

# THE HERO'S WAY



TO BEING A GREAT

# LEADER

Challenging  
Horizons

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***“Put an individual in the right environment and he will deliver the best and still strive to do more.” – Dr. Yogesh Pawar***

The big question here is, what is right environment? The right environment is one that promotes an individual's growth. It is one that encourages performance and rewards it too. It is one that focuses on objectives and not just on the processes that were set to achieve that objective. This environment has to encourage people to try new things without the undue stress of the consequences of failing. It also needs to involve the individual and recognise his contribution towards the overall goal. This environment addresses the WHY before the WHAT and the HOW!

The even bigger question is how do you enable such an environment? This can be done only through a performance driven culture and that needs to flow that from the leadership at the top levels and trickle down to creating leaders with the same approach at all the levels in the organization. Enabling this essentially requires the training to be focused on the individual and behaviour modification instead of training in skill sets. After all, when the mindset is right anything can be learnt. This is where the Hero's Way leadership development program comes in handy.

How? Let us take you through this based on a rather prevalent situation. But let's talk about it with fictional character in place though.

## MEET RAHUL

Rahul is a smart, fun loving and energetic guy in general. He works as a team lead and is responsible to ensuring that the products and solutions created are done with intelligence so that quality becomes an obvious result. He dreams big and yearns to do more. But then something happens when he gets to work. What he yearns for but he delivers don't really match. He isn't doing a bad job but it isn't great either. He isn't satisfied and neither is the management.

## THE SITUATION AS THE MANAGEMENT SEES IT



There is constant talk about why it is not his fault something didn't go as planned. Rahul's motivation levels are low and so is the level of cooperation. He works in a silo and so does most of the team in general. There is a sense of fear all the time and the output is average at best with little fulfillment and engagement. Trust and initiative levels are low. The overall approach in by the team members is in general reactive and not proactive.

## HOW RAHUL FEELS

Rahul comes to work every day. He feels like he isn't supported in his endeavours and neither are his new ideas supported. All his colleagues are focused on doing one better than the rest. Keeping their job is the only aim. Nobody works together to do the best, they are more involved in pointing fingers at each other. It is more of you do your job and let me do mine situation that he is stuck in.

## WHAT THE MANAGEMENT NEEDS TO SEE



Not individuals but teams that build on every individual's strengths and focuses on delivering results. That is the ideal team for any management. But it takes more than just skills to build that. It takes strategic thinking, time management and a culture that motivates people to help each other out in achieving results. These are not skills, these are factors that are associated with every individual's basic nature and the influence that they exert on the environment around them.

You want Rahul to be part of such a team and deliver value at the end of the day.

## WHAT RAHUL HOPES TO FEEL

Probably something very close to what you hope for too! He wants to be valued. He wants to be appreciated and he wants achieve great things along with this team.

## HOW DOES THE HERO'S WAY PROGRAM WORK

***“They walk in as star performers and walk out as future leaders”***

The hero's way leadership program is built around the premise that attitudes about the work culture trickles down the chain and not the other way around. The program is built to take your performers, give them a renewed connection with the bottom line of the organization and turn them into the future leaders of the organization!

The program is broken down into 3 phases.

- Self-awareness
- Awareness of your impact on the environment
- Finding your true identity

## SELF AWARENESS



This aspect of the program is about bringing the individual in touch with himself, his strengths and weakness, his needs and more. In this phase, Rahul is about to be presented with some serious food for thought.

The premise to the approach is based upon data from the science of psychology and genetic understanding. The idea is that genetically a person is hardwired to view the world in a certain way. That is his based coding and it cannot be changed. However, to bring balance to his or her view, any individual can add in some additional software to support the genetic coding. The supporting software in this case is understanding the way your brain

perceives things and how someone else might see it differently.

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## HOW IS THIS DONE

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### THE SCIENCE BEHIND IT

Genetics dictate how an individual's brain is coded. This coding in turn dictates how the person tends to view to the world. There are specific patterns to this coding and how it creates a view of the world. Sixteen such patterns have been identified after research. The Directive Communication International clubbed these sixteen patterns into four unique patterns identified using brain colours. This methodology of studying and understanding self-awareness is called the coloured brain communication inventory.

The four unique brain patterns are the green, red, blue and purple. The green brain is one who is more creative in thinking, aggressive in perusal of tasks and on the go to find solutions immediately. The red brain is logical. They think in numbers, consequences and long term vision. It is the facts that matter to them. They are constantly analysing to keep improving the process. They are planned to a fault at times. The blue brain is intuitive in nature. It will make decisions based solely on intuition and emotions. The purple brain is one that values information the most.

They need a great deal of clarity beforehand to get their job done and will not move forward until they have it all. They are perfectionists by nature. What they create is usually of great quality but it may take time for them to create it.

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### HOW IS IT APPLIED

Once you understand what colour your brain is, you begin to understand the why behind your emotions and the style of working that you have developed for yourself. And once you also understand the colour brain that the rest of team has, you begin to understand better why they think and behave the way they do. The understanding of this enables an individual to stop reacting and start acting intelligently.

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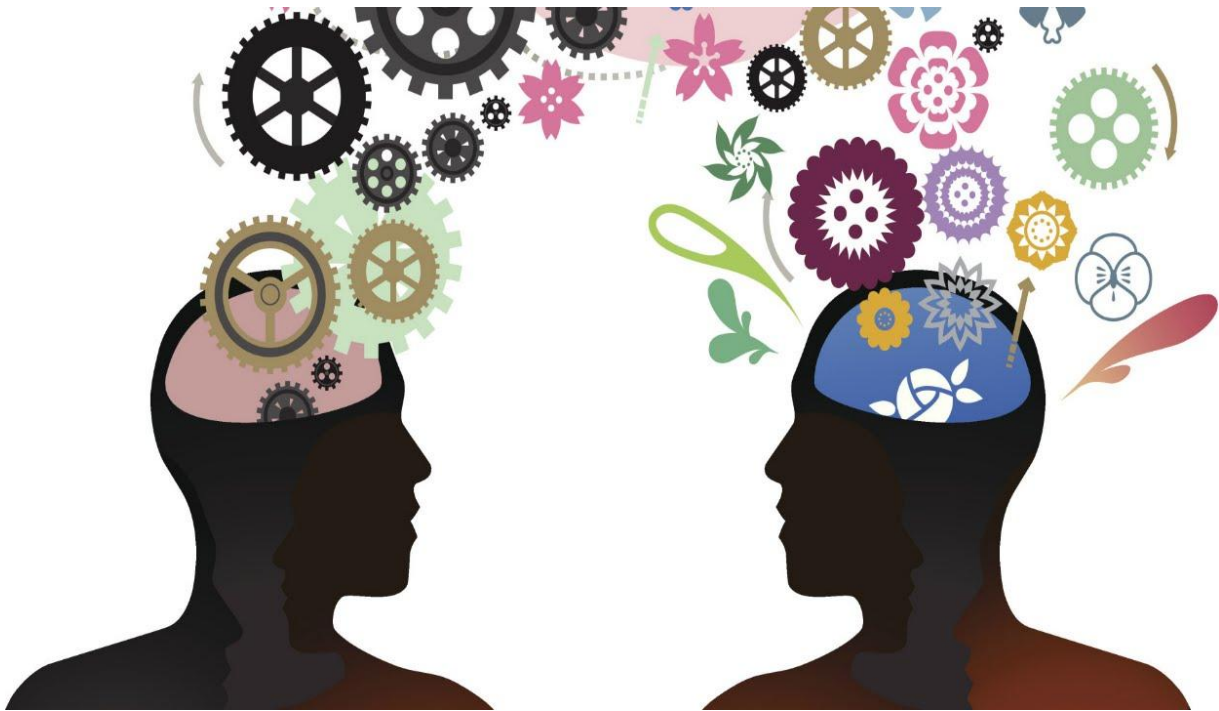
### WHAT DOES RAHUL GAIN FROM THIS?

When Rahul walked in he knew what he was likely to think and how he would react but he had no idea why he reacted in that manner. He wasn't aware of the fact that he was inclined to react or the difference between reacting and acting intelligently. As he sits through this phase of the program, he is introduced to the concept of the coloured brain and he begins to understand the attributes associated with each colour brain. He gets a clearer understanding of the why behind his actions and also the reasons behind why his team members might be reacting to the same situation differently.

He now feels better equipped to communicate with more clarity and also handles situations that might result in conflict better, avoiding conflict altogether.



## AWARENESS OF YOUR IMPACT ON THE ENVIRONMENT



You are never independent of your environment. Your environment contributes to who you are and you contribute to how your environment grows.

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### THE ENVIRONMENT AND BLAME CULTURE

The premise behind the approach to this phase is that an environment is a result of all the individuals that are a part of it. The environment is therefore what everyone contributes to it. The energies that you throw out are also influenced by some preconceived notions that every individual has developed over the years. In a situation, where the participating individuals feel the need to protect their position first, there tends to be a negative force that hangs over the heads and thoughts of the individual. This adds a negative energy to the individual's thought process and is projected to the environment in return. The other participating individuals also pick up on this energy and it then perpetuates. It is in such an environment that everyone tends to try and save their positions first. They start paying more attention to the process in an effort to stay on the right, instead of focusing on the bottom line. This is where the blame culture begins to take a strong hold.

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### HOW DOES THE HERO'S WAY WORKS

This phase builds upon the understanding that the individuals builds of the colour brain and their world view. In this phase, the individual is introduced to the concept of assumptions and expectations that are developed due ones on experiences and the Reticular activating System (RAS). The RAS is broken down to present the fact to the participating individuals that it is a

system that throws up information in visuals and memories but it is not intelligent in any manner. Combining the understanding of the colour brain and the need to act intelligently upon the information given by the RAS, the program brings into focus the need for communication and the objective or the bottom line. This ensure that individuals stop squabbling over the little details and processes and focus on helping each other achieve the end objective.

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#### WHAT DOES RAHUL GAIN FROM THIS?

After understanding his own inclinations and also the reason behind the inclination that the others have, Rahul is more open to the idea that maybe his preconceived notions may have misguided him. He is now ready to understand his current environment and how his individual inputs can influence a change. Rahul learns to look at things objectively. He learns to look for solutions to a problem in an objective manner instead of focusing on the problem and finding someone to hold responsible. He also learns that success is a team achievement and that he needs to assist his team members to achieve it.

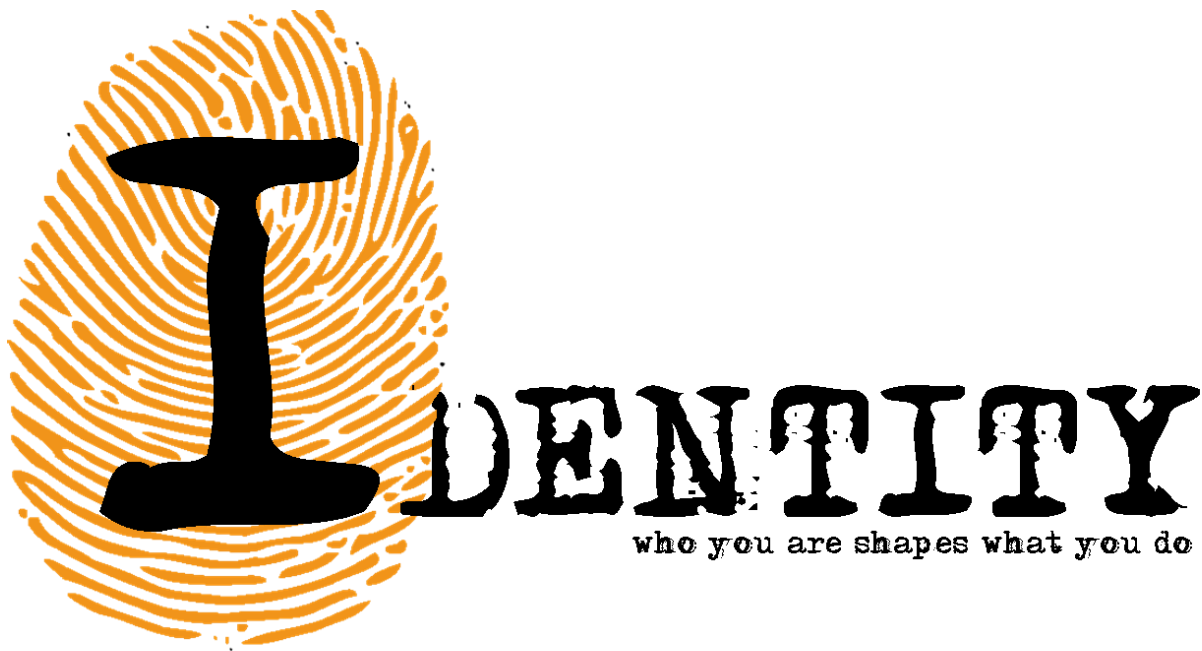
What Rahul learns is that it is not the process and blame that matters but achieving the objective. He makes the transition in thought and goes from the 'I' to the 'We'.

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#### WHAT DOES THE MANAGEMENT SEE AFTER THIS?

There is an immediate shift in Rahul's actions. Rahul, now, influences his colleagues and friends to also look at things from a different perspective. He adopts the change in view and in turn motivates his colleagues to do the same. Over a period, the management can sit back and watch as the blame culture disappears entirely. The entire team is driven by performance. This change in drive also changes the numbers associated with the bottom line in a positive manner.

## FINDING YOUR TRUE IDENTITY



But is understanding one's self and the environment they work in all they need to be equipped with to be the leaders of the future? No. A leader is not one who knows himself well, a leader is one who inspires others to grow and do more. A leader is now who creates more leaders. This brings things to the last and final phase where Rahul learns about the concept of true identity.

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### WHAT IS TRUE IDENTITY?

True identity pertains to the qualities or patterns that one wants to be known for as a leader. Who do I really want to be? What do I want to be known for as a leader? These are questions that one needs to ask themselves before they take on a role as leader. In the answers to these questions, lies the answer to one's true identity as a leader.

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### HOW IS THIS DONE?

This is done using an activity developed by the Directive Communication International using a character cards that they developed. The activity is as follows.

Each participating individual is asked to choose a card of the character they believe fits them. This is done based on the analysis of what they learn at Phase 1 and 2. The next step is to ask questions that forces the participating individuals to ponder over whether this is what they want

to be. By this process, we help them identify who they really want to be as a leader and form that picture in their head.

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#### WHAT DOES RAHUL GAIN FROM THIS?

When Rahul walked in after phase 2, he was all set to take on responsibility and ownership to his work. He was ready to change how he communicated with people and make the bottom line his focus. He wants to make a difference and his motivation is back. At this phase, he is prepared to take people along with him into this change and start making an impactful difference in the entire environment. Rahul is now ready for this transformation to a leader from a performer.

During this activity, Rahul picks his first card out based on the current assessment. He sees himself what he really is. But is that all he wants? Does he aspire for more? And if there is an aspiration, how can he achieve it? Through a series of cognitive questions, Rahul finds the answers to his question. He wants to be a contributor to growth and he doesn't want to be the only one reaping the benefits. That is his true identity, who wants to be as a leader.

## THE FINAL RESULT: WHAT THE ORGANIZATION GETS

A leader. The most wanted but hardest individual to find. Rahul is now not just a performer, he is the one who influences everybody around him and takes them towards performance too. He creates more leaders at every level that he can influence. Over a period, the organization is equipped with responsible leaders at all levels joining ranks with the current number of 13% organizations that can say that they have no challenge with leadership ([forbes.com](http://forbes.com)).