

Leadership@Infosys, Matt Barney (Ed.), Penguin Books India Pvt Ltd, New Delhi, 2010, pp. ix + 226. Price ₹ 699, ISBN – 9780670084951

The book under reference is a noteworthy attempt to relate leadership to the growth of Infosys Limited, a global giant in the field of information technology. The book is loaded with power pack information on Infosys leadership and its journey towards establishing a global brand powered by intellect, driven by values. *Leadership@Infosys* is the first book of its kind which emphasizes on the leadership styles and its importance in the establishment and the existence of the organization.

The book has the foreword by Mr N R Narayana Murthy and Mr S Gopalakrishnan. The foreword emphasizes on the core values of Infosys being, ‘the globally respected corporation’, believing in ‘leadership by example’ and ‘investing in employee development’. The Infosys was founded with the vision that leaders must follow the same rules and policies as other employees, and that leaders must be completely committed to Infosys and work harder than others. To quote Mr Murthy: This is what creates the moral authority to lead (p viii).

The book is a compilation of contributions of various intellects and practitioners worldwide. The nine chapters deliberate on various dimensions of leadership which includes strategic leadership, change adversity, transition leadership, operational leadership, talent leadership, relationship and networking leadership, content leadership and entrepreneurial leadership.

Matt Barney’s introductory chapter leads readers into the existence of Infosys edifice. The chapter is an insightful description of the core values of Infosys being C-LIFE—Customer delight, Leadership by example, Integrity and transparency, Fairness and the pursuit of Excellence. The chapter highlights the commitment of Infosys in selecting, training and nurturing its leaders. The Infosys Leadership Institute (ILI) counselor is responsible as the single point of contact for each tier leader to ensure highly personalized development (p.xi). ILI assigns counselors to the cadre of leaders who have been identified for senior positions. These counselors serve as coaches who, according to Barney, “help the leader interpret strengths and opportunities, and focus specific actions that will likely pay off the next year when we assess them.”

Each chapter of the book describes a unique leadership style with suitable examples by thought leaders in each area. The book is a unique compilation of leadership research along with practical examples which provides guidance to practitioners and leaders to improve their performance and lead the organizations to pinnacle of success. The book carries a wonderful description of various phases and contribution of leadership styles at Infosys which factored the rapid company growth, from a seed capital of just \$ 200, in 1981, to crossing the four billion-dollar mark in 2008.

In the epilogue, Mr T V Mohandas Pai has expressed that leadership is about getting ordinary people to achieve extraordinary goals, which he acknowledges as an “exceptionally difficult task”. He draws attention to the fact that the key to sustainable leadership is “team of excellent, passionate, visionary leaders with a wide range of viewpoints”. Dealing with the importance of leadership, Mr Pai observes that leaders are important for three reasons: leaders manage through times of change, leaders make things happen and leaders are revolutionaries. He opines that leaders face reality and mobilize resources to make the impossible a reality. They inspire others to do the same (p 213).



Book Review

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The book is highly applauded for the fact that Mr. Barney, Vice President and Director ILI have successfully illustrated the leadership journey of the organization as well as the contribution of the leaders in developing sustainable leadership. The book does full justice to what the book codifies Infosys, “Unique” history, values and leadership practices of the organization.

The readability of the book would have increased many more fold if it would have related the various propositions and summarizations in a broader context and longer time frame. Some associations such as the impact of various types of leadership on value addition and organizational climate to mention a few would have further enhanced the reference value of the book.

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