

**THE ART OF BUSINESS  
LEADERSHIP**  
**INDIAN EXPERIENCES**

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# CONTENTS

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<i>Foreword</i>	8
<i>Preface</i>	10
<i>Introduction</i>	17
1. Leadership Thoughts and Theories	21
2. Understanding Personality Differences at Work	63
3. Overview of Indian History and Culture	89
4. My Personal Experiences with Business Leadership	101
5. Select Indian Business Leaders	118
• Kishore Biyani • G.V. Prasad • Bhaskar Bhat	
• Niru Mehta • Santrupt Misra • R. Gopalakrishnan	
• Ravi Kant • Harsh C. Mariwala • Kiran Mazumdar-Shaw	
• Subroto Bagchi • R. Seshasayee • Captain G.R. Gopinath	
6. Interpretations and Lessons for the Future	247
<i>Appendices</i>	278
<i>Bibliography</i>	284
<i>Index</i>	292
<i>About the Author</i>	297

## FOREWORD

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Defining Leadership is as nebulous, amorphous and elusive as defining Quality or Governance. Defining morally responsible or value-based Leadership is even more so.

Leaders must necessarily be sensitive to human and social concerns, for the canvas of a true leader stretches beyond the limited dimension of technical knowledge and touches all facets of life—personal, professional and societal. The world has been witness to visionaries through the centuries, in the likes of Aristotle, Kautilya, Mahatma Gandhi, Martin Luther King, JRD Tata, to name but a few. All of them inspired and unified.

As for Business Leaders, they also must have a deep understanding of the fundamental values that define their organisations. Ineffective leaders seldom fall short due to lack of knowledge or know-how. Would-be leaders fail most often because they lose sight of the values that form their organisations and the societies in which they live. Understanding basic motivations, what people hold dear and why and under-pinning organisational values is critical to strategic thinking and sustainable development.

Bala must be complimented for his choice of topic and his sense of impeccable timing in launching his book. Our economy is booming, there is an air about India, and she is suddenly looking attractive to the foreign investor. Simultaneously, globalisation has got Indian Companies demonstrating their entrepreneurial and technological prowess in the global arena as emerging MNCs. Whichever way one views it—inside India or outside India—the current period presents immense opportunities and mammoth challenges.

The complexities of a rewarding, sustainable and inclusive growth combined with a warped work-life balance in search of fulfillment and family harmony; of transparency, humility and value-based governance; of inspirational, visionary, accountable and just leadership; of an overarching social responsibility; of continually delivering value to all stakeholders; of raising standards of living and putting pride back in India; of making a difference and leaving behind a better entity are challenges that business leaders face today. Bala has done brilliantly in showcasing today's leaders as benchmarks for budding leaders and aspiring students alike.

This treatise will be a valuable guide on how successful leaders meet these challenges and how they strive for excellence and constantly raise the bar. The classical debate on whether leaders are born or made is not as relevant as the practice of outstanding leadership here and now. For in the ultimate, leadership is a potent mix of strategy and character. I am confident that when our aspiring young leaders are called upon some day to choose one ingredient, they too will exhibit true leadership and pick character.

**Pradeep Mallick**

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