

Management MANTRA

“IT projects fail not because of technology, but people”

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The topmost qualities of a leader are ability, attitude and accountability. By accountability, I mean accountability in every aspect of the life, be it professional or personal.

The second critical aspect of good leadership is the ability to see the larger picture and having a vision. A person with a long-term vision can provide guidance and direction to those he leads. And finally, clarity of thought, coupled with an ability to effectively communicate that effectively to everyone is very important. Someone who proactively takes on more responsibility, thinks beyond the specific assignment on hand and expresses his views very clearly in any group discussion, has the potential to be a successful leader. Potential leaders can be encouraged by assigning them responsibilities that are

etc...). IT industry is extremely dynamic and hence retaining people would always remain a challenge especially when they acquire new skill sets and get better exposure in the job they are in. So I believe in creating a project-based environment wherein individuals are assigned a project to be completed as opposed to carrying out mundane, day-to-day tasks. I also believe in clearly linking each project to organization's overall objective so that people appreciate bigger picture and their role in it and also cultivate a sense of ownership.

A CIO should be able to understand the core business of his company thoroughly so that he can deploy his vision and skills for the organization as a whole as opposed to just IT. That, I think is the most important quality a CIO should

My Top Five Management Tips

- 1 Maintain transparency within team and with top management
- 2 Clearly define long term goals and set short term goals to achieve those
- 3 Be specific in outlining expectations
- 4 Diligently track latest trends in the industry, technology and social environment
- 5 Be open to learn from anyone who has something new to offer.

wider in scope. They can further be groomed into good leaders by making them think about their work rather than specific tasks handed over to them. It also helps to include such team members in high level strategy discussions and sharing more information with them than what their current jobs require.

Training is an integral part of everybody's personal and professional development and hence I believe strongly in putting a structured training program for the team. The training areas range from new technology training all the way up to management training (such as time management, leadership, project management, delivering through others

possess in order to be able to contribute to strategic planning. One more quality a CIO should demonstrate is expertise in leading the change management initiative. The main reason for the failure of IT projects is not technology but people who are going to adopt it. And hence CIO should be able to influence the organization (people & process) to absorb changes brought about by new IT initiatives. While a CIO must play the role of a technology implementer in the beginning, he must move on and assume the role that drives business transformation.

As told to Jeevan M. Thankappan

