



**"Greater energy and greater passion is more extraordinary than greater genius."
— Lt. General Arjun Ray, (Retd.), PVSM, VSM**

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Dear Friends,

Leadership Concepts in the 21st Century

Change Often Creates Stability

Change is not necessarily bad and can create greater stability and continuity than what is commonly expected. The 21st century is the century for high-speed change because of increasing cut-throat competition, volatility and uncertainty. To change is to be able to adapt to a rapidly changing ground situation.

Indians do not like change. They would rather put up with some suffering than move out of their comfort zone. The decision to change will inevitably be intuitive. This comes forth from the leader's ability to sense the situation.

Vision Alignment

It is a common discussion why India, a country of 1.3 billion, is 154th in FIFA rankings, and small countries like Cameroon, Ecuador, Croatia and Bosnia-Herzegovina qualify for the World Cup. The reason is simple. Brazil is good at football because in their country, football is next to God. India is good at cricket because cricket in India is a religion. It is a part of our culture. The players and the people of their country are aligned.

Alignment asserts that there is:

- Unity, that everyone is working towards a common objective.
- Agreement and conviction about the vision, and that everyone is moving in the same direction.
- Passion and purpose in achieving the objectives set out by the vision.

A vision by itself is incomplete unless we understand its sub-sets and distinct components. Addressing them is equally important.

Start Running as Soon as You Hit the Ground

In today's high speed world, your clock starts ticking from minute one. Whether it is the citizens of a country, the employees of an organisation, or parents of a school, you will be judged by what you achieve in the first 100 days. People are not willing to wait any longer. We are in the age of instant gratification.

There is an interesting African story. When the sun rises, the gazelles must start running. If they don't, the lions will eat them. When the sun rises, the lions too, must running because they will not catch the gazelles and they will die of hunger. The bottom line for leaders is clear: start running as you hit the ground, because time and tide do not wait for man.

Create Personal Time

If we carry out a genuine analysis of what we spend our time on, it is not surprising that we receive the least attention. Work, family and friends take away most of our time. Given such a lifestyle, self-development cannot happen, reaching one's potential will remain a pipe dream, and realisation of an awakened mind will elude us forever.

To create personal time we must become Essentialists. Essentialism is the disciplined pursuit of less, of what is essential. There are, of course, several challenges that prevent us from being essentialists, and some of them seem daunting. There are too many choices to choose from, there is peer pressure, and there is what is called *decision fatigue*, a fatigue that is caused when a person faces too many choices. The real difficulty is not that we cannot differentiate the essential from the non-essential. The challenge is that we do not have enough time or space to do so.

In order to be an essentialist the following are recommended:

1. Based on Pareto's 80:20 principle, prepare your list of what is critical (20%) and what is trivial (80%). Make separate lists for work, family and personal life.
2. These become your goals for the year ahead. For each goal, write the plan and the likely contingencies that may arise.
3. Review your goals at least once every month and make suitable changes where necessary.
4. Create personal time during the day or the week for reading, meditation and reflection.
5. Practise saying "No" gracefully and unapologetically.
6. Do work you love, work that taps your talent and serves an important need in the community.

With warm regards,

A handwritten signature in black ink that reads "Arjun Ray". The signature is written in a cursive style and is underlined with a single horizontal line.

Lieutenant General Arjun Ray, PVSM, VSM (Retd.)
Chief Executive Officer
Indus Trust