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1 You have been a Business Leader and led strategic positions in leading organisations for a long time before setting up your own consulting business – what have been a few of your leadership mantras that have stood the test of time for yourself ever since

- Leaders have to be a good mix of head and heart. In my experience, there were times I was using only one and had consequences. When I reflect on my peak moments, I was using all my faculties; head, heart, cognitive sharpness, energy and relentless optimism. **Keep a good balance of head and heart in decisions.**
- Take feedback from all stakeholders around you: juniors, peers, seniors, family, customers. **Once you take feedback, absorb it, take it seriously, act upon it but do not take it to your heart. I have seen people are either consumed by the feedback or are totally unaffected by it.** Get help. Get a coach.
- **We can't succeed alone.** Build resources around you; Partners, Team Members, Collaborations. **There is no alternative to building lasting relationships – personal or professional.**
- **Cultivate good habits of mind, body and soul. Reflect, Read, Learn, Meditate, Exercise**

2 As a part of your consulting practice you have been working with both start-ups as well as large MNC's – what is the one big common challenge you see them face and what is your recommendation to them for handling the same.

People across organizations rely on individuals, expect accountability in individuals. And this is fair, logical and intuitive on the face of it. However, problem arises when they over rely on individuals. When things go wrong, usually, individuals are blamed. **What people do not pay attention to is group dynamics.**

We have seen this several times, some people are declared failures in one organization, they move on and succeed in another. It is rare for a group to sit together and reflect on their group processes. How are people feeling in the group. Are they bringing the best to the workplace? what is helping? what is not helping? What is the dynamic between members? How can they be more effective as a group? People are not open about their feelings.

I would recommend senior teams to get into honest reflective conversations (with or without a facilitator) at frequent intervals.

3 You specialize in helping organizations embrace change, and make a cultural shift - what are some of your practical insights for making change stay.

When change happens people feel anxious – 'am I in or out?' or 'how will I cope in the new environment' Therefore, It helps to identify and build a common understanding of what we are trying to change and why.

Secondly, **lasting change happens at three levels: Individual, Groups and Systems.**

Change initiatives require the following to sustain:

- **Individual Reflection and Learning**
- **Individual action and behaviour** – how do individuals need to change their behaviours
- **Group Reflection and learning**
- **Group action and behaviour** – How do teams and groups need to change their patterns and learn to do things in new ways to bring change
- **Processes and Systems** – what new operating practices, symbols, rituals we need to adopt to embody change

Finally, It is critical to list down things we do not want to change and would like to retain eg some practices, systems, behaviours...

4 Being a consultant, a facilitator and a coach – how do you see the 3 inter-connect and yet contribute distinctive value for the organization

Common thread about the three roles is, relentless, continuous learning and helping.

I am more of a facilitator and coach for individuals and systems. However, in Asia, sometimes, culturally clients expect 'advise' as they see you as an 'expert'.

Consultant is someone who advises, guides, nudges the group towards solutions.

Facilitator enables the group to operate at an optimum level and perform at their potential. He/she helps the group find their own solutions and raises the bar to enable them look at areas they haven't thought of on their own.

Coach enhances self awareness of the individual/group. He/she shows the mirror, equips them with tools and provides perspective. They feel a sense of new power and vision to find their solutions as a result.

All three roles are meant to enhance awareness, effectiveness, performance and results of the individual/organization.

5 What's your one big message to HR Leaders who are continuously working to further organizational success in today's business environment while keeping tomorrows aspirations in mind.

Listen to business. Listen to team members. Focus on the strengths of the organization, individuals.. what can we pay attention to and therefore enhance the effect of.

How do we stay ahead of the game constantly learning about new research in one's area, about new trends in business.

What role are we playing as HR leaders? Policing or partnering? How do we know we are partnering right?

How to bring the right balance between individual development, group development and organization development.

Reinvent yourself frequently. Building learning agility is the key.