



TenStep Supplemental Paper

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Leading from Vision to Implementation

The new millennium is characterized by rapid growth in technology, polity and global perceptions. Organizations have been hard driven to survive on the mantle of their business performance and not merely by their leader's vision. This is compounded by the fact that the market has expanded phenomenally.

With increasing emphasis on performance, efficiency and results, business leaders are expected not only to guide organizations (and its employees) but also implement strategies and deliver results consistently.

Effective leaders commonly display traits like energy, enthusiasm, integrity, intelligence and persistence. In the corporate scenario, good business leaders need to act as catalysts enabling the development of innovative products, services and processes. The manager will then don the role of a coordinator, partner, ally, mentor, facilitator, catalyst and leader, all rolled into one.

Adapting to the changing times

The present day organization is more of a community of individual professionals, rather than a pool of human resources. These individuals will not derive authority from their positions in organizations – instead, they will have to earn it. Leaders emerge not through election or consensus but through competence, perseverance and commitment. Present day corporate leaders have to be techno-savvy apart from being adaptive to change. They need to be desirous and passionate about excellence and be empathetic and respectful towards others views and opinions.

Gone are the days of different kinds of leaders, each associated with a distinctive style of leadership. For example, we had charismatic leadership, wisdom leadership, transformational leadership, integrative leadership, value-based leadership, strategic leadership, situational leadership, crisis leadership and so on. Modern day leaders must be a blend of all the aforesaid leadership traits combined. Situations determine the leadership style required. For example, autocratic leadership is necessary when there is a crisis, while a participative style would be more effective in a performance driven environment.

A performance driven leader who leads from the front in the prevalent uncertain and unpredictable world should be able to spot the latent talent of his team members, and inspire them to high levels of performance levels. The leader should develop a culture of involvement and commitment wherein the employee processes and values are aligned with the organizational mission and objectives. Dreaming and envisioning should be effectively backed by design and delivery. A true leader would focus on the final outcome, and bear the onus. In order to make a positive difference in the organization they work for, leaders should be models for emulation. They should also reveal their ability and commitment through deeds rather than words.



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In general, corporate leaders in the present day environment should be willing to take risks and follow the dictum 'If you don't attack the risks, the risks will attack you.' Leaders also need to be willing to deliver more than what they promise. They may not be inventors but they certainly are innovators (be it the way they work, the way they approach problems).