

'India has the best of the east and west'

LEADERSHIP IS ALSO ABOUT DOING THE RIGHT THINGS, SAYS CHRIS ROEBUCK

Chris Roebuck, visiting professor of Transformational Leadership at Cass Business School, London, has also held senior roles in UBS, HSBC, KPMG and advises major organisations on improving bottom line performances through their people. He was in town recently on behalf of the British Council to visit Jadavpur University and address the global leaders thought forum at IIT Kharagpur. Roebuck spoke to students on Leadership and allied subjects. Excerpts from an interview.

You come from a military background. What are the differences between a military organization and a corporate one?
A military organization selects people on leadership ability and then gives functional training. In corporate organizations, people are selected on functional capability and then given leadership roles. Both have a well-defined objective to be fulfilled within a deadline using limited resources and so on.

What do you have to say about the crisis facing UBS?

UBS was seen as one of the rising stars of the global banking world before the financial crisis winning awards for both financial expertise and the development of leaders. UBS suffered some serious

passing by



problems due to its exposure in the US. However, the new leadership led very capably by Oswald Grubel has galvanised the staff of UBS to learn the lessons of the past and focus on building success in the future.

What are your views on India vis-à-vis the West and India vis-à-vis China?

India has the best of both the East and the West. The developed nations of the world have the established corporate culture but not the population of naturally-born entrepreneurs. The naturally Indian entrepreneurial approach to life is different from that of the developed nations where it is more a product of university education.

How does India take the lead?

To make a world-class economy, India has to enable people at being good leaders as well as technicians, a combination of both drives the economy forward. A lot of corporate organizations focus overly on the organization. It is critical for organizations to be sustainable and only good leadership ensures that. If the employee is unhappy, it increases risk of low quality production, financial problems. By paying less wages, you create a situation of a false economy where the employee is underperforming. That is where leadership helps organizations perform better.

Some 'Easy Wins' tips of yours?

Be absolutely clear about what you want to achieve. Make sure it aligns to the business needs. Explain it simply in a way that other people involved will also benefit from doing it. Do it together as a team and then celebrate success when you are finished.

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