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Leadership Conversations

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Transforming Bank of Baroda

How Anil Khandelwal
revived a laggard bank
into a top performer

Outsourcing Self Control

Are Consultants
like Partners?

**Kapil Sibal's
management
mantra**

**Insights from a
corporate journey**

Bijou Kurien, CEO, Reliance Retail



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Letter from the editor

Participate, not just support anti-corruption movement



The Anna Hazare fast and the overwhelming support may result in a good Jan Lokpal Bill. This may well be the most effective anti-corruption initiative post Independence. Yet, the root cause of all corruption in India is the current electoral system. Without a serious effort at reforming how India votes and elects its representatives, anti-corruption bills will not be effective. The next big objective of the leaders led by Hazare could be to force the government to set up a committee to bring about electoral reforms. This may even need constitutional amendment of the basic nature. While there are no foolproof electoral systems in the world, the one that doesn't require candidates to spend big money and has strict norms for not allowing criminals to fight elections, may work for India.

How is this subject relevant to management and leadership, the focus of this magazine? It's clear that a good management theory or practice works best only in an ecosystem that promotes fair play and offers equal opportunities to entrepreneurs. Businesses are part of the ecosystem, and a country's ethical, moral and governance standards directly impact that of an enterprise. The high transaction cost in India due to corruption at every level makes Indian SMEs uncompetitive in the global market. In fact, corruption is the biggest entry barrier for new businesses in India. It's the right time for industry bodies of all hues to participate (not simply support) the current drive to cleanse the system. To get some ideas on how to go about participating, read Sri Sri Ravi Shankar's column on page 58.

While active participation is a must, the Indian private sector too needs to do soul-searching. Recent surveys by KPMG and MRDA clearly show that the private sector contributes immensely to corruption in India. The report on page 6 shows that the level of corruption is highest during tenders where the private sector pays bribes to secure contracts. Can bodies like CII and FICCI come up with stringent norms to blacklist such companies and announce their names? It's in the interest of Indian businesses to proactively participate in the anti-corruption movement. A few good sound bytes by ageing senior business leaders are not enough.

The cover story on Anil Khandelwal's daring transformation of Bank of Baroda shows that most loss-making public sector undertakings can be revived if good leaders are appointed to top posts. It can start with choosing a selection committee that is honest and result-oriented.

Benedict Paramanand
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Book of the month



Indian agencies need a new script

The \$5 billion Indian advertising industry is in a state of flux and is in need of deep reflection about its value proposition. Looks like the agencies have not used the recent recession to make the structural changes the market was demanding. Now, will the current robust growth of over 20 percent and the prospect of riding on the back of strong economic growth, result in the postponement of the inevitable? If the vibes at the GoaFest 2011 is any indication, advertisers are pushing agencies to change the way they go about running their business today.

For agency folk, the GoaFest 2011 is not much fun as they are forced into a soul-searching mode although they may have a drink or two above their limit when they see their creative work receive some applause.

The Indian advertising agencies today face severe talent crunch because they no longer pay well, they are forced into indiscriminate pitching to get new business, face reduced profitability due to shrinking margins, are mired by traditional agency structures, and their experiment with disintegrated services is no longer attractive.

Although representing the agency fraternity Srinivasan K. Swamy, chairman, GoaFest Advertising Conclave 2011 and Chairman of R. K Swamy BBDO didn't mince his words. He said the agency of the future must be 'unlike an agency'. He said agencies must act like communication consultants as against creative or media consultants. He encouraged the idea of agencies partnering and advising clients, and not just being a 'factory of ideas.'

Speaking at the conclave, Rajiv Dube, director, group corporate



"We would like agencies to understand our business as much as we do and help us understand the consumer's point of view as well"

Rajiv Dube, director, group corporate services and director, Aditya Birla Management Corporation



"Agencies must act like communication consultants as against creative or media consultants"

Srinivasan K. Swamy, Chairman, R.K. Swamy BBDO

services and director, Aditya Birla Management Corporation, said advertisers would wish agencies to be their strategic partners and not just a source of creative inputs. "We require our partners to sit with us and think the future before putting our heads together. And, we hope to frame the vision of the future together. We would like agencies to understand our business as much as we do and help us understand the consumer's point of view as well."



Specialization is not working

Dube said services by an agency have disintegrated as they today have specialized arms for various services such as advertising, media buying, and public relations. "What we used to get under one roof, we now get it from 10 different partners. There is a lot of specialization, but we would be more comfortable tomorrow if we could get all the services from one agency," Dube said. He stressed on the need for building long-term strong relationships where agencies could work with advertisers, without having to pitch every now and then.

The speakers highlighted the challenge of attracting and retaining the right talent, a problem faced by both agencies and advertisers. They sought greater involvement from senior managements in working with the agencies. Likewise, senior leaders of agencies should show higher level of seriousness as is shown during a pitch process.

Mayank Pareek, managing executive officer, Maruti Udyog said, "It can no longer be about a brief being given and creative work being churned out. Agencies and advertisers must work as co-partners and focus to bring out relevant solutions."

Agencies today are considered a campaign idea factory with little connection to business numbers. Going forward, agencies may have to be accountable for the results of their work on client's bottom line.



Private sector induces corruption in India

KPMG and MRDA surveys clearly show that the private sector contributes immensely to corruption in India

While the spotlight today is on corruption in the government, surveys and studies show that it is rampant in the private sector as well. In fact, in any nation, both work in tandem. Just like the Lok Pal Bill which successive governments conveniently put off for over four decades, India signed the United Nations Convention Against Corruption (UNCAC) in 2005 which sought separate law to curb corruption in the private sector, but is yet to ratify it in the Parliament.

A first ever survey by MDRA (Marketing and Development Research Associates - January 2010) showed that 9 out of 10 employees working in private sector companies feel that corruption or fraud is a common phenomenon in corporate India. This study included bribery, sexual favor, breach of trust, exploitation and nepotism as various faces of corruption in the private sector.

“The survey shows that corporates cannot just claim to be victims of corruption. They are also responsible for it,” Transparency International India **Executive Director Anupama Jha.**

The survey found that, on an average, 86 percent of the respondents believe that corruption is a common phenomenon in corporate India. The acceptance towards corruption increases from lower management (83.4%) to middle management (88.1%) to senior management (90.2%).

Interestingly, the perception of corruption is highest in Chennai and lowest in Hyderabad. Over 94 percent of corporate employees in Chennai felt corruption is common there while only 71 percent in Hyderabad said so.

A more recent survey (March 2011 by KPMG) covering corporate India also found that a huge majority of corporates believe India can surpass an annual growth rate of over 9 per

cent if corruption is controlled, while self-critically admitting that private sector is greatly responsible for bribery and nepotism.

The survey is based on responses from 100 Indian and multi-national corporations operating in the country in diverse areas, including transportation and logistics, aviation, oil and gas, consumer goods, financial services, auto and chemicals.

Monetary corruption/fraud between two parties

Response	Percent
◆ Company to government (like tenders/bill payment etc)	40.0
◆ Company to company	19.7
◆ Company to customers	12.7
◆ Company to employees	12.3
◆ Employees to employers	4.9
◆ Companies to tax authorities	10.5

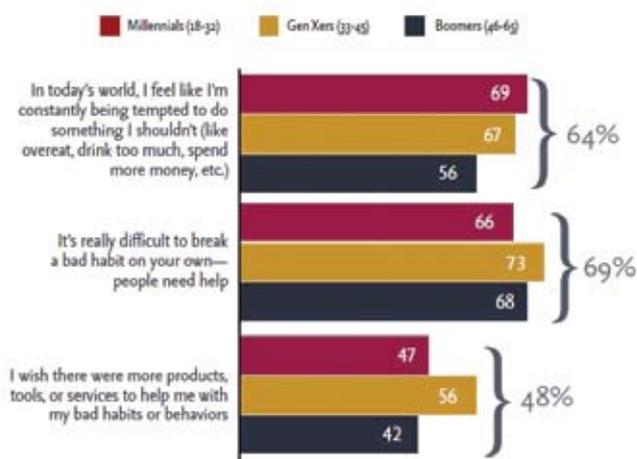
Among others in the KPMG survey, development sectors such as education and poverty alleviation came third with 13 per cent respondents terming it as the most corrupt. It was followed by financial services such as banking and insurance with 10 per cent, defence with 9 per cent, IT/ITES/BPO with 6 per cent and energy and power with 5 per cent. "The survey shows that corporates cannot just claim to be victims of corruption. They are also responsible for it," Transparency International India Executive Director Anupama Jha said during the launch of the survey.

In terms of activity wise corruption, interestingly, 36% said that corruption is most prevalent in recruitment, followed by promotion/performance appraisal at 24%. Further, 22% said it occurs most in procurement followed by project implementation at 17%.

Outsourcing Self Control

Now brands have the opportunity to go a step further by not only educating consumers but also playing the role of partner, coach or even cop

Percentage of American and British adults who agree



In a survey by creative firm JWT Intelligence conducted for “10 Trends for 2011” recently, nearly 7 in 10 respondents agreed, “It’s really difficult to break a bad habit on your own—people need help.” Increasingly, consumers will be looking at third parties to help them exercise self-discipline. With consumers beset by more temptations than ever—whether it’s opportunities to spend, to overeat/drink, to get digitally distracted (by social networks, texts or online games), etc.—Outsourcing Self-Control will be a trend for the near future.

Brands are increasingly accompanying consumers beyond the point of purchase, and more customers are coming to expect tools and services to come with a product. Now brands have the opportunity to go a step further by not only educating consumers but also playing the role of partner, coach or even cop. Almost half of the respondents to the survey said they wish there were more products, tools or services to help them with their bad habits or behaviors.

One of the key categories where the trend will manifest itself is personal finance. MasterCard’s inControl card, for example, protects cardholders from fraud and even from themselves:

Once a set budget is met, further purchases are rejected. Cardholders with a habit they want to curb, like dining out, can adjust their settings to limit these expenses.

The question is – to what extent the dependence on apps or others to control our lives be allowed? If people let go of their own self-responsibility hoping someone else will do it for them, this trend may backfire. If it’s used like the seat-belt beep, it would be just fine.



MIT Labs’ smart wallets

People have trouble controlling their consumer impulses, and there’s a gap between decisions and the consequences. This is magnified by the digitization of money. When consumers pull a product off the shelf, they are not sure of their bank account balance, or whether they are over budget for the month. People’s existing senses may be inadequate to warn them.

MIT Labs has come out with what it calls ‘Proverbial Wallet’ that is meant to put some financial discipline at the point of purchase. Tactile feedback reflecting personal balances and transactions can help develop a subconscious financial sense that guides responsible decisions. In addition to providing a visceral connection to virtual money, tactile output keeps personal private and ambient. Currently, MIT Labs has come out with three types of smart wallets to allow conscious spending.

Bumblebee

The wallet buzzes through a vibrating motor whenever bank processes a transaction. This encourages a conscious connection between handing over credit card and hard-earned money being harvested from the bank, and alerts users to fraud when they get a buzz without making a purchase.

Mother Bear

This wallet protects the money within it when users need to be thrifty with a hinge that resists opening. It’s non-intrusive, noticeable only when users use the wallet normally. This can be mapped to a monthly budget goal. It promotes saving to weather out financial winters.

Peacock

This wallet swells and shrinks to reflect the balance in the bank accounts.

As of now, the Proverbial Wallets are working prototypes. They communicate with a cellphone through Bluetooth, using its data connection to get financial information from the user’s bank accounts.

Social Apponomics

Early lessons from those who are using social media to drive business



Few businesses have taken over a decade to figure out how to make money using the Web leaving the rest still wondering of its potential. Now, with social media capturing the imagination of millions of users, businesses see a new opportunity emerging on this front as well.

Global consulting firm Booz & Co's magazine *strategy+business* recently coined the term (approach) 'Social Apponomics', which means that, by enhancing the sheer magnetic power of social media with community-based marketing and tailored applications, companies now have a pathway for breaking down the barriers to profitability in the online space.

In the Spring 2011 issue, the authors of the article identify three elements of social apponomics as critical to success. The first is social media which is replacing broadcasting channels as primary source of information and opinion about products and services. There's an opportunity to use consumers themselves to generate content and interest in products and services. For example, with Foursquare, a smartphone application that lets people automatically alert friends to their location with GPS technology and win rewards - discounts, T-shirts and other prizes - for recommending products and stores to their circle of online acquaintances.

Consumer goods companies are also tapping into social media. For example, product placement in online games like the hugely popular FarmVille on Facebook, where some simulated fields have been planted to resemble McDonald's golden arches and a zeppelin advertising Farmers Insurance Group was recently seen gliding across the screen.

Seven lessons from early adopters

Focus on partners, not competitors

Think local

Target each customer in multiple segments

Transform pricing into a dynamic conversation

Make use of the wisdom of crowds to build more compelling Web apps and to improve customer service

Humanize your company "virtually."

Develop forms of online credentialing of your goods and services

The second element, the authors point out is community-based marketing. This is driven by a keen insight into customer behavior on retailer-created social media sites. This insight is generated not just by surveys and studies of customers, but also by analysis of how consumers engage with products and services online, as well as their Web connections to other individuals. Customized offers and campaigns, supported by sophisticated data mining and customer relationship management (CRM) analytics, ensure that site visitors receive advertisements or messages of interest to them and thus are more likely to click through to a sale.

The last one is tailored applications that attract people by offering easy-to-use online environments that speak directly to individuals according to their interests and needs — either on websites or, increasingly, via customizable applications for smartphones, netbooks, and tablets such as the Apple iPad.

Social apponomics is in its infancy. The companies that are succeeding at this approach are few and far between, and are especially innovative and forward thinking.

Next Issue

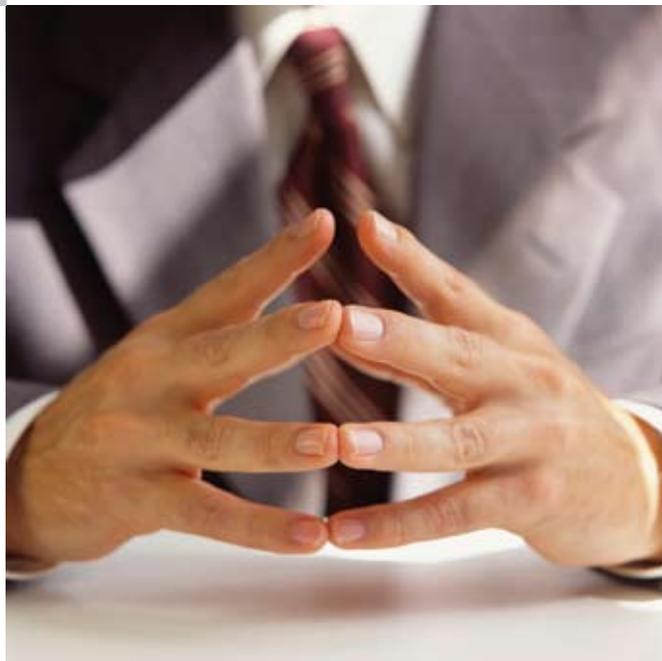
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The dire need for CRO was confirmed when consultancy firm KPMG asked 500 odd companies - what their biggest worries about the future of risk management were during a survey published in March 2011. Titled **“Risk Management – A Driver of Enterprise Value in Emerging Environment,”** the survey asked 500 companies 55 percent of them Indian, what needs to be done to elevate risk management to a strategic level. Two thirds wanted a CRO to do that. Yet, **Richard Rekhy, Head Advisory Services, KPMG in India** observed, “Appointing a CRO is only a part of the solution. Companies need to integrate risk management into day-to-day decision making and this requires (a) a holistic approach to risk management (b) forward looking risk information and (c) a strong risk culture.”

Risk management policies and responsibilities are to a certain extent informal in India. Indian companies tend to rely on key people to evaluate the risks and make the right decisions instead of processes.

The survey found that mitigation strategies are still developed in isolation rather than based on a more holistic view that takes into account multiple scenarios and potential events. The usage of economic models and technology is limited. Also, few organizations look beyond 3 years while identifying and assessing risks and aspects such as sustainability and climate change are given limited importance.

Wanted: Chief Risk Officers

Just like the way innovation means different things to different people, the idea of risk management too suffers from the same predicament. What’s becoming clear is that - organizations today need a CRO - Chief Risk Officer - to raise the stock of ‘risk management’ to a strategic platform from the process orientation that it has today.

It said there is a need to de-mystify risk and make it simpler for business managers to grasp and implement. Otherwise, the benefits of risk management will continue to be fuzzy.

The survey report suggests five key imperatives for companies to leverage risk management as a driver of enterprise value:

- ♥ Enhancing effectiveness of board oversight of risks by separating risk process and content – Companies need to get specialists to help the Board navigate through the strategy and improve their understanding of key risks. It is also important to bring in diversity and align the board composition to key business and strategic priorities.
- ♥ Integrating risk management into decision making by leveraging Key Risk Indicators (KRIs) – Key trends that can be predicted with the help of risk management tools could help organizations have a better grip on what is around the corner.
- ♥ Focusing on softer aspects: Companies need to focus on risk leadership, risk perception and behavior, and communication.
- ♥ Positioning the Chief Risk Officer as a strategic business advisor – A CRO should be someone who can independently validate the strategy with the help of a robust information architecture
- ♥ Integrating the company’s risk management efforts at an enterprise-level – Companies need to harmonize the top down and bottom up views on risks.

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Mr. Salman Khurshid

Honourable Union Minister for Corporate Affairs,
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Management has to begin from within

When we reach the limits of analysis, management decisions have to be guided by an inner sense of what is right, says **Kapil Sibal**



You may have been indoctrinated here that nearly, if not everything, depends upon management, whether it is the home, the corporation, the institution, the organization or for that matter even the nation. There is, however another view. And that is - when we reach the limits of analysis, management decisions have to be guided by an inner sense of what is right.

This inner sense - your moral compass or conscience - cannot really be taught. In the final analysis, it is this that makes the difference between a competent manager and a great manager. I am sure all of you have the elements of that inner sense within you, and you alone have to make sure you nurture it and never allow it to be suppressed simply because you want to get ahead. As Dr. S. Radhakrishnan, India's first Vice-President, a noted scholar and philosopher had remarked, "Education to be complete has to be humane; it should include not only the training of the intellect but the refinement of the heart and the disciplining of the soul". I thus firmly believe that all management has to begin from within and then expand to everything without.

One might also spend their entire life improving their pay packet or the CV and in the process lose touch with the "human" inside them. Dealing with success with humility is important but it is more difficult to deal successfully with failures. As a great manager you need to have the ability to

manage failures because failures are part of the development process. The importance of a positive attitude is the biggest asset that one can possess. It gives positive energy to see problems becoming challenges and challenges, in turn, getting converted into opportunities.

There is a perception in some quarters that being cunning or manipulative pays in the corporate world. This is not true. Ultimately, it is your professionalism, skill, hard work and ethics, which will take you ahead, far ahead.

My next message is thus related to integrity and ethics. We have witnessed in recent times, the fall of once large and proud international and national corporations. This gives rise to serious questions about the practices in some of the best-known companies. Some of you may be headed towards

There is a perception in some quarters that being cunning or manipulative pays in the corporate world. This is not true. Ultimately, it is your professionalism, skill, hard work and ethics, which will take you ahead, far ahead

careers in similar, national or international corporations and find yourself in a position to be pondering on doing the right, ethical thing in a controversial situation. Ethics apply, of course, equally to careers in government and with NGOs too. The truth is that the vast majority of employees are hard-working, honest and ethical people. It takes only a few unethical top managers to ruin the reputation of an organization. It is thus true that your career will probably never suffer if you remain silent or "go along" with the conventional view, especially when top managers hold this position. There is also no guarantee that speaking out against the prevailing opinion will not damage your future, particularly if you select the wrong time and place to make your case or if you do it poorly. But if you present a strong argument, and do it well, you know that you did the right thing and you will always be able to live with your actions—win or lose. Or as Thomas Paine wrote in the Age of Reason: "It is necessary to the happiness of man that he be mentally faithful to himself."



It is necessary to the happiness of man that he be mentally faithful to himself

Thomas Paine
in Age of Reason

Leverage wisdom of the crowd

I believe that in the emerging new world order, you will need to leverage the wisdom of the crowd, if you want to tap into the creative genius of your entire organization and if you want to leverage the full capabilities of emergent intelligence, then you have to trust your people and you will have to get out of their way. The challenge is to move from being goal scorers promoting your own ideas to being facilitators, thus drawing solutions out of others and encouraging leadership in them. This is not an easy task. It calls for a subtle but profound change in your outlook and attitude.

You must also stop thinking about business as being "about" particular products, services or business models — i.e. fixed static value propositions. Innovations are the DNA of new businesses. Continuously generating such radically-new DNA, nurturing and growing new businesses based on it require capabilities, values, mindsets, leadership and management approaches that are fundamentally different from the ones practiced hitherto. This is so as leaders inspire and managers transact; leaders champion change while managers focus on efficient execution; leaders promote a better way and managers seek to make the best use of people in relation to a given goal. Consider Gandhiji, he was a leader for he didn't achieve results

through a team of people reporting to him but by challenging the status quo. When as a manager you promote a new vision, seek to influence people to move in a new direction. It is then that you will develop into a leader from a manager. And we have here with us Mukeshji who has demonstrated this spirit in ample measure and shown how to be a great leader.



Education to be complete has to be humane; it should include not only the training of the intellect but the refinement of the heart and the disciplining of the soul

Dr. S. Radhakrishnan

Know to engage with mavericks

Also, to survive in the new milieu, organizations will need radical innovators who are passionate about what they do, who are not afraid to rock the boat and make the difference that matters. Most innovative talent often consists of exceptional, maverick people who are iconoclasts, who break the mould and are often audacious misfits, somewhat uncomfortable to be around because their mission is to upset the existing order. They seldom make good organizational citizens in the conventional sense though paradoxically they are organizational members of great value. These people are also needed to understand the future, how to leap-frog the established thinking and how to keep the organization relevant to a very unknown future. I believe that a power shift is looming which will make such creative employees the 'idea leaders'. You as the future CEOs need to engage, motivate and retain such iconoclasts.

Consumers have thus become increasingly sensitive to the social responsibilities of companies from which they buy their goods and services. These trends have contributed to the pressure on companies to operate in an economically, socially, and environmentally responsible and sustainable manner. As budding management leaders you have to imbibe the spirit of corporate social responsibility by participating in societal activities - for instance - helping to enlarge the reach of literacy and education to the hitherto unreached.

Excerpts of Kapil Sibal's address at the thirty-sixth annual convocation of Indian Institute of Management, Bangalore. Sibal is currently Union Minister of Human Resource Development and Communications & Information Technology.

Overwork doesn't lead to unhappiness



It's a general belief that people who put in long hours are unhappy and those who work 'appropriately' are happy. This is untrue. According to preliminary findings of a survey of 3,000 professionals by Kelly Goldsmith and popular author Marshall Goldsmith, "We didn't find the hours spent working correlated to happiness or meaning, or lack thereof. Nor did we find more hours spent outside of work in "fun" activities produced higher levels of satisfaction. Their survey is centered on questions such as 'Are you happy at work; What do you think is the reason for your happiness - or unhappiness' Excerpts from the study:

Happy at home, happy at work. People who are dissatisfied with their work also tend to be unhappy at home, and vice versa. There is a very high correlation between people's happiness and meaning at work and at home.

The company you keep matters. Spending time with people we love, both at work and at home, is highly correlated with overall satisfaction.

What gives people fun and meaning is highly variable. There is nothing inherently satisfying in an activity. Some people see gardening as a sacrifice that brings them some long-term benefit; others think it is light fun—but essentially meaningless. So, if you're dissatisfied with your job, the reasons have as much to do with you as they do with the actual responsibilities.

You can't achieve overall life satisfaction by being a sacrificing workhorse, or by being "fun loving." Just being engaged in stimulating activities doesn't make people satisfied. Likewise, sacrificing to achieve meaning also doesn't make people content. Those who were satisfied felt both short-term gratification and deep meaning from their work and home lives.

It simply doesn't matter if individual employees believe in the company's corporate values. What matters is whether their work in the company reflects their own values. You must feel you are living your own values.

Nobody can define happiness for you. Every company has a plaque on a wall, which eloquently expresses the corporate values. This finding is based on the ground-breaking research by **Jim Kouzes** (<http://as.leadershipchallenge.com/WileyCDA/Section/id-131067.html>). It simply doesn't matter if individual employees believe in the company's corporate values. What matters is if their work in the company reflects their own values. You must feel you are living your own values.

In other words, if you want to discover how to be more satisfied with work and home life, look nowhere else than within. You are the key to your own happiness and meaning, no one else.



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The Global M&A Strategy Conclave 2011

26, 27 May 2011 Hotel Leela Kempinski - Mumbai

"I am sure that this event is the only conference held in India that examines the Indian Mergers & Acquisition sector from a financial, tax, commercial and legal perspective"

-Paul Tennola, Vice President, Corporate Development / M&A
Wolters Kluwer Tax and Accounting

Topics to be Discussed

- Due diligence assessments to avoid messy legal wrangling post acquisition
- Discover how to successfully identify M&A market and then execute the acquisition
- Compare debt and equity financing methodology, assess deal ROI and value faster
 - Structure cross-border M&As deals to minimise tax and legal liability
 - Evaluate the changing regulations and implications in global M&A
 - Structure the bid and design method efficiently and effectively to maximize a deal's value creation
 - Learn best practices for valuation and negotiation
 - Analysis of the potential benefits and pitfalls involved before merger or a strategic alliance

Speakers



Emily Madder
Siemens LTD.



Anurag Singh
DuPont India Pvt. Ltd.



Anjali Naik
Merger Market



Joginder Yadav
Nokia Siemens Networks



CM Sharma
Aegis Limited

and many more...

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How a non-banker transformed Bank of Baroda



Anil Khandelwal, Chairman and Managing Director,
Bank of Baroda (2005-2008)
Life time Achievement Award by Asian Banker Singapore

Anil K. Khandelwal shares his experience of how he transformed Bank of Baroda from a laggard to a high performance organization in his book titled 'Dare to Lead'. In a chat with **ManagementNext**, he talks about what others can learn from his leadership journey

Very few public sector chiefs have written their autobiographical account. What was the trigger for writing “Dare to Lead”?

Yes, you are right. I felt that I had a good story to tell. A large public sector bank like Bank of Baroda undertook a major transformation and a century-old organization doubled its business in just three years and added 3 million customers along with many customer-centric innovations. The purpose of my writing this book is to share experience with the larger audience that we can undertake dramatic transformations in a legacy driven and Government-controlled organization.

You have not been a career Banker and you spent a major time of your professional career as a trainer in HR. How did you manage to successfully turnaround the Bank?

Although I started with a big handicap of not being a career banker, in some sense, I am happy that it happened this way. I did not allow myself to be a prisoner of numbers. In fact, I truly believed that numbers are created by taking the right initiative in many strategic areas. I focused on branding, technology, leadership, people processes and customer centric innovations – which eventually created excellent business outcomes. The foundation of intangibles had made the Bank a prime brand. Even after my retirement in 2008, the Bank has further doubled the business. This shows that focusing on building intangibles creates long-term value for the organization.

Although I started with a big handicap of not being a career banker, in some sense, I am happy that it happened this way. I did not allow myself to be a prisoner of numbers.

What major steps did you initiate to engage people in the transformation story?

I intensely believed that banks are fundamentally human institutions staffed and operated by people with complex human needs and interests. It is vital to tap into those needs and interests that will help employees to share a larger vision for change and transformation. A major part of my time ranging between 40 to 50 percent was spent in improving human processes and internal operating mechanisms, direct interfacing with front-line at different locations, building a communication culture and virtually taking charge of HR function.

When your tenure is short and agenda for change is huge – you cannot leave important things like HR and customer centricity

Khandelwal's 18 Leadership Codes

'Khandelwal's eighteen leadership lessons crystallized from 37 years of experience are inspiring for future generation of leaders' – Ram Charan – Co-author of Execution and The Game-Changer

1. Be your natural self and do not be a packaged product
2. Two Cs of Leadership – **Credibility** and **Courage**
3. Three D's of Leadership Behavior – **Decisiveness, Determination** and **Discipline**
4. Wisdom is in the field – **Respect it**
5. Reach out, listen and communicate
6. Identify the great among the good
7. Focus on processes impacting customers and employees
8. Bureaucracy can be an epidemic
9. Customers are the competitive advantage
10. Manage your intangibles, tangibles will follow
11. Engage your people
12. Tough Love – tough on performance and compassion for people
13. Leadership is the fine art of execution
14. Tackle adversities head on
15. Leadership is a lifetime of learning and change agency
16. Union management relations – don't be a prisoner of the past
17. Reflection is key to effective leadership
18. Let excellence light every corner

at the mercy of your bureaucratic processes. In hierarchical institutions like banks, operating managers down below normally do what priorities are set by the top management. I was very clear in my mind that for too long we are obsessed with quarter-to-quarter number creation with little emphasis on taking foundational steps such as building leadership, creating an engagement culture and seeing a person behind every customer.

For far too long we have been obsessed with quarter-to-quarter number creation with little emphasis on taking foundational steps such as building leadership, creating an engagement culture and seeing a person behind every customer.

What leadership lessons can you share based on your life experience and as the CEO of two public sector banks?

In my book, “Dare to Lead” – there is a whole chapter on “My Leadership Code”. Some key lessons are that leaders have to show courage and determination to make change happen. They have to understand that the wisdom is in the field and they have to reach out and listen to ideas from there. Leadership is not about power and perquisites but all about responsibility and accountability. Leaders need to exercise personal restraint and discipline. All this makes leadership job far more challenging. No wonder, one of the key issues that the world has to grapple with is deficit of leadership at different levels. The key leadership challenge is to build more leaders.

Khandelwal’s eureka moment

‘A chance reading of an article titled ‘Crucibles of Leadership’ by Warren Bennis in Harvard Business Review revealed that predictors of true leadership are the ability to learn from the most negative experiences. According to him, an extraordinary leader is a kind of a phoenix rising from the ashes of adversity, stronger and more committed than ever. In this paper, I found my eureka of leadership.’

Innovations

- 8 am to 8 pm banking
- 24-hour Human Banking
- Happy Hour Banking
- Gen-Next branch

- Retail Loan Factory and SME Loan Factory
- Employee-centric innovations
- Direct help line to CMD- SAMPARK
- Talent Search - KHOJ
- Professional counselling services for employees - SAMADHAN
- Employee Conclaves - Manthan

Praise for ‘Dare to Lead’

This is a marvelous read for those charged with transforming their organizations – Dave Ulrich – *Professor, Ross School of Business, University of Michigan, USA*

Ultimately, it’s not about public or private sector – it’s about the power of visionary leadership – Anand Mahindra, *Vice Chairman, Mahindra Group*

The book is a must-read for CEOs and for all those who aspire to leave a legacy – Vijay Govindarajan – *Professor, Tuck School of Business, Dartmouth College, USA*

In contrast to most business books, when you read this one, you will not hear stories about the CEO’s cleverness. You will not see accounts of fancy deals taking place in hushed offices that out-dueled rivals or crushed the competition. What you will hear instead is a story about personal characteristics, what we might better call virtues, and how they influence employees and then organizational outcomes. Peter Capelli – *The Wharton School Professor of Education, University of Pennsylvania (in the foreword)*

For copies of ‘Dare to Lead’, contact Sage Publications - www.sagepublications.com

40 pc SMEs use website for sales



A February 2011 Google survey on internet usage patterns of SMEs in India has thrown up interesting facts. Here are a few:

- Over 40% of SMEs with websites use the Internet for advertising
- Out of the SMEs which are online – 43% percent of SMEs spend between 12 to 25 lakhs on advertising
- 81% SMEs have benefited and have seen increase in customer base from Internet advertising
- 56% feel that Internet advertising is very cost effective
- SMBs from services, manufacturing and export vertical are the most active in online advertising with over 65% using search engine marketing

Google India is working on a number of programs to educate more SMEs on how they can get online and use the Internet as a primary sales channel. The study was undertaken to understand the perception of these businesses towards online marketing as well as to identify online advertising solutions that work for them.

Among all the SMEs surveyed, SMEs from Insurance, Technology B2B, IT Hardware, and Travel & Tourism spend around 30-45% on online marketing. Annual average online spends are high among SMEs from Media & Entertainment, Gems & Jewellery and Apparel. Additionally, Banner/Display Advertising and Email Marketing are the most popular form of Internet advertising and 30% SMEs use search engine advertising to market their product and services.

For the purpose of this study, 785 SMEs (owners or marketing heads) were interviewed across India including Mumbai, Delhi NCR, Ludhiana, Kolkata, Bangalore, Chennai, Coimbatore, Hyderabad, Ahmedabad, Surat, Cochin, Pune, Nashik and Nagpur

Replace emails using Task

TaskTrek is an internal communication solution used to communicate, organize data, manage activities and monitor a team. It's available online, mobile and shortly as desktop client. Claimed key attribute: Easy to use, affordable, fit to all, replacing e-mails and one stop solution for all communication and information needs. TaskTrek is targeted at SMEs across businesses.

MoneyControl.com launches SME section

Moneycontrol.com has joined hands with Lenovo Intel to offer a comprehensive coverage of the SME sector. The coverage includes SME business News, Technology News, Case Studies, Whitepaper, Videos and a lot more. The current endeavor is an effort to fill the void and provide SMEs a platform where they can interact, learn and do networking with stakeholders together with brand building.

Business Intelligence software for SMEs

QlikTech, a leader in user-driven Business Intelligence (BI), accelerated the growth of its small and mid-sized businesses (SMB) practice with the recently launched inside sales initiative.



Designed to bridge the gap between traditional BI solutions and standalone office productivity applications, the QlikView Business Discovery platform is able to scale as an organization grows, making it ideal for small and mid-sized businesses that need to implement the product quickly.

Companies are leveraging QlikView to provide internal metrics dashboards for managing resource allocation and productivity, and analysis for managing payer reimbursement metrics and trends. QlikTech has a long established position in the midmarket, an extensive partner network spanning 100 countries, and a substantial presence in the enterprise.



Consultants as partners

Management consultants play a critical role in organizations today. And, unlike before, their pay cheque depends on the outcome

By **Benedict Paramanand**

Despite the dubious roles of consultants in recent scandals, the consulting practice, globally and in India, is set to grow bigger and deeper. As businesses compete more intensely, the clinching factor, many a time, depends on the consultant's competence. Clearly, consultants have made deep inroads into organizations, and more importantly, they are now viewed as partners rather than as outsiders.

With newer and micro specializations, opportunities for consulting are rapidly expanding.

Larry Prusak, researcher and consultant, in his guest blog in Harvard Business Review, reviews the book ‘The World’s Newest Profession: Management Consulting in the Twentieth Century’ by Christopher McKenna. He aptly states that consultants play two major roles in organizations: knowledge transfer and legitimization of internal activities. In the first, consultants bring news about what is going on in other firms that could possibly benefit the client organization. In the other role, consultants bless actions either contemplated or already taken by managements. They enact their own self-proclaimed cognitive authority, and in doing so, give a sort of “cover” to actions that are always taken under uncertain conditions.

Looking at current trends clients today are far more discerning and have gone beyond knowledge transfer and legitimization of internal activities to ensuring that the consultant has measurable stakes in the business results.

Today, many consulting projects are being given to consultants compared to the historical trend where clients managed complex tasks and change management initiatives in-house. Clearly, the client – consultant relationship has become symbiotic, and CXOs need special skills to manage it to their advantage. It is already a prerequisite for CXOs to be able to identify, nurture and obtain the best results out of consultants.

Vinesh Kripalani, Partner at E & Y, says. “The dynamics are changing in the sense that clients want to engage with consultants over medium to long term projects to gauge the value of services over a period of time. Clients want to bring consultants in as partners and to watch the organization closely and interact with multiple touch points. Consulting projects are now savings/success fee-based and there is enough motivation for consulting organizations to produce tangible results.”

However, he cautions that for a successful relationship, clients and consultants must engage in long-term associations and they should do a fair bit of homework before getting into engagements.

Santhosh Jayaram, head of Sustainability & Business Excellence Services (South Asia), Det Norske Veritas AS, sees a shift in the business models of consultants. Compared to the past, where consultants used to charge a fee for the services, the model is changing to sharing the benefits. Consultants who are working in the field

of energy efficiency, for example, are charging the clients a percentage of the savings that result from the project.

Big bucks in IT Consulting

As IT companies strategize to grow and expand their offerings, one of the key approaches to moving up the value chain is to offer high-end consulting services. Entering client relationships earlier in the lifecycle by defining problems and identifying solutions before implementation, helps these IT companies to leverage more from each client relationship, offer reduced costs in the client engagement and also deliver measurable benefits to the client.

IBM’s foray into consulting by getting rid of its PC business, and the creation of Infosys Consulting, are well-known examples. Another trend in the consulting industry is the emergence of smaller, highly specialized, global consulting groups providing information



Compared to the past, where consultants used to charge a fee for the services, the model is changing to sharing the benefits

Santhosh Jayaram

Head of Sustainability & Business Excellence Services (South Asia), Det Norske Veritas

management solutions to specific sectors such as retail, manufacturing, oil and gas, etc. In-depth knowledge of the industry and a deeper understanding of the processes and related problems helps them bring value addition to the clients and migrate best practices emerging in that sector.

If this trend continues, the eventual marriage of management consulting with IT consulting will surely lead to happier customers, shortening the lifecycle from recommendation to implementation and also help them reap the benefits of synergy costs in each engagement.

The big four feel the heat

Manish Kasliwal, a veteran with over 18 years of industry experience, works closely with both the clients as well as the advisory companies. He sees a noticeable shift in the way clients view management consultants today. Earlier, they thought consultants were good at writing mission/vision statements and preparing strategy and

Go-To-Market plans. Manish says, “Today, the end customers are saying we understand what you are talking about, but can we see some tangible results from the strategy that you are recommending? We want you to be part of the entire cycle of the project. Whatever you are recommending should also be implementable.” Clearly, consultants’ package today is largely dependent on the tangible results they deliver.

All the advisory and consulting companies globally, including the big four, are facing intense competition and are forced to take the results-oriented approach in relationship with their clients. What changed the playing field was, Kasliwal says, when pure-play players came in and offered implementation services, either directly or through service providers, as a part of their overall offering. Fearing this trend hurting them if they ignored, the big consultants are taking the route of M&A and are developing 360-degree strategic relationships with the leading service providers. KPMG’s recent acquisition of EquaTerra, the second largest IT outsourcing advisory services firm signals an attempt to provide a deeper set of specialized sourcing services to its global clients.



“Today’s clients/customers are not very consulting brand obsessed. They will look for experience in their domain. But there are certain areas clients are still comfortable only with the big four.”

Manish Kasliwal,
senior executive at an IT consulting firm

Manish thinks, “Today’s customers are more interested in the measurable benefits that make them and their organization successful. They will look for an advisor having the right experience in their domain. But there are certain areas where clients are still comfortable only with the big four.”

Going forward, he says, “I see a strong role played by consulting companies. It will be difficult for customers to directly get into several specific parts of businesses on their own. Yet, the customer is not confused. He is smart and is getting the best.”



For a successful relationship, clients and consultants must engage in long-term associations

and they should do a fair bit of homework before getting into engagements.

Vinesh Kripalani,
Partner at E & Y

Clash of interest?

Because of the complexity of business such as telecom, clients depend on consultants to recommend service providers. While consultants are meant to be service-provider agnostic and for the most part maintain a Chinese wall between their advisory and implementation arms, yet the threat of consultant-service provider nexus hurting clients looms large all the time. This potential conflict of interest will continue to taunt everyone in business.

Companies today don’t need to do everything by themselves. For example, telecom companies have hived off several of their functions to specialist companies. Manish believes says. “Telecom companies are pioneers in the emerging client-consultant engagement models. Manufacturing is also now catching up.” Are consultants asking for equity as part of the outcome these days? They may not have reached that point yet. But for SMEs, consultant fees are very high hence, they may offer equity instead. Even here, SMEs expect results. While most family businesses still try doing everything on their own and remain small, the new breed of advisory companies could get into this space and help SMEs grow faster.

Manish is clear. “For SMEs, to go from a 10 crore to a 50 crore company, outside consultants can play a significant role through their deep knowledge of the domain, process and global business experience.” If organizations are led on principles such as co-creation and win-win, consultants will play a pivotal role.

$$1 + 1 + 1 = 111$$


Companies that give equal importance to consumers, employees and shareholders outperform those which rank them.
By **Verne Harnish**

Four times the revenue growth, twelve times the stock performance, and over 700 times the profit growth over an eleven year period.

What competitive advantage led to this huge margin in performance of one group of companies over another in similar industries? In a landmark study of over 200 firms by Harvard professors John Kotter and James Heskett, it was found that companies which focus equally on three key stakeholders (customers, employees, and shareholders) dramatically outperform companies which emphasize one over the others.

This means companies exclaiming that the customer is #1; or that employees are the most important asset; or that the main focus of business is making money for the shareholders/owners will be at a significant competitive disadvantage over those firms that see and treat all three key relationships as equally important.

People/Relationships

This employee, customer and shareholder triumvirate is what I refer to as the “people” or “relationship” side of the business where the main focus is on keeping all three of these stakeholder groups happy.

These three fundamental relationships also determine the cash flow of the business. Simply put, the employee group represents all those individuals and organizations you “employ” and pay, including suppliers, contract workers, government officials (OK, maybe not this one). In turn, the customer group represents all those who pay you. And what’s left over, after you subtract one from the other, is hopefully some cash to pay back the bank, investors, and the owners.

It greatly simplifies how you view a balance sheet if you look at it through this three-stakeholder lens. If you think about the balance sheet, it lists a bunch of people and organizations with whom your business has a monetary relationship, telling you who owes who and what cash, if any, remains – hopefully a significant amount of cash(flow) if you’ve structured the business model correctly!

Process/Activities

These three groups of people, in any business, are then engaged in only three main activities or processes: making or buying stuff; selling it; and keeping track of the transactions. I refer to this as the “process” or “activity” side of the business where the focus is on doing things better, faster and cheaper (less costly, for those that cringe when they hear the word “cheap”).

It’s these three fundamental activities that determine the profitability of the business. Simply put, making and buying stuff generates costs. In turn, selling this stuff generates revenue. And again, if you’ve structured the business model correctly, you’ll have quite a bit of profit left over when you subtract one from the other.

Like with the balance sheet, this triumvirate of basic processes provides you a greatly simplified lens through which to understand and view your income or profit & loss (P&L) statement.

It greatly simplifies how you view a balance sheet if you look at it through this three-stakeholder lens.

The Juggling Act

What you’re left with is a model of business where you have three groups of people with whom you have to maintain a positive reputation; and three groups of activities you have to keep productive.

Like the tradeoffs between the balance sheet and the P&L; it’s this reputation/productivity balance that is the essence of business. We want to make our customers, employees, and shareholders increasingly happier, which should lead to a more valuable company; but we can’t give away the store in the process.

What the firm needs, then, are some key metrics that measure reputation and productivity on a daily or weekly basis. This brings us back to the six main areas of business we need to juggle and the challenge of finding easily measurable key performance indicators (KPIs) that let us know how we’re progressing.

And once you have KPIs (www.KPILibrary.com) for each of the individual areas, you can create formulas that let you combine the “people” metrics into an overall Reputation Score; and combine the “process” metrics into an overall Productivity Score. With these two numbers, you’ll be 90% ahead of those driving their business without a proper set of gauges – a key (and balanced) competitive advantage.

The author runs leadership development workshops around the world. Also writes for Fortune magazine on growth issues | www.gazelles.com

Indian management capability is second-to-none

Bijou Kurien, President & CEO – Lifestyle, Reliance Retail Limited, belongs to the enviable group of current Indian CEOs who have been part of India's transformation from a hopeless to a vibrant economy right in front of their eyes. His experience is richer by virtue of growing up in three culturally different business groups. In a chat with **Benedict Paramanand**, Editor of ManagementNext, Mr. Kurien shares his experiences and the road ahead

You have worked in HLL, Titan (Tatas) and now Reliance. How do you describe working in three different work cultures and what you had to do to adapt to them?

I have worked in three different organizations for varying periods of time and at different stages in my career. I joined Hindustan Unilever Limited as a Management trainee and spent the early years of my career gaining a firm grounding in consumer products sales and marketing. The Levers experience helped me to understand the realities of the marketplace and instilled in me a practicality which has remained ever since.

Moreover, as a fresh management graduate, there is no better training ground than Levers. The transition from an efficient and systems driven organization like HUL to a start-up like Titan was a welcome change for someone who was yearning to fashion something rather than merely implementing. In Titan, where I worked for 19 years, I had an opportunity to work with several others to build a consumer products business and create some of India's most admirable lifestyle brands. We built a culture which is unique - a blend of passion, aggression, informality and a desire to change paradigms. Many of us in Titan took immense pride in what had been established, and organizational loyalty ran deep.

The transition from Titan to Reliance was to pursue another game changing opportunity - create a modern retail business which would transform the shopping habits of Indians. Aggressive expansion plans, willingness to take huge risks and challenge the conventional are nuances of the job which made it both interesting and challenging. Moreover, at the leadership level, the buck stops with me.



You moved from a COO in Titan to CEO in Reliance Retail - from operations to strategic decision-making. How do you describe this transition? What advantages does a CEO enjoy if he comes from the COO function rather than CFO (which is typical) or CMO?

Both Titan and Reliance Retail are very similar in their approach to the customer. The brands business or the retail business has to be customer centric for it to succeed. As a CEO in Reliance Retail, I am as involved in operations as I was a COO at Titan. Since the retail business does not have significant backend manufacturing facilities, the focus is more on the stores which are the magnets to attract customers. Since the business is customer driven, coming in with a sales and marketing background is certainly advantageous. The business orientation of balancing customer insights with the challenges of running profitable stores demands CEO mindset. Demands on strategy are made when I need to map consumption trends, define technology road maps and opportunities to forge partnerships and alliances with service providers and international retailers.

You are from a HR background (XLRI) - rarely do HR professionals go on to become CEOs. What do you ascribe your progress to?

While I did pass out of XLRI, I had specialized in Business Management and not HR. Hence, from the beginning I have always been involved in Sales, Marketing and related areas. However, as I grew as a leader, the need to focus on processes, systems, people and performance became more important. Hence, I would describe any management education as a basic foundation stone, on which you need to layer the various aspects of running a successful business. In fact, any business challenge is never a uni-dimensional one but requires a manager to wear different hats and view it from different perspectives.

In your long stint in Indian corporate life, you have seen Indian businesses morph into highly competitive, global-focused enterprises. Personally, how has this journey been?

The 1980s and the early 90s were an era when multinational corporations dominated the Indian business landscape. However, post liberalization in the early 90s, Indian businessmen with access to capital and appetite for growth, grabbed the opportunity to build significant businesses within the country. Over the last 5 years, I have seen many of them go beyond the shores of India to fulfill their aspirations. I personally believe that Indian management capability is second to none. Strong grounding in a multicultural, multilingual, multiethnic country with a wide range of incomes provides every Indian manager an opportunity to observe and manage diversity and contradictions, and anticipate change and disruption.

All of these temper the Indian manager to handle challenges in any global organization.

In my mind, India will increasingly be used as a breeding ground for managers and leaders to expand into growing roles in international markets as well as the grooming ground for companies, both Indian and international, to develop managerial talent.

Where do you look for inspiration during tough times? Have there been some books or people which have inspired you?

If you look around you, there is enough inspiration. From the visionaries and empire builders like Dhirubhai Ambani, to institution builders like the Tatas and Birlas; to international pioneers like Lakshmi Mittal, to intellectual visionaries like Narayana Murthy; there is enough inspiration around. I believe in a simple mantra - if it has been done before, it can be done again. There is no need to doubt yourself when you have confidence in your own capabilities.

In my mind, India will increasingly be used as a breeding ground for managers and leaders to expand into growing roles in international markets as well as the grooming ground for companies, both Indian and international, to develop managerial talent.

What are your hobbies and how do you chill out?

I am an avid badminton player, a keen viewer of Formula 1 and player of various sports. Most of my time is spent in either watching sporting activities or playing the game. I am also an intrepid traveler and spend at least two to three weeks every year with the family, exploring a new country or continent. Physical travel is also supplemented by armchair travel on the internet. Understanding and experiencing new cultures and cuisines has always interested me and I love to immerse myself in the local milieu when I travel around.

Recently, my interest in motorcycle riding has been rekindled and I find this a good way to chill out. Spending freewheeling time with the family is an opportunity to bond and relax.

What's the latest gadget you bought for yourself?

Keeping abreast of technology has always interested me. My latest acquisition has been the Blackberry Storm and I am now looking forward to an iPad - 2 to complete my technology arsenal.

A bit of openness will help

The Freudenberg Group, the 5 billion euro German outfit, is ramping up Indian management and leadership talent to meet its local and global needs. The company employs 2,300 Indian professionals currently and plans to expand into emerging markets. In a conversation with

ManagementNext,
Dr. Jorg Matthias Grossman,
MD and CFO, explained his
company's plans



How are you building global talent in India?

The Freudenberg India Entrepreneurship Leadership Development (FIELD) program is meant to build global expertise among Indian executives in the fields of sales, operations and finance. This started two years ago in association with IIM Bangalore.

The Group selects executives who believe in the principle of long-term association. In the last couple of years, 15 IIM Bangalore students joined our company. As part of the program, the participants spend 12 to 18 months in a Freudenberg company in Europe, Asia or the USA to gain international exposure and build their network.

After the short stint, they come to India and are allotted to one of our business groups. They start with the middle management position, and depending on their progress are sent again abroad for second round and if they go through that they are offered senior leadership positions. Our experience with this program so far is good.

If you look at the way other business groups in India offer executive/leadership development programs, this is a more structured one and offers global experience right in the beginning.

Their key learnings are how family-run businesses with strong value-based culture work. Our selection criteria too is different from most other companies. One of our principles is that everybody has a second chance.

Latest thinking in the field of management in Germany after the recent recession

The crisis has changed us a lot. Only a few companies expected the situation to get as bad as it got. It made us rethink our systems. Everyone started asking questions and there were no solutions. The questions were essentially about 'Do we need free market,' 'do we need more government support.'

We at Freudenberg took the crisis as an opportunity. We restructured our company. Our financial solidity with healthy debt-equity ratio helped us. There were situations where we felt we were losing control over our

business. We had tough negotiations with the banks, cut credit lines by 50 percent.

On the production side, we reduced the number of sites in Europe from ten to five and with a few other initiatives, we are today in a strong position. Our diversity of businesses – products and regions, helped us manage the crisis better.

The bulk of German businesses is small and mid-sized. Unlike the Anglo-Saxon way where CEOs come and go, senior management stays for a longer time, which gives them stability and clearer direction.

Another factor is deep focus in an area makes a German SME a world leader in that. That consistent development of business, technology and other processes is very different from the way others run businesses.

If you look at the way other business groups in India offer executive/leadership development programs, this is a more structured one and offers global experience right in the beginning.

Experience of working in India and with Indians

In India, you will learn patience. Your process is complicated and difficult to understand. Germans are very open-minded people. They let people know what their views are and begin conversation after stating them. Indians are different. They don't give their opinions easily. They will say yes to an idea but they may not mean it. If they say they will deliver tomorrow, they normally don't.

Having said that, there are no huge differences between Germans and Indians. Koreans and Japanese are much more difficult to work with. I don't recognize huge difficulties in working with Indians. Finally, it depends on people. The perception is that Germany is process-oriented. I'd say it is results oriented.

Freudenberg's roots in India go back to 1920s when it started buying rawhide from a tannery. The company now operates in seven locations from where it supplies seals, vibration control technology, components, filters, nonwovens, release agents and lubricants to the Indian market.

Women Power

Women's economic empowerment and entrepreneurial growth will drive the world's economy to new heights.



Muhtar Kent

Chairman of the Board and Chief Executive Officer, The Coca-Cola Company

Driving into work one morning, I got stuck in traffic and tuned into a report on the radio about China's rise in the world. Some economists predicted that China would soon eclipse Japan as the world's second largest economy. It already has—five years ahead of most projections!

No one chronicles the economic rise of nations better than Yale professor Fareed Zakaria. In *The Post-American World*, he writes about the nations that will drive the 21st century economy, and the implications for America.

I think there's another way of looking at this. I'd say that the real drivers of the Post-American World won't be China, India, or Brazil - or any nation. The real drivers will be women: women business, political, academic and cultural leaders, entrepreneurs, and innovators. Women are the most dynamic and fastest-growing economic force today. They control over \$20 trillion dollars in spending worldwide (an economic impact larger than the US, China, and India combined). In the U.S., women-owned businesses account for \$4 trillion dollars in GDP—this would constitute the fourth-largest economy in the world! Today, one in 11 working-age women is involved in entrepreneurship.

The 21st century is the Women's Century. As we look for ways to restart and reset the global economy, the solution lies right in front of us. In the words of World Bank President Robert Zoellick, gender equality is "smart economics."

I've been managed by women all of my life—beginning with my mother—and I like to think they've done a wonderful job. As a business leader and someone who has the responsibility of creating shareholder value for the world's most recognized brand, I feel a sense of urgency in ensuring that conditions are ripe for women to thrive around the world. Call it self-interest or enlightened self-interest—creating a climate of success for women globally is simply smart business for a consumer-products company. In fact, it's smart business for any company.

Empower women to recharge the world. We see a direct correlation between women's empowerment and national GDP growth, business growth, environmental sustainability, and improved human health, to name a few things. The family, community, and social implications are vast. Our consumer research points to women as the household opinion elites. Women determine what comes into the home and in what quantity and frequency. Women account for most purchase decisions for our beverages. In fact, they represent 70 percent of all grocery shoppers. So, at Coca-Cola, we can't grow our business or reach any of our long-term goals without greater women's economic empowerment and entrepreneurship worldwide. In fact, no business or economy will grow without this.

Growth projections for China, India, Africa, and North and South America can't be met without women's economic empowerment. The only way a projected billion people will rise to middle class in the next 10 years; the only way the world will grow \$20 trillion dollars richer; the only way more nations will rise out of poverty and become politically stable - will be by women achieving gender parity. If we fail in this regard, the world's economy will fail.

We still see too many roadblocks - cultural, educational, political, financial, and technological - to women's empowerment. As President Obama's Ambassador for Global Women's Issues Melanne Verveer said about the lack of access to capital for women entrepreneurs: Too many of the best

business ideas die in bank parking lots. That's got to change, and it will change.

Three Things We can Do

I see three ways that business, government, academia and non-profits can help generate female empowerment:

1. Accelerate women's leadership within our walls.

I serve as chair of our company's Women's Leadership Council, which we initiated three years ago. The program is built around three focus areas: building a leadership pipeline, creating an enabling culture that values personal sustainability, and driving employee engagement.

One concern for our women employees globally is work-life balance. To ease some of the burden, we initiated flexible-work arrangements and provided a global framework and tool kits for our business units around the world.

In addition, we've grown the number of women in upper management positions, and our female employee engagement rate is now higher than our overall engagement rate. Today, women hold top leadership positions in our finance group, make up half of our Public Affairs and Communications leadership team, and about half of our legal team. We have women in our top science and regulatory, quality and HR positions. Our European operations are led by a woman, and our operations in my native country, Turkey, is run by a woman.

We have aggressive metrics embedded into our 2020 Vision—our growth path forward. We are expecting to double our volume and revenue, to be among the greatest places to work, and to be even more consumer focused, more community focused, and more environmentally focused. We can't do any of that without greater participation of women at our senior ranks. For Coca-Cola, this is mission critical. The keen insights women bring to our business are profound. As more women worldwide gain economic power, we need to be there to ensure the right shopper insights, the right mix of products, and the right marketing and merchandising strategies.

2. Bring more women-owned businesses into our supply chains.

Because of our global reach and influence, we can be powerful agents of constructive change. One exciting program at Coca-Cola is our Micro Distribution Center (MDC) network in Africa. This enables entrepreneurs to set up MDCs on behalf of our company in areas where poor roads and infrastructure make it difficult for delivery trucks to travel. They distribute our products to retailers, often by bicycle or pushcart. Most of our sales in Kenya, Tanzania, Uganda, Ethiopia and Mozambique are the result of this model. Almost 1,000 of these businesses in Africa

are owned by women. Rosemary Njeri has run a MDC in Nairobi for 10 years. She now employs 16 people and has educated her three children.

Consider the multiplier effect of such actions. Today, we work with 10 million women-owned or operated businesses—from suppliers and distributors to retailers—that derive a major portion of their profits from Coca-Cola.

Recently we committed to help empower 5 million women entrepreneurs by the year 2020. I have seen the power and conviction of our system, and when we put our mind to something we achieve results. To achieve this, we'll partner with other companies, governments and civil society organizations to bring all of our skills and resources to bear to help break down the barriers that small businesswomen face—barriers like access to credit, peer networking, and basic training.

We'll give high potential women in our system a chance to champion and manage this work. We can transfer so much business knowledge to emerging entrepreneurs: basic accounting, business planning, marketing, merchandising, customer service, and legal advice—to name a few areas.

And we're encouraging all Coca-Cola associates—men and women—to support women small business owners via one-on-one mentoring and training. This initiative will also reach millions of men. All boats will rise. As our suppliers and retail customers gain greater skills and empowerment, their businesses will reflect this, and Coca-Cola's business will reflect this. We are all in this together. As women rise in their communities—the communities rise to new heights of prosperity and health.

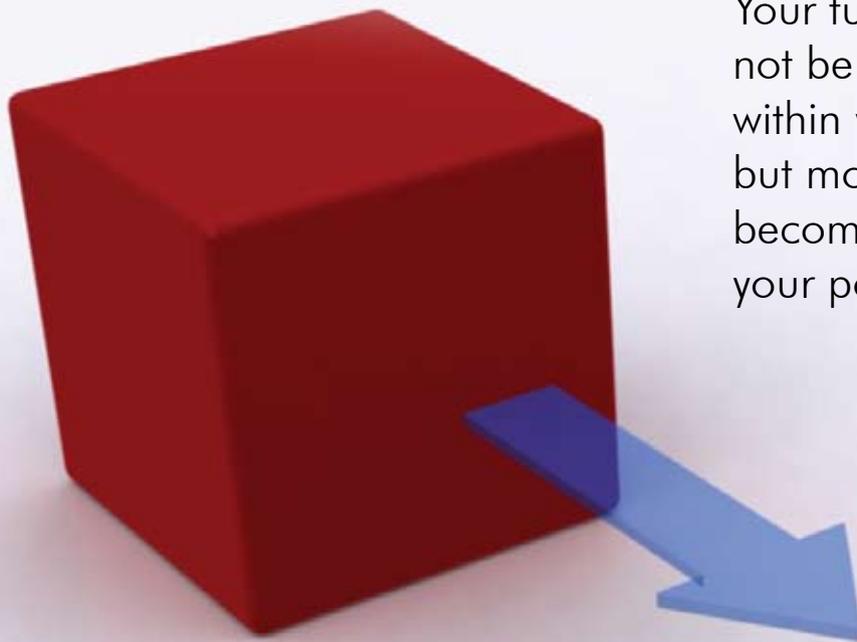
3. Stay committed to sustainability initiatives.

Recommit to sustainability programs—educational, environmental, human-health, cultural, and economic-development initiatives. All of these touch and influence women's empowerment and entrepreneurship. In the communities we serve in 206 countries, we've learned that everything is interrelated. Water is central to our future. Water is also a women's economic empowerment issue. For example, in Mali, we dug a well in a rural village so that women wouldn't have to spend eight hours a day hauling water. This enabled them to reinvent their lives—and start their own catering business.

Smart organizations will see that the 21st century is the Women's Century. Women's economic empowerment and entrepreneurial growth will drive the world's economy to new heights. For all of us—the implications will be vast. Everyone's success will be contingent upon women's success. This is not a battle of the sexes—this is a battle for preserving and enhancing the world's economic, environmental and social fabric.

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How People Change



Your future may not be entirely within your control, but most of what you become is within your power to create.

In these uncertain and fearful times, many people are avoiding looking to their future and just trying to get by in the present, or tolerating their situation. It is a dysfunctional response to having a dream.

Sadly, as managers doing performance reviews or trying to motivate a person to improve, we also often commit the act of visionocide. We kill people's dreams and inhibit their progress toward a better future. The source of the misdirected effort lay in misunderstanding how people change.



Richard E. Boyatzis

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Positive and Negative Attractors

In pursuit of change, adaptation, or in response to threat, we move toward a Positive Emotional Attractor (PEA) or a Negative Emotional Attractor (NEA). Arousal of the NEA pulls us into a stress-aroused state by arousing the Sympathetic Nervous System (SNS). This results in decreased cognitive functioning, perceptual openness, and immune system functioning, and greater susceptibility to illnesses—you tend to feel nervous, anxious, and worried.

In contrast, arousal of the PEA helps us function at our best. Arousing hope for the future stimulates the Parasympathetic Nervous System (PNS)—the state in which the mind and body are at their best, creating new neural tissue that allows for learning, engages the immune system, and enables us to be open to ideas, feelings, and people.

Coaching with compassion involves arousing the PEA by eliciting dreams about the future, about possibilities, arousing hope, and helping people to articulate their personal vision. When you coach someone to their PEA, you arouse enhanced cognitive and emotional functioning. The emotional renewal enables people to consider possibilities of change—be more open to the coach and other people—and break through to a new insights about their dreams and future possibilities. But this does not always happen.

Coaching for compliance. When we try to help someone, we're often seduced into focusing on things that need to be fixed, like a person's weaknesses. In the process, we invoke the NEA and the body's stress reaction. Those being coached often feel on the defensive, feeling a need to justify or prove themselves or pushed toward the coach's image of how they should behave. In this way, we often slip into coaching for compliance. Instead of invoking the person's Ideal Self, we invoke the person's Ought Self. They stimulate the image of the person they ought to become. When this Ought Self is imposed and is inconsistent with a person's Ideal Self, it causes the person to close down his or her mind and willingness to change.

Coaches often utilize feedback data, analyze the weaknesses or gaps in the data, and try to get the person to identify what they can do to change—thus unintentionally arousing the NEA and diminishing the person's ability to make sustainable change.

Life seems more exciting when we consider the possibilities and pursue them. We are actually healthier, more open, more capable of learning, and better able to function at a higher plane. Coaching with compassion arouses this in the coach and in the person being coached. It is coaching for results and sustained desired change.

Two competencies—empathy and emotional self-awareness—predict the effectiveness of executive coaches.

Empathy. Coaching requires listening to and understanding people, their issues, problems, and situations at work and home. If a person is seen merely as a problem-bearing platform, the coach will focus on the problems, not the person—and miss factors that sustain current behavior. The coach must be sensitive to changes in the person and tailor suggestions to the person's needs.

Emotional self-awareness. A coach can't focus on a person if the coach is preoccupied with his or her own challenges. Awareness of transference, counter-transference, and

projection must be a part of executive coaching. Coaches must separate their own feelings and values from those of the client. This is difficult without high self-monitoring or Emotional Self-Awareness.

Intentional Change

Adults learn what they want to learn. Other things, even if acquired temporarily, are soon forgotten. They may act as if they care about learning something, go through the motions, but then disregard it or forget it—unless it is something that they want to learn. Even when people are under threat or coercion, their behavior will typically revert to its original form once the threat is removed.

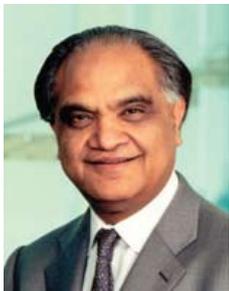
Most sustainable behavioral change is intentional (affected by your will, values, and motivations). Self-directed change is an intentional change in an aspect of who you are (Real Self) or who you want to be (Ideal Self), or both. Self-directed learning is self-directed change in which you are aware of the change and the process. The process, however, is rarely linear. Your behavior may be stuck for long periods of time and then change suddenly. This is a discontinuity. Self-directed learning often begins when you experience a discontinuity, the associated epiphany, or a moment of awareness and a sense of urgency.

I see eight major learning points:

1. **Engage your passion and create your dreams.** Describe the person you want to be (your Ideal Self) and the life and work you want in the future.
2. **Know thyself**— your Real Self.
3. **Identify your strengths** (aspects of yourself you want to preserve) and your gaps or discrepancies (aspects of yourself you want to adapt or change).
4. **Keep your attention on both characteristics, forces or factors!** Attend to both strengths and gaps—not letting one become the preoccupation.
5. **Create a personal learning agenda!** Others may tell you how to change or impose goals on you, but this won't help you change. Fit elements of your learning agenda into the structure of your life, work, and learning style.
6. **Experiment and practice new habits and actions and learn from your experiences!** Learn more from experiences.
7. **Find settings in which you feel safe to experiment and practice!**
8. **Develop and use your relationships as part of your change and learning.** Have coaches, mentors, friends, and others with whom you can discuss progress on your learning agenda.

Your future may not be entirely within your control, but most of what you become is within your power to create. As Goethe says: "What you can do, or dream you can, begin it, Boldness has genius, power and magic in it!"

Business Acumen



Ram Charan

What we most want and need in our leaders is the capability to make the right decisions and take the right actions in key areas.

Your business needs the right people in the right jobs - professionals who use their talents to help the business expand. If the person making decisions is not suited to the job, the quality of the decisions is poor, the whole company suffers. If the person is well matched to the job, she will get better at it, and she will get joy out of her work. The individual's capacity expands, and the business expands.

Leaders who deliver results consistently recognize what people can do best. They link business needs with the person's natural talent. They place individuals where their strengths can have the most impact.

Matching the person to the job begins with understanding what skills, attitudes, and aptitudes are required to achieve business priorities. For example, if you were Sam Walton trying to build a business, how would you select people to run the new stores—managing margin and inventory velocity and growing volume. If you can't figure out what kind of people can do that, forget about growth. Sam Walton defined the most important criterion for hiring in his business: common sense. He selected people who met the criterion and developed them.

Natural talent is observable. Notice which tasks come naturally to the person and energize him and others.

Beware, however, of promoting individual contributors. You may have seen the person with the highest sales numbers be promoted to be sales manager - and flop. If his bosses had observed him, they might have seen that he's an individual contributor. He thrives on getting the deal done. He may not have the natural talent or desire to recruit other people and

coach them to become superb producers. If he can't motivate other people and expand their capacity, he won't get them to increase sales. He makes a fantastic salesman but a lousy manager.

Consider, too, the requisite mind-set. Does the person have an inner drive to succeed? Is he open to change? We've all seen people who agree to things in meetings, then go out the door and do the same old thing. If you have many of those people around, what happens to the company's ability to execute?

When a person has worked at a company for years, you may assume that he has great command over the job. Yet as the world changes and the company's priorities shift, the demands of the job may change. As Ford was making a shift to become "the world's leading consumer company providing automotive goods and services," it realized it needed certain competencies, like brand management and consumer insight, that many insiders had not developed. To achieve its new priorities, Ford hired many senior people from other companies and launched several training efforts to promote consumer focus across the company.

Several financial services companies are discovering that they lack leaders at all levels. They lack a pipeline of talented people who have the aptitude for leading the business. When top producers get promoted, they tend to continue to do what they love to do - neglecting the managing part of the job. Their aptitude does not match the need to develop and lead others.

Again, the secret to growth is putting the right people in the right jobs.

The Most Important Thing

You have to demonstrate judgment and courage in making resource allocation decisions that reflect your priorities and in following through to ensure that the things that should be happening in fact are. You have to separate the facts and assess the opportunities and risks, but you also need to call upon your inner strength and judgment.

There's something seriously wrong with the way we think about business leadership. We spend so much time debating the exact right set of personality traits our leaders should have that we miss the most important thing: the know-how of running a business. What difference does it make if a leader can rile up the troops if the direction is wrong? Some leaders choose the wrong goals, and the organization goes in the wrong direction. Some leaders make great, inspirational speeches, but what happens to people's energy on Monday morning if marketing still doesn't talk to the engineering department?

Being a business leader is not a matter of having a commanding presence or making great presentations. It is about making good

decisions and taking sound actions that get the organization to deliver results in the short term while strengthening the business in the long run. You still have to be able to tell your story convincingly to employees and security analysts, but as a business leader, your number one job is to ensure that the content of that story has the right substance to it.

Substance of Leadership

What we most want and need in our leaders is the capability to make the right decisions and take the right actions in key areas. This know-how isn't something you're born with. It's something you cultivate and develop through deliberate practice. Know-how is the substance of business leadership. It's the missing piece in our understanding of leadership, and many of our leaders are failing for lack of it.

If you aspire to be a leader, take charge of your own development and build your know-how. Personal traits, whether formed by nature or nurture, are mostly set by age 25. Then the real learning about how to lead should begin.

Hone your judgment in

eight areas of know-how:

1. Positioning and repositioning the business to make money: Finding a central idea that meets customer demands and makes money.
2. Detecting patterns of external change: Making sense out of the complexity to put your business on the offensive.
3. Managing the social system: Designing the mechanisms that link actions and energy to business results, while enforcing the right behaviors.
4. Judging people: Getting to the truth of a person and unleashing their natural talents. This is how leaders expand organizational capacity.
5. Molding a team of leaders: Getting high-powered, high-ego people to work as a team.
6. Setting goals: Finding the right balance between realism and reach in setting the destination.
7. Determining priorities: Figuring out the pathway to the goals.
8. Managing non-market forces: dealing with forces you don't control.

Rarely does a leader excel at all eight know-hows, but the wider your range, the better equipped you are to deal with the issues you'll face.

To build your capability, focus on one or two know-hows.

Test yourself, make decisions, and reflect on where you went right or wrong. Enlist your boss or colleagues to give you feedback, and then test yourself again. If you keep practicing and reflecting on your actions and decisions, you'll refine your know-how to the point it becomes instinctive, and your judgment will be superb.

While you should spend far more effort to develop the know-how of running a business, you shouldn't discount personal traits. You might aim too high when you set goals, expecting too much of yourself or others. You have to

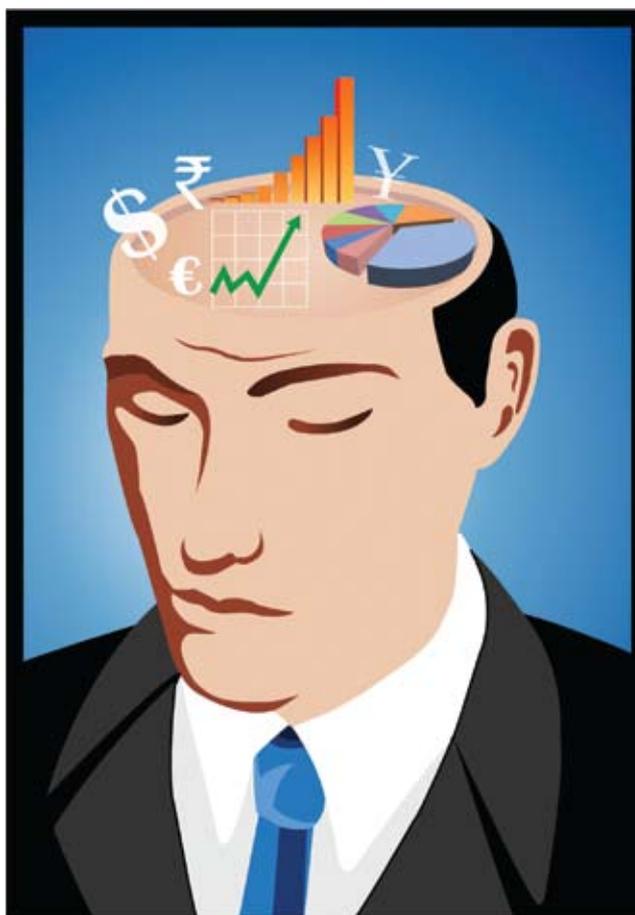
consider how your personality might affect your judgment. Maybe you are an optimist, so you tend to discount the risks or signs of bad news. Maybe you are arrogant and ignore views that contradict your own. And how does that trait affect your other know-hows - for instance, are you ignoring the fact that someone you elected for a job is not performing well in it, because you keep thinking he will come around? Search for ways to compensate and adjust—maybe you should solicit alternative views, or stop doing all the talking.

Great leaders who deliver results consistently have a winning combination of personality traits, thought processes, and know-hows.

They are worth following not just because they are likable but also because they make business decisions that are more often right than wrong, and the company makes money year

after year. They make mistakes, but they learn and develop their know-hows. Along the way, they smooth out the rough edges of their personality, and learn to compensate for their shortcomings.

You can also build your know-how. If you get the right feedback and have the capacity to learn and change, your judgment will improve. People will say, "He has a nose for business" or "She has a knack for making money." And when you land a job in part because of your great presentation skills and winning personality, you will actually know what you're doing.



Little Big Things

“Little” things can make enormous - staggering - BIG differences.

For me, the icing on the cake, the motivational engine, the final flash of re-realization about the eternal basics of leadership can be traced to a slim volume I read in 2008, at the height of the endless Vermont winter, while on vacation in New Zealand.

The book, by David Stewart, is titled *The Summer of 1787*. It is an account of the writing of the U.S. Constitution, a landmark in history, which occurred during a mercilessly hot and humid summer in a hopelessly stuffy room in Philadelphia. I underscore the heat and humidity, because it was one of those “little BIG things” that had an enormous impact on the final outcome.

The delegates would often break early to escape the heat, turning over the writing of some key clauses to a subcommittee that would retire to a Philly pub to do their work. Members rarely included grantees such as Ben Franklin or James Madison; instead, they were delegates with minimal qualifications who had gotten the mostly unwanted little BIG assignment.

The tawdry affairs chronicled in Stewart’s book reminded me of the decisive role in anything of numerous “little BIG things”—like showing up, with a draft document in tow, sticking around from the opening to the closing bell, and bringing the right temperament to the party. One powerful



Tom Peters



delegate played an inconsequential role because he was deemed by his peers to be a “windbag” and given to “bombast”; hence, his mates refused to accept him as a subcommittee member. They wanted to be done and go home.

Economists and strategy gurus just don’t get this mundane “soft” stuff. So I’ve tried to produce what emphasizes the stuff that really matters in getting things done - the “little BIG things.”

For example, in Manchester, England, I had a lengthy exchange with a technically trained chap who ran an engineering-services company. The topic was “the power of expressed appreciation” - saying “Thank you” with regularity to acknowledge the value of the recipient, maid or manager.

Like many others, especially men, my engineer-leader not only doesn’t say those two words often, but actually doesn’t know how. His question to me was from the heart - and a brave heart indeed to broach this emotional subject in public. The point is, he “got it.” He “got” the point of the power of this gesture, regularized. Our fine discussion underscored the fact that there is a genuine discipline, worthy of an engineer’s careful consideration, associated with this “mundane” activity. If he does enter “appreciation” into his canon, that alone will have made my 6,000-mile round-trip worthwhile.



Ideas like conscientiously showing appreciation are matchless signs of humanity - and the practice makes you a better person, one behaving decently in a hurried and harried world. But, such acts also result in dramatically improved organizational effectiveness - and goals more readily achieved; whether those goals involve profitability or provision of human services.

Acts of appreciation are masterful, even peerless, ways of enthusing staff, partner and client alike, greasing the way to rapid implementation. "Soft is hard" is pragmatic - and, effectively implemented, makes the bottom line blossom!

I argue that the stuff that matters is the likes of intensive and engaged listening and showing appreciation of the work and wisdom of any and all others. And you can study and practice these full-blown disciplines and become, say, a full-fledged "professional listener." I suggest that effective strategic listening is perhaps the key, to lasting, "strategic" customer relationships - and top-flight professional mastery of listening beats, on the power scale, quantitative marketing analysis tools every time.

Yes, civility, thoughtfulness, and manners matter: Excellence is rarely reached without the ability to take the needs of others into consideration. My Virginia-born mom was a stickler's stickler on

manners (that Southern thing!) I bridled, naturally, but in these last 40+ years I've learned just how far a "thank you" and a "yes, sir" and a "yes, ma'am" can take you - at age 67, I still "yes, sir/ma'am" 19-year-old 7-Eleven clerks in inner cities. Civility was George Washington's forte and competitive advantage, and it's worked for me in far more humble settings.

What little things might you do today to make a big difference in your business? For example, you might put flowers around the office - and let it be known that the flower budget is unlimited. In the next 24 hours, send flowers to four people who have supported you - including, and this is mandatory, at least one person in another function.

My long interest in "little things" with enormous impact was rekindled after reading Nudge by Richard H. Thaler and Cass R. Sunstein and Sway by OriBrafman and Rom Brafman. The central idea of these books is powerfully simple: "Little" things can make enormous - staggering - BIG differences. For example, Frito-Lay adds new bag sizes, suffers no cannibalization of current offerings, and ends up creating new (and enormous) markets - racking up, eventually, billions in revenues.

The toughest part of this message is that you need an "attitude" that this sort of thing can work, and a willingness to screw around until you get "it" (whatever is under consideration) more or less right - and keep fine-tuning it.

So, let me nudge you to be a nudge. Make nudgery the centerpiece of your change strategy. The Art of Nudgery is amenable to rapid experimentation; fast and inexpensive to implement; is a huge multiplier; requires an Attitude; does not require a power position from which to launch experiments - this is mostly stuff below the radar that most people don't care about on the front end.

Become a Professional Nudgist! Even with small things, the words study, practice, and professional are key.

Work diligently on some "little BIG things" that determine career success, customer contentment, employee engagement, and business profitability!

At every team meeting, have each honored invitee (an employee upon whom Excellence wholly depends) present "a little thing" that could become a Big Thing. Select one, and then implement it.

Cycles of Leadership

Great leaders architect events at which the group develops its teachable point of view.

When confronted with bad news, some leaders ignore it or label the messengers as resisters. Few are committed to teaching their troops, and listening to and being taught by them. Today, every leader and manager must get everyone to contribute to the collective knowledge pool, and get people to act faster and more effectively by creating teaching organizations that develop leaders at all levels.

Over 30 years, we studied how the best leaders pass down their heritage of leadership by injecting teaching and learning into the core DNA. They build a continuous generation of knowledge in which everyone teaches and learns.

Got Your Backfield in Motion

You can't go anywhere until you've trained a successor to take your place. Have you trained candidates to step into your job? How good are they? Do they have a clear, teachable point of view (TPOV) that's been tested in the marketplace? Do they drive higher performance? Do they develop other leaders? How well are they doing? Do candidates share their knowledge, learn from others, and create systems that institutionalize interactive teaching and learning?

Great leaders architect events at which the group develops its TPOV. As a leader, you need to have a point of view, but sharing it first or overpowering the dialogue narrows discussion. Your role is to inject energy to keep the process open, working with the group to come up with a shared vision.





Noel Tichy



Chris DeRose



Thought Leadership Series

When there are boundary issues that you don't want to discuss, you must make your point of view known. GE CEO, Jeff Immelt notes: "I get lots of advice, but I don't delegate the decision. I ask, What do you think? Then, I decide."

Leaders of teaching organizations drive dialogue on the TPOV, gain alignment through the ranks and get people to act in alignment to serve customers and execute the strategy.

Most leaders push one-way messages down. Employees feel free to ignore these, secure that management will soon turn its attention elsewhere.

Here's how you can build alignment.

Step 1: Build a senior-team TPOV.

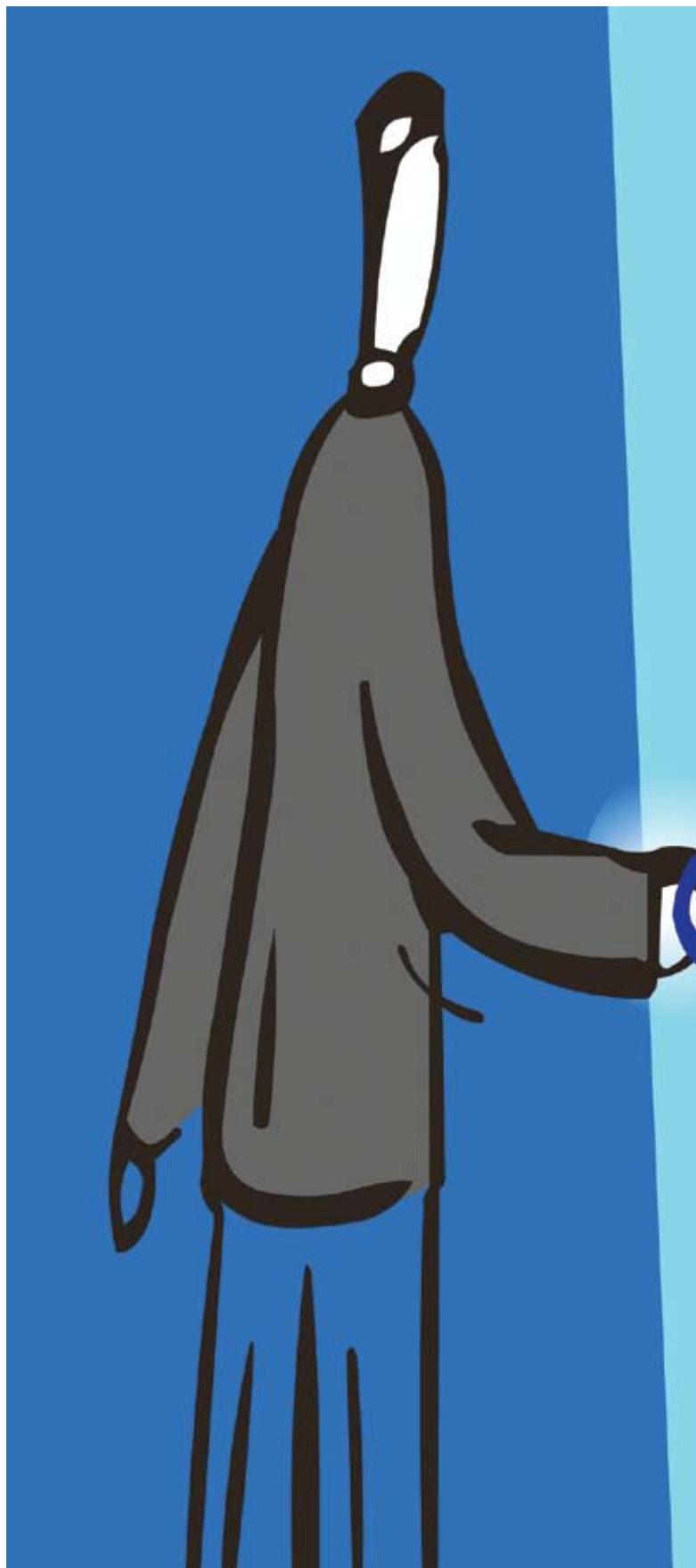
In virtuous teaching cycles, teachers are open to new perspectives, and learners take responsibility for debating their points of view with the teacher, knowing that breaking down hierarchical and functional walls that compartmentalize knowledge leads to bottom-line results.

Great leaders don't care where good ideas come from. They don't let their egos prevent them from learning from any source. The ability to teach begins with a TPOV—a set of ideas, values, and ways of energizing people that can be articulated and put into action. That comes from making tough decisions, and exercising edge. The TPOV provides a basis for dialogue and debate, ensuring that people are aligned and that the best ideas are acted upon. It comes from the top, but everyone has input. A TPOV is open for dialogue and revision, yet all issues are not negotiable. Leaders explain their thinking, listen to questions and concerns, then pick a course and stick to it.

Creating the right conditions for top teams to come together requires the effective use of power to generate the emotional energy that produces behavior changes. Although some leaders fear that clarity of direction may entail a political loss for them, only the direct order of the leader will get the team to focus on the TPOV. This paradoxical use of power—issuing orders so people will voluntarily open up and hold a dialogue—is a prerequisite to building a teaching cycle, but it must be handled carefully. If leaders are too autocratic, team members may never engage; if they wait for consensus, they'll be on hold forever.

Step 2: Develop leader/teachers.

Leaders of teaching organizations start a teaching cascade that reaches everyone. The CEO and his or her team teach the next level of leaders, charging them with defining a strategy, vision, and values; teaching those to their own teams; and running projects that directly contributed to accomplishing the vision. The new leaders in turn cascade the teaching to the next level,





taking teams of 10 to 30 members through the TPOV in interactive sessions that bring everyone on board.

Step 3: Build teaching into the organizational DNA.

Create a teaching cycle for high-potential leaders. Charge these future leaders with strategic projects, on which they work with coaches from senior management, and help create the leadership point of view. Having leaders teach does more than unify decentralized factions and create a cohesive set of values and strategies. It encourages leaders to step out of traditional command-and-control roles and tap dormant brainpower and energy.

Assess yourself in 10 areas to test how well you're building future leaders:

- 1. Senior leadership**
Our leaders are passionately committed to teaching.
- 2. Teaching infrastructure**
There are mechanisms and programs designed to drive teaching through our company.
- 3. Operating systems**
These are more focused on creating teaching cycles than on meeting internal bureaucratic needs.
- 4. Leadership TPOV**
I have a clear teachable point of view that I actively use to teach and learn from others.
- 5. Engaging storyline**
My TPOV is crafted into a compelling, motivating storyline that I use to engage stakeholders.
- 6. Priorities**
I define my leadership role as teaching, and spend 30 percent of my time teaching/developing others.
- 7. Power**
I handle the paradox of power well, requiring people to teach and participate in events to develop our TPOV.
- 8. Local virtuous teaching cycles**
As a team, our department engages its people in teaching cycles that force us to change our thinking and behavior.
- 9. Teaching environment**
We foster informality and help our people build self-confidence so they can teach us.
- 10. Citizenship**
We're involved in the wider community that engages our members in teaching and learning through corporate citizenship activities.

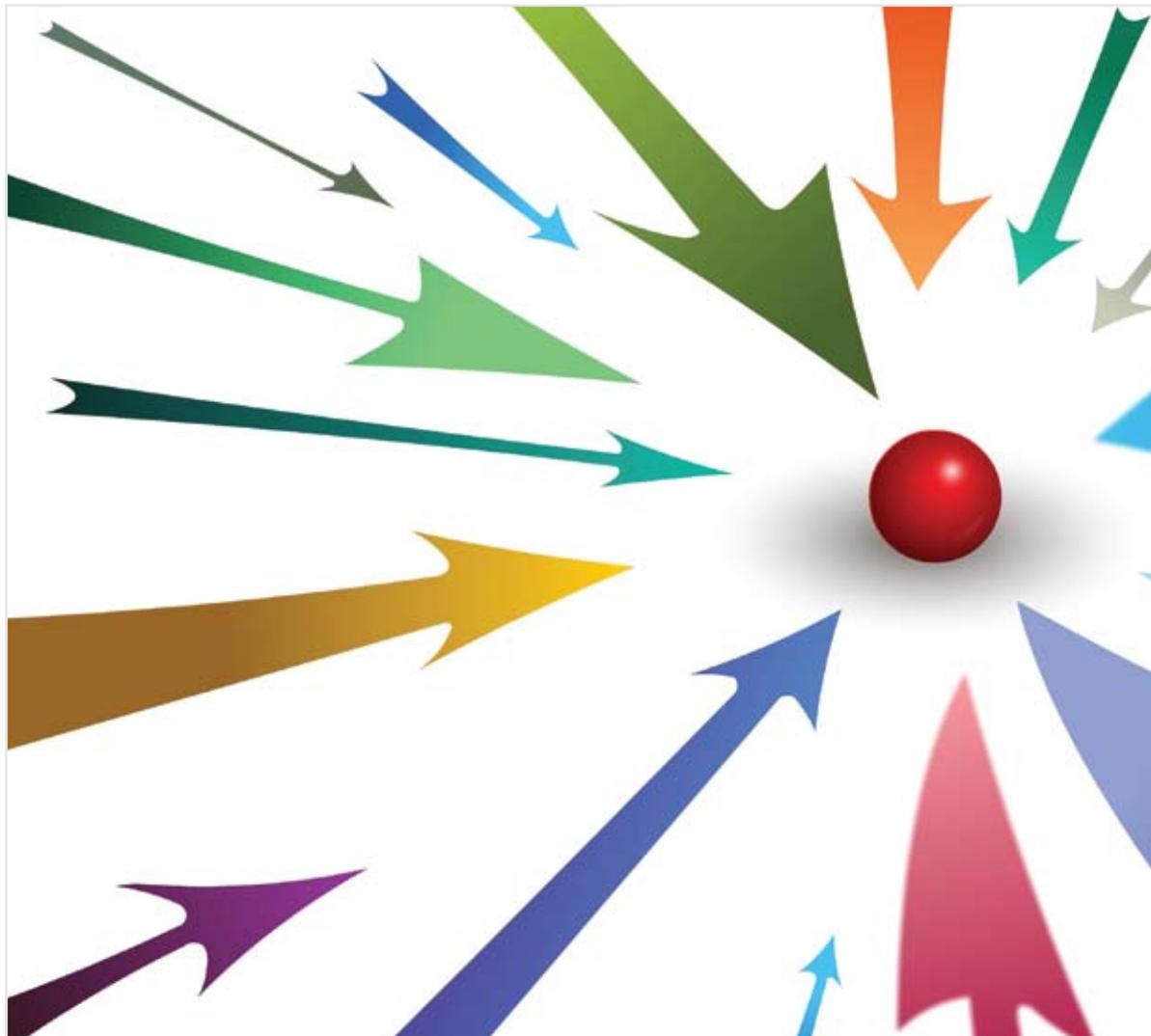
Personal Leader Brand



Dave Ulrich



Norm Smallwood



One way we help good leaders get better is by inviting them to prepare a statement that reflects their personal point of view (POV) on leadership, considering such issues as what leaders believe, how they aspire to behave, and who they are and want to become.



We've enabled individuals to reflect on their leadership in several ways: we've shown film clips of inspiring leaders who articulate their dreams, and then invite the individual to craft a personal vision; we've asked them to do a time log and probe the extent to which their actions reflect their intentions; we've given them feedback assessments that identify their predispositions and style, then helped them create a personal position statement and a career development plan; and we've coached them to be more authentic and true to whom they want to become. These efforts have been rewarding for leaders as they define who they are, what matters most to them, and where they are going—resulting in leadership visions, missions, aspirations, and POVs.

Lately, we've recognized that these efforts complete only half of a successful leadership journey. Self-aware leaders may have personal insight and intensity, but unless it is directed in the right ways, it won't have sustainable impact. A leadership POV needs to become a personal leader brand (PLB).

Building a Leader Brand

A PLB has four characteristics:

1. Brand focuses outside first, then on the inside.

Most leadership development starts by looking inside. Most POVs begin with “I” statements: I believe, I aspire to, I want, I hope, I will . . . These statements have passion, inspiration, and purpose. But they’re incomplete. A brand metaphor focuses on the outside, not inside. Brand value shows up in the mind of the customer. The pizzazz of Apple, the experience of Disney, the place of Starbucks, the easyness of Staples, the low price of Walmart are brand identities that communicate to customers and investors. Brand power comes from the outside/in.

A leadership POV is internally focused—it’s about who I am as a leader. A personal leader brand is outside/in and focuses on how my leadership impacts others. When a crisis hits, a leader with a personal POV focuses inside to get grounded on values, strengths, and style. This leader has authenticity and emotional intelligence to handle the crisis. But the leader with a personal leader brand perspective asks how the crisis will affect others—employees, customers, investors, and communities? This leader’s job is to ensure that the response to the crisis serves these stakeholders. The outside focus determines what is the right thing to do; the inside perspective is about having the character and energy to do the right thing the right way. Both inside and outside perspectives matter, but the sequence must be first outside, then inside.

Leaders may acquire strengths like authenticity, judgment, emotional intelligence, credibility; however, until they apply their strengths in ways that create value for others, they won’t develop a PLB

By focusing outside first, leaders ensure that their POV will benefit someone else.

Sometimes leaders may have a POV founded on their strengths, but unless they strengthen others, they won’t be as valuable or as sustainable. In the movie, “The Bucket List” we learn that the Egyptians believed that the gatekeepers of heaven ask new arrivals two questions about their lives: Did you find joy? Did you bring joy to others? The first question is about building on your strengths to find joy—it is about the self, not others. The second question shifts the focus to helping others find joy. In leadership, this means turning a POV into a brand that serves others.

We recently asked leaders to write their personal POV. Most statements were consistent with our criteria. But, one stood out as reflective of a PLB:

As a leader, I’m here to serve others and serve a meaningful purpose. I am inspired by the risks we take to deliver greater transparency and value to our customers, to shift the accepted ethical boundaries of the financial services industry. I believe there is always a better way to do business, and superior returns will come with our customers’ interests at heart. I hope to be recognized as a leader with courage, who puts the interests of her team and the organization before her own. I strive to make the decisions that are right.

Note that she focuses less on herself and more on the service she provides. Her identity is not from the inside/out but from the outside/in.

Leaders may acquire strengths like authenticity, judgment, emotional intelligence, credibility; however, until they apply their strengths in ways that create value for others, they won’t develop a PLB.

2. Brand is carried through narrative and story.

A leadership POV offers insights and perspectives on what the leader needs to know and do. A PLB offers a story that captures not only what is known and done, but also the emotion and feeling behind it. Brand has an emotional pull that signals what matters. We wear branded clothing to send a message about who we are. We drive a branded car to communicate our identity. A brand

Brand implies a partnership between the firm and its customers. Leaders who coach, collaborate, and communicate are partners with those they lead. They co-create an agenda for the future and co-deliver on the shared agenda

has a personal and public narrative and story.

Leaders who shift from a POV to a brand do more than discuss what they should know and do to what they feel and value and ultimately who they are. Their PLB offers a narrative about their identity.

In helping companies craft a brand that reflects its culture, we often ask, What are the top three things your company wants to be known for by your best customers in the future? The responses shift strategy, mission, and vision statements into firm brand and culture. Likewise, we ask leaders, What are the top three things you as a leader want to be known for? This question isn't just about what the leader knows and does, but the identity the leader hopes to create. This identity forms the leadership story that shapes a personal brand narrative.

3. Brand elicits trust that customers pay for.

A hotel we frequent changed its ownership to a different and more respected lodging brand. When we returned after the name change, we paid a 25 percent premium for basically the same room, services, and location. Branded food in malls, airports, and stadiums nets an increase of 20 to 25 percent revenue per square foot. Branded clothes, pens, shoes, and cars sell for more. Brand also creates intangible market value as investors have more confidence in future prospects.

Leaders who focus on their brand elicit greater productivity from employees, more confidence from customers, and increased security for investors. Employees who work for leaders with a strong PLB know more clearly what is expected from them and how to meet the

leader's expectations. One leader was known for his passion for innovation and creativity; his employees were willing to take risk, offer new ideas, and challenge the status quo to respond to their leader's brand.

Another leader, known to her customers for her dedication to service, spends much of her time directly with customers, reads and responds to customer concerns, and shops as a hidden shopper to have a customer experience.

Brand implies a partnership between the firm and its customers. Leaders who coach, collaborate, and communicate are partners with those they lead. They co-create an agenda for the future and co-deliver on the shared agenda.

4. Brand is sustainable.

Brands have impact beyond any time period, product, or ad campaign. Lasting brands endure because they are patterns, not events. These brands do not emerge merely by rhetoric or design, but by consistent actions over time that communicate and embed a brand promise. Brand recall comes when the brand endures over time and place.

Too many leadership POVs are more rhetoric than resolve, more aspiration than action, and more hopeful than real. Brand promises without results are not sustained. Leadership wish lists need to be replaced with leadership vows. When we ask leaders to prepare their PLB, they commit to what they have to do to sustain their brand in the eyes of those they serve. A brand focus builds leadership sustainability. Noble ideas are linked to daily behaviors (simple actions influence long-term results). Personal passion is coupled with interpersonal awareness and a commitment to constant learning. Personal values create value for others, and endure over time.

We challenge those who develop leaders, and those who want to be better leaders, to move beyond a leadership POV to build their PLB. We make leadership sustainable when we focus outside/in, create stories based on creating value for others, and build trust.

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Why Foursquare is marketers' next big bet

Facebook and Twitter have become too common today. It's now the turn of Foursquare to catch the imagination of the social networking folk. By **Ranganath Iyengar**

Foursquare is a location based social networking phenomenon as it captures real time locations, events and rewards users proactively. Launched in 2009 by David Crowley and Naveen Selvadurai, it now claims a user base of 8 million as of April 2011.

Social networks started with basic concepts on information sharing/gifting as information can be gifted at practically no cost. Social networking sites as per recent research have started playing into identity, privacy, social capital, youth culture, education and philanthropy. Social networks are now interoperable and the same profile page and login can be easily adapted for different affinity groups reducing the need for creating and maintaining multiple profiles and details.

Social networking for business has caught on dealing with building brand awareness, online reputation management, recruitment, to learn new technologies, give demos, generate leads, maintain customer communities etc.

Going a step further Foursquare unlocks the power of user experience by capturing specific user perceived information based on actual activity at the location which could be used by others – this can be used effectively to leverage / unlock a brand, place of business, place of leisure activity, promote an event....the list is endless.

Users are 'rewarded' with 'Mayorships' and 'Badges' which directly correlate to multiple check- in at the venue and identity



correlation for users when they check in. Super users can also edit location information. User recognition and reward is still in the early days but has immense potential to reward users for authentic information thereby ensuring active rather than passive users – clearly this is a game changer as the badges can be rule directed to reward user 'behaviors'.

Empowered community

In effect, Foursquare creates an empowered and informed user community that constantly authenticates information, content and trivia about different locations, events, activities based on first hand experiences. This is a unique way of engaging the user directly at the location on a real time basis and building a strong reputation for the location, product / service, staff or any other recorded observations. In short, Foursquare is a marketer's or advertiser's dream in terms of real time customer feedback. The World Economic Forum has recognized Foursquare as a Technology Pioneer.

Foursquare has truly made social networking come alive more in the context of 'here and now' rather than static content and reward users proactively.

Pros and Cons

Foursquare can unlock brands, help build brand loyalty, promote a location or a service or just help friends get trusted information from one another as they explore new locations and places. In short, this is truly evolved social networking and a business model that the modern social marketer and brand manager is just waking up to!

There is always a flip side and the biggest issue is about privacy of information and people as it is location specific – however since people have a choice on what they want to share, the platform does have a level of control and sensitivity on the content and information quality. Content monitoring and filtering will always remain a challenge given the vast number of users.

Clearly, Foursquare represents the next level of evolution of social networking with true potential for all user categories and an immense potential for businesses to leverage. Above all, it has truly made social networking come alive more in the context of 'here and now' rather than static content and reward users proactively. Through its versatile access capability, it is a cool place to be!



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Tally ERP 9 makes Griffith's essence sweeter



Pradeep Kumar

Griffith Laboratories as ambitious growth plans. With Tally as an ally, it is confident it can achieve it

Griffith Laboratories is a global manufacturer of food products based in Alsip, Illinois. Founded in 1919, it is a privately held, third-generation entrepreneurial family business. The company operates facilities in 20 countries around the world with centers in America, Canada, Mexico, U.K, Germany, France, China, Japan, Thailand and India.

Their product portfolio includes seasoning blends, dry mixes, coating systems, dough blends, crumbs, flavors, sauces and food bases that are used in an extensive variety of applications from snack foods and processed meat and poultry to ready meals.

Today, Griffith Laboratories proudly serves the international food industry with coverage in all major markets with manufacturing facilities, sales locations, development laboratories and more than 2500 employees worldwide. While this name may not be familiar to consumers, their products are key components of foods offered by many of the world's best-known companies and include food processors, restaurant operators and grocery retailers.

The company started India operation, in 2005, in Bangalore, initially as traders by outsourcing products from its sister and group companies, mostly from America and Canada. To cut costs, in 2008, the company opened a factory in Koramangala and a warehouse in Kudlu Gate. The company has 45 employees currently and generated a total revenue of 4 crore for the year 2010 and has set an ambition to take it to 10 crore for 2011.

Since 2008, the company has developed a strong lineup of products keeping in mind the Indian sensibility, these include Barbeque Seasoning & Marinades, Soups, Rice Seasonings, Dips, Sprinkle-ons, Indian Gravy Bases and Sauce Mixes. The company operates through Distributorship with distribution network present in every state. The clientele includes Pantaloon, Barbeque Nation and Le Meridian to name a few.

Why Tally?

According to Pradeep Kumar P. L., Practice Manager, Corporate Account at Griffith Laboratories, "To have an orderly dispatch and efficient account maintenance, Tally was a boon to us, given the companies large distribution base. Though all the features of the previous version were carried to ERP 9, the exciting thing that we found in ERP 9 was the inventory feature. Since the ingredients in food processing sectors comes with expiry date, inventory features like batch-wise details with expiry date support of the products in ERP 9, enabled us to keep track of the shipments. It allowed us to recall the product whenever needed. This was made easy by traceability of the food products through batch-wise details, thus playing a key role in improving productivity."

"The company now has three centers spread across Bangalore. Data synchronization was critical for speedy and efficient work flow, through Tally ERP 9 Advance Business Pack, this was taken care of, since one does not have to depend on any individuals for the data," he said.

"Also, like in any other company, security was our major concern, since multiple users have access to our accounts, creating multi-level access was the need of the hour. In ERP 9 one can impose restriction by opting for multi-level security, i.e., access at user level, manager level and owner level," he added.

Shyamsunder of B.E. Solutions, Master Tally Partner, Bangalore, who installed the software, said, "Griffith Laboratories has been using Tally from the time company started operations in India and upgraded to ERP 9 (with Advanced Business Pack) last year. The advance business pack contains 33 modules giving complete control on Security, Process Control, Data Synchronization along with features like BOM (Bill of Materials) and BRS (Bank Reconciliation Statement)".

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Domestic help to a techie

Anandhi Shanmugam shares how she made it to TCS by doing odd jobs, her mother's grit, the kindness and mentoring of her employer

I started working when I was studying. In the beginning, I helped my parents by working as a baby-sitter for few months, and then as a helper in the house. I used to work an hour in the morning, rush to college from 8:30 am to 4:30 pm, before getting back to work from 5 pm to 7 pm.

All through college, I tried my hand at all extra-curricular activities and won several competitions – both creative and academic. I even won the Best-effort Award, which gave me a big boost. The aunty I worked for helped me get through these competitions and also trained me for job interviews. I used to admire her dressing, and the way she spoke, among other traits. She used to correct me if I made a mistake while speaking in English. This helped during the campus placements, when TCS came to Sacred Heart College and I was one of the first few girls to get a job. I continued to work hard and scored 72 percent in the final examinations. Accounts was always my favorite subject and I took pride in helping my classmates with accounts too!

The day I got a job, was a big day for my family, as I was going to be the first to be doing a desk job at a large global firm! It was a dream come true. My father worked as an electrician in Mphasis and I used to go to his office sometimes; he used to address others as 'sir' and I would wonder when someone would call me ma'am. The remuneration was also something that we had never earned earlier. My mother had worked hard as a domestic helper to educate us and was very happy to see me work. There was a time my father asked me to study in a government school but my mother worked hard to see that my English education didn't suffer.

Helpful colleagues

Of course, there were challenges I had to face - fear of crowds, nervousness related to public speaking... my confidence levels were a little low as I had not interacted much with people. It was difficult to interact with my colleagues freely, but my Team Lead gave me lots of suggestions. He backed me up and trained me in teamwork, analytical areas, coordination, preparing process related documents, etc. There was no looking back after that! TCS gave me the 'Fast Track Learner' award and the "Star of the Month" award. My team also got the "Team of the Quarter" award. Within two years, I was promoted to a Senior Process Associate.

Today, I have learnt that no matter where you come from, the right mentoring and the right environment can nurture and bring out the best in people, giving them the hope

I have learnt that no matter where you come from, the right mentoring and the right environment can nurture and bring out the best in people, giving them the hope of opportunities they may never have dreamt of

of opportunities they may never have dreamt of. I feel thankful for the good people who have helped me and for an organization like TCS. In fact, my younger sister is so inspired by this, that she has joined the same college as me, and now wants a job in TCS too!

Tina Garg, corporate communications consultant (in whose home Anandhi grew up) says: "I have seen Anandhi blossom from a little girl to a young woman in my home. Hers is a wonderful example of how women in India can break out of their self-imposed and societal inhibitions, to take wings in another environment that requires them to perform as equals. Having worked in the corporate sector, I would also like to

My younger sister is so inspired by this, that she has joined the same college as me, and now wants a job in TCS too!

laud TCS's initiative for creating work opportunities for girls like Anandhi, and nurturing a diverse workforce. Diversity and inclusion is an exemplary policy that can truly change the game for organizations today."

Nirmala Menon, CEO, Interweave Consulting and a leading diversity and inclusion expert says, "Anandhi's story is a good example of how the growth of the IT and ITES sector has brought a host of non-traditional employees to the workplace. Hiring women, people with disabilities, and cross-regional employees from far-flung places in India is not a novelty any more. This is a new social reality. Given the current war for talent, diversity is in fact a key lever in the talent management strategies of organizations.



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Don't think of outdoing men



Petra Kempf offers practical suggestions of how women leaders can excel at work and at home



Being a woman in an executive position is not easy. Not only that, women have to stand their ground in a work environment which is still dominated by men while playing all other roles well.

So much for female empowerment or emancipation. If you are single, or have no family (children) to take care of, it is much easier to work out a daily schedule. However, if you run a household, it can be very difficult to squeeze in some leisure time for yourself.

In the Western environment, women in leadership positions try to handle the double workload by getting (or at least trying to get) their husbands involved in the daily issues that need to be taken care of. You are lucky if you have grandparents living close by. However, in Asian countries, where religion, family structures and cultural aspects might have different values, women could face more problems. Unless they have a partner or family members who are willing to support them Asian women have to deal with double workload, which could lead to an unhealthy stressful life.

Wherever they are, women executives have one very important issue in common - they all want and need to stay happy and healthy. Studies show that female managers suffer more from stress than their male colleagues do. Power games, business competition, rivalry and failure can cause more mental stress and disappointment for women than for men.

Very often, women take criticism too personal than their male counterparts. I don't mean that they don't give 100 percent to what they do. It may also be because they feel that they have to be better than their male executives in order to survive in the work environment. Considering this aspect, together with family commitments and the fact that women need a happy work atmosphere in order to feel good, it is no wonder that women have higher stress. This is very dangerous for their health and can lead to many health problems. Their body and nerves are constantly on alert, which can result in sleep disorder, weakened immune system, cardiovascular disease and depression.

The Power of walk

Well, it is time to help yourself. Here are some ideas which might be helpful and keep you and your family happy. Before you accept a leadership position, have your very first meeting with your family including your grandparents. Sit down with all of them and inform them about the changes in your life and how it will affect them as well. Be open to help when offered and do not think you have to do everything on your own. Get your family involved in the daily housework. It is a very good exercise for your children to learn responsibility. Once you have set up a daily schedule and you do not have to worry about that anymore, think of how you would like to handle your tasks at work and what kind of feelings you might have under certain circumstances. Sometimes it helps to write it down and look at it occasionally. Do not take any anger or stress home and let



it out on your loved ones. They are waiting for you to come home and see you - not your job!

Find a corner in your house which is yours for a few minutes every day, and try to meditate or do some breathing exercises in order to relax your mind. Just like everybody else, you have to have healthy meals and maybe eat smaller portions more often. Even in stressful positions, there is always a little time to take a break in order to eat in a relaxed atmosphere. If not, create one for yourself.

Also, try to walk as much as you can at work or even when you are off. Try to convince your family to go for short walks in the evening when you get off, instead of sitting in front of the TV all the time. You might be surprised how much all of you will have to share while you are walking. All of you can talk out the daily issues and enjoy nature again. And, at the end of the month, invite your family for a job well done and for helping you being able to take an executive position because we all do need one another.

Good luck and stay happy!

Petra worked with the US Army for 20 years in Human Resources division. She is now an executive coach, fitness and personal trainer. www.global-milestones.com

Why women are more stressed out

- Multiple roles
- Think they have to be better than men
- Take criticism more personally and get disappointed more easily
- Have more health issues to manage

Useful tips

- Smartly use family support
- Stick to a schedule as much as possible
- Take walks with the family regularly
- Don't bring work pressure home - vice versa
- Don't try to be a super woman
- Make a corner for yourself at home for mediation, yoga etc.
- Have small healthy meals and more often

Seminar, Conference update

<p>WINNING THE NEW WAR FOR TALENT : Moving the Employee Value Chain with Ed Cohen & Priscilla Nelson- Hyderabad May 2, 2011 Time : 9:00 am-4:00 pm</p>	<p>PRODUCT MANAGEMENT TRAINING May 2- May 5, 2011, Bengaluru Email - engage@confianzys.com Website :http://www.confianzys.com</p>	<p>POWER GEN India & Central Asia-2011 May 5 - 7, 2011, NewDelhi Email -avnish-seth@interadsindia.com Website :http://www.power-genindia.com</p>
<p>Banglore Bio-2011 May 4 - 6, 2011, Bengaluru Email -enquiry@bangaloreindiabio.in Website : http://www.bangaloreindiabio.in</p>	<p>HEALTHCARE & PHARMA TECH CONGRESS May 5- 6, 2011, Mumbai Email : david@exitoe.com Website ://www.pharmatechcongress.com</p>	<p>Pumps, Valves & Compressors Expo 2011 6 - 8 May, 2011 Goregaon(E), Mumbai, INDIA Website :www.trade4india.com</p>
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<p>Software Estimation using Function Point Analysis 2 Days May 13-14, 2011, Hyderabad Website : http://www.optiriskindia.net</p>	<p>IT Portfolio Rationalization May 12- 13, 2011 , Bengaluru Email : info@www.optiriskindia.net Website :http://www.optiriskindia.net</p>	<p>eXampleCG Six Sigma Green Belt Training and Certification Workshop May 13 -15, 2011, Bengaluru Website : http://www.examplecg.com</p>
<p>International Machine Tools Expo 2011 13 - 16 May, 2011, Autocluster Exhibition Centre, Pune Website :www.trade4india.com</p>	<p>A Workshop on Systematic Innovation for Business Leaders May 13, 2011, Bengaluru Website : http://www.innomantra.com/</p>	<p>Certified Scrum Master May 17-18, 2011, Bengaluru Email : contact@unicomlearning.com Website :http://www.unicomlearning.com</p>
<p>PMP Certification Training May 21 - 29, 2011,Bengaluru Email : info@knowledgewoods.in Website : http://www.knowledgewoods.in</p>	<p>RootCon 2011 : Asia's Biggest Cyber Security Summit - Hyderabad May 21 - 22, 2011 Time : 9:00 am-6:00 pm Website : http://www.rootcon.asia</p>	<p>Twitter For Businesses Bootcamp May 19, 2011 , Mumbai Email : info@digitalvidya.com Website : http://www.digitalvidya.com</p>
<p>The Young HR Leaders Summit - 2011 May 20 - 21, 2011 NewDelhi, Delhi-NCR Website : http://hrnexus.org/</p>	<p>Social Media for Business Training Workshop May 25, 2011 - June 22, 2011 Online Webinar Website :http://www.instantetraining.co.in</p>	<p>HL7 V2.6/3 Training follows the certification, HL7 Hands on Experience, Internship Programs May 26 - 28, 2011, Hyderabad Website : http://www.greenfrog.co.in</p>
<p>International Conference & Exhibition on Proteomics & Bioinformatics June 6- 8, 2011, Hyderabad Website : http://www.omicsonline.org</p>	<p>Mobile Payment India 2011 - 3rd International Conference June 10, Mumbai Website : http://www.bharatexhibitions.com</p>	<p>2nd Annual Cloud Computing Summit 2011 - Conference & Expo June 17, 2011, Bengaluru Email :delegate@virtueinsight .com</p>



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Profile: 10-15 yrs of exp. in IT industry with 2-3 yrs of estimation exp either as estimation expert or as part of PM role is mandatory.
Exp: 10-15, **Location;** Hyderabad
Email:
Vinay_Pallala@Mahindrasatyam.com

Proposal Manager

Company: Rolta India Ltd.
Co.Profile: Rolta is a global market leader and solution provider of insightful impact based upon innovative information technology solutions, services and software.
Profile: Looking for senior people with 12-15 yrs of in-depth technical exp in proposing detail solution based on brief client needs, RFPs, Tender reqs. in various technologies.
Exp: 11-16
Location; Mumbai
Email: ramana.chintala@rolta.com

Test Architect

Company: UST Global
Co.Profile: A leading IT company, one of the fastest companies to attain CMM Level 5, CMMi, and PCMM Level 5.
Profile: Required a senior test automation architect to define the software test automation strategy for growing business need.
Exp: 11-20
Location; Chennai
Email: srinivas.reddy@ust-global.com

Architect

Company: SunGard Solutions (India) Pvt Ltd
Co.Profile: SunGard is a Fortune-500 company and global leader in integrated software and processing solutions for financial services, higher education and public sector.
Profile: Senior specialist who acts as a technical expert on the design and development of highly complex, configurations on IBM Z/OS platform will be essential.
Exp: 10-15, **Location;** Pune
Email: tezy.varghese@sungard.com

Sr. Manager - Product Development

Company: ExcelaCom Technologies
Co.Profile: ExcelaCom Technologies is a subsidiary of Allfon LLC of USA, ExcelaCom Technologies combines the best of international exposure with its professional experience to give your company focused, person-to-person service.
Profile: Min of 5 yrs managing Software Product Development in Java/J2EE technology and should have packaged, planned and delivered at least a 2 product releases.
Exp: 15-25, **Location;** Chennai
Email: magesh.s@excelacom.in

Product Support Manager - Retail

Company: Oracle India Pvt. Ltd.
Co.Profile: Oracle is the world's largest business software company.
Profile: Applies considerable support experience, a deep understanding of the underlying technologies, knowledge of business processes and support processes to interact with a broad spectrum of people internally and externally
Exp: 12-16, **Location;** Hyderabad
Email: dhavala.subbanna@oracle.com

Assistant General Manager - GIS

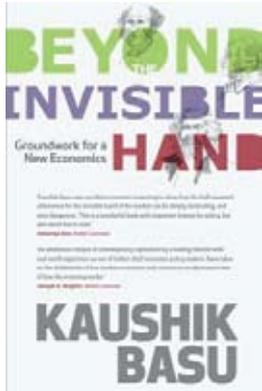
Company: RMSI Pvt. Ltd.
Co.Profile: RMSI is a leading player in the global geospatial information and software services industry.
Profile: Will be responsible for participating in all programs that deal with career development planning and performance evaluation, Mentoring managers through formal channels, Assessing training needs and selecting training tools for team members, Reviewing evaluations.
Exp: 15-18
Location; Delhi
Email: neetu.deshwal@rmsi.com

Solution Architect - .NET

Company: Synechron
Co.Profile: Synechron is a leading IT solutions provider to a wide spectrum of industry verticals with domain focus in Mortgage Banking, Capital Markets, Insurance, and Internet Media & Technology sectors.
Profile: The candidate will have to participate in and contribute to all phases of the SDLC, Exposure in continuous integration, NUNIT/MS test, Deployment using MSI, Exposure to tools like JIRA preferred, Experience in conducting code reviews.
Exp: 10-15, **Location;** Pune
Email: growth@synechron.com

Manager - Accounts

Company: Alfa Steel Building Solutions
Co.Profile: Manufacturers of Steel Roofing Sheets and PEB
Profile: Should be Bcom, Mcom/CA/ICWA, having knowledge of Central Excise, sales tax, imp/exp documents, analysing cash flow, budgeting, balance sheet.etc.
Exp: 10-15
Location; Pune
Email: hr@asbs.in



The Invisible Hand

Groundwork for a New Economics

By Kaushik Basu,
March 2011, Penguin India

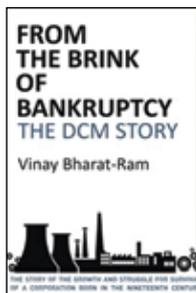
An impassioned and sharply nuanced critique of mainstream economics from one of India's leading economists. One of the central tenets of economics is that, given certain conditions, self-interested behavior by individuals leads them to the social good, almost as if orchestrated by an invisible hand. However, over the past two centuries, this proposition first put forth by Adam Smith has been taken out of context, contorted, and used as the cornerstone of free-market orthodoxy.

Kaushik Basu lays bare the implications of this gross misrepresentation of Smith's theory which, he argues, has resulted in hampering our understanding of how economies function, why some economies fail and some succeed, and what the nature and role of state intervention might be. Comparing this view of the invisible hand to the vision described by Kafka - in which individuals pursuing their atomistic interests, devoid of moral compunction, end up creating a world that is mean and miserable - Basu calls for collective action and the need to shift our focus from the efficient society to one that is also fair.

From the Brink of Bankruptcy

The DCM Story

By Vinay Bharat Ram, Viking, March 2011



Vinay Bharat-Ram has for long had a ringside seat in matters concerning Indian industry. Grandson of the legendary Lala Shri Ram, he grew up in one of Delhi's oldest business families. Today, he heads the DCM Group.

Bharat-Ram recalls the charismatic Shri Ram, the beneficial influence of his parents, his privileged upbringing, watching Jawaharlal Nehru unfurl the tricolor at India Gate on 15 August 1947, the upheaval of Partition, the charm (now gone) of the Delhi of

his childhood, his college days in the US, the loss of a dear school friend and finding his feet in the world of business.

He recalls the umpteen challenges DCM faced over the years: labor unrest, the insufferable Emergency years, Swraj Paul's hostile takeover bid, a drop in the company's share prices and huge debts. Having overcome most obstacles, a resurgent DCM group is now active in fields like software, engineering, textiles and real estate.

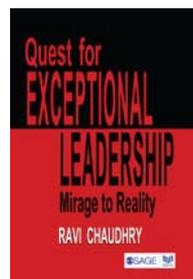
Bharat-Ram writes about other facets of his life, like his love of classical music and abiding interest in economics. Distinguished personalities - among them, the economist Amartya Sen, musicians such as Baba Allauddin Khan, Ali Akbar Khan, Ravi Shankar and George Harrison, and politicians such as Rajiv Gandhi, Narasimha Rao and Manmohan Singh - make cameo appearances in the book.

In telling the story of his remarkable life, Bharat-Ram also manages to give fascinating insights into how big businesses survive, how family conflicts are resolved, and how luck plays a part in the achievement of corporate objectives.

Quest for Exceptional Leadership

Mirage to Reality

By Ravi Chaudhry, Sage India, January 2011



The book outlines the emergence of a fifth phase of human enterprise that is redefining the criteria of success as well as re-configuring the routes to success. The author analyses the changing paradigms and provides a down-to-earth, realistic blueprint to acquire the relevant leadership traits. Corporations do not have the option to wait; they have to re-align themselves with the new reality - now.

Based on substantial research and analysis, the book is full of path-breaking innovative concepts such as:

- 'Seven Prime Realities' that adversely impact our businesses and lives.
- 'Seven Allies to Catalyze Change' that can augment social consciousness in business.
- 'Four Quadrant Matrix' to make the right choice, every time.
- 'Five Circles of Leadership Attitudes' to assess where you are.
- The journey from 'Base Camp Leadership Traits', to summit of Exceptional Leadership

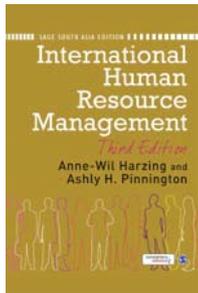
The author makes a compelling case that those who embrace the new realism will achieve sustained profitability for

their companies and 'Triple Top Line' of joy, peace, and contentment in their personal lives.

The book would inspire every CEO and every aspiring CEO to map out his or her own personal path to becoming an exceptional leader. It is a pioneering endeavor to bring the CEO's personal value system into mainstream dialogue and to convince why corporate objectives can no longer disregard society's interests.

International Human Resource Management

Edited by **Anne Wilbarzing**, *University of Melbourne, Australia* and **Ashly Pinnington**, *The British University, Dubai*, Sage South Asia, February 2011



The third edition of the hugely successful International Human Resource Management succeeds in maintaining the academic rigor and critical focus that have established its reputation as the most authoritative and cutting-edge text in the field.

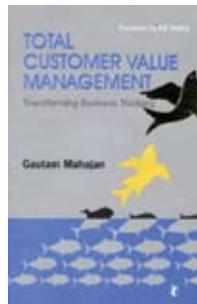
Positioning itself firmly within the 'globalised' environment, it provides wide-ranging and truly international coverage driven by the expertise of a writing team comprised of internationally renowned experts. The new chapters include - social responsibility, sustainability and diversity, and comparative HRM.

Total Customer Value Management

Transforming Business Thinking

By **Gautam Mahajan**, Sage Publications, December 2010

This is a follow-up to the author's best-selling book Customer Value Investment: Formula for Sustained Business Success (SAGE, 2008). The book explains how employee brand equity builds corporate brand equity, and how companies can increase profits and competitive advantage through Customer Value Transformation.



Total (CVM) is a new management concept going far beyond CVM. Total CVM aligns the entire company to the customer. It expounds the value of employees and the building of their self-esteem, awareness and engagement, and

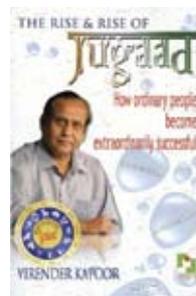
expands the concept of customer strategy, customer circles and continuous customer improvement programs, value pricing, the roles of departments such as HRD and Finance, and measuring customer and employee value added.

Insightfully illustrated with case studies, caselets, tables and graphs, the book shows how big companies in India are embracing Total CVM to effect organizational transformation.

The Rise & Rise of Jugaad

How Ordinary People become Extraordinarily Successful

By **Virender Kapoor**, Matrix Publishers, January 2011



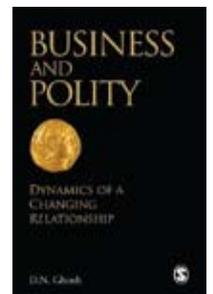
This book is meant to inspire ordinary Indians to achieve their dreams. It encourages them to believe in their innate ability to innovate the Indian way – called Jugaad – to achieve extraordinary results. The author is known for his inspirational books on leadership. His mission is to make powerful ideas and cases accessible to ordinary Indians through simple language.

Business and Polity

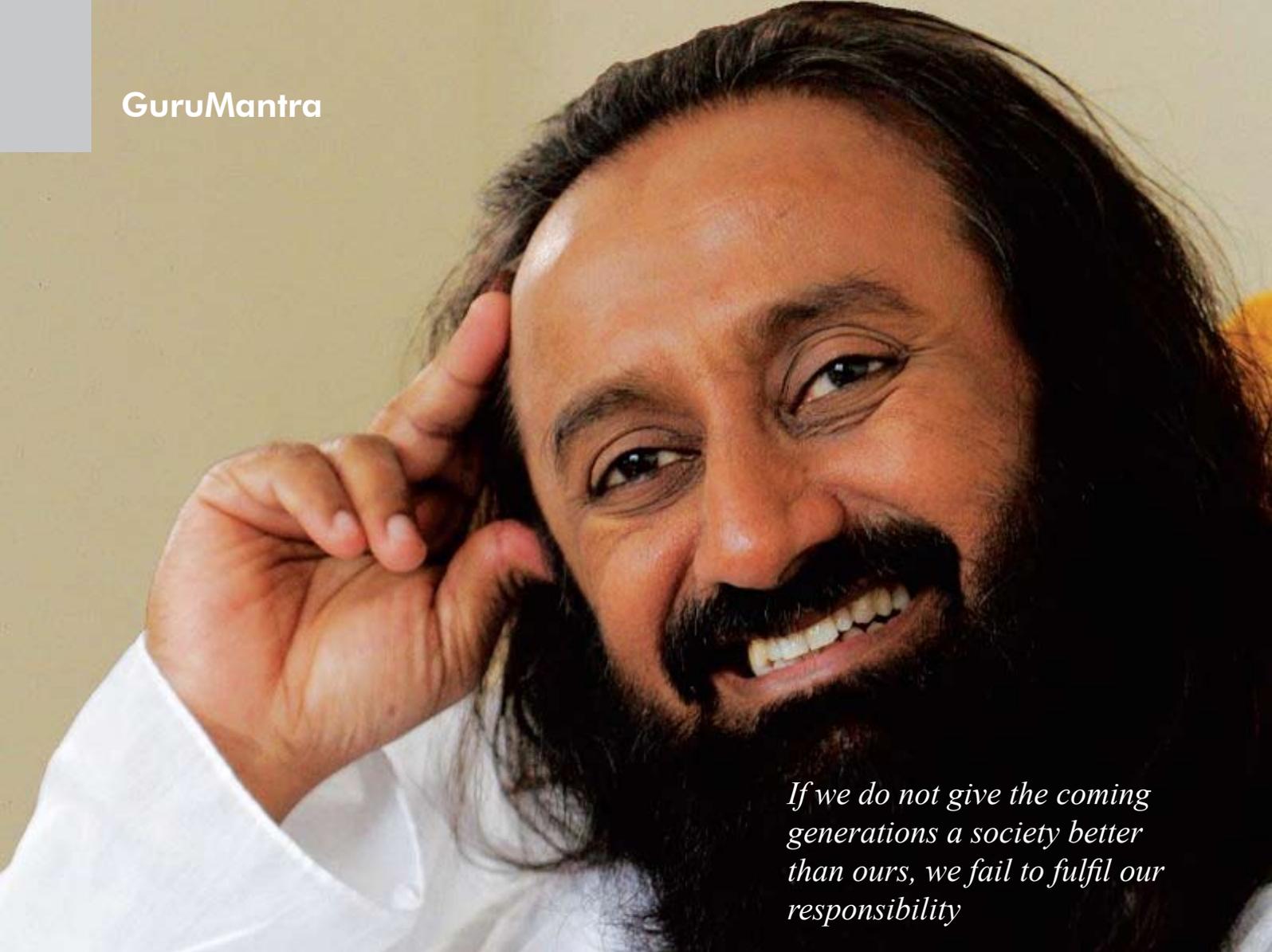
Dynamics of a Changing Relationship

By **D.N. Ghosh**, Sage India, February 2011

Business and Polity explores, through a variety of economic and political formations over the past two and a half millennia, right from the Greco-Roman civilization to present day globalization, the behavior of two power networks: those who control the levers of political power and those who engage themselves in wealth-generating activities. It traces the dynamics of interdependence between these two powerful networks and what happens when one or the other becomes more powerful.



The rational and logical approach taken by the author reveals the links that our modern state of affairs has with the experience of past civilizations - knowledge that can potentially enhance our ability to make informed decisions to shape the global future. Though the content is academic and interdisciplinary in scope and nature, its lucid presentation will appeal to a wide range of readers who are interested in geopolitical issues and economic, political and business history.



If we do not give the coming generations a society better than ours, we fail to fulfil our responsibility

The 5C formula to end corruption

Today, we need to come together for a big transformation, a new direction, an awakening amongst our people, says **Sri Sri Ravi Shankar**

Today, we are facing the burning issue of corruption, which, having reached all fields, requires immediate attention. If we can accept corruption as our way of life and carry on, we are cheating ourselves and millions of people in this country. If we do not give the coming generations a society better than ours, we fail to fulfil our responsibility.

We can counter the big 'C' of corruption by bringing 5 more 'C's. First is the sense of 'Connectedness'. Corruption begins where a sense of belonging ends. Nobody can be corrupt with their own family or people with whom they have a sense of belonging. So, we have to extend the belongingness. The second 'C' is 'Courage'. Fear or insecurity makes one corrupt and then one tries to find security through money,

Connectedness
sense of belonging

Courage
remove fear and insecurity

Compassion
dedication towards all living forms

Commitment
commitment to contribution

Cosmology
seeing life as extended space and time

which doesn't really happen. We have to create courage and confidence in one's ability and the laws of nature. Third is an understanding of 'Cosmology'. Everything in creation, the air, every cell in our body and every atom is old and recycled, and this will continue. Seeing life from a perspective of extended space and time will deepen the vision and enrich the heart. The fourth 'C' is 'Compassion' which can bring back dedication in society and destroy corruption. The last 'C' is a sense of 'Commitment' — commitment to contribution. If we think 'How can I be useful to people?', rather than 'what can I gain?' then corruption can be rooted out.

What is needed today are people of character and honesty to check corruption. There should be an independent agency comprising an independent body of thinkers, people of moral values who can check any corruption, including at the government level as well.

The young generation, who have inherited this great country, must resolve to take responsibility for society. Every youth has enormous power and the qualities of enthusiasm, fun and readiness to create something new. It is important for our society that this youthfulness finds place in millions of hearts.

Responsibility of spiritual leaders

At the same time, there is a big responsibility on all the spiritual and religious leaders to bring up the human values among people. Spirituality can create a sense of responsibility, belongingness and bring about a social change. It was this same power that Mahatma Gandhi used to help us secure freedom. Human values will take you from a state of dependency to a state of total responsibility. And when you take on responsibility or dedicate your life for a social cause, then you don't have to sit and worry for your little needs. They will be met automatically. This is the law of Nature. See how we can

reduce our needs and increase our responsibilities. This is absolutely essential in today's world.

2000 years ago, Rishi Kautilya had said that the basis of ethics is the economy, the basis of economy is the state and the basis of the state is civil society. If civil society is not following ethics, the state can't do anything about it. So, everyone should speak out against corruption. Many times, you cannot do it alone, but together, we can achieve a lot. Fight against injustice, but without anger or violence. The spiritual values of Ahimsa and truth transcend time and work everywhere, even today.

Today, we need to come together for a big transformation, a new direction, an awakening amongst our people. When you make your mind strong with a conviction not to be corrupt, people will also change. This awareness and awakening has to happen within each individual and this is where individual education will lead to a collective culture.

Spirituality can create a sense of responsibility, belongingness and bring about a social change



A R Rahman gets attuned to business realities



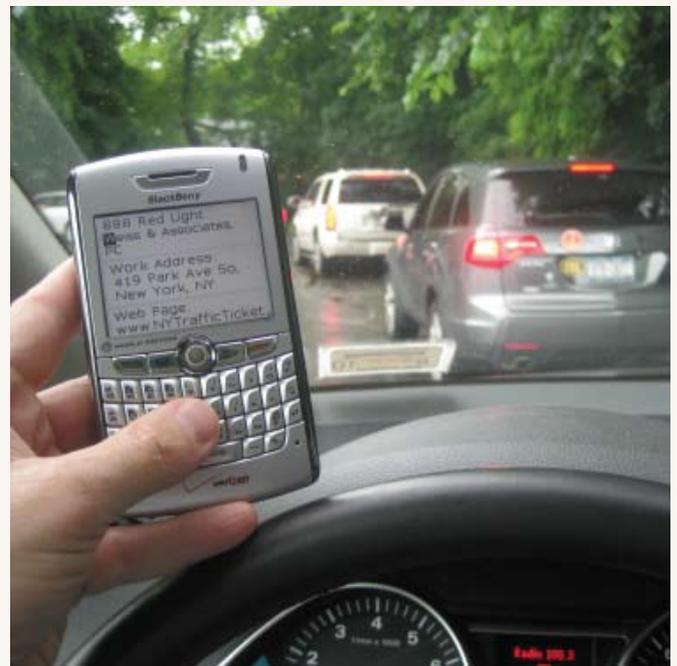
Oscar winning composer A R Rahman was aghast when he saw that his first lounge album 'Connections' pirated on the Net. Not to be outwitted, he came up with a 'brilliant' idea – to give away the album for free to those who bought his biography – released early April 2011. This way, Rahman thought he could cut his losses. The bigger losers were the record labels which were buying time from Rahman so that they could cut favorable deals. To teach record labels a lesson or two for the insult, Rahman had given the rights to a mobile company that offered the service only on high-end phones. It received poor response. Rahman may have learnt many lessons from this experience. Now that he is getting into movie production, he should be ready for many more jolts that the music business and the new-media may give him.

The 'Mamaji effect' in advertising

When a questionnaire asked why Indian brand owners still chose traditional media like print and television when signs are clear that the new media offered better ROI, Alok Kejriwal, founder of Games2win, had this funny explanation. He called this 'The Mamaji Effect.'

Which is - to please their CEOs, hoardings of a brand will often be placed on the CEO's commute route. Similarly, we like to hear from our own families saying 'arre tera ad dekha' (I saw your ad). He said, "While I may get great coverage on B2B sites, I'd like to see stuff about me written in a mainline newspaper, just so that my 'Mamaji' from Chandigarh sees it and calls me with words of praise. Thus, a lot of advertising in India is being sold on vanity. Vanity always has a premium, but may not offer scale."

BlackBerry switches off when you drive



All efforts at making people see sense in not using their phones while driving are not working. But BlackBerry has not given up. It has come up with an app that switches the phone off the minute one starts to drive.

It's a basic application which can be downloaded and when activated it runs in the background of the phone. When the device senses through the internal GPS that you've gone more than 10 miles per hour, it cuts the phone off, which stops texting, e-mails and phone calls and allows you to drive safely while you're in motion. Once you stop, the phone kicks back in and returns back to normal functions.

Now, how will the device know if you are driving or you are being driven? Any answers?

And in Indian cities, with traffic most of the time in a stop and go mode, the phone may get confused and give up. BlackBerry has learnt from recent experience that India is different!

Policing the jury



The ad world is one of the quirkiest you can get. Meant to be an industry where creative freedom is like the life-blood, strangely, it has started policing people who judge creative ads for awards.

Stung by scams in recent years, the Indian ad community appointed consulting firm KPMG to police the jury which was asked to strictly stick to set norms in awarding creative works at the recently concluded Goafest 2011. This year's award selection might have gone off without scams, but ad gurus like Prasoon Joshi felt the whole process stifled jury's expression and the atmosphere was too uptight for comfort. Perhaps the next edition of the fest will ensure a better balance.

Pay what you want



Three professors at the Rady School of Management at the University of California, San Diego: Ayelet Gneezy, Uri Gneezy and Leif Nelson at the Haas School of Business at the University of California, Berkeley have designed a series of experiments to gauge whether pay-what-you-want pricing would work for businesses. Their most recent experiment, co-authored with Amber Brown of Disney Research and published in *Science*, also stirred in a new element: would it make any difference if firms donated some of the pay-what-you-want fee to charity?

Recently, the authors set up their pricing experiment at the exit of a roller-coaster ride at a large amusement park. Riders were offered a photograph for free of what would have cost them \$12.95. On one day riders were told they could pay what they wished, including taking the photo for free. A second group was charged the full price but told that half the money would go to a well-regarded health charity. Yet a third group could set the price and see half of their chosen amount donated.

Allowing customers to set the price dramatically increased the percentage of buyers—from less than 1% to 8%. Even accounting for those who took a free photo, the amusement park collected more revenue on the pay-what-you-want day than when selling for the usual fixed price.

The authors also found that revenues from the customers who were allowed to pay what they want, And were told that half the money would go to a good cause tripled compared to those who were not told about the charitable donation. The smallest number of purchases, meanwhile, came the day that customers had to pay the full \$12.95 of which half would be donated.

The music and the gaming industry has tried this and it's worked in a few cases. It's time others too tried it.



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