

Cos focusing on leadership training



LEAD INDIA

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- **Analysts feel** developing leadership pipelines also help lower attrition

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TILL lately, it was largely the privilege of the senior management. But India Inc is now kicking off leadership development programmes for employees across all levels. Companies have felt a pressing need to create a leadership pipeline through such programmes to grapple with the shortage of talent. As a result, investment on leadership development is at an all-time high.

Leading companies across sectors have started budgeting 8-10 days every year to provide for leadership training to all its employees. HR circles claim that in knowledge industries like IT, ITeS, biotech and pharma, investment on leadership development is as high as 2-3% of revenue. In other sectors, it is around 0.5% to 1% of their turnover which is now set to grow manifolds. "Studies have indicated a company's performance can improve by 40% based on an employee's leadership capabilities. There are projections that there will be a huge paucity of leaders in India for the next five years and hence companies are now taking actions," said InspireOne (a leading organisational development firm) MD Deepak Mohla. InspireOne has clients like i-flex Solutions, TCS and Kotak Mahindra Bank.

Globally, leadership programs across levels have been part of the company's business strategy. "It's now an emerging trend in India. Companies are aware that developing leadership pipeline is not a natural process and has to be carefully created," DDI India managing director D Rajiv Krishnan told ET. DDI conducts such leadership development programmes for companies like CISCO, ICI and Avaya.

HR firms too have customised leadership development programmes at the junior and middle management levels. Such programmes tend to focus on building self-directed teams, coaching for success and improvement, and making meetings work. "It is different for senior management programmes that focus on building talent, culture and translation of vision and mission into organisational values and competencies," Mr Krishnan said.

Analysts feel developing leadership pipelines also help lower attrition. "Initiating leadership development from the first day an employee joins ensures that a company can build layer of leaders. It also helps to mitigate attrition," Hero Mindmine Institute business head A W George said.

Leadership programmes also help reduce the mismatch in skill and job requirements.