



Global Leadership and Managerial Competencies of Indian Managers

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W.P. No.2007-06-05

June 2007

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Global Leadership and Managerial Competencies of Indian Managers

A 360 Degree Assessment of the Competency base of Indian Managers

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Abstract

A review of the literature on the qualities of effective managers, leaders and world class or global manager indicates a good degree of consistency in the qualities required to be called a global manager. In these days when mergers and acquisition have become common and national boundaries are crossed with ease in acquiring new businesses and setting up new businesses it is necessary to understand and acquire the competencies needed to be globally successful leader. This paper identifies 25 such qualities from a 360 feedback survey of 762 senior and top level managers from manufacturing, services and pharma sectors combined with those from a mix of organizations belonging to two leading business houses of India. An analysis of the open ended assessments given by nearly 7600 managers indicated the most frequently perceived strengths and weaknesses of Indian management. Job knowledge comes out as the most frequently observed strong point of Indian managers and this cuts across various sectors and business houses. Communication, team work, and hard work come out as other strong points of more than 20 per cent of Indian managers. Short temper, open-mindedness, and inability to build juniors are the most frequently mentioned areas needing improvement. Vision, values, strategic thinking, decision making skills, risk taking, innovativeness, ability to learn from mistakes, learning orientation and self renewal efforts, and cross cultural sensitivity are other qualities lacking in Indian managers to be called as global managers. These qualities are either not exhibited dominantly or are not received by fellow managers. Future management education and management development programmes should focus on these qualities to prepare Indian managers to be world class managers.

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A 360 Degree Assessment of the Competency base of Indian Managers

Much research is done internationally on the qualities of leaders and the qualities or behaviours that make managers effective. Stephen Covey's seven habits of effective people which has become a landmark work. While no amount of literature review will be sufficient to be called as comprehensive or adequate the following studies are perhaps the most frequently quoted. Highlights from these studies can be taken to benchmark the qualities required to be a successful global manager or a business leader. In many ways literature on leadership can be taken as also indicative of the qualities needed to be successful global manager. Anyone aspiring to be a global manager has to think like a leader and demonstrate leadership qualities.

From a recent survey of various studies on adaptive organizations, Harwood (1992) prepared a checklist of 25 different characteristics. As a part of this research Harwood also outlined the qualities of adaptive managers. Some of these include: vision driven (think big, think long term), balance short and long term goals, persistence, curiosity, energy, self-motivation, unconventionality risk-taking, broad entrepreneurial background, open mindedness, active listening skills, able to integrate, credit and empowers others, continually learning, proactive, manage ambiguity, honor commitments, deliver results, maintain character and values, creative, innovative, and change masters.

Tichy and Cohen (1997) point out:

" The scarcest resource in the world today is the leadership talent capable of continuously transforming organizations to win in tomorrow's world. The individuals and organizations that build Leadership Engines and invest in leaders developing other leaders have a sustainable competitive advantage" (p.8).

A good deal of insight into management and leadership has been provided by Tichy. Working closely Jack Welch and his team, Tichy laid the foundation for making managers effective and achieve results in GE. The following are some of the salient points (Tichy and Cohen 1997).

1. Winning organizations have leadership at all levels. Winning organizations produce leaders as contrasted with others.
2. Leaders have ideas, values, energy, and edge. Ideas and values guide their decisions. Energy and edge get them implemented.
3. Without leaders organizations stagnate. Organizations do not keep pace with changing markets. They don't add shareholder value.
4. Great leaders are great teachers. They accomplish their goals through the people they teach. They teach others to be leaders, not followers. Winning leaders make teaching a priority. They consider teaching one of their primary roles. They use every opportunity to learn and to teach.
5. Winners have a teachable point of view. They have clear ideas and values based on knowledge and experience. They articulate these lessons. Winning leaders draw from their past. Events early in life shape lessons that they use later. They consciously capture these lessons and use them as guides

6. Winning organizations are built on clear ideas. Quantum ideas set direction for everyone. Incremental ideas are about strategy, structure, and implementation
7. Leaders make sure that ideas are current and appropriate. They assess the realities Ideas are the framework for actions at all levels. They provide the context for everyone's decision making.
8. Leaders motivate people towards a common goal.
9. Winning organizations have strong values. Their values define desirable behaviors. They support the organization's central goals.
10. Winning leaders live values. Their personal conduct embodies these values. Their actions reinforce the values in others. Values are key competitive tool. They are the fabric of corporate culture. They provide instinctive grounding for smart actions.
11. Winning leaders are high energy people. They are focused and determined. They like challenges and enjoy their work. Winning leaders create energy in others. They motivate others with their enthusiasm and actions, stretch goals, and inspire ambitious effort. They turn negative energy into positive ones
12. Winning leaders never take the easy way out. They face hard facts and make the tough calls. Risk and pain don't deter them. Winning leaders have the courage to see reality and act on it. They may pursue new businesses and abandon the old ones. They promote risk takers and risk taking.
13. Winning leaders portray the future in an involving way like an unfolding drama. They tell stories that engage the followers emotionally and rationally. The stories weave together ideas, values, and modes of behaviour. Winners' stories create scenarios of success. They describe a winning future. Winners' stories are dynamic and motivating.
14. They cast workers as protagonists who make change happen. They guide participants to identify their own roles. Winning leadership is about building for the future.
15. Leaders prepare organizations to respond to change. They create organizations that can sustain success.
16. Companies with most leaders are most agile and effective. The legacy of winning leaders is other winning leaders.
17. The best leaders know when it is time to leave. They don't hang on when it is time for the next generation to take over. They exit cleanly and let new leaders lead.

Some qualities get developed from early stages of life through socialization in the family. Some qualities get developed in the school and through formal education systems. Organizational leadership can be developed in organizations through appropriate interventions and rewards. Education, training, and organizational culture play a significant role

Warren Bennis says that the basis of the leadership is the capacity to change the mindset or framework of other persons. (Tichy and Cohen, 1997).

Lee (1997) of after reviewing a number of studies on leadership states that leadership is ". An intensely human enterprise, and does not fit neatly into definitions and boxes. Leaders have all the spontaneity, unpredictability, frailty, vulnerability and potential that is possible in the human race. If we are to lead with honor, we must start with the premise that flexibility, adaptability, and wisdom are possible, that we have seeds of greatness in

us, and if we care deeply about the lives of others, we can work together to accomplish worthwhile things." (p. 265).

Peters (1997) quoting Warren Bennis points out that one thing in common to most leaders is that they all make mistakes but bounce back from them. They use failures as building blocks.

The ability to spend more time framing contexts and less time defining the content more through coaching and supporting rather than directing and controlling becomes the model for middle managers (Ghosal and Bartlet, 1997).

Hessebain and Cohen (1998) of the Drucker Foundation say that leaders exist at all levels of the organization. They have identified the following traits of leaders:

- They excel seeing things from fresh eyes and they challenge status quo
- They are energetic and seem to be able to run through obstacles
- They are deeply interested in a cause or discipline related to their professional arena
- They can tap convictions of others and connect them to the organizational arena
- They help every one see what their everyday work means to larger purpose They have a high quest for learning
- They are open to people and their ideas
- They are driven by goals or ideals that are bigger than what an individual can accomplish
- They are willing to push themselves from comfort zones even after they have achieved success

Smart (1998) lists 50 critical competencies for top graders. Some of these include: intelligence; analytical skills; judgement and decision making; conceptual ability; creativity; strategic skills; pragmatism; risk taking; integrity; initiative; excellence; self awareness; adaptability; listening; team player; assertiveness; communications; political savvy; running meetings; vision; change management; conflict management; energy; ambition; enthusiasm; tenacity; and balance in life.

Goleman (1998) considers emotional intelligence as central to leadership. In his chapter on the competencies of stars Goleman identifies personal and social competencies as constituting the emotional competence. The following characteristics have been included in his framework:

- Personal competencies determine how we manage ourselves. These include:
 1. Self-awareness (knowing one's internal states, resources, and intuitions). This includes emotional awareness, accurate self-assessment, and self-confidence
 2. Self-regulation including managing one's internal states, impulses and resources. These include self-control, trustworthiness, conscientiousness, adaptability, and innovation
 3. Motivation, including the tendencies that guide or facilitate reaching goals. These include achievement drive, commitment, initiative, and optimism.

- Social Competencies that determine how we handle relationships. These include:
 1. Empathy or awareness of others' feelings needs and concerns. These include understanding others, developing others, service orientation, leveraging diversity, and political awareness in others.
 2. Social skills dealing with adeptness at inducing desirable response. These include influence, communication, conflict management, leadership, change catalyst, building bonds, collaboration and cooperation, and building team capabilities.

Goleman observes, "Interpersonal ineptitude in leaders lowers everyone's performance: It wastes time, creates acrimony, corrodes motivation and commitment, and builds hostility and apathy. A leader's strengths or weaknesses in emotional competence can be measured in the gain or loss to the organization of the fullest talents of those they manage." (p. 32).

Goleman indicates that the traits of outstanding leaders transcend cultural and national boundaries. The most effective CEOs have been found to have three main clusters of competencies. The first two fall under emotional intelligence. They include: personal competencies like achievement, self-confidence, and commitment and the second consists of social competence like influence, political awareness and empathy. The third cluster is cognitive: leaders think strategically, seeking out information with a broad scan, and apply strong conceptual thinking. They blend all these into an inspired vision and influence the thinking of others.

Pfeffer (1998) observes three qualities of most successful transformations:

- Build trust
- Encourage change
- Measure the right things and align the incentive system to new practices

Pfeffer argues that a people centered approach can increase profits and give competitive advantage.

Drawing from ancient wisdom, Sharma (2005) outlines the following as qualities required to be a good leader:

1. Great organizations begin with great leaders. And every great leader has bold dreams. Effective leaders are visionaries who craft a clear picture of their the company's future and then link them to the present activities of the people they are leading. Every visionary leader deeply connects with his followers.
2. Great leaders are great teachers and great coaches
3. Leaders reward and recognize employees regularly. They give genuine appreciation.
4. Leaders surrender to change and master it.
5. Leaders create a learning culture and learning attitude.
6. Leaders focus on the worthy and have a sense of priority and focus.
7. Leaders practice creativity and innovation
8. Leaders give time and put in effort for self-renewal. (Failing to devote time to the ritual of self-renewal is like saying that you are so busy driving you don't have time to stop for gas).

9. Leaders allow people to take risks and fail freely
10. Leaders celebrate spontaneity and reward original thinking. They create playground of ideas.

Zenger and Folkman (2002) studied the 360 degree feedback of about 20,000 leaders and compared the top 10 per cent of them with the bottom 10 per cent through the eyes of their subordinates, peers, and bosses. Those with highest aggregate scores were considered as top performing group and those with lowest aggregates were considered as low performing group. From their study the vital and differentiating competencies of leaders can be grouped into five clusters:

1. Character (integrity, authenticity, ethical standards),
2. Personal capability (intellectual, emotional, and skill make-up) including technical competence and analytical and technical competencies, an ability to create a clear vision and sense of purpose for the organization (emotional resilience, trust others, and have self- confidence)
3. Focus on results
4. Interpersonal skills (communication, impact on others)
5. Ability to produce change in the organization.

Ram Charan (2007) identifies the following skills (know –hows) for success in the twenty- first century:

1. Positioning and repositioning finding the central idea for business that meets customer demands and that makes money
2. Pinpointing external change detecting patterns in the complex world that puts the business on the offensive
3. Leading the social system getting the right people together with right behaviours and right information to make better and faster decisions
4. Judging people calibrating people based on their actions, decisions, and behaviours and 4 matching them to non-negotiable goals on the job
5. Moulding a team getting highly competent and high ego leaders to coordinate seamlessly
6. Setting goals determining goals that balance what business can become with what it can realistically achieve
7. Setting laser sharp priorities defining the path and aligning the resources, actions, and energy to accomplish goals
8. Dealing with forces beyond the market anticipating and responding to social pressures you don't control but that can affect your business

Ram Charan also identifies six personal traits that can help or interfere with the skills. These include:

1. Ambition (but not win at all costs)
2. Drive and tenacity (but not hold on too long)
3. Self- confidence (but not the need to be liked and use power)
4. Psychological openness (but not shut other people down)
5. Realism (but not gloss over problems or assume the worst)
6. Appetite for learning (but not repeat the same mistakes).

From these study emerge a few competencies needed to be global leaders and managers:

1. Character (including integrity or coherence between thought, word and deeds, and commitment)
2. Vision and global thinking (think big, entrepreneurial thinking)
3. Value driven (have sense of purpose, high ethical values, respect for humanity and society, etc.)
4. Initiative and pro-activity
5. High energy and activity level
6. Continuous learning and learning from various sources
7. Ability to develop juniors and build leadership competencies across the organization or department (investing in juniors, building others as leaders, coaching)
8. Unconventionality and openness to others' ideas
9. Risk taking and encouraging risks
10. Creativity. They are creative problem solvers and they encourage creativity and innovation.
11. Persistence, not giving up
12. Having a teachable point of view (self- reflection, review, learning from mistakes, learning from experience)
13. Openness to change and proactively managing change (change management skills)
14. High degree of self- awareness and focus on self- renewal (not shy of feedback)
15. Result oriented
16. Ability to empower, reward, and recognize others continuously
17. A sense of priority and purpose (good time management, respect for other's time and talent)
18. Integrating ability (see relationship between present and future, small elements and whole, time perspective)
19. Know when to leave (succession planning, dis-possesiveness, giving opportunity to others, and ability to delegate)
20. Bounce back from mistakes
21. Cultural sensitivity and ability to seek and manage diversity
22. Communication skills
23. Social skills dealing with adeptness at inducing desirable response
24. Interpersonal skills and team work coming out of respect for others and free from biases (empathy or awareness of others' feelings, needs, and concerns)
25. Strategic thinking (analytical skills, positioning, and repositioning)

These may be classified as transactional competencies and transformational competencies.

Transactional competencies are needed to manage an organization and are first steps to transformational competencies. Transactional competencies include: team work, developing subordinates, coaching and mentoring, interpersonal competence, cross cultural sensitivity, diversity management, and openness to ideas.

Indian Studies

There have been many studies highlighting the qualities and characteristics of Indian leaders. (Sinha, 1995; Singh and Bhandarkar, 1990; Piramal, Gita 1996; Pandit, 2001; Srivastava, 2003; Chary, 2002, Pareek 2001)

(2001) emphasized that leaders should be institution builders. They should focus their attention on eight roles:

1. Identity creation
2. Enabling (resource creation)
3. Synergizing
4. Balancing (conformity and creativity)
5. Linkage building
6. Futuristic
7. Impact making
8. Creating superordination

Lala's study (1986) of Indian leaders has proposed 13 qualities of leadership: communication; compassion; competence; courage; decision-making; humility and love; integrity; man-management; stamina; team work; training; and vision (Lala, 1986).

Pandit (2001) studies did study of 22 Indian leaders from various fields. They included entrepreneurs like Bhavarlal Jain, Deepak Kanegaonkar, Ravi Khanna, Kiran Mazumdar, and Ronnie Screwala and entrepreneur managers like H. Dhanrajgir, V. Kurien, Deepak Parekh, Manager. Entrepreneurs like Naryana Murthy, Ashok Soota, Pramod Chaudhuri family entrepreneurs like B. Kelkar, and R. Chitale and exceptional Managers like Anu Agha, R. Mashelkar etc. The common traits he found in them included the following:

1. Commitment (drive, dedication , passion, obsession and zeal)
2. Persistence(doggedness, determination, hard work and insistence and tenacity)
3. Difference (distinctness, differentiation, innovativeness, and talent)
4. Curiosity (creativity, clarity of thought, and intelligence)
5. Persuasiveness (negotiation, influencing and presentation skills)
6. Risk-taking or entrepreneurship
7. Focus (concentration, goal orientation, and centering)
8. Values (honesty, integrity, honouring commitment, truthfulness, etc.)
9. High energy (spiritedness and stamina)
10. Learning
11. Humility (modesty and unpretentiousness)
12. Non-listening (firmness and not obstinacy)

Chary (2002) did a study of seven Indian Business leaders: Kiran Mazumdar Shaw, Azim Premji, N.R. Narayana Murthy, Venu Srinivasan, Deepak Parekh, V. Kurien, and Mukesh Ambani. The following findings emerged from his study:

1. They passionately committed to their goal
2. They are visionaries re-writing management principles- they are ahead of their times

3. They are missionaries of the world
4. They have exalted goals and social concerns
5. They had mission and then acquired core competence making us revisit the core competence theory
6. They had a firm foundation of values (integrity, humility, compassion, honesty, customer service etc. are some of these)
7. Simplicity and humility characterize most of them
8. Love for people
9. Out of the box thinking

A recent outline of the qualities of Dhirubhai Ambani led Krishnamurthy to coin a new term called “Dhirubaism” to mean a kind of business leadership.(Krishnamurthy, 2007)

In a study comparing star performers with weak performers from a single company study of 25 top level managers assessed by 191 assessors in a 360 degree feedback programme Rao and Rao (2004) found the following:

1. The strengths mentioned for star performers were larger in number as compared to their weaknesses.
2. The following seem to characterize the star performer’s strengths:
 - Confidence
 - Commitment (dedication, hard work, dependability)
 - Job knowledge
 - Openness
 - People management skills
 - Result orientation

There was no consistency in the weaknesses. However rigidity and lack of receptivity seem to characterize more than two individuals among the star performers.

Among the poor performers the common weaknesses seem to be listening skills and interpersonal relations especially in dealing with subordinates. At the same time job knowledge and listening skills were their strengths. Other findings from this study were as follows:

1. Star performers seem to perform some leadership activities much better than weak and average performers
2. Star performers do not delegate any more than the weak or average performers. They seem to do things more themselves than weak performers.
3. Star performers seem to be more proactive, innovative, change oriented, active, and communicative. Most other qualities don’t seem to differentiate
4. Star performers seem to be more likely result oriented, receptive and open to change, communicative, committed, and dependable.
5. Star performers use more of development style while weak performers tend to use besides developmental a little more of benevolent style.
6. Star performers seem to create a climate of dependency and personal loyalty besides a climate of learning, satisfaction, and empowerment.

Objectives of Study

This study was undertaken to find out the most frequently exhibited competencies of Indian managers and compare them with global competencies needed to be a good leader or manager. It also aims at understanding if there are any differences between the managerial competencies demonstrated in different sectors and groups. For the groups the study aimed examining if managers of different business houses demonstrate different competencies.

Methodology

Open ended feedback on 360 degree feedback of 762 senior and top level managers from 26 different organizations (manufacturing, services, pharma, and financial and other service sectors) were taken to analyse the strengths and weaknesses of top level executives. These managers were assessed by 7,620 other managers representing their juniors, seniors, and colleagues as required by the methodology. Self assessments were not included. The strengths and weaknesses were assessed in an open ended feedback format where each assessor indicated five strengths and five weakness or areas of improvement of the candidate. Assessors were given freedom to give less than three points for each candidate. Assessments of all the assessors were consolidated and from them a 360 degree feedback expert summarized a few of the consistently recurring strengths and weaknesses. For each candidate on average the strengths and weaknesses worked to be about three. In some cases the strengths were more than three and in a few cases two. A sample of the Strengths and weaknesses and the summary format are given in Appendix 1.

The summarized strengths and weaknesses were tabulated and analyzed for trends.

The sector included:

Manufacturing (193 managers), services (235 managers), pharma industry (103 managers), and two of India's business houses (125+ 106 managers). All the organizations were MNCs private sector. No public sector organization was included. Managers from two business houses are those who have been with the organization for a long period of time. Al though data on the number of years with the company were not collected the profile of the managers is normally those who are internal to the company and have grown from within the company.

Only the open ended feedback given by the role set members was taken into consideration. The assessors mentioned five strengths and five areas for improvement. From this a summary of strengths and areas for improvement was prepared. Then the summary of all managers across various organizations has been combined to see the most prevalent competencies and areas for improvement (see Appendix 1 for a sample base data).

In order to see the competencies relevant to any sector or organization we have divided the sample organisations into three sectors: as manufacturing, services and pharma. In addition data from two of the leading business houses were included. Managers from the

two business houses were drawn from various sectors including manufacturing and services, and they are presented separately.

Results

Competencies of managers form Services (Table 1)

The strengths and weaknesses of managers from the services sector are presented in Table 1. Feedback data for 235 candidates across service sector organizations brings out the following competencies as most frequently occurring:

1. Job/Domain/Functional Knowledge – 36.17%
2. Communication Skills – 36.17%
3. Team Work/Skills – 31.91%
4. Calm and Composed/Patience – 22.13%
5. Hardworking – 21.70%
6. Positive Attitude/Thinking – 19.15%
7. Interpersonal Skills – 17.02%
8. Delegation Skills – 16.17%
9. Organizing Skills – 15.74%
10. Open Minded – 11.91%
11. Approachable – 11.49%
12. Motivation Skills - - 10.64%
13. Innovativeness – 10.64%
14. leadership Skills – 10.64%

Competencies of manufacturing sector managers (Table 1)

Feedback of 193 managers across the manufacturing sector showed the following as most frequently occurring competencies:

1. Job/Domain/Functional Knowledge – 46.11%
2. Communication Skills – 25.91%
3. Hardworking – 23.83%
4. Team Skills – 21.76%
5. Interpersonal Skills – 17.10%
6. Calm and Composed/patience – 16.06%
7. Analytical Skills – 15.03%
8. Organising Skills – 14.51%
9. Delegation – 13.47%
10. Honest/Integrity – 11.92%
11. Approachable – 10.88%

Competencies of Pharma Managers (Table 1)

For the pharma sector, the following as most frequently occurring competencies:

1. Job/Functional Knowledge – 33.01%
2. Interpersonal skills - 23.30%
3. Communication Skills – 23.30%

4. Delegation Skills – 19.42%
5. Innovativeness – 17.48%
6. Hardworking – 16.50%
7. Team Work/Skills – 15.53%
8. Open Minded – 9.71%
9. Organizing Skills – 9.71%

A combination of the data from all 531 senior managers from various organizations show the following as the most frequently strengths. (See Box 1)

Box 1

Most frequently mentioned strengths of Top level managers from Indian Industry (N = 531 Top level Managers assessed by around 5300 assessors. Strengths mentioned frequently for more than 10% of the 531 managers)

1. Job knowledge or Domain Knowledge (about 40% seem to have this)
2. Communication (28%)
3. Team work (23%)
4. Hard working (21%)
5. Interpersonal skills (19%)
6. Calm and Composed (19%)
7. Delegates (16%)
8. Organized (13%)
9. Motivational skills (10%)
10. Positive attitude and positive thinking (10%)
11. Open minded (10%)
12. Analytical (10%)
13. Honesty and Integrity (10%)
14. Innovative (about 10%)

Job knowledge is the highest occurring competency across the three sectors. This is the top most competencies required to be successful on the job. Apart from this hardworking, communication skills, team skills, calm and composed are other frequently and commonly occurring competencies across the three sectors

Rao and Selvan (1992) have pointed out good understanding of job as one of the more frequently mentioned characteristic of senior managers. Apart from this interpersonal skill, hardwork, analytical skills, team building and organizing skills were also among the frequent occurring competencies.

The current study also points out that the most frequently occurring skills remain the same.

One competency that is differentiating across the three sectors is innovativeness (Refer Table 1). The analysis points out Innovativeness as one of the most frequent occurring competencies among the service and pharma sectors while for the manufacturing sector it is negligible. Innovativeness is also one of the most sought after in this sector owing to the nature of sector where the products or services become obsolete and companies need to bring out new business models to sustain. The service industry is the highest contributor to the Indian economic growth and it faces fierce internal and global

competition. Therefore, to survive in this highly volatile industrial environment manager need to innovative enough to sustain.

On the other hand the pharma sector is going through a transition. Indian organizations have to compete with multinationals to survive and managers in these organizations need to have a global perspective which didn't come out as strongly but at some places it was mentioned repeatedly.

The competencies identified above are largely Managerial Competencies and there seems to be a dearth of leadership competencies among the managers in pharma sector. Leadership competencies include motivating and influencing subordinates, vision sharing, setting personal examples and subordinate development. None of the above identified competencies show any of the leadership competencies as frequently occurring. Infact subordinate development has come out as one of the significant areas of improvement for managers.

Areas needing Improvement

A combination of the data from all the three sectors indicate the following as the most frequently mentioned weaknesses for more than 10% of the top and senior level managers (see Box 2).

Box 2

Most frequently mentioned areas of improvement for Top level managers from Indian Industry (N = 531 Top level Managers assessed by around 5300 assessors. Weak areas mentioned frequently for more than 10% of the 531 managers)

1. Unable to Control Temper; Impatient; Short Tempered (20%)
2. Assertiveness (15%)
3. Decision Making Skills (15%)
4. Open Minded/Openness to ideas/change (15%)
5. Interpersonal Skills/Relationship (15%)
6. Team Work; Team Player, Team Building (15%)
7. Subordinate Development (13%)
8. Delegation (12%)
9. Time Management (11%)
10. Communication Skills (10%)
11. Interaction (10%)
12. Rigid Attitude (10%)
13. Listening skills (10%)

Team skills, patience, delegation, subordinate development and interaction with subordinates, time management, assertiveness, and transparency are the major areas of improvement for managers across the sectors.

Subordinates feel that efforts for subordinate development, interactions with subordinates, and proper delegation of tasks will help managers improve their own effectiveness.

Strengths and Weaknesses of Senior and Top Level Managers from Two leading Indian Business Houses:

The strengths and weaknesses of 231 senior and top level managers from two business houses given are in Tables 3 and 4. Some of the most frequently mentioned strengths and weaknesses of managers from these two business houses are somewhat varied from others. The most frequently mentioned strengths for more than 10% of the managers of the two groups combined are presented in Boxes 3 and 3 a. The results are very similar to the other sectors indicating that Indian managers irrespective of where they work seem to exhibit similar strengths and weaknesses.

Similar analysis for the combined group of 231 senior and top level managers from the business house is presented in Box 4.

Box 3

Core strengths of the Managers from two Business Houses Combined: (Most frequently mentioned strengths for more than 10% of the Managers)

1. Innovative (10%)
2. Positive Attitude/thinking (11%)
3. Integrity & Honest (13%)
4. Open Minded (13%)
5. Organized (13%)
6. Commitment (14%)
7. Sincere (16%)
8. Team Work/Player/Skills
9. (16%)
10. Communication Skills (17%)
11. Calm and Composed (19%)
12. Interpersonal Skills (24%)
13. Hardworking (27%)
14. Job/Functional Knowledge (38%)

Short temper, assertiveness, subordinate development, openness, and interaction with juniors seem to be the areas needing improvement from senior managers of the two business houses. These are somewhat similar to other groups. The percentages however are larger.

Box 3a

Most infrequently mentioned strengths for fewer percentages of senior and top level managers of two big business houses

1. Vision (1%)
2. Negotiation (1%)
3. Time Management (1%)
4. Learning (2%)
5. Participative (2%)
6. Communication Skills (3%)
7. Customer Orientation (3%)
8. Professionalism (3%)
9. Decision Making (3%)
10. Flexible (4%)
11. Proactive (4%)
12. Subordinate Development (4%)
13. Trustworthy (4%)
14. Active (4%)
15. Quality Conscious (5%)
16. Result Oriented (6%)
17. Task Oriented (6%)
18. Delegation (6%)
19. People Oriented (6%)
20. Listening (6%)
21. Transparent (7%)
22. Networking Skills (8%)
23. Cost Consciousness (9%)

Box 4

Most frequently mentioned weaknesses for more than 10% of the senior and top level managers (combined) of the two business houses. (Percentage of managers for whom the weakness is most frequently mentioned is given in the bracket)

1. Temper Control (26%)
2. Assertiveness (22%)
3. Subordinate Development (20%)
4. Openness/Open to ideas change/Rigidity (20%)
5. Interaction with Subordinates (18%)
6. Communication Skills (17%)
7. Interpersonal Skills (15%)
8. Delegation (13%)
9. Listening Skills (12%)
10. Decision Making (11%)
11. Tendency to biased/Transparent (10%)
12. Team Work (10%)
13. Time Management (10%)

Conclusions and Implication

What do these results indicate?

The extent to which the strengths and weaknesses of Indian top and senior managers can be fitted into the qualities of world class managers is presented in Box 5. Senior executives of Indian industry have along way to be qualified as world class managers. They need to develop the following:

1. Vision
2. Continuous learning and learning sensitivity
3. Selfrenewal (the fact most managers are still shy of getting 360 degree feedback done for themselves is itself an indicator)
4. Delegation
5. Empowerment
6. Ability to recognize, empower, and develop juniors
7. Result orientation
8. Perseverance
9. Integrating ability
10. Sense of priority and purpose (focus)

Future management development programmes and management education should focus on developing these competencies. Leadership development and competency building is a complex phenomenon. Indian managers seem to be good specialists. They do their job well and seem to have a good degree of functional knowledge. What they need to be trained however is transformational competencies.

Box 5	
The extent to which the Indian managers seem to demonstrate qualities of world class managers as per the open ended data from the top and senior level managers from various sectors	
Quality or characteristic of world class managers	Whether this quality is exhibited by a large number of Indian managers
1. Character (Including integrity – or coherence between thought, word and deeds, and commitment)	Yes
2. Vision and global thinking (think big, entrepreneurial thinking)	No
3. Value driven (Have sense of purpose, high ethical values, respect for humanity and society etc.)	No - very few
4. Initiative and pro-activity	No – very few
5. High energy and activity level	Yes (hard work)
6. Continuous learning and learning from various sources including learning from others	No
7. Ability to develop juniors and build leadership competencies across the organization or department (Investing on juniors, building others as leaders, coaching)	No

8. Unconventionality and openness to others' ideas	Yes (not unconventionality)
9. Risk taking and encouraging risks.	No
10. Creativity. They are creative problem solvers and they encourage creativity and innovation	Yes (low in manufacturing)
11. Persistence, not giving up	No
12. Having a teachable point of view (self reflection, review and learning from mistakes and learning from experience)	No
13. Openness to change and proactively managing change (Change management skills)	No - very few
14. High degree of self awareness and focus on self renewal (not shy of feedback and actively seeks feedback)	No
15. Result oriented and they deliver results	No
16. Ability to empower, reward and recognize others continuously	No
17. They have a sense of priority and purpose (good time management, respect for other's time and talent)	No
18. Integrating ability (see relationship between present and future, small elements and the whole, time perspective)	No
19. Know when to leave (succession planning, dis-possesiveness, opportunity to others and ability to delegate)	No
20. Bounce back from mistakes	No
21. Cultural sensitivity and Ability to seek and manage diversity	No
22. Communication skills	Yes
23. Social skills dealing with adeptness at inducing desirable response	Yes
24. Interpersonal skills and team work coming out of respect for others and free from biases (Empathy or awareness of others' feelings needs and concerns)	Yes
25. Strategic thinking (analytical skills, positioning and repositioning)	No very few

Table 1

Strengths As Assessed By The Juniors, Seniors And Peers Of Senior And Top Level Managers From Services, Manufacturing And Pharma Sectors

Sl. No	Strengths	Services N=235	Percentage Score	MFG N= 193	Percentage Score	Pharma N= 103	Percentage Score
1	Approachable	27	11.49	21	10.88		
2	Analytical Skills	23	9.79	29	15.03	4	3.88
3	Calm and Composed	52	22.13	31	16.06	19	18.45
4	Committed	14	5.96	23	11.92	8	7.77
5	Change Oriented			8	4.15	8	7.77
6	Caring	7	2.98		0.00		0.00
7	Communication	85	36.17	50	25.91	24	23.30
8	Co-operative	4	1.70		0.00		0.00
9	Customer Focus	23	9.79	15	7.77	1	0.97
10	Decision Making Skills	20	8.51	17	8.81	2	1.94
11	Dedication	8	3.40	3	1.55	3	2.91
12	Delegation Skills	38	16.17	26	13.47	20	19.42
13	Dependable	5	2.13		0.00	3	2.91
14	Disciplined	4	1.70		0.00		0.00
15	Energetic	10	4.26	3	1.55		0.00
16	Flexible	10	4.26	7	3.63		0.00
17	Friendly	13	5.53	6	3.11	2	1.94
18	Functional Knowledge	8	3.40		0.00		0.00
19	Hardworking	51	21.70	46	23.83	17	16.50
20	Helpful	10	4.26	8	4.15	4	3.88
21	Innovativeness	25	10.64		0.00	18	17.48
22			0.00		0.00		0.00
23	Interpersonal Skills/Relationship	40	17.02	33	17.10	24	23.30
24	Honesty + Integrity	23	9.79	23	11.92	6	5.83
25	Job Knowledge/Industry/Function/Domain Knowledge/Knowledgeable	91	38.72	89	46.11	34	33.01
26	Leadership Skills	25	10.64	13	6.74	7	6.80
27	Learning Orientation		0.00	9	4.66	8	7.77

Sl. No	Strengths	Services N=235	Percentage Score	MFG N= 193	Percentage Score	Pharma N= 103	Percentage Score
28	Loyal	14	5.96	4	2.07	2	1.94
29	Motivation Skills	25	10.64	26	13.47	9	8.74
30	Negotiation Skills	5	2.13		0.00	1	0.97
31	Networking Skills	15	6.38		0.00	9	8.74
32	Open Minded/Open to ideas/change	28	11.91	18	9.33	10	9.71
33	Organising Skills/Organised	37	15.74	28	14.51	10	9.71
34	Passionate		0.00	4	2.07		0.00
35	Performance Management	4	1.70		0.00		0.00
36	Positive Attitude/Thinking/Approach	45	19.15	16	8.29	4	3.88
37	Proactive	14	5.96	8	4.15	5	4.85
38	Problem Solving	8	3.40	8	4.15		0.00
39	Quality Conscious	11	4.68	11	5.70	5	4.85
40	Result Oriented	10	4.26	8	4.15	3	2.91
41	Role Model		0.00	5	2.59	1	0.97
42	Sincerity	8	3.40	11	5.70	4	3.88
43	Social – 8	8	3.40	5	2.59		0.00
44	Strategic Thinking	9	3.83	4	2.07	4	3.88
45	Subordinate Development	10	4.26	15	7.77	5	4.85
46	Supportive	15	6.38	10	5.18		0.00
47	System Thinking	5	2.13				0.00
48	Systematic and System Oriented			17	8.81	6	5.83
49	Task/Target Oriented	5	2.13	8	4.15	4	3.88
50	Team work/Skills/Player/building	75	31.91	42	21.76	16	15.53
51	Transparent and Unbiased	7	2.98	9	4.66		0.00
52	Trustworthy	19	8.09	10	5.18	3	2.91
53	Time Management		0.00	3	1.55		0.00
54	Vision	6	2.55	12	6.22	3	2.91

Table 2

**Weaknesses Or The Areas Needing Improvement As Assessed By The Juniors,
Seniors And Peers Of Senior And Top Level Managers From Services,
Manufacturing And Pharma Sectors.**

Sl. No	Areas for Improvement	Services N= 235	Percentage Score	MFG N= 193	Percentage Score	Pharma n= 103	Percentage Score
1	Ability to Lead	4	1.70				
2	Acknowledging the subordinates	5	2.13			5	4.85
3	Aggressiveness	18	7.66			1	0.97
4	Analytical Skills	7	2.98				
5	Approachable	5	2.13				
6	Assertiveness	37	15.74	34	17.62	13	12.62
7	Calm and composed	11	4.68		0.00		
8	Conflict Management		0.00	7	3.63		
9	Communication Skills	39	16.60	32	16.58		
10	Co-operative	4	1.70		0.00		
11	Cost Conscious	4	1.70	6	3.11	2	1.94
12	Decision Making Skills	38	16.17	35	18.13	12	11.65
13	Customer Orientation	22	9.36	5	2.59		
14	Dedicated	3	1.28		0.00		
15	Delegation Skills	42	17.87	36	18.65		
16	Empathy and Sensitive	10	4.26		0.00	8	7.77
17	Energy	9	3.83		0.00		
18	Flexibility	6	2.55		0.00	1	0.97
19	Initiative	4	1.70	11	5.70		
20	Innovative	8	3.40	11	5.70	3	2.91
21	Interaction	28	11.91	27	13.99	4	3.88
22	Interpersonal Skills/Relationship	26	11.06	21	10.88	22	21.36
23	Job/Subject/Functional Knowledge	24	10.21	17	8.81	5	4.85
24	Leadership Skills	9	3.83	4	2.07	1	0.97
25	Listening Skills	22	9.36	18	9.33	11	10.68
26	Loyalty	3	1.28		0.00		
27	Monitoring	5	2.13		0.00	3	2.91
28	Motivation Skills	10	4.26	13	6.74	4	3.88
29	Negotiation Skills	2	0.85		0.00		
30	Network	9	3.83	4	2.07	2	1.94

Sl. No	Areas for Improvement	Services N= 235	Percentage Score	MFG N= 193	Percentage Score	Pharma n= 103	Percentage Score
31	Open Minded/Open to ideas/change	25	10.64	24	12.44	22	21.36
32	Organising Skills	18	7.66	18	9.33		
33	Planning Skills	7	2.98	9	4.66	4	3.88
34	Positive Attitude	10	4.26	14	7.25	4	3.88
35	Proactive	18	7.66		0.00	3	2.91
36	Problem Solving	2	0.85		0.00	2	1.94
37	Quality Conscious	5	2.13	3	1.55		
38	Reality Orientation	5	2.13		0.00		
39	Result Oriented	3	1.28		0.00		
40	Rigid Attitude	19	8.09	15	7.77	14	13.59
41	Sharing Info	6	2.55		0.00		
42	Sociable	5	2.13	4	2.07		
43	Strategic Thinking	5	2.13		0.00	2	1.94
44	Subordinate Development	27	11.49	27	13.99	15	14.56
45	Supportive	3	1.28		0.00		
46	Task Oriented	2	0.85	4	2.07		
47	Team Work/Player/Skills/Building	43	18.30	24	12.44	12	11.65
48	Control Temper/Impatience/Short Temperament	36	15.32	35	18.13	34	33.01
49	Biased/Transparency	22	9.36	12	6.22	7	6.80
50	Time Management	28	11.91	20	10.36	12	11.65
51	Trust Other	12	5.11	8	4.15	3	2.91
52	Vision	6	2.55	11	5.70	1	0.97

Table 3

Strengths As Assessed By The Juniors, Seniors And Peers Of Senior And Top Level Managers From Two Leading Indian Business Groups

Strength	Business Group 1 N=106	Percentage	Business Group 2 N= 125	Percentage
Active	12	11.32		0
Approachable			9	7.2
Assertiveness			9	7.2
Analytical Skills	4	3.77	3	2.4
Calm and Composed	30	28.30	14	11.2
Communication Skills	6	5.66		0
Commitment	6	5.66	27	21.6
Communication Skills	19	17.92	20	16
Cost Conscious	20	18.87	1	0.8
Customer Orientation	4	3.77	2	1.6
Decision Making	4	3.77	4	3.2
Dedicated	4	3.77	1	0.8
Delegation	5	4.72	9	7.2
Dynamism			6	4.8
Flexible	4	3.77	5	4
Hardworking	38	35.85	25	20
Helpful	5	4.72	13	10.4
Integrity & Honest	4	3.77	25	20
Innovative	17	16.04	5	4
Interpersonal Skills	17	16.04	38	30.4
Job/Functional Knowledge	48	45.28	40	32
Leadership Skills	6	5.66	7	5.6
Learning			4	3.2
Listen	7	6.60	8	6.4
Motivation Skills	7	6.60	11	8.8
Negotiation	1	0.94	1	0.8
Networking Skills	15	14.15	3	2.4
Open Minded	11	10.38	18	14.4
Organized	12	11.32	17	13.6
Participative	5	4.72		0
People Oriented	7	6.60	7	5.6
Planning	2	1.89	2	1.6
Positive Attitude/thinking	19	17.92	7	5.6
Proactive	8	7.55	1	0.8
Professionalism			7	5.6
Quality Conscious	12	11.32		0
Result Oriented	7	6.60	6	4.8
Sincere	12	11.32	24	19.2
Sociable	7	6.60	1	0.8
Subordinate Development	5	4.72	4	3.2
Task Oriented	8	7.55	5	4
Team Work/Player/Skills	13	12.26	23	18.4
Time Management			2	1.6
Transparent	3	2.83	13	10.4
Trustworthy	3	2.83	6	4.8
Vision	1	0.94	0	0

Table 4

**Weaknesses or Areas Needing Improvement Strengths as Assessed by
the Juniors, Seniors and Peers of Senior and Top Level Managers
from Two Leading Indian Business Groups**

Improvement area	Business Group 1 N=106	Percentage	Business Group 2 N= 125	Percentage
Acknowledges Others			4	3.2
Analytical Skills	3	2.83	5	4
Assertiveness	24	22.64	27	21.6
Change Orientation	5	4.72		0
Communication Skills	22	20.75	18	14.4
Cost Conscious	3	2.83	1	0.8
Decision Making	16	15.09	10	8
Delegation	18	16.98	11	8.8
Empathic	3	2.83	10	8
Flexible	2	1.89	2	1.6
Interaction with Subordinates	18	16.98	23	18.4
Interpersonal Skills	22	20.75	13	10.4
Knowledge	5	4.72	6	4.8
Leadership Skills	10	9.43	6	4.8
Listening Skills	15	14.15	13	10.4
Motivation Skills	8	7.55	5	4
Networking	10	9.43	2	1.6
Openness/Open to ideas change/Rigidity	26	24.53	19	15.2
Organized	9	8.49	6	4.8
Planning	9	8.49	6	4.8
Proactive	1	0.94	17	13.6
Risk taking			3	2.4
Strategic Thinking			10	8
Sharing Information	5	4.72	2	1.6
Subordinate Development	17	16.04	30	24
Team Work	9	8.49	14	11.2
Temper Control	38	35.85	22	17.6
Tendency to biased/Transparent	17	16.04	7	5.6
Time Management	8	7.55	15	12
Trusting Others	9	8.49	4	3.2
Vision	4	3.77	3	2.4

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Appendix 1

Open Ended feedback of Manager “T”

As a part of the 360 Degree feedback for enhanced Leadership and Managerial effectiveness, assessors were asked to list five strong/plus points and five areas of improvements/shortcomings of the candidate. Assessors were also asked to give their suggestions to help the candidate to become more effective as a Leader and Manager.

Given below is a reproduction of the statements made by the candidate “T” and his “assessors”?

SELF ASSESSMENT: OF “T”		
Strengths	Weaknesses	Suggestions
<ul style="list-style-type: none"> ▪ Effective communicator ▪ Good interpersonal skills ▪ Good team player ▪ In touch with subject ▪ Open to new ideas 	<ul style="list-style-type: none"> ▪ ‘Soft’ at times ▪ Not organized in filing ▪ Poor in time management ▪ Slow to response to mails 	

OTHERS ASSESSMENT: OF “T”		
No of Assessors = 19		
Strengths	Weaknesses	Suggestions
<ul style="list-style-type: none"> ▪ Ability to adopt to a different role ▪ Ability to take on additional responsibility ▪ Adaptive ▪ Aggressive ▪ Always helping in nature ▪ Always smiling ▪ Always willing to help ▪ Assertive ▪ Calm and composed ▪ Calm and composed ▪ Calm and composed ▪ Clear in his thoughts ▪ Committed ▪ Communication skills ▪ Cost conscious ▪ Cost conscious ▪ Creative ▪ Dependable ▪ Does continuous follow up on relevant activities ▪ Educated ▪ Fair ▪ Flexible ▪ Frank and open ▪ Friendly and fun loving 	<ul style="list-style-type: none"> ▪ At times delays in decision making ▪ Casual ▪ Decision taking capacity to improve ▪ Decisions taking long time ▪ Diplomatic ▪ Focuses only on work ▪ Goes by face value and relations ▪ Groupism ▪ Has a short attention span ▪ His team should practice better confidentialities ▪ Independent decision making ▪ Internal customers dissatisfaction ▪ Lack of confidence ▪ Lack of core competencies (present function) ▪ Lack of firmness ▪ Lack of transparency ▪ Lacks objectivity with team (subordinates) ▪ Less humanistic ▪ Monitoring of subordinates missing ▪ More dependent on subordinates 	<ul style="list-style-type: none"> ▪ Be more time and performance oriented on key deliverables ▪ Be upfront with all ▪ Be well organized ▪ Being more humanistic ▪ Better rapport with field staff will be useful ▪ Communication with peers/ colleagues ▪ Explore other aspects of life ▪ Has to have clear plans for his function ▪ Help to other teams/functions ▪ Keeping promises ▪ Look at the functions’ related activities, define them, delegate them so that efficiency of the concerned employee and its functions improves ▪ Meeting deadlines ▪ Monitoring performance of subordinates ▪ More interaction with top management ▪ Move away from monitoring routine activities once

OTHERS ASSESSMENT: OF ‘I’		
No of Assessors = 19		
Strengths	Weaknesses	Suggestions
<ul style="list-style-type: none"> ▪ Gives enough freedom to decide ▪ Good communicator ▪ Good domain knowledge ▪ Good interpersonal skill ▪ Good knowledge of organization ▪ Good listener ▪ Good rapport with boss ▪ Good team player/worker ▪ Great person to deal with ▪ Hard work ▪ Helping for organization growth ▪ Internal customers friendly ▪ Involves his team ▪ Job knowledge ▪ Keeps team happy ▪ Knowledgeable ▪ Loyalty and honesty ▪ Maintains composure at all times ▪ Never complains or talks about the pressure of work ▪ Open and receptive to external expertise in building GATI ▪ Overall job knowledge ▪ Participative ▪ Passionate about GATI and its promoters ▪ Patience ▪ Pleasant and approachable ▪ Positive attitude ▪ Quick learner ▪ Readily accepts any job ▪ Receptive to any feedback ▪ Relationship management ▪ Reliable ▪ Reliable and transparent ▪ Supports genuine cause ▪ Task master ▪ Team player ▪ Team player ▪ Team player ▪ Team player/person ▪ Team work/leader ▪ The best HR head ▪ Thinks holistically on the facts ▪ Trusting ▪ Very approachable ▪ Very good communication skills ▪ Very good listener ▪ Very positive 	<ul style="list-style-type: none"> ▪ Move away from monitoring routine activities ▪ Needs to deliver beyond current levels of performance in some areas ▪ No vision for his functions ▪ Non transparent ▪ Not open ▪ Not taking team into confidence ▪ Not understanding the difficulties of others ▪ Not upfront with all ▪ Poor decision making ability ▪ Resolve manpower related issues in consultation with his reporting officer/s ▪ Rigid ▪ Risk or more vigilant ▪ Should be more informal ▪ Should be more transparent ▪ Should have frequent meetings (informal) ▪ Should think long term about a function and share ▪ Slow in responding to others needs ▪ Sometimes biased ▪ Strategic initiatives ▪ Subordinates development ▪ Takes up more work than he can handle ▪ Too soft ▪ Too soft at times ▪ Unable to get support from top management ▪ Unorganized ▪ Yes man 	<ul style="list-style-type: none"> ▪ streamlined ▪ Need to be more organized ▪ Needs to take firm approach ▪ Proactively and passionately communicate GATI story and its future Leaders through outcomes to the business associates and external stakeholders ▪ Quick responsiveness ▪ Safeguard the interests of the team ▪ Satisfying internal customers ▪ Seek more wide opinion on staff decisions ▪ Separate doing right things from “doing it right” – delegate the later ▪ Separate HR and leadership pipe line work, i.e. separate talent management, talent development and talent availability – This will help to have better connect to current and future businesses/customers/ markets/numbers. Currently it appears to be more skewed towards past/ present ▪ Sharing wisdom ▪ Should be given free hand ▪ Should improve task orientation of his team ▪ Should polish his conceptual skills and strategic initiatives ▪ Should try to understand the problems of people ▪ Speedy decisions ▪ Stand for the right cause ▪ Strategic planning – always fire fighting ▪ Strategic thinking/ long term goals ▪ Subordinates development ▪ Take up work only if he can deliver ▪ Think strategically and long term ▪ Time management – always busy ▪ To be firm based on situation ▪ To be proactive ▪ To organize his work ▪ Transparent to team ▪ Understand the difficulty of others ▪ Walk the talk

SUMMARY OF MAIN STRENGTHS AND AREAS OF IMPROVEMENT
Summarized by 360 Expert Used as base for analysis of the paper

Main Strengths

- ☆ Calm and Composed
- ☆ Team Player
- ☆ Interpersonal Skills
- ☆ Trustworthy and Flexible
- ☆ Approachable and Pleasant Personality

Areas of Improvement

- ☆ Decision Making Skills (speed and quality) and Delegation
- ☆ Assertiveness
- ☆ Check the tendency to be biased at times
- ☆ Strategic Thinking