

I for Introspection

- **Debika Chaudhary**

Entrepreneurs have certain attributes, which enable them to be pioneers, overcoming unforeseen obstacles and achieve success. Becoming an effective leader requires single minded dedication and focus, but most importantly one needs to be able to identify that key quality needed to succeed and cash in on it. Those who have made it, Azim Premji, Chairman, Wipro Ltd., Nagavara Ramarao Narayana Murthy, Chairman and CEO of Infosys Technologies, B. Ramalinga Raju, of Satyam Computer Services, to name a few, have not just been able to recognise their traits but have used their skills to grow IT empires from zilch. But our story is not just about IT magnates. It is not easy to become a Tribhuvandas Zaveri, excelling in making gold ornaments, nor a Ritu Kumar gaining international repute in the fashion industry.

The qualities that seal head honchos of a company or pioneers in any field are those of emotional intelligence and self-awareness. If within an organisation they are identified and cultivated in the managers they will turn out to be more dynamic, result-oriented and better decision makers. Even at the college level, a student of Management has several electives to choose from and specialise in. At that time, it is important for him/her to be able to identify his/her expertise and make the selection accordingly. This would be the first step to success.

The concept of being able to identify the expertise within yourself and then leveraging it, is not new. The story of King Bharata in the Mahabharat illustrates the importance of identifying the core competency of an individual. According to the story, Dushyant, the king of the Puru dynasty that ruled Hastinapur was married to Shakuntala. As Shakuntala carried a curse of the Sage Durvasa and was separated from Dushyant she lived in the forest, where Bharata was born.

Though Bharata was content playing with the tigers, panthers and other wild animals, it was Shakuntala who saw the qualities of a great king in the making in her son, and paved the way for his eminence. As the curse of the Sage Durvasa had run its course and lost its effect Dushyant and Shakuntala were reunited and returned to the former's palace. Dushyant expanded his territories and established a powerful kingdom. One day Bharata ascended the throne. He proved greater than all others in spirituality, bravery and wisdom. He initiated democracy as a way to govern his kingdom, which thrived under his regime into a mighty and prosperous empire for which he earned the title of '*Chakravarti Samrat*'.

Even in the Bhagavad Gita, Sri Krishna asks Arjuna to find his niche, his own area of work. He tells him it is better to stay true to oneself, as blind imitation is fraught with danger thus emphasising the

importance of identifying one's personality type. The symbiosis between you and your profession can take shape only when you know what you are good at so as to design your moves accordingly.

The implications of a manager or group leader to objectively assess the various facets of an individual and undertake training and counseling for that person's self-development are far-reaching as is self-analysis. Understanding personalities and emotional intelligence took the centre-stage in the late 1990s. Taking pride in one's personality and developing the ability to understand sentiments, and qualities, not only spurs growth in boom times, but is also an insulation during harsh times. It makes both organisations and individuals more resilient and rekindles one's passion for work.

A leading business magazine, quoting Daniel Goleman, the founding father for promotion of emotional intelligence and self-recognition has said that **executives who fail to develop self-awareness, risk falling into an emotionally deadening routine that threatens their true self.**

A reluctance to explore one's inner landscape not only weakens one's own motivation but also corrodes the ability to inspire others. This emphasises the fact that effective leaders must possess a high degree of emotional intelligence, and that their **success would depend on self-awareness, self-regulation, motivation, empathy, and social skills.** ■

