopefully wisdom. Critical reflection is required to expose the taken for granted assumptions we make. Self-reflection deconstructs and reconstructs great leaders.

Emotional Intelligence (EI)

If your emotional abilities aren't in hand, if you don't have self-awareness, if you are not able to manage your distressing emotions, if you can't have empathy and have effective relationships, then no matter how smart you are, you are not going to get very far - Daniel Goleman

EI is the most important trait of leadership and personal excellence. It means being aware that our emotions can drive our behavior and impact people (positively or negatively) and learning how to manage the emotions of self and

and does. A leader high in EI often paves way for creating emotionally intelligent teams.

Collaboration and Trust

If I have seen further, it is by standing on the shoulders of giants - Isaac Newton

In today's VUCA (Volatile, Uncertain, Complex and Ambiguous) world, leaders need to tap into the intelligence and resourcefulness of their team. A collaborative environment energizes team, encourages creativity, builds trust, increases communication, fosters team spirit- making working together both productive and joyful. A win-win for leaders and corresponding teams.

Being Vulnerable

The hardest thing about being a leader is demonstrating or showing vulnerability... When the leader demonstrates vulnerability and sensibility and brings people together, the team wins - Howard Shultz, CEO of Starbucks

Vulnerability does not mean being weak, overly emotional or submissive. To the contrary it means the courage to be you- to be authentic. A vulnerable leader is comfortable with not having all the answers and is open to embracing perspectives, opinion and thoughts of his or her team. The team reciprocates by demonstrating trustworthiness towards its leader leading to higher employee performance.

Leaders As Coaches

Give a man a fish and you feed him for a day; teach a man to fish and you feed him for a life time - Unknown

A leader is often tempted to rush straight to finding a solution for the team member or fixing the problem for them. Leaders who often invest in asking questions to foster the team's self-discovery see a bigger payoff in the long run. Team members are more empowered to make their own decisions, feel more engaged at work and go to their leaders less frequently -resulting in a self-reliant team.

Recognition

Start with good people, lay out the rules, communicate with your employees, motivate them and reward them. If you do all those things effectively, you can't miss - Lacocca

A leader creates a work environment in which team members feel important and appreciated. Leaders foster a culture of inclusiveness and excellence where everyone, regardless of organizational status or position, has the potential to develop beyond current skills and responsibilities ■

The Winning Tip

A vulnerable leader is comfortable with **not having all the answers and is open to embracing perspectives, opinion and thoughts** of his or her team

others resulting in a positive outcome. Emotional intelligence is a balance between rational and emotional brain. EI is the foundation for a host of critical skills - impacts everything the leader says



Closing Note

I would like to thank all the NEXT100 contributors who took the time out of their busy schedules to share their thoughts and experiences on leadership. As Benjamin Franklin, one of the Founding Fathers of the United States, once said, "To not be forgotten (sic) either write things worth reading, or do things worth the writing."

Why do I quote Franklin?

In his lifetime, Franklin was a lot of things. He was a renowned polymath, printer, political theorist, politician, freemason, postmaster, humorist, civic activist, statesman, and diplomat. Among all these titles, he was also an author who helped draft the Declaration of Independence and the U.S. Constitution.

He was also a scientist whose pursuits included investigations into electricity, mathematics and mapmaking.

Today's IT managers also need to wear multiple hats - those of leaders, techies and business strategists. We are super excited that we have played a small role in unleashing yet another aspect of their multifaceted talent - writing.

I will also like to thank those who have shared their technology pieces with us (those will appear in the January 2018 issue) and would like to encourage others who have queried but are yet to send their articles.

I must also mention that you do not have to be a NEXT100 winner to write for us. We would like senior IT managers to contribute for us all the while and not wait for a special issue.

We hope that you enjoy reading this! Suggestions and feedback are more than welcome, as always.

Thank you,
Shubhra Rishi
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IT Next

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