



Symbiosis Institute of Business Management, Hyderabad



Symbiosis International (Deemed University), Pune

Guest Lecture by

Mr. K J A Swarup

Former General Manager of ITC Limited PSPD

Topic:- “Executive Coaching”

Batch of 2019-21 (Elective)

November 07, 2020

About the Speaker - K.J.A. Swarup

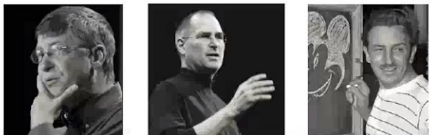

Mr. K.J.A. Swarup is currently a Professor and an HR consultant. He is an adjunct professor of HR in Narsee Monjee Institute of Management Studies, Hyderabad. He is the former General Manager of ITC Limited, PSPD. Mr. Swarup is also a Coaching and Mentoring Corporate Executive at ITC. He is the development centre assessor for L&T. He is also a visiting professor in XIMB, Bhubaneswar, and a guest faculty for analytics in IMT, Hyderabad. Mr. Swarup has done his Bachelor of Arts from Andhra Loyola College, Vijayawada. He got his MBA from Andhra University, Vizag. He also holds an LLB from Osmania University, Hyderabad and LLM from Columbia University New York, USA. He has been a university Gold Medalist. His professional career started when he joined as Management Trainee in Hindustan Aeronautics Limited, Bangalore. He worked in the Hyderabad division till December, 1994. Post that, he went abroad for his masters in Columbia University, New York. After completion, he returned to India and joined ITC Paper Boards Business in 1995. He was responsible for recruitment of engineering graduates from IITs and MBAs from IIMs for all 12 verticals of ITC. He was even responsible for Talent Management, Training and Development, and for Industrial Relations and signed Long Term Wage Agreements. He got trained in Basic Management at Tokyo, Japan. Mr. K.J.A. Swarup is a renowned Guest Speaker for various MBA colleges in Hyderabad. He provides training resource for Indian Railways, NTPC, Power grid Corporation, and Signode India. Mr. Swarup has served two terms as Secretary National HRD Network. His hobbies are playing Sudoku and listening to country music.

Learnings:-

The speaker started the session by talking about what executive coaching is, and how exactly it works in the real world.

Executive Coaching is about creating an impossible future for yourself and your business, one that represents winning.

He clarified 4 myths of coaching.

<p>Coaching is about creating 'Impossible Futures,' not filling leadership behavior gaps.</p>  <p><i>Gates, Jobs, Disney: Creating a future or filling a gap?</i></p>	<p>Coaching is about accomplishment, <i>not</i> therapy.</p> 
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- Coaching is for winners who want to take their leadership game to the next level, not losers.
- Coaching is about creating impossible futures, not filling leadership behavior gaps.
- Coaching is about accomplishment, not therapy. Therapy is the process, but goal is accomplishment.
- Coaching is a day-in day-out process, not an isolated event at the annual review. It is a continuous process.

He talked about how, the focus of executive coaching should be on the coachee's business challenge, leadership challenge, and career challenge. He explained the role of an executive coach.

- Raises aspirations and motivation
- Trusted confidant on leadership and business concerns

- Thinking partner and sounding board
- Political mentor - navigating the political chessboard
- Nudge - management by follow-ups.

Mr. Swarup, then spoke about how one can understand if he/she is a good candidate for executive coaching. A good candidate must have:

- An organization's ambition
- A big personal ambition in service of the organizational ambition
- A high level of intensity around making something happen
- A basic attitude of learning, curiosity, and humility. This is the most important and essential quality to become a good coachee.

The speaker then threw light upon how one can choose a suitable coach. Selecting a coach should not be like throwing a dice. Candidate must ask few questions to herself/himself like:

- Does the coach strike me as possessing the leadership coaching/mentoring qualities I admire?
- Does the coach have a proven track record of extra-ordinary business results?
- Does the coach have the ability to transform human attitudes and behavior?
- Do we have a good chemistry?

The speaker then talks about few of the ways how both the coach and coachee can work on their coaching relationship. The coach must -

- Make your goals and intentions their goals and intentions
- Provide straight forward, honest feedback
- Focus on what is missing that can make a difference rather than what is wrong
- Hold you accountable for your word.

The coachee must -

- Have something at stake, an extraordinary target
- Put aside the 'do it myself' syndrome and agrees to be coached for a while
- Listen to what coach says as if it were gold
- Keep commitments once made.

Mr. Swarup, then explains what a coachee can expect to work on with the coach in executive coaching.

- Design an impossible future for you and organization
- Create a source document that assesses the situation and how to impact it
- Come up with a strategy and winning game plan for the business
- 360-degree feedback based on interviews of key people who work around you
- Design a leadership roadmap, how you will develop yo achieve your future
- Implementing goals.

Screenshots from the session

