

Abnormal is Ab Normal

Leadership in Tiring & Trying Times



Corporate World

- Fragile, Uncertain, Complex & Competitive
- Volatility is Real and Omnipresent
- Crisis are More Severe and Frequent
- Stakes are High and Patience Low
- Huge Trust Deficit and Credibility Crisis
- Ruthless, Unforgiving and Unforgetting

Business Environment

- The Future is Now
- Half Life of Technology & Knowledge Plummeted (Moore's Law)
- Confusing, Chaotic, Challenging, Complex & Complicated
- More & More Unknown Unknowns
- Multiple Shades of Grey
- Hyper-Connected, Multi-Orbital, Inter-Dependent and Super Dynamic

Leadership Challenges

- Deliver in short term, sustainably and consistently
- Rapid growth in volatile environment
- Frequent and quick gear shifting
- SOPs and GPBs getting less & less relevant
- Process Vs. Proceed; Performance Vs. Value
- Lack of Time, Resources, Expertise, Patience

Critical Success Factors

- Identify Source of Value in Business
- Maintain Cool Head and Steely Nerve
- Eliminate Complexity, Ruthlessly
- Discuss, Debate, Deliberate but Decide
- Focus on Progress & not on Perfection
- Establish Trust with All Stakeholders, including Regulators

Critical Success Factors

- Speed Matters More than Ever
- Embrace Empathy, Sympathy is not Enough
- Good Enough is Good as well as Enough
- Bet on the People & Back Their Ideas
- Communicate
- Enable, Engage, Encourage & Empower, Do Not Enforce

Cheat Book

- Have a Bias for Action
- Have a Point of View
- Maintain Contextual Relevance
- Understand, Reconcile, Recalibrate and Take Risks
- Inspire, Motivation is Not Enough
- Stop Not at Why and Ask Why Not

Take Aways

- Be Humble
- First believe then practice and only then preach
- Value Judgment
- Empower the People
- Demonstrate Courage
- Hold Accountable
- Balance Uniqueness & Belonging
- Share your mistakes as teachable moments
- Engage in dialogue and avoid debate
- Accept ambiguity and embrace uncertainty