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TheInspireOneNewsletter

■ VOL 2 ISSUE 2 ■ ■ july 2009 – oct 2009

THE 12BS OF HIGH PERFORMANCE LEADERSHIP

Making the Business Leaders of Today, the Success Stories of Tomorrow

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From the Editor's Desk



Bill Gates, Barack Obama, Amitabh Bachchan, Amartya Sen...

One thing common amongst all of them...unprecedented success. High performers across strata of society and professions display certain peculiar behaviors that catapult them to the next level, enabling them to lead their domains with confidence and success.

Ever wondered whether they are born like this or can they be developed?

Research at the Centre^{for} High Performance Development (CHPD UK), our partner for Leadership Assessment and Development, proves that this can be developed. In fact 40% of an organization's success can be attributed to its leadership capabilities. If so much rests on so few, it becomes imperative to identify what makes this leader, what converts high potentials to high performers and how can these be developed?

In this edition of U&I, we focus on the above and address specifically the 12 Behaviors of High Performance Leaders. Researched and validated for over 30 years, these High Performance Behaviors (HPBs) have been known to distinguish average performers from high performers worldwide... whether at an NGO, a nation, or a corporate. We discuss how organizations can crack the formula for leadership success.

Inside you will find the cover story on the 12 HPBs; the article details the theory behind the HPBs and discusses tips for organizations to keep in mind when building their leadership for the future, especially in today's dynamic environment. You will also find a case-study on our partnership with Oracle Financial Services Solutions for Leadership Development, and their endeavor to continue on this journey year after year; an interview with Prof. Abad Ahmad on how leadership issues continue to occupy mind space with leading corporations.

Further, you will also find snapshots of some of our noteworthy work done in the areas of Performance Enhancement and Sales and Sales Management. Don't miss our Product Showcase and Resource Centre that promises enough tips and tools for facilitating robust leadership. Do contact us for further information or just a chat.

Happy Reading!



We are a leading HR training and consulting firm of the country, part of the three global networks: TMI Global, Centre^{for} High Performance Development (CHPD) UK, and TACK, UK.

As **InspireOne**, our value proposition lies in synthesizing the world's best know-how to provide you with the most apt solution for your need across areas: Performance Enhancement, Customer Service, Organizational Development, Leadership Assessment and Development, Sales and Sales Management.

As our name suggests, we believe real progress does not happen unless people's hearts are **inspired**. Our brand promise lies in engaging minds with hearts to ensure change occurs and is sustainable.

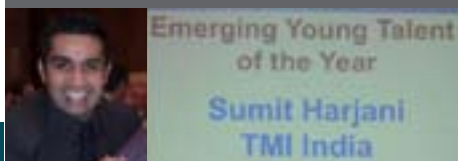
Be Inspired. InspireOne

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InspireWire:

What's new at InspireOne?

TMI India wins prestigious International One Star Award



TMI World Congress 2009 was another milestone in the history of TMI India, as our very own Sumit Harjani, Branch Head - Delhi won the prestigious "Emerging Talent of the Year" award amongst 47 countries! Our work in the area of EI was further showcased as one of the best of the four in the category of the "Initiative of the Year" award, with the likes of work done for leading airline and telecom companies of the world. We aspire to continue on this path towards accelerated future success.

To know more turn to page 11.

Emotional Intelligence (EI) in India



As leading players in EI, Team EI, Organizational EI and EI Leadership, we have worked with organizations worldwide and with over 2000 leaders within the country. Based on our research and analysis of the work done over 10 years, the EI Report helps establish the linkage of EI to success of individuals, leaders and organizations. Comprising of various analyses such as three tiered job-levels, gender-based, education and gender-based and age-based analysis, the report will give you an Indian Perspective to Emotional Intelligence.

To know more turn to page 11.

12Bs of High Performance Leadership

Building Your Organization for the Future

THE CENTRE FOR HIGH PERFORMANCE DEVELOPMENT (CHPD) estimates that in today's dynamic and competitive environment, 40% of business performance is determined by the capabilities of the leader.

With so much resting in so few, is it possible to identify leadership and team behaviors that pin outstanding performance? Can people learn and develop these skills?

After having worked with leading companies across the world and years of extensive research, we found that the answer to both of the above is **Yes**.

Our research has identified 4 clusters of 12 High Performance Behaviors: Thinking, Developmental, Inspirational and Achieving.

During the 1990s these behaviors were thoroughly validated at the London Business School by Dr. Tony Cockerill, Founder CHPD, who then developed the methodology into a form that could be used by organizations across the world.

The clusters can be summarized as follows:

THINKING CLUSTER: This cluster is crucial to strategy formation, planning and the ability to see the "bigger picture". If ignored, organization strategy may become vulnerable to constant fire fighting, uncoordinated initiatives and lack of information.

HIGH PERFORMANCE BEHAVIOURS

BUSINESS THINKING
information search
concept formation
conceptual flexibility

PEOPLE DEVELOPMENT
empathy
teamwork
developing people

INSPIRING PEOPLE
influence
building confidence
presentation

ACHIEVING SUCCESS
proactivity
continuous improvement
customer focus

Each behaviour has five distinct levels:

Level 5: This leader will have a strategic and legacy impact on your organisation. Their impact will go beyond their individual leadership, the people they manage and their role.

Level 4: This leader will have an impact on a team, a business unit or a division. This level of behaviour is considered a developing strength.

Level 3: The impact of this leader will be limited to individual tasks and their role. This leader should be encouraged to develop to have a greater impact.

Level 2: This leader will recognise the need for a behaviour but will not apply it. As a result, they will not add value and maintain the status quo.

Level 1: This leader may have a damaging impact on your people, business and profitability.

DEVELOPMENTAL CLUSTER: This cluster is relevant to flat, flexible, team-based structures, that integrate with other teams and improve the performance of people through skill development and creation of a learning atmosphere. If these go undeveloped, an organization can become fragmented and less than the sum of its parts.

INSPIRATIONAL CLUSTER: This cluster relates particularly to building confidence and excitement throughout the team. In a crisis situation warranting quick decisions, this creates a buy-in and confidence within the team. Lack of this can lead to confusion, pessimism and lack of direction.

ACHIEVING CLUSTER: These behaviors break through bureaucracy to make things happen, ensuring tasks are structured and plans/ ideas are implemented. They encourage responsibility and continuous attention

to improving all round performance of the team. If undeveloped, there may be a lot of talk and little action, a lack of empowerment and too much focus on non value-added activities.

According to CHPD, these clusters of High Performance Behaviors are not innate characteristics – in other words something you are born with – but, learned behaviors. With in-depth assessment, strengths and weaknesses can be identified and following on from that, development plans can be agreed.*

Interestingly, research has revealed that while 20% of corporate learning and development spending is allocated to leadership development, less than 8% of organizations think and operate from a strategic level. Therefore, to ensure relevance and success to all stakeholders any talent management strategy must focus on the following three points:

Target talent at all levels:

Our research has shown that while the impact of high performers on company performance is significant, organizations cannot afford to neglect the so-called 'B-level' employees. Segmenting levels is a critical focal point in any leadership process because the skills, competencies and behaviours required at each level are different and unique: from first time managers to business unit heads, right up to executive management.

Define and address various employee (and business) value propositions by developing a holistic process:

Business challenges must be addressed through leadership development. Recently a leading IT major partnered with us with the business challenge that sustainable and profitable business outcomes were expected even during fluctuating macroeconomic conditions, for which they required leadership competencies such as strategic thinking, information search, customer focus, etc.,

To address these competencies, the approach involved an end to end process: competency assessments, development workshops, action learning projects and coaching sessions based on individual strength and weakness areas. Further, the entire engagement was conceptualized in tandem with the business heads and HR team to ensure a targeted and sustainable outcome among candidates during the development process.

Deeply embed the talent management strategy within the overall strategy of the business (empower HR):

Taking a longer term horizon, initiatives can also extend into other critical HR strategies. For instance, we have been partnering with one of the largest consumer good companies for many years to integrate the High Performance Behaviour model across their entire talent management strategy – from recruitment to retention and development.

To build strong organizations for the future, organizations and business executives must view leadership development as a critical business enabler. By basing talent strategies on well researched frameworks such as High Performance Behaviours, organizations can successfully ensure that leaders across levels display the requisite skills and competencies based on assessments formulated using the same universal framework. In doing so, the HR team of the company ensures it speaks the same language as the functional, business and line managers when addressing business issues.

*In addition to providing insights into the behaviours, CHPD has used feedback from thousands of assessments to create a validated benchmark for high performing leaders. At six different levels of management experience, from a technical or functional role right up to cross-industry general management, CHPD can look at an individual's total HPB score and determine whether or not they have the capabilities to perform at a high level in that role.

i-Lead: LEADERSHIP DEVELOPMENT TO ADVANCE BUSINESS OBJECTIVES

CASE STUDY

ORACLE®

Oracle Financial Services Software Limited is a world leader in packaged software and services solutions for the financial services industry, helping its customers meet challenges everyday in a fiercely competitive environment.

Maintaining its top market position requires a strong leadership, equipped to take on larger and more challenging leadership roles.

i-Lead was borne out of the company's need to meet the above objective; in partnership with InspireOne|CHPD, the initiative rolled out a leadership development process for 20 senior level managers to:

Effectively develop required leadership competencies in line with company's growth plans, deliver high performance on a sustainable basis and inspire team performance.

The 5 I process of InspireOne was used to deliver the solution:

INVESTIGATION: A detailed diagnostics was conducted through pre-work and a development centre to:

- Identify individual strengths and weaknesses vis-à-vis High Performance Behaviors
- Gain understanding of leadership style, motivation and preferences.

The outcome was an individual development plan for each individual, making them more self-aware of their leadership profile, and enabling them to understand areas of development.

IDENTIFICATION

- The development centre helped identify each individual's profile vis-à-vis 12 HPBs.
- One-on-feedback sessions with CHPD consultants to understand strengths and weaknesses against desired behaviors and competencies.
- Suitable development workshops and action learning projects were identified.

IMPLEMENTATION

- The group underwent a series of workshops targeting areas of development: self-awareness, emotional competence and development of 12 HPBs.
- Each individual selected a critical business priority to apply their strengths and practice High Performance Behaviors.

INTEGRATION: One-on-one coaching sessions with CHPD consultants to hand-hold participants through the development journey and ensure that learning became a way of life.

INSPIRATION

i-Lead connected with people because it was in

alignment with their personal goals. Robust assessments created that AHA moment with them as they became more self-aware and thereby empowered to improve. Aspirational value was created when their senior management engaged with the initiative by sharing their success stories and real life journeys. Moreover, the results seen post delivery saw them get further inspired to sustain performance.



"InspireOne did a great job with the robust assessments, preparing participants for their specific development paths. The initiative created great self awareness in the participants about their required competencies. The Development Centres, benchmarking, and flow of the development workshops were all structured to be business relevant. The impact is evident in the fact that we are repeating the process this year with a different set of managers." Anu Sharotri (Head - Training)

WHAT WAS ACHIEVED?

As the tailored development paths were rolled out along with action learning projects, the company saw tangible impacts on its performance. Critical business priorities were accomplished along with development of identified leadership competencies. Increased focus was also observed on improving career development and succession planning. The impact is most evident in the fact that after one year, the process is now being repeated for a different set of managers.

Significance of Strategic Leadership



Tête-à-Tête with Prof. Abad Ahmad

OUR GLOBAL RESEARCH ON HIGH PERFORMANCE BEHAVIORS has shown that organizations are universally low on what we have termed as *Strategic and Change Management High Performance Behaviors* vis-à-vis the *Operational Leadership HPBs*. However, in a dynamic and unstable environment, these become critical and organizations are now recognizing this.

We caught up with Prof. Abad Ahmad, one of the Founders of ISABS and Member, Board of Directors, InspireOne. As the Former Dean, FMS, Delhi University and a stalwart in management executive education in India, we discussed his views on the dichotomy between leadership styles and the relevance of strategic behaviors today.

Sir, what are your views on Dr. Cockerill's research that differentiates operational and strategic leadership?

This particular piece of research reminds me of similar studies that assert that today a manager must go that extra mile, beyond what is expected, to be qualified as a leader. I am aligned with Kotter's *Manager versus Leader Model*. Kotter talks about the concept of organizations being "over-managed" and "under-led".

An operational leader would ensure that goals are met, budgets are created and maintained, that he/she is logical and always focusing on the bottom-line. A strategic leader, on the other hand, would probably push budget limits, be more developmental, holistic, visionary and transformational, thus focusing on the top-line. An important nuance to better understand this is that an operational leader ensures there is no demoralization, but a strategic leader ensures there is high level of motivation, morale, productivity and creativity. Dr. Cockerill's contribution comes strongly in the fact that he has not only categorized two kinds of leadership but also classified behaviors that are exhibited by both kinds of leaders. He differentiates what we call a *Transactional* leadership style which focuses more on operational aspects of leadership than a *Transformational* Leadership style where the focus is more strategic in nature.

And this shift in focus towards strategic leadership is being

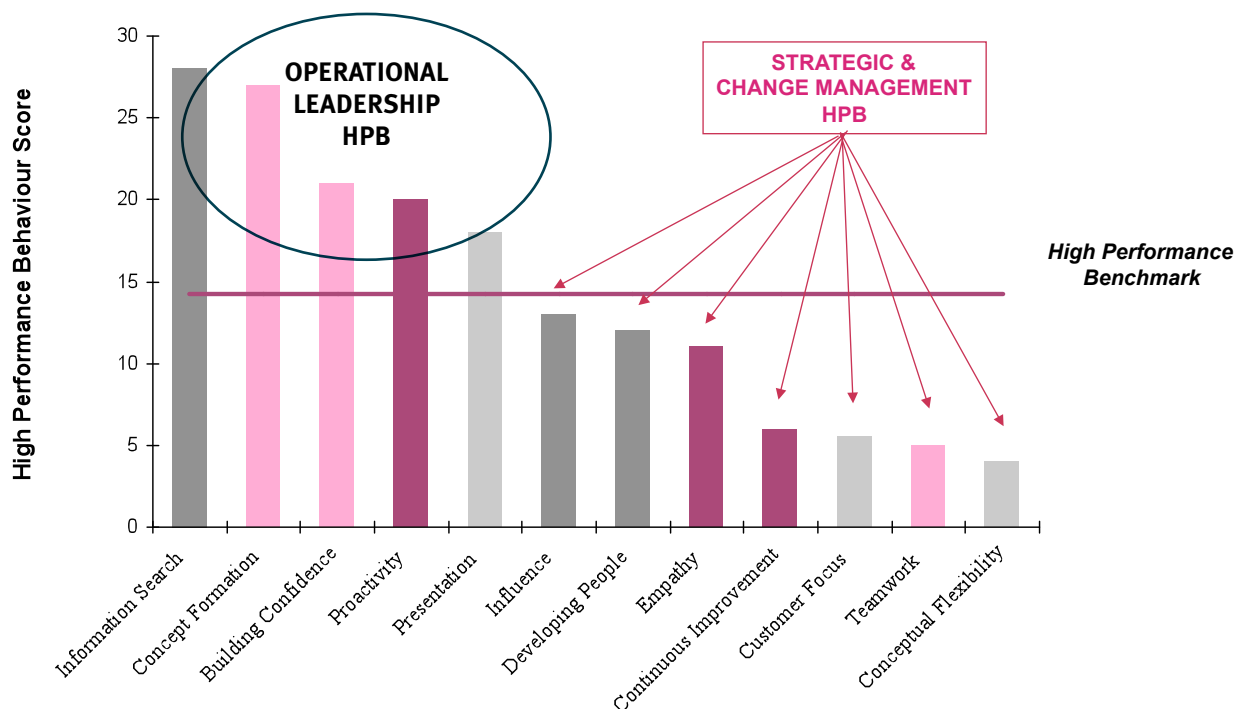
distinctly observed in the corporate world today...

If you think about it, the fact that strategic leadership has a higher impact than operational, has been observed for years now. It is only now being documented as such. For instance, people recognize that strategic leaders are visionaries, who do not look at their organizations as the end, but *a means to an end*. The end in itself is typically always a higher value-based purpose.

For instance, Jamshedji Tata aimed at industrializing India, Ratan Tata saw the dream of an average Indian family traveling in a car, not on a scooter; Ranbaxy aspired to create drugs that would get accepted in United States, Dr. Reddy's wanted to ensure that people in India live healthier lives, Narayana Murthy dreamed of creating a world class Indian IT company offering best in class solutions with the best IT professionals ... Our research finding is that the goal of outstanding leaders is always a higher values based goal, and their passionate pursuit of that goal leads to profitability and sustainability of their organizations.

Strategic leadership contribution is critical in today's dynamic and turbulent environment. It is no more only about intelligence, but emotional intelligence. Strategic behaviors such as empathy, team work, customer focus, developing people, etc., aim to meet the higher levels of needs in the need hierarchy and self-actualization of individuals and team members across the organization.

CHPD Global Research: Operational and Transformational High Performance Behaviors



What would you think defines such visionary leaders?

From my own research, organizations that are *value driven, purposeful, entrepreneurial and innovative* are characterized by inspirational leaders who demonstrate *will, vision, values, and skills*. Such are the leaders that have become a necessity in today's environment where global icons such as Lehman Brothers, Bears Stern, AIG, GM, etc are melting down.

Leadership is like a hologram, cut a piece from anywhere and you can see the whole picture; pick a leader at any level and he or she would represent the organization's culture and values.

Organisations that focus on providing higher quality and genuine value to the customers are far more prosperous and hence profitable than those that just aim to make profit as their primary goal.

Strategy begins with customer satisfaction. When a leader focuses on the customer, he is thinking strategically. That should be the driving point.

The higher purpose enables leaders to strive to achieve the best for all stakeholders: customers, employees, vendors, distributors, shareholders, society, etc. That is how outstanding companies like Dr Reddy's and Hero Honda have sustained their performance, growth, and competitiveness. Such companies safeguard interest of

all key stakeholders. For instance, Infosys decided not to fire employees even in the downturn, because they genuinely believe that talented people are their real assets. Decisions like this require visionary and strategic leadership.

We have seen a surge of partnerships across industries for leadership development, targeting such strategic behaviors. What advice would you give to these companies?

I would say they are in the right direction. Progressive companies such as WIPRO, Infosys, and Unilever do this already; they start identifying and monitoring leaders as new people join and apart from training them, develop them by putting them in roles in which they can demonstrate and develop these leadership behaviors and add maximum value. They identify who is naturally oriented towards leadership role and accordingly prepare their leadership pipeline and bench strength.

Moreover, they must ensure development in three clusters of skills: Technical, Managerial and Leadership. Technical is what most companies usually focus on. Managerial development would ensure that individuals are equipped with know-how and skills to deliver the product or service at the required quality; however, leadership development would ensure the people have the ability to motivate and inspire a sense of purpose within the company, mobilize energies towards it and draw out the full potential of people.

Do you agree that leadership can proportionately damage an organization as well?

Yes it can, when operational leaders are put in critical roles, they can be demoralizing for people around them. They may know what they do best, and may have been promoted as a result of good performance in their technical role.

Strategic leaders are those that are visionaries, who do not look at their organizations as the end, but a means to an end. The end in itself is typically always a higher value-based goal.

They may not, however, necessarily be good leaders. They may not have the strategic focus on the customer or the ability to build trust or inspire respect. For instance, in today's age of cost cutting, the companies that view cost cutting as a way of transferring this benefit to the customer have more longevity than companies that view it as a way to enhance their margins. Live example is that of Jet Airways that fired employees; it may have the best fleet, but smaller carriers are now preferred because of their ability to serve customer needs during the downturn on account of their highly cost effective operations and very low air fares.

Developing leaders of today then can truly create success stories for tomorrow...

Absolutely.

I would also say to companies looking to make that happen that they should not be myopic in their view by including only the top leadership in the bracket of development; managers across all levels can drive performance and impact it all the same. Leadership is like a hologram, cut a piece from anywhere and you can see the whole picture; pick a leader at any level and he or she would represent the organization's culture and values.

Prof. Abad Ahmad is the Chairman of the Aga Khan Foundation. He specializes in Top Management Team Development and Organization Development. He has over 47 years of experience, having held various eminent positions in the Faculty of Management Studies and Delhi University, where he designed and launched the first full-time MBA programme in mid-sixties. He has been the Dean of the Faculty, Director South Campus and Pro-Vice Chancellor, University of Delhi. He also held the position of Executive Director, Management Development Institute, Gurgaon- where he started the two year full-time Post Graduate Diploma Programme in Management.

Apart from this, he has consulted with various organizations such as USAID, ITC, BHEL, NTPC, Modi Chemicals, etc., and holds membership and affiliations across universities and notable societies, in India and worldwide. He has authored several books on management, organization development, and strategic management.

Product Showcase

CHPD assesses, develops, embeds learning and evaluates to accelerate leadership effectiveness. The diagram below summarizes the approach.

CHPD Consulting Process

CONSULTANCY	ASSESSMENT	FEEDBACK	DEVELOP & EMBED	EVALUATION
Understand organisational strategy and future requirements of leaders.	Personality preference Leadership Orientation Questionnaire (LOQ)	Reports	Advanced behavioural workshops	Measure
Working with HR and key stakeholders, build tailored solution to leadership effectiveness.	High Performance Motivation Questionnaire (HPMQ)	Tripartite discussion with the manager	Coaching and mentoring	Review
Identifying critical roles and leadership behaviours that will drive business strategy	Behaviour (High Performance Behaviour)	Organisational benchmarking	Action Learning Groups or team based projects	Improve
	Development centre simulation		50 lessons (video)	Organisational talent management
	360		Recommended reading list	
	Sentio		Telephone support	

HOW GOOD ARE YOUR LEADERS?



Contact us to get your leadership profile with a one-to-one feedback session at 50% of the market price. Offer valid till December 2nd*

To get your profile contact Diksha Kuhar at dikshakuhar@inspireone.in

LEADERSHIP ASSESSMENT PORTFOLIO

Based on extensive research analyzing behaviour patterns, leadership traits and organization dynamics, our proprietary assessment tools enable organizations to quantitatively and qualitatively assess a candidate's or an employee's leadership profile. Our research shows that there are two aspects of leadership: Capability and Preference. By leveraging our assessments portfolio, organizations can effectively measure both aspects and successfully manage the four cornerstones of the Talent Lifecycle – Talent Acquisition, Performance Management, Talent Management and Leadership Development.

PREFERENCE:

- **LOQ:** A self report questionnaire, Leadership Orientation Questionnaire, helps individuals and organizations identify the best fit between personality and critical roles.
- **PSQ:** Personal Stress Questionnaire (PSQ) is an online self report questionnaire that assesses an individual's natural susceptibility to stress.

CAPABILITY:

- **SENTIO:** Inspired by the Latin term, to judge, to understand, to feel, Sentio™ is a situational judgment tests and measures their potential to respond to business challenges.
- **THOUGHT LEADER:** Only simulation of its kind in the world, this computer-based test assesses brain function in terms of decision making and thinking, giving a detailed and objective feedback on high performance based leadership qualities.
- **PEQM:** The Personal Emotional Quotient Meter measures emotional intelligence and determines a person's ability to understand his/her and others' emotions, and manage them effectively.
- **HPTI:** The High Performance Team Inventory (HPTI) assesses the seven drivers of team performance giving an insight into the team inputs and outputs.

Enhancing Performance Effectiveness

THE INSPIREONE PROMISE IS TO ENSURE that we remain your ONE Partner for all people development needs. Read on to find out how our work in the area of Performance Enhancement (TMI) and Sales (TACK) has enabled various organizations to develop their people to be more productive at workplace, and to advance their business through sales force development.



Enhancing Performance Effectiveness

One of the world's leading healthcare and health insurance Companies was focusing on equipping its workforce with the skills to work at optimum productivity levels. The company partnered with InspireOne | TMI to make this happen.

What did we do?

After diagnostics, we recognized that the problem was not only skill-based i.e. time management and working effectively with people to achieve results; but also about the attitude of the people i.e., *wanting* to work productively and seeing a long term alignment with the company.

To address this, we customized TMI's program on *Personal Effectiveness*, also known as *My Life Tree*. As a result more than 600 employees were trained through the one-day workshops, at the end of which they:

- Felt *inspired* to work, because they were clearer on their personal and professional goals, which increased their morale.
- Felt better equipped to work better through training on the *skills of planning and prioritization to manage their time well; and working effectively with team members by understanding various communication styles.*



Developing People to Advance Businesses

Our Sales and Sales Management practice can cover all aspects of your sales force development. Some of the recent work done in the area:

LARGE TELECOM COMPANY: Key Account Development Programs for 100-120 Key Account Managers that were appointed to increase sales in Modern Trade business of the company

LEADING LOGISTICS MAJOR: Consultative selling workshops were conducted for approximately 200 people from executives to senior managers with the objective of driving a common process of selling where the focus is on solutions rather than features, thereby creating customer satisfaction and direct impact on business.

LEADING AVIATION MAJOR: The Company partnered with us to develop their own **Learning Academy (ILA)**, a vehicle that aimed at ensuring sales and service excellence for the company. The Academy will act as a forum for knowledge and interaction with the aim of maximising the impact of all development activities and aligning them to business goals.

LARGE PHARMACEUTICAL COMPANY: Over a four month intervention, the company underwent two programs on Key Account Development and Key Account Strategy along with six Coaching sessions to effectively integrate learning into identified action learning projects and "live accounts".

Develop your people to advance your business.

Contact us to know how. Email: dikshakuhar@inspireone.in, or call us at +91 11 41272727, +91 22 40106196, +91 80 32966969



TMI ONE Star Awards

The Awards celebrate the TMI Brand in actions through recognizing the most outstanding success stories and personal accomplishments in the TMI Network of over 40 countries.

Winner of two awards last year: Initiative of the Year and Professional of the Year, TMI India shined again this year with the award for **EMERGING TALENT OF THE YEAR** that went to our very own Branch Head for Delhi: Sumit Harjani... for outstanding performance and professional excellence of under 35 years of age in the network.

Further, the country was in the finalists for two other awards:

Initiative of the Year. Our work on Building Human Capital with a leading IT company of the country was showcased as distinguishing work in the area of Emotional Intelligence and **Double Bagger of the Year**, where Shweta Goela, Project Executive of Our Delivery team was nominated for her inexhaustible commitment and stellar performance in supporting the business.

Sumit acquires and develops key accounts, delivers training, manages projects, and coaches young consultants in TMI India. He is a consistent over-achiever of targets. Last year he was number two business developer, only to exceed targets by 40% and become number one this year. In today's slow economy Sumit has generated a commendable part of TMI India's revenue. He's brought in 40 new clients in two years (highest in India), making breakthrough deals and turning around 'lost cases'. Focusing on both sales and delivery, Sumit is quickly developing into a well-rounded consultant. Congratulations Sumit!



Emotional Intelligence : The Smart Heart

Research indicates that an understanding and interpretation of Emotional Intelligence plays a critical role in enabling people to overcome their negative emotions and unleash collective strengths of their teams and organizations. Leaders are now required to exhibit more than traditional "business skills"; they must be inspired, adaptive, confident and empowered people, thereby creating successful organizations.

We have worked with organizations worldwide and with over 2000 leaders within the country in the areas of EI, Team EI, EI Leadership for the past 10 years. Based on our research and analysis of this work done, the EI Report helps establish the linkage of EI to success of individuals, leaders and organizations. Comprising of various analyses such as three tiered job-levels, gender-based, education and gender-based and age-based analysis, the report will give you an Indian Perspective to Emotional Intelligence.

CHPD Resource Centre

OUR RESOURCE CENTRE HAS A WEALTH OF INFORMATION ABOUT LEADERSHIP ISSUES

- The Original CHPD Research on High Performance Behaviors: Contact Diksha Kuhar at dikshakuhar@inspireone.in to get the full research articles
- To know more about our project with GSK and how we can help you develop your leaders, contact dikshakuhar@inspireone.in
- Join the Leadership Club to have exclusive access to our latest thinking in leadership development and leadership tips to help your own career development and interviews and articles on various leadership trends and issues. Join now and you can find out about your potential to lead by completing our Leadership Preference Test free of charge. This leadership test will give you insights into your thinking style and what these preferences mean for your leadership ability. Contact dikshakuhar@inspireone.in or register at <http://www.chpd.com/Leadershipclub>
- Interested in learning from real experiences and sharing yours? Blog with us at leadership focus <http://leadershipfocus.blogspot.com/>
- Participate in our ongoing research and development. Our R&D website has been developed to collect data and test new products prior to their commercial release. If you help us by completing one of our questionnaires, you will receive a free feedback report via email three to four months after completion. We need this time to analyze all the data that we have collected and produce the most accurate reports possible for people looking to develop their leadership potential. Email Diksha Kuhar at dikshakuhar@inspireone.in or Register at <http://research.chpd.com/>

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Unwind With Dilbert

