

STATE OF THE INDIAN CXO

Making Experiences Matter

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FOREWORD

The accelerated pace of change and quantum leaps in technology poses both a challenge as well as a massive opportunity for business. Traditional business models are being threatened and many rendered redundant but then technology also provides a huge opportunity to drive greater efficiencies and reinvent the business into being more agile, customer centric and future ready. The role of CXOs in leading the change and in transforming their business is crucial. After all, change must begin from the top. They also must be the flag bearers of purpose and values in the organization leading through personal example.

While the role of a CXO is extremely fulfilling and often enviable, it could also at times get lonely. Never does one feel that more than when it comes to one's own development. Very often, CXOs are left to their own devices to address their development needs. In 17 years of my experience as a CEO/Chairman of Unilever businesses across Asia, North Africa and the Middle East, tough diverse

assignments coupled with some visionary and inspirational bosses have served as fundamental building blocks to my development. Crucible moments like business turnarounds & crafting strategic initiatives in an ambiguous environment have helped me build my leadership skills. This reaffirms for me the 70:20:10 construct of learning - 70% being on the job and experiential, 20% from nurturing relationships and mentoring and 10% from classroom training.

I am glad that Hunt Partners and CCL together have come up with this "State of the Indian CXO" report. The report offers a robust framework for CXOs to accelerate their own development and those of others, especially in the wake of rapid changes in this turbulent world. The significance of managing and building one's personal brand has never been more vital. In a world where social media can bring forth regime changes and tweets can shake the foundations of mega brands or hitherto successful CEO's,

the term 'influence' takes a whole new meaning. It is an imperative for CXOs to create a powerful personal brand for themselves built on performance and ambition but laced with humility and values.

A large part of my time in my current role is devoted to 're-imagining Hindustan Unilever' and nurturing the next generational leaders with coaching and providing the right kind of experiences. Empowerment, experimentation and collaboration are the pillars on which we are strengthening HUL and making it 'future-fit'. Understanding technology and its uses through extensive reading, reverse mentoring, live experiments and formal coaching is how I am developing myself.

I am sure this report of Hunt Partners & CCL would be of great value to the CXOs – both current and aspirants, as well as for the larger HR community who partner with the CXOs in driving the organizational change agenda.

Sanjiv Mehta

*Chairman and Managing Director,
Hindustan Unilever Limited*



INTRODUCTION

Over more than a decade in India, the Center for Creative Leadership (CCL®) has been privileged to partner with premier organizations on groundbreaking research that helps unleash the vast talents and potential of Indian leaders. This work has been core to CCL's quest to advance the understanding, practice, and development of leadership for the benefit of society worldwide.

Hunt Partners is a leading boutique leadership advisory firm enabling and supporting leapfrog transformation in enterprises. It catalyzes growth for emergent enterprises operating in India, through highly specialized bespoke services that engage, empower, and unleash the full potential of leadership and governance.

CCL and Hunt Partners have partnered to develop a research-driven annual report on the Indian CXO. The report leverages each firm's experience and knowledge of leadership and the business context in which leaders operate.

We are pleased to release the inaugural edition of this study titled 'The State of the Indian CXO: Making Experiences Matter'. With India being one of the largest and fastest growing economies in the world, Indian CXOs have to lead in an extraordinarily dynamic and complex environment. As they rise in their organizations, CXOs need for leadership development becomes critical. In this study, we endeavor both to learn from these leaders and to help accelerate their progress.

Decades of research by CCL around the world have concluded that the two most powerful ways to grow and mature as a leader are by way of taking on challenging assignments, and by developing powerful relationships. This Report confirms that these insights are more relevant than ever in India at the present time. In the pages to follow, CXOs in India will receive specific guidance on what constitutes the critical leadership skills—and how to develop these.

Hunt Partners and CCL intend this report to be a practical resource, one that executives can use regularly as a reference for self- and team-development. We close by thanking all the executives who participated in our research—without whom this report would not have materialized.

John Ryan

President and CEO,
Center for Creative Leadership

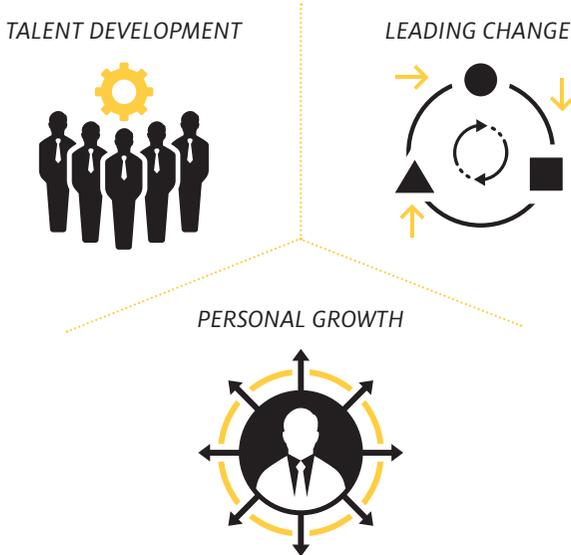
Team Hunt Partners

EXECUTIVE SUMMARY

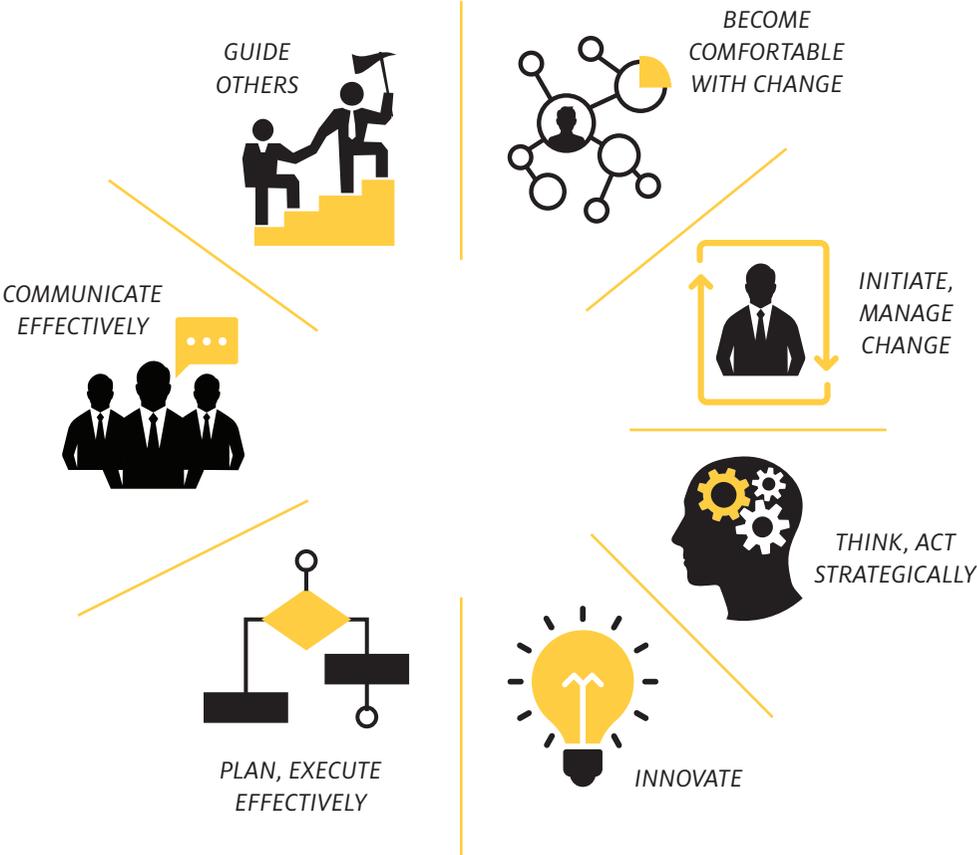
1 Making Experiences Matter is key to success

Senior leaders keen to deliver on their goals in a VUCA (Volatile, Uncertain, Complex, and Ambiguous) world, need to constantly upgrade their skills by learning from experience. Learning from experience requires organizations and individuals to identify and undertake those experiences that will make a difference and to maximize learning from every experience. The State of the Indian CXO: Making Experiences Matter study offers the reader insights from Indian CXOs with CCL's multi-decade research on learning from experience, and action steps to make learning from experience work for themselves and their organizations.

2 CXOs devote 60% of their time to 3 goals



3 To achieve their goals, CXOs expect to refine their skills in 7 areas



4 Four experiences can help CXOs develop and refine the seven needed skills.



5 Follow a 6R framework to obtain the most learning out of experiences.



RESEARCH METHODOLOGY

RESEARCH

Center for Creative Leadership and Hunt Partners collaborated on the State of the Indian CXO: Making Experiences Matter study to gather insights on skills and experiences for in-seat and future-ready CXOs in India. The study was designed to obtain insights on:

- goals that Indian CXOs have set for themselves
- leadership skills that Indian CXOs are looking to develop
- developmental experiences that Indian CXOs are looking to have
- experiences that forged leadership behaviours and philosophies of Indian CXOs

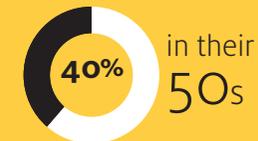
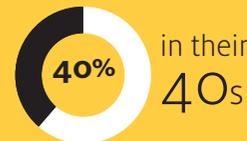
METHODOLOGY

The Center for Creative Leadership (CCL) research team gathered inputs from 150 leading Indian CXOs over a period of 6 months, using a combination of surveys and interviews. The survey was based on CCL's Experience Explorer™ tool. CXOs who completed the survey were sent their Personal Experience Explorer Profile.

The research team conducted interviews, gathering additional insights on critical experiences that shaped the leadership style of the CXOs, the goals they had set for themselves, and the actions that they were taking to accomplish their goals.

WHO ANSWERED?

150 India CEOs and CXOs





**GOALS TO
ACHIEVE, SKILLS
TO DEVELOP**

GOALS TO ACHIEVE, SKILLS TO DEVELOP

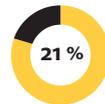
What goals are CXOs setting for themselves, what skills are they looking to develop?

We Asked...

One year from now, to have an impact on your organization and/or the people around you, what are goals that you would like to set?

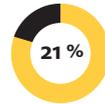
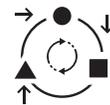
To achieve your goals, which skills will you most need to learn/improve upon?

CXOs said...



TALENT DEVELOPMENT

Have an effective plan for succession; Build succession and bench strength for key leadership roles; Create leaders in the organization



LEADING CHANGE

Positive work environment; Design the scaffolding to be accepting of differing abilities; Team buy-in on the new business structure; Inculcating internal competition



PERSONAL GROWTH

Creating a powerful personal brand; Humility; Resilient; Have empathy; Become a role model; Improve my networking professionally



LONG TERM GROWTH

Participate more on institution building, than in administration; Contribute to make my organization as Best Place to Work; Creating and sustaining a long term business



EXECUTION EXCELLENCE

Have process standards in place, Cost optimization; Review and manage short term goals more effectively; Project delivery; Simplify processes



NEAR TERM GROWTH

Business growth in next 12 months; Get my new product to market; Increase business offerings; To emphasize that growth is imperative



TALENT DEVELOPMENT

With 1.2 billion people and a workforce of 520 million, India has a large pool of talent, but the challenge is to get skilled leadership talent. At junior levels, the talent needs to be made employable through adequate training. At senior levels, the challenge is two-fold. With rapid growth trajectories of companies, hiring or developing the leaders with the right

skillset and the right mindset is the first challenge. Retaining senior leaders by keeping them engaged, in the face of multiple opportunities is the second challenge for CXOs.

To develop teams and ensure a strong succession pipeline, we find the CXOs setting for themselves goals to empower and delegate a higher degree

of responsibility to their teams, while ensuring accountability.

Creating a right mix of young and experienced talent, ensuring and at times mandating diversity in the teams, integration of newer talent, increasing time spent on development, and inspiring talent are other team development goals that CXOs have signed up for.

SKILLS TO DEVELOP



COMMUNICATE EFFECTIVELY

To achieve their goals of developing talent by delegating, inspiring and engaging, CXOs felt the need to develop their ability to communicate effectively. Effective communication involves multiple skills like the ability to listen actively, the ability to provide feedback, and the ability to receive feedback.



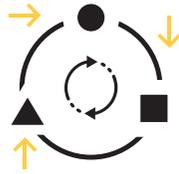
GUIDE OTHERS

CXOs seek to be less of the “Sage on the Stage”, but more of “Guide by the Side”. They seek to improve their ability to coach and mentor their team, by asking powerful questions, rather than providing answers.

“The “What’s in it for me” now is more intellectually based, rather than anything material. My biggest satisfaction comes from seeing others becoming successful. I keep asking myself, “How can I help other people develop, become stronger, become more successful?”. It is now a very win-win kind of outcome that you are looking from every interaction, every job.”

Senior Vice President, Global Technology Company

LEADING CHANGE



Thanks to the VUCA world, organizations are changing in structure and culture very rapidly. Re-organizations to accommodate growth have become more frequent. CXOs are in charge of figuring out the structure and the culture that would best serve their organizations. The opportunities and the disruptions brought about by technology

weigh heavily and are reflected on the CXO's goals.

On the opportunity front, CXOs are looking to use technology to drive automation, simplify processes in their companies, enhance use of analytics and build their teams' skills in Artificial Intelligence. CXOs are looking to enhance their ability to accelerate

innovation or to innovate existing models to enable scale and profitability.

On the disruption front, CXOs appear to believe that the best way to prepare for change is to build a culture of change. Up to 20% of CXOs have set themselves goals to help their organizations get ahead in becoming aware of new trends and creating the right competencies in their teams to manage change.

SKILLS TO DEVELOP



COMFORT WITH CHANGE

Leading organizational change requires CXOs to be comfortable with change on a personal basis and to accept change as positive, before they can lead change by example in their organizations. CXOs feel the need to develop the mindset of accepting the uncertainty that change brings in its wake and the skillsets to manage the complexity of change.



INITIATE, MANAGE CHANGE

Initiating and managing change require CXOs to take into account people's concerns during change, identify champions for change, and manage resistance to change. As change unfolds, a high degree of courage is often required to see the change through.



INNOVATE

In today's volatile and ambiguous environment, CXOs see the need to develop their skills to exercise their judgement on which creative ideas are worthy of adoption, to create and sustain a climate of experimentation and to be comfortable with failures and rapid prototyping.

"With so much digitization happening, how can we maintain human touch and human angle to it? How can we not only have touch and slide, but continue to have touch and feel? How do ensure that I do not alienate people out that experience? I want to pursue learning on this."

Senior HR Leader



PERSONAL GROWTH

Personal growth is as important as organizational growth to CXOs. With the rise of social media, the growth of specialized forums, and the era of “influencers”, we found CXOs setting goals to create a powerful personal brand for themselves, and to expand their networks.

Their heightened awareness of their increased visibility also means that they

realize the impact that their actions have on the rest of the organization; hence we also found many of them setting goals to be a role model.

Several CXOs stated that their goals were to develop humility and empathy. These goals are likely driven by the complexity of their work, and the uncertainty of the environment. The days of the

senior-leader being the “know-it-all” is past and their goals indicate that they see the need to develop the humility to take in multiple perspectives and empathize with key stakeholders in order to succeed. Indian employees look to leaders, who in addition to challenging them, will also support and guide them. They expect a CXO to be someone they respect and can learn from; CXOs

are preparing themselves to meet this expectation.

CXOs are also setting themselves challenging personal goals, beyond the organizational confines. Several CXOs who participated in our study, had set for themselves goals to give back to the society by solving problems that would make a difference to the Indian society.

SKILLS TO DEVELOP



COMFORT WITH CHANGE

Goals like making a difference to the society, developing empathy and humility etc., while seeming simple, call upon the CXO to manage a high degree of complexity in individual behaviour.

The decision to become an entrepreneur after a career of being an employee, will present new challenges and require the person to be skilled at managing a high degree of uncertainty.

“I am trying to see if over time I am able to build a credible point of view around transitions like age, career, geography etc. I am looking for an opportunity to have a credible point of view and write a book. I want to systematically observe my thinking and insights and collect them, so that I can write a book and share my perspectives. “

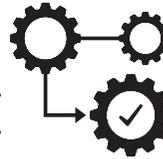
CEO, Advisory Services Company

LONG TERM GROWTH



About fifteen percent of CXOs set themselves goals to ensure long term growth and sustainability of their organizations. Increasing plant capacity to meet future needs, expansion to other geographies, consolidating to reduce risk, going public, making global

EXECUTION EXCELLENCE



acquisitions, improving governance, setting a clear vision, mission and values for the organization, were examples of some long-term goals.

The role of CXO demands that KPIs be met. About 15% of goals set were about ensuring excellence in execution.

NEAR TERM GROWTH



Customer focus, quality focus, cost optimization, operational efficiency, and turning around non-performing units – these were the types of execution related goals that CXOs set.

CXOs in our study were very conscious of the need to show short-term

performance. A smaller percentage (8 %) of goals were related to growing the company in the short term by introducing new products, increasing exports or diversifying product lines to reduce risk.

SKILLS TO DEVELOP



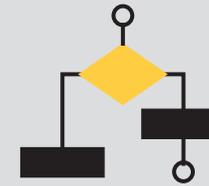
THINK, ACT STRATEGICALLY

Setting direction is a key leadership behaviour. CXOs seek to develop their skills at creating and communicating a clear vision, mission, and values for their organization. To think and act strategically involves translating the vision into actionable plans on the ground while taking into account the needs of multiple stakeholders and balancing long-term goals with immediate needs. Developed strategic plans also need regular updates to reflect the changing circumstances.



INNOVATE

Excellence in execution by improved quality control, reducing lead times, reducing costs etc., requires companies to try out new and innovative technological approaches. Not surprisingly, CXOs want to develop skills around innovation.



PLAN, EXECUTE EFFECTIVELY

Alignment of resources, whether capital, material or talent, is key to effective execution. This reflects CXOs' interest to refine their skills in planning in order to bring about alignment among their teams for effective execution.

PAUSE TO REFLECT...

1 One year from now, to have an impact on my organization and/or the people around me, these are goals that I would like to set...

Goal 1

Goal 2

Goal 3

2 To achieve these goals, the skills that I would need to need to learn or refine are...

→ **Skill 1** **Skill 2**

→ **Skill 3** **Skill 4**

→ **Skill 5** **Skill 6**

3 How do my goals compare with those set by my peer CXOs?

4 How do the skills that I seek to develop compare with what my peer CXOs are looking to develop?

RESOURCES TO HELP YOU DECIDE “GOALS TO ACHIEVE, SKILLS TO DEVELOP”



Imagining Asia 2030: Future-Fluent Asian Leader

(A CCL Research Report)

- What are the megatrends that will influence Asia over the next 15 years?
- How will these megatrends affect societies, businesses, and leaders?
- How must businesses in Asia act differently to be future-fluent?
- What capabilities and mindsets must leaders develop to deal with the changes in businesses and societies?

Take a peek into 2030 with this...



Architecting Future-Fluent Culture: Critical Role of Human Resources

(A CCL Research Report)

- How important is having the “right” culture for future readiness of an enterprise?
- What is business leadership’s and HR’s role in shaping the right organization culture?
- What are some of the challenges in shaping a future-fluent culture?
- What responsibilities must HR own in order to play an effective role in shaping the organization culture?
- What are the best practices (successes) or failure stories in this regard?

Read this report to find out...



The Global Asian Leader: From Local Star to Global CXO

(A CCL Research Report)

Are you looking to create a sustainable pipeline of Asian talent taking up global roles in your organization?

Obtain insights on

- (a) key reasons that stall growth of Asian leaders;
- (b) strengths that Asian leaders bring to the table;
- (c) development areas or critical gaps;
- (d) competencies required to succeed in global roles;
- (e) critical must-have experiences to prepare for global roles;
- (f) practices employed in exemplar organizations to develop a robust pipeline of Asian leaders.



CHRO 3.0: Preparing to Lead the Future HR Function in Asia

(A CCL Research Report)

Only one in five leaders claim that their HR function in Asia is future-ready!

How can the HR function in Asia keep up with the rapidly changing business environment?

Read about seven mind-shifts that can help HR leaders prepare to be the CHRO of the future organization.



**EXPERIENCES
THAT MATTER**

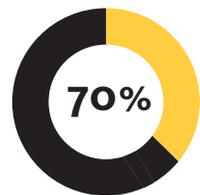
EXPERIENCES THAT MATTER

Identifying Powerful Experiences

WHAT WE KNOW

CCL's research on learning leadership from experience, points out two fundamentals of learning from experience

#1 Leadership is learnt from...



CHALLENGING
ASSIGNMENTS



DEVELOPMENTAL
RELATIONSHIPS



COURSEWORK,
TRAINING

#2 Not all experiences are equal...

Quality

Quantity

Diversity

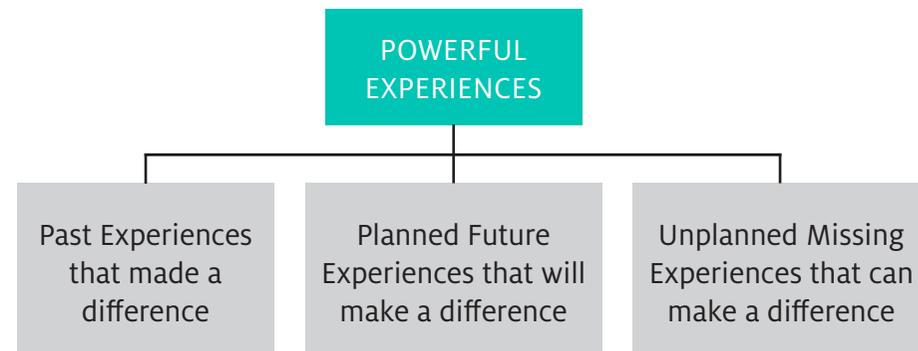
of experience matters...

WHAT WE MUST DO

MAKE LEADERSHIP LEARNING INTENTIONAL, not incidental nor accidental...

Identifying powerful experiences that can help refine and develop the needed leadership skills is the first step to making learning from leadership intentional.

Powerful experiences can come from reflecting on past experiences, planning for future experience, and learning from unplanned but missing experiences.



EXPERIENCES THAT MADE A DIFFERENCE



INCREASES IN JOB SCOPE

A significant increase in budget, number of people to manage, access to resources, and complexity of tasks. Typically involving a promotion, an increase in job scope raises the manager's responsibilities and visibility.



NEW INITIATIVES

Building something from nothing by leveraging an opportunity to develop or launch a new product or service, adopt new technologies, craft a new policy or process, set up a plant or unit, enter a new market, embark on a new line of business, or create a new business entity.



TURNAROUND

Fixing and stabilizing a failing or underperforming unit or organization. Productivity and profitability is achieved by re-structuring, downsizing, or closing down a unit, function, or operation, or by implementing an organizational culture change. These troublesome assignments often arouse turbulent thoughts and feelings in the manager.



BOSSES AND SUPERIORS

Leader, one or more levels above the manager, who is remembered for being a positive or negative role model, coach, teacher, and/or catalyst who accelerated development.



FEEDBACK AND COACHING

Job-related, formal or informal conversation concerning specific situations, personal abilities or traits, or friendly advice about leading or managing. The feedback and coaching may be, but isn't always, part of a formal performance appraisal or 360-degree feedback process.

EXPERIENCES THAT MATTER

Which past experiences have made a difference?



We Asked...

We provided a list of 54 experiences and asked:
To what extent have each of these influenced the way you lead today?



CXOs said...

HIGHLY INFLUENCED How I Lead Today

More than 50% of CXOs picked these experiences as highly impactful:

INCREASES IN JOB SCOPE
NEW INITIATIVES
TURNAROUND
BOSSES AND SUPERIORS
FEEDBACK AND COACHING

MODERATELY INFLUENCED How I Lead Today

More than 30% of CXOs picked these experiences as moderately impactful:

COURSEWORK AND TRAINING
DIFFICULT PEOPLE
STAKEHOLDER ENGAGEMENT
PERSONAL EXPERIENCES
FEEDBACK AND COACHING

EXPERIENCES THAT MATTER

Which future experiences will make a difference?



We Asked...

In the next one year, which experiences will be most helpful to develop the skills needed to achieve your goals?



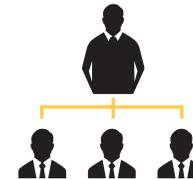
CXOs said...

To develop the skills needed to achieve our goals, these four experiences would be most helpful:



FEEDBACK AND COACHING

- Guide/coach co-worker or subordinate
- Be guided/coached by respected person outside work



BOSSES AND SUPERIORS

- Work with boss who challenges and supports me



NEW INITIATIVE

- Implement a new strategic initiative



TURNAROUND

- Change the culture of a team/unit/organization

FEEDBACK AND COACHING

The Quest for Perfection: Getting better at delegation



Recollections of a Senior HR Leader and Leadership Coach

WHAT HAPPENED?



I managed compensation for South Asia and ASEAN region by myself. After six months, I got a team member. I am a perfectionist, I found fault with the output from my direct report, and this led high stress levels for myself. I sat down with him to understand what he thought about me, in an open dialogue. I got critical feedback that, I thought I could do it by myself and I did not

need any support. I heard him say that I needed to give him space to learn and contribute.

Following this I gave permission to my direct report, to point out my “perfectionist” behaviour, without any fear of retribution. I became aware of what I was doing. I empathised with what he was going through. It helped me provide my direct report with an

opportunity, and also reduced my workload.

Whenever he brought anything to me, I focused on discussing the positives first and the negatives later. Rather than a mistake-focusing session, it became a developmental session.

After I moved on from the role, this person went on head employee relations for South East Asia and ASEAN region.

WHAT I LEARNT



I learnt from this how to delegate better, and how can I empathise better with myself and with others.

I learnt that I am not a superman anymore, and that I need to use my skills where I am best, but I need not do

everything.

I became a fine-tuner of ideas, rather than one person having all the ideas.

AHA!



“In this age of millennials, how do you learn from them? Their thoughts and ideas are diametrically different to what mine were. How do I constantly learn from them to fine-tune what I already know, helping both of us.”

Source: CCL Research, 2018



BOSSSES AND SUPERIORS

A Job Interview: Learning what leadership means

Recollections of a Head-Commercial Banking, Financial Services Company

WHAT HAPPENED?



When I saw him for the first time, my interviewer had no pen or paper, but knew everything on my resume and made me feel comfortable.

At the end of the interview, he asked me about other options that I was considering. I had another offer, but I agreed to explore before I made up my mind. He asked me, "What would help

you make up your mind?"

I expressed my concern about credit rating being a new concept in India and the company being fairly new; the other place to which I had an offer, was a well-known brand.

He asked me for an hour of my time. To my surprise, six to seven people - senior analysts to the general manager - came

in to answer everything that I needed to know about the company - its goals, its culture - so that I could take a very informed decision.

The whole experience of his preparedness for the interview, his way of engaging me and then making sure that he left nothing to chance, in trying to convert the situation impressed me.

WHAT I LEARNT



In hindsight, it teaches a lot of things. You know your own reality that you are new company, and the guys who come will always have these questions, so, if you really want to convert it to your advantage, then you need to do something that is authentic, and at the

same time, really deep and you need to put serious effort.

Working with him was a massive learning experience, in terms of how a leader needs to be a) well prepared and b) if one has the intent, you can be a massive enabler, being quite

spontaneous but being extremely effective at the same time.

And I think that has rubbed off. Similar experiences with some top class managers have rubbed off in terms of how I lead my team.

AHA!



"Apart from the processes, I would still want my personal connect to ensure that [my] point of view is suitably captured. It is critical as leaders, that you should take time to have a personal feel and understanding of the impact that you are creating."

Source: CCL Research, 2018



Recollections of a Director, Specialist Consulting Company

WHAT HAPPENED?



It was my first significant leadership role. In 2000, the tyre industry was slumping by about 3%. I was thinking about how to transform the business.

I was reporting to a person who was an entrepreneur by himself. He challenged me, an outsider to the company, to look forward and not look back in order to break the growth curve. So, we went back to the drawing board, thought

without constraints on resources and thought of what we would like to achieve. We finally froze at ₹450 crores as a target.

In the tyre industry, we used exclusive dealers and thus we had limited penetration. Coming from a different industry, I was clear that markets belonged to multi-brand outlets.

However a large portion of the revenue came from exclusive dealers, so there was a risk of exclusive outlets becoming multi-brand for other companies as well. So, we devised a strategy using exclusive dealers to feed into multi-brand dealers in high-market share areas. For low market share areas, we opened multi-brand outlets with the direct dealer. We closed at ₹400 crores.

WHAT I LEARNT



I carry this experience in all my assignments. It taught me to not get bogged down due to constraints, don't get bogged down by de-growing. Instead, I think about how to disrupt,

being big and sustainable. Don't look at temporary gains.

Transformation of the trade channel—the inhibition of going to multi-brand got broken into two kinds of strategic

markets—high and low market share. This gave confidence to people that conflicts can be resolved and you can have a win-win, and the transformation sustains.

AHA!



“It is uncharted territory, but if you have a conviction, you will find ways and means of creating a model. In doing this, management support is important for you to be able to take the risk.”

Source: CCL Research, 2018



TURNAROUND

Be the Source of Joy: Cultural change leads to personal transformation

Recollections of a Partner, Global Technology Research and Advisory Company

WHAT I DID?



The most valuable experience that I had was becoming a cultural change agent. My mandate was to change from a top-down dictatorial culture to a culture where our employees are more empowered and engaged.

I thought, “Why don’t we create a family culture, a feeling that we are family”. In a family culture we know each other and

support our family members, as we do in our true families outside. It will help us to take ourselves to a different level. The organisation and our clients will also be at different level where we will always be connected to each other.

I am very proud to say that we now have a family culture – where everyone knows

each other and stands by each other. Our client experience is growing, business is growing.

We are now talking about a second experience - empowering my people to run the show themselves. They are now in the stage of becoming the CEO of their function – whether an office boy or an executive.

WHAT I LEARNT



As I was traversing this journey, the self-realisation happened as to what my single goal can be, so that a legacy can be left behind. It helped me create a goal for myself to “be the source of joy to all”. That’s it. Nothing else.

It has helped me in such a way that if I am able to create a smile, happiness in somebody’s life, it is contagious and I become more happy. I will be more satisfied; I will be more fulfilled. It definitely brought about openness,

transparency and the CEO mind-set culture that helped me to create the family culture, but this goal of “be the source of joy” happened to me during the journey.

AHA!



“Put efforts to become selfless. The mind-set has to be calibrated to look beyond themselves; they are part of the universe and need to look beyond themselves. The coach /mentor should be completely selfless, with an objective to create a smile on the other’s face. And out of that, I will also be learning from the experiences or situations that the mentee or coach is into.”

Source: CCL Research, 2018

ROLES THAT BOSSES AND SUPERIORS PLAY



POSITIVE ROLE MODEL

Bosses often make a positive impression on subordinates, even without always intending to do so. Subordinates who regard their boss as effective will frequently emulate the individual's words and actions.



TEACHER

Effective bosses provide situation-specific instructions and advice to subordinates—from how to dress or talk to how to conduct a business meeting. The guru-shishya tradition in India leads bosses to provide selected subordinates with an extra measure of holistic coaching.



CATALYST

Bosses can provide momentous experiences that combine stretch assignments, encouragement and support. They can step aside and give subordinates the autonomy to experiment, improvise and handle a tough project or situation by themselves. This develops the young manager's technical and relationship skills and promotes self-insight. In effect, the catalyst boss jolts a subordinate out of a comfort zone and helps the individual perform at a higher level.



MENTOR

Bosses who mentor their subordinates create meaningful personal relationships. They share expertise, offer career advice (especially when difficult decisions have to be made), and express a sustained interest in the subordinate's career over time.



NEGATIVE ROLE MODEL

Some bosses and superiors teach important managerial lessons through destructive or offensive words and actions. Subordinates promise themselves they will never talk or act the same way.

Source: Grooming Top Leaders, Cultural Perspectives from China, India, Singapore and the United States. A CCL White Paper, 2014

EXPERIENCES THAT MATTER

What is the one experience that matters the most?



We Asked...

We provided a list of 54 experiences and asked:

- Pick one experience that influenced you the most in how you lead today.
- Which are the most important skills that you learned from this experience?



CXOs said...

The one experience that influenced me the most in how I lead today is
“WORKING WITH A BOSS WHO CHALLENGED AND SUPPORTED ME”

By working with a challenging, yet supportive boss or superior, CXOs learnt these leadership skills

SKILLS ABOUT LEADING MYSELF

Value of Learning/
Self-Improvement

Confidence

SKILLS ABOUT LEADING PEOPLE

Importance of
Feedback

Managing Bosses/
Superiors

SKILLS ABOUT LEADING WORK

Planning and
Execution

Problem-Solving
Decision-Making

Risk-Taking

“My chairman is one of the richest people in the world but at no time I have heard or felt that he has done something that goes beyond a professional way of doing things. I see him have the humility, humbleness, and simplicity. This is inspiring and something for people to emulate.”

Group CHRO, Business Conglomerate

EXPERIENCES THAT MATTER

Which experiences are we missing?

We Asked...

We provided a list of 54 experiences and asked:

- *Pick the experiences that you have not had*



CXOs said...

More than 30% of CXOs picked these experiences as ones they have not had

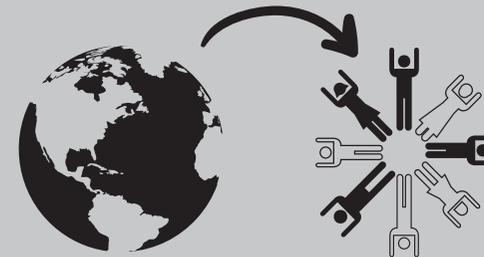
- Cross-cultural experiences
- Ethical dilemmas at work
- Leading in a Crisis
- Facing Career Setbacks

Of these, cross-cultural experiences can be engineered by organizations as a developmental initiative.

The other three, however, are not in the control of organizations, but are important experiences, since they can teach deep lessons.

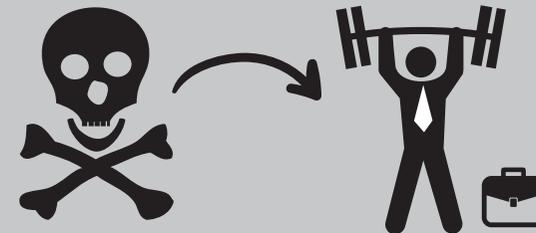
MISSING EXPERIENCES CAN TEACH DEEP LESSONS

CROSS-CULTURAL EXPERIENCE BUILDS ABILITY TO LEVERAGE DIVERSITY



Cross-cultural experiences are vital to help leaders learn the skills for leading a diverse workforce.

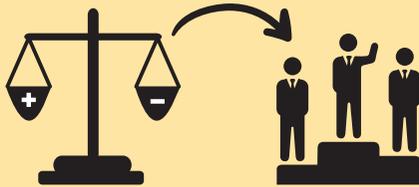
LEADING IN A CRISIS BUILDS RESILIENCE



In a VUCA world where the mantra is to “Fail Fast to Succeed Sooner”, resilience while encountering multiple failed opportunities is key to success.

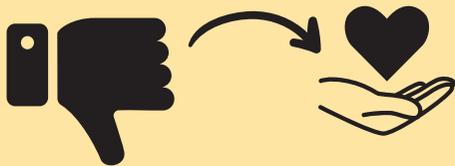
MISSING EXPERIENCES CAN TEACH DEEP LESSONS

FACING ETHICAL DILEMMAS BUILDS CONFIDENCE



Ethical Dilemmas involve observing and enduring illegal or immoral behavior by a senior leader. When leaders take responsibility for themselves, their company or a co-worker in the face of an ethical dilemma, it builds a sense of confidence and integrity.

FACING CAREER SETBACKS BUILDS EMPATHY



Employees encounter dips in their career curves, some more than others. It would serve the CXOs well to remember that their career growth curves are atypical and that they need to develop the empathy to those with different career trajectories.

AN ETHICAL DILEMMA: HOLDING ONE'S HEAD HIGH

WHAT HAPPENED?



I was CEO for a joint venture company of a large group. There was a big legal, non-compliance issue during my period. There was a huge penalty imposed on us. The process that caused this was set in motion during the earlier CEO's tenure but discovered in my tenure.

As part of an internal investigation, I was called by the Chairman and my statement recorded. I tried to reason with them that this procedure was overlooked and was a continuation from the past. I did not identify any employees and I did not want to deflect the blame to the past. I took complete responsibility and ownership for the mistake.

I was warned that I may have to leave the company tomorrow if I took the blame, but I still did not blame the employees. I felt that I had the highest level of accountability. I was later told by the Board I was told that I was being let go. I resigned.

WHAT I LEARNT



What I learned from this is that when you run into a problem like this where you may have to compromise your moral

values, you must stand your ground. When I think about this experience, this generates a positive energy and I feel very proud to have done the right thing. I did a lot of things to correct things in the company all by myself. Through this I developed more entrepreneurial skills and learned how to lead from the front.

*CEO, Automotive Components
Manufacturer*

Source: CCL Research, 2018

PAUSE TO REFLECT...

QUALITY

High quality experiences challenge you to lead in novel and diverse environments and learn new skills.

Have the experiences that my peer CEOs consider “most impactful”, had a similar impact on me?

What did I do / who helped me to make sense and learn from my most impactful experience?

QUANTITY

Multiple experiences of the same kind can add depth and nuance to the skills that you learn.

Are there experiences that I want to repeat to further my learning?



DIVERSITY

The more diverse your experiences, the deeper and broader will be the range of skills created by these experiences.

What experiences am I missing that I could benefit from?

How do I ensure that I learn a variety of skills from unexpected experiences?

“The best pay I ever got was experience, which I think is still the most valuable thing in the world. That’s what we’re put in the world for, to get experience and to help others get it. It’s the one thing no one can take away from us”

Henry Ford

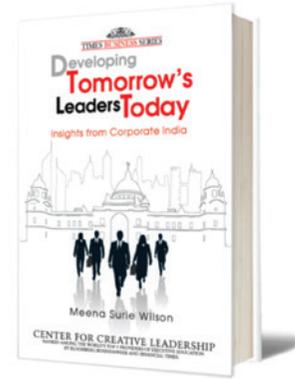
RESOURCES TO HELP YOU IDENTIFY “EXPERIENCES THAT MATTER”



Experience Explorer

(A CCL Facilitation Tool)

Consisting of a Experience Explorer Card Deck and Facilitator Guide, you can use these to stimulate reflection about experiences and provoke in-depth conversations about experiences that matter.



Developing tomorrow's leaders today: Insights from corporate India by Meena Surie Wilson

(2010, John Wiley & Sons)

This book offers early and mid-career managers a roadmap for steering their careers towards the higher echelons of executive leadership

It offers senior executives, a systematic and proactive approach to cultivating the leadership talent that their organization will require in the future.



Grooming Top Leaders: Cultural Perspectives from China, India, Singapore and the United States

(A CCL White Paper)

Learn about the “basic five” experiences that deliver valuable learning across countries and the “plus two” experiences that offer unique country-specific developmental experiences.



Developing Next-Generation Indian Business Leaders: The Keys to Success

(A CCL Research Report)

Obtain insights on the context, the paradoxes, the different capabilities, and best practices for key stakeholders to accelerate the development of next-generation Indian business leaders.

MAKE LEADERSHIP LEARNING
INTENTIONAL, not incidental
nor accidental...



**MAKING
EXPERIENCES
MATTER**

MAKING EXPERIENCES MATTER

The 6R Framework to Making Experiences Matter

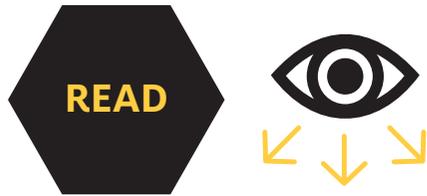
We Asked...

What actionable advice do you have for aspiring leaders?

CXOs said...

Based on CXO recommendations, we formed the 6R model to help in-seat and future CXOs make their experiences matter, by positioning themselves to glean learnings from the experiences.





To **READ**, is to develop the ability to be curious, to be aware of the world around, to be aware of one's own strengths, areas for development and the gap between intention and impact of one's actions. Humility and the openness to new ideas and behaviors is a key ingredient to develop the ability to Read.

ACTIONABLE ADVICE



Be humble, listen to other people. People around you can give you a lot; keep your mind open to learning. Arrogance is a learning block. Become more self-aware, get your ego out of the way. Learn from everyone, everywhere all the time.



To **RISK** is to develop the mindset of taking on challenges, being experimental and being adaptable to change. Leaders need to be comfortable making mistakes, not get intoxicated with being successful and doing things right. When leaders stop taking risks, it eventually works against them. Risking also calls for the ability to be able to live with the risk, smile and still sleep comfortably.

ACTIONABLE ADVICE



We recruit based on success and failures. People who say they have not failed, I don't look for them. Failures are worth reflecting on. I see: Has the person dared to try something different and try to overcome his failure. It is important to acknowledge your failures.





To **REFLECT** is to develop the habit of analyzing the impact of one's behaviour on the people around and the job on hand. Merely going through multiple experiences is not sufficient, it is necessary to reflect in order to learn lessons for one's development.

While reflection is usually done alone, the process depends on gathering inputs from others like bosses, peers, direct reports, superiors or even from family members, before doing one's own reflection. This will help leaders to see their strengths and their blindspots, while providing ideas about what activities will help address the blindspots.

ACTIONABLE ADVICE



When you do the review yourself, you will probably answer 70-80 %, but that balance 20-30% you need help and that is when you talk to your boss, your bosses boss, some colleagues with whom you are close and let the reactions come. You learn where you went wrong, where you could have done better, the skills that you don't have, that you need to develop. Some of the prejudices that you have, that you need to get rid of etc.. I see that as the most useful thing.



To **REACH** is to create a network of individuals who can provide perspective and support for your work. The CXOs we spoke to, reinforced the need for a group of well-wishers / mentors as key to a leader's development.

ACTIONABLE ADVICE



Mentors act like lighthouses: they help you with navigation. Leaders grapple with two questions during their journey: where to go and how to go. Mentors ensure that you get to your true destination quicker. Mentors also bring in networks. Mentors often give you a judgement as they give a different perspective on your situation.





To **RELAX** is to make sure that in the humdrum of change, the leader's physical, psychological, and spiritual well-being is taken care of. Essentially, it means to ensure that the leader is happy at the end of the day. A leader who is able to take care of themselves, would also likely empathize with the well-being of their team.

ACTIONABLE ADVICE



Technology is fantastic, but it is also killing us. Make sure you are finding time for yourself, and for people that matter to you, NOT people at work. Do not mess up personal life with your spouse, kids and parents. No one thinks while going to the grave, "I wish I had done 4 more projects".



To **REPEAT** is to develop the tenacity to continue the process of Read-Risk-Reflect-Reach-Relax for every new experience. Learning and development are lifelong processes. Be ready to do it all over again...and again!

ACTIONABLE ADVICE



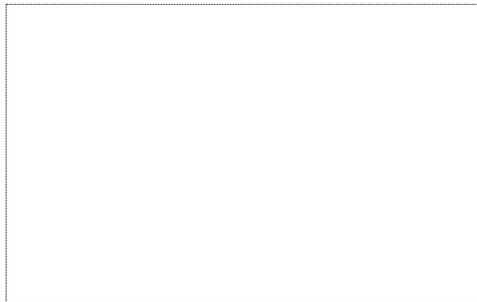
Think big, persist to disrupt. Don't leave half way through, it will not give you the result. Develop the ability to persist in the midst of all adversity over a period of time.



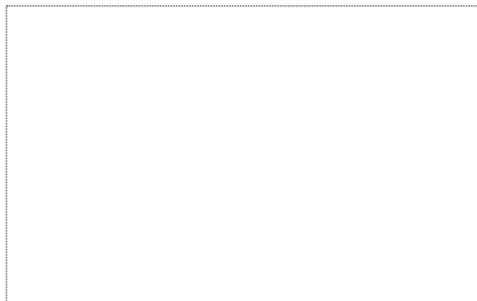
PAUSE TO REFLECT...

ASSESS

What are my personal qualities or habits that will help me learn from new experiences?

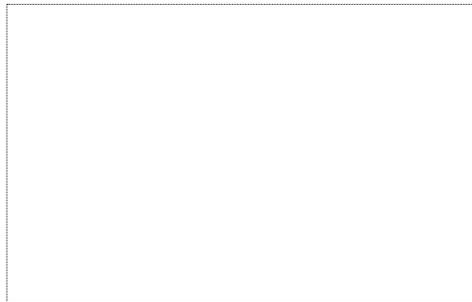


What challenges or difficulties could get in the way of my learning from new experiences?



CHALLENGE

How can I best gain access to the next experience that I plan to have?

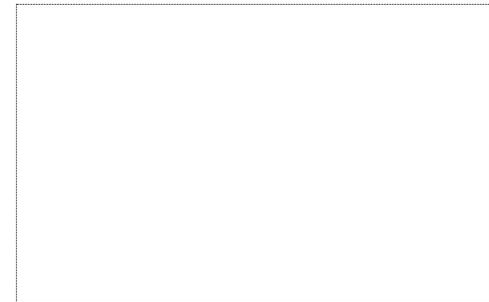


How can I apply what I have learned about “How I learn best” to my next new experience?

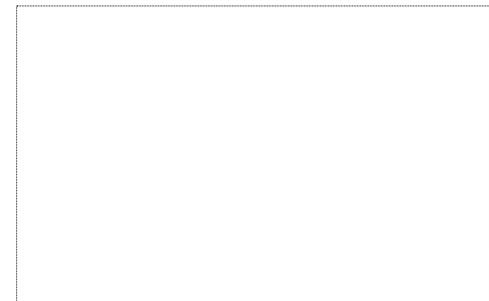


SUPPORT

Whom can I turn to for guidance?
Do I need my own group of personal advisors?



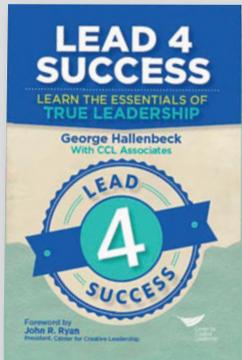
What resources will help me in the process?



“Men are wise in proportion, not to their experience, but to their capacity for experience.”

George Bernard Shaw

RESOURCES TO HELP YOU “MAKE EXPERIENCES MATTER”



Lead 4 Success: Learn the essentials of true leadership by George Hallenbeck with CCL Associates (2016, CCL Press)

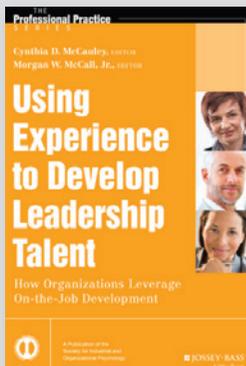
Lead 4 Success sets your development as a leader on the right track, focusing on the four fundamental skills SELF-AWARENESS, LEARNING AGILITY, COMMUNICATION, and INFLUENCE. With this book as a guide, its tools and ideas will help you develop and put into practice the skills that you need to demonstrate true leadership.



Lead 4 Success

(A CCL Lead-It-Yourself Solution)

Lead 4 Success™ - CCL's licensed solution moves leaders from average to high performing by developing the four fundamental skills (self-awareness, learning agility, influence and communication) that leaders at any level need to master for success.



Using Experience to Develop Leadership Talent: How Organizations Leverage On-the-Job Development by Cynthia D. McCauley , Morgan W. McCall Jr. (2014, Jossey-Bass)

Co-Published by the Society of Industrial and Organizational Psychology and sponsored by the Center for Creative Leadership, Using Experience to Develop Leadership Talent provides real-world strategies, best practices, lessons learned, and global perspectives on how organizations effectively use experience to develop talent.



Experience-driven leader development: Models, tools, best practices, and advice for on-the-job development by Cynthia D. McCauley , D. Scott Derue , Paul R. Yost , Sylvester Taylor (2013, John Wiley)

Co-published with CCL, this book offers a compendium of best practices, tools, techniques, processes, and other resource resources to harness the developmental power of work experiences for leadership development. In addition the book includes illustrative case studies of leadership approached that have worked in such forward thinking organizations as Boeing, Microsoft, and Heineken.

Leaders need to be **COMFORTABLE
MAKING MISTAKES**, not get
intoxicated with being successful
and doing things right.



**CONCLUSION,
NEXT STEPS**

CONCLUSION



Making learning from experience intentional... not incidental, nor accidental

There are three major goals that in-seat CXOs are setting for themselves - goals to develop self (personal growth), goals to develop others (talent development), and goals to develop the organization (leading change).

To achieve these goals, CXOs need to improve on seven skills in three categories of leading self, leading others, and leading the organization.

CXOs can develop and refine these skills by identifying high impact experiences. Attending to the quality, quantity, and

the diversity of their experience portfolio, will help CXOs to be intentional about choosing their future experience.

Working with a supportive and challenging boss, feedback and coaching, launching new initiatives, and engineering cultural turnarounds – these are four high impact future experiences that matter.

Following the steps of the 6R framework can help CXOs extract maximum learning from past, present and future experiences.

ENABLING COLLECTIVES TO LEARN FROM EXPERIENCE



In a VUCA world, organizations are looking to develop more and better leadership talent, more quickly. Even as individuals learn from experience, there is a great need for collectives to learn from experience.

Organizations interested in using an experiential approach to developing leadership talent must follow three steps.

First, using tools like CCL's Experience Explorer™, assess the quality, quantity and diversity of the experiences that talent has had.

Second, with key skills to be developed as the goal, create specific experiences that offer a sense of challenge to the talent.

Third, as talent undergoes these experiences, offer the necessary developmental support necessary for them to reflect, interpret, and glean learning from the experience.

Repeat this process of Assess-Challenge-Support over many cycles, to make learning from experience intentional, not incidental, nor accidental.

HOW CAN CCL HELP ME

Are you looking to make learning from experience...

**INTENTIONAL,
NOT INCIDENTAL
NOR ACCIDENTAL?**

CCL's Experience Audit can help you, your team, and your organization.

Experience Audit

An experience audit is a structured process to evaluate the quality, quantity and diversity of experience, and how that impacts leadership development in an enterprise.



PERSONAL EXPERIENCE EXPLORER PROFILE

Reports for individual leaders providing snapshots, forecasts, and benchmarks with peers



USE THESE PERSONAL INSIGHTS...

Today's Snapshot

- Have I picked up important leadership skills in managing self, others and the work?
- What experiences are my peers learning from?

Tomorrow's Forecast

- What are the powerful experiences that I need to pick up in order to boost my career?
- What leadership skills should I add to me repertoire?



TOWARDS LEADER IMPACT

Creating individual development plans based on assessment of past experiences and future plans

Maximizing leadership learning by being intentional and by ensuring support for assignments

Benchmarking with other leaders on their experiences and leadership learning



GROUP EXPERIENCE EXPLORER PROFILE

Reports for your group / company providing snapshots, forecasts, and benchmarks with other companies



USE THESE ORGANIZATIONAL INSIGHTS...

Today's Snapshot

- What powerful experiences are my leaders lacking in?
- Does my leadership have the diversity of experience needed to succeed?

Tomorrow's Forecast

- What experiences are my leaders looking forward to?
- What critical leadership skills are my leaders looking to develop?



TOWARDS ORGANIZATIONAL IMPACT

Curating a powerful combination of 70-20-10 experiences that engage your leaders

Promoting best practices that grow and sustain leadership learning

Removing barriers to leadership learning

Growing your leadership pipeline

HOW CAN HUNT PARTNERS HELP ME

Hunt Partners is a leading Leadership Talent advisory firm covering the Europe-India-Asia corridor, founded in 2003 and maintaining principal offices in Delhi and Mumbai.

Hunt Partners' experienced consultants bring unrivaled expertise throughout Asia-Europe to offer their clients high quality services across a broad spectrum of industries and functions. This focused approach allows a better understanding of the clients' environment, business strategies and unique operations.

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In case of any queries or feedback, write to us on: communications@hunt-partners.in

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N. Anand Chandrasekar is a senior research faculty at the Center for Creative Leadership. In this role, Anand leads CCL's Asia focused leadership development research and evaluation practice, partnering with CCL staff and clients to identify leadership needs, design and deliver leadership development solutions, articulate leadership solution outcomes, and evaluate the solutions for impact and improvement. A key area of his current research is on enhancing the ability of individuals and organizations to make learning from experience intentional, not incidental. Anand holds a B.E. degree in Electrical and Electronics Engineering from University of Madras and an M.Bus. degree from Nanyang Technological University, Singapore.

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The Center for Creative Leadership is a top-ranked, global provider of leadership development. By leveraging the power of leadership to drive results that matter most to clients, CCL transforms individual leaders, teams, organizations and society. Our array of cutting-edge solutions is steeped in extensive research and experience gained from working with hundreds of thousands of leaders at all levels. Ranked among the world's Top 5 providers of executive education by Financial Times and in the Top 10 by Bloomberg BusinessWeek, CCL has offices in Greensboro, NC; Colorado Springs, CO; San Diego, CA; Brussels, Belgium; Moscow, Russia; Addis Ababa, Ethiopia; Johannesburg, South Africa; Singapore; New Delhi-NCR, India; and Shanghai, China.



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NOTES





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