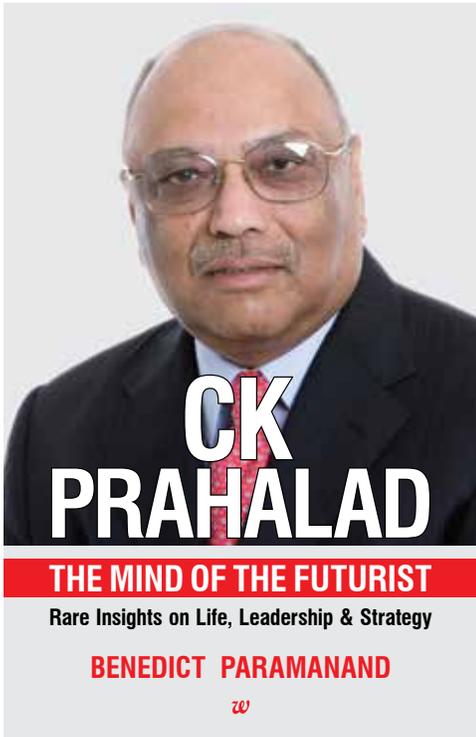


## Untold Stories of C K Prahalad

By **Benedict Paramanand**



*The untold story about modern Indian business history is – How a majority of Indian business leaders, who are who’s who of Indian businesses’ pecking order, were either directly or indirectly coached and influenced by CK.*

Sidin Vadakut wrote in a column in India’s leading business paper Mint recently: “Forget all the outcry over the epics and ancient India, modern India seems replete with untold stories. Start there.”

The book on late Prof. C K Prahalad, known as CK to his friends and CKP in the academic world, does just that. Titled ‘CK Prahalad: The Mind of the Futurist – Rare Insights on Life, Leadership and Strategy,’ written by Benedict Paramanand, editor of ManagementNext (www.managementnext.com) and SustainabilityNext (www.sustainabilitynext.in) is scheduled for launch all over India in August, this year. What are these untold stories? Why are they so hugely significant to India and to the world of business and Management?



Sep 11, 12 2014, Bangalore

### Inside

Ratan Tata Wants Greater Trust Among Indian Business Leaders  6

Javagal Srinath’s Success Mantras  10

CGMA on High Unemployability in India 12

FedEx, Microsoft win C K Prahalad Award for Sustainability 14

AuthorSpeak - Mahesh Baxi On New-age Leadership’s conflicts 16

AuthorSpeak Avis Viswanathan’s Belief in Simple Solutions for Complex Problems 18

Bookshelf, Events 20

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## CoverStory



*At Pan IIT Dialogue with Tata Group CEOs-Ravi Kant(Tata Motors), B Muthuraman(Tata Steel) and S Ramadorai(TCS)*

This book is a mélange of anecdotes strung together by a strong thread, which is, a missionary zeal and an insatiable drive of a man to make an impact in whatever he did.

India's business history after the historic and forced reforms of 1991 is yet to be written. A few books that have been published in recent years talk mostly about imagining India's potential to become an economic super power and how it can get there in a decade or two. Some talk about the **miraculous** success story of Indian information technology and the business process outsourcing sector. And a few others discuss pockets of excellence and outstanding leadership of a few extraordinary individuals.

A Wharton School book titled the 'India Way' – talks of how Indian business leaders have applied the best of the Western and Eastern business and management philosophies to evolve their own style, which the authors say, has been responsible for the rapid strides Indian businesses have made in the last 20 years both at home and abroad.

Ask any audience who comes to their mind when they are asked – who do you credit India's economic achievements since 1991 to? It's either Dr. Manmohan Singh or Mr. Chidambaram and a few brave ones would give Mr. Narasimha Rao a good share of credit as well. But with India still ranked above 60 in ease of doing business, a shameful 135 in global human development index and home to world's largest number of very poor – some 400 million, it is very tempting to be pessimistic and negative about India.

Even I belonged to this audience until I heard some six top CEOs speak at CK's first memorial in August 2011 at Loyola College,

***This book is not only for business leaders, there are enough and more inspirational stuff for students, teachers and executives and anyone who enjoys reading about the life journey of a man who made it big on the global stage despite coming from a small town in India.***

Chennai. What was common among these CEOs? They were all slapped, ‘punched in the gut’ – like K V Kamath, Chairman of ICICI Bank says, and then coached to aspire big and not get intimidated by the constraints around them. ‘It’s not lack of resources that holds people back, it is lack of resourcefulness/or aspiration,” CK would tell them.

The untold story about modern Indian business history is – How a majority of Indian business leaders, who are who’s who of Indian businesses’ pecking order, were either directly or indirectly coached and influenced by CK.

This did not happen overnight. After the reforms were unleashed, CK was aghast and disgusted to see the way the same business leaders act like how feudal lords would when a big king came marching with an army. They were scared of losing their shirt and were happy to give protection money to the king if they were allowed to operate in their old ways.

CK had a clear plan – he invited 30 odd ‘feudal lords’ to Bangalore in 1994 to ITC Windsor Manor hotel and locked them up for three days. In these three days, he launched what could be India’s only inquisition – He asked them the following questions – Do you have any pride left in yourselves leave alone pride in your country? Are all the dreamers dead in this country? Can you fight the multinationals with the same weapons they use to put you down or shouldn’t you be figuring out your own unique methods? Haven’t you read history where small motivated bands have defeated big armies? Didn’t you know India was the second richest country only 300 years ago after China? And, you have no hope if you don’t think and work as

a country instead of bickering among yourselves.

CK made the leaders believe that only thinking big and folding the future in could not only save them but make them global players. He did this because he innately believed in the inner strength of Indians as a race to fight back during tough times – in a way he stoked the fire in them and kindled the animal spirits of Indian entrepreneurs.

He didn’t leave it at that. Every year, painstakingly, he got together between 30 and 50 top business leaders and professional CEOs to attend his CEO sessions. He believed that just kindling the animal spirits was not enough, they need to be guided and coached for maximum impact. He did this until 2009. He was scheduled to follow it up in January 2010 as well, but his poor health forced him to cancel it. CK died a few months later at only 68.

The book has a chapter on global impact as well. It includes how CK helped transform a sick Philips into a global giant and how he made a profound impact on NCR Corp, Unilever, Microsoft India and many others. There is a chapter which is a critique of all his published work which will be of big help to those who want to tap into his management mind.

What CK has left behind is a treasure trove for all, enough to inspire anyone with a bit of risk taking spirit, taste for contrarian thinking and a heart to make an impact in whatever they did.

This book is not only for business leaders, there are enough and more inspirational stuff for students, teachers and executives and anyone who enjoys reading about the life journey of a man who made it big on the global stage despite coming from a small town in India.

Whenever India’s modern business history is written, this book will ensure that CK finds a prominent place in it.

The book is published by Westland  
***(Published in [www.indiaspora.com](http://www.indiaspora.com))***

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# Indian Leaders **Should Trust, Collaborate More**

**Mr. Ratan Tata is sad about the lack of trust and collaborative spirit among Indian businesses. He sees this as one of the hurdles for India making rapid strides and also its ability to achieve scale. He is also unhappy with many fragmented constituencies that are holding India back from realizing its potential.**

**Excerpts from his Q&A session on the occasion of receiving the 18th MMA Amalgamations Business Leadership Award in Chennai on 12th August 2014**

### *How should government and business partner for accelerating economic growth and equity in India?*

Whatever I was able to do I did because I had a very powerful framework of values and ethics that was left behind by my predecessors, and, of course, one is never alone in what one does, and there is a terrific spirit of 400,000 people in the Tata group that carried the spirit of what I wanted to do into an executed reality.

I think government and corporations have a combined, converging task of moving the country ahead. Moving the country ahead means creating a nation that moves towards equality; that gives equal opportunity, raises the prosperity levels of people and stands out in today's world. Therefore, government has the role of improving the infrastructure, creating an environment for its people that gives them security, safety and gives them the opportunity for growth based on meritocracy.

Industry has the spirit that drives the country, exist side by side complimenting each other's role, not conflicting, not diffusing each other, but moving together to make the country rise. Whenever this has ceased to happen, nations have tumbled economically, moved in the direction of dictatorship, or banana republic or crony capitalism.

The government's role is to govern, manage the infrastructure, the ambiance of the country, the entrepreneur's role is generate wealth using right values and give the country and its people chance for jobs, chance for advancement and to help growth. The government alone cannot make growth take place but can provide infrastructure for that to happen.

### *What steps should Indian business and corporations take to make made-*

### **Ratan Tata's Mantra for building a Better India**

- **As a nation we should lead rather than follow**
- **Industry and government should complement each other's role, not conflict**
- **We (Indian businesses) tend to pull each other down needlessly**
- **Business leaders in India have to be more trusting and more collaborative than they are today**
- **We have all the ingredients in us to compete with the world, it is for us to exploit.**
- **Want to see an India where most people have an equal opportunity**
- **Focus on Growth for better distribution**
- **I don't see why we should be fearful of Chinese goods. We should be willing to confront and compete with them.**

### *in-India brand a powerful global brand?*

Part of this answer is going to be a little controversial.

The Indian business world seems to thrive, unlike the spectrum of business people elsewhere in the world, to envy or to frown upon success (of others). The net result is we tend to pull each other down needlessly. In other countries you see businesses pulling together. In the years I have been in business it has been extremely difficult to get 20 business leaders in a room to move away from talking about their own companies, to taking a position on India as a whole and what they could provide to new India.

You can never be only, I or we, can make India successful, but we together can do much more. How many collaborations between Indian companies do you see as against elsewhere in the world? How many research activities do you see together between business leaders in India as against the world?

Industry in India has to become more compatible with each other, more trusting and more collaborative than they are today. In that way I believe Indian businesses could feel proud of what they have achieved and that achievement may be better recognized today and be more successful than we see it happening. There should be no shame on leadership or on great success but pride and happiness. And then when you go beyond the shores of India then there is no reason to feel incapable of leading an enterprise outside provided you do the right things and operate with the right value systems.

### *On fearing Chinese products coming to India....*

Let me be a little provocative. China and India have about the same size of population. If a Chinese industry can scale itself up to a particular size what stands in the way of an Indian company doing exactly the same thing? We don't have licensing anymore that puts a ceiling on how many units we can produce. Why don't more mega companies not exist in India as they do in China?

I think that avenue is open to us and opening up of India in 90s enabled us to choose to do unlike the days gone by. So I don't see why we should be fearful of Chinese goods. We should be willing to confront and compete with them. Again the government should provide an environment that makes us competitive and doesn't create disadvantages and constraints to come in the way of growth. Growth should be the by word for what we are looking for India of tomorrow.

### *What should be the vision for the Indian auto industry?*

Tamil Nadu has some of the finest industries in India. It has an industrial community built on values, ethics, technology and quite often generation to generation and living with the traditions that they had and also continuing to change with the times. Why has that not happened in the other parts of India? Why haven't engineering enterprises and technology-based institutions grown in other parts of India?

These are issues where we again unfortunately have fragmented ourselves as a country into different states, different constituencies that have demands that do not make us one India. So what do we need to do?

The auto industry has grown today but mainly with international companies in India. Yet the Indian car industry and the component industry has survived.

### **We should be bolder, think bigger and have the confidence of knowing that we can grow because the potential in this country is enormous.**

It's for us to grasp, it's for us to grow and grow with a sense of pride and not confined to the shores of India but to the international market place. We should have the knowledge and confidence that we can compete and be ethical in terms of what we promise the market place. We have all the ingredients in us, it is for us to exploit.

### *In terms of corporate governance and ability to manage risks, tough times, what are the things that Indian corporate can learn from successful MNCs you have seen at close quarters?*

I don't think there is a single thing that they can learn. **We should not always follow but lead. As a nation we should lead rather than follow.** E-retailing is the next new business in India. It's terrific as its Indian based, may be following in footsteps of Amazon but it is home grown. I think India can teach some countries of the world on how to be a successful business enterprise. We don't have to learn from the Western world only.

*Instead of looking at GDP etc should we not look at quality of growth or happiness index? Does the corporate philosophy of profit maximization conflict with maximizing happiness?*

I hold the view that quality of life follows in the footsteps of having a robust growth. The creation of jobs, opportunities, without that, where will improvement come from? In my view in a country of a billion people plus, how can any government focus only on the creation of the enhancement of the quality of life without having an engine of prosperity to drive it? **The enhancement of life comes from the distribution of wealth, so first**

**we have to create the wealth and then distribute it.**

*What is your vision for India next 20 years?*

I'm not an astrologer. The India I would love to see is an India where corporate and government sectors working together on a convergent path to growth and prosperity. Most importantly I'd like to see where all Indians have an equal opportunity, find jobs based on merit and capability. I really believe that our country is a tremendous country with great potential.

When you see kids with bright eyes scrounging for day to day living, if they had an opportunity for education and work, they could make a contribution. There are so many of us who have never had the privilege of what some of us have had and yet have succeeded. Do we have enough of them or should our country really be able to hold its head high and say that we have created leaders from any quadrant of life and it doesn't make a difference on what their name is or their inheritance is or what their wealth is. Do they have an equal opportunity, which is the India I would like to see!

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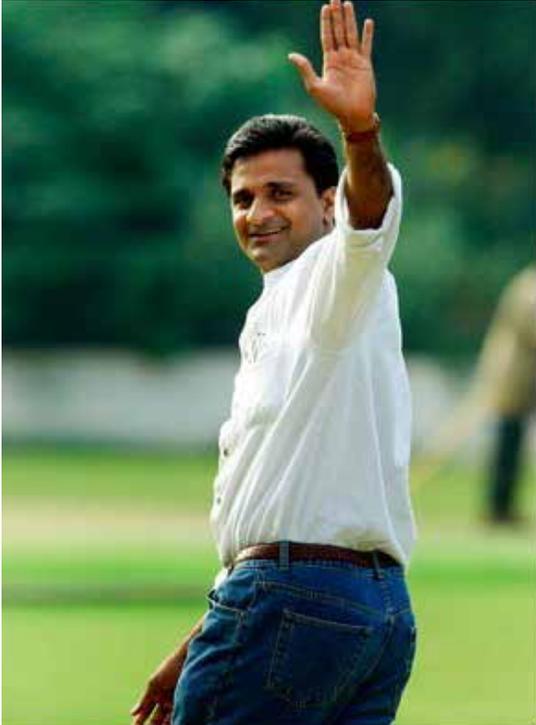
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# Srinath's Mantras For Managing Your Career



**I**n cricket or any professional game, how fit you are and how your reflexes are are important when you are young. The intellectual part comes with experience, as you grow older. The right combination is, in the early part of your life if you are able to acquire the intellectual stuff then you can become a better cricketer. Sachin (Tendulkar) had tremendous cricketing insights, which he couldn't articulate at a very young age but he could think. He was able to project right or wrong, he didn't have to wait for 10 years to understand that.

There are two ways to manage your seniors - one is the reverential approach where we respect everyone, it's the culture, and you grow up admiring your seniors, parents, and teachers. That becomes an

integral part, a dimension of your life. The other is the rational approach where we think this is right and this wrong. Both make sense. **Try to be reverential, you got to sustain that forever** and at the same time you got to see the rational side and say this is what I can do and this what I cannot do.

Kapil (Dev) and I had differences. In a few things he was so fluent, he could do it and I couldn't do it. His strengths were imposing on me. At some stage we had this healthy difference but I couldn't express it in words but had to diplomatically handle it at some stage. I had to take the risk that I am not going to bowl out-swingers as my body did not allow that to happen. My structure is such that the ball would always come in. In the first year of my tenure I struggled because I wanted to understand what is out-swinger, in-swinger. (Cricket legend) Hanumantha Rao, who passed away 6-7 years back, told me once that Kapil can't bowl in swingers. He said don't be particular about this; you stick to your strengths. But I could not be open about it; I couldn't be so honest with my opinion. I had to manage with my in-swingers. My peers and others understood me very clearly and they supported me.

The disagreement with Kapil was very subtle and kept going for some time. He would express it once in a while, but I didn't take it to heart. I would say in a very humorous way "Paaji aap bi under kar do" (you also bowl in swingers). **In the end, you got to have a role model to understand your own individuality;** how to operate in a respectful manner, not in a very rebellious way, you have to find

## In-Swingers

your own bearings at some stage. But I think these are some of the lessons you learn on your own but you don't need to be open about it, you don't say that this is not my way. Just listen to them and say yes, and do what you can do.

### *County Cricket*

There was an incidence when I played the third match at Sussex. I was doing my best I thought. The Australian coach didn't want me to be part of the team but the captain (Walsh) wanted me and recommended my name strongly and I became part of the team. I had bowled about 20 overs and it was miserably cold. The team coach came up and said he really wanted an Australian but somehow I had ended up being there and he was not very happy the way things are going. At that moment I thought my flight back home is not far away. So I went to Walsh and said this is what the coach feels and I should go back.

I got a call and in the meeting was with the chairman. I was thinking why didn't they sack me, I would rather go back home. But the Captain and the Management backed me. That kept me thinking for the next three days, no matter what my role was, in the end it had to bring results. And that changed me and I could see the world beyond India, what professionalism was all about.

### *Winning vs. Losing*

People are different. Some people would stand up and speak up and some can make a mistake but don't open their mouth, and some could annoy people with their excessive communication. Winning masks everything and gives that elated feeling and all of a sudden everything is forgotten and a new relationship forges. Winning brings a lot of good things, that's what you look for. On the field and the way it is celebrated inside, that is basically the healing period for many relationships, it is dynamic. We are emotional people, when you play as a team we depend on one another. You cannot say that

everything is hunky dory all the time but winning is such a healing.

When you lose you need a strong character to set the mandate, that's the time you need somebody to stand up and own up for losing the match.

### **Real character is seen after losing a match rather than after victories.**

The way you react, the way you communicate, a little support when it is desperately required can make a huge impact on somebody's life when there is a loss rather than after victory. Those are the guys who make a difference in our lives.

### *Commercial Success vs. Performance*

Sachin's success was a typical middle class success story. What his values were, his focus was all about scoring runs and any amount of contracts he signed did not make an impact. What he treasured most was hitting those runs. **People always get confused about commercial success with performance.** Money means different things to a player in various stages of his tenure. **If the reason for a player is money, he won't see a sustained innings for a long period.** As long as the focus is on the game, the money part is taken care of. Understanding the value of money comes from upbringing and culture. If that is misunderstood then you might fall apart. Sometimes for cricketers the fringe benefits becomes the core focus than the real focus on the game.

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**Excerpts from Javagal Srinath's talk on the occasion of the launch of the book 'Pitch-It' by Dev Prasad in Bangalore recently.**

**Javagal Srinath was one of India's leading fast bowlers. He performs the role of match referee these days and dabbles in cricket administration.**

# Plenty of Jobs, No Takers



**CGMA believes that youth unemployment and underemployment have reached critical levels and are expected to continue to rise in most G20 economies. Yet many employers cannot find enough people with the skills they need to grow their business and enable the economy to recover. This is threatening the global economic recovery and could lead to a 'lost generation' of young adults.**

**T**he Chartered Global Management Accountant (CGMA), formed by two of the prestigious accounting bodies, AICPA and CIMA, recently published its findings that addressed the current employability crisis and reconnecting education, skills and jobs. **Excerpts of the executive summary of the report:**

There are mismatches between supply and demand in the labor market. While there is an oversupply of people with low-level skills, there is a shortage of those with advanced, high-level skills. There are also disconnects in the widely accepted logic that education provides skills and skills enhance employability. Skills are the basis of an individual's competitive position in the labor market. However, having earned degrees to enhance their employability, many graduates are now unemployed or underemployed because there is not enough demand for their skills.

## *The changing workplace*

The financial crisis and subsequent slowdown may be the immediate causes of the scale of this employability crisis. However, underlying trends

include changes in demographics and advances in technology. Working lives will be longer and the digital age will bring further change. Relentless advances in technology continue to drive innovative new ways of doing business and creating wealth.

As business becomes ever more complex, there is increasing demand for the most talented individuals. Yet far too many people are being left behind. Young adults need to be better equipped with the skills to gain rewarding employment, and employees will have to be adaptable as the skills they need to remain employable could change over their careers. Most countries in the Organization for Economic

Co-operation and Development (OECD) are seeing increased participation rates in tertiary education.

In management accounting terms, nations use this as a performance indicator to measure how they are developing their skills base, international competitiveness and potential to generate wealth.

## *The disconnects between education, skills and jobs*

Unfortunately for many young people, education

## Research Findings

is not providing the skills they need to gain the employment they aspire to. The World Economic Forum report, *Global Risks 2014*, notes that: “Many current graduates are discovering that despite their academic qualifications – often gained at significant expense –

they lack the specific technical and professional skills demanded by the ever-changing jobs market.”

The disconnect between education, skills and jobs have implications for a range of different stakeholders: most urgently for those young people who cannot find jobs; for employers, who might generate more wealth but cannot access the skills they need; and for educators, for whom employability skills are not always a priority. These issues also concern the policy makers who are responsible for society as a whole. Each of these stakeholders should accept responsibility for the part they can play and collaborate with others to tackle this crisis.

From the perspective of the management accounting profession, the pragmatic solution is to forge strong connections between education, skills and jobs by taking employability as the starting point. Employers need to be confident that management accountants have the competencies they expect of their in-house finance professionals. To this end, the American Institute of Certified Public Accountants (AICPA) and the Chartered Institute of Management Accountants (CIMA) are working together in a joint venture to elevate and build recognition of management accounting through the CGMA designation, which is based upon the CIMA qualification.

### **Addressing supply, demand and the longer term**

The CIMA syllabus has recently been updated based on research into the competencies employers expect, today and into the future. Together with a new computer-based assessment process, this provides a practical example of a collaborative, technology-

enabled approach to improving employability. In terms of management accounting, this will address the supply side of the employability dilemma by giving employers the assurance that CGMA designation holders have the knowledge, skills and competencies they require of their in-house finance professionals.

**CIMA and the AICPA will also soon be launching the Global Management Accounting Principles©.** These alert employers to the range and quality of support that their in-house finance professionals could deliver in order to improve the performance and sustainability of their organizations. This will further raise the profile of management accounting while increasing demand for suitably qualified finance professionals (especially CGMA designation holders). Furthermore, we are promoting the CGMA Competency Framework and continuing to develop programs for lifelong learning. These will help CGMA designation holders to identify and meet their learning needs, ensuring their long-term employability.

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## **Generation lost?**

**The generation coming of age in the 2010s faces high unemployment and precarious job situations, hampering their efforts to build a future and raising the risk of social unrest. In advanced economies, the large number of graduates from expensive and outmoded educational systems – graduating with high debts and mismatched skills – points to a need to adapt and integrate professional and academic education. In developing countries, an estimated two-thirds of the youth are not fulfilling their economic potential.” *Global Risks 2014, World Economic Forum***

# FedEx, Microsoft win C K Prahalad Award for Sustainability

On June 17, CEF presented 2014 C.K. Prahalad Awards to Robert B. Carter from FedEx, Global Water Challenge, and Tamara “TJ” DiCaprio from Microsoft. The winners were announced by world-renowned ecologist Dr. Thomas E. Lovejoy, polar explorer Sir Robert Swan and corporate strategist Ernest von Simson



*(From left to right) are Sir Rob Swan, polar explorer; P.J. Simmons, Chair, Corporate Eco Forum; Tamara (TJ) DiCaprio, Senior Director, Environmental Sustainability, Microsoft & M.R. Rangaswami, Founder, Corporate Eco Forum*

**Robert B. Carter, Executive Vice President, Information Services/CIO, FedEx Corporation**

Robert B. Carter was recognized for guiding the

digital transformation of FedEx through technologies that improve data management operational efficiency, helping the company lower costs and reduce greenhouse gas emissions. Carter’s accolades include leading his team—in concert with the FedEx Marketing team—in the development and international rollout of SenseAware®, a service that combines sensors and a web platform to track the conditions of shipments around the world, enhancing efficiency

With his leadership, FedEx has spearheaded groundbreaking efforts to reduce energy use and emissions from IT operations. These include a LEED Certified Enterprise Datacenter in Colorado Springs that is among the most energy-efficient in the United States, and systems that help FedEx operations

## Awards



improve routing efficiencies for package pickup and delivery. **Carter also pushed FedEx to use Bloom solid-oxide energy cells to power a hub in Oakland, California. Along with a large solar array, the Oakland hub is nearly “grid neutral” for electricity consumption.**

### *Global Water Challenge (GWC)*

GWC, a coalition of leading companies and civil society partners with a presence in over 200 countries, was honored for its progress in inspiring companies and other donors to protect water resources, deliver clean water access, and provide

sanitation while sparking social and economic development in areas that need it most.

**As a result of GWC’s efforts, 418,000 people and nearly 500,000 children have school-based water and sanitation programs in Kenya, El Salvador, Guatemala, Honduras, Nicaragua, Tanzania, and Mexico; while an additional 32,000 now have safe sanitation. GWC identifies and supports scalable programs that employ innovative financing models to achieve sustainable water and sanitation services in the communities they serve.**

### *Tamara “TJ” DiCaprio, Senior Director of Environmental Sustainability, Microsoft*

TJ DiCaprio was recognized for being the chief architect and driving force behind Microsoft’s internal carbon fee program. The program charges business unit for their carbon emissions from travel and electricity use, and then reinvests the proceeds in energy efficiency, clean energy, and carbon offset projects. With a price on carbon, managers are seeing emissions reflected in their budgets for the first time, creating incentives to become even more efficient.

To date, the program has funded 20 offset projects across the globe in places like Mongolia, Peru and Turkey; and has also helped fund a 20-year power purchase agreement for 110 megawatts of wind energy in Texas. **The program has enabled Microsoft achieve carbon neutrality in fiscal year 2013 and become the second largest user of renewable energy in the United States.** DiCaprio has since written the “Carbon Fee Playbook,” a five-step guide for other companies to implement their own internal carbon fee programs.

# A start-up is all about people and what they can pull off together



*Mahesh Baxi*

## ***What is New Age in your title New Age Leadership?***

New Age refers to a flatter world as opposed to hierarchical one. More and more companies are realizing the power of fostering an environment where ground-up ideas are encouraged. Younger generation is much more vocal, intelligent and equipped with tremendous exposure to many subjects. They have an uncanny ability to connect the dots across domains, industries and ideas which bring out powerful business ideas.

New Age Leadership book is a collection of various situations and what leaders should do to thrive with the current generation.

## ***Books on leadership are coming out thick and fast in recent years, how does your book stand out?***

New Age Leadership is easy to read. Each chapter talks about different topic allowing you to read non-sequentially and what strikes you the most. Each chapter has intriguing questions and some tips which can be implemented by you in your situation.

Attention span is growing thin every day. If the point is not made in 2-3 minutes, it is difficult to keep

reader engaged. Each chapter in this book can be completed in a few minutes. However, it encourages reader to ponder over the questions and think of solutions for his/her situation.

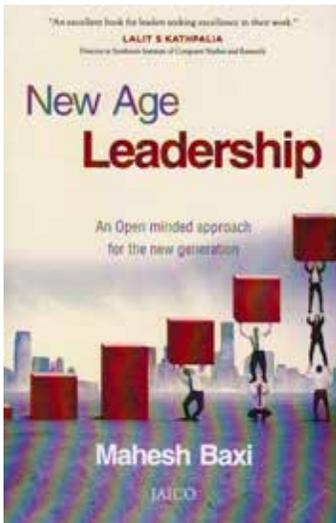
## ***Your experience in the IT sector is extensive, what is the leadership challenge currently facing Indian IT companies and what's the way out?***

I have had opportunity to work in both developed economies and developing economies. One of the big leadership challenge facing IT companies is finding newer markets and figuring out strategy to expand into established markets. Developing countries have different nuances for setting up operations. The type of research and kind of innovation required for these two economies is astonishingly different.

## ***What are the unique leadership qualities needed to run start-ups?***

This is a great question. While it does differ based on industry, geography and business problem you are trying to solve via your start-up but here are top 3 qualities from my perspective:

1. Get Disruptive - Be it product or services - come up with unique and disruptive approach towards product, sales and go to market approaches.
2. Ability to sell - A leader in a start-up needs to be able to sell product / services. Going to the market with alpha/beta version of your offering helps gain confidence in you and your teams.
3. Right Team - It is extremely critical for the leader to assemble right team with the right skills and



**New Age Leadership will be effective because it is written like a tool book**

attitude. Start-up is all about people and what they together can pull off.

*Your book is like a tool book – why do you think this will be effective?*

New Age Leadership will be effective because it is written like a tool book. Each chapter provides new insight into the topic along with experiences, ideas, intriguing questions and workspace for you to work on. The situations are real-life situations faced by me and my other friends which will resonate with the readers quickly.

*How are Indians absorbing leadership literature/content compared to other places?*

Generation Y is very active in terms of reading compared to olden days. Of course, availability of books / content via online media makes it much easier to reach right audience. People do take deep interest in understanding various leadership styles, situations and learn from experience of others.

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# Simple Solution to Complex Problems

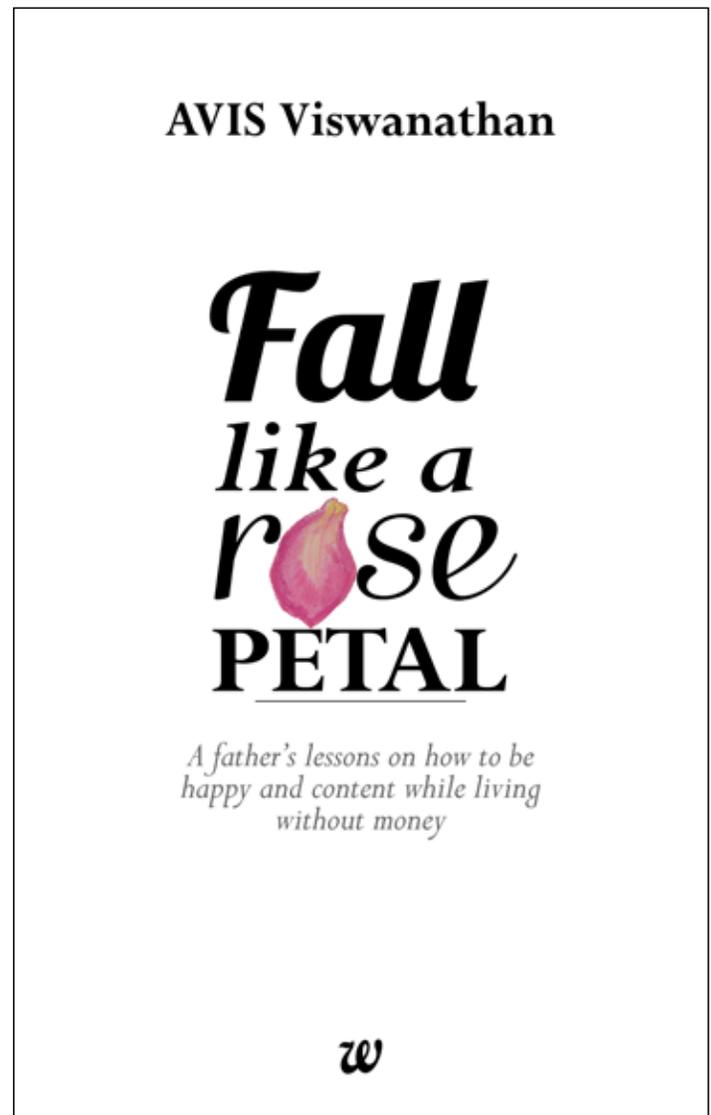
By **AVIS Viswanathan**

*Complex problems need not necessarily have complex solutions. In fact, if you accept – and not deny – that you have a problem, the solution to any problem situation is often downright simple*

Some years ago, deep in the throes of our Firm's bankruptcy, my wife and I were advised to meet a Siddha Yogi on the outskirts of Chennai. I was reluctant to meet him. My logic was that ours was a complex real world problem – 179 creditors, \$ 1m+++ in debt, no work and no income in sight and no cash. How could worship and prayer repair our situation? Not that we had not tried those. We had. And nothing had really worked. But we still went to meet the Siddha Yogi because a close friend was insisting that we meet him.

We arrived on the appointed day and time at the Yogi's place, some 35km from Chennai on the Bangalore Highway. I had expected to see an ochre-robe-wearing person with matted hair and flowing white beard. But the one who received us was wearing a *lungi*, a torn half-sleeved *banyan*, had stubble and was smoking a *beedi*!

We were told that he charged nothing, did not ask for any money, and spoke randomly – just the way thoughts came to him. So, as he received us, he said, "You have a debt problem. Embrace your debt. Accept it. It is trying to teach you something. Learn from it. Treat it like you would treat a guest at home – with respect and care. It will go away just the way it came, on its own!"



I was bewildered. So was my wife. "That's it?" I asked, wondering, "Is there any prayer or penance or ritual you would like us to undertake?"

The Yogi replied, repeating himself, in simple Tamil: "Embrace your debt. Accept it. It is trying to teach you



*AVIS Viswanathan*  
Author picture - C. P. Satyajit

something. Learn from it. Treat it like you would treat a guest at home – with respect and care. It will go away just the way it came, on its own!”

I remember coming out of that meeting in utter disbelief. How could a complex problem as the one I was faced with have such a simple solution? Besides, who would want to embrace their debt? It was a ghastly suggestion I thought. Why would anyone want to embrace whatever was causing them pain? Why would anyone want to embrace their problems?

Although I began thinking about it right away, it took me several months of resisting, suffering and refusing to accept my problem – which is the fact that we were bankrupt and were in deep, deep debt – to realize the value of what the Siddha Yogi had prescribed to me in just a few minutes. I had rejected his sage counsel because his solution was too simple and I felt it perhaps did not apply to my complex business – and Life – situation. But when I finally understood what he had told me, I found it very, very meaningful.

**Simple solutions too exist. And often while those solutions don't immediately solve a problem, they help deal with the situation – any situation – better!**

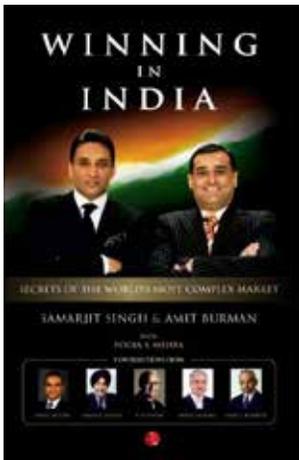
### *Champion Acceptance*

In saying what he did, the Siddha Yogi, had actually championed acceptance. He was saying that whatever be the situation that Life has placed you in, accept it. Because there is no way your situation is going to change even if you choose not to accept it. It is what it is. Always! What he said mirrored what the Buddha too has said: “Accept the pain.” When you accept whatever is causing you pain, you don't suffer. And when you are not suffering you can deal with your pain, with whatever situation you are facing, with enormous clarity and focus.

True. Our business and Life situation is far from being repaired. But acceptance of our problem has given us the equanimity to deal with it daily. I have shared my learnings and experiences of this awakening into self-awareness in my Book – **‘Fall Like A Rose Petal – A father's lessons on how to be happy and content while living without money’**.

An important learning is that complex problems need not necessarily have complex solutions.

***AVIS Viswanathan is a Life Coach and an entrepreneur who's dealing with a bankruptcy in his erstwhile Firm. He now runs a Specialist Consulting Firm [www.avinitiatives.co.in](http://www.avinitiatives.co.in).***

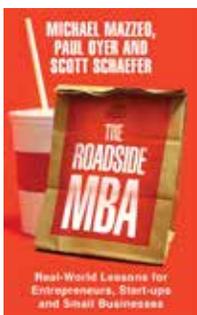


### Winning In India: Secrets of the World's Most Complex Market

By Samarjit Singh, Amit Burman, Pooja S. Mehta, Rupa Publications India, July 2014

Even though India is the world's most challenging place to do business, those who are hungry for success can win! Winning in India features the success secrets of five extraordinary individuals who are among the most successful business leaders of India. Real estate pioneer K.P. Singh dreamt of turning Gurgaon into India's first 'millennium city', to cater to the nation's aspirations for growth. Gurgaon is a resounding proof of how his company, DLF Limited, got things done without government infrastructure. Hari S. Bhartia encountered strong entry barriers when his company, Jubilant Life Sciences Ltd., ventured into the highly-competitive pharmaceutical sector, but his single-minded focus on producing low-cost drugs proved to be a winner. A first-generation entrepreneur, Sunil Bharti Mittal has truly leveraged the volumes that the Indian market offers, especially in telecom and retail.

Padma Bhushan awardee Anajit Singh is the man behind the success of Max India Limited. He has not only transformed the healthcare sector in India, but also played a significant role in making India a destination for medical tourism. Sunil Kant Munjal rode past obstacles and turned them into opportunities by exploiting India's market potential. In Winning in India, the authors Samarjit Singh and Amit Burman, who themselves run very large companies, have distilled the business learnings of five titans of industry across ten themes and combined them with their own experiences to create a racy read. Written in a simple and actionable format, this is a compelling manifesto for success in the Indian market.



### The Roadside MBA

By Scott Schaefer, Paul Oyer, Michael Mazzeo, Pan Macmillan India; June 2014

Three top MBA professor - One big road trip

Full of powerful insights about product differentiation, pricing, brand management and tactics for battling the 'Big Boys', The Roadside MBA takes the blue-chip knowledge and tactics of Wall Street, and brings them to the High Street.

Paul Oyer, Michael Mazzeo and Scott Schaefer have taught thousands of MBAs at some of the world's leading business schools. While travelling back from an economics conference together they dropped into a shoe store in Maine and chatted to the staff - and quickly realized that the strategic problems faced by small businesses are just as rich and compelling as anything challenging Microsoft or General Electric.

These three wise men decided to go in search of real-world case studies that illustrate the key lessons of an MBA. The result is a rollicking American road trip that is both a great introduction for business owners who haven't done an MBA, and an entertaining refresher for those who have.



### **Launch: An Internet Millionaire's Secret Formula to Sell Almost Anything Online, Build A Business You Love, and Live the Life of Your Dreams**

**By Jeff Walker**, Morgan James Publishing, June 2014

**T**hink about it---what if you could launch like Apple or the big Hollywood studios? What if your prospects eagerly counted down the days until they could buy your product? What if you could create such powerful positioning in your market that you all -but- eliminated your competition? And you could do all that no matter how humble your business or budget?

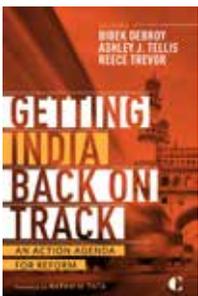
Since 1996 Jeff Walker has been creating hugely successful online launches. After bootstrapping his first Internet business from his basement, he quickly developed an underground process for launching new products and businesses with unprecedented success.

But the success-train was just getting started---once he started teaching his formula to other entrepreneurs, the results were simply breathtaking. Tiny, home-based businesses started doing launches that sold tens of thousands, hundreds of thousands, and even millions of dollars in sales with their launches.

“Launch” is the treasure map into that world---an almost secret world of digital entrepreneurs who create cash-on-demand paydays with their product launches and business launches.

Whether you have an existing business, or you have a service-based business and want to develop your own products so you can leverage your time and your impact, or you're still in the planning phase---this is how you start fast. This formula is how you engineer massive success.

Now the question is this---are you going to start slow, and fade away from there? Or are you ready for a launch that will change the future of your business and your life?

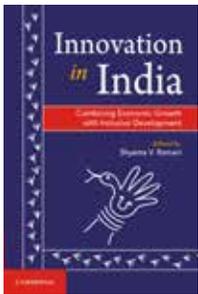


### **Getting India Back on Track: An Action Agenda for Reform**

**By Ashley J. Tellis, Bibek Debroy, Reece Trevor**, Carnegie Endowment for International Peace, June 2014

**I**ndia has fallen far and fast from the runaway growth rates it enjoyed in the first decade of the twenty-first century. In order to reverse this trend, New Delhi must seriously reflect on its policy choices across a wide range of issue areas.

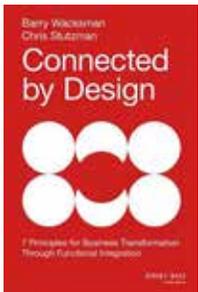
Getting India Back on Track broadly coincides with the 2014 Indian elections to spur a public debate about the program that the next government should pursue in order to return the country to a path of high growth. It convenes some of India's most accomplished analysts to recommend policies in every major sector of the Indian economy. Taken together, these seventeen focused and concise memoranda offer policymakers and the general public alike a clear blueprint for India's future.



### **Innovation in India: Combining Economic Growth with Inclusive Development**

**By Shyama V. Ramani**, Cambridge University Press, July 2014

It has been a little more than sixty years since the foundations of India's national system of innovation were laid, and it is time to look back and examine what form it has taken. What are the achievements of the Indian system of innovation? How has it performed in terms of building industrial capabilities and promoting development? Using the 'National System of Innovation' and the 'Sectoral System of Innovation' approach, this book organizes historical evidence on the accumulation of scientific, technical, innovation and industrial capabilities in different industrial sectors. It is also useful to keep in mind that according to the sectoral tales of this book, irrespective of the policy, there will always be some individuals and organizations who will experiment to find creative ways of pursuing opportunities.



### **Connected by Design: Seven Principles for Business Transformation through Functional Integration**

**By Barry Wacksman, Chris Stutzman**, Jossey Bass Publishers, July 2014

In a world of fierce global competition and rapid technological change, traditional strategies for gaining market share and achieving efficiencies no longer yield the returns they once did. How can companies drive consumer preference and secure sustainable growth in this digital, social, and mobile age? The answer is through functional integration. Some of the world's most highly valued companies—including Amazon, Apple and Google—have harnessed this new business model to build highly interactive ecosystems of interrelated products and digital services, gaining new levels of customer engagement. Functional integration offers forward-looking brands a unique competitive edge by using transformative digital technologies to deliver high-value customer experiences, generate repeat business, and unlock lucrative new business-to-business revenue streams.

Connected by Design is the first book to show business leaders and marketers exactly how to use functional integration to achieve transformative growth within any type of company. Based on R/GA's pioneering work with firms at the forefront of functional integration, Barry Wacksman and Chris Stutzman identify seven principles companies must follow in order to create and deliver new value for customers and capture new revenues. Connected by Design explains how functional integration drove the transformation of market-leading companies as diverse as Nike, General Motors, McCormick & Co., and Activision to establish authentic brand relationships with their customers, enter new categories, and develop new sources of income. With Connected by Design, any company can leverage technological disruption to redefine its mission and foster greater brand loyalty and engagement.

## Events

### 20-21 Water Risk and Stewardship in India

August  
2014 FICCI, New Delhi  
<http://www.ficci.com/events.asp>

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### 21 Cloud & Mobility Summit 2012

August  
2014 Bengaluru  
<http://www.nasscom.in/flagship-events>

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### 21 Accelerating growth through Collaborative Innovation

August  
2014 Hi Tech City, Hyderabad, India  
[www.nasscom.com](http://www.nasscom.com)

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### 21-23 5th World Renewable Energy Congress

August  
2014 New Delhi  
<http://www.wretc.in/#sthash.ACj9hTz8.dpuf>

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### 1 Aligning Education with National Skill Qualification Framework

September  
2014 Chandigarh  
<http://www.cii.in/edusummit>

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### 3-5 Renewable Energy India Expo

September  
2014 Greater Noida  
<http://www.renewableenergyindiaexpo.com/#sthash.E5NqODEw.dpuf>

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### 4 Nasscom Infrastructure Summit

September  
2014 ITC Gardenia, Bangalore  
[www.nasscom.com](http://www.nasscom.com)

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### 4-5 FICCI 7th Global Skill Summit

September  
2014 FICCI, New Delhi  
<http://www.ficci.com/events.asp#>

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### 2-6 Green Building Congress

September  
2014 Hyderabad  
[www.cii.in](http://www.cii.in)

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### 9-11 Common Criteria: Meeting the Technology Challenges

September  
2014 Hotel Lalit, New Delhi  
[www.cii.in](http://www.cii.in)

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### 10-12 Watertech India 2014

September  
2014 New Delhi  
<http://www.watertechindia.com/#sthash.G6XqlcHb.dpuf>

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## Events

**17** **A Workshop on “Action Learning for Enterprising Families” By Dr Gonzalo Jiménez**  
September 2014 The Gateway Room, The Taj Mahal Palace, Mumbai  
<http://www.ciifbnindia.org/chapters/india.nsf/doclu/activities>

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**18** **A Workshop on “Action Learning for Enterprising Families” By Dr Gonzalo Jiménez**  
September 2014 Hall Westminster, Hotel ITC Windsor, Bangalore  
<http://www.ciifbnindia.org/chapters/india.nsf/doclu/activities>

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**16-18** **4th India Smart Utilities Week**  
September 2014 New Delhi  
<http://www.wsgcindiaweek.com/>

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**17-18** **NASSCOM BPM Strategy Summit 2014**  
September 2014 Bengaluru  
[www.nasscom.com](http://www.nasscom.com)

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**18-21** **Light India**  
September 2014 New Delhi  
[http://www.messefrankfurt.com.hk/other/country\\_list.aspx?country\\_id=12](http://www.messefrankfurt.com.hk/other/country_list.aspx?country_id=12)

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**20** **Conference on Marketing**  
September 2014 Hyderabad  
[www.cii.in](http://www.cii.in)

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**23** **Nasscom Infrastructure Summit**  
September 2014 New Delhi  
<http://www.ficci.com/events.asp#>

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**29-30** **Indian Conference on Life Cycle Management**  
September 2014 New Delhi  
<http://www.ficci.com/events-page.asp?evid=21808>

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**9-10** **NASSCOM Engineering Summit 2014**  
October 2014 Pune  
[www.nasscom.com](http://www.nasscom.com)

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**13-14** **Asian Management Conference & Exhibition 2014**  
October 2014 The Royal Chulan Hotel, Kuala Lumpur, Malaysia  
<http://www.amce2014.com/welcome.php>

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**29** **Oct** **Energy Efficiency Summit**  
**1** **Nov** 2014 Hyderabad  
[www.cii.in](http://www.cii.in)

### ARCHITECT - L3

**Company:** Wipro Technologies  
**Exp:** 10-15  
**Location:** Bengaluru/Bangalore  
**Job Id:** 080814910841

### CHIEF ARCHITECT

**Company:** TechAspect Solutions Pvt. Ltd.  
**Exp:** 12-20  
**Location:** Hyderabad / Secunderabad  
**Job Id:** 050814001181

### SR. SOFTWARE ENGINEER - CLOUD COMPUTING

**Company:** Cyberoam Technologies Pvt. Ltd.  
**Exp:** 10-15  
**Location:** Ahmedabad  
**Job Id:** 080814003656

### DATACENTER PROGRAM MANAGER

**Company:** Cisco Systems (India) Pvt. Ltd.  
**Exp:** 12-18  
**Location:** Mumbai  
**Job Id:** 080814911085

### SR. SDET

**Company:** Xpanxion International Pvt Ltd  
**Exp:** 10-15  
**Location:** Pune  
**Job Id:** 120614002498

### VP - TECHNOLOGY

**Company:** Gateforum Educational Services Pvt. Ltd  
**Exp:** 10-20  
**Location:** Hyderabad / Secunderabad  
**Job Id:** 190714002854

### SR. MTS, ARCHITECT

**Company:** The Network - eBay  
**Exp:** 14-16  
**Location:** Bengaluru/Bangalore  
**Job Id:** 080814910982

### DIRECTOR - SECURITY OPERATIONS

**Company:** Virtela India Pvt. Ltd. (An NTT Company)  
**Exp:** 12-22  
**Location:** Mumbai  
**Job Id:** 050614000035

### SAP IS - OIL & GAS ARCHITECT

**Company:** SAP India Pvt.Ltd  
**Exp:** 11-15  
**Location:** Gurgaon  
**Job Id:** 090814001673

### SR. DIRECTOR - APPLICATION DEVELOPMENT

**Company:** Syniverse Technologies  
**Exp:** 12-20  
**Location:** Hyderabad / Secunderabad  
**Job Id:** 080814911135

### SERVICE DELIVERY MANAGER - CLOUD OPERATIONS

**Company:** Qad India Pvt Ltd  
**Exp:** 10-20  
**Location:** Mumbai  
**Job Id:** 300714002234

### DGM - JAVA

**Company:** Newgen Software Technologies Ltd.  
**Exp:** 13-15  
**Location:** Delhi/NCR  
**Job Id:** 090814001520

### LEAD MODULE DESIGN SPECIALIST - CIVIL

**Company:** Fluor Daniel India Pvt. Ltd.  
**Exp:** 15-25  
**Location:** Gurgaon  
**Job Id:** 190414900019

### MOBILITY - PRACTICE LEAD

**Company:** Happiest Minds Technologies Pvt. Ltd  
**Exp:** 10-15  
**Location:** Bengaluru/Bangalore  
**Job Id:** 210714000229

### SHAREPOINT TA

**Company:** Winwire Technologies India Pvt. Ltd.  
**Exp:** 10-16  
**Location:** Bengaluru/Bangalore  
**Job Id:** 120514001590

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