

Leadership in the 21st Century: *Activating the Power within, Aligning with the Possibilities Ahead*

Partha S Ghosh

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This document provides an outline of a presentation and is incomplete without the accompanying oral commentary and discussion.

This presentation(highlights only) builds on three intensive Leadership Development Programs:

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**Board & Executive
Committee Level**(EVPs
and up)

- **Activating the “*nth sense*” and influencing and aligning on the *basis of the charisma of inner conscience and Visioning with “third eye”***

Senior Management
(General managers)

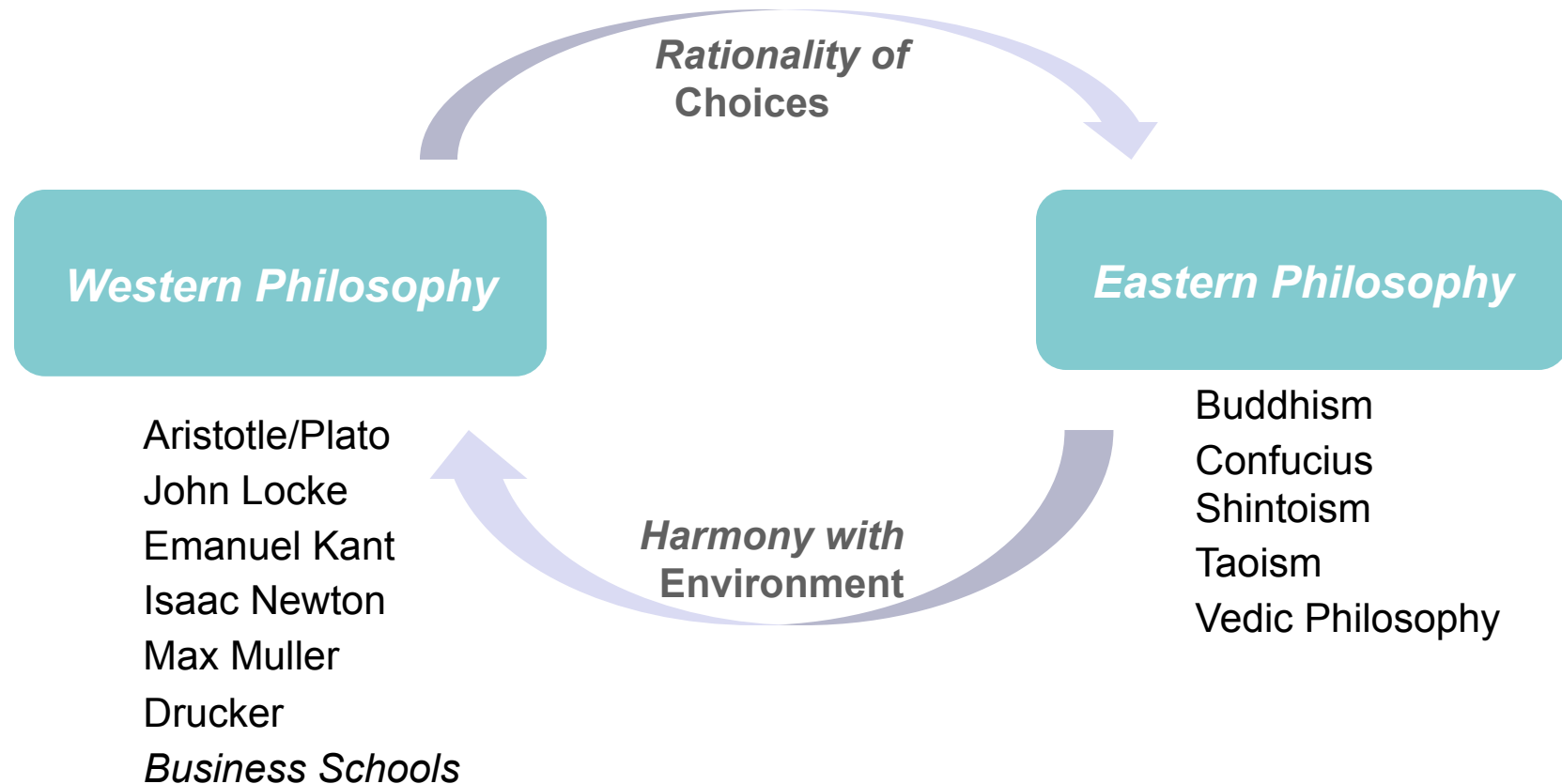
- **Mobilizing degrees of freedom of self expression to be more *inspirational and be forward looking/strategic problem solver***

Emerging Leaders
(Department head, Project
leads and Students)

- **Enabling managers “Know thy self” to relate and connect with Organization’s mission with *genuine passion & sense of ownership***

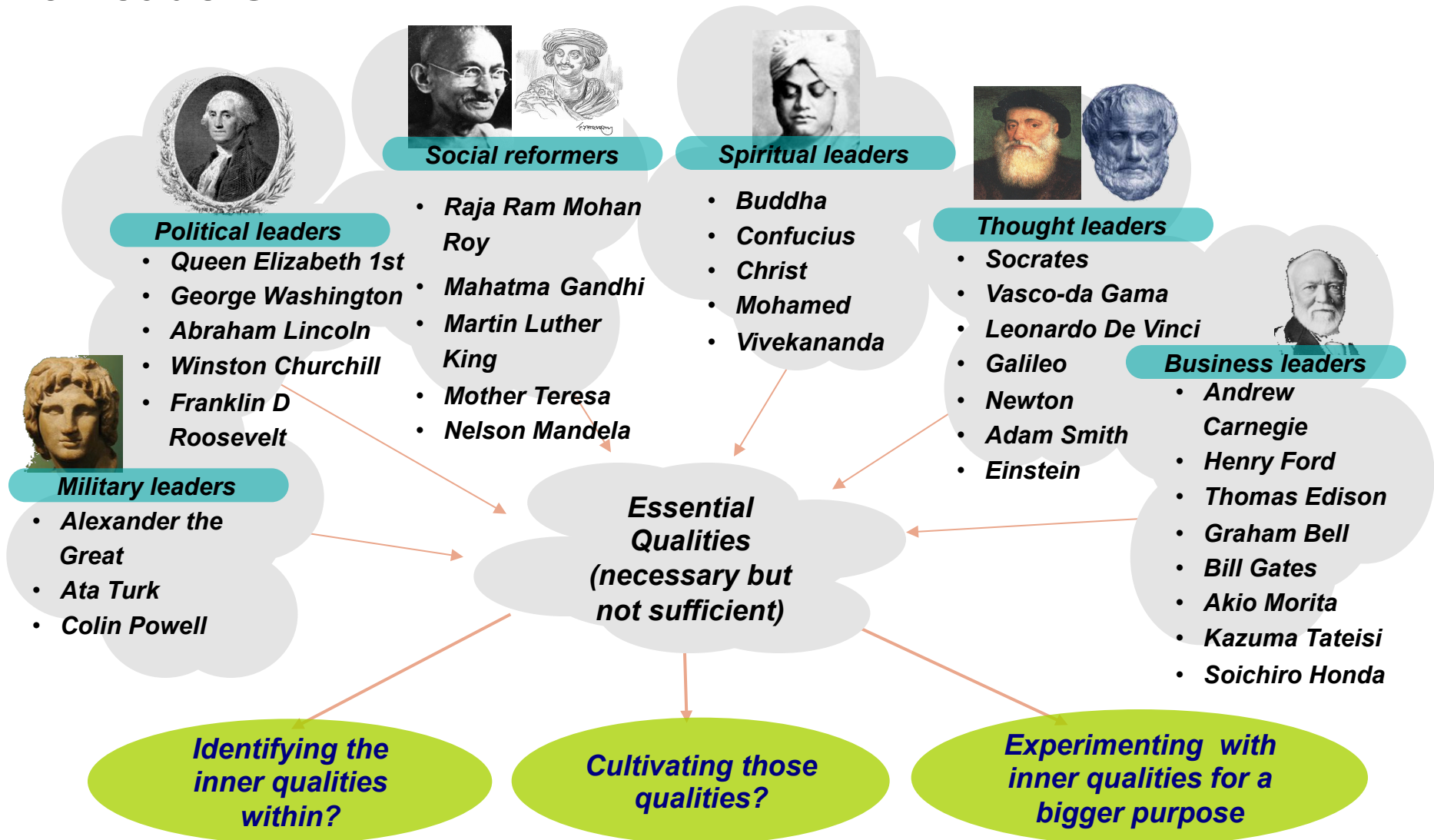
The presentation builds on both Eastern and Western thoughts....

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.. And builds on the lessons from the lives of a range of leaders

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Let's begin with “*self introduction*”...

THREE KEY POINTS (UNDERSTANDING WHO YOU ARE?)

1. *What element of your personality you are most proud of ?*
2. *What element of your personality you do not talk about, but you will share with us?*
3. *How will you like to be known?*

It is a choice!

It is a choice!

“Being Genuinely Responsible”

It is a choice!

“Being Genuinely Responsible”

*“Leadership, rests on **responsibility** and the full acceptance of responsibility”*

This session is all about you discovering the hidden treasures in YOU

YOU

SENSE OF SELF

Pre-Workshop Homework



Work Sheet 0

Know thy self & express where you wish to be in a professional & personal life. **Please just use bullet points.** In doing this exercise feel free to talk to friends and colleagues whom you trust.

Your view of yourself today

Your brand equity:

How do people view you?

How do you view yourself?

*Where are **the major gaps** between how you view yourself versus how others view you?*

Your view of where you wish to be?

Brand equity you desire:

How do you want people to view you?

Where are the significant changes expected?

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Three Critical Questions: *to explore the likely actions/ programs for You*

- 1. Leadership Challenges in the 21st Century Environment ?***
- 2. The dimensions of Leadership development: Being Transformational, Yet practical ?***
- 3. How do we begin to develop the leader in me? – in the context of your environment what are the leadership requirements?***

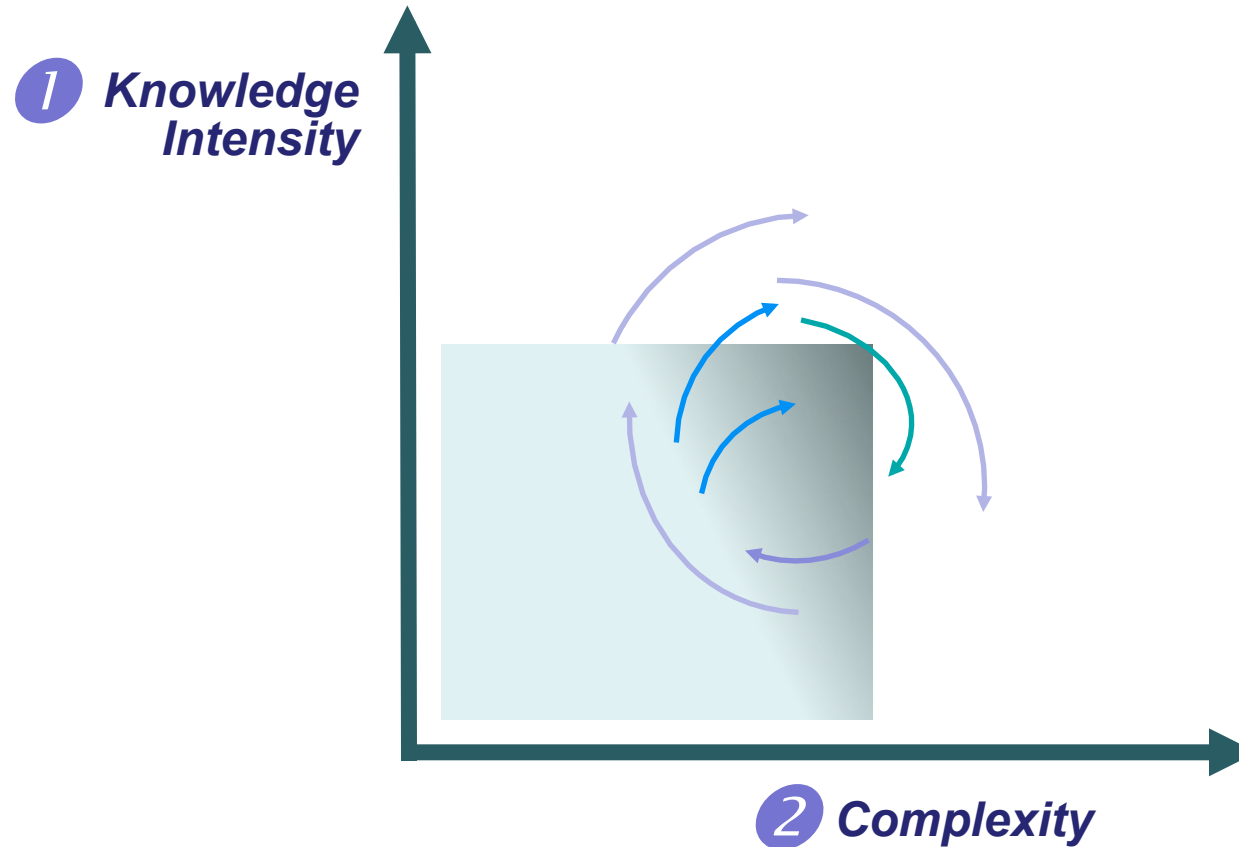
Three Critical Questions: *to explore the likely actions/ programs for You*

- 1. *Leadership Challenges in the 21st Century Environment ?***
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Phase shift in Industry

The Emerging Landscape

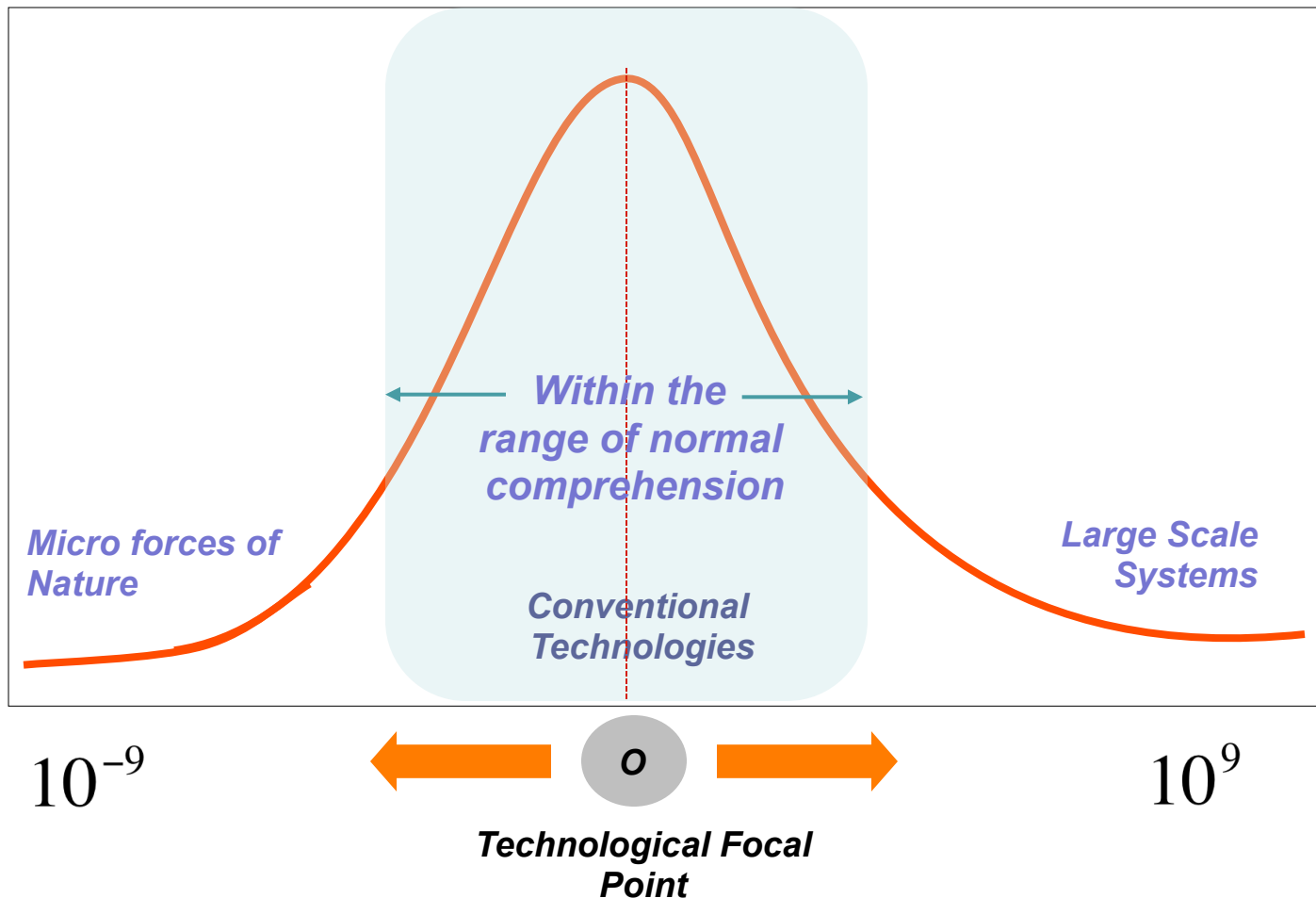
The Two Critical Vectors



Increasing Knowledge Intensity ...

1 *Knowledge Intensity*

Influence of Technologies on Society



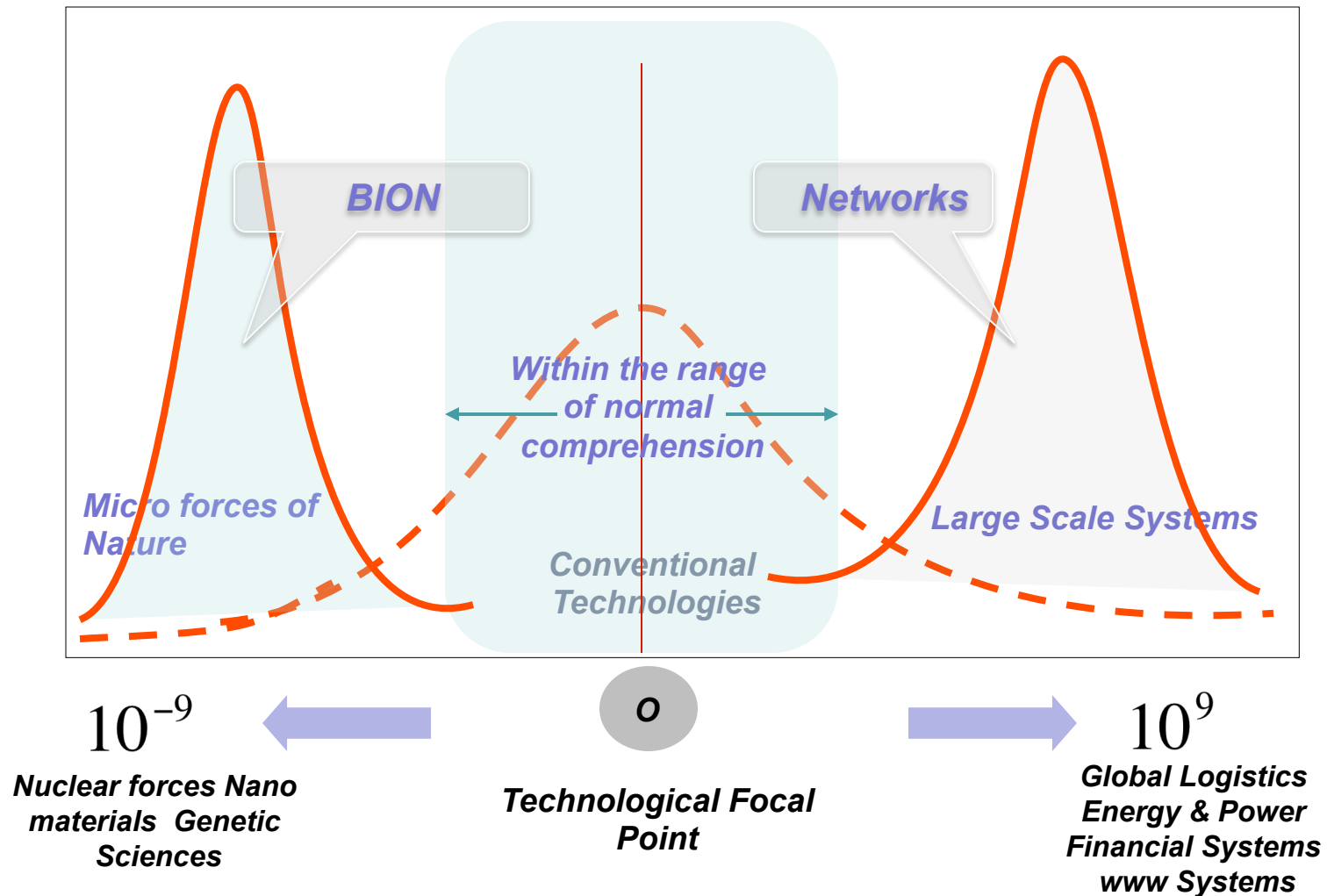
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Shape of things to come...

1 Knowledge Intensity

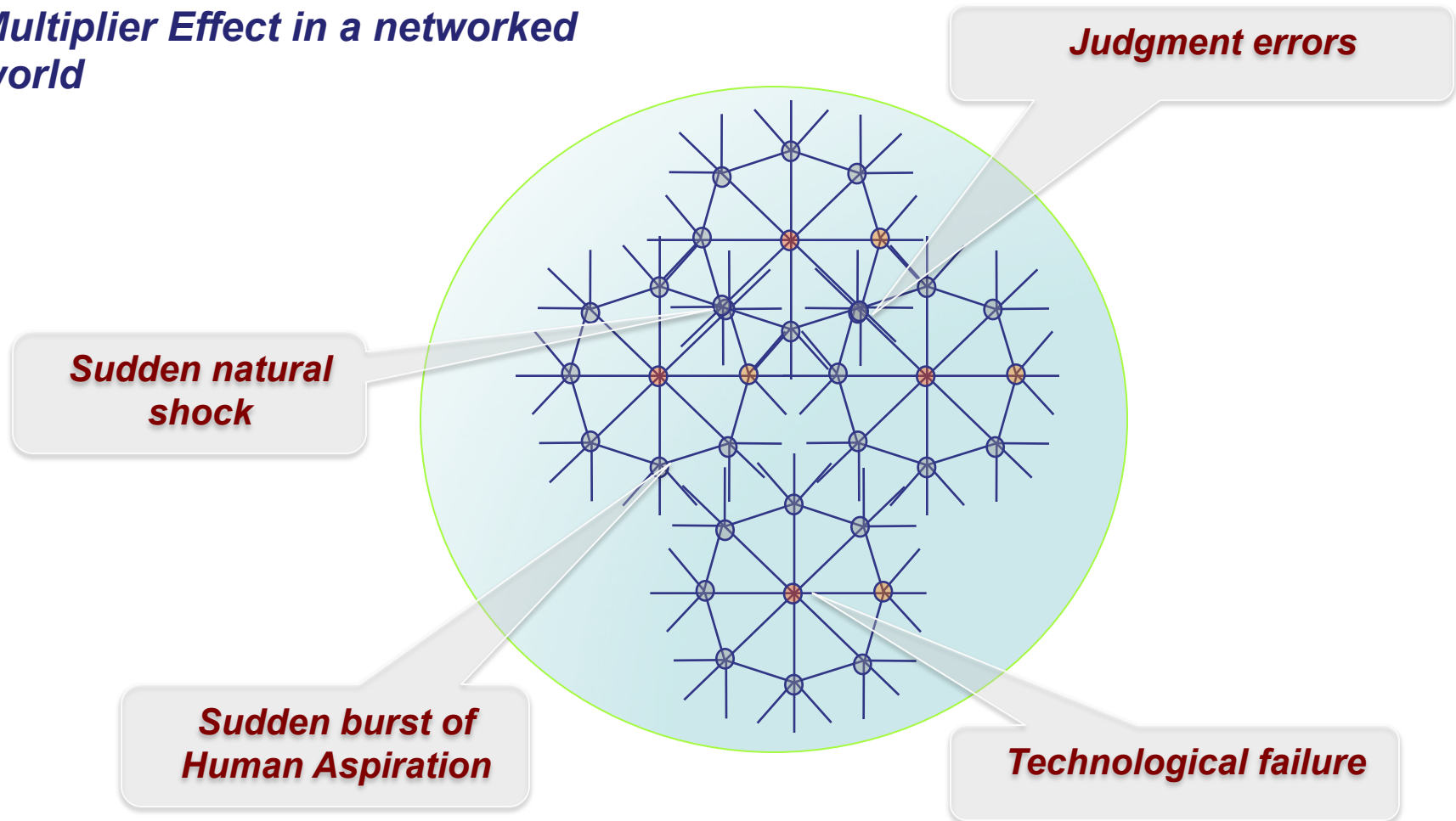
Influence of Technologies on Society

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Interconnected world = Complexity: sudden **2** Complexity shocks could indeed be catastrophic

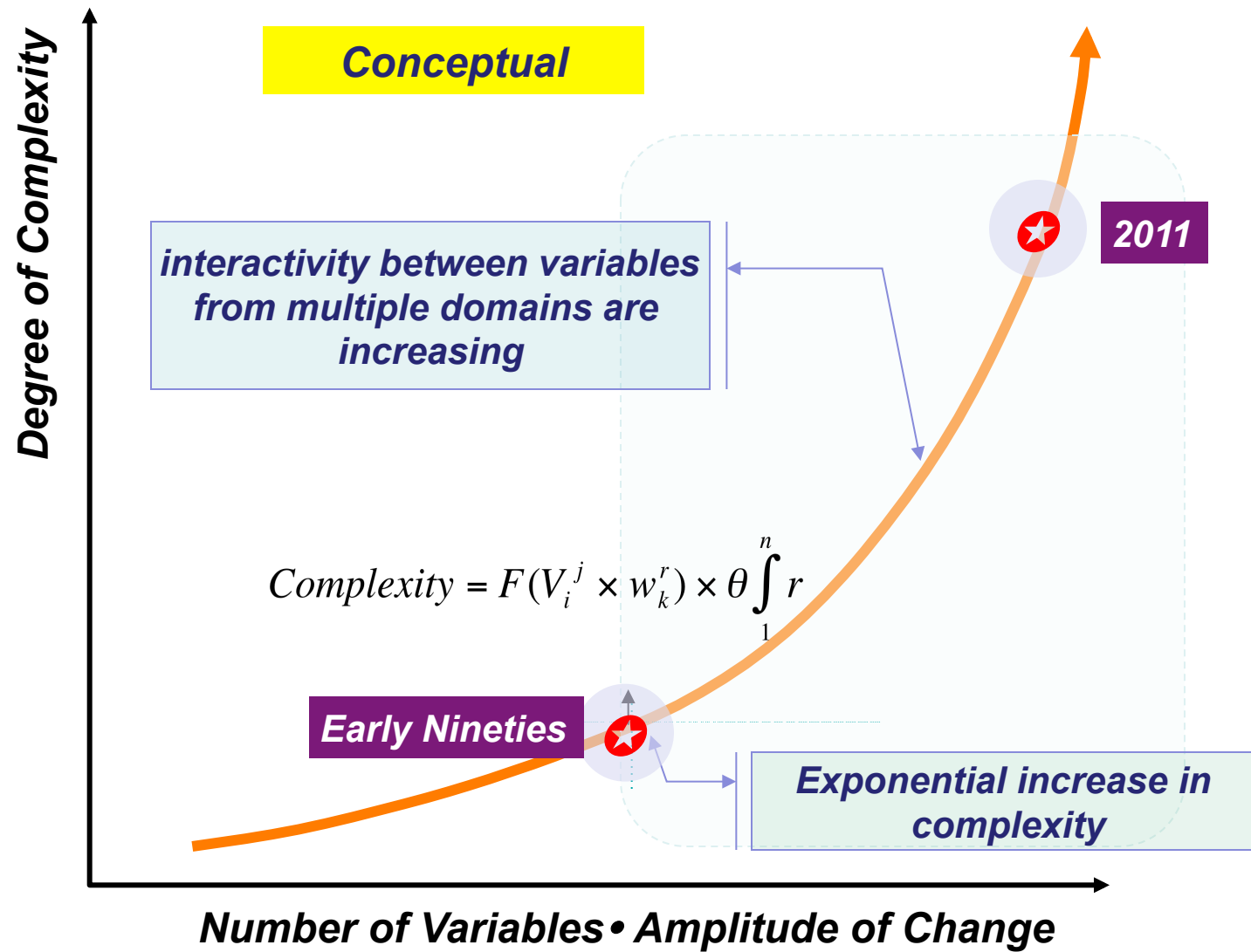
Multiplier Effect in a networked world



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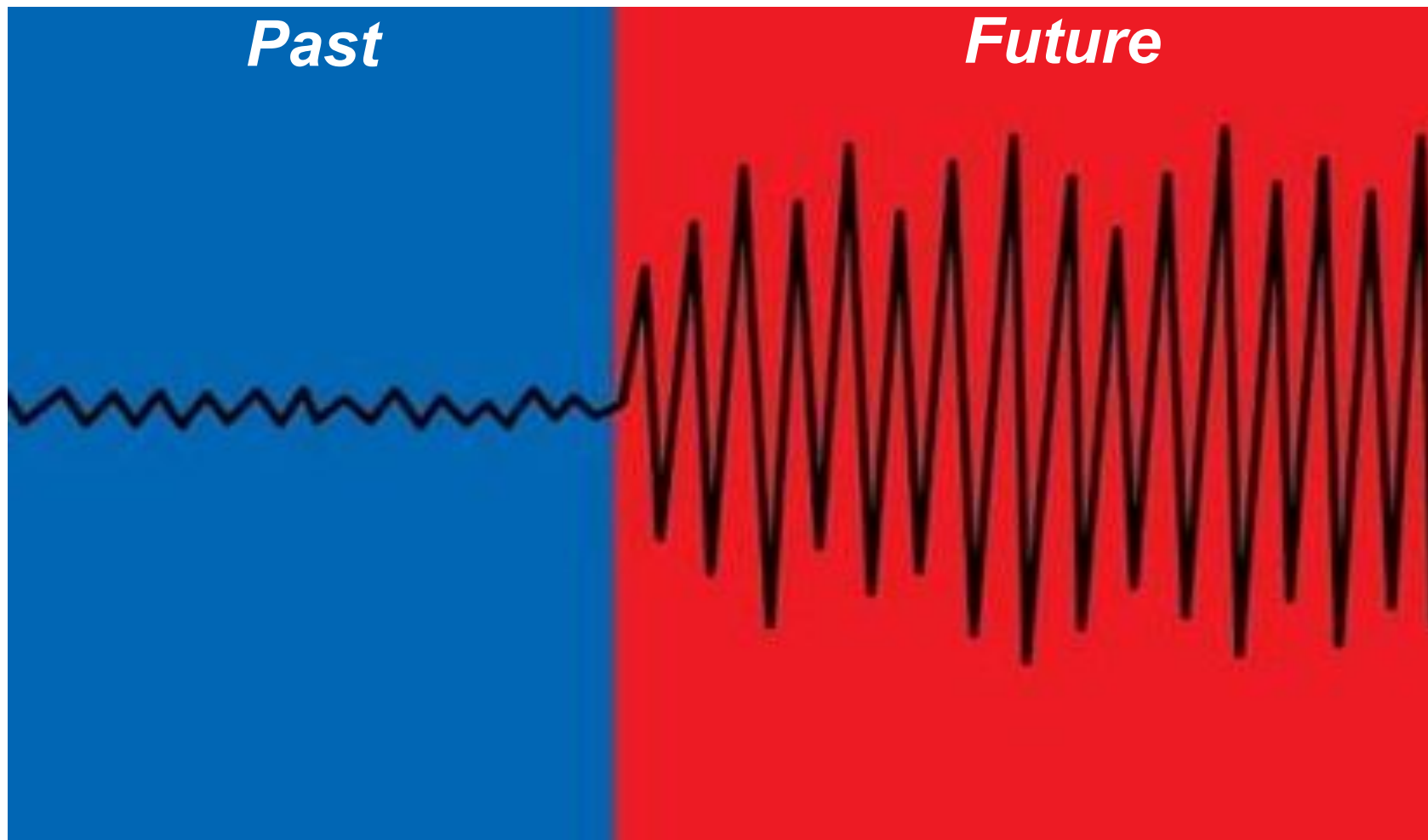
Complexity of the Emerging Global Environment

2 Complexity



Certainty of higher frequency Economic & Financial environment

- **The Emerging Environment**

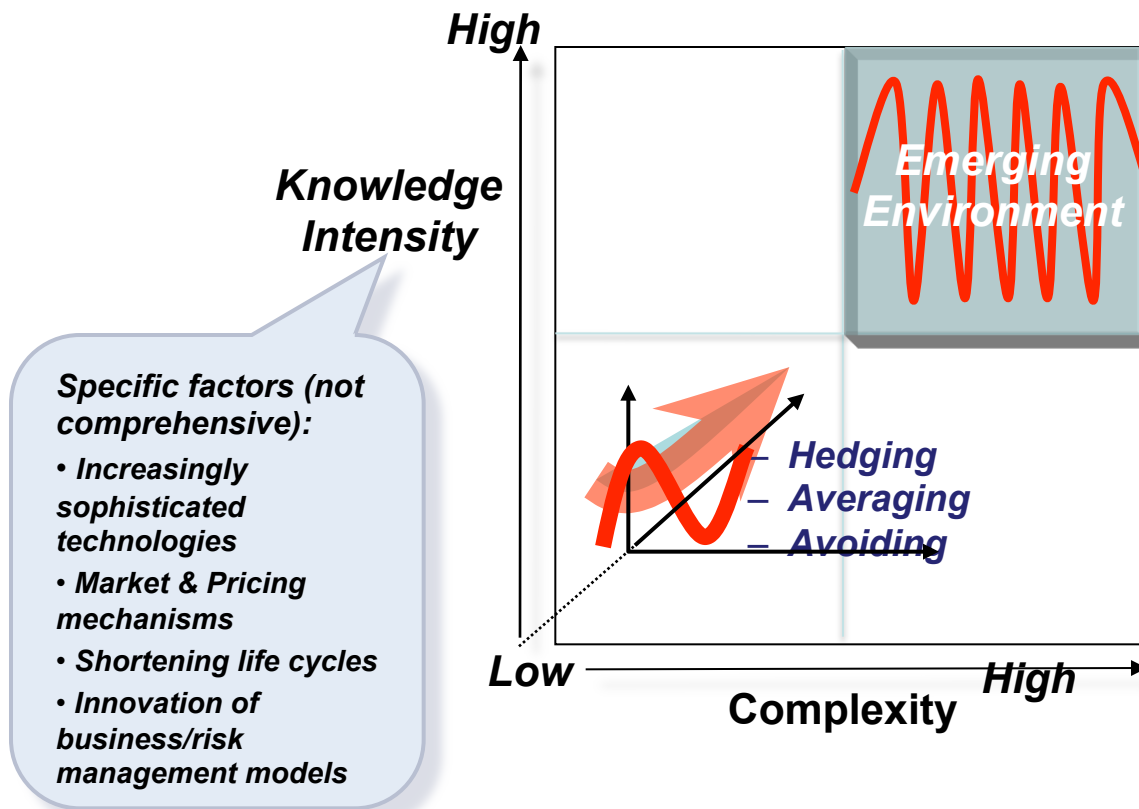


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Challenge: Old tools, old mindsets, old habits for the New Environment are indeed inadequate

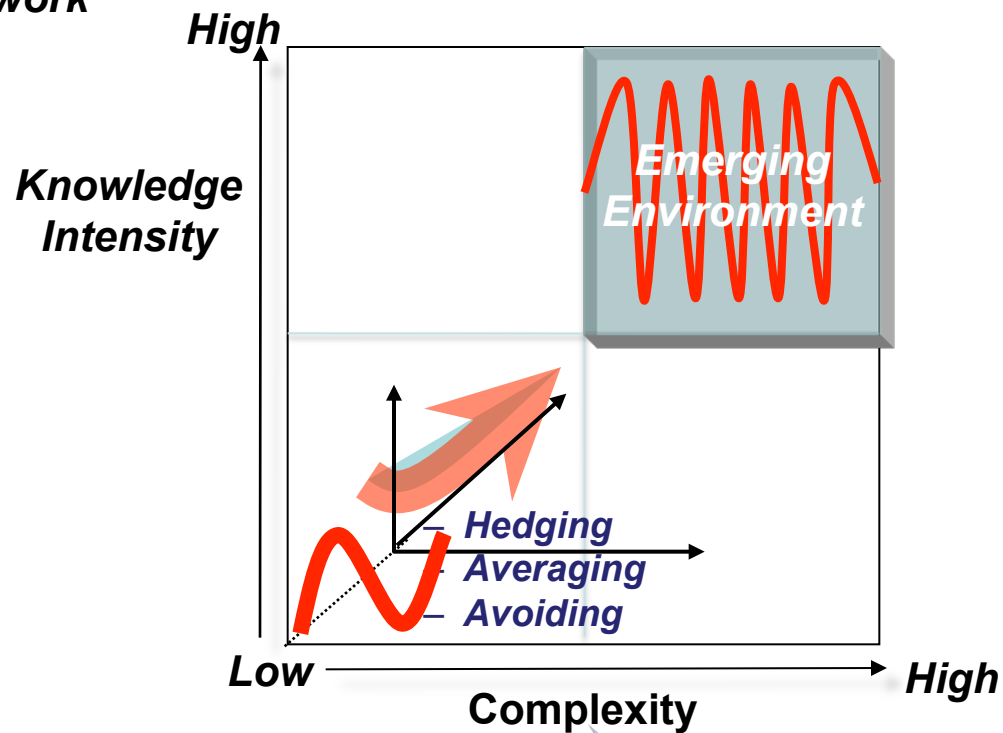
Energy Landscape: A Fundamental Phase Shift

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Challenge: Old tools, old mindsets, old habits for the New Environment are indeed inadequate

Energy Landscape: The Basic framework

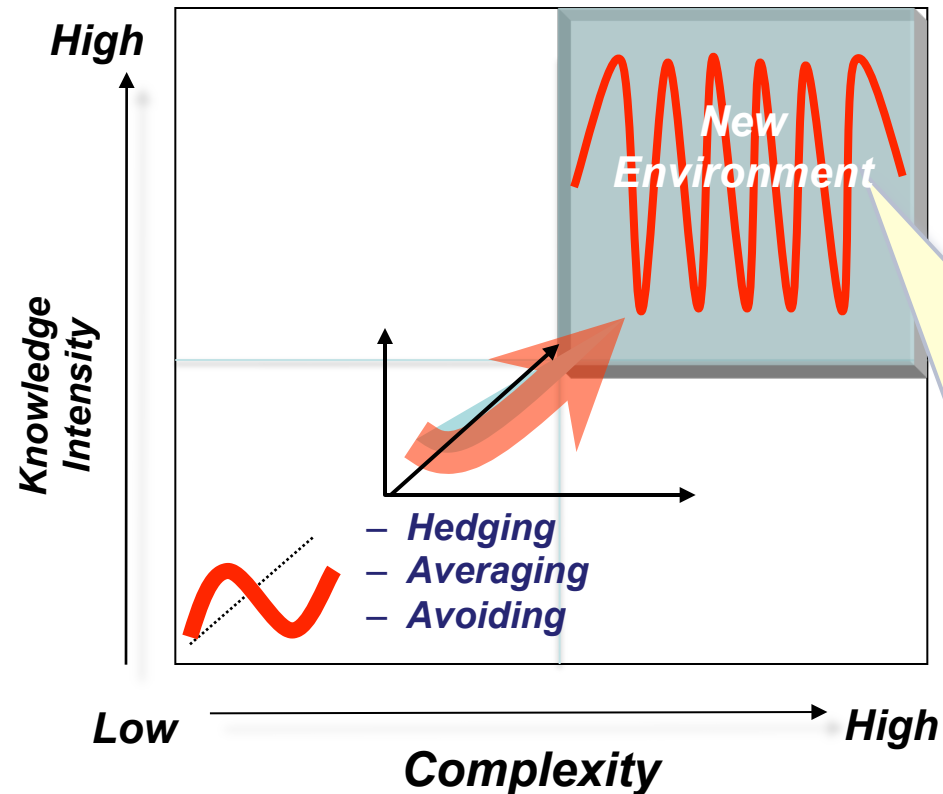


Specific factors (not comprehensive):

- Geo politics
- Regulatory requirements- environmental, safety and sovereign policies
- Supply chain contracts and networks
- Public expectations (Community to national levels)

Challenge: Old tools, Old mindsets, Old Habits for the New Environment are indeed inadequate

Energy Landscape: The Basic framework



There is a clear need for New Leadership Framework that enables:

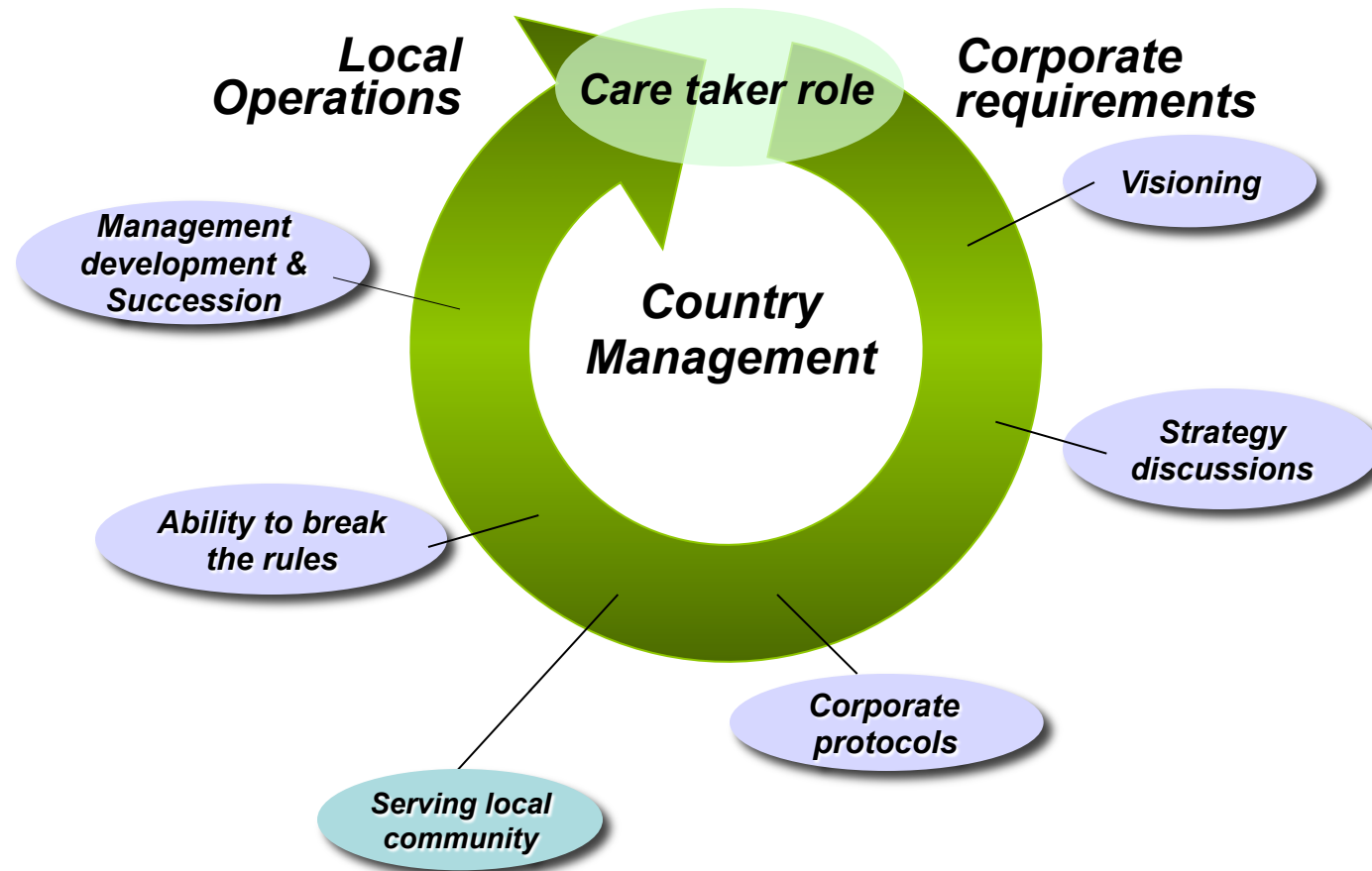
- ***Holistic & Customized responses***
- ***Objective/Analytically sound problem solving***
- ***Insightful real-time decision making***
- ***Search for higher levels of benchmark(Kaizen)***
- ***Inspiration for people all around***

This program is all about you to discover the hidden treasures in **YOU**.. ...*in the context of the emerging requirements*



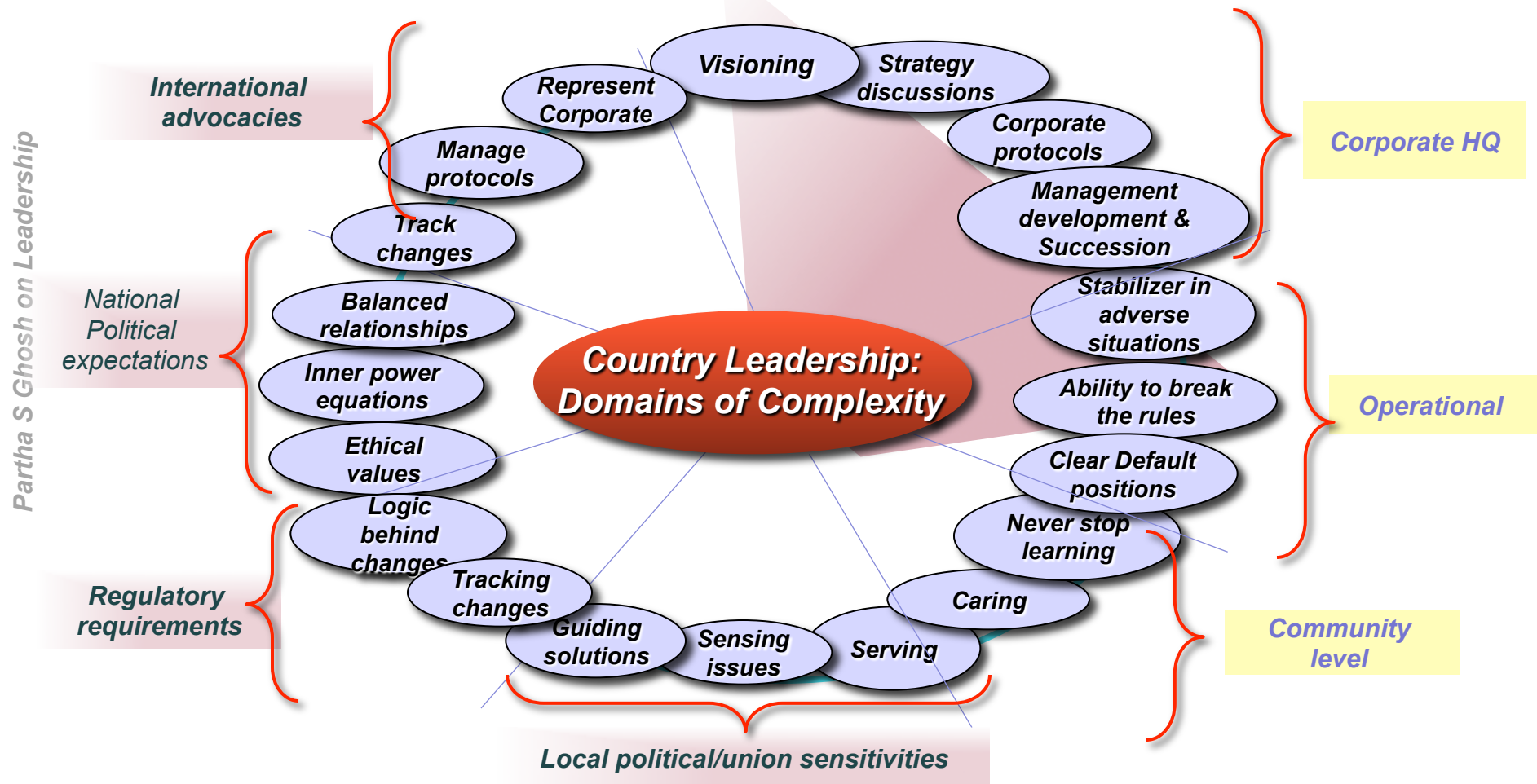
For example Country Manager in Multinationals *in the eighties*

General managers in the eighties



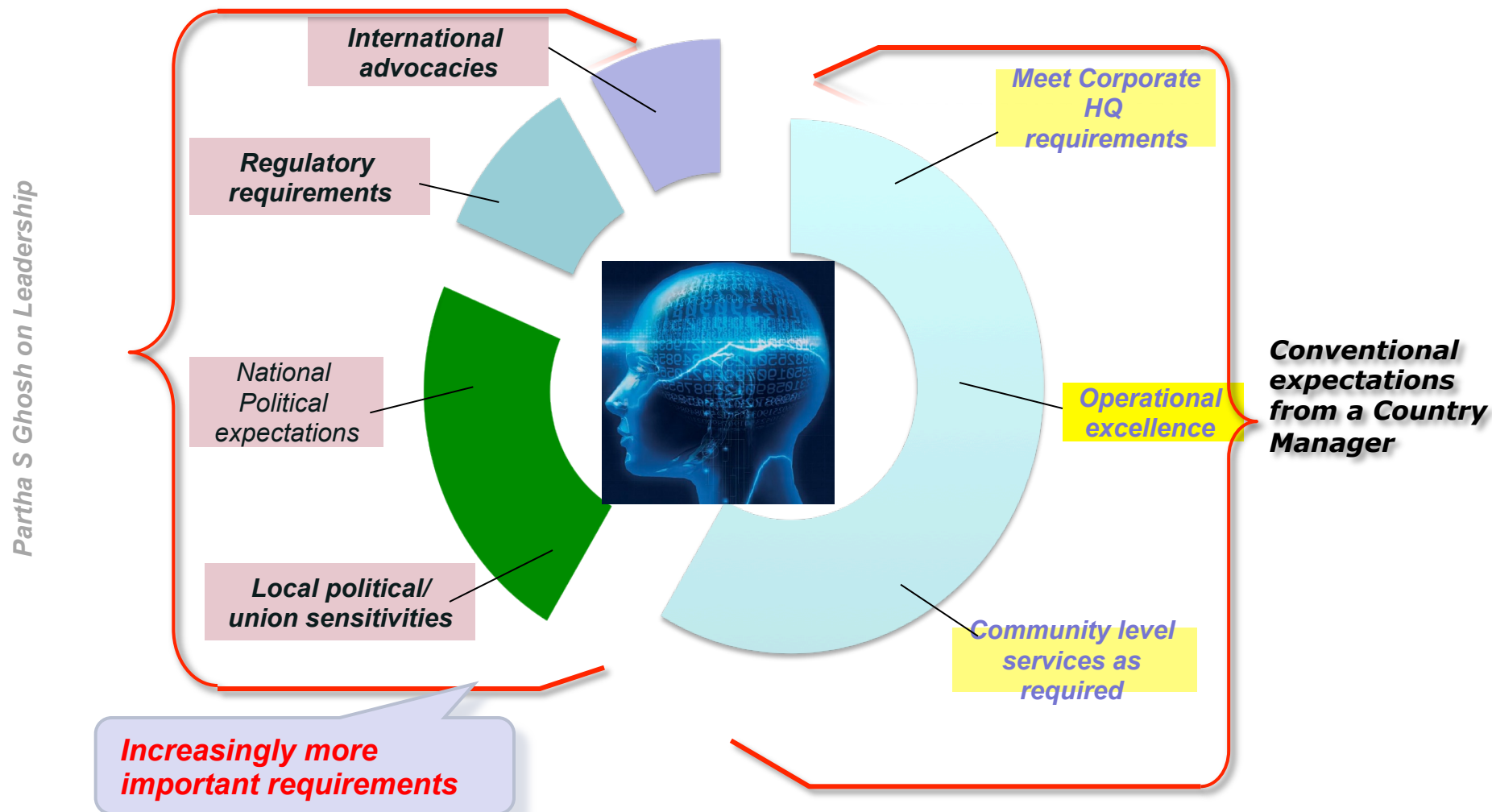
In contrast today Leadership at Country level will be required to deal with increasing complexity

Leaders in different environments will need to demonstrate a mix of different qualities



Leadership at Country/field level will need to include more skill modules

Content of Leadership



Three Critical Questions: *to explore the likely actions/ programs for You*

- 1. *Leadership Challenges in the 21st Century Environment ?***
- 2. *The dimensions of Leadership development: Being Transformational, Yet practical ?***
- 3. *How do we begin to develop the leader in me? – in the context of your environment what are the leadership requirements?***

What is Leadership?

What people see in a leader?

Various Qualities People Connect With

Energizing

Motivating

Inspiring

**Making a
Difference**

Moving

Influencing

Charisma

Caring

**Making things
happen**

Winning

Visioning

The Inner side?

Various Qualities less Visible but more Fundamental

Ethics

Honor

Service

Integrity

Trust

**Taking risks
ahead of others**

Selflessness

Sensitive

Path Finding

External *versus* internal qualities

What people see?

Energizing

Inspiring

Influencing

***Making things
happen***

Moving

What's within ?

Ethics

Honor

Trust

Integrity

Selflessness

Sensitive

What is Leadership?

*“Leadership is a **complex alchemy** of decisions, actions and image”*

*“Leadership, rests on **responsibility** and the full acceptance of responsibility”*

“If it is to be, it is up to me”

Manager..... *Necessary but not sufficient*

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Manager	
• relies on control	
• administers	
• plays by the books	
• eyes are on the bottom line	
• focuses on systems and structure	
• follows	
• accepts status quo	
• classic good soldier	
• has a short-term view	
• asks how and when	
• maintains	
• accepts reality	
• does things right	

Manager, but also be a leader

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Manager	Leader
• relies on control	• inspires trust
• administers	• innovates
• plays by the book	• is an original
• eyes are on the bottom line	• eyes are on the horizon
• focuses on systems and structure	• focuses on people
• follows	• originates
• accepts status quo	• challenges status quo
• classic good soldier	• her/his own person
• has a short-term view	• has a long-term perspective
• asks how and when	• asks what and why
• maintains	• develops
• accepts reality	• investigates reality
• does things right	• does the right things
Not comprehensive, builds on popular literature	

The essential principles in nurturing the leadership qualities in you

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1



Everyone has the traits of leadership

2



These traits manifest in different ways

3



It is a continuous process of alignment

4



Effective leaders are Great servants

5



Great leaders see greatness in others

Leadership is about You

YOU

Reflect on your last Eighteen Months

Name:

Email:

Tel:

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1. Conflicting Situations	2. Your Position	3. Partner's position	4. Key Issues ²	5. What worked?	6. What was uncomfortable?
	With Your peers				
	With your juniors				
	With your seniors				

What do you do well? 1. 2. 3.

What will you like to fine tune? or develop? 1. 2. 3.



Reflect on your last 18 months... ...with your Peers

Work Sheet 1

Name:

Email:

Telephone:

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1. Conflicting Situations	2. Your Position	3. Partner's position	4. Key Issues	5. What worked?	6. What was uncomfortable?

	What do you do well?	What would you like to fine tune? Or develop?
1.		
2.		
3.		
4.		
5.		



Reflect on your last 18 months... ...with your Seniors

Work Sheet 1

Name:

Email:

Telephone:

**1. Conflicting
Situations**

**2. Your
Position**

**3. Partner's
position**

**4. Key
Issues**

**5. What
worked?**

**6. What was
uncomfortable?**

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	What do you do well?	What would you like to fine tune? Or develop?
1.		
2.		
3.		
4.		
5.		

Your Reflections....

Summarize the results of the previous worksheets (# 1)

Name:

Email:

Telephone:

Situations

What worked?

What was uncomfortable?

With Your Peers

With your juniors

With your seniors

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Three critical requests for all the assignments

- 1. Distinguish between Causes and effects*
- 2. Ensure your points are all at the same levels of abstraction*
- 3. Be Mutually Exclusive & Collectively Exhaustive*

Lessons?

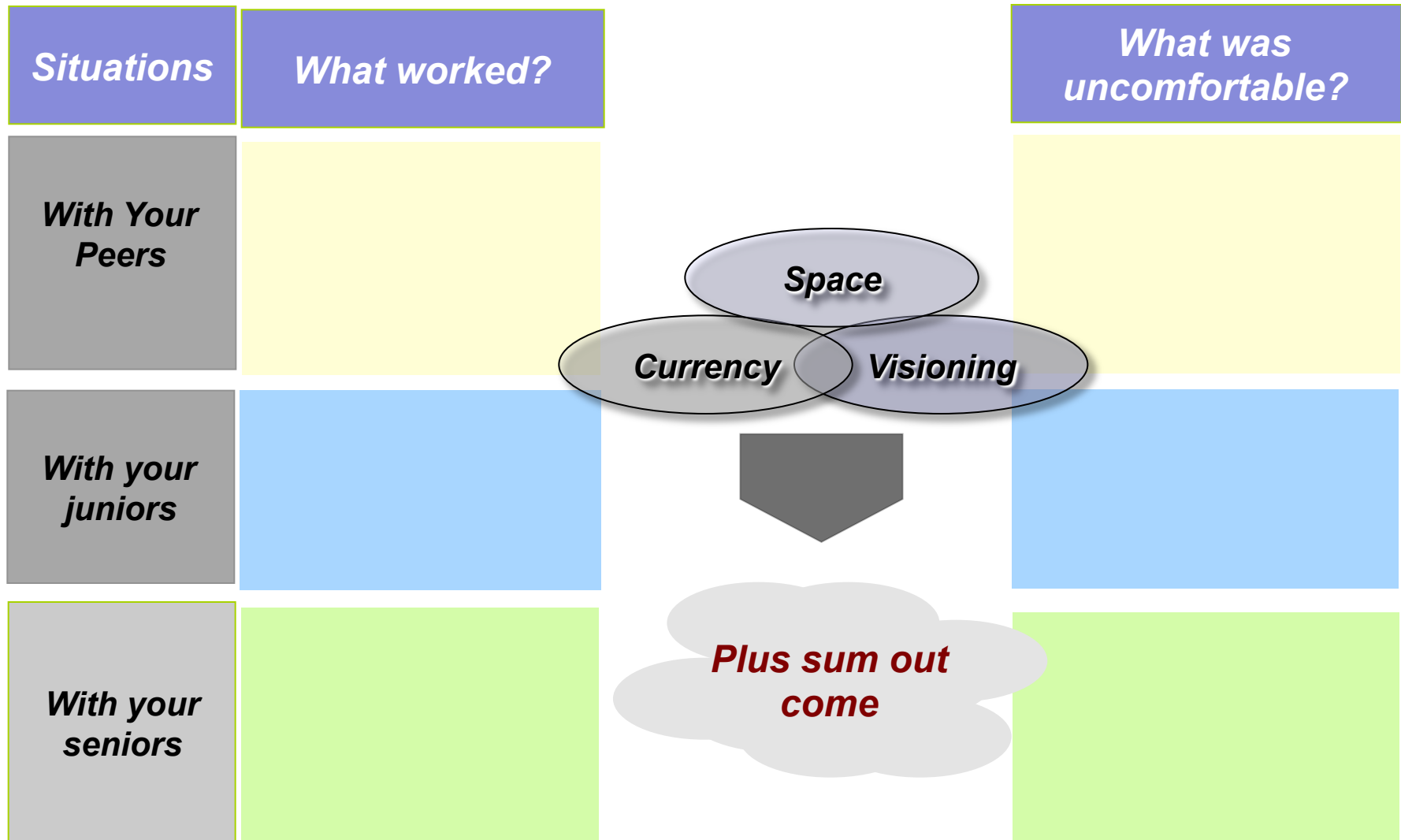
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Situations	What worked?	Key Lessons	What was uncomfortable?
With Your peers	<ul style="list-style-type: none"> • Use external pressure • Involve through brain storming • Asking questions to build Consensus; have fun • Not take sides 	Solution Space	<ul style="list-style-type: none"> • Un willingness to get involved • Saying “no” to peers • Personal agendas • Un-willing to change
With your juniors	<ul style="list-style-type: none"> • Being Enthusiastic • Logical Presentation • Share Credit • Frequent reminders • Reinforcements 	Aspiration, Caring & Sharing	<ul style="list-style-type: none"> • Patience • Sharing the work load • No shared sense of vision • Asking for Performance • Point development requirements
With your seniors	<ul style="list-style-type: none"> • Sharing risks • Building sense of ownership of your ideas • Understanding the big picture • Being within time & budget? 	Secure confidence By putting Org's Interest ahead of yours	<ul style="list-style-type: none"> • Getting attention • Securing commitment • Surfacing complex & difficult issues • Not feeling safe

Your Reflections....

Key take away.....

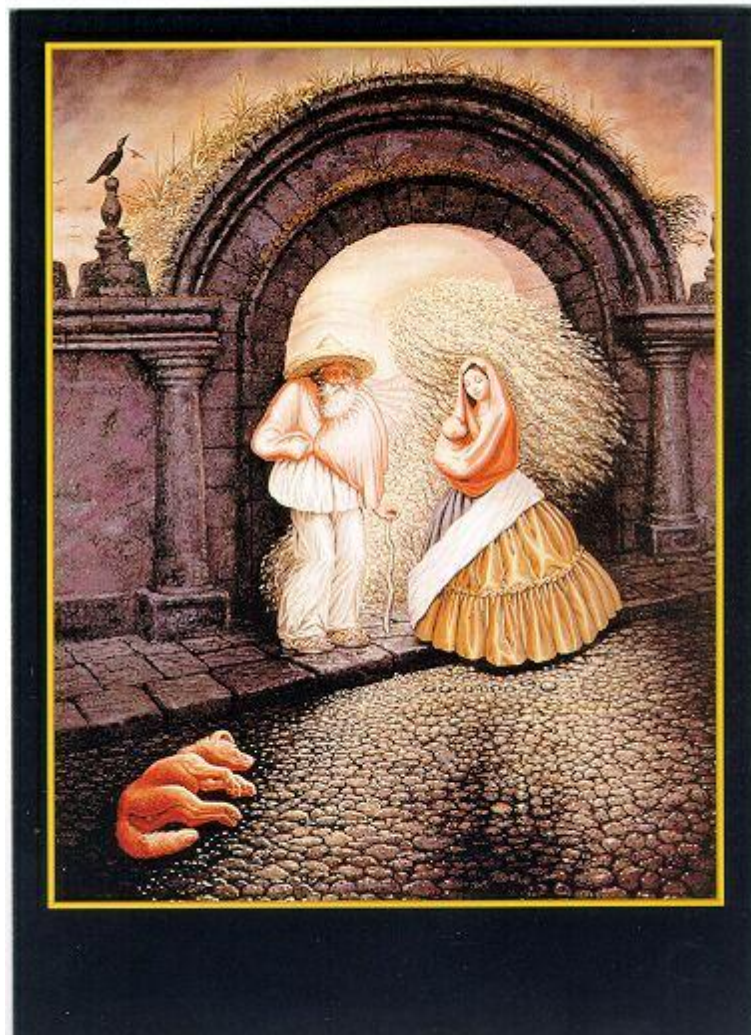
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We only observe what we have been trained to observe

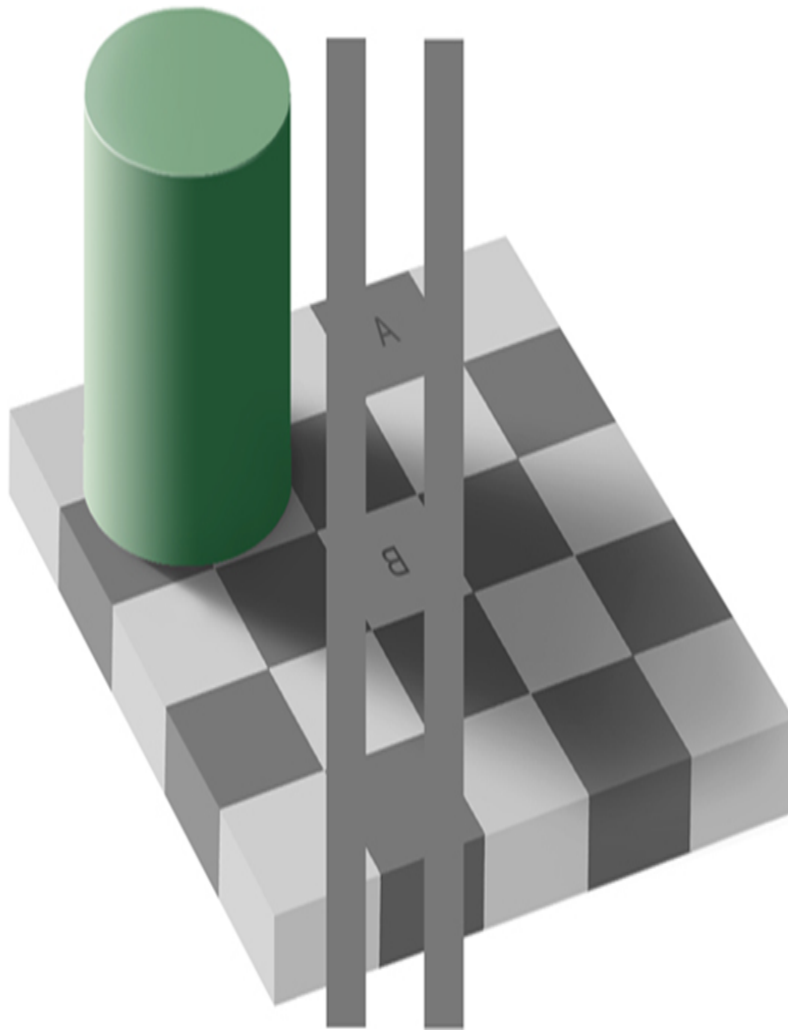
Little Tommy came home from his first pool party and he was being quizzed by his father:

- *"How many kids were there?" asked his father.*
- *"About a dozen," said Tommy who couldn't count any higher.*
- *"And how many were girls?"*
- *"How would I know? Nobody was wearing any clothes," replied Tommy.*



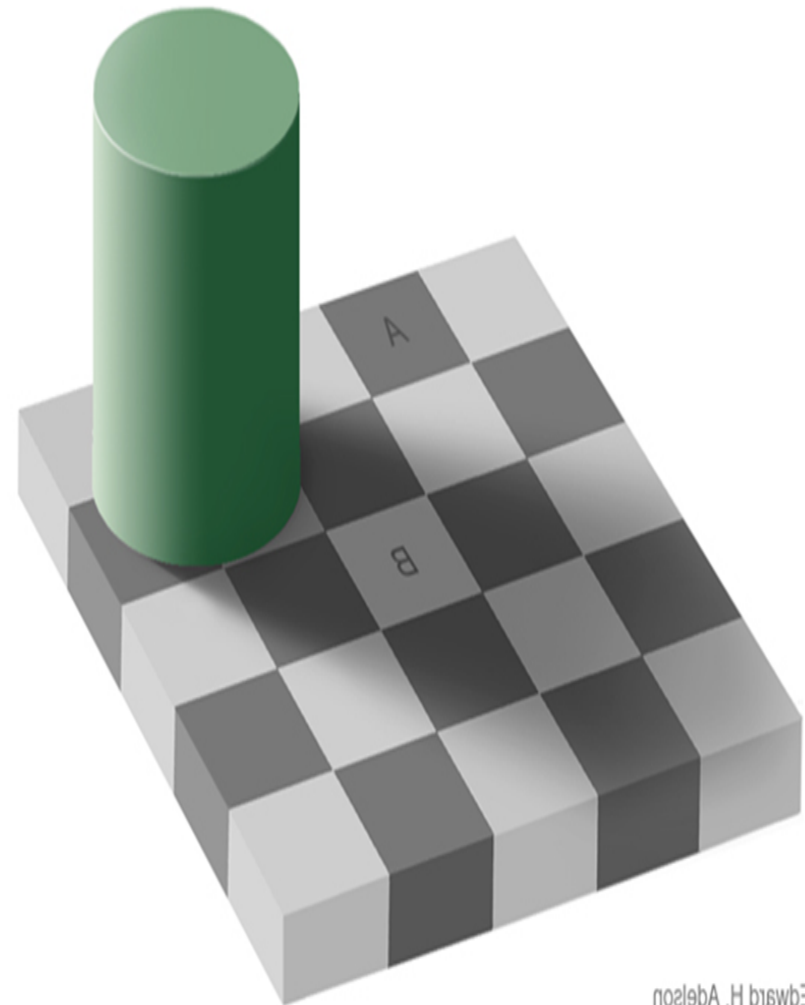
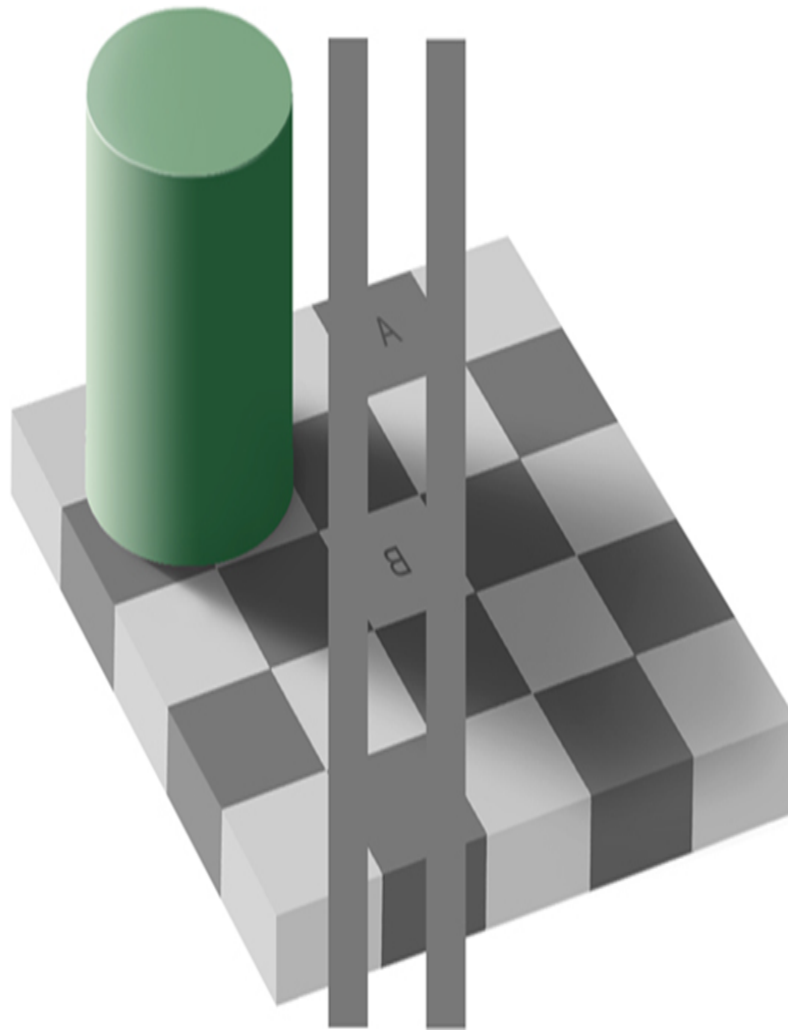
Perceptions are personal

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Perceptions are personal

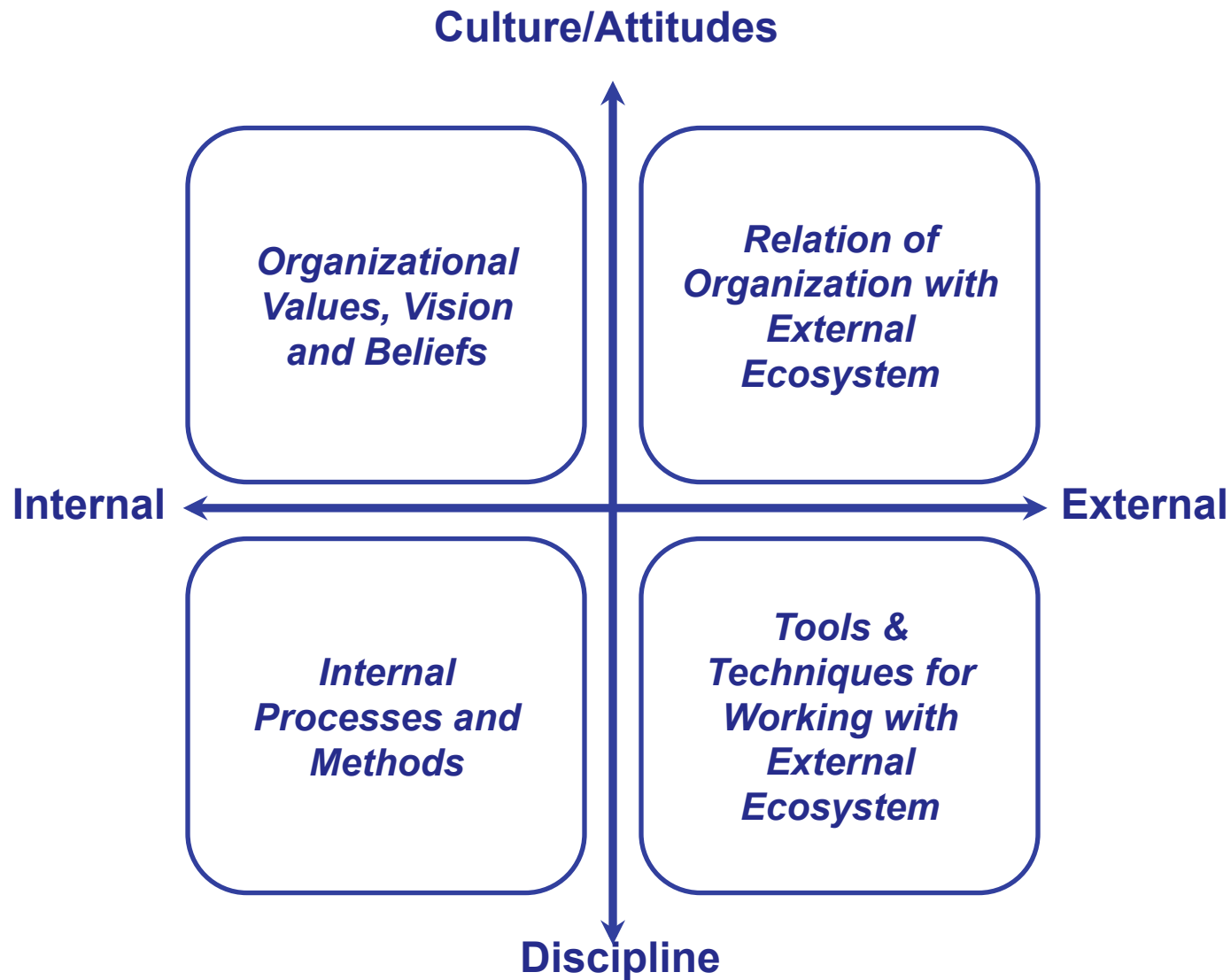
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Edward H. Adelson

Understanding Leadership

Four Quadrants



Gulf of Mexico – Macondo blow out (BP)



Situation

- The initial explosion killed platform workers and 17 injured; fired burned for a total of 36 hours before the oil rig sunk on April 22 2010
- Due to malfunction with the blowout preventer's emergency function 5000+ barrels/day pollute the Gulf



Complication

Caused extensive damage to marine and to the Gulf's fishing, sporting and tourism industries



Responses

- Initially BP disrupted their trust with public by their lack of genuine concern
- BP regained the trust of public by a another effective organizational leader.
- Contemporarily even Political leaders worked hard to connect with public issues.



Outcome

- BP's leadership lost complete trust
- Lack of concern and genuine commitment led to management change in times of crisis
- Ultimately became even more costly to rebuild lost goodwill



Lessons

**Take ownership and act fast
Develop holistic approach to solving the problem
Engage with local community and government to genuinely solve the problem**

Tony Hayward the key person of BP's safety chain of command testified, "I wasn't part of the decision-making process in this well."

Chicago Tylenol murder



Situation

Tylenol was close to 33% of J & J's profits, with 37% SOM



Complication

Fall of 1982 cyanide laced capsules were released in several stores in Chicago areas leading to several deaths



Responses

*James Burke acted swiftly to alert the public not to consume any Tylenol product
Formed a 7 member strategy team: focused on people effected, future of Tylenol, future safety against sabotage/process control.*



Outcome

Earned global respect from their customers and created a model of how to handle a crisis; brand equity was quickly established

J & J Leaders had thought of long term implications instead of hiding the facts.



Lessons

J & J's Immediateness, concern about public health made them as sensitive global leaders.

Take full responsibility

Holistic approach & worked with worst case scenarios

Honest communication

Solution > Economics

Take long term view

Lessons form Steve Job's Journey

Apple's First Product



Apple I (1976) - Apple's first product was a computer for hobbyists and engineers.

Jobs' Last Product



iPhone 5-The final Apple product designed by Steve Jobs .

<http://www.guardian.co.uk/technology/2011/aug/15/monday-note-iphone-5-apple>

Lessons Steve Jobs life

Clear Vision (Stabilizer)

Unwavering determination & focus to execute that vision (Face adversity with grace)

Passion for designing Simple and Top - Notch Products (Zen spirit)

Don't settle – Always think creatively to design new products (Continuous search)

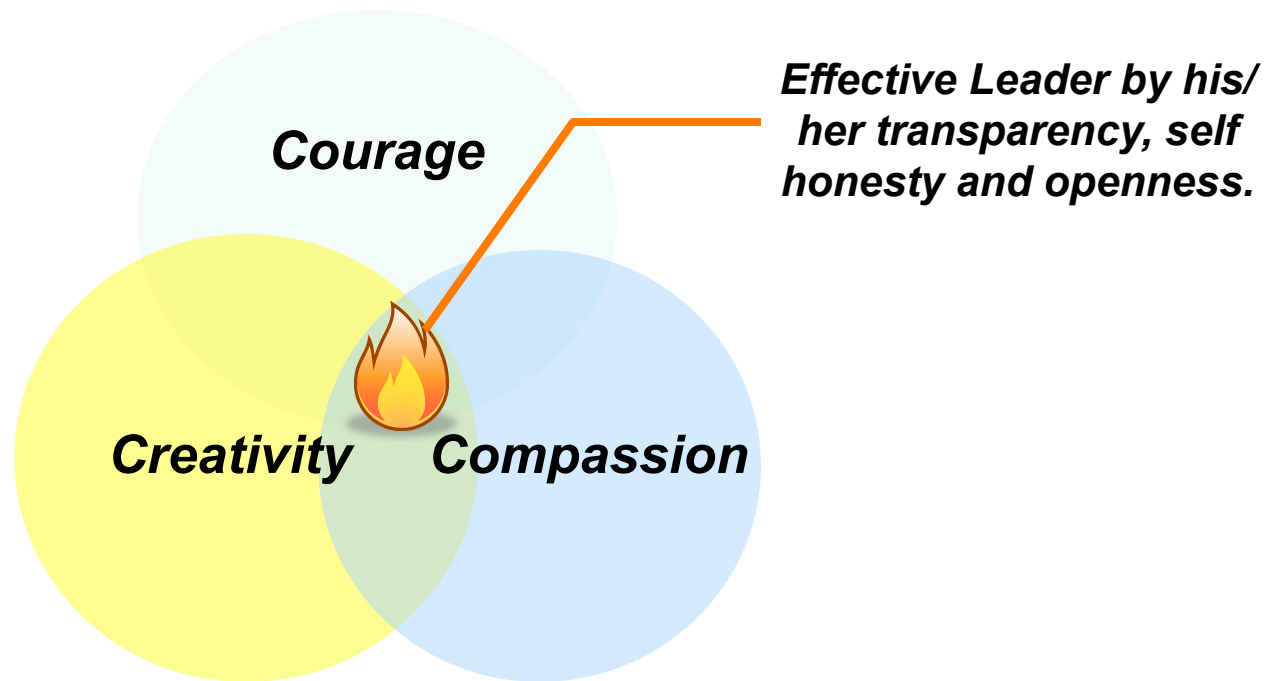
Persistence(stamina)

- **Represents the Intersection of creativity and technology.**
- **Simplified the User experience**
- **Put Products Before Profits**
- **Bend Reality**
- **Pushed for Perfection**
- **Combined the Arts with Science**

http://www.macobserver.com/tmo/article/walter_isaacson_reveals_14_leadership_lessons_from_steve_jobs

The Lessons from the cases?

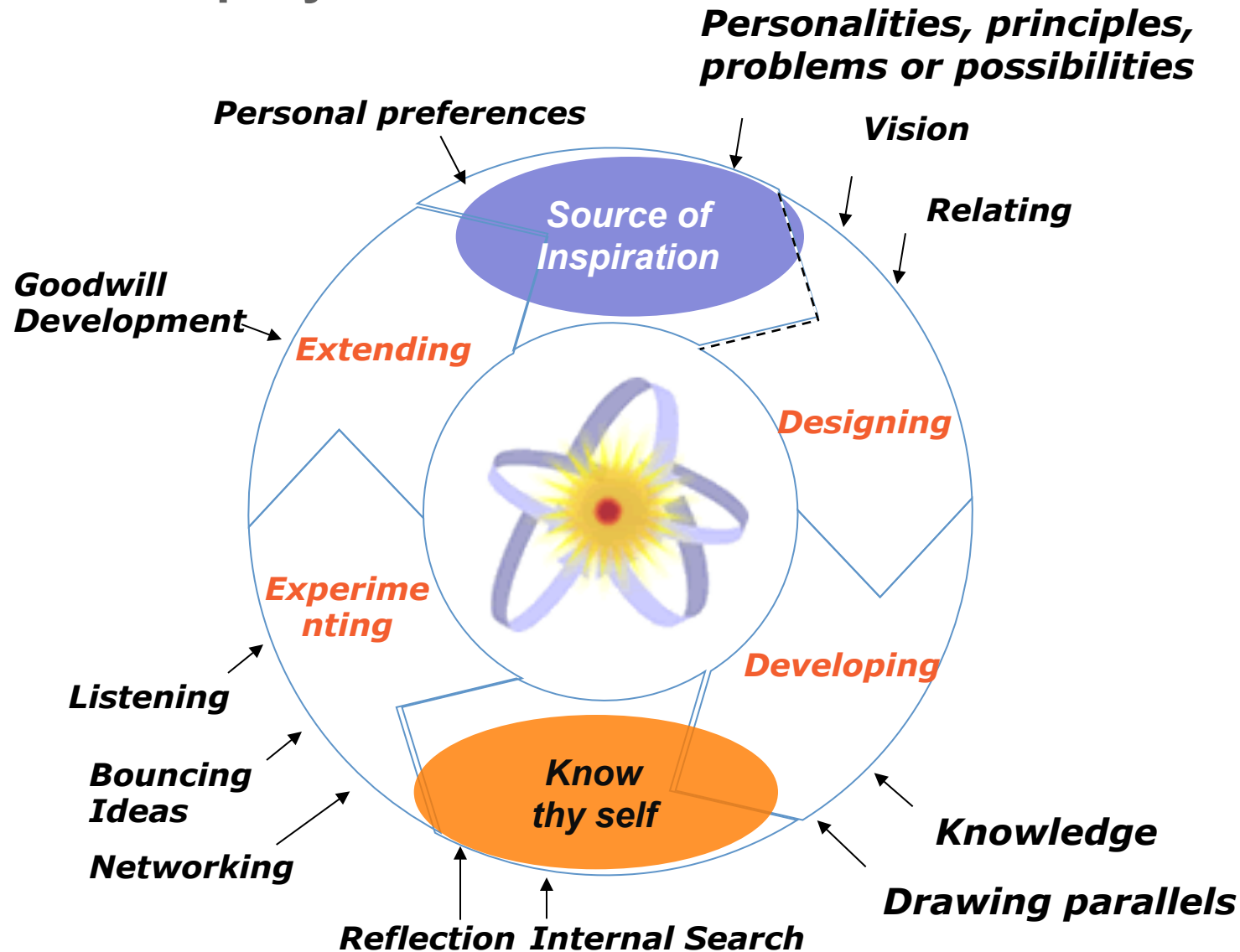
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We are all engaged in the universal and continuing processes of meaning making.



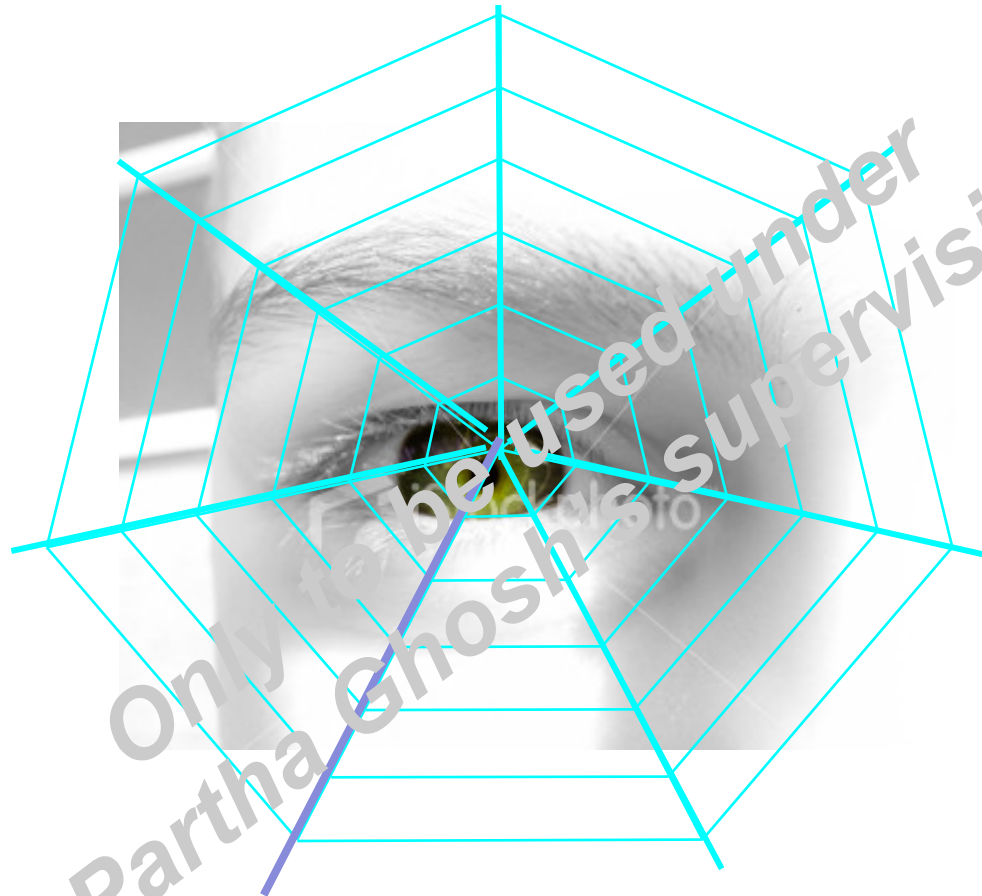
Leadership Dynamo



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A Simple Exercise: Know thy Self

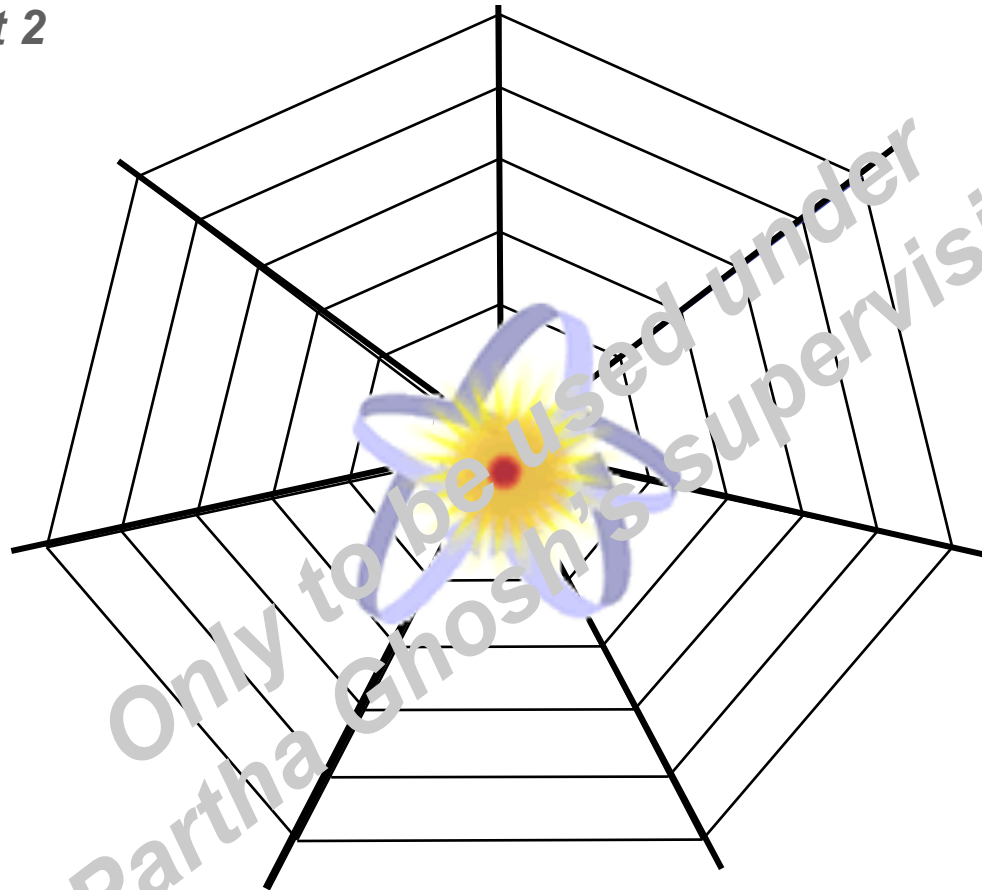
Choose the dimensions (mutually exclusive) you care about in a leader, and plot the personalities and then plot yourself, and ask a friend to plot your profile(MORE DETAILS IN THE SUBSEQUENT EXHIBITS)



A Simple Exercise: *What do you consider important in a leader you wish to be?*

Choose the dimensions (mutually exclusive) you care about in a leader, and plot the personalities of the leader such as: Vasco de Gama, George Washington, Abraham Lincoln, Thomas Edison, and then plot yourself, and ask a friend to plot your profile

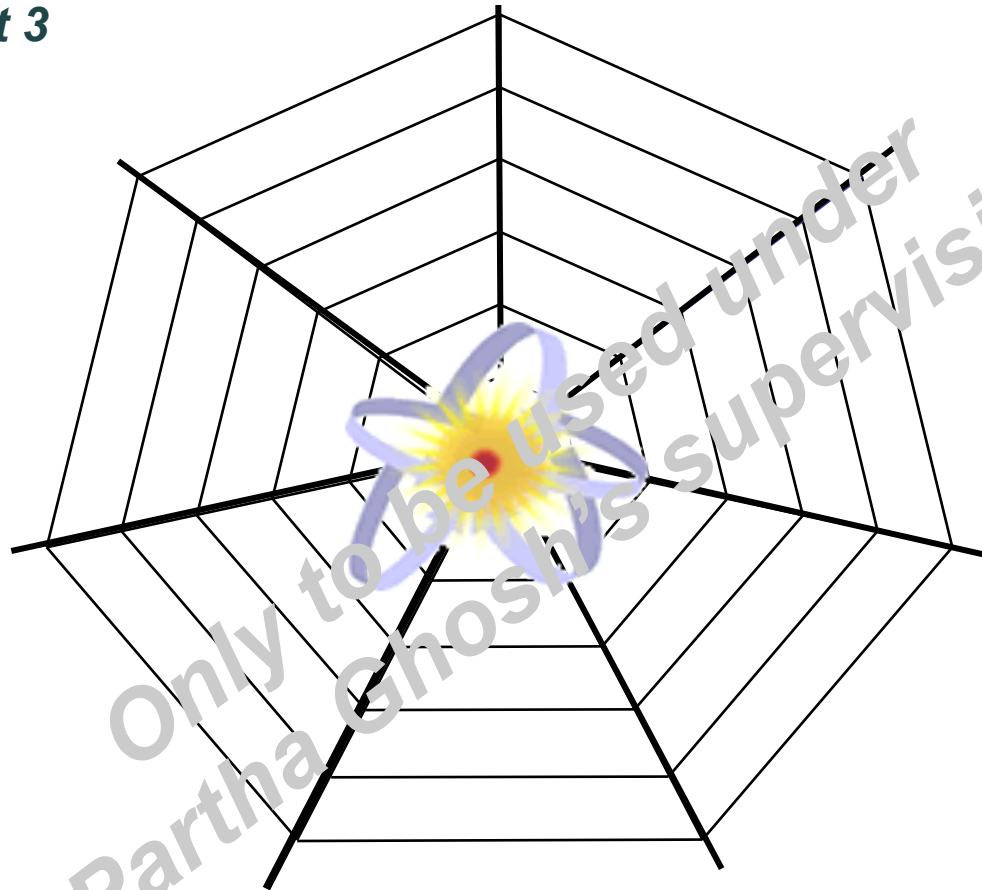
Work sheet 2



Your Exercise: Know thy Self?

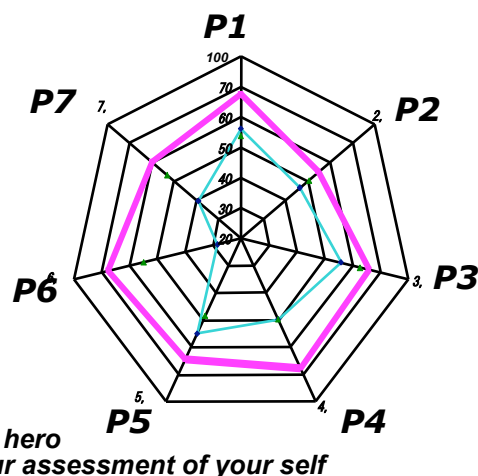
Next have individuals who know you well, plot you along the dimensions you have defined and your hero's profile you have plotted.

Work sheet 3



Mapping yourself (Instructions for worksheets 3 & 4)

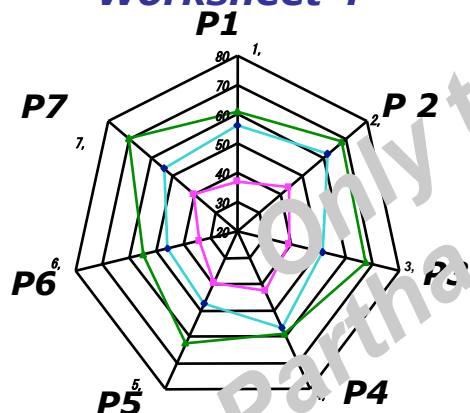
Worksheet 3



Instructions for worksheet 3:

1. Choose a leader you truly relate with and write one page on him/her
2. Define his/her personality along the seven dimensions (P1 to P7 = personality attributes)¹ and make two copies
3. On copy 1, plot your hero along the seven dimension in a scale of 0 to 100
4. Then plot yourself along those dimensions

Worksheet 4



Instructions for worksheet 4:

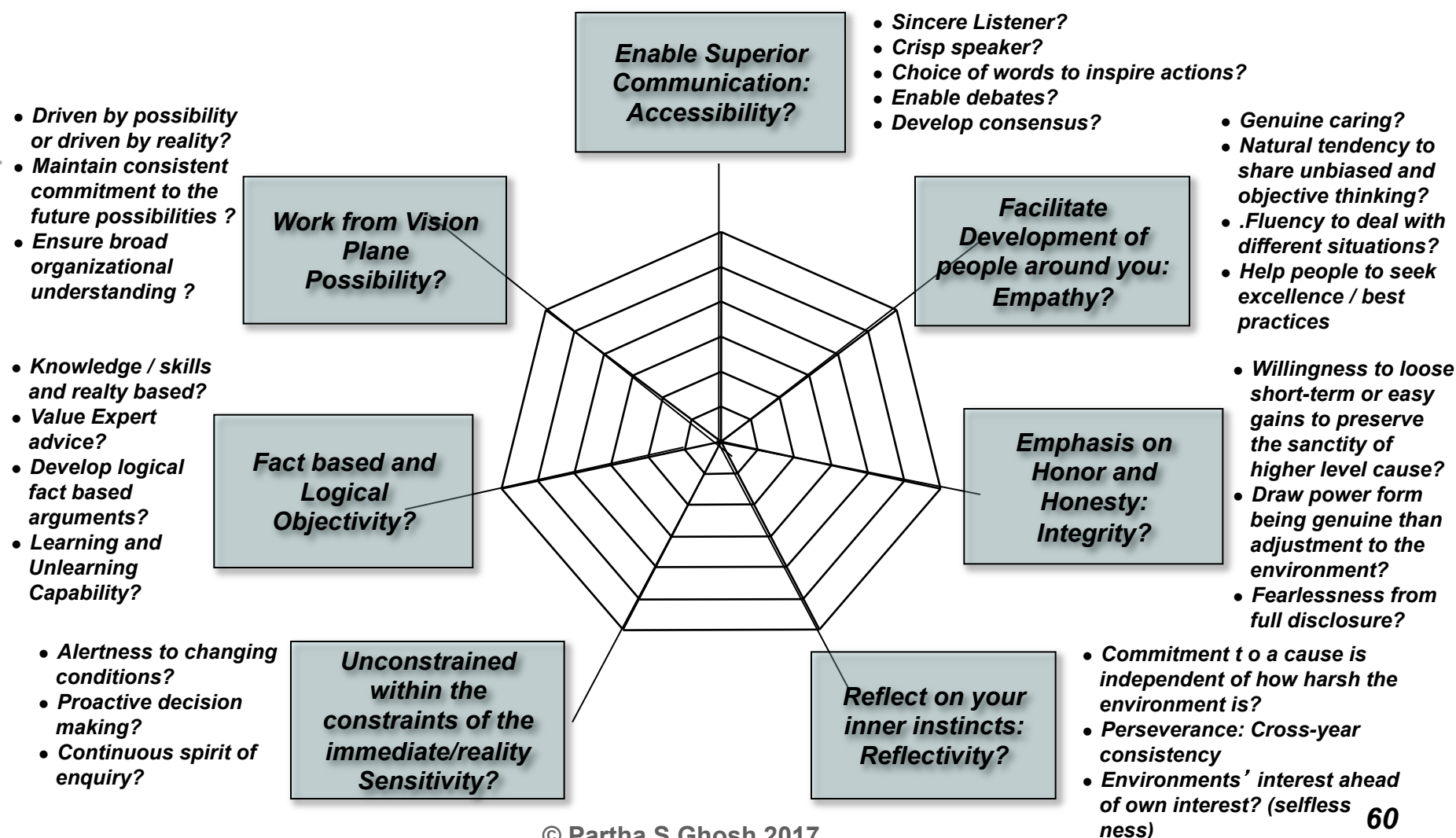
1. Give the copy 2 to a friend whom you trust
2. Ask him/her to plot you along those scale (Please make sure how you have scored yourself is not known to your friends)
3. Please analyze the difference between your friends and your assessment

¹ P1 to p7 must be mutually exclusive and collectively exhaustive

Leadership in You: A Mapping Tool(Not Comprehensive)

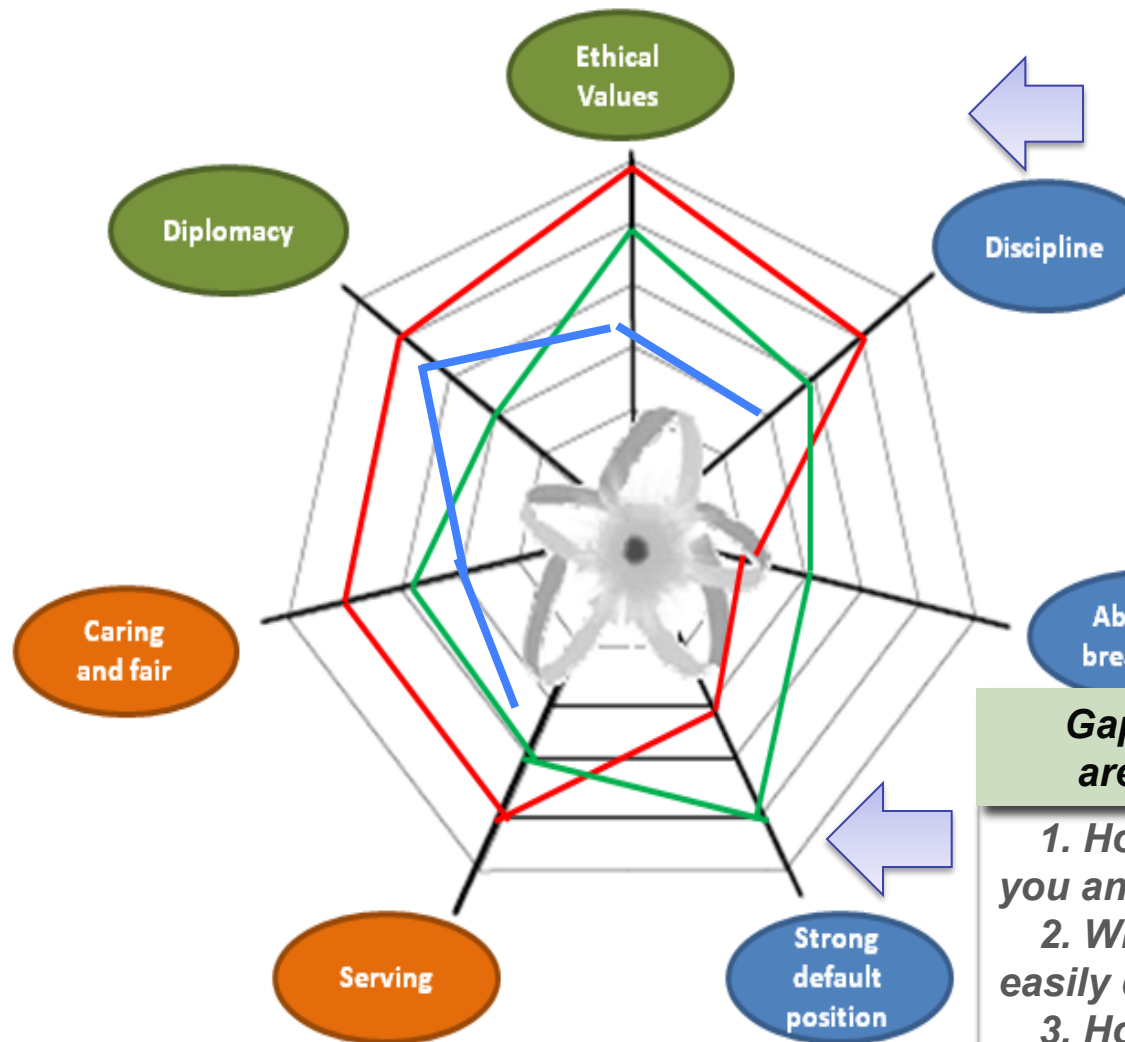
Map yourself along a few dimensions you consider important in cultivating the leader in you

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Leadership in You: A Mapping Tool (Case study)

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Gaps between you and how you are perceived?

1. Which +ve and -ve gaps are important for you?
2. Which are the ones you want to close first?
3. What mechanisms will use to work on them?

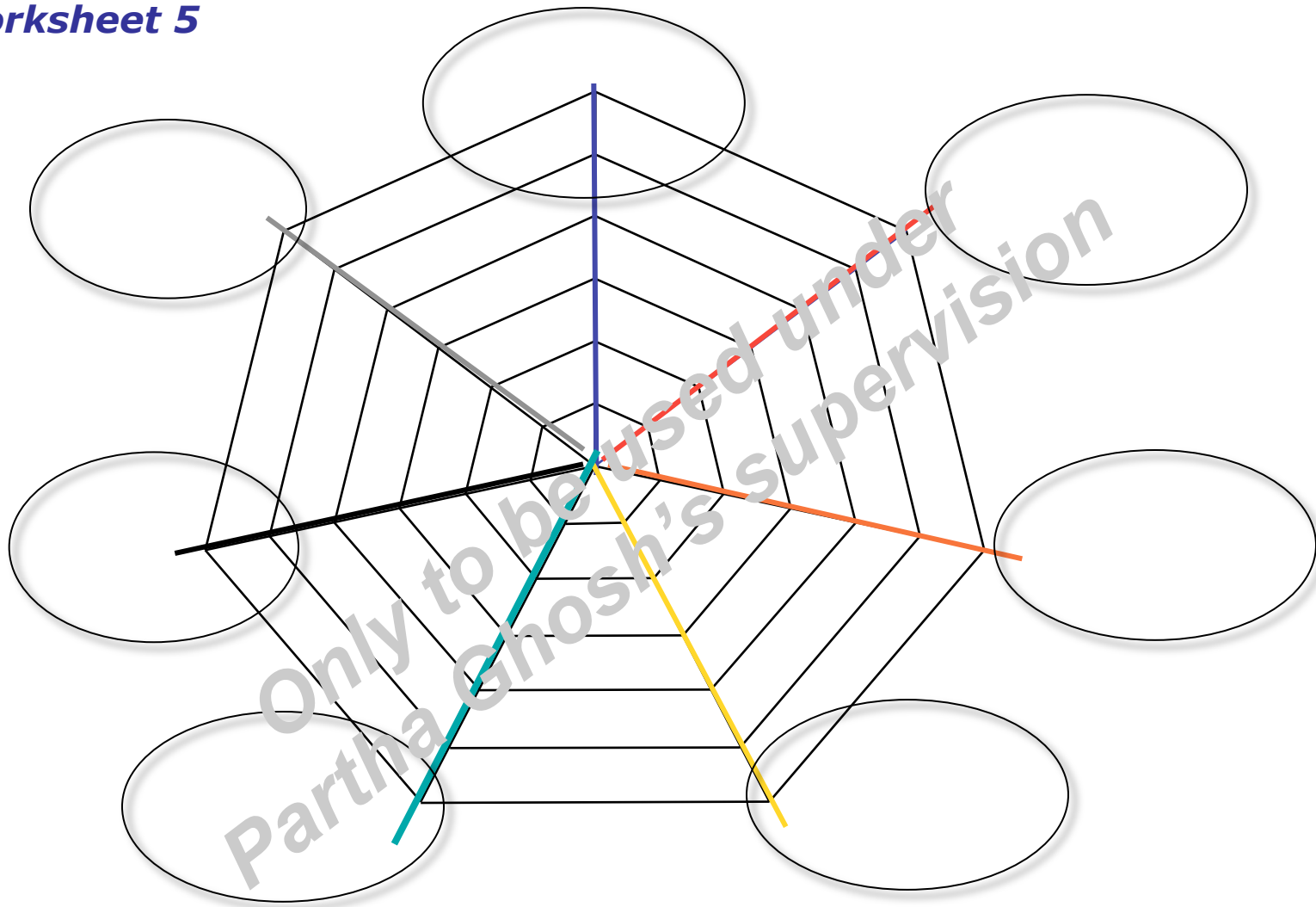
Gaps between you and how you are perceived?

1. How do explain the gap between you and your hero?
2. Which are the ones you could easily develop? and how?
3. How will you wish to be introduced 5 years from now?

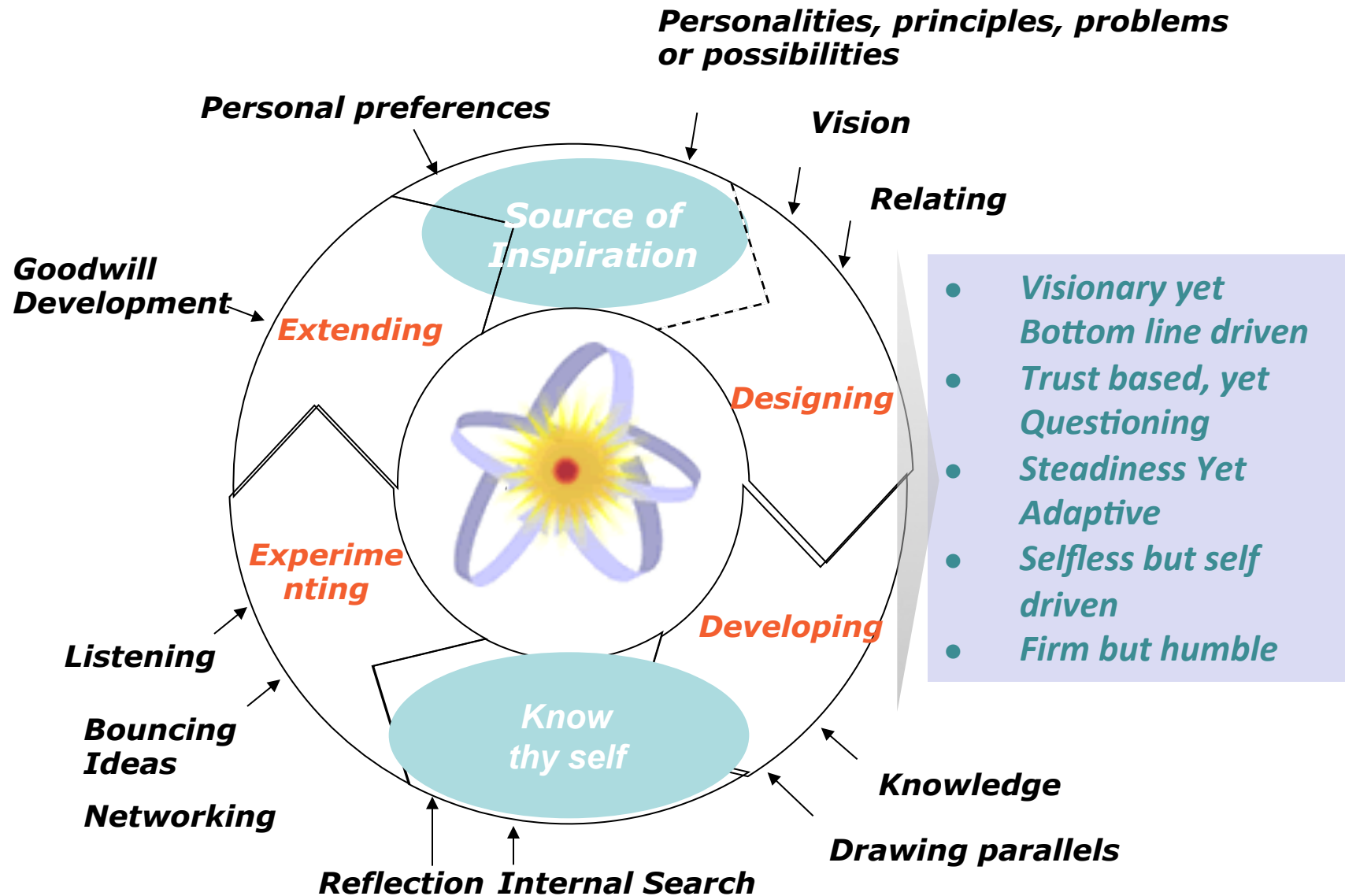
A Simple Exercise: Know thy Self

For each of the dimensions important to YOU please lay out where you are and your action plans for each :

Worksheet 5



Leadership Dynamo

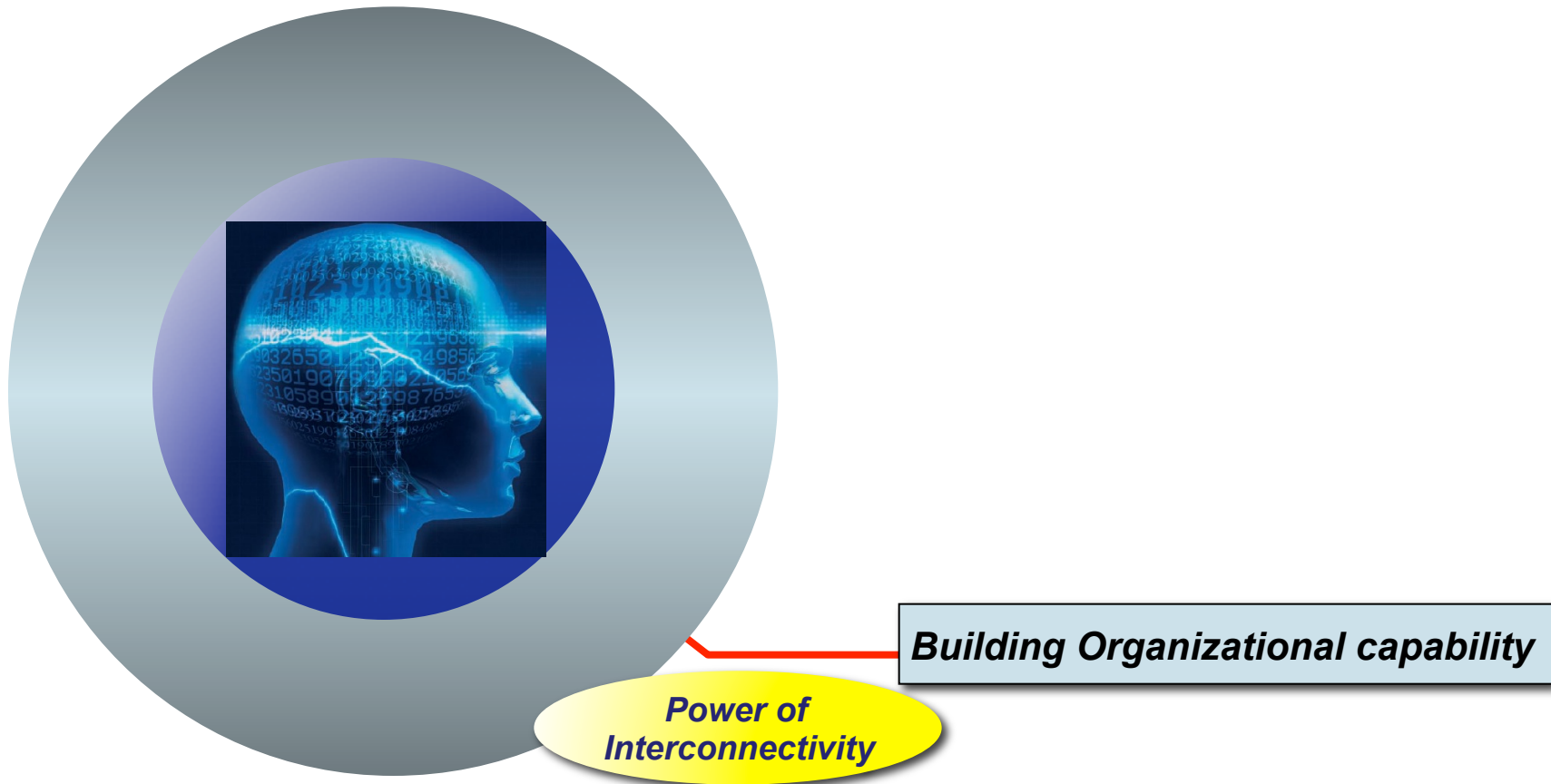




Leadership development involves identifying the sources of power in the *layers of personality* of the Individual

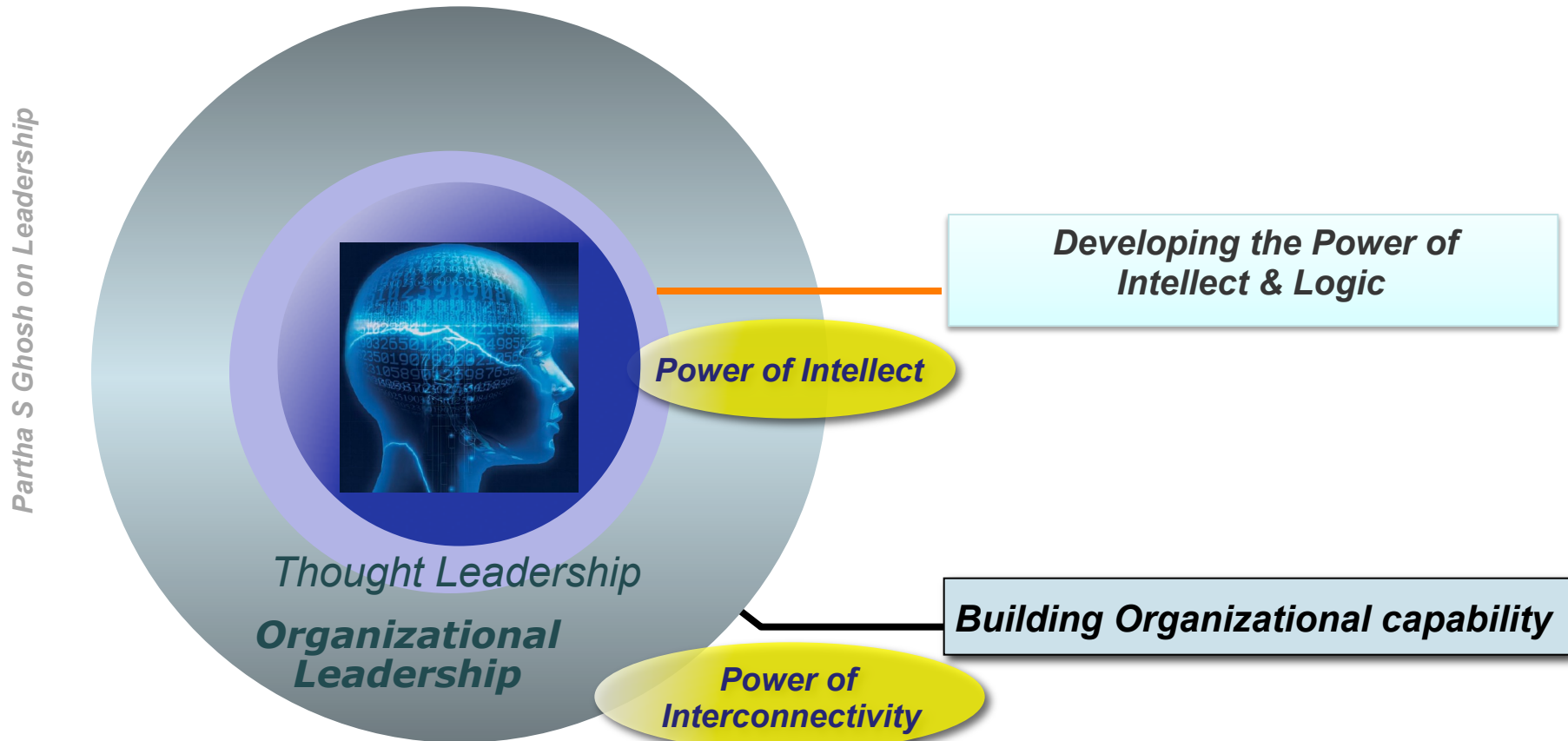
Leadership Development: The Basic framework

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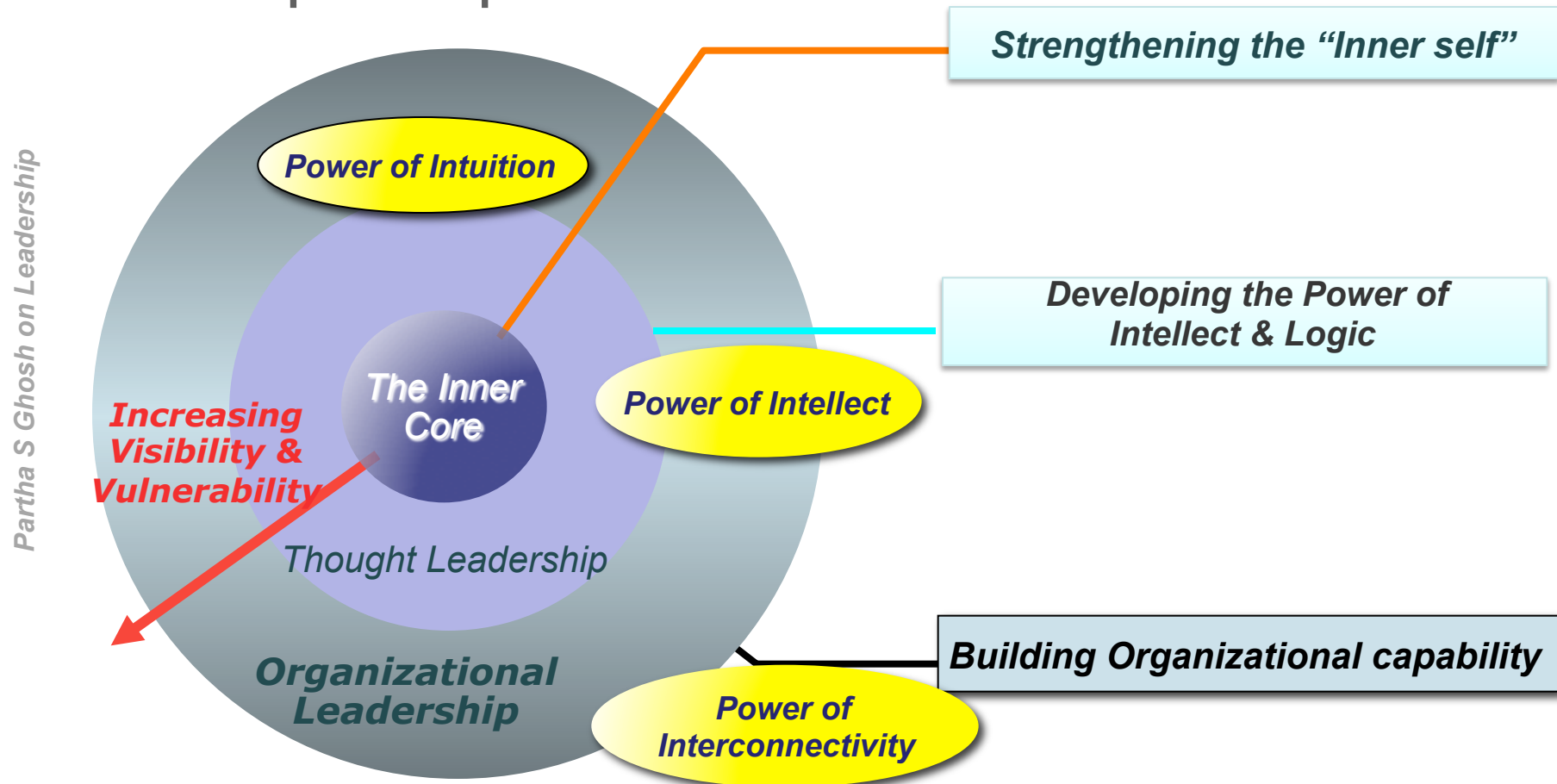
Leadership development involves identifying the sources of power in the layers of personality of the Individual

Leadership Development: The Basic framework



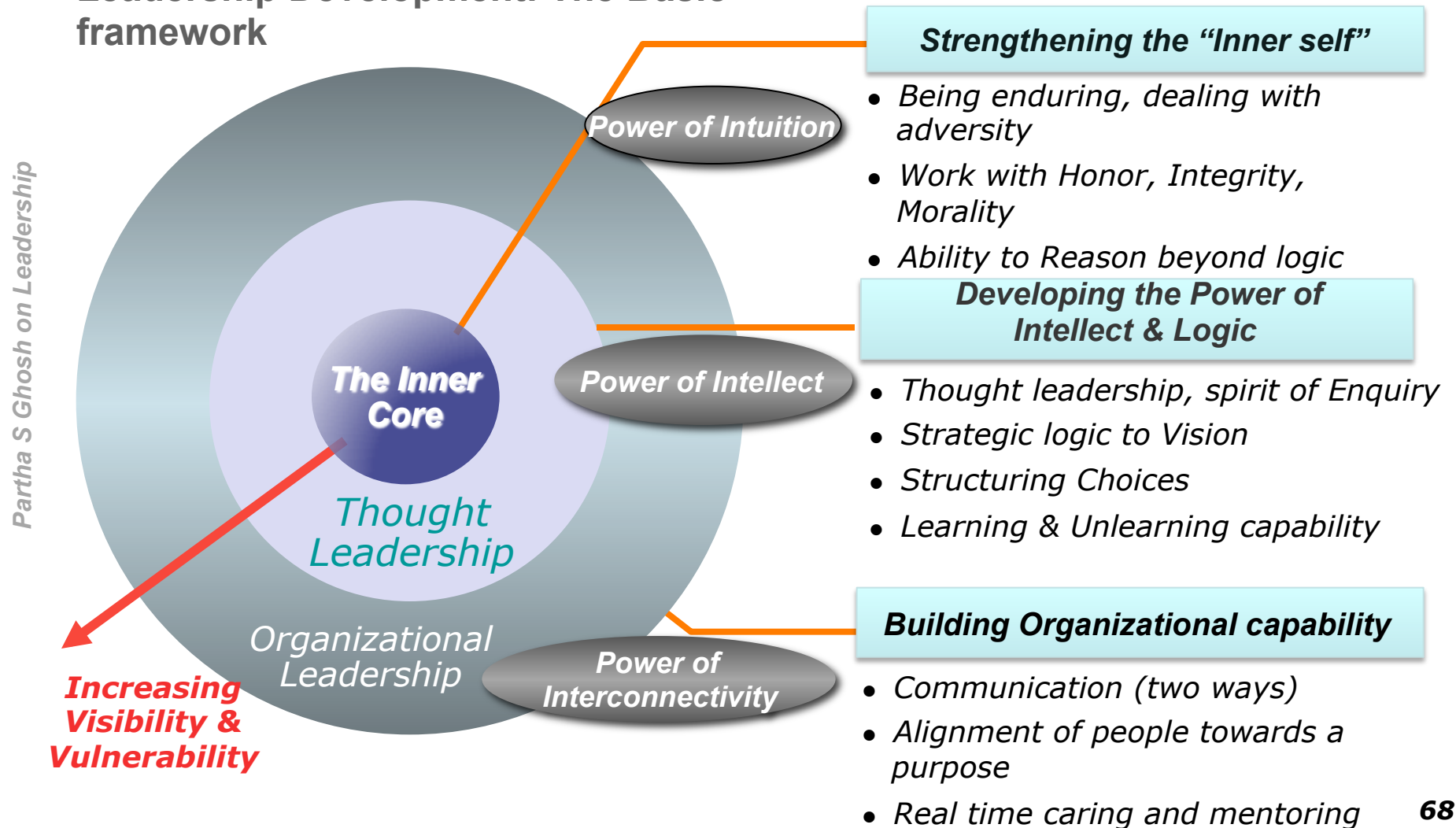
Leadership development involves identifying the sources of power in the layers of personality of the Individual

Leadership Development: The Basic framework

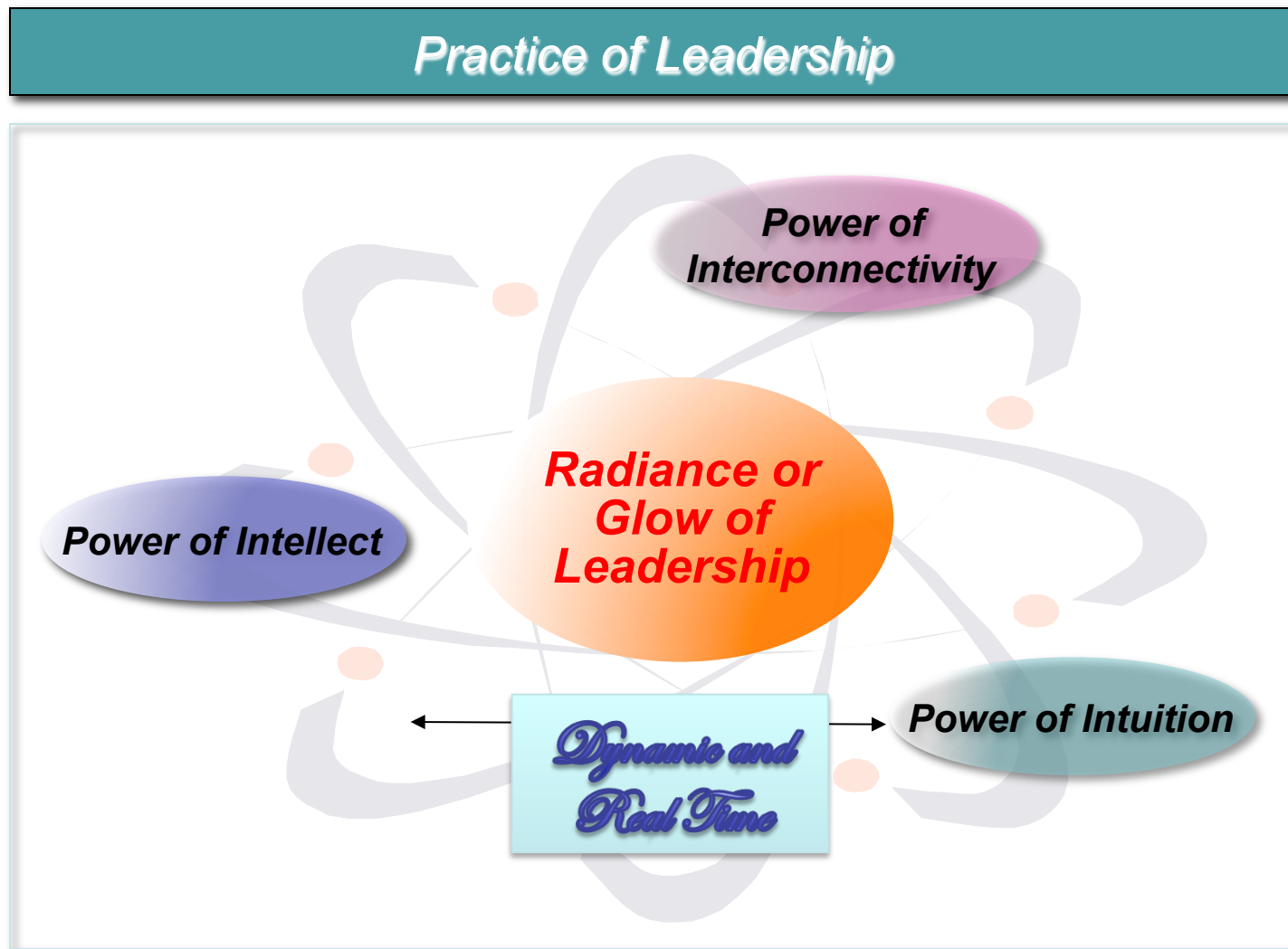


Leadership development must involve orchestrating the sources of power in each of the layers of personality

Leadership Development: The Basic framework

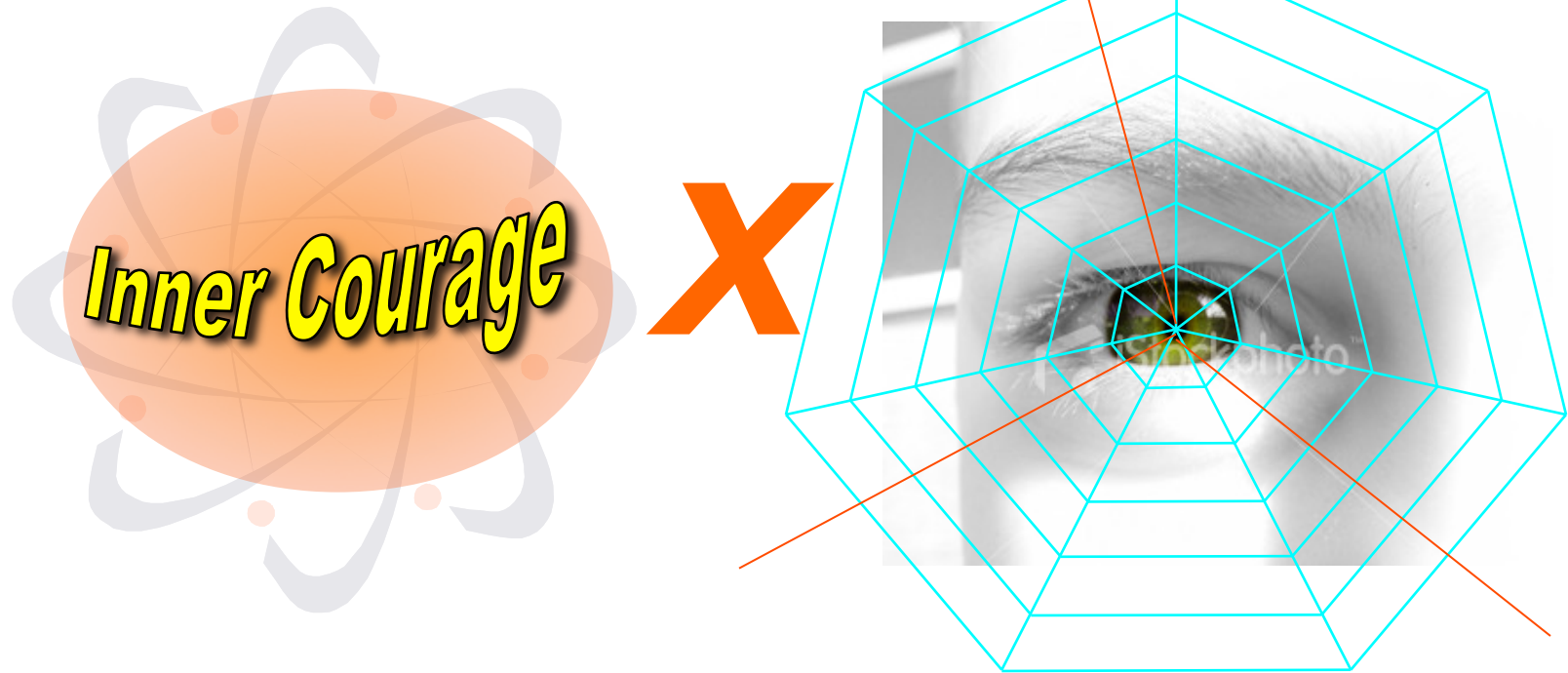


In the New Environment Practice of leadership must encompass *“3 in 1” Perspective*



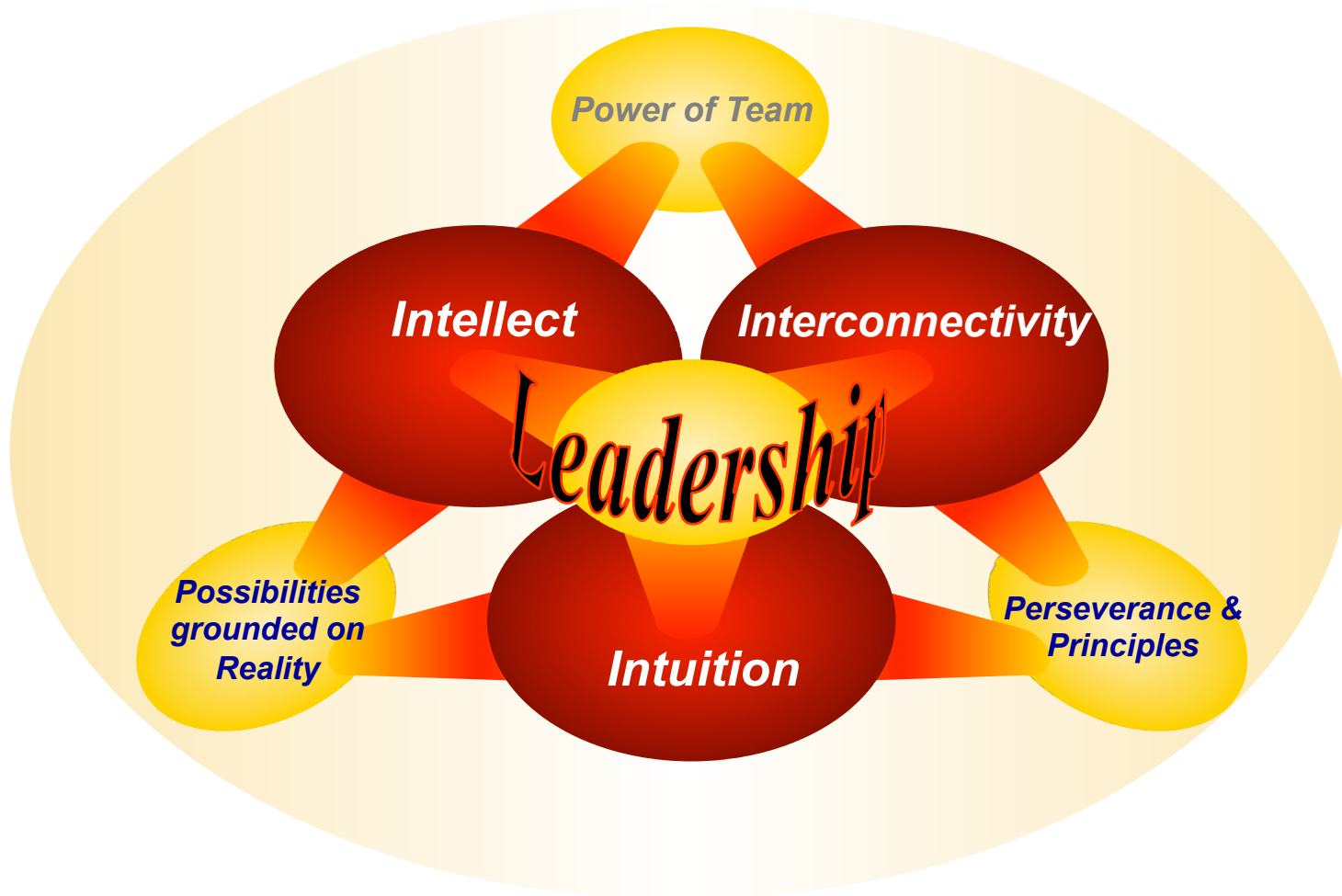
Towards a New State Consciousness

New state of consciousness



Ghosh Leadership Framework

Leadership Development Components



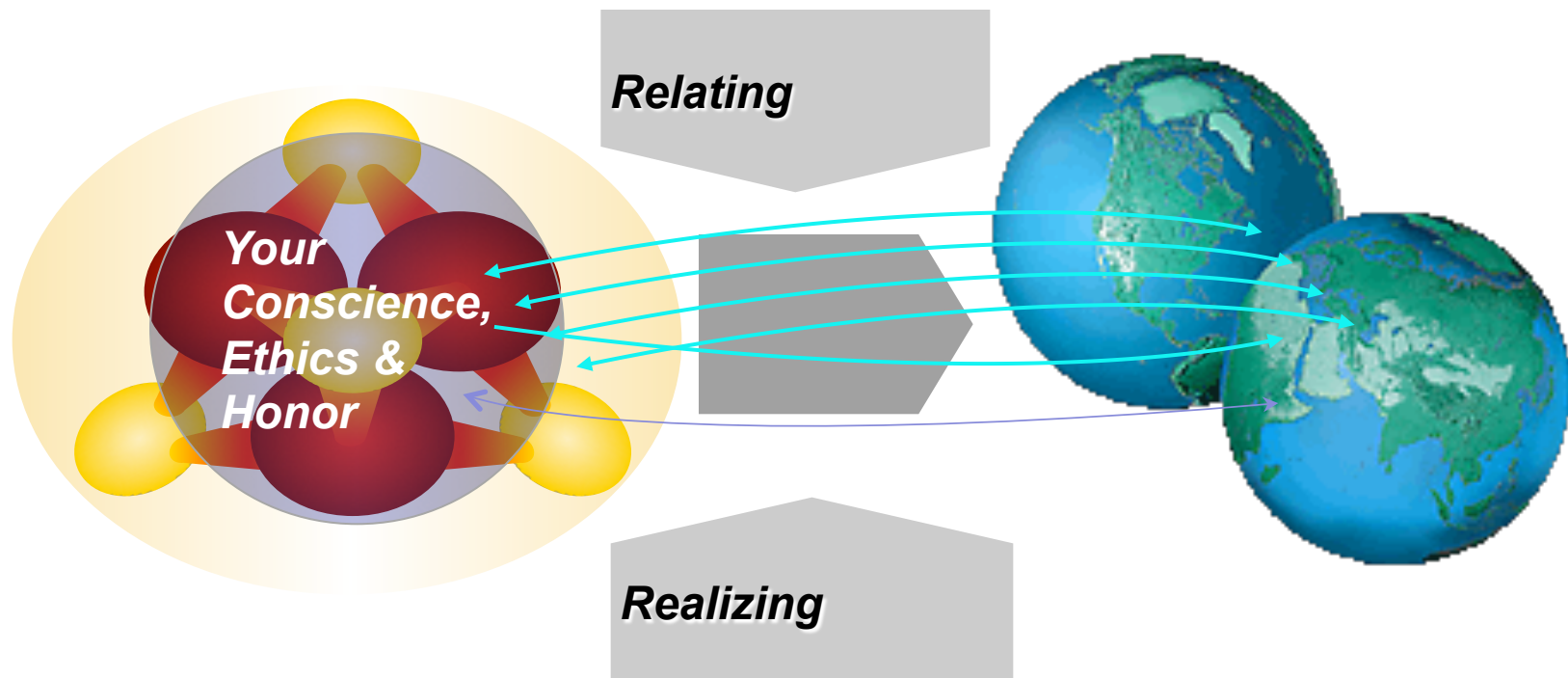
Dynamic connectivity with the two universes – *one within and one outside*

Ghosh model of uncovering the “Inner self”

Activating a Range of Likely Inner Qualities

to

Connecting with emerging possibilities



Leadership is a matter of how *to be*, not how *to do*

Communicating skills
Leading teams
Leading organizations
Building and maintaining relationships
Spurring innovations
Fostering high performance
Aligning strategy and execution

**Great
Leader**

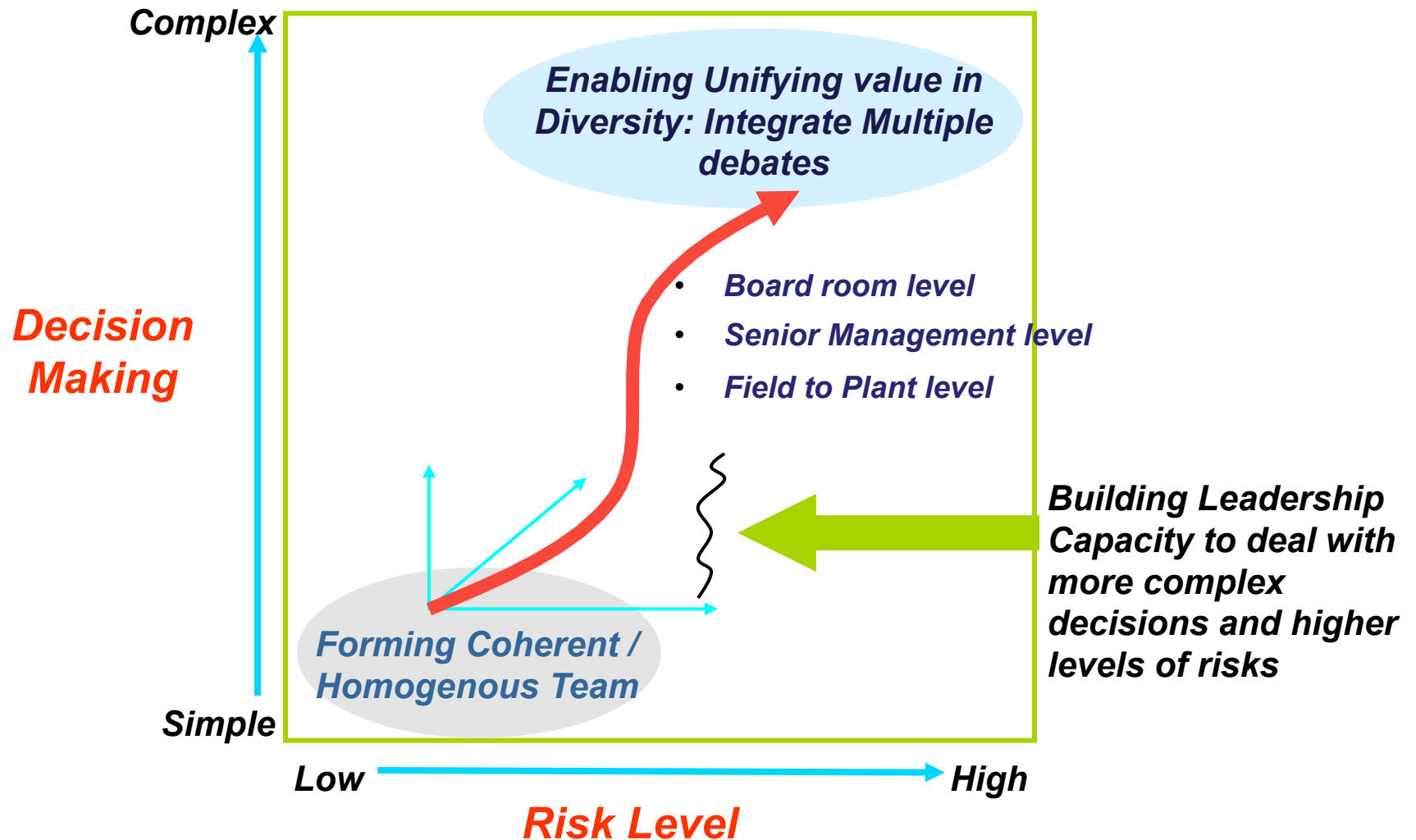
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Leadership Skills

Personal Effectiveness

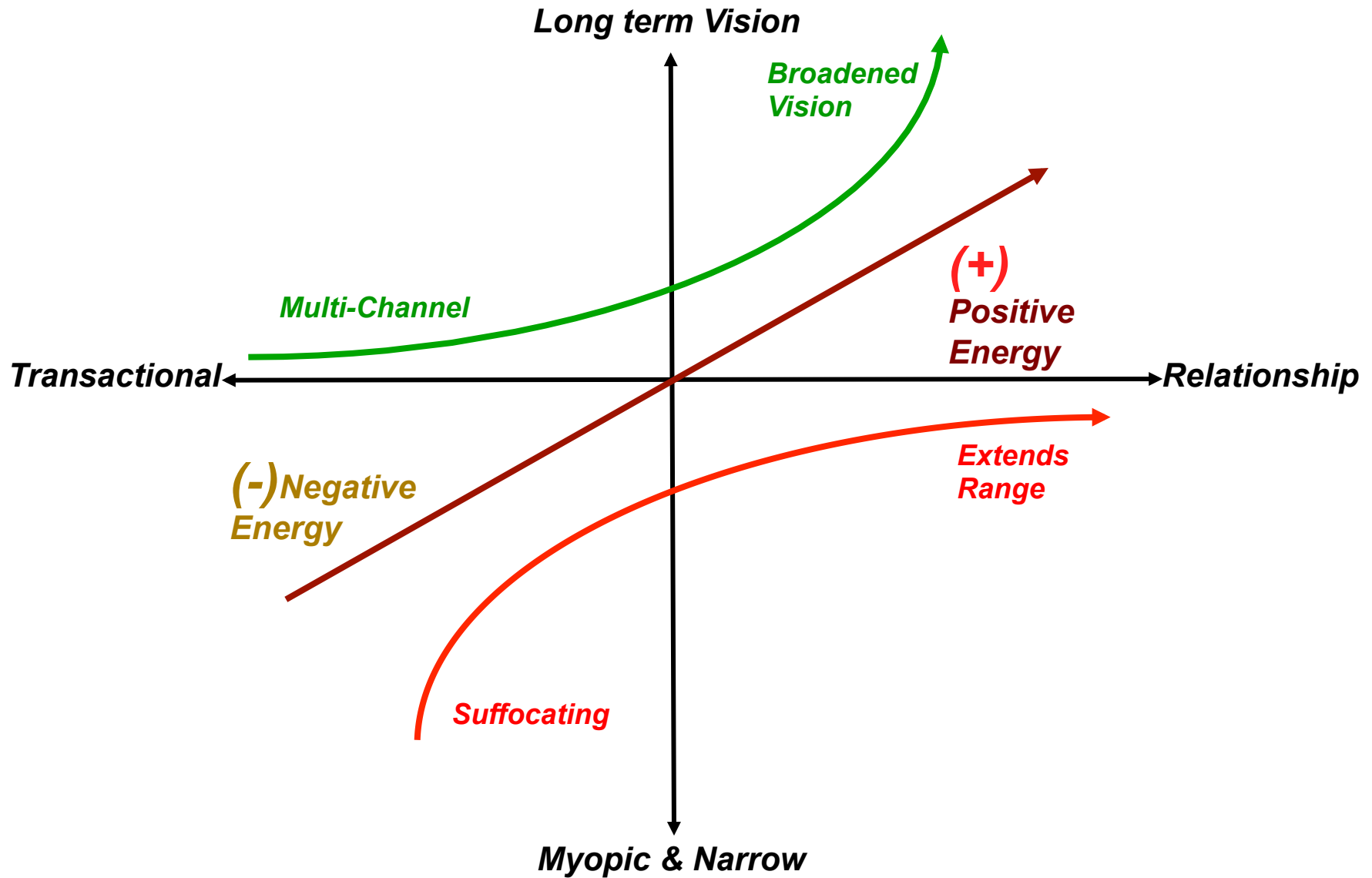
Character
Integrity
Values
Self-awareness
Self-management
Self-development
Wisdom

In the process Leadership Capacity could significantly increase along two dimensions



Expanding solution space

Partha S Ghosh on Leadership



Three Critical Questions: *to explore the likely actions/ programs for You*

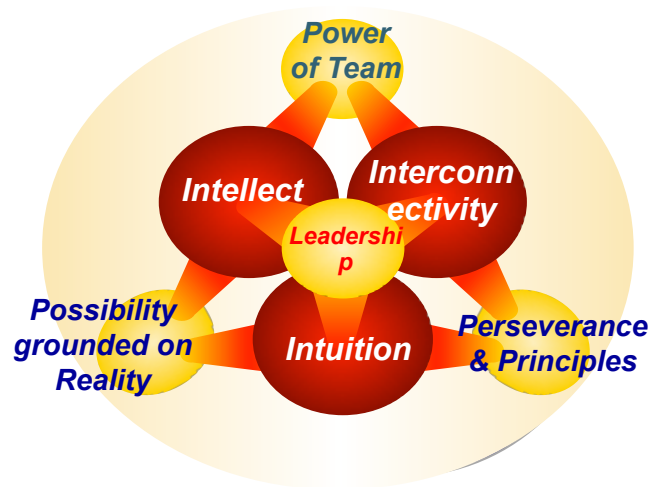
- 1. *Leadership Challenges in the 21st Century Environment ?***
- 2. *The dimensions of Leadership development: Being Transformational, Yet practical ?***
- 3. *How do we begin to develop the leader in me? – in the context of your environment what are the leadership requirements?***

Beginning your Leadership Journey?

The basic thrust of the Program

*Understanding who you
are ?*

*Activating a Range of
Likely Inner Qualities*



=



Courage of conviction

Know Thy Self

Work Sheet 6

Horizontal Questions: Please choose one answer to the following questions then add up the numbers next to each answer

In team situations you want to ensure all your team members working with you are comfortable with you?
1. Very Frequently
2. Frequently
3. Somewhat
4. Infrequently
5. Never
If specific tasks you have agreed to with your team with your team are not followed, you find ways to adjust?
1. Very Frequently
2. Frequently
3. Somewhat
4. Infrequently
5. Never
In group working environments, you go out of your way to ensure you are developing your team?
1. Very Frequently
2. Frequently
3. Somewhat
4. Infrequently
5. Never
When someone comments negatively or positively on your work, you take the comments personally?
1. Very Frequently
2. Frequently
3. Somewhat
4. Infrequently
5. Never
In presiding meetings you ensure that all participants first become familiar with each other?
1. Very Frequently
2. Frequently
3. Somewhat
4. Infrequently
5. Never
In making decisions and/or executing specific programs you put a lot of emphasis on building consensus?
1. Very Frequently
2. Frequently
3. Somewhat
4. Infrequently
5. Never

Horizontal Questions
Total Score =

Know Thy Self

Work Sheet 6

Vertical Questions: Please choose one answer to the following questions then add up the numbers next to each answer

When you express your wishes/thoughts, you begin with what you want right now?
1. Very Frequently
2. Frequently
3. Somewhat
4. Infrequently
5. Never
When you discuss a subject, you hesitate to talk about the context and background surrounding the subject?
1. Very Frequently
2. Frequently
3. Somewhat
4. Infrequently
5. Never
You express your views only when you think you could take a upper hand in the conversation
1. Very Frequently
2. Frequently
3. Somewhat
4. Infrequently
5. Never
You read books of history because you want to find parallels with situations you face in your environment?
1. Very Frequently
2. Frequently
3. Somewhat
4. Infrequently
5. Never
Unless there is a clear definition of what is 'in' for you, you cannot connect with a subject?
1. Very Frequently
2. Frequently
3. Somewhat
4. Infrequently
5. Never
Until you know all the data points, you hesitate to draw a picture of a situation or draw a conclusion?
1. Very Frequently
2. Frequently
3. Somewhat
4. Infrequently
5. Never

Vertical Questions
Total Score =

Your Score: Know They Self ?

Work Sheet 6

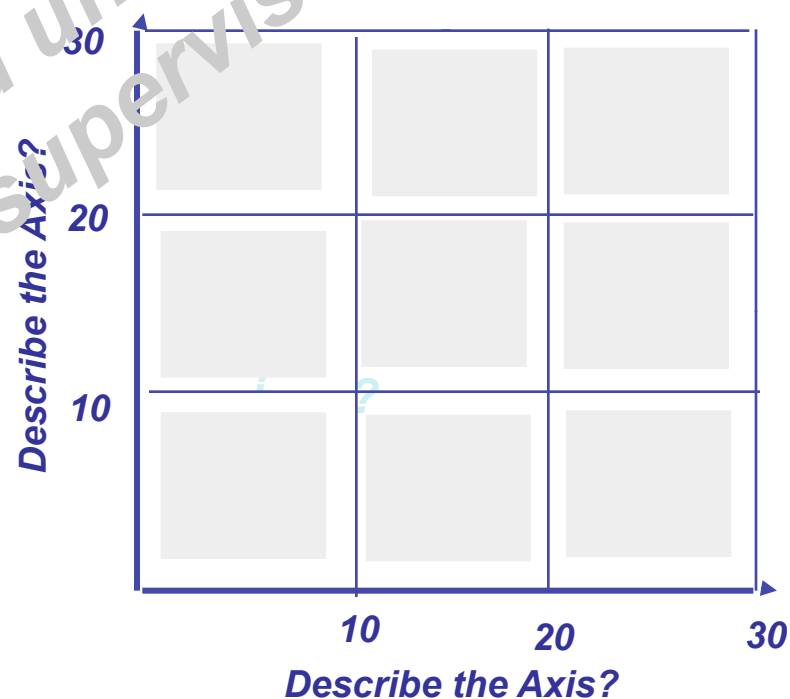
Plot your scores in the matrix.

Vertical score along the vertical axis and Horizontal score along the Horizontal Axis

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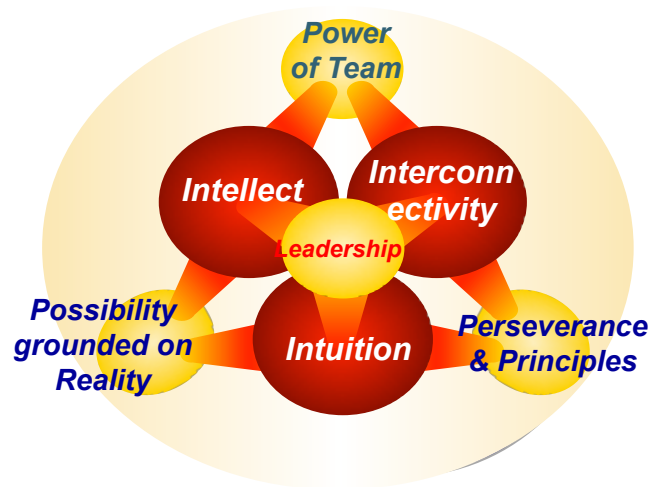
The Two Critical Dimensions: Plot your scores



The basic thrust of the Program

*Understanding who you
are*

*Activating a Range of
Likely Inner Qualities*



=

*Your
Conscience,
Ethics & Honor*

Dynamic connectivity with the two universes – one within and one outside

Activating a Range of Likely Inner Qualities

to

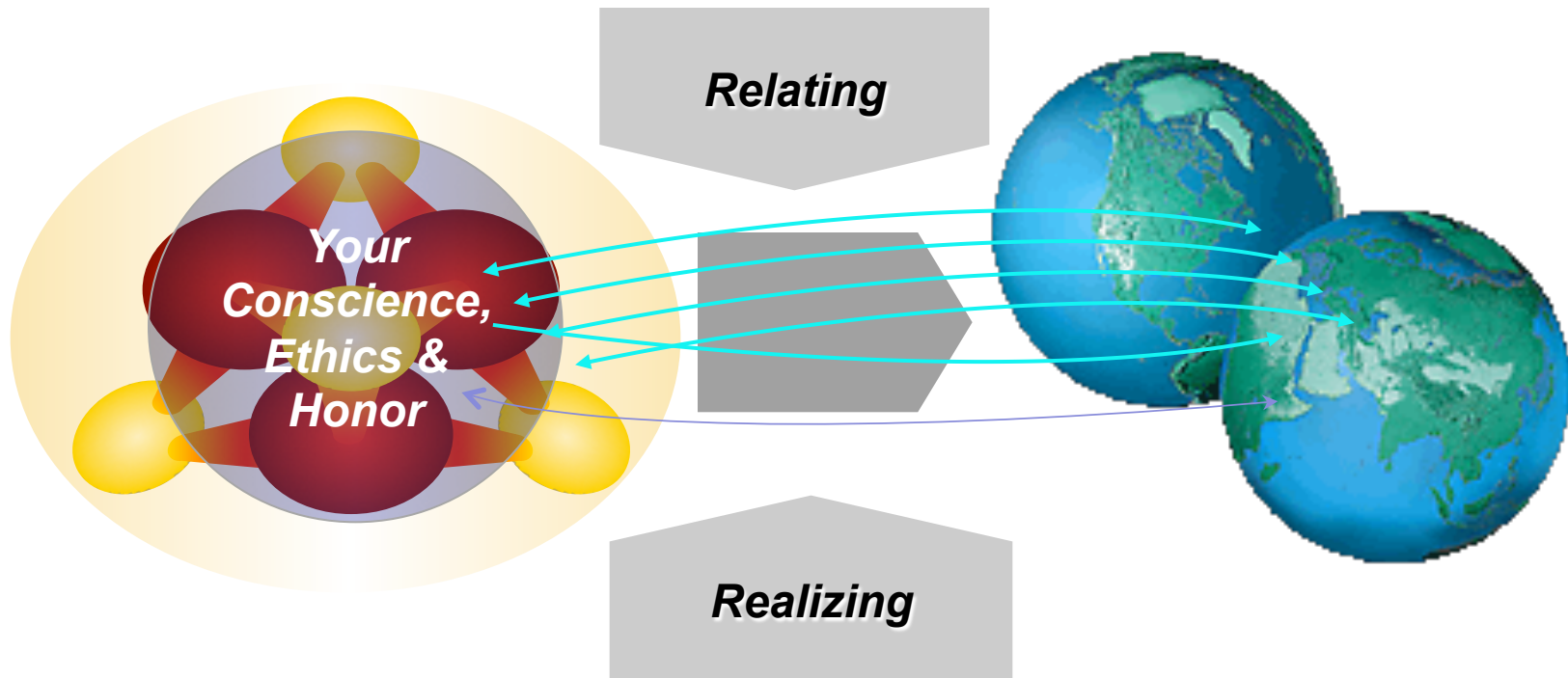
Connecting with emerging possibilities

Relating

**Your
Conscience,
Ethics &
Honor**

Realizing

Partha S Ghosh on Leadership



21 Golden Rules?

21 Golden Rules in Cultivating the Leader in you (1/6)

The three Powers of Influence

The Power of Intellect

Partha S Ghosh on Leadership

1

View possibilities from multiple perspectives and articulate your dream with both your head and heart? *Vision should drive your passion*

2

In thinking through issues of interest to you develop the habit of asking whys at least through five levels of depth in a mutually exclusive and collective exhaustive fashion? *Being transformational yet practical*

3

In structuring issues articulate questions which have “yes” or “no” answer? *Decisiveness*

Needs active discussion for involved sessions

21 Golden Rules in Cultivating the Leader in you (2/6)

The Power of Intellect (cont'd)

Partha S Ghosh on Leadership

- | | |
|---|--|
| 4 | For each issue develop the habit of expanding solution space by drawing parallels from other situations/industries? <i>Creativity, out of the box solutions</i> |
| 5 | Segment solutions into simple statements with simple logic in an objective and non judgmental fashion? <i>Simplicity and crispness captures attention</i> |
| 6 | Work on solutions with a flexible mind with a firm determination to keep the process of navigation pure and principles based? <i>Faith in the process, results will follow</i> |
| 7 | Evaluate tasks and out comes in an objective, not subjective fashion? <i>Focus on tasks not relationships</i> |
| 8 | Always have fall-back /default positions: <i>No excuses</i> |

**Needs active discussion
for involved sessions**

21 Golden Rules in Cultivating the Leader in you (3/6)

The Power of Interconnectivity

Partha S Ghosh on Leadership

9

Develop unbiased but genuinely caring relationships with people? *Trust others as you want to be trusted, love others as you wanted to be loved, respect others as you want to be respected*

10

Put your mission's interest ahead of your organization's interest, organization's interest ahead of your own interest? *Selflessness but self-driven*

11

Create a wide spread mission range with "can do attitude", provide inspiration and courage to wide base to create supports? *Build sense of ownership*

12

Ensure all the critical components of a process (project) are perfectly aligned with each other? *Consistency and "cogentness"*

Needs active discussion for involved sessions

21 Golden Rules in Cultivating the Leader in you (4/6)

The Power of Interconnectivity (cont'd)

Partha S Ghosh on Leadership

13 Serve others with full empathy for their needs with uncompromising dedication in a most fair fashion? *Servants as leaders*

14 Listen to your team, your peers, your customers and people around with true Intellectual Honesty for each member's success? *Making others feel important genuinely learn from others*

15 Use all your senses to feel and assess the environment from all likely angles; *Avoid surprises for your team*

**Needs active discussion
for involved sessions**

21 Golden Rules in Cultivating the Leader in you (5/6)

The Power of Intuition

Partha S Ghosh on Leadership

- | | |
|----|---|
| 16 | Listen to the voice of your heart; meditate and reflect on your inner self at least 10 minutes every day: <i>Faith in your inner self</i> |
| 17 | Identify and live specific attributes that will determine your honor and character in life: <i>Uncompromising adherence deep / self to principles</i> |
| 18 | Build connections with organizations which facilitate thinking/working on issues which transcend your immediate work space: <i>Spirit of inquiry beyond the usual</i> |
| 19 | Work on keeping your ego out in dealing both familiar and unfamiliar situations: <i>Unrestricted absorption of possibilities</i> |

**Needs active discussion
for involved sessions**

21 Golden Rules in Cultivating the Leader in you (6/6)

The Power of Intuition (cont'd)

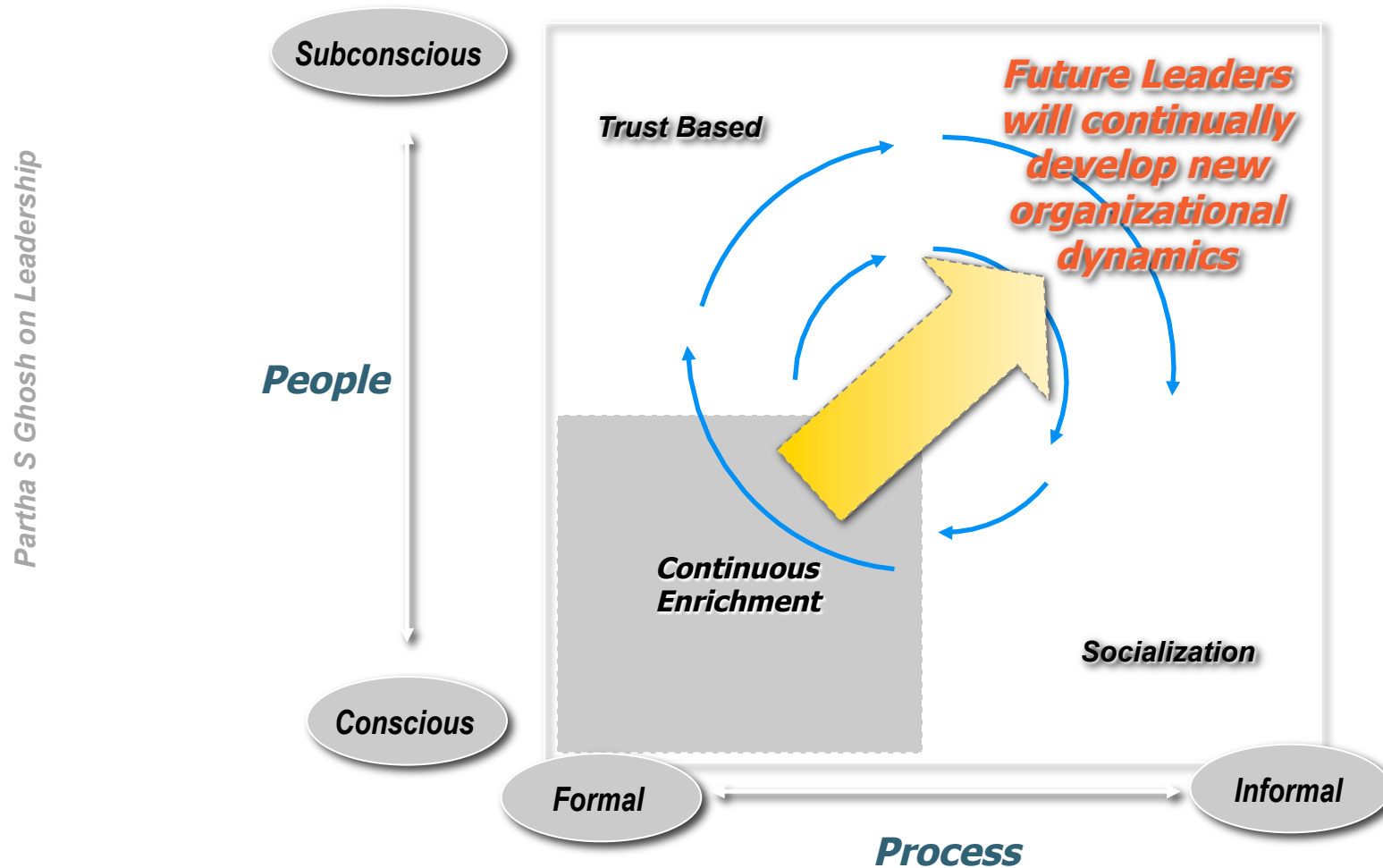
20 Read books on history and philosophy to appreciate the humane and/or supernatural aspects of “becoming” and enable systems thinking:
Embrace wisdom with humility

21 Process your experience to define the next value, which enables you visualize possibilities beyond the obvious facts: *Openness to the unknown*

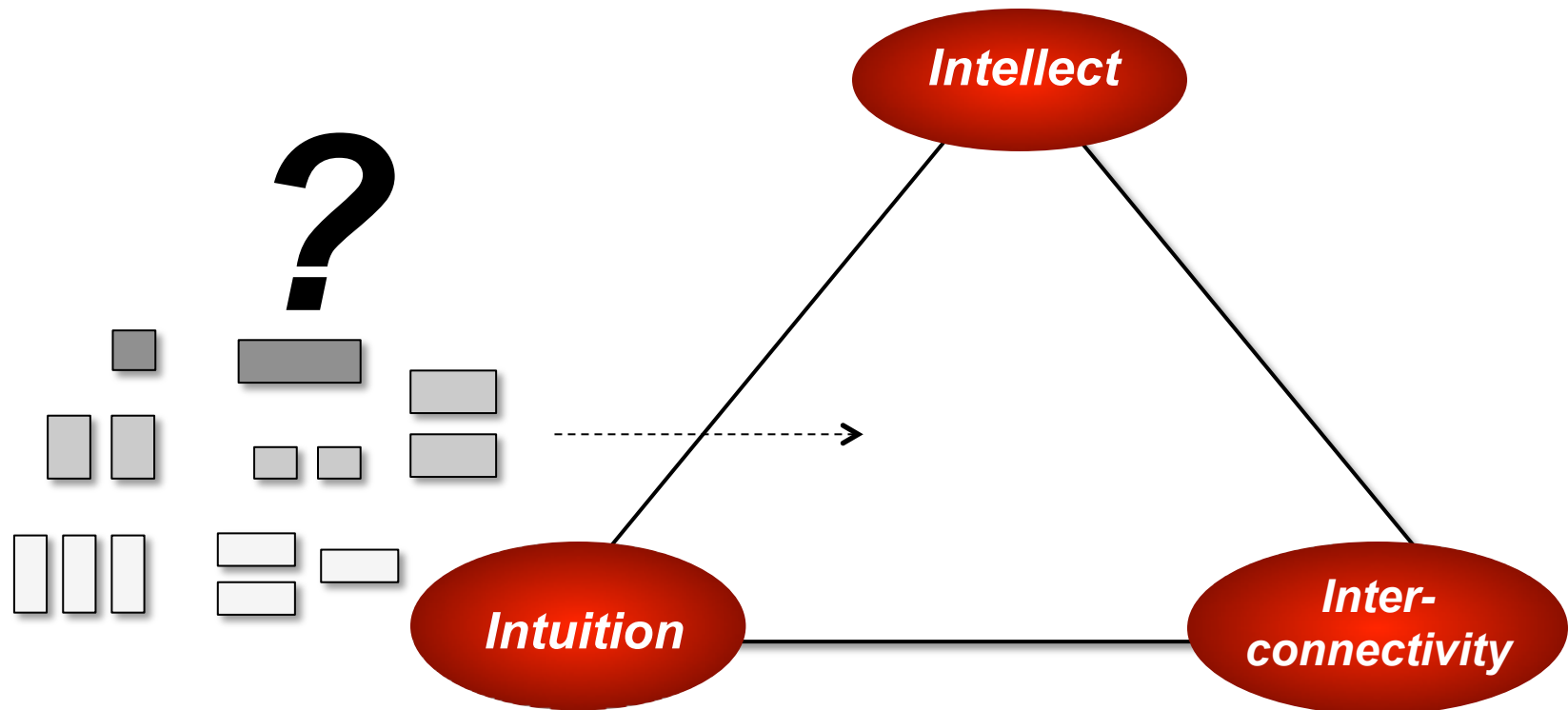
**Needs active discussion
for involved sessions**

...Leaders in the Knowledge Economy

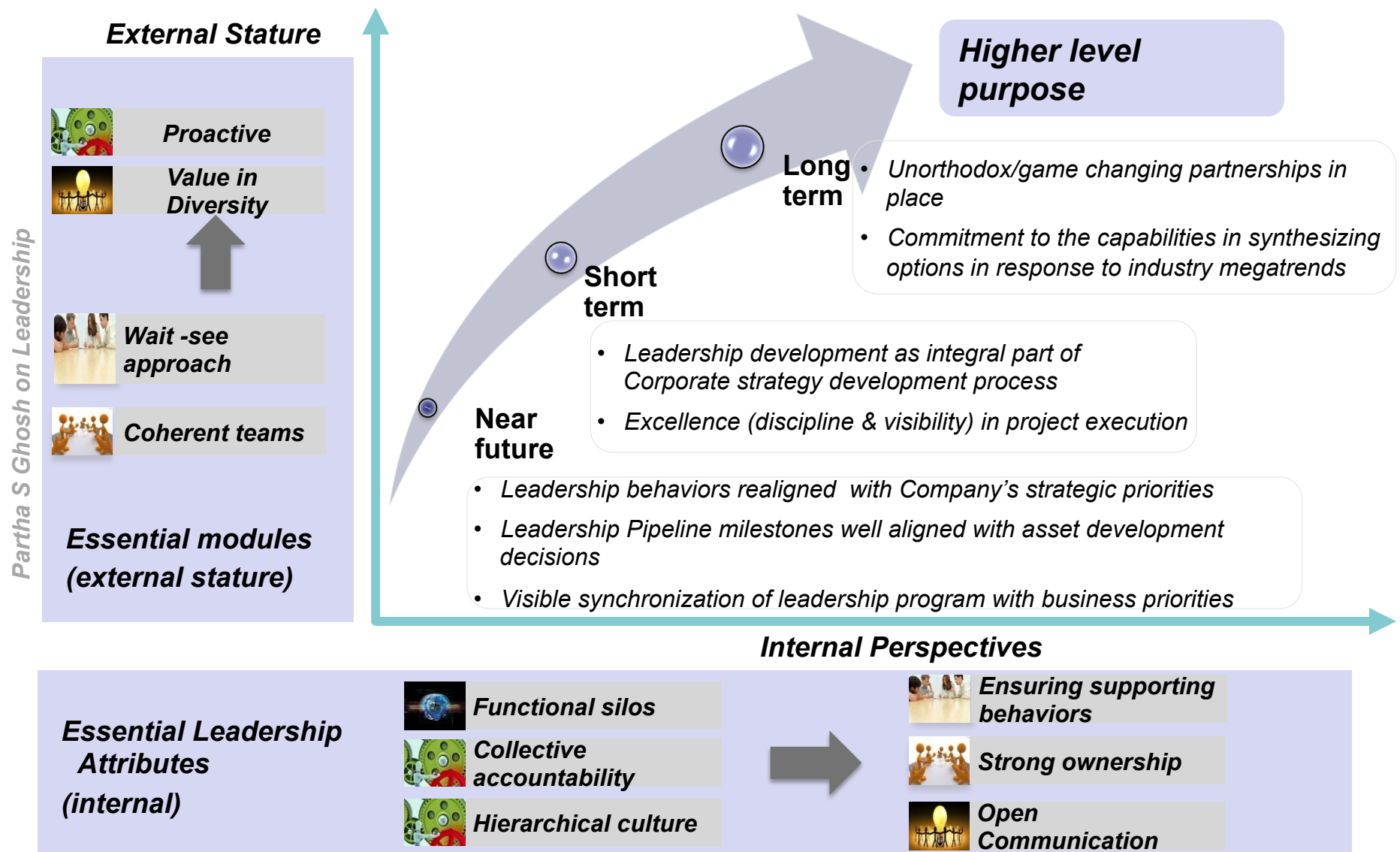
Knowledge Management Solutions Space



Communicate just one idea: the one that summarizes all the others



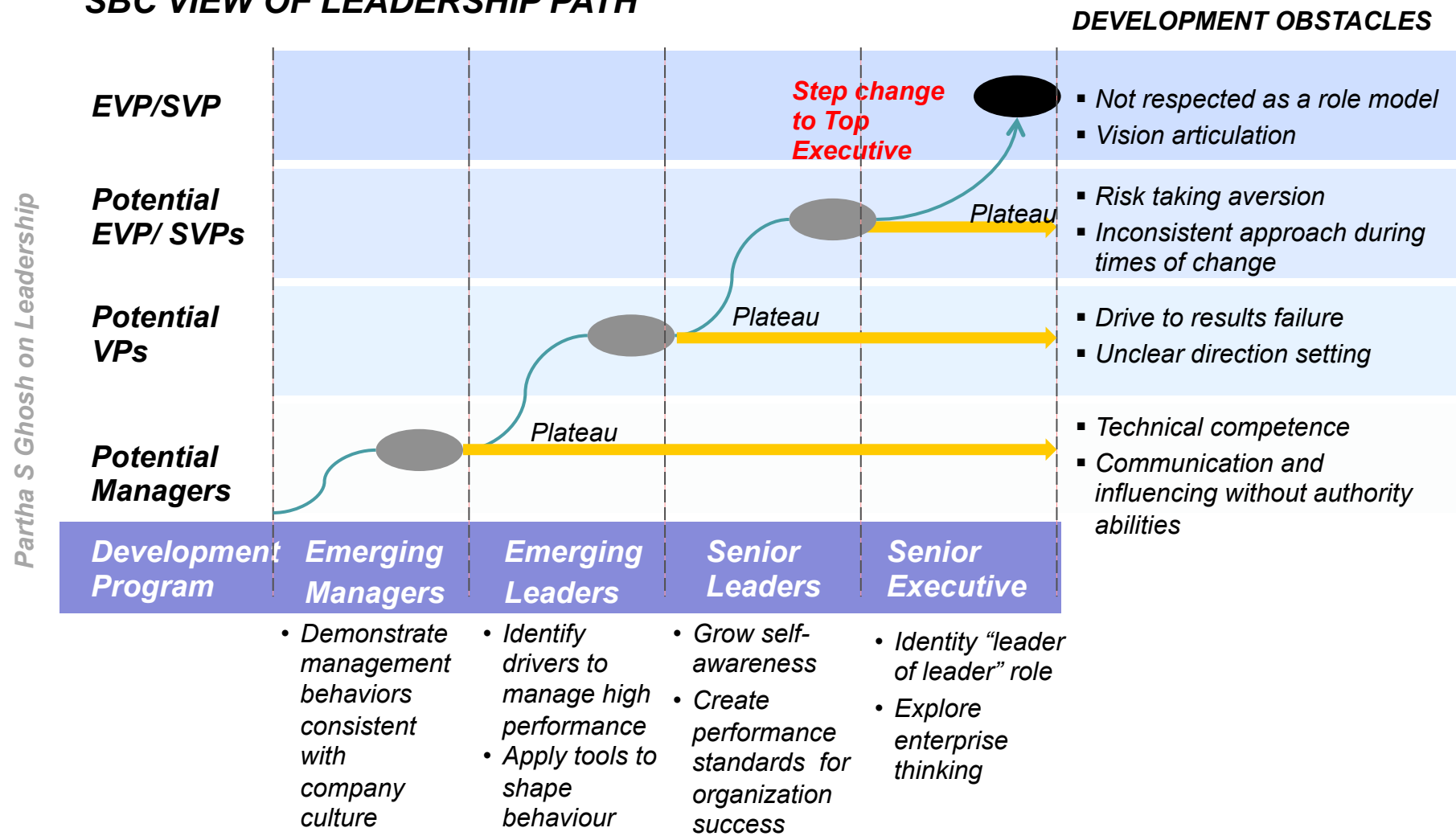
Leadership Development process must first define the most critical vectors that will drive the journey



A leadership development program must start early in a career and should be designed to overcome

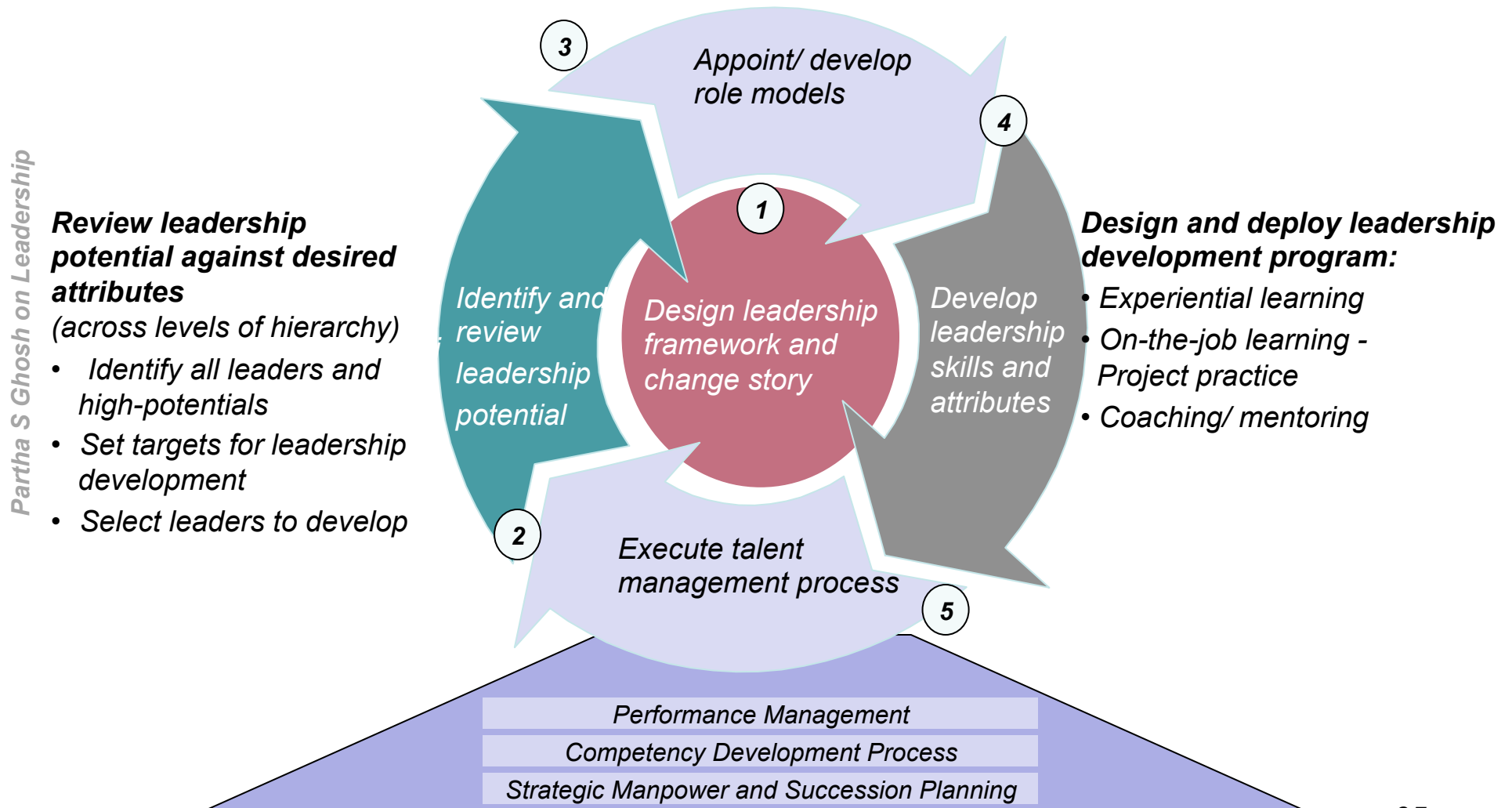
ILLUSTRATIVE

SBC VIEW OF LEADERSHIP PATH



Leadership development is a self-sustaining cycle supported by an effective talent management process

LEADERSHIP DEVELOPMENT IMPLEMENTATION CYCLE



Finally be focused to serve and develop the Inner self in Harmony with outer possibilities

