

LEVERAGING LEADERSHIP PERFORMANCE DRIVERS FOR UNLEASHING EMPLOYEE'S POTENTIAL

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Abstract

The turbulent, non-cohesive and most competitive battlefield scenario obtaining all over the world due to knowledge workers. Today, the global corporation can be visualized as a 'logical thread of relationships between a multitude of moving parts-ideas, information, knowledge, capital, and physical products'.

The 'New Age of Innovation', reveals that the key to creating values and the future growth of every business depends on accessing a global network of resources to co-create unique experiences with customers. This requires harnessing business processes, social and technological architecture to create an ongoing innovation advantage. Herein, it will be observed that successful HR-minded leaders recognize the potential employee's talent and motivate them to unleash their brain-power. Working with 'full-power-engagement', designing a job, for 'holistic engagements' of the employee's gives an upshot performance. In this connection, 'leadership scorecard' further helps boosting the performance and productivity of the organization. Two case-studies have been suitably presented in the paper.

Introduction

The boom of vibrant knowledge workers and IT-enabled services, all over the world, have made the corporate sector's working more complex and competitive. Today, the global corporation can be visualized as a 'logical thread of relationships between a multitude of moving parts-ideas, information, knowledge, capital, and physical products. This requires development of relationships, in an organization and its extended networks of collaboration, including suppliers and customers.

The 'new age of innovation' reveals that the key to creating value and the future growth of every business depends on accessing a global network of resources to co-create unique experiences with customers one at a time. This requires harnessing business processes, social and technological architecture to create an ongoing innovation advantage. This certainly demands for a high degree of 'leadership', which has a vibrating effect on motivational aspect of the individuals. Innovation ushers-in the talent plus personality.

This is a continuous journey, which requires creative imagination, a passion for value- creation, and the ability to convert concepts into detailed steps. This is the new leadership challenge: recognizing both the here and now and the future. The key message to managers is simple: "Fold the future in".

But no organization, know all the future steps ahead of it, when it embarks journey as the whole crux is 'about learning by doing', taking small steps, and consolidating gains as we go along (Prahalad et al. 2008). Look at the firm as an engine that must generate profits now and at the same time renew itself to create the capacity for sustainable value-creation growth trajectory.

Thus, it is dire essential that a dogged-determined dynamic leadership be practiced throughout the organization, which should emerge in business transformation. And, this can be achieved to quite a substantial measure by motivational 'leadership scorecard' which will decidedly unleash the brain-power of the personnel of the organization (Phillips, et al. 2009). Leadership development and its manifestations are sure-shot 'building blocks' for achieving the goal of the corporate. In simple terms 'leadership scorecard' can be defined as "a tool to ensure unleashing the brain-power of the individuals for leadership development functions, which is focused on accomplishing objectives that are linked to business strategy of the organization". It helps in deliverance of the full potential of motivated performance and decision-making. Leadership Scorecard like 'Balanced Scorecard (BSC) facilitates improving 'Return on Investment' (ROI) as well as it entails furtherance of job satisfaction as 'holistic full engagement' helping the individuals to more satisfied future career developmental programmes. This also ensures maintenance of talents in the organization.

Power of full engagement ensures further leveraging of performance of the individuals (Jim Loehr & Tony Schwartz, 2003).

In the present paper, case studies of ICICI innovative strategy' methodology and 'Holistic Engagement Scorecards (HES) have been briefly discussed. It is firmly believed that this paper will certainly evince keen interest for further future work by erudite readers/scholars.

Opening the door towards performance

The paper focuses on Enhancement of Performance management of personnel in the various organizations simply by motivating them and exploiting their talents to maximum extent possible.

The paper evolves around the proposition and concept of motivational aspect of the personnel which is the key concept of enhancing the performance.

Motivation helps in unleashing the brain power of the people as well as ushering in leadership qualities.

In the present paper methodology has been adapted by evaluating two case studies, wherein leadership scorecard (Holistic Engagement Score - HES) using Manhattan Project example and ICICI case studies have been analyzed.. In ICICI case study improvement of talent by training and multi-skilling has been attempted.

The two cases distinctly measure the performances of people as far as possible.

The Evolution of IT services in India

Talent mobilization is not simply outsourcing. Infosys, Wipro and TCS have put India on software world-map. Outsourcing is not "exporting jobs" but rather it is about "importing competitiveness". It will be further observed that Indian firms have outgrown their original approach to a total cost arbitrage-based business model. As is observed BRIC (Brazil, Russia, India & China), are marching towards future economic giant. In this regards China's 'Lenovo' is the first MNC (multi-national company) firm to host its global marketing hub in India. Also, all major firms, such as GE, Microsoft, Siemens, Philips, Cisco, Intel, Texas Instruments, and Motorola, have significant R&D facilities in China and India. Fig.1 shows the chronological evolution of the

changes of Indian firms – from cost advantage to quality and innovation advantages.

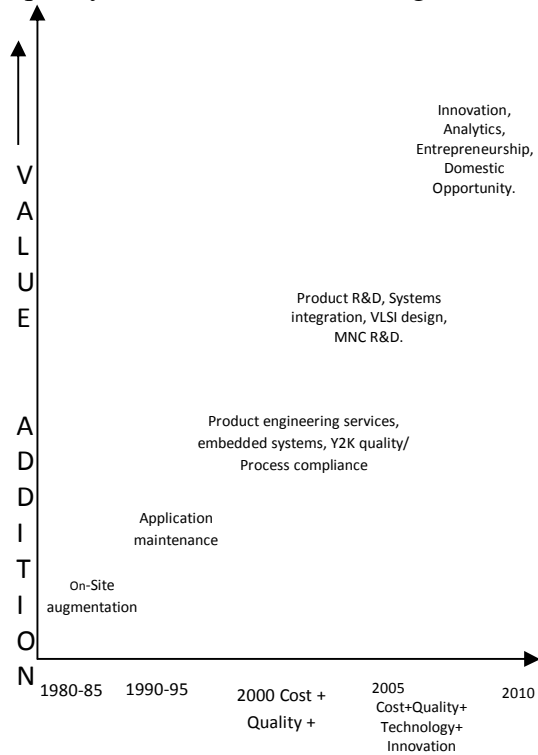


Figure 1. Evolution of IT Services from INDIA

Now, the global firms are forcing the firms to build project teams (expert knowledge base) that are multigeographic and multicultural. The focus is not just on cost. Cost is a consideration, but equally important is the quality innovativeness of the solution, and speed.

Leadership Manifestations

As per Socrates (Adair, 1998) leadership traits can be taught through academics, but 'how to lead' cannot be taught—this is self-actualization. Primarily, leadership is learnt by doing, trial and error, and its reflections learning, Hersey & Blanchard (1998) oldest form of leader is task and relationship of behavior orientation. Today, trilateral leadership model has emerged wherein, along with task, and relationship, 'character' also ushers-in as an important parameters (Chris

Brady et al.2007). This makes the leadership function more stringent. For example, if Task we give 80 marks, and relationship 90 marks, then,

Leadership function = $80 \times 90 = 72\%$

But even we give character as 80 or 90 marks, then Leadership function = $72 \times 80 = 57.6\%$ and $= 72 \times 90 = 64.8\%$

Now, even if high degree of leadership is: Task=90, Relationship=90 & Character=90, Then Leadership functional effectiveness (Trilateral leadership model) = $90 \times 90 \times 90 = 72.9$ (In percentages), which decreases from the above consideration of two traits only.

Thus, it will be observed that character plays a dominant role today.

There are many books and lead authors, especially Warren Bennis (1996) and John P. Kotter (1985), which have given vivid account of the leadership (effective) dimensions. Hesselbein et al. (1996) have accounted for the following traits of leadership.

1. Leaders do not wait.
2. Character counts.
3. Leaders have their head in the clouds and their feet on the ground.
4. Shared values make a difference.
5. You cannot do it alone.
6. The Legacy you leave is the life you lead.
7. Leadership is everyone's business.

But Peter F. Drucker (1996, foreword of the above book) defines / state leadership as:

"The only definition of a leader is someone who has followers- but without followers, there can be no leaders." Leadership is 'decision-making', 'result orientation', responsibility, accountability and making a difference.

Leadership also as per Shackleton, has the following ingredients (Pathak 2006; 2010; Allio JR, 2002)

- Care
- Compassion

- Community
- Consistency

Leadership Scorecard

Leadership development as per Balanced Scorecard (BSC) has also been defined. As we know, that BSC translates an organization’s mission and strategy into a set of performance measures that provide a framework for a strategic measurement system. BSC measures performance across four perspectives: financial, customers, internal business processes, and learning and growth (Kaplan and Norton, 1996).

‘Leadership Scorecard’ also on the pattern of BSC requires developing, identifying ‘intangible assets’ and finally ROI (Return on Investment) and its measurement. In simple terms ‘leadership Scorecard’ can be defined as: “ this is a tool to ensure unleashing the brain-power of the personnel of the organizations for leadership development functions, which is focused on accomplishing objectives, that are linked to innovative business strategy of the organization.”Leadership Scorecard” has to be evaluated, and under ROI model its effects are to be analyzed and a synthesis done.

The ‘intangible benefits’ are essential to be identified, as they are difficult to measure. These include some of the following ingredients:

- Increased job satisfaction
- Increased organizational commitment
- Improved team-work
- Improved customer service
- Reduced complaints, and
- Reduced conflicts.

Finally all the data is converted into a monetary benefit, as a measurement of ‘Leadership Score’ (Philips etal.2009).

Holistic Engagement Score (HES)

Engagement is about creating an inclusive and high energy environment, where all employees are aligned to contribute to Business success. An engaged workforce delivers a competitive advantage to the Business. Engagement is the state of emotional and intellectual commitment to an organization. Only the jobs that engage the hands, mind, heart and spirit of an employee are truly holistically engaging and thus inherently motivating the employees.

Holistic Engagement Score (HES) - 1to 10 score.

Methodology: In table I the components and related factors for evaluation of HES is described:

Table I: Details of Components and Related Factors

Components	Related Factors
Hands:-The job requires significant manual dexterity.	10 Factors
Mind: - The job’s cognitively challenging.	40 Factors
Heart:- The job incites passionate individual efforts	20 Factors
Spirit:- The job is clearly connected to a higher organizational or social factor	30 Factor

Formula for calculating Holistic Engagement Score (HES)

$$\text{HES} = (\text{Hand score} \times .1) + (\text{Mind Score} \times .4) + (\text{Heart} \times .2) + (\text{Spirit Score} \times .3)$$

The Manhattan Project

One of the sample case study of Manhattan Project in US is cited herein. The Manhattan Project resulted in the successful development of the world's first atomic bomb in an amazingly short period of time, especially considering the technical complexity of the task at that time. The project teams were quite remarkable and reflective of outstanding organizational leadership and organizational design. Motivation and productivity among the "civilian" mathematician team rose to their highest levels and the team played a critical role in bringing the project to a successful conclusion.

This project shows an improvement of 24% the efficiency of the people. The calculation of which is shown below in the following lines.

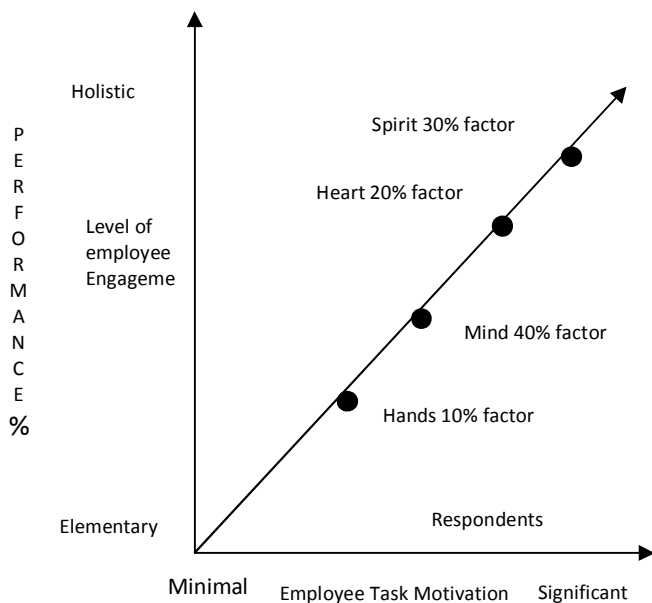


Figure 2. A Model for Assessing and Designing Job Performance.

HES Calculation Before

$$\text{HES} = (8 \cdot 1) + (10 \cdot 4) + (7 \cdot 2) + (4 \cdot 3) = 7.4$$

HES Calculation After

$$\text{HES} = (8 \cdot 1) + (10 \cdot 4) + (10 \cdot 2) + (10 \cdot 3) = 9.8$$

Result: - The motivational pull of the jobs increased by 24%.

Case Study 1: ICICI – Rush for Talent

The lead firms recognize that there is competition for talent and the talent pool requires four distinct tasks:

- Increase the number of skilled people.
- Challenge the industry norms about the way work is done.
- Create an excitement around your firm and your skill needs.
- Disaggregate work and deskill it so the people with little formal education can do it.

All the above strategies are being followed by the leading edge firm ICICI. ICICI has pooled the talents from IITs, NIIT and other Universities of India to generate the talent support. ICICI also has affiliation with these institutions for running the programme of their technological aspects. ICICI has grown in number from 18,000 to 38,000 in the last two years.

Thus, it is observed that the talent pool has been very economical which also has created a database for large pool of well trained people as well as made job offers to the top performers in these programmes. Needless to mention that in the present recession of 2008-10 India was least affected economically and to the top of it IBM was hiring people in India (Bangalore, Pune, Delhi and Gurgaon) – around 50,000 personnel were hired in India whereas lot of layoffs took place in all over the Western world.

Case Study 2(a): Indian Institute of Coal Management (IICM), Ranchi

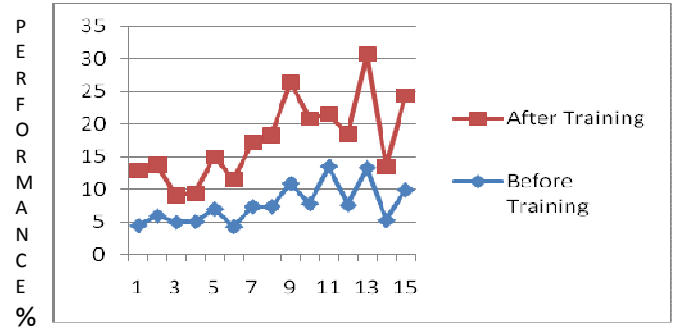
On the pattern of Manhattan Project, study was made on IICM, Ranchi. 15 respondents were taken into consideration. Their performance evaluation under motivational course 2009-10 was done by taking their responses before training and after training was taken by filling up the format given. This has been summarized below in table II. The Fig.3 represents the subjects performance in graphical configuration.

Table II: The subjects' performance listed before and after training

Sr No	Before Training (Respondents)	After Training (Respondents)	Performance (%)
1	4.5	8.4	3.9
2	6	7.8	1.8
3	5	4	-1
4	5.1	4.3	-0.8
5	7	8	1
6	4.3	7.2	2.9
7	7.4	9.8	2.4
8	7.4	10.9	3.5
9	10.9	15.5	4.6
10	7.8	13	5.2
11	13.5	8	-5.5
12	7.6	10.8	3.2
13	13.3	17.5	4.2
14	5.3	8.2	2.9
15	9.9	14.5	4.6

Case Study 2(b): Educational Institutions, Pune Region.

On the pattern of Manhattan Project, study was made on Educational Institutions in Pune region. 30 respondents were taken into consideration. Their performance evaluation before training and after training was taken by filling up the format given. This has been summarized below (refer Table III).



Respondents

Figure 3. Details of personnel before and after training

(The above results of subjects have been represented in graphical form)

Table III: The subjects' performance listed before and after training

Sr No	Before Training (Respondents)	After Training (Respondents)	Performance (%)
1	6.4	9.9	3.5
2	6.4	8.8	2.4
3	6	7.8	1.8
4	5.1	4.3	-0.8
5	8	9	1
6	11.1	12.5	1.4
7	7.4	9.8	2.4
8	6.8	9	2.2
9	7.4	9.5	2.1
10	4.3	7.2	2.9
11	6.6	9.8	3.2
12	12.5	13.5	1
13	8.8	12.5	3.7
14	9.9	14.5	4.6
15	12.3	16.5	4.2
16	7.4	10.9	3.5
17	7.4	9.8	2.4
18	7	12	5
19	6.1	5.3	-0.8
20	9	10	1
21	12.1	13.5	1.4
22	8.4	10.8	2.4
23	7.8	13	5.2

Sr No	Before Training (Respondents)	After Training (Respondents)	Performance (%)
24	8.4	10.5	2.1
25	5.3	8.2	2.9
26	7.6	10.8	3.2
27	13.5	8	-5.5
28	9.8	13.5	3.7
29	10.9	15.5	4.6
30	13.3	17.5	4.2

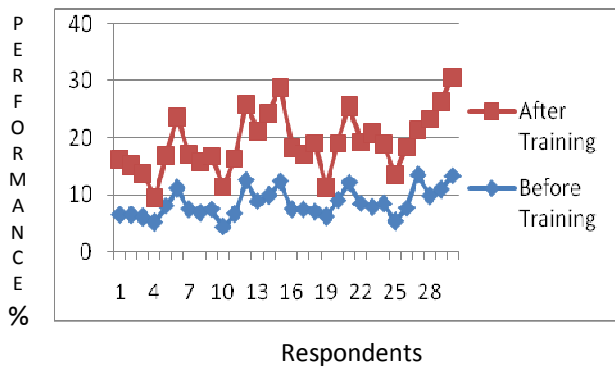


Fig 4: Details of personnel before and after training

(The above results of subjects Table III have been represented in graphical form)

Critical Evaluation It is clearly evident from both Cases 2(a&b) that the performance of subjects (personnel) has been enhanced after the training.

The first case of ICICI reflects that a large pool of well trained people from IITs, NIIT, and other Universities has been created which caters for talented person’s stability and its maintenance for coping the futuristic requirements. Second case of Holistic Engagement regarding institutional organization as well as IICM, Ranchi has been discussed. Herein, motivational dimensions substantially improve the performance markedly.

‘Power of Full Engagement’ improves the performance markedly. Thus, it is observed that motivational and leadership effects impart an upshot in the performance of the personnel,

thereby improving throughput of the organizations.

Conclusions

Today, the global corporations can be visualized as a “logical thread of relationships between a multitude of moving parts”-ideas, information, knowledge, capital, and physical products”. Thus, it is dire essential that a dogged-determined dynamic leadership be practiced throughout the organization, which should emerge in business transformation. Leadership development as per Balanced Scorecard (BSC) has also been attempted herein. Working with ‘full-power-engagement’, designing a job, for ‘holistic engagements’ of the employee’s gives an upshot performance. In this connection, a ‘leadership scorecard’ further helps boosting the performance and productivity of the organization.

In the present paper, case studies of ICICI ‘innovative strategy’ methodology and ‘Holistic Engagement Scorecard (HES)’ have been suitably presented. It is firmly believed that this paper will certainly evince keen interest for further future work by erudite readers/scholars.

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