There is a vast plethora of books on "Leadership". The development of individual and corporate leadership and its impact on "Corporate and business growth" has been engaging Psychologists, Management educators and professional coaches. The business management schools across the Globe hold "Leadership Development Programmes" for business organisations regularly. However, there is no universal recipe for "Leadership Development" of individuals and organisations. Against this backdrop, the authors Ingvar Jonsson and Sjoerd De Waal have written a book for utilising an individual's full potential for personal and consequently organisational growth.

Dr Neethling has written foreword to the book and has highlighted the message (which I may call hypothesis) that the leaders who are able to put the whole brain into action can optimise organisational performance. The authors have developed this theme in the book.

They say that the disruption is all around and we live in a VUCA world (V = Volatility, U = Uncertainty, C = Complexity and A = Ambiguity). They have also explained what they mean by horizontal leadership and vertical leadership in such a dynamic and fast-changing uncertain world.

While Horizontal leadership is about improving one's skills and way of working, Vertical leadership is about expanding one's mind-set and improving one's way of thinking. The book focusses mainly on vertical leadership development.
On the vertical side, four stages in the development of a leader are identified as:

- Expert
- Achiever
- Individualist
- Strategist

The authors claim that the evolution of an "Expert" into a "Strategist" may take several years and applying techniques used in the book would accelerate the process. The authors have also given at the outset their suggestions as to "How" to read the book. They have observed that the knowledge, teamwork, creativity and inspiration of four types of leaders detailed above can be harnessed in four steps to reach the full potential of an individual as a Strategist.

These four steps are:

- Face Reality
- Whole Brain Thinking
- Lead as a Coach
- Transformation

With the above ideological framework, the book is developed into a sort of instruction manual to define the process of transformation in detail.

To that end, the book is divided into four parts compressing 17 chapters and an appendix spread over 196 pages. Each Chapter has at the end "Powerful questions to reflect" on the contents of the Chapter. These questions are expected to be answered by the reader with reference to his/her organisation.

The answers developed by the reader against the backdrop of the contents of the chapter are expected to significantly contribute to his/her accelerated transformation into a "Strategist.

The book has charts and tables to aid the elaboration of underlying concepts. A certain degree of repetition of ideas/content is there but authors have acknowledged it at the beginning and have started its necessity to sink the ideas into the brain of the reader.

The part 1, welcome to VUCA world begins with a famous quote by Martin Luther King Jr. "The ultimate measure of a man is not where he stands in moments of comfort and convenience but where he stands at times of challenge and controversy".

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The challenges in VUCA world are delineated and another VUCA interpretation is given (to deal with original VUCA) as below:

V – Vision – have a clear and shared vision
U – Understanding – Create a shared understanding of the context
C – Clarity – where possible make things simple and clear
A – Adaptability – Minimise the stiffness of the organisation. Be prepared to adopt.

The second chapter exhorts the reader to "Face Reality" in a structured way. In Part two titled "Whole Brain Thinking" there are six chapters exploring and elaborating Dr Kobus Neethling's "Brain Instruments". The brain is divided into two halves Left (L) and Right (R). The L & R hemispheres are further divided into two quadrants each called L1 & L2 and R1 & R2.

L1 & L2 are further subdivided as under:

L1 (i) The Realist
    (ii) The Analyst

L2 (i) The Preserver
    (ii) The Organiser

Similarly, R1 and R2 are further subdivided as under:

R1 (i) The Socialiser
    (ii) The Empathiser

R2 (i) The Imaginer
    (ii) The Strategist

L1 Asks What?
L2 Asks How?
R2 Asks Who?
R1 Asks for Why?

The underlying assumptions are that (i) Left brain is logical & (ii) Right brain is emotional
Thus brain is mapped into eight categories and each category is associated with a type of individual and a management development process is developed for evolution of the individual into a strategist. The Title of the Book takes its name from the above-referred approach and classification.

Part three has seven chapters and deals with coaching. It exhorts reader to "Lead as a Coach" by adopting a different mindset. The process is developed in detail in the chapters that follow.

Part four is titled "Transformation" and has two chapters. It basically connects the dots and brings the book to a neat conclusion. It exhorts the reader to:

(i) Grow by Sharing
(ii) Learn by Coaching
(iii) Establish Powerful and Open Networks
(iv) Harness the power of trust, and
(v) Leveraging the power of generations.

The appendix contains a 360 degrees self-assessment test. The authors suggest that the test be periodically administered in real-life situations to assess the progress of the individual on the journey of transformation.

Overall the book gives a reasonably implementable process for individual transformation. The authors have used this framework in Scandinavian countries, Europe & Middle East to coach leaders. The process needs to be tried in Indian environment and context to judge its suitability and efficacy locally.

The book can be read with profit by practising managers, trainers and business coaches to widen and deepen their understanding of "Leader as a Coach" and process of transformation of an individual as a "Strategist".

A useful book on the bookshelf of Leaders and Managers!
The book "Transformation of Public Sector Banks in India" by Dr K Srinivasa Rao provides comprehensive information on how Public Sector Banks (PSBs) in India have transformed and repositioned themselves in the two decades to remain competitive in the market. The author has highlighted how public sector banks need meet the dual objectives-to compete with private peers by adopting globally accepted prudential standards and yet should retain their reach to serve the society. The implementation of banking sector reforms beginning in 1991 has changed the direction of their operations and shifted the focus towards profitability. The uniqueness of PSBs in terms of encountering challenges to balance both has been different and is well articulated in the book.

Written by an experienced and seasoned banker, the book aptly portrays the entire journey of public sector banks highlighting their transition from the philosophy of nationalisation to competitive banking landscape. How technology has changed the way banking is executed in the past; how organisational structure has moved to lean and smart format; how the challenges of asset quality were managed are addressed in his book. The author also describes how various laws including Insolvency and Bankruptcy Code – 2016 brought rapid transformation in the perception of debt resolution. The discussions on changing risk management architecture under progressively improved Basel Standards – I, II and III and its impact on the banking operations makes it an interesting reading. The challenges in developing human resources quality to compete with new-age banks, corporate governance practices, leadership, talent management aspects have also been covered which influences the decision support system in PSBs. This book contains total fifteen chapters that covers important aspects of banking.

The first chapter of the book narrates the key objectives of bank nationalisation in India. The purpose was to extend credit to the productive sectors of the economy and to reach the masses for the development and economic progress of the economy. Here the author elaborates the key roles of PSBs and the new challenges faced by them after banking reforms in 1991. Public sector banks had started to transform themselves to keep pace with emerging private commercial banks. The author also addresses the key difference between the
PSBs from its private peers while bringing their operational systems and developmental roles to reach masses.

The second chapter discusses post-reform development in line with banking sector reforms. Transformation of PSBs in terms of core banking technology adoption, establishment of new capital adequacy framework, income recognition and asset classification, and deregulation of interest rates.

Chapter 3 emphasizes on changing technology dimension in banking through computerization, evolution of digital payment system, migration to CBS platform and development of ICT based product and services to expand financial inclusion programmes as well to enhance operational efficiency.

Chapter 4 describes change in organisational structure in PSBs to focus more on customers and up-gradation of branches and business process reengineering.

Chapter 5 highlights the consolidation of public sector banks for the development of more stable banking system. The author argues that the consolidation improves bank efficiency in the quality and diversity in providing customer service. Further, big banks after consolidation might have better capital position to manage the risk better. The book discuss the cases of SBI with its associates and consolidation of Vijaya Bank and Dena Bank with Bank of Baroda. The author also highlights the increasing role of PSBs with the thrust on financial inclusion through Prime Minister’s Jan Dhan Yojana (PMJDY).

Chapter 12 discusses corporate governance system in PSBs. Here, the author brings the key constraints faced by the banks. Chapter 13 provides leadership perspectives. Here, the author highlights HR challenges to create good leadership pool to run business operations professionally. Author highlights key HR initiatives in the form of fast track promotions, development of skills through training, overseas training and placements as tools for retention, encouragement of talents and development of talent pool to shape PSBs. The mechanism of talent management through competency mapping and evolvement of compatible HR policies for better deployment of talent pool is discussed in detail in chapter 14. In his writing, Rao argues that identification of talent to establish workforce gaps and linking with business goals requires thorough research that can be done through collaborative efforts between business heads and HRM heads.

Rao concisely ends with a concluding chapter on future prospects of banking in India keeping the vision of new India to enter US $ 5 trillion economy by 2025 and US $ 10 trillion by 2030. It also provides a glimpse of how the new tools of technology such as data science and artificial intelligence, robotics may influence the end state banking operations.
Considering the wide area of its coverage of various business challenges faced by the public sector banks and how they have reinvented themselves to compete with the new generation banks, the book can be handy for every aspiring banking professional, policymaker and stakeholders who have interest to understand the operations of PSBs. The subjects covered in the book provides valuable information and insights about banking business.