

LEADERSHIP DEVELOPMENT AND CORPORATE GOVERNANCE....



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Airports Authority of India believes in developing leaders through "bottom up approach" following talent management by way of identifying, nurturing, and elevating high-potential employees-a key component of HR strategy. The major steps in this regard are :

1. Empower the Senior Management

Creating an effective senior team begins with setting clear objectives, selecting the right people, defining clear roles for team members, and promoting productive interaction and dialogue among members. The stronger the team at the top, the more confident the rest of the customers, and stakeholders.

Making top management more effective:

- Encouraging collective decision making at the top to mitigate the risks of overlooking certain issues and to ensure that a well-informed choice is made.
- Creating forums for discussion in order to align the overall strategy among top management.
- Defining the big-picture responsibilities of top managers, in addition to their segment duties.

Developing technical leadership:

- Key technical positions are identified on the basis of their importance to operational continuity and how they add value and also by establishing a separate technical leadership pipeline for these positions.
- Technical career ladders are defined as separate from those of general management and allow these highly skilled specialists to flourish in aspirational career paths that do not require them to take managerial positions with people-oriented responsibilities.
- AAI also look for candidates on the technical career ladder with managerial potential to Provide them with short-term job rotations-perhaps supplemented with external training-so they may gain the basic skills that are mandatory for senior roles.

2. Identifying and promoting high-potential employees

The lack of a leadership pipeline is not a uniquely Indian phenomenon. But it is a uniquely Indian problem to have so much raw talent available, with such a huge proportion of it undeveloped.

Therefore, talent management system is redesigned to focus on potential as much as on performance. Objective measures are put in place to gauge leadership potential. Top performers are identified as "high potential" only if they have great managerial or technical leadership potential.

Challenges ahead

In this article, AAI has presented the talent shortfall as corporate India's greatest challenge-more difficult to master than growth, expansion, technological advancement, or business strategy. But talent is also the country's greatest opportunity. As more Indian companies compete on a global scale, as their external ambition grows, senior executives will be drawn to think more effectively about people. India has one distinctive cultural asset in this regard: It has a tradition of taking the long view. People need time and discipline if they are to develop, and if Indian companies are willing to apply that long-term outlook, they may be able to leap past other nations' companies in their approach to human capital.