Building an Empowered Leadership Team

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Dr. Reddy's Laboratories
Organizations are Complex, Open Systems

- Dynamic
- Networked Structure
- Competitive Goals
- External Interface
- Fluid People Equations
- Data, Digital & Design
Empowered Leadership Teams in Action

Systemic

Aligned

Agile

Collaborative

Inclusive
Evolution of Empowered Leadership Teams

1. **Self Leadership**
   - Risk Intolerant
   - No Knowledge Sharing
   - Lacks formal Leadership Development

2. **Centralized Leadership**
   - Risk Averse
   - Little Knowledge Sharing
   - Weak formal leadership Development

3. **Scalable Leadership**
   - Some Risk Taking
   - Knowledge Sharing is important
   - Limited Collaboration

4. **Empowered Leadership Team**
   - Inspired to Take Risks
   - Enabled for Knowledge Sharing
   - Nurturing Creativity
   - Strong Collaboration
Mechanics of Empowered Leadership Teams

Explore
Environmental Scan

Envision
Organizational Goals & Strategy

Enable
Structure, Processes & Behaviours

Execute
“Making it Happen” Faster, Smarter & Better
Building Empowered Leadership Teams

What Leadership means to the Organization

“Risk-taking” Engrained in the Culture

Focus on Introspection and immersion of Learning

Strong Collaboration between HR and Business

Cross experiences in Diverse Contexts
Competency Framework
Empowered Leadership Teams

Think
- Global mind-set
- Customer Centricity
- Organizational stewardship

Act
- Learning agility
- Inspiring results
- Conscientious decision making

Engage
- Strategic People Development
- Collaboration
- Emotional & Social Intelligence
Leadership Teams with Enterprise Perspective

- Heightened Sense of Passion
- Deep Sense of Purpose
- Powerful Sense of Collectivism
- Unbounded Sense of Creativity
- Astute Sense of Context
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<tr>
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<th>Question</th>
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<tbody>
<tr>
<td>01</td>
<td>Have you crafted a policy for cross over experiences?</td>
<td>04</td>
<td>Do you invest in learning and development interventions of your team members in other domains?</td>
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<td>02</td>
<td>Do you seek candidates from other businesses / departments when filling critical positions?</td>
<td>05</td>
<td>Who gets rewarded - strong talented individuals or enterprise teams?</td>
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<td>03</td>
<td>Have you created formal mechanism to discuss and debate ideas among teams?</td>
<td>06</td>
<td>Do you focus equally on both vertical (cascade) and horizontal (ripple) alignment?</td>
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Balancing Act - Dual Role of Empowered Leadership Teams

Creators

Connectors
Resilience  Empathy  Authenticity  Courage  Humility
The one thing I have learned as a CEO is that leadership at various levels is vastly different. As you move up the organization, the requirement for leading the organization don’t grow vertically they grow exponentially."

- Indra Nooyi
Thank You

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