

**KEYNOTE ADDRESS- IMI--NTPC SMILE PROGRAMME ON 'PRACTICING STRATEGIC LEADERSHIP', DELHI, - SHRI R.K. DUBEY, CMD, CANARA BANK- 20 AUGUST, 2014**

Leadership has been described in various ways. But generally leadership is understood as "*organizing a group of people to achieve a common goal*".

**Leadership is not about position; it is about making a difference.**

There is some debate on whether great leaders are born, or made. While the capacity for great leadership is partially innate, all persons have the capability to develop leadership. Leadership potential can be developed through sustained efforts aimed at

- Self-assessment,
- Sharp perception,
- Responsiveness to the group's needs
- and Knowing the organization.

Other important traits and skills of improving leadership skill set relate to

- Communication,
- Motivating teams,
- Team building,
- Risk taking and
- Vision and goal setting.

All successful endeavors are the result of human effort; thus, the ability to influence others depend on

- Interpersonal Communications

- Conflict Management
- Problem solving

Leadership is a direct function of three elements of interpersonal effectiveness

- Awareness
- Ability
- Commitment

### **Leadership-Theories and Evidence**

Studies of leadership have produced theories involving

- traits,
- situational interaction,
- function,
- behavior,
- power,
- vision and values,
- charisma, and intelligence, among others.

### **What Strategic Leaders do?**

1. Great leaders trust but verify.
2. Great leaders forgive and forget.
3. Great leaders compromise for their vision, never compromise on their vision.
4. Democratic, meritocratic.
5. Leaders need to see around corners, which others don't see.

6. Responsiveness
7. Growth needs Innovation.
8. Growth needs People.
9. Growth needs celebration of failure.
10. Products, processes, Governance.
11. Quality growth= Pride.

### **Recipe for being a Leader**

- Take control of your life
- Assume responsibility for who you are
- Convey a positive and dynamic attitude in everything you do.
- Identify your strengths and build on them
- Accept blame: learn from your own mistakes as well as those of others.  
Take blame for everything that happens in your unit
- Give credit wherever it is due
- Be compassionate in review of team members' progress or lack thereof
- Listen effectively
- Encourage teamwork and participation
- Empower team members
- Communicate effectively to instill a positive attitude towards work and organization
- Emphasize long-term productivity
- Make sound and timely decisions
- Treat each person as an individual
- Know yourself and your team
- Protect your team
- Have vision, courage and commitment

**What makes it possible for people who might seem ordinary to achieve great things?**

- Fact: More than 50% of all CEOs of Fortune 500 companies had C or C- averages in college
- Fact: Nearly 75% of all U.S. Presidents were in the bottom half of their school classes
- Fact: More than 50% of all millionaires entrepreneurs never finished college

**But they all had passion. And it is this that made all the difference!**