



|   |  |
|---|--|
| <ul style="list-style-type: none"> <li>■ <b>Managing Troubled Times or Leading</b><br/>The Role of Leadership..... 10</li> <li>■ <b>20 Practical Lessons to Boost Business Momentum</b><br/>Stay Focused ..... 23</li> <li>■ <b>The Danger of Leadership Extremism</b><br/>Global Economic Crisis ... 36</li> </ul> | <ul style="list-style-type: none"> <li>■ <b>Midlife Crisis and Women Executives</b><br/>Looking for Springboards 50</li> <li>■ <b>Surfing the Crisis</b><br/>Weathering the Storms.... 57</li> <li>■ <b>The Value of Planning</b><br/>No More Important than You Thought... ..... 65</li> <li>■ <b>The Elusive Experts</b><br/>Develop Systems ..... 71</li> <li>■ <b>Cycling Change in Nonprofit Agencies</b><br/>For Greater Good.. ..... 73</li> <li>■ <b>Service Marketing in India</b><br/>Service It !!... ..... 78</li> </ul> |
|---|--|

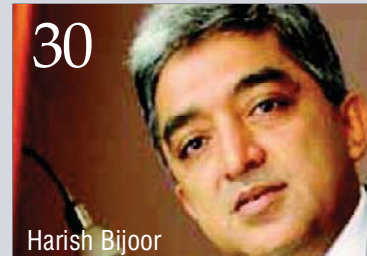
  

|                       |   |
|-----------------------|---|
| <b>Features</b>       |   |
| Platform .....        | 3 |
| Quotes .....          | 4 |
| Executive Brief ..... | 6 |

**INTERVIEW WITH**



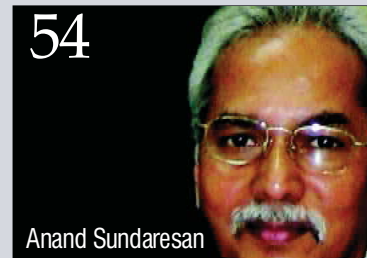
Tamara J Erickson



Harish Bijoor



Stewart D Friedman



Anand Sundaresan



Anil Bharadwaj



Venkatesh Sankaran



My approach is to focus on the things that matter most to people and to find creative means for organizing that enable them to pursue these things in ways that benefit the organization and the society. My research has shown that when you account for the interests of the whole person, paradoxically, you get better results in your business.

– Stewart D Friedman



- **First, a word about your latest book, *Total Leadership: Be a Better Leader, Have a Richer Life*. What is total leadership and focus of the book?**

The purpose of the approach is to improve performance in all parts of life – work, home, community, and self (mind, body, and spirit) – by finding mutual value among them. The book is a practical guide for how to achieve this, with step-by-step instructions and illustrative cases, based on the course I teach at The Wharton School and in companies around the world.

- ***The New York Times* (May 28, 2008) observed, “Students talk about Stewart D Friedman, a management professor at the Wharton School, with a mixture of earnest admiration, gratitude and rock star adoration.” What do such adulations mean to you?**

My students and clients inspire me with their courage and dedication to becoming better leaders and leading richer lives. The Total Leadership Program requires a commitment to learning and growth, which is never easy but usually rewarding. My primary role is to clarify the goal, encourage the process, and then remove myself as much as possible so that

the participants take ownership of their development.

- **What qualities do you think a B-school teacher should possess and hone? Should he be good in teaching? Should he be good in research and publications? Should he be good in consulting? What is the relationship between these three areas of faculty expertise? Or are they Business-school specific?**

The business school professors I admire most possess that rare combination of talents and experiences that enable them to be knowledgeable and authoritative yet empathic and genuinely concerned about their students. While I believe that experience outside of the academy is useful, these qualities may be evident no matter one’s particular background.

- **What changes have you observed in management education in the last decade – from the standpoint of student selection, curriculum, faculty composition, pedagogical methodology and student assessment? Do you find that Asian business schools (CEIBS, Asian Institute of Management, Indian School of Business, etc.) are catching up with Ivy League Business Schools?**

The globalization of management education is a fascinating trend, and it’s clear that the US no longer controls the market! The major trend that I’ve observed is an increased commitment to relevant content, rooted in evidence, and greater value placed on learning from experience.

- **Can leadership be taught? Why is it that leadership has been on the engaging agenda of companies, academicians, consultants, and even countries?**

I’ve long believed that leadership cannot be taught, but it can be learned. Indeed, it must be! It is the same as for any performing art or sport – you can always improve your capacity to lead, and anyone can do it, if they are willing. As I describe in my book, leadership offers limitless resources – the more the better – and organizations of all kinds benefit from members feeling like leaders, capable of mobilizing people toward valued goals.

- **What according to you is the difference between leaders and managers or leadership and management? Are these differences subtle or substantial in terms of making someone a highly valuable resource?**

Unfortunately, there are many managers who are not good leaders and,

fortunately, there are many good leaders who have no formal authority to command other people. Leadership is not about a position; it's about clarifying what is important, respecting and engaging others, and continually experimenting with how things get done. In most circles, management has come to mean the more administrative aspects of planning and control.

➤ **Are leadership styles influenced by national cultures?**

Of course! How could they not be? Every leader has a different style and what works in one situation will not work in others. The ability to articulate a vision and inspire others to follow has to be shaped to fit the values and interests of the people.

➤ **Should all the CEOs necessarily be leaders? Can all the leaders**

➤ **What according to you should be the role of organizations in nurturing and developing leadership talent within the company? GE has always been known as a CEO Factory. What should other companies do to improve their bench strength? And also is there any danger when too many leaders are developed with too few leadership positions (at the top) to be filled?**

My view on this is simple: The more leaders, the better. I'd much rather have the problem of having too many great people who are committed to serving my organization's interests than having too few.

➤ **Right now, companies across the globe are facing unprecedented times requiring them to fight many battles – excess em-**

➤ **What is your advice to all such people going through such traumatic times? What are the few things that they should keep a tab on and keep working on so that life, if not as it was, at least does not deteriorate? What is the role of leadership in setting and achieving such higher order goals during such troubled times?**

I've written a number of blogs on this subject. The short answer is this: now is the best time to take a clear-eyed, serious look at what matters most in your life and then take action to better align what matters with what you do every day.

➤ **You have observed in an interesting piece (Dial Down the Stress Level, HBR, December 2008) that, "The knee-jerk response in an economic downturn is to wring greater productivity out of your workforce by making employees work harder. But this can hurt more than help by fueling resentment and burnout" Why is it so?**

The more control employees feel they have over their work and personal lives, the more resilient and effective they're going to be in performing their jobs.

➤ **As an alternative to this problem, you have suggested a smarter approach. Can you please elaborate on this for the benefit of our readers?**

My approach is to focus on the things that matter most to people and to find creative means for organizing that enable them to pursue these things in ways that benefit the organization and the society. My research has shown that when you account for the interests of the whole person, paradoxically, you get better results in your business. 📌

**Leadership is not about a position; it's about clarifying what is important, respecting and engaging others, and continually experimenting with how things get done**

**be CEOs? When boards make their CEO hiring decisions, what do you think should be the guiding principles?**

The key decision criteria for selecting people to hold positions of authority and responsibility is whether they will be accountable for competently pursuing the goals of the collective.

➤ **In most MBA curricula, leadership may be just one of the many courses offered. Should a course in leadership be made mandatory at business schools? If yes, what according to you is the best form of delivery?**

Since 1991, the Wharton School has required that all MBA students take at least one course in leadership. It is mandatory. I believe this is important and that all business schools should follow the same policy.

**employees, inventory piling up, growth conundrums, exchange rate setbacks, impatient capital markets, horrendous decrease in market capitalization and share prices and pressures on profitability. It seems that any solution to one problem leads to another problem. How should companies plan to come out of this vicious cycle? What according to you should be their priorities and how should they address them?**

This is a complex and difficult question. My short answer is that the best companies account for the interests of multiple stakeholders and creatively seek ways of integrating the various interests represented by these stakeholders. To do this well requires that responsible executives maintain and cultivate means for healthy dialogue.

The interview was conducted by  
**Dr. Nagendra V Chowdary,**  
Consulting Editor, *Effective Executive*,  
Dean, The Icfai Business School  
Case Development Center, Hyderabad.

Reference # 03M-2009-03-07-06