Context to the nugget

We all know the traits and characteristics of a good leader but what does it take to become a good leader? In this nugget, Kartik enumerates three things that you can do or cultivate to harness your leadership potential.

Transcription

****

Deepak Jayaraman (DJ): As you think about the leaders in this digital economy, what are the good practices you've seen in the context of them developing the leadership muscle as they grow with the organization? What do the good founders do? What do the good leaders do?

Kartik Hosanagar (KH): You mean throughout the lifecycle, or at a particular…

DJ: I guess what I am saying is, they start young. In a way, they are excited by a product or excited by a problem that they are trying to solve, but clearly, in terms of experience, in terms of leadership capability, a lot of them are quite raw when they start out, and in a way, they evolve along with the organization. They grow with the organization and sometimes the pace at which they grow needs to be faster than the organization for them to be relevant as a leader. So, I am just curious if there's an interesting scaffolding that they set for themselves, so they can ensure that they grow without falling as the organization scales up.

KH: I would say, that in terms of building their leadership skills over time, I think of three pieces. Some of this is really intuitive and straightforward, but you will be surprised by how many entrepreneurial leaders don't do this. So, the first I would say is, read a lot. Think of somebody like Bill Gates. He's known for being a voracious reader, certainly today, but I am sure this was true even when he was CEO of Microsoft. So, I think read a lot is important. A lot of entrepreneurs are so caught up in day-to-day battles that they don't really step back. I think reading is the kind of activity that makes you step back and reassess and look at the big picture.

The second, along the same lines, is having great advisors who have solved the problems you expect to face in the next couple of years. So, again, it's identifying people who have been through this journey. Having them around so that you can tap into them is useful. In fact, this also relates to your earlier question about when a founder should ask if they should step off the driver's seat and let somebody else take over. I would say it's almost impossible for a founder to do this objectively. One needs mentors and advisors from day one, people you trust and whose trust you have won, who can

help you think through this. But, more generally, for all the kinds of leadership questions and issues you face, it's good to have advisors who have been through this path and who you can learn from.

Finally, some of it is just learning by doing. So, you might read a lot, you might have great advisors, but still your own situation may have its own unique nuances, where it's not easy to just carry over the lessons and insights from those settings into yours. So, you have to just learn by doing. You'll make mistakes, but the key is to introspect and learn.

Reflections from Deepak Jayaraman

DJ: The big takeaway for me here is the criticality of self-awareness that's required for the journey. The individual needs to be self-aware enough to put together a council of advisors around him or her and give them the license to show an honest mirror along the way. Secondly, it's critical to have the cycle of introspection and reflection as they go through the journey for them to go through the hyper development because the company often scales up really quickly and often outpaces the growth of the individual. Thank you for listening.

End of nugget transcription

****

RELATED PLAYLISTS YOU MIGHT LIKE

Leadership Development: "How do I grow" is a question that all of us grapple with. The recipe for success is also changing as we move from an Industrial paradigm to a Digital paradigm. This is all the more pronounced in a start-up context where the job outgrows you very quickly. Successful leaders talk about the role of mentors, coaching, listening and more in scaling up one's capability. You can access the playlist here.

SIGN UP TO OUR COMMUNICATION

Podcast Newsletter: Join 1000s of leaders who benefit from the Podcast newsletter. Not more than 1-2 emails a month including keeping you posted on the new content that comes up at the podcast. High on signal, low on noise. Sign up for the podcast newsletter here.

Nuggets on Whatsapp: We also have a **Podcast Whatsapp distribution group (+91 85914 52129)** where we share 2-3 nuggets a week from the Podcast archives to provoke reflection. If that is of interest, please click here and send a message stating "INTERESTED". Do also add this number to your Phone Contacts so that we can broadcast our messages to you when we share a nugget.

****

Kartik Hosanagar - Nuggets

About Deepak Jayaraman

Deepak seeks to unlock human potential of senior executive's / leadership teams by working with them as an Executive Coach / Sounding Board / Transition Advisor. You can know more about his work here.

Disclaimer and clarification of intent behind the transcripts

This written transcript of the conversation is being made available to make it easier for some people to digest the content in the podcast. Several listeners felt that the written format would be helpful. This may not make sense as an independent document. Very often spoken word does not necessarily read well. Several of the guests have published books and the language in their books might be quite different from the way they speak. We request the readers to appreciate that this transcript is being offered as a service to derive greater value from the podcast content. We request you not to apply journalistic standards to this document.

This document is a transcription obtained through a third party/voice recognition software. There is no claim to accuracy on the content provided in this document, and occasional divergence from the audio file are to be expected. As a transcription, this is not a legal document in itself, and should not be considered binding to advice intelligence, but merely a convenience for reference.

The tags that are used to organize the nuggets in the podcast are evolving and work in progress. You might find that there could be a discrepancy between the nuggets as referenced here and in the actual podcast given this is a static document.