

# GSMA Newsletter

*Managing in the new millennium*

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## Editorial

Dear Readers,

The June issue is finally here!

We continue with the BRIC series with an article on India and where it stands in the scheme of the BRIC's continuum.

This issue also specifically targets the theme of leadership, a much sought after skill in the world today. What makes a good leader? This question is not so baffling anymore, what with Daniel Goleman giving us the best insights into the topic in his book *Primal Leadership*, co-authored with Richard Boyatzis and Anne McKee.

This book breaks the art of leadership into a brain science and gives us the neurological scoop on what makes a good leader and why.

The article on NLP titled "The NLP edge to leadership: Is there such a thing and does it really work?" gives an overview of the tools and techniques that will help implement what according to Dr. Goleman is a set of behaviors that make or mar a great leader.

And finally we have an article on cloud computing, which attempts to demystify this latest trend in technology – what is it and why is it taking the technology world by storm?

As always, we hope you enjoy a good read.

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## The NLP Edge to Leadership: is there such a thing and does it really work?

NLP is one of the most popular techniques in applied psychology available today and many practitioners swear by its efficacy in leading people to success in any sphere of life they choose to apply it in. So just what is NLP and how can it help leaders shape the future of their organizations?

NLP cannot be defined merely as a form of applied psychology however, for this would not do it complete justice. There are as many definitions of NLP as there are people. To quote Amanda Vicker,

co-author of Teach Yourself NLP, “Some say it is a user manual for the brain, others say it’s an attitude and a methodology that leaves behind a trail of techniques or even that it’s a way of modeling excellence in human behavior.

NLP is all of these things and more but what really counts is how people use it to achieve more and feel fulfilled in their personal and professional lives. When you link all the words up, you have Neuro-Linguistic Programming which is essentially concerned with the processes by which we create an internal representation of the external ‘reality’ through the language of our neurology.”

### NLP and Leadership

One of the specialties of NLP is its potential to transform the way leaders operate by offering absolute clarity over what one wants. The more clarity one achieves over what one wants, the more likely they are to achieve it. NLP differs from most run of the mill goal setting techniques in that it uses something called a well-formed outcome. It emphasizes the difference between a goal and an outcome in a subtle, yet critical way. A goal is a desire for something in particular, whereas an outcome is what comes to us as a result of our actions. One of the key reasons why goals don't eventuate or fructify is because they were ill-formed to begin with. According to NLP these goals are not stated specifically enough and have unforeseen effects that keep them from truly flourishing.



NLP has a set of ingredients essential for success known as 'well-formedness' conditions. Leaders are most likely to be successful in the roles by avoiding problems and achieving the results they want by using these inputs.

Good leaders are aware of what gets their people going, hence communicating company goals and getting people hooked in is likely to create unity and alignment.

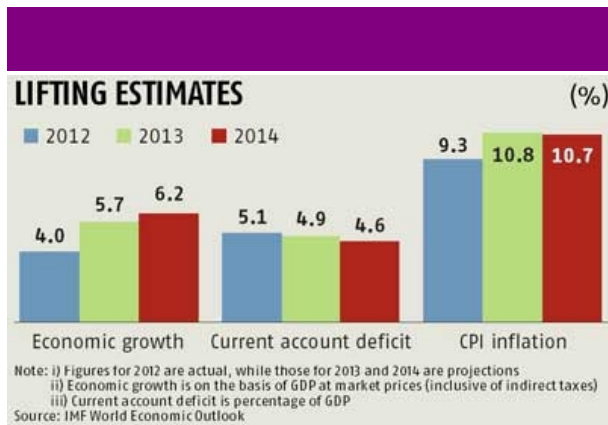
As Amanda Vickers elegantly puts it, “Like a cox with a crew of rowers, the leader takes responsibility for the teams safety and not only directs and controls activity but also coaches and motivates his team. “ To put it simply, communication from the leader that lacks passion and punch is not going to get the desired response from the team. On the other hand, they might buy-in to what they hear if the message is conveyed with conviction. Still, it is not energy and enthusiasm alone that begets the co-operation of the team. The leader would have to walk his talk in full measure: words and deeds have to match, if the team has to be willing to meet their leader half-way. In NLP parlance this is called congruence and is of utmost importance for those who lead with NLP, to fine-tune.

### Pacing

The first thing to get a grip on when leading a group of people is where the group is at and what their aspirations are. This important first step is called pacing and it is for every good leader to put into practice. In other words, you pace others by meeting them where they are in their map of the outside world. By getting to know what keeps them ticking and what their experience of working for the company is about, the leader can create a forum for trust to emerge. “Only once a leader has established trust can he start to lead.

In effect then, moving people from the current state to the desired state is what leading with NLP is all about. Values, then are key in this process, because they act as the guiding force behind getting the right outcome.

According to Judith deLozier, one of the first students of the founder of NLP, “NLP allows us to define effective leadership from different perceptual positions as well as define the differences between a leader, leadership and leading. Being in a formal role of leadership does not necessarily mean that the person in the role has the capabilities, skill of the degree of influence to guide a group of organizations through the maze of change. Leaders are people who are committed to creating something better and commit their heartbeats in service to something larger than themselves.”



## BRICS Update: Bhārata bhāgya vidhātā – dispenser of India's destiny

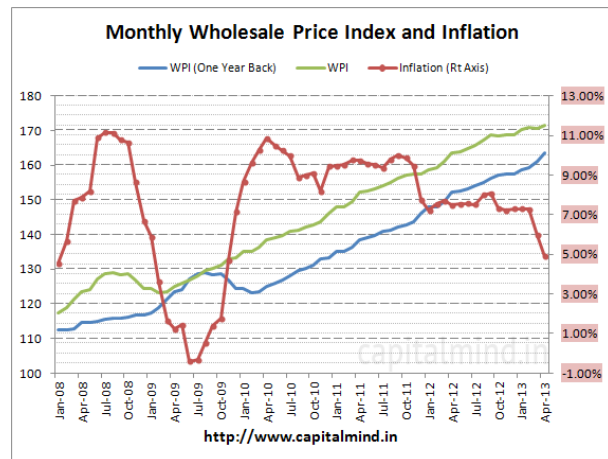
### GDP Growth

According to International Monetary Fund (IMF)'s projections, India's real economic growth was 11.2, 7.7 and 4 per cent in 2010, 11 and 12 respectively. Not a surprise, considering the rest of the world was largely following a similar trajectory. On April 29th, IMF predicted that India's GDP is likely to start looking up and estimated 5.7 per cent growth in 2013 and 6.2 per cent in 2014. Shortly thereafter, credit analyst Takahira Ogawa said that Standard & Poor's expects India to grow around 6 per cent in the current fiscal year ending March 2014. The World Bank revised its growth forecast for the Indian economy in 2013-14 to 6.1%, lower than its 7% estimate six months ago.

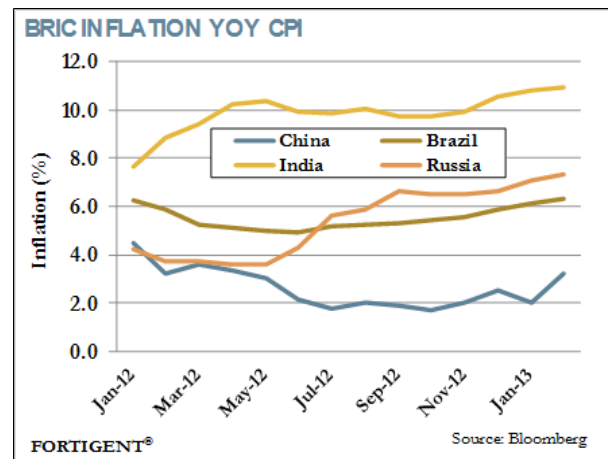
Looks like most everyone agrees that India has been able to pull back on the yoke and the economy has started climbing again after the nasty nose dive, though the rate of ascent is going to be gentler than previously hoped. This has been attributed mainly to lower agricultural growth.

### Inflation

According to IMF, headline inflation slowed down in 2012 across Asia except in India, Indonesia and Thailand. Apparently in 2012, policy uncertainty affected private investment creating supply bottlenecks and this has contributed to high headline inflation in India compared to other Asian economies.



However, the annual rate of inflation based on Wholesale Price Index has been announced at 4.89% in April year-on-year. This is almost a percent lower than the previous month, which again was a percent lower than the month before. While this is reason enough to cheer as the stock exchange responds positively and chances of rate cuts by RBI higher, "deep-rooted structural challenges are expected to exert a substantial drag on potential growth, while keeping inflation at elevated levels by regional standards". Behold, mother nature comes to the rescue. Prediction of a good monsoon is expected to assist in further decline of inflation, as it could help keep food prices down.



While everyone is focused on the headline inflation figures, the commoner is seldom directly affected by the WPI in the short run. The Consumer Price Index based inflation figure has been hovering around the 10% mark, and this is what we need to see decline in order for the "mango man" and his family to see the benefits. Food, utilities, gas,

medical expenses, housing, etc are mainly included in this index.

“Despite the current downturn, long term prospects remain bright for India. India possesses the fundamentals to grow at sustained high rates over the next several decades... The long-term prospects for India is bright...We certainly see possibility of 8% growth going forward,” Martin Rama, World Bank’s Chief Economist for South Asia said, in a press release in May by ENS Economic Bureau. If this is true, it will be a blessing to the seven million young Indians who will come into the workforce every year.

India will have to keep its finger on the economic pulse and chart a proper course with appropriate policies; the stakes are too high: our children!



## Cloud Computing, for the uninitiated

### What?

It is like hiring a cab, taking the bus, renting a car, and such, as opposed to buying a car and driving it yourself. The latter seems the more convenient thing to do, seems more within one’s control. However one has to put up the investment, maintenance and operating costs, and is limited when it comes to scalability. For instance, when there are other family members visiting, or when one is traveling, the automobile one owns falls short in terms of size or availability. One is forced

to rent, hire, or take the public transport. Cloud computing is similar in concept.

### Why?

IT infrastructure maybe cheaper now than ever perhaps. This doesn't mean that an organization could be ready to scale its computing power at will or even find it economically feasible to do so. When it comes to software applications to run a business, rapid change is the norm with ever more features and capabilities added to newer versions, making it difficult and a constant struggle to keep up with, especially for the not-so-technically savvy companies.

Letting the experts manage the hardware and the software and using it as and when needed, and more importantly paying for only what one uses, make cloud computing the next big successful trend in the IT world and organizations that use IT as a competitive tool in running their business.

It is still early days. IT managers still need to know what they are after, identify the providers, figure out the models, and procure access to services or infrastructure individually.

### What if?

Models include subscription-based or pay-per-use services that could be consumed on demand, depending on your what-ifs.

What if you need infrastructure such as servers or storage? No need to buy them when you can get virtual servers or storage on demand that can just be extended as much as one needs when one needs it. An elastic datacenter! In the clouds they call this “Utility Computing”!

What if one could get access to software applications without having to pay for licensing; read multi-tenant architecture. One provider pays for the license and many tenants get access to it over the cloud. This model is christened “Software as a Service”. No installations, implementations, configurations, licenses, training, roll-outs... just use and pay.

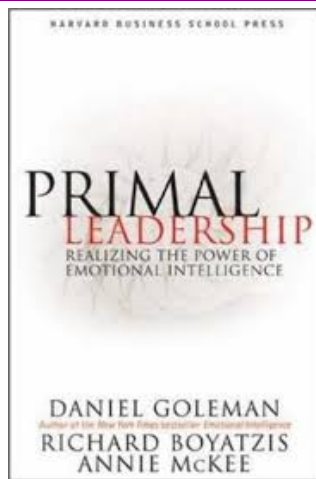
A variation from the above is Managed Service Providers. This is where services that an IT department needs are addressed such as virus scanning for emails or spam control.

What if we need an API for developers (Application Programming Interface for the rest of us), and access to existing services on the web, such as Google Maps? There are web services available in the cloud, if one has developer muscles and can code to get functionality or data out of it. This is appropriately named as “Web Services in the cloud”.

What if we are developers and we have a need to develop our own application, but just need a platform and the underlying infrastructure? Welcome to Platform as a service. Develop away all you want, and provide access to your users over the Internet.

**Where to?**

Models such as the ones listed above and other new emerging ones are sprouting and maturing at an alarming pace; alarming if you are one who wants to take advantage of advancements in technology either to gain a competitive advantage or to reduce your costs of IT. Keep up or lose out!



**Primal Leadership: Realizing The Power Of Emotional Intelligence**

Daniel Goleman has enthralled us yet again with his theory that great leaders excel not merely due to a smart head on their shoulders, but also due to their ability to connect with people on matters of the heart using self awareness and empathy.

According to research done in world-class organizations, the authors of Primal Leadership,

Learning to Lead with Emotional Intelligence, Daniel Goleman, Richard.E.Boyatzis and Annie Mckee, show that the best leaders create “resonance” - a powerful ability to direct emotions along a positive path in order to get results, and the skill to easily interchange between a variety of leadership styles as the situation demands.

This groundbreaking work reveals what successful leadership really entails and the role that emotions play in the scheme of things. The authors then proceed to create a compelling case for cultivating emotionally intelligent leaders.

To say it in plain English, business leaders who insist that emotions have no place in the work environment are putting their organizations in danger of becoming a thing of the past. Since the actions of the leader supposedly account for a good portion of the employees’ view of the organizational climate, Goleman and his associates emphatically advocate what they term “resonant” leadership. In examining what augments and authenticates resonant leadership, and what takes away from it, they focus on the four dimensions of emotional intelligence, namely self awareness, self management, social awareness, and relationship management. In doing so, they explore the idea that consistently developing these four core competencies of emotional intelligence spawns different leadership styles.



According to the authors, the best leaders keep an inventory of styles amongst which they switch at will. While this repertoire includes visionary, coaching, affiliative, and democratic methods of engagement as most effective, the pace-setting and commanding methods are considered least likely to evoke a positive response from the people.



Research on workplace climate bred by the leadership styles of close to 4,000 executives forms the substratum of the authors' discourse on these methods.

Goleman and his team draw upon the real life experiences of a wide range of leaders from a variety of work places to lend credibility to their

theories and advice, be it motivating for change, creating a learning-based plan for improvement as opposed to a performance outcome oriented one, or encouraging supportive behaviors to engender change and growth, while supporting the new behaviors that make that happen. On a final note, the authors stress the need for a personal process of developing resonant leadership and apply it across hierarchies to the entire organizational culture.

Indeed, it is not whether you win or lose that counts, but how you play the game. Yet playing it right could get you results, especially if you think with your heart and act from your gut, as Goleman points out and as any great leader will inevitably testify.

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