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Stay Inspired

Organizational Schizophrenia

Why Customer Service Sucks in India

Gopal K. Gureja's seminal research has found a strong negative impact on employee psyche caused by a **BIG Gap** between Indian businesses' intent and delivery of customer service, ethics and sustainability. How serious is the mental health issue? What price are employees paying for India's famous growth story? What's the way out?



NRN's Manifesto
for Political
Parties



Sharad Sharma's
Growth Mindset
Formula



K.V. Kamath's
Theory of
Common Good



Big Data &
Management
Revolution

Mission: To enable engaging conversations through fresh insights and perspectives

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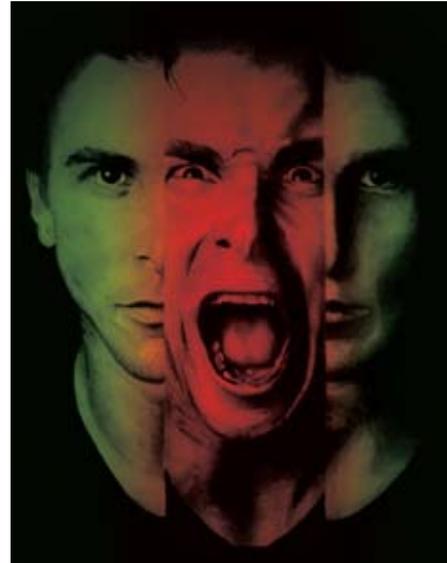
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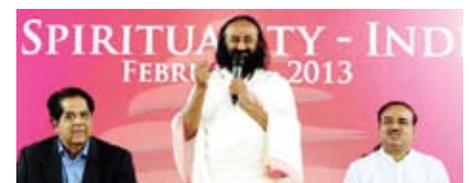
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If you must, err for common good



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Organizational Schizophrenia Now You Know Why Customer Service Sucks

Today, Indian customers would like to think they are the nawabs and rajas on whom companies shower all kinds of goodies. The way they get pampered is making them feel they never had it this good. That's until the sale happens. Ask the same customers six months later the story is usually different. It's unfortunate that most Indian customers don't expect post sales customer service to be as good as pre sales service.

Customers also wonder why and how most well-meaning companies that are so dynamic and friendly while marketing and selling, look out of sorts, and inept, about customer service quality.

India's leading customer service quality guru **Gopal K. Gureja** has gone a step further and deeper to explain the dissonance between what companies promise and what they deliver. His new book titled ***Organizational Schizophrenia – Impact on Customer Service Quality***, Gureja laments how the big gap between intent and execution, policy-practice dissonance – which he calls organizational schizophrenia are seriously harming the employee well-being and how they diminish their ability to perform. Worse, how two-faced organizations not only provide shoddy customer service by making employees reluctant parties to it, they propagate a culture of dishonesty and lack of integrity

Gureja has been a passionate customer service professional and an evangelist in all the companies he worked for over three decades. He delivered high growth by becoming customer's representative inside the company he worked for. Gureja retired as a senior executive at Thermax in 1995 and continues his zeal for customer service

through teaching at MBA colleges. His first book s 'Creating Customer Value' in 1997 was on Crossword bestseller list.

Gureja backs his findings of poor customer service delivery, even by well-meaning companies, with empirical research from 300 real interviews with business leaders and customer-contact employees.

The companies he has chosen are real companies – ones which we normally associate with high quality of customer service.

Gureja can spot a company that is suffering from organizational schizophrenia or had an attack recently if its leaders show the following symptoms:



Source – *Organizational Schizophrenia – Impact on Customer Service Quality*

- Behavior becomes unpredictable
- Responsiveness becomes arbitrary
- Operating policies drift away from policy
- Mission statements begin to turn into mere posters

What is organizational schizophrenia?

Schizophrenia, in the clinical sense, implies a split between a person's thought and emotions; inappropriate thought patterns that often do not match the emotions displayed or display emotions that fail to match the situation.

With organizations it is how they respond to opposing pulls – promise excellent customer service but stop short to cut costs; promise excellent work-life balance but expect employees to stretch and available at short notice all the time; when words such as austerity does not apply to senior leaders or owners; claim to be an innovative company but are risk averse or punish failure. For them, urgency usually replaces what is important.

The author has found how people lose their minds when they are subject to contradictory orders.

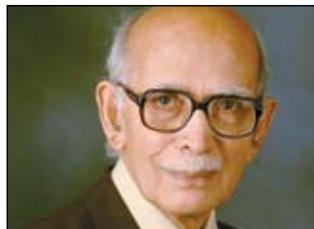
You can know if a company is suffering schizophrenia by looking at messages employees get – both implicit and explicit. One way to know this is to ask how congruent are the messages they get from various bosses. Business leaders may think their messages are consistent but don't make an effort to know how their messages are interpreted. Another area of conflicting message is the talk about collaboration but the compensation system of the company could still be favoring the high performing individuals.

Organizational schizophrenia is most visible in how far companies go to keep their promise on customer service delivery. While some well meaning companies still fall short of their promise, for most others it still is simply a marketing slogan. Slogans such as 'customer is king'; customer is God;

The premise that only happy and fully engaged employees can deliver exceptional customer service is no longer a matter of debate – in fact, it never was

customer delight are freely used but not meant.

The bigger con these days is customer feedback. How many companies make an effort to inform customers what action has been taken based on their feedback? How many companies disclose the scores they receive from the feedback? How effective is the customer relationship management (CRM) software that most companies today possess?

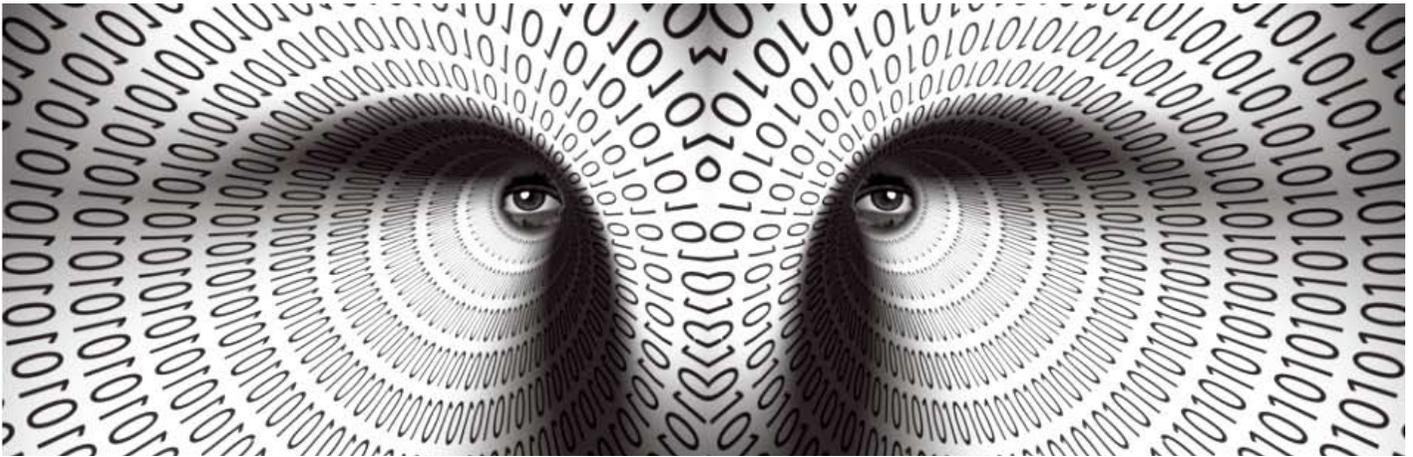


Gopal's 11 commandments for a kick ass customer service culture

Most Indian companies declare high degree of customer focus as their priority. To what extent does this priority translate into delivery of customer quality? Here are a few suggestions to make your company a truly customer service oriented entity

- **Companies who put customer first end up with much better share holder value in the long run. The companies have to understand that both customer satisfaction and share holder value cannot be maximized at the same time. A choice has to be made upfront.**
- **It is important to ensure that the company's organizational structure has to support company's policy. Any overlapping responsibility or vague description of roles can create conflict of interest.**
- **Often new systems are launched on the declared deadlines even when some people know that it is premature to do so. Quite often one can live with downside better rather than launch a project prematurely.**
- **Remember CRM packages do not generate customer satisfaction by themselves. Focus on quality and consistency of inputs and for disciplined compliances follow the practices.**
- **Outsource taste not responsibility.**
- **If the power of knowledge has to have its impact in full measure, it has to be available at the point of action. For the customer-contact or the frontline employees, day-to-day interaction with the existing or potential customers is a normal workplace routine. Every 'moment of truth', whether it relates to sales, product performance, technical support or on-site service, offers an opportunity to extend a positive experience to the customer.**
- **Make sure that the senior/top management does not betray any lack of commitment to the core values either by some action or inaction.**
- **Conflicting performance targets can induce distortion in perception of self interest. A set of quantitative and qualitative targets are a fertile ground for distorted focus on numbers at the cost of qualitative targets.**
- **Inculcate a culture of discipline. Discipline in thought and in action. Make sure that value violation or people action in disregard to the current processes or systems are dealt with suitably. Soft pedaling of issues does not help motivate people.**
- **Encourage people to fight the system rather than enjoy inordinate fondness for subordinates. Keep in mind that highly engaged employees can also be most critical of things going wrong.**
- **Transmitting information is not necessarily 'communication' in itself. Communication is a stimulus, a response, a feedback, getting at the same wave length, and finally ending up in a desired behavior. Unless that change is seen, communication has not served the purpose it is intended to serve. The responsibility for ensuring that the end result is achieved lies with the 'manager'.**

Big Data and Management Revolution



It's becoming evident to futurists and enlightened business historians that Big Data is in the process of creating a management revolution. Most business leaders, especially senior executives in the traditional businesses are yet to fathom how this could happen. It's understandable because it's only in recent months that the focus is shifting more on its business dimension and less on technology. Moreover, only a handful of successful case studies of applying Big Data for prediction and analysis is doing the rounds.

Revolutions happen only when the fundamental assumptions are questioned. The assumption so far is business decision-making is largely a gut (intuition) thing of its leaders. When this assumption is flipped, that's when the traditional organizational structures are in danger of collapsing. The chances of this happening are already staring at everyone's face.

Managing real time data and the need to use big data to run core business will need the current organizational structure to be disbanded. Flatter organizations could become imperative and CIO role could become more strategic. CIOs who are now technology driven will be forced to acquire business skills. Barriers to decision-making in organizations will come down resulting in better economic growth.

The eco-system for this revolution to take place is still weak. Business today needs more data scientists and this is not being taught yet in schools.

Building a team of left brain and right brain people will help take advantage of the opportunity

Big Data is about Big Business

The hype around Big Data in the last three years or so is getting bigger. Now the talk is not so much about the ability of technology to spew truckloads of data at the hapless analyst's face but what and how businesses can use them smartly.

Big data was a big subject at this year's Nasscom Leadership summit in Mumbai. The message driven home by several leaders were clear – It was high time the focus shifted from technology issues and capability of Big Data to profiting from it as a strategic differentiator. Mike Walsh, futurist and author, while delivering the keynote at the summit said: "It's easy to get seduced by the idea of Big Data. Data alone – well, that's the dull conversation fare... Big Data is about Big Business, not just high tech start ups. Traditional companies are hoping that by leveraging massive data sets and real time prediction models – they can start making real-time decisions."

Delivering a session on 'Big Data – Transactional to Transformational: Co-relating Business to Hidden Intelligence' Manoj Singh, COO of



Manoj Singh,
COO of Deloitte
Touche Tohmatsu

Deloitte Touche Tohmatsu said India had a good chance to seize this opportunity but currently it doesn't look well prepared for it. Quality of data in India is still not good. He said "Building a team of left brain and right brain people will help take advantage of the opportunity." Big opportunity lies in sectors such as education and healthcare. India has a strong talent pool of pure IT specialists with expertise in big data technologies but those with a business focus are fewer than globally.

According to consulting firm KPMG, the market for big data will be worth \$206.6 billion by 2016, from around \$109 billion in 2012. The highest requirement is for professionals who understand both big data analytics technology and the business application of the resultant insights in ways that can benefit clients, said Sid Deshpande, senior research analyst, Gartner India Research and Advisory Services Pvt. Ltd.

The Case of 50 Missing Companies from BCG List



Janmejaya Sinha,
chairman, Asia-Pacific, Boston Consulting Group

It's natural to look for one's favorite company in any global achievers' list. It's heartbreaking if the famous names go missing. That's what has happened to Boston Consulting Group's Global Challengers list of 100 companies in 2013. Only 50 companies that were there in its first listing in 2006 continue to find their names in 2013. There were 44 Chinese companies 2006 but this number has dropped to 36 now.

Janmejaya Sinha, chairman, Asia-Pacific, Boston Consulting Group said at a panel in Nasscom Leadership Summit in Mumbai 2013, "This stunning statistic will scare us but will also keep us honest." The 2013 BCG global challengers are 100 companies with over a billion dollar in revenue from rapidly developing economies (RDEs) that are both growing and globalizing quickly. The 2013 BCG global challengers are from 17 countries, seven more than in 2006.

As in previous years, China and India boast the highest numbers, with 30 and 20 global challengers, respectively. Brazil is next with 13, followed by Mexico, with seven, and Russia, with six. South Africa increased its number of challengers from three in 2011 to five in 2013. Malaysia, with two, and Turkey, with three, increased their number by one each. The BRIC nations (Brazil, Russia, India, China), once home to 84 challengers, are now down to 69. Many markets beyond the BRICs are now producing global challengers as well. To read full report log on to <https://www.bcgperspectives.com>

New BCG Challengers

Among the most interesting challengers are the 26 newcomers to the 2013 list three of them are Indian. Godrej Consumer Products (India) is a consumer goods company with leading home-care, personal-wash, and hair-care products. Its 2011 revenues reached \$1 billion. Godrej has focused its acquisitions on emerging markets. Recent acquisitions include Megasari Makmur Group in Indonesia, Darling Group in Senegal, and Issue Group and Argencos in Argentina.

The BRIC nations (Brazil, Russia, India, China), once home to 84 challengers, are now down to 69. Many markets beyond the BRICs are now producing global challengers as well

Global Challengers from India

- Bajaj Auto
- Bharat Forge
- Bharti Airtel
- Crompton Greaves
- Dr Reddy's Laboratories
- Godrej Consumer Products
- Hindalco Industries
- Infosys
- L&T
- Lupin Pharmaceuticals
- M&M
- Motherson Sumi Systems
- Reliance Industries
- Sun Pharma
- Tata Chemicals
- TCS
- Tata Motors
- Tata Steel
- Vedanta Resources
- Wipro

India's Sun Pharmaceutical Industries is a global pharmaceutical company with a strong presence in the U.S. generic markets. Its 2011 revenues reached \$1.7 billion, 62 percent of which were generated overseas. It has achieved an average annual TSR over 100 percent for the past three years and has the largest market capitalization in the Indian pharmaceutical sector.

Motherson Sumi Systems is one of the leading manufacturers of auto mirrors and other components, with 2011 revenues of \$3.1 billion, 70 percent of which originate overseas. The challenger is a joint venture between Samvardhana Motherson Group of India and Sumitomo Wiring Systems of Japan. Unlike other Indian companies, Motherson Sumi has not slowed its pace of acquisitions. In 2011, Motherson Sumi acquired 80 percent of Peguform, the second largest supplier of vehicle door panels in Germany.

Technology Removes Bias in HR



It offers the flexibility of incorporating real life background data in various formats to a case, and also offers the evaluator the option to make the case complex or easy depending on the requirement



Online skills measurement technology is removing bias and enhancing the measurement capability of an executive, says **Ketan Kapoor**, co-founder & CEO of Mettl, an online assessment platform for hiring and training

The rules of doing business are changing fast especially in knowledge industries where people are the true differentiators for any company. Here, measuring people's skills effectively and efficiently becomes very important.

Of late, the focus is more on measuring skills as opposed to knowledge. Until now, because of the limitations of technology and high costs, it was difficult to measure skills and its applications. As a proxy, what we have traditionally measured is knowledge about a particular aspect and not its hands-on application. As learning moves online, assessment science is progressing rapidly and offering tools in the hands of CEOs and HR heads to solve this problem.

Business Acumen is a skill which encapsulates one's knowledge about a

particular business area and how one would apply that knowledge. Traditionally, case study interviews, if used well have been highly effective in measuring business skills and acumen of an individual and are employed by almost all consulting companies today. In the case of a typical case study setting, a business problem is presented with or without supporting data.

The evaluator then requests the candidate to seek more data and based on the questions asked by the candidate while he is doing a deeper analysis of the problem, the evaluator furnishes him with relevant data. As the candidate goes about the process of getting more data, she forms an opinion or zeroes in on the right cause of the business problem. Once the problem is identified, the candidate needs to take a final decision as if she was the actual business head.

In tune with our philosophy of moving away from multiple choice questions and using simulators and hands-on assessments to measure skills more effectively, we recently launched a business acumen evaluator that automates a case study interview and removes all subjectivity from the process. It offers the flexibility of incorporating real life background data in various formats to a case, and also offers the evaluator the option to make the case complex or easy depending on the requirement.

For example, a problem was presented to students on declining profits for a leading chocolate company. The students were expected to explore the reason for declining profits and also recommend the strategy that needs to be in place to fix the problem. As the candidates go about exploring, they have limited time and they can ask limited questions (around revenues, product volumes, cost, product mix etc. and around costs which may be fixed or variable) to the computer and based on the fact whether the question is relevant or not, the candidates get relevant credit.

The beauty of any solution is its ability to adapt to different situations - Business Acumen simulator can be used across functions, domains and industries. We believe that the future will consist of multiple such offerings wherein companies could select a particular skill, the best simulator to measure that skill and then invite the candidates remotely to take those assessments.

Text Analytics Could Drive Out Offshore Outsourcing



“The reality is that emerging technologies such as Text Analytics will automate many existing repetitive data entry tasks, completely removing the need to outsource....”

Text Analytics technology in the document management space could change the face of offshore outsourcing within five years, says Peter Wren-Hilton, Co-Founder & CEO of New Zealand-based Pingar, a leading provider of unstructured data management solutions. He challenged the offshore outsourcing industry to prepare for fundamental and disruptive changes in the way that global enterprises would automate significant internal and external document management processes. He said this at the **NASSCOM India Leadership Forum 2013** in Mumbai in February 2013.

Text Analytics is the emerging technology that embraces natural language processing, computational linguistics and machine learning. It has the capacity to automate many traditional manual tasks. Algorithms, programmed to read and understand document context like a human, would automate the extraction of relevant text and data from both unstructured and structured data documents, making the current data input

and processing roles of many offshore outsourcing firms redundant.

Wren-Hilton encouraged the offshore outsourcing sector to consider ways in which they could support their traditional global enterprise customer base by embracing these changes and providing new services focusing on areas such as analytics and business intelligence.

“The reality is that emerging technologies such as Text Analytics will automate many existing repetitive data entry tasks, completely removing the need to outsource. Significant advances in technology’s document understanding capability will enable global enterprises to bring in-house many of the data-driven functions currently outsourced offshore. These are not long-term changes. Many will occur within the next five years.”

Pingar is a platform agnostic software company that enables enterprises to identify and extract information from unstructured data and transform it into highly valuable intelligence.

Directors' League to Mentor New B-Schools



Directors and heads of programs of various business schools at the IIMB conference

It's no secret that B-Schools in India are on a churn. Management education is facing its most severe test currently. Businesses are spurning B-School grads, except from top 25 out of some 3,000, and find fresh graduates from other disciplines like arts and commerce more desirable. The promoters who invested big money are wailing and the directors who are running these schools seems clueless.

There's a severe shortage of faculty and students are in the lurch and the number of new students opting for management degree is declining. Can it get any worse?

Dire situations require bold thinking and quick response time. That's what IIM Bangalore (www.iimb.ernet.in) and eMBarkers, a higher education research and consulting firm founded by alumni of XLRI and IIMB (www.embarkers.in) tried doing recently. A workshop was held for heads of deans, directors and over 70 program heads by faculty at IIMB, academic leaders, industry experts and consultants. The decision to form a league for directors of B-Schools was the most concrete outcome of this initiative.

Dr. Samir Kagalkar, director and cofounder of eMBarkers said the league would be a cohort based engagement with aspiring B Schools. This cohort could benefit from the rich experience of a few successful educationists and peers. Prof. Nagabrahmam, former director of TAPMI in Manipal, Karnataka, would head this league. He said building quality schools is more in the mind of the director than on factors like infrastructure or funds.

Powerful suggestions that came out of the workshop include:

- **Collaborative research** between faculty and students on the model of IIMB's Tejas. Research should be simple and practical than research for research's sake

Building quality schools is more in the mind of the director than on other factors like infrastructure or funds

- **Entrepreneurship** as a way of thinking rather than just a statistic of students starting their own venture after their graduation needs to be promoted
- Use technology by letting students preview the basic course on recorded video mode and thereafter engage in a more nuanced discussion during regular class. This way, **faculty strength can be optimized**
- Build capability among students in the most holistic manner **using the finishing school concept** right from day one rather than get into the last minute preparation during the placement season
- **Directors should be transformational leaders** who will own up responsibility of building the schools rather than expect a solution from promoter
- IIMs engage with regional B-Schools by mentoring them to reach higher level of quality. **This initiative by eMBarkers and IIM Bangalore's Center for Public Policy is headed by Prof. Rajeev Gowda, is a first step.**

Naval Engineer to B-School Director

With management education in India in turmoil, **Dr. Sunil Rai**'s job as the new director of the Goa Institute of Management is going to be tough. He will have to draw into his experience as a naval officer and founder of a B-School to raise the bar. In a chat with **ManagementNext**, Dr. Rai shares his thoughts

You have an industry and an armed forces background and you are now getting into academia, what are the adaptation challenges you expect?

Post my stint with Indian Navy and the industry I have been into academia full time from October 2001. The adoption challenges then were to get used to academic processes and culture which wasn't difficult.

The B-schools are going through a big turmoil in India – although GIM is in a relatively good shape, what is your 3 year agenda to make GIM more relevant?

We have always focused on overall development of the personality of our students with high degree ethical behavior. We strongly believe in that ideology and will pursue the same vigorously. The three items that we are already doing to consolidate are:

- Emphasis on people's skills, ethics and integrity
- High degree of scholarly inputs with emphasis on rigor and research
- High degree of industry interaction for greater relevance with emphasis on best practices

The curriculum is largely disconnected from the reality – what is your plan to make it robust?

The curriculum at GIM is developed by academic committees that comprise

faculty from GIM, academicians and experts from the industry. The industry relevant curriculum is delivered by faculty and industry practitioners and has adapted course projects where students need to work closely with the industry.

To what extent is GIM focused on the region's needs?

GIM works very closely with the government and industry in Goa and provides managerial inputs to achieve excellence by way of projects or through consultations. The GIM faculty has been and continues to be involved in projects with the government, one of them being to set up policy and procedure for disaster management in large number of panchayats in North Goa. Presently the faculty is also involved in drawing out a vision document for the government of Goa. Additionally, the institute conducts management development programs for companies.

The institute encourages the students to develop social responsibility as part of their preparation for becoming responsible managers in firms. Responsible managers and leaders need to ensure that their decisions have benefits for their employing organization as well as for the society. To achieve this, GIM has incorporated the 'Give Goa Project' as part of the curriculum. The Give Goa project provides a unique platform for students to work with NGO's or other organizations which are committed to



The Give Goa project provides a unique platform for students to work with NGOs or other organizations which are committed to give back to the society through rigorous CSR activities

give back to the society through rigorous CSR activities.

What is GIM's aspiration in the management education sector in India?

GIM aspires to be an educational institution promoting scholarly brilliance through research and innovations and serve the society towards achieving sustenance and growth through efficient but fair and ethical means. To be a partner to the government, industry and society in Goa for progress of the State.

FAQs on Sustainability

P.S. Narayan is instrumental in the creation of Wipro's sustainability initiative and has stewarded it since its inception in early 2008. Under his stewardship, Wipro has been a three-time member of the Dow Jones Sustainability Index, a member of the CDP Global 500 Carbon Disclosure Leadership Index and ranked No: 2 in Newsweek's global green rankings for 2012, Wipro has been widely considered a sustainability leader under his stewardship.

A graduate in Electrical Engineering with a post-graduation in Management, Narayan has nearly twenty years of cross-disciplinary experience in consulting, business development, design and implementation of Enterprise IT systems and most recently, in Corporate Sustainability. In addition, Narayan is a guest faculty at the Azim Premji University where he teaches 'Ecology and Development' as part of the Masters in Development course. Narayan has a deep interest in sustainable development, driven by the belief that the purpose of business must resonate and align with larger social and ecological goals.

What is 'Sustainability' according to you?

There really cannot be one definition of sustainability, as it has multiple social, ecological, economic and cultural dimensions to it. Depending on the differing contexts of geography, geopolitics and socio-economic domain, the emphasis and pitch of sustainability can vary. With that caveat, let me attempt what it could mean for the business sector – in simple terms, sustainability for a business entity would mean minimizing its negative impacts and maximizing its positive impacts ecologically, socially and economically. While that sounds simple enough, it becomes tricky when attempting to do these together. For example, maximizing positive outcomes economically very often also increases

negative impacts socially or ecologically or both. Trying to resolve this conundrum is what constitutes the primary challenge for the business sector today.

How is it different from 're-engineering' – a popular topic ten years ago.

There is really no direct connect between the two. While re-engineering is all about rendering business processes much more efficient by minimizing wasteful procedures and work steps, sustainability is about doing all the right things for all the stakeholders of business – in other words, doing the right things for the society and the planet. Re-engineering was primarily a business centric approach that focused on cost savings and therefore, eventually, better returns to shareholders.



Those who are comfortable with ambiguity and who like life-long learning that involves constantly revising one's understanding will enjoy sustainability careers.

Sustainability cannot be confined within the boundaries of the organization and must go beyond the shareholder. The only possible commonality is that when seen in a narrow sense, one of the objectives of sustainability is centered around resource efficiency. But the methods of increasing and maximizing resource efficiency are quite different from that of re-engineering.

Most people relate Sustainability to energy saving such as green building, smart building etc. How is it beyond that?

In the business context, the understanding of sustainability is broadly equated with the triple bottom line or the triple P – People, Planet, and Profits. When one examines a sustainability framework like the GRI (Global Reporting Initiative), one realizes the vast ground that sustainability covers. The GRI framework includes more than 100 parameters of which energy efficiency is only one. Some of the more common dimensions of sustainability – apart from Energy – are Water efficiency, Waste Management, Biodiversity, Product Stewardship, Supplier Responsibility, Labor Rights, Human Rights, Diversity, Health & Safety, Public Policy etc.

At Wipro, we think of sustainability in terms of the metaphor of the Mobius Strip – a geometrical shape that can be described as a twisted ring. We use this metaphor because sustainability issues are similarly intertwined i.e. ecological issues are also social issues and invariably have associated economic outcomes.

Why is it imperative for companies now to adopt Sustainability as a strategy?

There are at least three good reasons for companies to adopt sustainability. First – resource efficiency improvements can have a solid and tangible impact on the bottom line, something which is easy for business to understand. Second – the principle of stakeholder stewardship leads the company to do a lot more in areas which important but under-invested in e.g. employee health and safety or engaging with one's proximate communities. These slowly but surely leads to happier stakeholders and therefore strengthen the company's societal license to operate. Third – today, sustainability is increasingly being viewed as a proxy for a company's sound governance systems

What SMEs must do therefore is to start with a small set of carefully identified initiatives where the returns are almost guaranteed and which can be crucial differentiators for the company. This can then be expanded step by step to larger sustainability initiatives

and long term stability. There is thus an increasingly strong brand and reputation salience that a company can hope to reap from sustainability. Finally, what must be understood is that a company that doesn't tread the sustainability path is setting itself up to face serious challenges to its very business continuity or survival in the long term.

How relevant is it for SMEs? Does it involve a lot of investment initially making it difficult for them to adopt?

SMEs must adopt sustainability for the same reasons that big companies are doing so – to reap cost and profitability benefits from resource efficiency, productivity gains from a healthier and accident free workplace and increasingly, the need to fulfill their customer's requirements of them to act sustainably and responsibly. Not all sustainability initiatives require big investments and some of them that may require so have proven payoffs e.g. investments in more energy efficient equipment. What SMEs must do therefore is to start with a small set of carefully identified initiatives where the returns are almost guaranteed and which can be crucial differentiators for the company. This can then be expanded step by step to larger sustainability initiatives.

What is Sustainability Reporting? What are its benefits?

Just as the financial report is an articulation

of a company's financial health at a given point of time as well as its strategy, management practices and future plans, a sustainability report is a reflection of a company's vision, goals and progress on sustainability. Sustainability reporting is also known as the triple bottom line reporting as it requires companies to disclose on the economic, social and ecological dimensions. First articulated by John Elkington, there are different frameworks today that can be used by companies for sustainability reporting, of which the GRI (Global Reporting Initiative) is the most common one, being used by nearly 400 of the Fortune 500 companies.

Sustainability reporting is different from financial reporting in some key ways – one, it is addressed at multiple stakeholders and not just the investor and second, a good report is expected to present a balanced picture of what the company is doing i.e. the positives, the negatives and what the company is not doing.

The benefits of sustainability reporting are: (i) Disclosures act as catalysts for continuous improvement within the organization by bringing in rigor and transparency in the way critical issues are measured and reported (ii) Public disclosures help one benchmark, compare and set high standards for oneself (iii) A good sustainability report can help enhance the company's brand equity with all stakeholders and society at large by showing it up to be a company that has the long term vision and perspective to be able to think, act, measure and then write about all these critical issues.

Can Sustainability become a career option for students?

Since sustainability covers vast terrain, it is possible for students to pick areas relevant to their interests and strengths. For example, the more technically-minded can choose careers in energy engineering, clean energy technologies etc while those with a strong social conscience can choose to work in CSR or specific sectors like education. Sustainability calls for integrative thinking as it spans multiple disciplines across natural sciences, social sciences and their applications. Those who are comfortable with ambiguity and who like life-long learning that involves constantly revising one's understanding will enjoy sustainability careers.



Lose It
iPhone App

Unleashing the Next Wave of Innovation Through Digital Disruption

Books on anything digital is steeped in jargon and are largely technology heavy and light on business insights. A recent and good exception is this book. It even got the guru of disruptive innovation Clayton Christensen to acknowledge that "I have studied disruptive innovation for more than two decades. A new book by James McQuivey of Forrester Research (February 2013) and Josh Bernoff titled Digital Disruption: Unleashing the Next Wave of Innovation offers insights about disruption--and about the accelerating pace of disruption--that I truly hadn't understood before." A huge complement indeed!

This book covers management tools more than digital technology. It provides a good way to engage executives in a general discussion about where, how and when to think about disrupting the status quo in their industry and in their organization.

McQuivey has been teaching people how to do this for over a decade. He's gone into large companies including traditional industries like insurance and consumer packaged goods, and changed the way they think about innovation. Nothing like lessons from case studies which the author provides abundantly.

McQuivey shows how Dr. Hugh Reinhoff of Ferrokin BioSciences disrupted the pharmaceutical industry, streamlining connections with doctors and regulators

to bring molecules to market faster—and then sold out for \$100 millions. Examples also include **how Charles Teague and his team of four people created Lose It!, a weight loss application that millions have adopted, achieving rapid success and undermining titans like Weight Watchers and Jenny Craig in the process.**

Disruption mantra

He shows that regardless of your background and industry, you can learn how to be a digital disruptor too. **First, adopt the right mindset:** Take risks, invest as cheaply as possible, and build on existing platforms to find the fastest path to solving a customer's problem.

Second, seek the "adjacent possible"

—the space just next to yours where new technology creates opportunity. That's how Benjamin Rubin and Paolo DePetrillo of Zeo created a \$100 sleep monitor that does much of what you'd get from a \$3,000 sleep lab visit.

Finally, disrupt yourself. Use these tools to make parts of your business obsolete before your competitors do. That's what Tim FitzRandolph did at Disney, creating a game that shot to the top of the app store charts. With the tools in this book you can assess your readiness, learn the disruptive mindset, and innovate rapidly, starting right within your own business.

The book provides a good way to engage executives in a general discussion about where, how and when to think about disrupting the status quo in their industry and in their organizations

4 Companies Receive Medici Institute's Awards



Aditya Berlia, Member, Board of Management accepts the Hall of Fame award from Frans Johansson (extreme right) and Prof. Vijay Govindarajan. Dr. K.K. Dwivedi, Vice Chancellor, Apeejay Stya Svan University looks on.

Indian businesses today face challenges such as identifying new growth platforms, market discontinuities, strategic innovation and leveraging diversity. With the intention of addressing these issues an innovative day-long workshop in Mumbai recently titled 'Reverse Innovation Meets Medici Effect,' was organized by the Medici Institute. Two of world's renowned gurus of innovation Vijay Govindarajan,

Professor of International Business, Tuck School of Business, Dartmouth College and Frans Johansson, Founder and CEO of The Medici Group did the workshop jointly.

The day's events included recognition of companies who have achieved excellence in five key areas - Innovation Strategy; Innovation Culture and Organization; Execution Excellence;

Innovation Portfolio Management and Ideation and Creativity Management.

The four companies, out of 25 competing organizations who were shortlisted for the assessment round, and subsequently made their way into 'The Medici Innovation Hall of Fame,' are: **Apeejay Stya & Svan Group, ICICI Bank, Tata Consultancy Services and WNS Global Services.**



Murthy's Manifesto for Change

The build up to the state assembly elections in Karnataka this year and the national elections to Lok Sabha in 2014 truly started with Rahul Gandhi accepting to play a greater role at the Congress convention in Jaipur in January 2013. There is anticipation in the air of these elections influencing the direction Bangalore and India could take in the coming years.

Seizing the moment, Infosys Chairman **Mr. Narayana Murthy** spelt out his wish list for political parties during his keynote at the inaugural of the Bangalore Political Action Committee (BPAC - <http://www.bpac.in/>) recently.

Mr. Murthy is the chief mentor of BPAC which aims to provide leadership and finance to candidates contesting in the coming assembly elections in Karnataka. BPAC believes that the middle class in Bangalore, if galvanized well, can swing results in 28 seats in Bangalore thereby influencing the way Bangalore is governed.

BPAC is a serious attempt at containing the erosion of governance standards of Bangalore city. Unlike previous initiatives with nearly the same cause, this one seems better institutionalized – enough funds to run the organization for five years – and is led by Bangalore's stars such as Kiran Mazumdar-Shaw, founder, chairman and managing director of Biocon, T. V. Mohandas Pai, chairman of Manipal Global Education Service and K. Jairaj, former commissioner of Bangalore. BPAC is planning to rope in young leaders to connect with the youth voters. Here's the transcript of Mr. Murthy's keynote:

This committee (BPAC) is apolitical; it is secular and has the best interests of Bangalore and hopefully Karnataka at some stage. It's a much needed effort to make our public governing system purposeful, efficient and effective. One of the important roles that we will have to play is to be a friendly and gentle persuader of the existing parties and the legislators and the parliamentarians, who come into power or into the parliament or assemblies in the coming years, to transform the existing political party system and themselves. Unless we can see a transformation in the well-entrenched political system, the effectiveness of BPAC may not be as much as you and I would aspire.

So what kind of political parties, legislators and parliamentarians do I deem to see in my country? This initiative of BPAC has come at the right time. For the first time in the history of India in the last 100 years, India has received the attention of the world; we occupy the high table in several multilateral forums. India is expected to be one of the leaders for spurring the economic growth in the world today. Our middle class is growing. From a paltry 15 days' supply of foreign exchange in 1991; we today have more than 300 billion dollars in foreign exchange reserves.

Our youngsters from software, pharmaceutical, financial services industry literally walk on water today. The urban youth are full of confidence; this is one

side of the story. However, there is another India where the story is very challenging. More than 400 million people live than less than 1 dollar a day. We have the largest mass of illiterates in the world; our primary healthcare system is awfully inadequate.

Signs of optimism, not helplessness

Most cities have fast growing slums, more than 50 percent of rural schools have just one teacher for every two classes, and corruption has indeed become the norm for the common man. These are very depressing data points. Yes, for the first time in my life of 66 years, I see confidence

around me that we can indeed solve the problem of poverty. I do not see the same sense of helplessness in solving problems of the country as I used to see when I was in my 20s. The power of entrepreneurship has been discovered by the young, the term inclusive growth has indeed gained currency.

Thanks to initiatives like Adhaar the ability to deliver value through subsidy to the poor is becoming a reality. The corporates have discovered the charm of CSR, the youth are becoming social activists as seen by the response of the suffering of Nirbhaya. Therefore, I believe that this is the right time to wake up and build an aspirational dream and an action plan to make such a dream a reality.

Manifesto for parties

What are the attributes of political parties, legislators and parliamentarians needed to make this dream a reality? Let's remember one thing, no amount of such congregations will have any impact unless our political leaders are gently, affectionately and in a very courteous manner persuaded to transform themselves and their parties. First we need political parties to have a powerful, central and aspirational vision, such a vision should make every member of the party enthusiastic and clear about what needs to be done.

To me such a vision for a model party would be making our private sector most competitive in the world and second making the public governing system the fairest, the most transparent, most efficient, most effective and most accountable. In other words, if every legislator, if every politician were to say my party wants to make the private sector into a most competitive, public governing system, fairest, most honorable in the world, then I do believe that we will see change.

The manifesto of the political party that is produced before the election would preserve the vision and be translatable to objective, measurable actions. We want our political parties to have integrity of ideas and action whether they are in power or not, such integrity as you all know raises the credibility of our political parties. We want our political parties to institutionalize

the structures, processes, decision making, succession plans, based on meritocracy. We want our political parties to choose candidates based on competence, honesty, capacity to do work and good values. We want our parties to institute legal, open and transparent systems for fund raising and fund utilization. They should produce publicly available, audited financial statements at the end of the financial year.

With such a system I believe we need not place any restrictions on how much money can be raised or spent by a party in an election. We want our parties to create institutions to teach election candidates' basic ideas in leadership, in development economics, finance, international trade, and project management, team work, cross cultural negotiations, history and heritage of India. We want our parties to quickly evolve a code of conduct for the conduct of members of the Lok Sabha and the state assembly. I am sure all of you know that even after 66 years of freedom there is no code of conduct for members of the Lok Sabha and state assemblies. We want our parties to nominate candidates early so that voters in the constituency know who their candidate is well in advance.

What attributes would I like to see in our legislators and politicians? First of all I would like them to be role models in competence, honesty, decency, objectivity, hard work, commitment and national pride. They should spend at least 50 percent of their time in their local constituency, create an office there, meet their constituents and deal with the issues of the constituency. They should show respect and sympathy for the voters of their constituency whether they voted for them or not. They should avoid conflict of interest in their work; they should declare their personal and business interests and keep out of committees and chairmanship of government bodies where there could be a potential conflict of interest.

We want them to declare their personal wealth every year as well as full financial and positional details of their relatives' like spouse, parents, children, grand children and siblings. Every year, they should publish their accomplishments with specific, verifiable and objective, measurable data. When they are members

What Vision?

A vision for a model party would be making our private sector most competitive in the world and second making the public governing system the fairest, the most transparent, most efficient, most effective and most accountable.

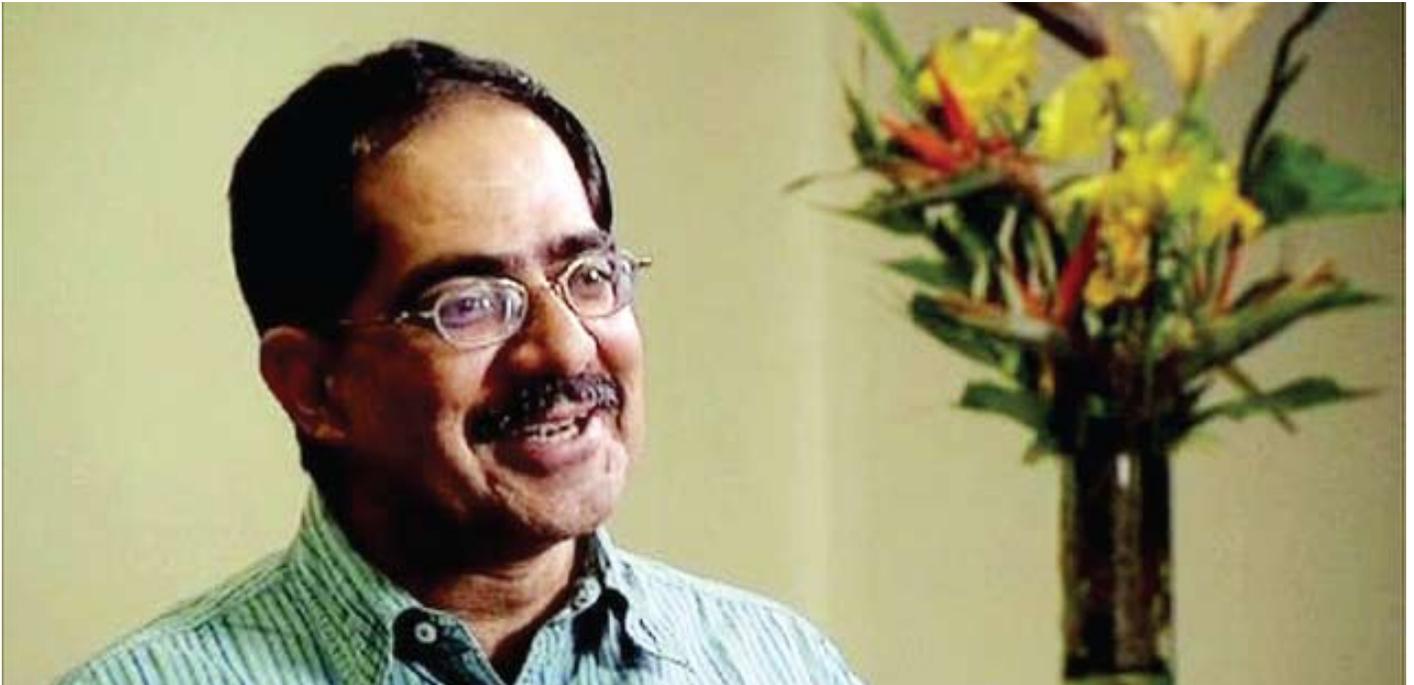
How

- Vision should be translatable to objective, measurable actions
- Political parties to have integrity of ideas and action whether they are in power or not
- Institutionalize the structures, processes, decision making, succession plans, based on meritocracy
- Institute legal, open and transparent systems for fund raising and fund utilization. No restriction on party finance if they adopt transparent policies
- Nominate candidates early
- Evolve a code of conduct for the conduct of members of the Lok Sabha and the state assembly
- MPS/MLA should spend at least 50 percent of their time in their local constituency
- Every year they should publish their accomplishments with specific, verifiable and objective, measurable data.

of the legislature, each member should specialize in a couple of areas of expertise. Build a research team to help understand these issues, formulate policy and introduce legislations. The government should provide full financial support for such research officers.

If BPAC can indeed take this as one of their important agenda, I believe that we will move a long way. BPAC may have to coordinate with other such efforts in different parts of the country because I am convinced that starting new institutions are good but unless we can transform our existing institutions for the betterment of the country we may not be able to achieve as much as we want.

Want to Build a Growth Mindset?



Sharad Sharma on how to cultivate the growth mindset instead of the fixed mindset to achieve peak performance. Edited excerpts from his keynote at the Product Leadership Institute's first graduation ceremony in Bangalore recently.

Sharad Sharma likes to call himself an Orbit Change Catalyst. After leading Yahoo India R & D successfully, he has turned an angel investor and mentors many start-ups including the Product Leadership Institute.

Professor Carol Dweck at the Stanford University talks about how all of us have one of the two mindsets. One is the belief that our innate intelligence and abilities can be grown, they can be expanded, developed. This way of thinking is growth mindset. Half of us have the second category called the fixed mindset – I am innately smart, and therefore I am good at what I do.

The big question is – should we fix the manifestations of this mindset or should we get the mindset first? If you have a growth mindset you are investing in yourself,

Almost everything we think of in terms of what drives success is the mindset that drives us. If you have a growth mindset you are investing in yourself, developing your abilities

developing your abilities. Almost everything we think of in terms of what drives success is the mindset that drives us.

Do we need to fix this mindset? The first question that we have to ask is – I am already 30, is it even possible for me to change this mindset? Yes we can. We have examples of people who did badly in the initial years but went on to achieve huge success. Winston Churchill failed till his fifth grade. Thomas Alva Edison and Albert Einstein too were write offs in their early years. The common factor in their success is that they embraced the growth mindset.

You will find that even children who have the growth mindset begin to pull ahead from those who have a fixed mindset.

Experiment

We know from Carols' research how this works. If you take two people each with growth and a fixed mindset and put them into an MRI machine you will find that the brain becomes active at different points. In the case of a fixed mindset person the brain becomes active when he is receiving information, which is giving feedback about how has the individual performed. In the case of a growth mindset person you find that that doesn't happen. The brain activity actually peaks when they are receiving information about how to do better next time.

So there is a physiological basis for the mindsets we are talking about. That's not how you are born but how you train yourself but there is evidence to show that people are wired differently. We know that the mind is a very malleable organ and can be rewired after the age of 30 as well.

But because you have a growth or a fixed mindset things appear very differently because you are dealing with setbacks in a very different way. What do they do? They say I had this setback, this means I am incapable, if I am incapable, and my ego tells me that I don't want to declare myself as incapable. What you see as a motivation problem, hiding behind that is a fixed mindset.

The person with a growth mindset deals with a setback very differently. He typically says – I want to go back and fight this problem and develop my abilities even further. They cause different outcomes over time.

Can you change your mindset? There are four ways we can instill a growth mindset. They are:

- **Talk back to yourself.**

Even if you think you have a growth mindset it's possible that you have a fixed mindset about some things in

life. You have to learn to listen to the language of the fixed mindset and when you hear it, you have to talk back to yourself and say 'I am going to take myself out of this.' Sometimes the talking back is very simple like I can't do this. You just have to add the word 'yet' to it and that's all the talking back you need.

- **Set up grounds for failure.**

We have to create an environment where we can fail gracefully. In Silicon Valley even if your start up fails it's actually safe on the outside, you will never be on the road. Because you failed in a start-up actually somebody else will take a bet on you because you had that bad experience, your chances on being picked on to do something meaningful actually goes up.

My favorite example of this is Mike Speisar. I had the privilege of working with him. He was my peer and was a good product manager. We were colleagues not by accident but by design both at VERITAS and at Yahoo!. A Harvard graduate, he had a very simple rule, he only spent his previous 13th month salary and his logic was, I should be able to walk out of the company any time. He said, he was sure in 12 months somebody would employ him and therefore he was always a risk taker in a corporate environment. He had found his own simple way of creating a safe outside. Unless you do that you don't give yourself the chance to fail.

- **Deliberate practice.**

You can't become better if you don't practice; this is easier said than done. Just repetition is not the answer, you have to push the envelope, you have to turn this into a skill and you have to focus.

- **Code of honor.**

It is not that I walk around in my head with a code of honor; it's not frozen in

time, it will keep evolving. It should be a habit to create for you in 4-5 areas so that you can reference and live by and evolve as time goes by.

I think if you do these four things you are ready to embrace the growth mindset.

Finally, our relationship with each other that we form that will determine the opportunities that we get and what we are able to make of them.

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How Seemingly Irrelevant Ideas Lead to Breakthrough Innovation



At Reebok, the cushioning in a best-selling basketball shoe reflects technology borrowed from intravenous fluid bags. Semiconductor firm Qualcomm's revolutionary color display technology is rooted in the microstructures of the Morpho butterfly's wings. And at IDEO, developers designed a leak-proof water bottle using the technology from a shampoo bottle top.

These examples show how so-called "peripheral" knowledge - that is, ideas from domains that are seemingly irrelevant to a given task - can influence breakthrough innovation. "The central idea of peripheral knowledge really resonates," says Wharton management professor Martine Haas. After all, who can't think of examples when ideas that seemed to bear almost no relation to a given problem paid off in some unexpected way? By bringing peripheral knowledge to core tasks, it is well known that work groups can recombine ideas in novel and useful ways. But the problem, Haas notes, is

primarily one of attention: How do you get workers focused on a particular task to notice - and make use of - seemingly irrelevant information?

Haas and Wharton doctoral student Wendy Ham approached that problem by attempting to define the conditions under which peripheral knowledge is likely to influence breakthroughs. Their results are included in a new working paper titled, "Peripheral Knowledge and Innovation in Work Groups: The Relevance of Irrelevant Knowledge." "We're trying to understand what is special about knowledge that we don't credit at all at the start of a task and may even find completely irrelevant," Haas says. She concedes that breakthroughs often rely on serendipity - playing with a Rubik's Cube might inspire a new architectural design, for example - but that shouldn't deter investigation of the innovation process. Instead, she asks, "Can we understand more systematically what increases the chances of innovation, and not leave it completely to faith?"

Haas and Ham began mulling this question while conducting research at global advertising firm Saatchi & Saatchi - a font of fresh ideas, Haas recalls. Every company wants the advantage over rivals that innovation offers. Some, like ad firms, build innovation into their cultures, but few are good at it. "Most companies want more ideas than they have," says Haas, "and don't know how to make [innovation] routine."

Drawing on theories of creative problem solving, the authors identify two ways that peripheral knowledge advances breakthrough thinking: Idea transplantation and perspective shifting. Idea transplantation, they write, involves "the direct transfer of artifacts, technologies or practices from peripheral domains into core domains, with or without some modification." Reebok's basketball shoe and IDEO's leak-proof water bottle are examples.

Perspective shifting occurs "when expertise or experience in a peripheral

domain leads work group members to see a problem in a core domain differently, thus revealing new solutions. "As an example, Haas and Ham note that in order to commercialize electric cars, Israeli entrepreneur Shai Agassi borrowed the concept of a contract-based leasing model from the mobile phone industry. "Agassi pointed out that burdening consumers with battery-related expenses upfront is analogous to making car-buyers pay for several years' worth of gasoline upon purchase of the car," they write. "This perspective shift, from technology to economics, reformulated the problem at hand such that a wholly new solution set was discovered."

Stocks vs. Flows

However, both idea transplantation and perspective shifting rely on individuals paying attention to seemingly irrelevant information. So what are the conditions under which that is likely to take place?

To help break that down, the authors distinguish between what they call "knowledge stocks" and "knowledge flows." Knowledge stocks are composed of accumulated expertise and experience that individuals might bring to a given task. For example, a video game designer may have previously been a ski instructor. In that case, the designer's knowledge of skiing in the context of creating video games would be viewed as knowledge stock. Knowledge flows, on the other hand, involve knowledge that individuals are actively engaging in while doing a task - whether that's outside research, working to solve a problem in an unrelated area, talking with acquaintances in other fields, or reading an article on a topic that is seemingly irrelevant to the assigned task.

According to Haas and Ham, it's knowledge flows that are most critical for breakthroughs. Since all individuals are prone to information overload, when facing a task they tend to be "cognitive misers," relying on shortcuts to determine which information is useful in that context. Because of that, work groups will be most likely to give their attention primarily to information that seems very relevant to the task at hand - that is, knowledge that is part of the "core" domain. But knowledge flows allow information from peripheral domains to seep in. Why? "Information that is available in an individual's short-term

memory" - that is, knowledge flows - "is more cognitively accessible, and thus more likely to receive attention, than information that is stored in that individual's long-term memory" - or knowledge stocks.

There are other dynamics that come into play as well. When more than one member of a work group engages in a peripheral domain, that domain is more likely to play a role in breakthroughs. However, the authors note, there is a tradeoff: Paying increased attention to one region of peripheral knowledge shrinks attention to other domains that just might inform the core task in a useful way. If attention spans had no limit, it wouldn't matter. But attention has limits for individuals and a group. Such limits impose opportunity costs, when attention to one domain sacrifices attention elsewhere. "In a sense, peripheral domains are in competition with each other for the attention of work group members: More attention for one means less attention for others," they write.

Cooking or Archery?

The problem, according to Haas, is that the likelihood that any one peripheral domain will pay off in terms of innovation is very low. There's no way to know in advance whether musing about medical devices, cooking or archery will inform a groundbreaking sports shoe design. With that in mind, the authors note: "It is reasonable to expect that work groups are more likely to encounter a valuable source for idea transplantation or perspective shifting if they pay attention to a broader range of peripheral domains."

For that reason, Haas and Ham write, attention capacity becomes a critical factor. Attention capacity has two elements: time that each member of the work group can allocate to the task, and the amount of time that the group as a whole has to complete the task. In many organizations, members of work teams often have more than one assignment that impinges on each other. The authors suggest that an individual's attention capacity for a task - and therefore the ability to focus on more than one peripheral knowledge domain - is higher if he or she is assigned to spend, say, 80% of total work time on the assignment instead of 20%. Moreover, workers' attention capacity is greater when the duration of a task is six months instead of six weeks.

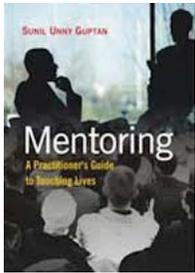
The authors conclude that if work group members have more attention available to devote to the task or project, "the advantages of ... attention to a particular peripheral domain will be more likely to outweigh the disadvantages arising from distracting attention from other domains."

Incubation theory, according to Haas and Ham, supports the idea of taking breaks and engaging in outside activities while working on projects requiring innovative thought, and they note that their research helps to support that. They add that their ideas about peripheral knowledge would be most applicable "in contexts in which it is reasonable to expect that breakthrough innovation can be driven by ideas from seemingly irrelevant domains, such as creative industries, product design or entrepreneurship" - as opposed to fields that have "rigid problem-solving paths," such as mathematics.

Should managers then encourage workers to engage in outside projects and hobbies and share their seemingly irrelevant experiences with their teams when working on a project? The answer is tricky. "This prescription has its own risks," Haas and Ham write, "since the resulting likely increase in attention to peripheral domains will simultaneously reduce attention to core domains. At the extreme, work group members might spend all their limited attention focusing on domains that are not only seemingly irrelevant but actually irrelevant to their task, severely impeding their performance on that task.

"There is no easy managerial intervention here," they conclude. "Nevertheless, our hope is that our theoretical analysis has revealed insights into the knotty nature of these challenges that can offer managers a deeper understanding of the tradeoffs they face in striving to achieve their innovation aspirations, as well as helping to further organizational scholarship on the complexities of breakthrough innovation."

At this early stage, says Haas, "all you can say is that you want people to be aware of peripheral ideas and that you should encourage groups to express ideas from outside the core task - while keeping a watchful eye on the attention capacity of the work group."

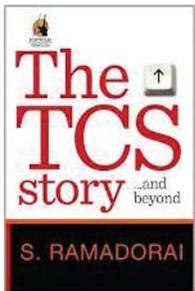


MENTORING: A Practitioner's Guide to Touching Lives

By **Sunil Unny Guptan** | SAGE India, February 2013

Mentors are people who make a significant difference to the lives of others, lifting them out of being ordinary and leading them to an almost magical transformation. This book is a comprehensive guide to the intricate world of mentoring in organizational settings. Based on the author's pioneering research and wide-ranging practice, this book unravels the entire mentoring process, from building the mentor-mentee relationship to the precautions that need to be taken and the ways in which organizational goals can be attained.

Enriched with actual cases and the experiences of people undergoing mentoring, this book is a powerful tool for understanding and practice. It will most benefit senior management in large organizations, human-resources professionals, and faculty in business and management schools and other institutions of higher education.

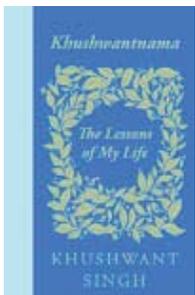


The TCS Story... and Beyond

By **S. Ramadorai** | Penguin Books India, February 2013

In 2003, Tata Consultancy Services set itself a mission: 'Top Ten by 2010'. In 2009, a year ahead of schedule, TCS made good on that promise: in fourteen years, the company had transformed itself from the \$155 million operation that S. Ramadorai inherited as CEO in 1996. Today it is one of the world's largest IT software and services companies with more than 240,000 people working in 42 countries, and annual revenues of over \$10 billion.

The TCS story is one of modern India's great success stories. In this fascinating book, S. Ramadorai, one of the country's most respected business leaders, recounts the steps to that extraordinary success, and outlines a vision for the future where the quality initiatives he undertook can be applied to a larger national framework.

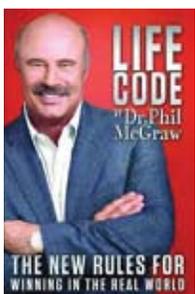


Khushwantnama - The Lessons of My Life

By **Khushwant Singh** | Penguin Books India, February 2013

If there's anyone who's been around, seen it all and lived life to the hilt, it has to be Khushwant Singh. India's most popular and prolific writer has, over the years, enlightened and outraged in equal measure, and enriched our lives with his humour, his honesty and his sharp insights and observations.

In Khushwantnama, the 98-year-old reflects on a life lived fully and the lessons it has taught him. Here is his distilled wisdom on subjects as diverse as old age and the fear of death; on the joy of sex, the pleasures of poetry and the importance of laughter; on how to cope with retirement and live a long, happy and healthy life. Here, too, are his reflections on politics, politicians and the future of India; on what it takes to be a writer; and on what religion means to him.

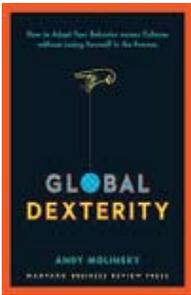


Life Code: The New Rules for Winning in the Real World

By **Phil McGraw** | Bird Street Books, February 2013

In this book six-time New York Times #1 best-selling author Dr. Phil McGraw abandons traditional thinking and tells you the ugly truth about the users, abusers, and overall "bad guys" we all have in our lives. He also reveals the secrets of how they think and how they get to and exploit you and those you love. You'll gain incredible insight into these negative people, which he refers to as BAITERS (Backstabbers, Abusers, Imposters, Takers, Exploiters, Reckless), and you'll gain the tools to protect yourself from their assaults.

Dr. Phil's new book gives you the "Evil Eight" identifiers so you can see them coming from a mile away, as well as their "Secret Playbook," which contains the "Nefarious 15" tactics they use to exploit you and take what is yours mentally, physically, socially and professionally. Life Code then focuses on you and your playbook, which contains the "Sweet 16" tactics for winning in the real world.



Global Dexterity

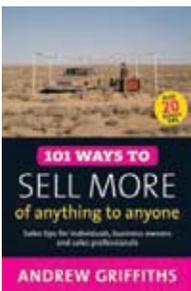
How to Adapt Your Behavior across Cultures without Losing Yourself in the Process

By **Andy Molinsky** | Harvard Business Review Press, March 2013

Managing and communicating with people from other cultures is an essential skill today. Most people are working on a regular basis with international colleagues, or are part of a diverse team where members have different backgrounds and styles. What's needed is a new skill: global dexterity.

Andy Molinsky gives you the tools needed to adapt your behavior to new cultural contexts—what he calls “cultural code-switching.” He teaches us to switch behaviors and overcome the emotional and psychological challenges of doing so, relaying his findings from more than 15 years of research, teaching, and consulting with managers and executives around the world.

Practical, engaging, and refreshing, *Global Dexterity* will help you reach across cultures—to help your team, your productivity, and your career.



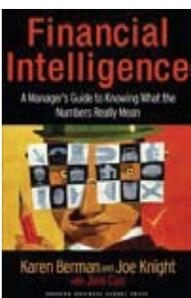
How to Sell More

Tools and Techniques from Harvard Business Review

By **Andrew Griffiths** | February 2013

Over the last decade, technology has dramatically changed the role of salespeople at companies of all sizes. But one crucial fact remains: Sales is the most vital function of every business. In *How to Sell More*, the editors of Harvard Business Review have gathered advice from some of the world's top business professors, consultants, trainers, and sales managers. In these collected essays, you'll learn how to: (1) Effectively recruit, train, manage, and support these key employees, (2) Use smart pricing, promotions, and incentives to make your sales team more successful, (3) Avoid the biggest mistakes entrepreneurs make when pursuing their first sales, and (4) Master the daily challenges of selling, from planning a sales call to handling a potential customer's toughest questions.

More than most workers, salespeople perform in a field where success is easily measured: How much did you sell today, this week, this quarter? If you're looking for ways to bump up those numbers, this book offers you valuable insights and practical tools.



Financial Intelligence, Revised Edition:

A Manager's Guide to Knowing What the Numbers Really Mean

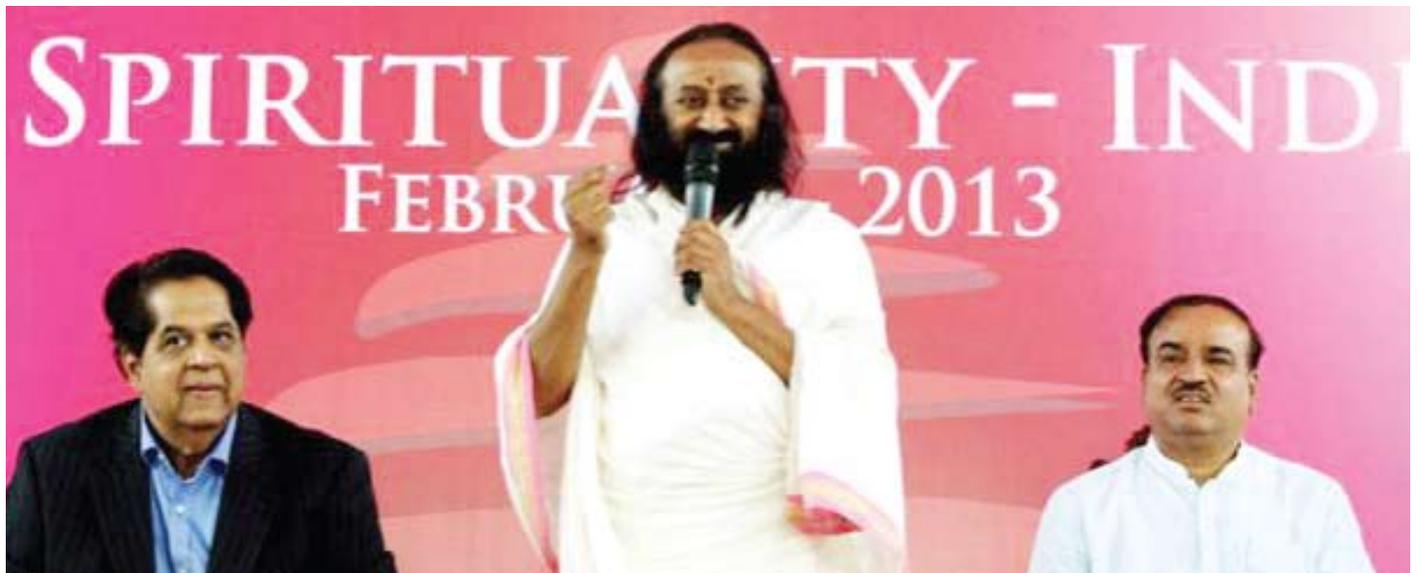
By **Karen Berman, Joe Knight, John Case** | Harvard Business Press Books, February 2013

"Inc." magazine calls it one of "the best, clearest guides to the numbers" on the market. Readers agree, saying it's exactly "what I need to know" and calling it a "must-read" for decision makers without expertise in finance. Since its release in 2006, "Financial Intelligence" has become a favorite among managers who need a guided tour through the numbers--helping them to understand not only what the numbers really mean, but also why they matter.

This new, completely updated edition brings the numbers up to date and continues to teach the basics of finance to managers who need to use financial data to drive their business. It also addresses issues that have become even more important in recent years—including questions around the financial crisis and those around broader financial and accounting literacy. Accessible, jargon-free, and filled with entertaining stories of real companies, *Financial Intelligence* gives nonfinancial managers the confidence to understand the nuance beyond the numbers—to help bring everyday work to a new level.

If You Must, Err for Common Good

Dilemmas are part of life and business and decisions have to be made in the given context. If decisions are made keeping common good as the guiding principle many a crisis could have been avoided, K.V. Kamath said while addressing the Corporate Culture and Spirituality Conference organized by Art of Living in Bangalore recently. **K.V. Kamath** is Chairman of Infosys Limited and non-executive Chairman of ICICI Bank. Edited excerpts:



Sri Sri Ravishankar delivering the inaugural address at the event. K.V. Kamath (left) and BJP leader Ananth Kumar (right) are on the dias.

As corporates try to seek spiritual path, the path that you will ultimately come to is a path of common good to all stake holders. Who are these common stake holders? Who is the primary stake holder? The share holders will say we put the money in so we are the primary stake holders, the employees will say that it is our hard work so we are the primary stake holders, society says that we made all this possible so we ought to be the primary stake holder and of course the government too. But the question remains as to who the primary stake holder is? The answer is very simple – all are equal share holders.

It is a community view that we will need to take while trying to figure out how is it that you apply your mind, energy and outcomes for common good. There lies the challenge because while one starts going on that path you will face a whole lot of dilemmas. I term them as dilemmas in shades of grey because the path forward is never clear. If you had a right or wrong choice and you could take that

in an objective way, probably there would have been lesser need for us to meet (in a conference like this).

How 2008 financial crisis could have been prevented

For a moment if you look back at the crisis of 2008, I am sure the bankers that were involved in this would have thought what they did was right because, in their minds they met the law. There was justification in

In the corporate and community context, how do you determine which path you need to go and stick to that path – something which is transparent and for common good

their minds that what they did was right. To compound it they would have felt that no regulator actually objected to it. Rating agencies rated instruments and gave us seal of their approval and there after we sold it, so we did no wrong.

But, clearly, when you look at it in retrospect there were a whole lot of shades of grey and you erred in trying to work in a territory which I would call the lightest shade of grey. But you needed to be certain that what you did was in common interest, was in the community interest and if that had been done, you would not have reached where you did in the context of the crisis that we had. Of course, the crisis then gets linked to greed because greed was the motivating force which took them on the lightest grey path.

In the corporate and community context, how do you determine which path you need to go and stick to that path – something which is transparent and for common good.