



5 WAYS TO NURTURE AND DEVELOP LEADERS

> **Prabir Jha outlines a roadmap towards enabling people to develop and contribute to their fullest potential**

Leadership is the biggest challenge and constraint for corporations in contemporary times. Not just at the top but across levels and domains. In the world of free agents, people have a choice of leaders they want to be with. And the best talent are always spoilt for choice.

So here are my five top ways to build and nurture leaders in your organisation.

IDENTIFY RIGHT AND SPOT EARLY

Companies must have processes and the will to pick out potential for leadership early. Look out for the signs proactively. This is not just about performance or functional skills. More importantly observe for softer and the more difficult ones, such as empathy, initiative, resilience, optimism, influencing, collaboration, trust and ability to deal with ambiguity. Not everyone you spot will be a winner, but some will. It must be every senior manager's job to talk about promising talent at every level.

THROW STRETCH OPPORTUNITIES

Whether by formal job rotation or inviting into high impact stretch cross-functional projects, every leadership prospect must feel discomfort. They must work with different people, in different contexts, and different levels of complexity. They build exposure, perspective, networks and self-confidence.

GET THEM A COACH EARLY

Often the investment in leadership coaching

comes only when one joins the C-suite. It is often too late. Invest in a good coach from middle management up for your best high-potential leaders to iron out their vulnerabilities early. Pull in regular 360-degree feedback for them and help them deal with constructive criticism.

LET THEM BE SEEN AS BRAND AMBASSADORS

Send them to campuses to hire. Get them to mentor other high talent at junior levels, beyond their function, region, or business. Enhanced visibility gives such people the opportunity to sharpen their skills at influencing. Also, it offers huge developmental feedback to work on.

GET THE BEST TO WORK WITH THE BEST

Putting your best talent to work with average bosses is both a demoraliser and a bad leadership investment. They will observe and learn from the best. The more self-assured the boss, the greater space he will allow these hipos. And they will raise the bar always.

The ecosystem needs to be wired and reinforced to ensure all of these work seamlessly all the time. Done right and well, you will discover the gems before they leave you for someone else who spots their glitter.

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HOW HR CAN HELP BUILD A MORE DYNAMIC TALENT AND ORGANISATIONAL MODEL

> **Mona Puri, Executive Director Human Resources - India & Asia Pacific, Parexel, lays out the argument for building a dynamic work model that matches talent to the highest-value opportunities inherent to organisations**



The role of HR has undergone a profound transformation - transcending from support roles to valuable business partners, with empathy being a key indicator of their evolving role. It is crucial to emphasize that HR goes beyond the basic job responsibilities and workforce growth; it becomes apparent that emphasis on 'people and culture' is pivotal in constructing a more dynamic organisation.

In the rapidly evolving landscape of India's business environment, the need for a dynamic talent and organisational model has become more urgent than ever. As the workplace undergoes a significant shift towards a hybrid work model and embraces digitalisation, HR professionals must step up to align their organisations' purpose, values, and culture with the evolving needs of a dynamic talent pool. While doing so, the HR department must also be aligned with the organisational business targets by providing and

maintaining the appropriate resources within the planned timelines to support meeting the organisational business objectives.

Recognising the essence of each sector we serve is the keystone in constructing a more dynamic talent and organisational model. In clinical research organisations, the focus lies on identifying individuals driven by passion and perseverance, embodied by the principles of 'Head, Heart & Guts.' Moreover, finding the right combination of skills becomes imperative for continued success in such roles.

To summarise, the HR team can chart the path towards a resilient and adaptable future, ensuring sustained growth and success across various sectors. As HR professionals embrace this role, they become the drivers of change, fostering a culture of agility and innovation in organisations, paving the way for India's business landscape.