

**HCL**

# Fostering Next Generation of Passionate Leaders



*The greatest advantage an organization can possess is passion. It is the underlying emotion that drives its employees towards excellence. It determines the motive for each action and decision that an organization takes. Passion is a competitive advantage that cannot be bought but needs to be leveraged by us. It can only be nurtured and fueled by the organization and its employees.*

*"In all great leaders there is a purpose and intensity which is unmistakable." — L. Ron Hubbard.*

The term "leader" or "leadership" is often misconstrued. One is not a leader simply based on the power or the number of years of experience he/she has. A passionate leader is one who does not have to try too hard. Their passion is contagious with others becoming drawn into the mindset including new hires, managers and customers. As a result, the environment within the organization becomes charged with passion and it tends to be self-perpetuating and it becomes the prevailing culture. As Ron Hubbard puts it, the intensity with which leaders are committed to the goal and the future vision is what sets them apart. It is this intensity or passion that draws others closer; making them believe in what the leader believes in. When passion becomes the enabler for the employees and subsequently the organization, each individual becomes a passionate leader and focuses on motivating everyone around him/her. A leader's passion can make or break an organization's strategy.

So are passionate leaders only for the textbook? No. Each organization has potential passionate leaders who are waiting to be unearthed. An organization's culture is a critical foundation which shapes the way the organization functions (established through goals, plans, measure, rewards) and the infrastructure (systems, process and structures) gets utilized. An organization's culture as interpreted by the employee represents a very close relationship between the it's culture and the employee motivations. If the organization's culture promotes the critical drivers of passion, they will in time seep into everyone's thoughts and will reflect in their behavior.

In order to create a passionate leadership in any company, it is important for organizations to ensure that they have passionate employees rather than merely engaged ones. Individual passion must be fueled in order to create the next generation of passionate leaders. Work roles and people practices



In order to create a passionate leadership in any company, it is important for organizations to ensure that they have passionate employees rather than merely engaged ones

and policies must be in line with what is best suited to the employee's strengths. There must be a fit between the organization's and individual's passion. Encouraging and motivating the grassroots is a very critical factor in creating the next line of passionate leaders who inspire. It is these individuals who hold the reins of the future of your organization and it is imperative that adequate attention be given to mobilize them.

## Passion@HCL

Keeping the employees and the overall organization goal in mind, Employee Passion Indicative Count™ (EPIC™) at HCL Technologies was conceptualized. We understood that the employees of an organization can be the greatest enablers and also the greatest obstacle to success. Until we recognize and comprehend what really matters to the employee, it will be difficult for us to create passionate leaders.

EPIC™ also served as a platform for us to understand what the organizational DNA was- those critical elements that was enabling and inspiring HCL and it's youth. By identifying what makes the employees excited and committed to their work and subsequently the organization, passion is a means of getting into the very depth of the company in order to draw energy it requires to march ahead. With passion being the very core of HCL's philosophy, it was necessary for us to understand the emotional force and energy was driving each potential leader. We launched EPIC for the entire organization late March, 2009- after a month of research and designing the instrument.



EPIC™ also served as a platform for us to understand what the organizational DNA was- those critical elements that was enabling and inspiring HCL and it's youth

We had to be sure that the assessment was fundamentally and conceptually right. Upon completion of the assessment, each individual was furnished with a comprehensive report which identified their top 5 passion indicators as well as gave a few suggestions on how best it can be leveraged so as to obtain maximum benefit; the bottom-line being measuring and bringing to light what those key factors were that were driving these individuals to succeed everyday.

## EPIC™ Results: Key Findings

EPIC™ comprises of 3 main themes- Self (who you are), Secular (where you do it/what you do), Social (who you do it with). Passion when associated with an organization is essentially about who you are as a person, how are the conditions in which you pursue your goals and who are those individuals with whom you share your daily experiences. When we discover the passion of an individual, we are also gaining an insight into all the factors that are generating and fueling that passion. It, therefore, becomes necessary for us, as an organization to control those factors and give them the direction so that when that passion grows, it not only takes the individual but also HCL to peaks of success.

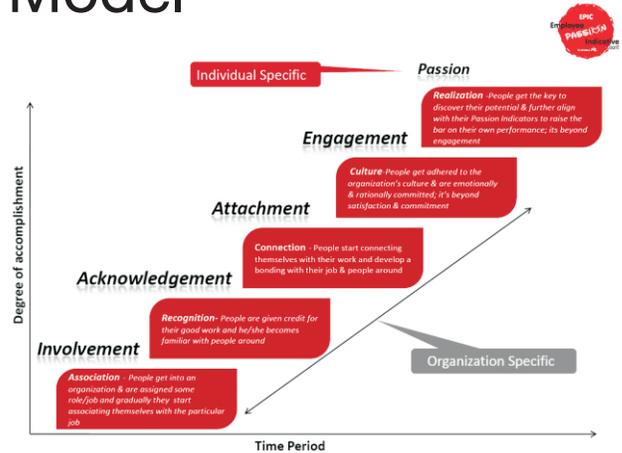
25,100 (57%) of the employees took the assessment, making EPIC™ a huge success. 87% of the employees found the assessment reliable and relevant. EPIC™ was all about the employees and enabling them to unearth their own potential.

### Fostering Passion in Organization and Leaders

Without passion, an organization's success is largely undermined. Without passionate leaders, it's vision is lost. Quoting Harvard Business review:

*"If you are looking for leaders, how can you identify people who are motivated by the drive to achieve rather than by external rewards?"*

# Employee Passion – Beyond Engagement Model™



The first sign is a passion for the work itself — such people seek out creative challenges, love to learn and take grade pride in a job well done. They also display an unflagging energy to do things better and are forever raising the performance bar.” Harvard puts it quite succinctly. Passionate workforce will look for ways to create new and better technologies, methods or even processes only because they believe in it. So what are some of the qualities of these passionate individuals? These unique yet strategic elements of an organization are innovative, curious, always look for challenges and can predict the future. They are far more involved in the task than anyone else and are seldom held back by sudden changes or environment upheavals. The conditions which enable them to do so must give them sufficient space and tools to work with. This is where the organization's culture comes into play. How best can organizations leverage the personal aspiration of the passionate individual will successfully lead them to retain and foster the growth of the next gen passionate leader.

What does passion mean to an organization and its leadership? Everything. Passion determines the confidence and commitment with which the leader will march ahead; bring about change and transformation inside and outside the organization. It is therefore, critical for us to develop passionate leaders who will inspire and build a passionate workforce all making their way towards one goal- converting their organization into a great organization.

