Young Startup Leaders Lead from the Front

NURTURING TALENTS Young entrepreneurs talk about their leadership style and how the style is different from leading in large organisations

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Mumbai | New Delhi: For Kunal Shah, cofounder of online mobile recharge platform Freecharge. tion stones of his leadership style. Shah, the man who struck one of ded. the biggest deals in consumer Internet space in India when Snapdealacquired his company for an estimated \$400 million, believes that in signal expectations and desired a startup, empowerment is not a outcomes," said Igubal. The compaword but happens by default.

u...and hire people smarter than you," said the 32-year-old, who did philosophy in college and then dropped out of his management course. "Leading in a startups is about extraordinary demonstration of ability to make independent decitrust." Shah said.

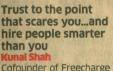
ried about. How they do it is up to or her own way because everyone is them," said Jaydeep Barman, cofounder and chief executive of Faasos. Entrepreneurs do not want a boss to tell them what to do, and

culture within their own companies, he suggested.

According to Barman, his style his not always casual or lighthearted, but he does not challenge every decision, "I don't dictate. We believe in joint problem solving ... anvotrust and openness are the foundance on call me up without being afraid at any point of time," he ad-

Azhar Igubal, cofounder of Inshorts, leads his team by being a friend. "Yet, I clearly define the profesny, which was started by three IIT "Trust to the point that scares vo- alumni, has shown exponential growth in the last one year. The average age of its team of 60 is 24. "The biggest responsibility of a leader is putting the right people on the right job and empowering them with the sions ... Each manager in our orga-"Result is the only thing I am wor- nisation is an entrepreneur in his constantly focused towards making things better and quicker."

Leadership experts say leading in startups and leading in large estabthey should try to build the same lished organisations are two diffe**How Young Entrepreneurs Lead**



I lead the team by being their friend. Yet. I clearly define the professional expectations and desired Azhar Igubal. Cofounder of Inshorts



I spend a lot of time reminding people why we do what we do, the vision, and the impact we create

Abhiraj Bhal Cofounder of UrbanClap



Find a great bunch of people, set them a clear goal and manage the culture, to me this is the essence of leadership Suchi Mukherjee,

CEO of LimeRoad



deep Barman CEO of Faasos

ly, building a team. Leadership experts say that millennials look for open communica-India. However, the challenge for ily basis you run experiments. For tion, flexibility, and empower- be really passionate about what

not working well, gaps in our business model or understanding, my own shortcomings as a leader, etc. I openly talk about these things with everyone in my team," said cofounder Abhirai Bhal. "It helps build trust."

For Suchi Mukherjee, CEO of LimeRoad, finding a great bunch of people, setting them a clear goal and managing the culture is the essence of leadership. "I encourage radical candor among my team which ensures everyone is completely transparent with each other in an extremely professional way," said Mukheriee.

Finding the right talent is the key. she said. "Experience, for me, is secondary. It is more important to look for the growth potential of an individual. Then, there is continuous multi-tasking. There are no clestartup, people pour in with ideas ty to execute and, most important- arly defined roles for every member of the team," she said. "Every individual has to have a fighter gene to succeed. You have to you are doing. And always be pre-"At UrbanClap, we openly talk pared for failures and learn to live

rent ballgames. In startups, everyone has high energy and high level of excitement, so motivation isn't a problem. "In a startup, it is easy to connect and get across a message," said Vikram Bhalla, managing director at Boston Consulting Group startups is that everything is fluid and hence everyone, including the leadership, needs to be flexible.

Also, the level of uncertainty of a dership, said the key leadership testartup is different from that of an ents of a startup entrepreneur is established organisation. "In a passion for an idea as well as abiliand we test out most ideas. Whereas in a large organization, you plan for a year and execute. Here on a daus things change every day," said ment. Barman of Faasos.

BCG's Bhalla, an expert on lea- about what is working well, what is with bad days."