

## The Art Of Surviving And Growing In An Indian Family/Promoter Led Corporation

Indian corporations today rival large multinationals in size, reach and profitability and over the past decade have gained significantly in terms of their employer brand. Today, many of them are in a position to attract the best of talent residing in multinationals in India. They are also seen as attractive 'go to' employers even in the expatriate market and can manage to wean away talented professionals from the best of breed global companies. Most progressive Indian business groups have adapted to the present day professional environment and have in their own way instituted employee friendly policies, while retaining their unique operating styles. Professional longevity in Indian companies depends on several factors and the foremost amongst them will be one's ability to understand and adapt to the management style and work culture prevalent in these organizations.

Apart from contributing to the development and growth of the business which is critical to your longevity and success, broadly we have seen that people who have thrived in a typical Indian entrepreneur led businesses have followed these golden rules! Read on

1. Firstly, "Look before you leap". Evaluate the pros and cons of the move before you sign up. Carefully examine your ability to adapt and operate in an environment where you are having close proximity to the top. Remember that your boss, if he is the promoter manager is a permanent fixture in the organization and it is vital to assess value systems, reputation, personal chemistry, ethics etc. apart from the role itself. These items are important for your long term well-being in the organization.
2. Once you have made the decision to proceed, ensure that you negotiate your terms of employment in a congenial manner. Remember that the terms of the contract are important, but the personal trust is vital in such organizations. Ensure that you don't get carried away with the personal aura or larger than life image of such entrepreneurs. Hold your belief and self-respect as a professional. It is important to adopt a positive ego, but don't play hard to get.
3. Once you are in, you have to be in! You need to demonstrate one hundred percent commitment, zeal and initiative on the job. Strategic thinking is important but should be followed by execution. Normally, you do see a bias for execution in these companies. Dynamic doers are preferred over static thinkers. Demonstrate ownership and initiative at every possible opportunity.
4. Quickly evaluate the management landscape to understand key lieutenants, influencers and decision makers and formulate a clear plan to manage them especially during the initial phase as you go about building mutual trust with your boss.



5. Avoid loose talk and gossip especially if it is about the promoter manager or his style. Remember that walls have ears and messages get relayed back quite often and possibly in a different context.
6. Address important career related issues if any directly with your boss if possible. If it isn't too critical to take his time, speak to the human resources head. Usually a long standing HR Head in the organization enjoys the trust of the promoter. If that is the case, you would have had enough evidence at the time you negotiated your offer.
7. Not only that you have to work hard, you have to be seen as working hard. Long weekends, planned and inflexible vacation windows are best avoided, unless there is a prevalent culture in the organization, which is rather unlikely.
8. Acknowledge both within and outside the vision / direction of the promoter manager at every possible opportunity.
9. Unless authorized, try and maintain a low profile. Never out do the promoter in the media or social outlets. Even if you are in the limelight, make sure you acknowledge the big man.
10. Never outthink your boss in public! Even if you have new path breaking ideas or strategy, share it with him/ her in private.

Once you have sailed through this initially difficult phase and you have performed well, you would have certainly won the trust of the big man, then the above mentioned usually becomes part of your DNA, ensuring long term success in the organization.

