

## LEADERSPEAK

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CO-CHAIRMAN AND CEO, DR REDDY'S LABORATORIES



**Q. The biggest challenge you faced in your career**

**A.** Very early in my career, I had to take charge of a group company and handle a management crisis. On my first day, more than 75 per cent employees quit, showing their solidarity with my predecessor. It was tough, but from then on, I felt a deep desire to build an organisation that could thrive through change – change in owners, employees, products, technology. All my efforts in the 30 years of business life have been driven by that desire.

**Q. Your best teacher in business**

**A.** One is our founder, late Dr K. Anji Reddy, who always focussed on the big picture. And the other is my father (G. Harischandra Reddy), a stickler for details. I have worked with both of them and learnt how to zoom out or zoom in as required.

**Q. One management lesson for young people**

**A.** Be empathetic to the needs of the people you aim to serve – be it your customers, colleagues or the community at large. A deeper understanding of their needs will help create disproportionate value.

**Q. Two essential qualities a leader must have**

**A.** Putting purpose ahead of profits is essential as George W. Merck once said. Go after a bigger cause; it will provide the energy and motivation to succeed in a long race. The other quality is to stay the course. The ability to show resolve in difficult moments and maintain equanimity in happier times sets the leader apart. **BT**

PHOTOGRAPH BY VIVAN MEHRA

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