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## Context to the nugget

Anu talks about her take on Leadership Development in the context of the Future of the workplace. She discusses the need for "start-up like" projects and initiatives that need to cut across functions and hierarchies.

## Transcription

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**Deepak Jayaraman (DJ): How should leaders think about navigation and how should they think about developing the capability given these developments?**

Anu Madgavkar (AM): I think there has to be a part of navigating yourself as well as navigating for people in the organization that you are leading, you have to be able to construct a sense or a mechanism for a start up like behaviour to flourish within the organization I think the days are gone when as a 40 year or 50 year old you are just doing something and you are going to continue to do it, I think everyone including senior people in an organization need to kind of discover kind of more new and youthful way of working and the best way to do that is to have people associated with start up like projects, initiatives, whatever within their organizations and to use those to actually cut through silos which are about functions or silos which are about seniority levels or cycles which are about geographies really use those new start up like initiatives embed them into people's programmes and professional journeys and use it to create those melting pots, put more experienced people in with its very refreshing and I can't think of a better way actually learn.

**DJ: And any example that come to mind of any companies have done it well?**

AM: I think frankly in an Indian setup a lot of companies without naming names the companies that have gone through explosive growth say in the financial services space that I have had the privilege of observing over the last decade or so simply because growth opportunities were exploding and you hired kind of mid-career people actually jumping on to completely new business opportunity because regulation now allowed you to do it for example and they are kind of inventing not reinventing but inventing a business model along with younger folk who have come in or people with technology skills who have come in but I think we have seen a lot of that I think the organization are flourished the most as I think about the financial services space are those where people have been forced to get into business building mode for better or for worst and build businesses from scratch so if the environment doesn't force you to do that as they were force to in financial services then I think organizations should force a little bit of that kind of thinking internally at least.

DJ: You sort of alluded to people in their 40s or 50s in a way while the younger generation in a way sort of breathing this new way of being in you will I think this is the profound shift for a lot of people, who have experienced education and a career in a certain paradigm which is sort of beginning to become obsolete in a lot of ways so tactically and this is not just a superficial shift it's a mindset shift in terms of how they behave, how they conduct how they spend time how they make choices are there one of two guiding thoughts in terms of how people could shift their mind-sets to cope better in the future?

AM: I think it come backs to this forcing people to learn new mind-sets by putting them in situations that actually expose them to and demand those mind-sets and we have seen for example approaches in which the developments of leaders happens through, a lot of the way people think about leadership development to send them for a course executive management program and learn some new skills and come back but the problem with that is it's a very theoretical set of inputs and you come back its businesses usual, and it skills, so I think it comes back to what I said earlier which is can be embed into peoples professional goals not just delivering on the be A you target but also something some component, maybe 10% of your time or your energy or your resources have to be being part of completely new bottom up initiative, and you can do that at the different levels in organizations but if you are forcing people at least 15% of their time tends to be part of something completely different from the, you running of whatever book or whatever product line you are running that will challenge you in many different ways.

## Reflections from Deepak Jayaraman

DJ: I am reminded of the work of Lynda Gratton, one of my professors at London Business School. In her book, 100 year life, she says that earlier people had their life organized in 3 discrete stages - study, work and retire. If you knew somebody's age, you knew their stage. That model clearly is undergoing a profound shift where people are moving across the three states in a reasonably fluid way. The other big takeaway for me is the shift in the approach towards leadership development. Given that we are seeking mind-set shifts not just skill building, the more immersive we can make the experience, greater the odds of moving the needle on mind-set shifts.

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## End of nugget transcription

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### **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](#).

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