



Our Mission

"We shall promote the highest ethical practices, by business and professionals, in order to provide complete satisfaction to consumers and other stakeholders."

CFBP TIMES

OCTOBER - NOVEMBER 2024

LEADERSHIP THEN - LEADERSHIP NOW 1.0

@ Taj Lands End, Mumbai
21st October, 2024



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Founder Member - CFBP

J. R. D. TATA

RAMKRISHNA BAJAJ

S. P. GODREJ

SWARNIL KOTHARI
President - CFBP

LEADERSHIP THEN, LEADERSHIP NOW 1.0

Monday, 21st October 2024 • 10.00 AM to 1.00 PM • At Salcette, Taj Lands End, Bandra, Mumbai

PANEL 1
Is Today's Leadership more challenging and Accountable than that of the Past years?

MODERATOR

Swarnil KOTHARI, President

PANELISTS

DILIP PIRAMAL (CFPI)
Chairman, CFPI Maharashtra

ATISH MODY (CFPI)
Independent Director & Board Member, Maharashtra Sahakar Sahakari Sangathan Ltd.

SOURAV RAJNI (CFPI)
Former CEO & CMO, Maharashtra Sahakar Sahakari Sangathan Ltd.

SHRI ANIL KHADGILWAL
Former Chairman, Bank of Baroda, Author of 'Thought Leader'

PANEL 2
Does Leadership vary from Industry to Industry?

MODERATOR

RITESHA CHOPRA, Entrepreneur, Columnist, Member

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Former Chairman, LIC & LIC

A. P. BANGIA (CFPI)
Former Chairman, Bank of Baroda, Author of 'Thought Leader'

RANGSHA GHOSH (CFPI)
CEO, Mody & Co., Bank & Finance, Author of 'Product 101'

JAGDEEP KAPOOR (CFPI)
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2024-2026



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2024-2026

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PERSONAL EMPOWERMENT
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(HARVARD UNIVERSITY,
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INVITEES - 2024-2026



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**JHARNA VIJAY
JAGTIANI**
(CHENNAI)



Heartfelt from The President

SWAPNIL S. KOTHARI

The months of October – November have a special place in my heart. The reason being - more than my extension to a fourth consecutive term as President (a first in the history of CFBP after Mr. Harish Mahindra's three consecutive terms from 1977-83), we saw our maiden venture into Leadership Summit with the theme "Leadership Then Leadership Now" on 21st October.

The Summit was an intellectual affair with industry experts putting forth their views engaging the audience into two aspects mainly – *how different is it now being a leader than before* and *does it vary from industry to industry*. My Executive Committee Member Nikitsha Chopra assisted me very ably by moderating the Second Panel, and also, getting some Panelists. Likewise, I extend my gratitude to my Executive Committee Member and Co-Chair Marketing Committee Menaka Deorah for bringing in some Panelists too. We now look forward to our upcoming Women Empowerment Summit in December curated by our Executive Committee Member Payal Kothari.

As usual, we have our Advisory Board Member and regular contributor Jagdeep Kapoor enlightening us on the damage to a brand when a consumer is confused. Also, our Invitee Aarati Savur talks about the right to learn with joy. Our regular contributor Invitee Jalpa Merchant demonstrates her flair for writing this time on educating us on the qualities that go to make an effective leader – quite in line with the Leadership Summit. Our Advisory Member Manisha Girotra and I got ourselves published in *Business India* on the new B-Schools as the issue was a special one on B-Schools.

People often ask me as to what drives me to excel at CFBP or to take CFBP to greater heights. Besides a deep respect for my great Founders, it is a sense of passion coupled with a dose of commitment. I make sure that I logicise things in my head before I execute them. A leader has voluntary followers because only bosses have subordinates. Also, I firmly believe that each of my colleagues is singularly endowed with talent in abundance. It is more often than not that potential performers need an outlet and then their performance talks (perhaps bellows in some cases given their innate gifts). I end with a quote from that great Founding Father of the United States (and can only humbly say an Amen to that),

If passion drives you, let reason hold the reins.

Benjamin Franklin

PATRON MEMBERS

All our esteemed readers including all other non-Patron Members are encouraged to call us and let us know if they are interested in becoming Patron Members and it's resultant benefits besides the fact that this List shall be published in every Newsletter (which comes out every two months and goes to about 1000 readers).

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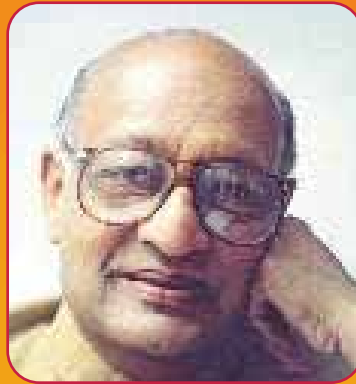
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Krishna Developers Pvt. Ltd

Mr. Vineet Bhatnagar
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PhillipCapital (India)
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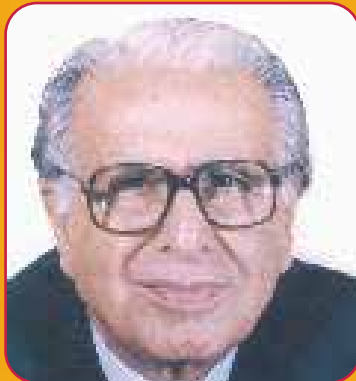
Ramkrishna Bajaj



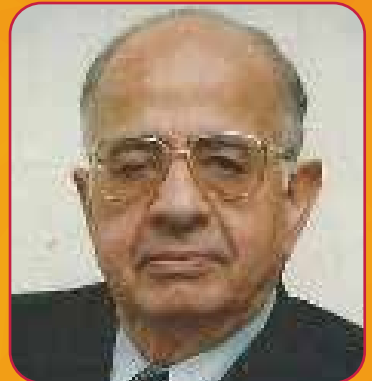
S. P. Godrej



F. T. Khorakiwala



Naval Tata



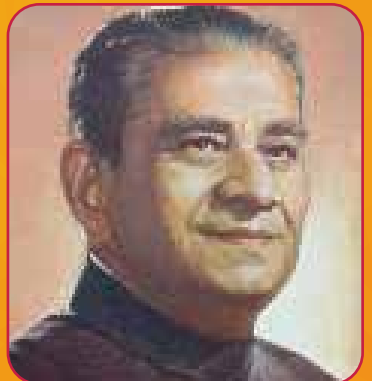
Arvind Mafatlal



J. N. Guzder



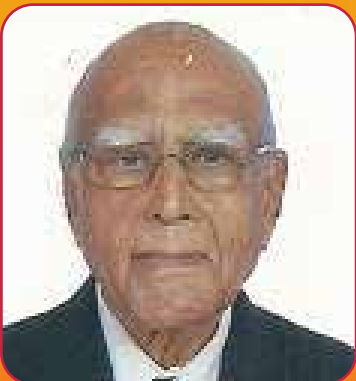
Ashok Birla



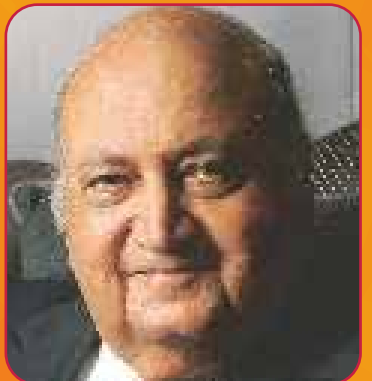
B. D. Garware



Harish Mahindra



Vishnubhai Haribhakti



Keshub Mahindra

PAST PRESIDENTS



Arvind Mafatlal | 1966-69



Naval Tata | 1969-71



Ramkrishna Bajaj | 1971-72



S.P. Godrej | 1972-74



P.A. Narelwala | 1974-75



Y.A. Fazalbhoy | 1975-77



Harish Mahindra | 1977-83



F. T. Khorakiwala | 1983-87



J. N. Guzder | 1987-90



Nalin K. Vissanji | 1990-92



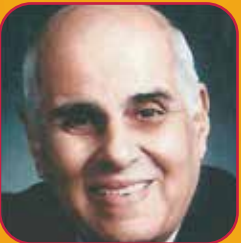
A. H. Tobaccowala | 1992-96



Shekhar Bajaj | 1996-98



A. S. Kasliwal | 1998-2000



K. N. Suntook | 2000-02



V. S. Palekar | 2002-04



V. B. Haribhakti | 2004-06



Dinesh Parekh | 2006-08



Ramesh K. Dhir | 2008-10



Suresh Goklaney | 2010-12



Hoshang Billimoria | 2012-14



Shyamniwas Somani | 2014-16



Shekhar Bajaj | 2016



Kalpana Munshi | 2016-18



Swapnil Kothari | 2018-26

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Republic Media House, Noida
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TIMES GROUP INDIA ASCENDS SUMMIT

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The Right to 'right education to learn with Joy

The Right to 'right' education, to learn with joy

Pooja Patel

In 1982, Gloria de Souza founded Parisar Asha to change the education system from rote learning to joyful learning; and to enable holistic development of children. More than four decades later, long after her passing, the organisation still stands strong, bringing change in the lives of lakhs of parents, students and teachers.

"The government says that each child has the right to education, but we at Parisar Asha believe in the right to right education. This is our mission as it's not just about literacy and numeracy anymore, it has expanded into training the children to face the challenges of the future," explains Aarati Savur, CEO, Parisar Asha.

The NGO has an Eco Tech World School Programme, where Eco is not just the environment, but also economy, and tech is the technique to live life. It is a year-long programme with schools, for students right from nursery to grade eight.

"Children are supported by creative worksheets and teachers are supported by teacher training programmes. We go to the schools to provide teachers with learning lesson plans," explains Savur.

So these lesson plans help teachers design their lesson plans as per the National Education Policy 2020, and this is also helping them to create a joyful environment and activity-based experien-



ANGELS OF MUMBAI
Presented by **adani**



ANGEL: AARATI SAVUR,
CEO, Parisar Asha



ENDORSER: DR ANURADHA PAUDWAL, singer and musician

tial learning in the classroom, so that these children will not just remember what they learn for the purposes of an examination, but they will always remember for life.

"We help teachers to enjoy their jobs, where they also start feeling excited to go to the school and teach children, so that the kids too get excited. So that's where the entire system of curriculum designed by Parisar Asha, which is based on Maharashtra board text-

books, but the way it is implemented is different," she elaborates.

Taking note of the changing times and the new challenges that the students face, the NGO also provides mental health counselling, free of cost. "If anybody needs help in mental health counselling, for any issues related to anxiety, depression, anger management, behavioural problems, screen addiction, other addictions, they can contact our helpline number that is operational all seven days," she explains, adding that the people's emotional well-being is extremely important.

They also conduct workshops on anger management, depression etc at the schools. In the past 42 years, the NGO's work has reached more than 4,000 schools across Maharashtra, Gujarat, Delhi and Shillong.

I have worked with Aarati Savur for a long time and her work at Parisar Asha is bringing great impact in people's lives. The NGO's work has deeply changed and positively affected the students who may not have the access to the best resources.

If you know any heroes, write to us at angels@fpj.co.in.

The new business schools

India's time has come to have a strong imprint of the pen on the global business paper

The current business climate across India and the globe continues to flourish, resulting in an increase in per capita income and manifold opportunities for the individual. The conglomerates and even the SMEs are keen to bring in professionals rather than legacy holders at the top management level. The influx of independent directors is another reason why more and more businesses are run with a systemic depth. This, in turn, brings about a mushroom growth in Business Schools, requiring an exhaustive curriculum virtually tailored to produce a future CEO, who walks out of it with a graduation hat and a degree in hand.

In fact, the UNESCO International Institute for Higher Education in Latin America and the Caribbean (IESALC) conducted a research including some policy analysis identified the three major global transitions that the human race is experiencing – digital, social and ecological. What this means is that the template of not only MBA but any higher education course – be it engineering, law or medicine – must be caricatured to combat the shifting ecosystem with its 21st century problems. It is not rocket science to infer that the 20th century education cannot deal with the problems plaguing today. In fact, it could well be that even basic education could undergo a sea-change, where academics realise that some of the courses are redundant in a world replete with technology. For example – given the GPS system and the Google maps, who needs something more than a basic course in geography?

Today, the Master of Business Administration (MBA) undoubtedly, is one of the best options for post-graduation. A survey conducted by the Graduate Management Admission Council's (GMAC) Corporate Recruiters shows that potential companies look for these prized candidates during both on and off campus recruitment. The reason is that they know that the MBA programme is structured in a manner that hones the management and leadership skills. Assignments and workshops besides the rigorous curriculum sifting the wheat from the chaff is a constant challenge for the top academic institutions to retain a competitive edge and, at the same time, ensuring that the huge tuition fees charged is commensurate to the education given and post campus life – a cushy job, guaranteeing a return on that substantial investment.

As a result, the 'Masters in Business Administration' title may yet be the same, but the structure and content have undergone a revolution.



MANISHA
GIROTRA



SWAPNIL
KOTHARI

Girotra is CEO, Moelis & Co & advisory board member, Council for Fair Business Practices. Kothari is a corporate lawyer and president, Council for Fair Business Practices

Global leadership, experience-based teaching, digital literacy, honing creativity and focus, technical know-how, team work, emotional intelligence and cultural adaptability are some of the things that go to make an MBA curriculum. The specialisations are now artificial intelligence, financial technology, sports management, *et al*, moving away from the traditional finance or marketing electives.

There is a surge in Executive MBA programmes, where people in their 40s and 50s go back to school for about 4-8 weeks to upskill or reskill themselves. These skills play a pivotal role in this diverse and small world of internet connectivity and mutual interdependence. The curators of these executive programmes say that it is the advent of Artificial Intelligence that is causing the hike in these programmes but we believe that it is the competition and the desire to remain the best that is driving the corner offices to remain empty for a few weeks.

Covid taught us the importance of having a strong WiFi and to what use! Universities worldwide could conduct their courses or even their exams online in a bid to ensure that the students did not suffer and graduated in time. Sceptics were amazed to see that the MBA programmes were not as ineffective as they thought them to be given the advent of technology. Who does not prefer to have his/ her own home-made tea beside a laptop!

The resurgence of the Chief Ethics Officer is another unique development in the corporate landscape. Companies both in India and abroad are keen to have a savant who keeps the executives and the management in check. The role of the Ethics Officer is different from that of an independent director – who generally is not privy to the day-to-day operations of the company. The Ethics Officer, to the contrary, seeks to ensure that the Rubicon is not crossed and certain fundamental values are retained as those are directly connected to consumer satisfaction and the resultant robust market capitalisation. Courses in Ethics abound across Educational Institutions beside expertise in AI. Modules giving hypothetical ethical problems and testing the moral compass of the MBA candidate are surfacing by the day much like the Vikram-Vetaal TV folklore.

It is pertinent to note that the Business Education comes under the umbrella of Higher Education. Given the tectonic shift that the world's problems have gone through, the curricula of secondary and higher education will have to change significantly. Suffice it to say, that parents and

students alike will be reluctant to sign up for a programme, especially a degree programme, that is not tailored to prepare the graduate to live a full life whilst being able to pay off the students loans within a short time. We are emphasising on business programmes here because we believe that the progress of any nation, whether it is the US in the late 1800s or early 1900s or India in the late 1990s or early 2000, was paved through industrialisation. The industrialists built empires, gave jobs and took the economy of a country to an enviable position. Stock market indices across the US, Hong Kong, Japan, Brazil and India became the go-to-section first for someone, who opened the newspaper besides the goals scored by one's favourite footballer. Business houses are willing to pay top-dollar to only those graduates who mature faster and are warm bodies ready to deliver and put in long hours that may be necessitated. A global language would be a required addition as

the world is becoming smaller and the expanding spree that most corporates revel in. One would notice that some of the largest endowments have gone to the field of Business or Engineering. The combination of both these degrees looks antipodal but then to that corporate recruiter it is a devastating combination.

We as Ethicists believe that higher education will play a major role to ensure that India sits on a high-backed Seat at the global negotiating table – whether it is the G-20 Summit or COP28 or the UN. Many decades ago, India attracted the top academics from across the globe at the Nalanda University and it taught the world many things for the betterment of the human race. We believe that with Indians occupying the highest echelons on global boards or academic institutions or governmental think-tanks, India's time has come to have a stronger imprint of the pen on the global business paper.



Our Mission

"We shall promote the highest ethical practices, by business and professionals, in order to provide complete satisfaction to consumers and other stakeholders."

CFBP - Jamnalal Bajaj Awards For Fair Business Practices



The Awards are conferred every year on business and association, which display an outstanding commitment to Fair Business Practices. It comprises the prestigious CFBP Trophy and a laudatory Citation.

The Awards are open to all Public/Private Sector, Co-operative Ventures, Service Industries, Partnership and Proprietary business, Federations/ Chambers of Commerce, Trade Association and Charitable organizations from all over India.

The Council for Fair Business Practices (CFBP) is a unique, self regulatory body of business and Industry dedicated to upholding the voluntary Code of Fair Business Practices. Formed in 1966, CFBP instituted these Awards in 1988 in memory of the Shri Jamnalal Bajaj to honour those who adhere to Fair Business Practices in the interest of the consumer and the community at large.

Calling for Award Nomination for 2024-2025

The Awards recognize excellence in the following categories:

- Manufacturing Enterprises Services • Trade And Distribution Sector • Charitable Association

Applications are invited from -

(a) Large Enterprises (turnover above Rs. 1,000 crores) and (b) SMEs (turnover between Rs. 50 and 1,000 crores)

Last Date : 27th December, 2024

For Details Contact:

Council For Fair Business Practices (CFBP)

Great Western Building, 130/132, Shahid Bhagat Singh Road, Opp. Lion Gate,
Next to Cama Hall, Mumbai 400 023.

Phone: 2288 5249, 2284 2590 Fax: 2284 4783

E-mail: cfbpoffice@gmail.com Website: www.cfbp.org/www.ccr.in

Consumer confused; brand refused

Solutions are needed to tackle a situation when the consumer is 'confused, and so a brand is refused'

Many brand marketers are puzzled when consumers do not choose to buy their brands. There could be many reasons for a consumer to not purchase or utilise a certain brand. One of the major reasons is, misunderstanding (or not understanding) what the brand is offering. In other words, the consumer is confused about the brand and what it is offering. Hence, over decades of experience, I have discovered a simple truth, which is expressed in my Brand Mantra, 'when the consumer is 'confused, the brand is refused'. It is important to find solutions to tackle this issue so that a brand is accepted and never rejected.

I propose to find the solutions in the problem itself – in the word 'confused' itself.

C for Clarity

The first solution to tackle this problem is to give clarity to the consumer about the brand and its offerings. Anything that is hazy or ambiguous could lead to confusion. Consumers do not like confusion. They need clarity. Only with clarity can they decide to buy or not to buy. In confusion, they can only decide not to buy.

In recent times, brands like Blinkit, Zepto, Instamart have been able to provide clarity to consumers about what they are offering. Even though there are brands in e-commerce and many of their own parent brands offer other services, Blinkit, Zepto and Instamart provide clarity about quick commerce and are able to deliver in less than 30 minutes -- many a time, in 10 minutes. This is different from the other service brands which deliver in three or four hours. This clarity helps consumers decide favourably to make last-minute purchases and increase convenience or meet emergency needs through 'Quick Commerce' brands. That is why 'Quick Commerce' brands are growing quickly.

O for Onus

The next solution is for brands to take onus and responsibility about the promise that they have made to consumers. It is interesting to note that in the airline industry, one brand has done supremely well both in terms of top line and bottom line, unlike many airline brands in the world. IndiGo is a shining example of growing its market share from a low level to almost 64 per cent in the Indian market, because it takes the onus and responsibility of taking off on time and landing on time, in most cases.

Thus, consumers know what to expect. They are not confused and, hence, the brand is widely accepted, instead of being refused.



JAGDEEP KAPOOR

N for Novelty

If you want your consumer to stick to your brand and its latest offerings and not refuse it ever, you need to provide novelty to the consumers, so that they get excited about a new offering or an upgraded offering. Obviously, then, novelty in your new offering, under the same brand name, maybe with the sub brand, would have to differentiate itself and be better than the previous version. If you follow this solution, the consumer would keep coming back to the new novel offerings of your brand, because he/she wants to move up and upgrade himself/ herself -- and you are providing that opportunity. This reduces the chances of refusal, increasing acceptance.

Apple is an excellent example, with its offerings -- whether it is iPhone or watch or any other product in its brand family, which constantly comes up with novel features and upgradation. Consumers are excited and look forward to the new versions under the same brand.

F for Factual

It is important to bring out factual information in front of the consumer about your brand. It is important that facts about what the brand can do and what the brand cannot do should be presented before the consumer.

My Brand Mantra, 'Lead consumers; do not mislead them', is relevant here. Amul, the market leader, keeps its consumers well-informed. When it talks about Amul ice-cream, it brings out the fact that, Amul ice-cream is made up of milk and not other ingredients. This helps consumers quickly decide and accept the brand; the thought of refusal does not cross their minds.

U for Understanding

Understanding the specific consumer needs helps in avoiding confusion, increasing acceptance and removing the fear of refusal. Ultimately, brands are supposed to meet specific needs of consumers and also provide satisfaction to them. For that, it is important to understand the specific needs of the consumers, so that you are able to provide the satisfaction desired by consumers, by meeting those specific needs.

If you have not understood the specific needs of consumers and are coming out with a brand which is giving some benefits, though not meeting the specific needs of your segment of consumers, then there is a high likelihood that it would be refused. Actually, in this case, the non-understanding of specific consumer needs by the brand marketer could lead to

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irrelevant offerings being provided; hence, it causes confusion, and the likelihood of refusal goes up.

Many a time, brand marketers make a mistake of trying to provide a lower price, thinking that it is the specific need of the consumer, but it gets refused. Actually, the specific need maybe acceptable, quality and price could be a secondary need. This non-understanding of the consumer need could lead to confusion and when the consumer is 'confused, the brand is refused'

S for Sensitivity

Whether it is products or services, being sensitive to the consumers' needs, emotions, background and many other intangible elements, is important. Lack of sensitivity could actually lead to the consumer getting confused and also getting angry, leading to the brand being refused.

Whether it is banking or restaurant services, it is important to be sensitive to what the consumer does not want. It is not about what the consumer needs, it is also about what the consumer does not need. This would avoid confusion and reduce the risk of refusal.

In a restaurant, where a sensitive service provider would ask if there are some ingredients which the consumer does not like or some ingredients which do not agree with his health, such checking and enquiring would be a good way to go about avoiding confusion. Then the risk of refusal comes down. Similarly, in medical services, checking about whether a patient has an allergy to a certain type of product or medicine maybe a sensible and sensitive way to get the consumer to accept the relevant offering and avoid getting the consumer confused, and the brand refused.

E for Education

Whether it is a financial service brand or a lifestyle garment brand, consumer education is a must. One hears about a lot of mis-selling, which takes place in financial or investment products and services; later on, the investor or the consumer feels let down and even feels cheated. Unless efforts are made to explicitly educate consumers about what the brand

is offering in terms of benefits and also about the risks involved, the consumer cannot take an educated decision.

If this process is not followed, then the likelihood of confusion goes up and as I mentioned earlier, the likelihood of the brand refusal goes up. Similarly, if there are garment brands, whether it be shirt, trousers, Punjabi suits or sarees, how to take care of them during washing, cleaning, storing, ironing and many such other processes needs to be explained to the consumer through consumer education. This will increase acceptance. If not, the consumer will be left confused, and the brand will be left refused.

D for Demonstration

In order to get rid of confusion or doubt, so that your brand gets greater acceptance, demonstration is a good weapon. Gadgets, consumer durables, mobile phones, television sets, laptops and many similar product categories do require a certain amount of demonstration to show what the benefits are, how to use and what to avoid during usage.

In many other product categories in both the consumer and industrial level, demonstration by your brand to the consumer can remove the clouds of confusion and bring home specific benefits, as also the dos and don'ts.

You could actually be buying the Bose brand of audio system, or a Samsung refrigerator or a Bajaj micro-wave oven, these brands do well to demonstrate and, hence, avoid the possibility of confusion. So, these brands find their acceptance level go up.

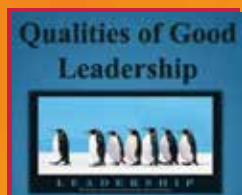
It is not that other brands don't do that, but due to paucity of space, I can give only a few examples. Demonstration also helps to increase credibility of the brand in the consumers' mind, so that the probability of purchase and usage goes up.

I would like to give a message to brand marketers. While many elements of marketing, advertising, distribution and promotion are deployed by spending crores of rupees, it is equally important that you do things in marketing, which help avoid confusion in the consumer's mind. Remember, *'when the consumer is 'confused, the brand is refused.'* ♦

THE POWER AND PROWESS OF EFFECTIVE COMMUNICATION



Jalpa Merchant



QUALITIES OF GOOD LEADERSHIP

Who Are Leaders ?



Are Leaders born OR Are Leaders made ?

Either way a leader is a person who guides others towards a common goal showing the way by example.

What Is Leadership ?

Leadership is the ability of a superior to influence the behaviour of his subordinates and persuade them to follow a particular course of action.

Leadership is also known as the ability of the manager to induce subordinates to work with confidence and zeal.



Qualities Of Good Leadership :



A Leader has got multidimensional traits in him which makes him appealing, effective, respected in behaviour.

Following are the requisites of a good Leader.

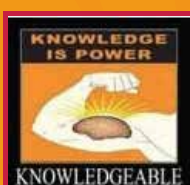
1. Intelligence : A Leader should have a high level of intelligence backed up by a sound educational as well as a technical background.



2. Vision : When Leaders have vision, they know where they are headed to. With this the subordinates will also have a direction. Being a good Leader must consider the future. It is important

for Leaders to view themselves as what they could be.

3. Emotional Stability : A good Leader should be emotionally stable. Losing one's temper should be a rare phenomenon. Instead, a Leader should use his persuasive skills to lead his team, open-mindedness to understand others viewpoint and maturity to accept what cannot change.....instead focus on what can change effectively.



4. Knowledgeable : Good Leaders must be smart. They need to have knowledge when

running an organization. He/She must be knowledgeable enough to solve problems encountered by the team. Knowledge is power.

5. Understanding Human Behaviour :

A Leader should possess deep understanding about human behaviour, emotions, needs etc and he should be able to deal with people.

6. Confident : How can a good Leader hold an organization if he or she is not

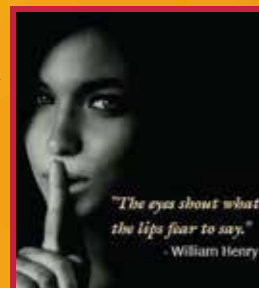


confident

? It is very essential for a leader to be confident. He must believe in his own capabilities. He must trust every decision he makes in order to

lead the team effectively.

7. Look In The Eye : When you talk with people, maintain eye contact. When you meet new people, your eyes say much more than your words. Maintaining eye contact means that you are confident of yourself.



8. Understanding The Views Of



Others : The Leader should understand the views of others. If he does all the things in his own way, he may lose support of others.

9. Persistent : A persistent Leader is what makes a good Leader. He must be persistent

in his goals and vision. A good Leader is determined in pursuing his goals. They must be able to understand that there will be hardships and challenges

encountered along the way, but despite all of this , they will still see the benefits behind the hardships.

10. Motivating The

Followers : It is not enough if the leader is self motivated. He should also know how to motivate his followers.

11. Maturity : A good Leader is physically, mentally and emotionally mature. He must



Maturity is the ability to reap without apology and not complain when things don't go well.

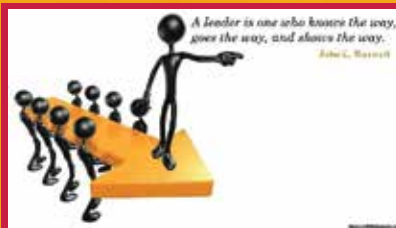
— Jim Rohn

be able to adapt to changes. He must be able to handle this with ease.



12. Initiative And Creative Ability : The Leader should take initiative because he has to take the lead to do work and then only others will follow. The Leader should also have creative ability.

13. Charismatic : It is effective for a Leader if he/she is charismatic. A good leader brings energy and laughter to the organization. A very charming Leader captivates the hearts of his subordinates and molds them into their personalities.



14. Judging Ability : A Leader should be able to judge anything. Then only he/she can anticipate the response to the actions and decisions.



15. Wisdom : A good Leader must be wise. He must be sharp and sensitive. He needs to face crucial decisions. Having the insight to make the right decisions is very significant in an organization.

Smart leaders become wise...

16. Good Communicators : An effective communication is very significant in good leadership. It is very important for a Leader to

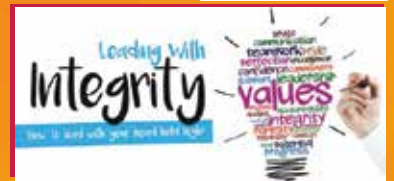
listen by heart and not just by ear. They must know how to speak in public and influence people with their message.



17. Guidance : A leader should be a good guide to his subordinates. He should tell and demonstrate the ways of doing work.



18. Integrity : A good Leader means what he always says. They always keep their word. They have integrity and keep their promises. They are viewed as trustworthy.



19. Personality : The Leader should have an attractive and pleasing personality.



20. Firm but Fair : A good Leader is firm with his rules but fair to everyone. He does not have any

favorites in the group and treats everyone fairly. Being a good Leader means he distributes tasks to his subordinates fairly.



21. Dignified : A leader should behave with his subordinates in a dignified manner.

22. Honesty : Leaders should be honest, sincere, fair and reasonable in his dealings with his subordinates.



When one leads.....one leaves behind a bit of him in others in terms of will and conviction to carry on.

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