

## Leadership in Turbulent Times

- **Contribute Uniqueness:** **Absorb** from all quarters what makes sense, **reject** everything else that you hear & **add** your individual inputs and wisdom to make the whole larger than the individual sums.
- **Act Effectively:** Efforts are critical, Results imperative and Prioritization an absolute must. Ideation without execution is delusion; focus on pre-defined, pre-determined and measurable outcomes.
- Be **Resilient** while practicing flexibility: Failure is temporary and eventual, detour is expensive. Remember and learn from failure, then quickly move on. Accept and create a culture of encouraging and accepting occasional failures.
- **Challenge** yourself, continuously and continually, more for self-improvement than anything else. Work **relentlessly** to disprove your critics. Rigidity is desirable upto a point beyond which it becomes a liability. **Keep innovating** to remain innovative. Remain a continuous **learner**. Reward truth whistlers and encourage everyone in the team to be one, without any fear or favour.
- **Embrace Change & Technology:** Experience is fast losing its erstwhile relevance and importance. Demonstrate an **urgent sense of urgency**. Entrepreneurship is all about urgency, **differentiation through the ideas**. Keep pace with external as well as internal changes and challenges. Nurture the hunger to continue to win.
- Stay **grounded, focussed** and **disciplined**. Spell out clearly and crisply, first to yourself and then to others: Why you do what you do and then seek opinion, but **take decision**, on how you do. Self-awareness is critical, **manage energy** – the time will be managed as a by-product and by itself. If **arrogance** is enemy, make **humility** your middle name. Downtime shall occur, rather more often. Don't get **imprisoned by success or failure**.
- **Collaboration** is no longer a choice but an essential and desirable imperative. Capitalize on strengths and not get too much bothered on covering the weaknesses. **Play Chess and not Checkers** with the team. Focus on Strengths and not Ranks, Talent and not Tenure. Performance is visible structure, values are invisible foundations.
- High **say do** ratio: People are better informed and more vigilant. They believe less what you say and more what you do. Establish and put sincere efforts in maintaining individual **credibility**. Take decisions yourself, particularly when these are likely to be unpopular (tough), show and reward **courage** and use **judgement**. Bet on your people: Have patience, persevere, guide, coach and take risk. Articulate what you expect from them, help and support them to achieve and hold them as well as yourself accountable to achieve the targets. Demonstrate Collective Winning & Individual Losing. **Empathy** is the name of the game, people actually abhor sympathy.
- Relationship and Connections – in **fair and transparent** manner – are the new currencies for doing the business. **Integrity and Character** are essential ingredients for sustained success. Define Dos in the rulebook, Don'ts get defined by itself. The days of **awe and charisma are long over**. Create your own brand, live upto your own expectations, everyday and be vocal about its traits.
- Have **faith** in yourself and your team and **never trade** with your values. As Warren Buffett said: "Only when the tied is over you know who was swimming necked" and "Value Processes more than Proceeds". Do all in your might not to be in compromising situation, **irrespective of quantum of reward or deterrent** because the tides are going to be frequent and peoples' memories sharper.