

Will Bangalore Become the Next Detroit?



Increasingly, the "IT Big 3" are beginning to look like the "GMs" of the IT space. Their strategies and business models have begun to erode in the face of international competition, rising labor costs, complacency, and strategic inertia, says **Stuart Hart**, Professor of Management at Cornell University's Johnson School of Management

As I return from another trip to Bangalore to work with a new group of entrepreneurs at the Emergent Institute's Flagship Program, I find myself reflecting on the recent Detroit Bankruptcy and what this might portend for boom cities in the developing world like Bangalore.

Everything has a life cycle, including cities. The decline and fall of Detroit over the past few decades has been painful to watch--as it descended from the thriving auto capital of world with over 2 million people into a de-industrialized wasteland with fewer than 1 million people, double digit unemployment, and more than 100,000 derelict buildings.

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CoverStory



Prof. Hart is one of the founders of Emergent Institute, Bangalore (www.emergentinstitute.net) and Enterprise for a Sustainable World (www.stuarthart.com)

Perhaps bankruptcy signals the end of the cycle of decline and the start of rebirth--witness the influx of young people and new start-up ventures bringing what appears to be a renewed entrepreneurial spirit.

Such a new spirit is sorely needed in a city that came to be dominated by three companies, all in the same industry, for more than a century--Ford, General Motors, and Chrysler. Emerging from the entrepreneurial mayhem of the early 20th century, when there were hundreds of auto ventures competing for a stake in the new industry, the "Big Three" eventually came to dominate, until international competition, rising labor costs, complacency, and strategic inertia began to erode their positions in the late 1970s.

As I look at the recent boom growth in Bangalore, I find myself wondering if the same scenario might play itself out again, this time in a 21st century IT context. Twenty years ago, Bangalore was a sleepy pensioner's city of little more than 1 million people. With an ideal climate and beautiful parks and trees, Bangalore was known as the "Garden City."

Then came the IT boom and the rise of business process outsourcing (BPO). Much like Detroit came to dominate the auto industry with the "Big 3," so too did Bangalore in BPO with its own "IT Big 3"--Infosys, Wipro, and Tata Consultancy. Driven by the IT boom over the past two decades, Bangalore exploded with growth, attracting millions of migrants, and is now a chaotic city of more than 10 million people, with burgeoning

slums and shantytowns, and a major traffic problem.

Garbage City

And while the "IT Big 3" have generated tremendous wealth and a whole new commercial enclave-- "Electronics City"-- the boom growth has also taken its toll: Today, Bangalore is known as the "Garbage City" in the same way that Detroit, in its "Motown" heyday, was burdened by a pall of pollution from Ford's "Rouge Complex" and the other auto company operations.

The parallels with the auto industry continue: The strategies and business models of the "IT Big 3" have now begun to erode in the face of international competition, rising labor costs, complacency, and strategic inertia. In its early years, the BPO revolution was premised on low cost and acceptable quality, enabling US and European players to reduce their costs without much sacrifice in quality or service. Unfortunately, the Bangalore boom over the past 20 years has meant steadily rising costs for the "IT Big 3." Real estate has become expensive and the cost of living has skyrocketed, so starting salaries for entry level BPO workers have also had to rise to keep pace, eroding the low cost position that was the premise of the original strategy. Turnover has also become a serious problem as the thousands of young people, initially attracted by the lure of the big city and high tech, leave the IT Big 3 after only one or two years to seek other opportunities.

Today, Bangalore is known as the "Garbage City" in the same way that Detroit, in its "Motown" heyday, was burdened by a pall of pollution from Ford's "Rouge Complex" and the other auto company operations

Increasingly, the "IT Big 3" are beginning to look like the "GMs" of the IT space--large, centralized bureaucracies with an increasingly disgruntled workforce and an eroding competitive advantage. Indeed, over the past few years, Western companies have begun to bring their call centers and back office operations back to their home countries--even the US-- because it is actually cheaper to operate there, especially in places like Detroit!

In addition, new and more robust competitive models have emerged with ventures like NextWealth, which seek to capitalize on the growing numbers of college graduates in the Tier 2 and Tier 3 cities and towns by starting smaller-scale "rural" BPOs with only 25-50 employees each. Such a distributed model allows recent

graduates to remain in their home towns, avoiding costly and disruptive relocation, and also enables the companies to compete with much lower starting salaries, since the cost of living in the smaller, more rural locations has not risen as quickly as the major metropolitan areas. While some in the "IT Big 3" have recognized the disintegrating nature of their competitive positions, comparatively little action has been taken to significantly amend or modify their strategies to either: 1. offer higher value-added services (to justify the higher costs); 2. Diversify into new lines of business; or 3. launch disruptive new business models that might significantly reduce costs and tap into the rise of the smaller cities and towns.

So, as I return from India after working with just such a group of entrepreneurial disrupters, I wonder what the possible decline and fall of the "IT Big 3" might hold for Bangalore. Already facing major challenges in infrastructure, services, and growth control due to rapid immigration, a collapse of the IT sector could be devastating. It could make the hollowing out of Detroit look like a warm-up act.

Will Bangalore become the next Detroit? To avoid this fate, Bangalore and cities like it must seek to spawn entrepreneurship on a scale that we cannot yet imagine. Corporations must awaken to this competitive reality and realize that their future depends on disruptive, leapfrog innovation.

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It Doesn't have to be Boring

Sumit Virmani, *Global Head, Corporate Marketing, Infosys*

There is a lot of excitement going on in B2B marketing. To come down to two specific things that stand out above the others is one is the buying centers remain the same but the buyer profile has changed dramatically. In the B2B space in 2014, 89% of the buying decisions were made by millennials either directly or under significant influence, we are talking about people aged below 35 making significantly large buying decisions.

Second we are moving from a digital also world to a digital first world. Digital content is no more the key it's the kingdom itself. Digital is becoming mainstream for the buying audience we talked about. 77% before speaking to a sales person go on to digital and scan content.

In my mind digital has democratized the entire B2B marketing. It's not important anymore how much marketing dollars you have, it's only important if you have anything interesting to say. As long as you have that and you have power digitally you can go out there and really make a splash. I think it is also a critical element of creativity to humanize it.

The second dimension of digital and the most endearing one for me

is the "here and now nature" of the brand. You can actually go out there, experiment, and test your hypothesis in almost real time. GE is one of my favorite brands in terms of how they leveraged digital. They make the 747 engines; they used Instagram to actually publish the images of 747 while it is in development, it's real time.

The third dimension from the creativity perspective is I think we all need to be conscious of, is at some point in time is B2B ends up becoming boring as long as we allow it to become boring. There has to be an element of humor we don't see unlike in B2C. How can we make it happen? I think digital once again gives you the leverage to make it happen without really pumping in millions of dollars. Take the example of Cisco's perfect gift for Valentine; this was done 5-6 years ago. It really breaks through the clutter for 80,000 dollars a server as a perfect gift for Valentine?

The Adobe CS 6 campaign, the scavenger hunt conducted across San Francisco promoted leveraging all the digital channels. There are 3 million views to their website as a result of that social campaign.

There is enormous scope for creativity in B2B. Digital is the channel; if you haven't leveraged already it's high time you emulate the learnings of some of the best brands in the world.

So, what are some of the challenges from the changes you are making from an organization stand point? The reality is the market is moving at a fairly rapid pace and some of our competitors are moving faster than we are. The question is how do you catch up first and how do you quickly march ahead.

How to make B2B Marketing Fun

The question is how much of the mundane task of marketing have we automated to give people time to actually do, leverage content marketing and have time for creativity? What we don't talk about enough is the unique perspective that people bring to the table. The other element that has worked well for us is that we have encouraged getting fresh talent and also from across industries.

The third challenge is the ROI in marketing and creativity is no excuse, it's still the core focus of marketing is deliver on the ROI. I believe creativity in marketing gives you an opportunity to accelerate that ROI rather than be an excuse to not deliver on the ROIs.

We are focusing on talent, celebrating the curious idea and encouraging more of that, maintaining strict focus on ROI and that's possibly the only way B2B marketing will maintain its seat in an organization.

Excerpts from Sumit's talk at Great Indian IT Marketing Summit organized by Paul Writer (www.paulwriter.com)



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Consolidation Imminent

By **Tony Mira**

From rapidly emerging technologies to radically expanding services, new trends are constantly impacting the way healthcare is delivered today. Healthcare regulatory reforms, emergence of new technologies, consumerization, growing spotlight on analytics and infrastructure has accelerated the need for outsourcing in the healthcare market.

Constant upgradation of processes and practices in healthcare has largely impacted the healthcare delivery system offering affordable and quality healthcare to citizens. Healthcare Revenue Cycle Management is part of the rapidly evolving Healthcare Information and Management Systems (HIMS) sector contributes to a large chunk to the overall healthcare industry growth.

Today, 'Outsourcing' has become the buzz word in the healthcare industry especially in United States. India has emerged as the most preferred destination for offering quality services to healthcare organizations abroad. The potential of healthcare BPO today in India is huge. According to recent reports, the sector is currently growing at 30-35 percent CAGR and will only go up from here. Though Philippines competes, India is firmly in the driver's seat when it comes to healthcare outsourcing. Here are the top five emerging trends that I see:

Innovation driving better processing

Innovation and technology with

healthcare reforms, has helped transform many processes that were manual into paperless electronic processes. The concept of electronic medical recording (EMR) has entered the Indian market with hospitals and physicians using technology as part of HIMS.

• Technology to suit flexibility

Sometimes it's not all about technology but flexibility in technology. The technology should adapt to the evolving systems especially when it comes to electronic medical processing. Each electronic medical data needs to have a system to be able to connect with them. Therefore more than innovation in technology the future will be flexibility and adaptability. The trend has already been witnessed with healthcare companies on the lookout for flexibility and a strong interface to adapt to the change in technology.

• Information - Key to Decision Making

Access to information has evolved to become the core for quality healthcare delivery. Physicians require information to make appropriate decisions and this information is offered by healthcare service providers. This information helps them determine what actions and decisions they will make in the future. This trend is opposite in the case of the physician and provider relationship. Service organizations gather information from healthcare organizations and analyze the trends in the data in order to offer valuable information to enable smart decisions.

Data as outcomes will be used to develop standard protocols for treating many diseases which will become the norm for the immediate future.

• Consolidation - for global servicing

Consolidation is indeed going to be the future in outsourcing. The global outsourcing industry today is highly fragmented with small players offering specialized services. Considering the growth, evolution and constant transformation in the healthcare information management system, process and cost efficiency will be key to drive business outputs and a consolidated single service provider would be most sought after.

• Ageing population overwhelm the system

The growing elderly populations in the US and the increased diagnosis of chronic diseases have contributed to the need for better management of patient information thereby impacting the outsourcing industry. This trend is set to grow further and India will soon be a potential market for outsourcing services to healthcare organizations to the growing elderly population in India as well.



The author is President and CEO at Anesthesia Business Consultants, President and CEO at MiraMed Global Services, Inc, CEO at Ajuba International LLC

Unilever and Tatas have Similar Sanskar

By **R. Gopalakrishnan**, *Director, Tata Sons*



One day I wanted to explore the concept of what makes a corporate long living. So I got hold of five or six books - one giving a Japanese point of view, the other Norwegian, then the Dutch, another an American point of view and the last, an Indian point of view. I put all the stuff together. Then I tried to summarize this and came up with four principles. Then I related it to my own experience in HLL and Tata Sons. Like anybody who writes a paper, I thought I might have discovered a magical formula or the elixir.

The first point as to what makes a corporation long living is to live consistently for a sought purpose. Have a purpose and live for that all the time, that doesn't change every time a CEO changes. For example, Lord Leverhulme, formal name William Hesketh Lever, started Lever Brothers with soap. Those days in England they used to cut soap and sell it raw. He found that if you put waxed paper around it, it preserves

the moisture of the soap. He called it Sunlight and then it became Lifebuoy and that became the basics of his empire around the world. Lever was asked in the 1880s, (remember this was the time of colonialism; India was a colony) what is the purpose of your company? He said it is to wash the teeming millions around the world and he referred to India as many millions. Lifebuoy soap did come to India and since then Unilever has been washing the teeming millions around the world without batting an eyelid.

In case of Tatas, it is not clear to me why Jamsetji Tata said what he said, but that was around the same time 1880s. When he was asked what is the purpose of your company? He stated that the company exists because of the community and therefore what it earns belongs to the community. It's a very radical idea for 1880s because today it is the hottest subject for MBA students; they call it 'conscious capitalism.' Sixty years later his successor JRD Tata said the same

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thing that we earned our money from the community and we have to give it back in some form. It is a thought which is so utterly simple that you wonder what there is to applaud about it. But it is so rarely practiced that you wonder why simple things are difficult to implement?

The second is organize yourself to deliver your long term visions are, every CEO wakes up and says here is my vision. You have to structure your company to be able to deliver the vision. How did Tata's structure itself? Whether they did it deliberately or was it an accident, I don't know, but Jamsetji Tata said that company belongs to the community, when he died he left it to his sons but the trust was formed when he was alive in 1893. The reality is the whole Tata Empire, 100 billion market cap is held by the trust and so if Tata's make 15 billion of profit, 30 to 60% belongs to the trust, nobody can change it, that's amazing.

You can do social service by writing software

You can do social service without being a jholawala (man with a cloth bag). You can do social service by selling watches or writing software as well. That's a nice feeling because that you can serve society through an organization. I am looking for more companies that organize their fortune into structures that will benefit society.

When JRD Tata became chairman, the episode that I am going to narrate is 100 years after Tata sons was established. He came to Chennai to the rotary club and explained similar things about what I am

talking about today. The rotary club members asked him if Tata's are the world's largest charitable services organization. Where does it say so? JRD Tata said you are quite right, so he came back and he got the article of association of all the Tata companies changed and this was long before CSR came into the Companies Act. He actually said that I have to organize this in such a way that nobody else can change it in the future. It genuinely permeated into the juices and the veins of the organization in the most mysterious manner.

The Reverse Organization Chart

The third one is about creating an adaptive, collaborative and tolerant system. If you look at Tata's from outside like I did when I joined, it looked like one big confused mumbo jumbo, and nobody quite understood how it worked. Even people inside the Tatas didn't quite understand it or they thought they understood. How did the body parts move and who coordinated it and we have acquired epithets of being bureaucratic etc and we live happily with these. But if you speak to management professors who have done case studies on Tatas, they have done this for the last 15 years. They would draw an 'organogram' of the Tatas, I call it the physics view of the world.

We know Tata sons is Tata Steel, Tata Power, Tata Motors, it looks like a family tree, there is a patriarch who is mysteriously called Tata Sons, it should been called Tata fathers. When I joined Tatas I was looking for the connections between the son and the

father and the grandson. Like a good student of Physics I was trying to look for different kinds of connections.

One day, you could call it accidental creativity, I had the organizational chart in my hand and I turned the paper around. I saw Tata Sons at the bottom and right on top were the small little companies. I called that a biological view of the company where the parent is at the root. Who gets the large amount of photosynthesis? It's the small little companies on the top. I said this is how Tata sustains itself, through a biological view of the world, not the physics view of the world.

So a company like TCS which was nowhere on the top when I joined the company - it was 12 or 15th. Today, TCS and Titan are on top. Then I asked what are Tata Sons passing on? It seemed clear that it was passing on values through the system. It is not perfect, but somebody is passing on values.

Successful Entrepreneurs are Conservative with Money

The last lesson that I learnt was exactly the opposite of what newspapers will have you believe that there is some daring entrepreneurship. How daredevilry is the essence of entrepreneurship. It's exactly the opposite. Entrepreneurs are very conservative, they don't blow up their money, and they spend it carefully.

Value of Ethical Assets Could Overtake Knowledge and Physical Assets



So what is the purpose of a corporation? Why does it exist? What is your mission in life? I want to quote something which captured my imagination. It goes back to 1754 that's 270 years; it was for the Royal Society for the Encouragement of Arts in UK by William Shelby, who said: "We exist for the encouragement of arts, manufactures and commerce in Great Britain. By bestowing rewards from time to time for such productions, inventions or improvements as shall tend to the employees of the poor to the increase of trade and to the riches and honor of the Kingdom by promoting industry and enumeration."

To this day, in the Economist you will see what William Bagehot wrote in 1853: "Our purpose is to take part in a severe contest between intelligence which presses forward and an unworthy timid ignorance which obstructs our progress."

If I look at the purpose of Unilever and Tatas and how they have maintained it for close to 200 years, there is a lot of similarity. William Hesketh Lever born in 1851 in Lancashire and at the age of 26, he

started a small grocery business and when he became successful, he asked for a more modern factory to be built on the River Mersey and bought 56 acres of land extra, a bit like Jamsetji Tata did in Jamshedpur. He said I want a township where people of this company must feel that they are part of our community and vice versa. When he died this is what they wrote "the ruling passion of his life was not money or even power, but the desire to increase human wellbeing by substituting the profitable with values."

The story with Jamsetji Tata is similar. He was born 12 years before William Lever. He was born into a family of priests. Frank Harris is the only biographer who discovered that meaning of the world 'Tata'. It is supposed to mean angry although successive chairmen have rarely displayed that quality.

Mr. Tata famously said that the ultimate motive of the company is not merely to declare dividends but what came from the people must go back to the people. This has become a part of the cultural ethos of the company.

I have worked in Unilever and the Tatas and I take Unilever as the archetype of a western company. Hardly anybody knows who started Unilever. In the case of the Tatas, the archival material is far richer, and this illustrates the point I am making of sanskar - both had similar sanskars.

Swami Vivekananda – John D Rockefeller

Is the CEO the boss of the company and is he contributing to society? If the CEO can be a servant of the society then we start to get a very different picture of who owns a corporation.

In the West, the idea that is gripping them is Conscious capitalism and CSR have become hackneyed and have been flogged to death. However, it has been a long standing feature of Asian businesses to serve the community. When they come here, they say 'wow'. I think merchant charity is very old in India – the Chettiars in Tamil Nadu, Marwari's in Rajasthan, for example.

The point CEO being a servant of society is not a utopian or a dharmic dream that I have come up with. It can be true. Here's a story I'd like to share.

In 1890 Swami Vivekananda went to Chicago for the World Parliament of Religions. A saffron clad young Indian mesmerized American audience. This story is from a diary of a French lady. Madam Drinette sent word to her friend John that this Swami is fantastic; you must come and visit him.

John D Rockefeller at that time was the world's richest man. So he came to meet Swami Vivekananda. Swamiji told Rockefeller that I understand you are a very rich man, how much richer are you than the average American? He said I don't know, may be a 100 times richer. Swamiji asked him do you think you are 100 times smarter than the average American. He said I must be otherwise I wouldn't have got so much money. Swamiji said 'why don't you think about it, you may be just an instrument,' Rockefeller was appalled and he left in a huff. But he thought about it and came back and threw a cheque on the table. He asked Swamiji if he was happy. Swamiji turned around and said 'how does it matter whether I am happy or unhappy? Are you happy?' Sometimes, the simplest question gets you thinking. It took him 15 years before he established the Rockefeller Foundation.

So simple questions like what is the purpose of a company, why does it really exist and coming out with a course of action that is institutionalized can benefit society.

In 1913 the Rockefeller Foundation was founded and has done outstanding work all over the world in many fields.

Lever Foundation was set up in 1925 after the death of William Hesketh Lever and of course the Carnegie Endowment.

But when was the first foundation set up? It was Jamsetji Tata. In 1892 he set up the JN Tata Endowment Fund. He was a wealthy man by Indian standards but was nothing compared to Rockefeller.

What would make a wealthy man who has come from modest circumstances set up the world's first foundation? The concept was there were no freebies; you had to repay the loan so that somebody else could benefit it. That's how we got a nuclear scientist Raja Ramanna, K R Narayanan and there are 4000 JN Tata scholars.

I do find that business can be a servant to the society, a very compelling thought. When I was grounded into management I was trained to believe the quality of your physical assets is what is going to make you competitive - modern factories run efficiently. By the time I was half way through my career software had become very important – I started to believe that it is knowledge assets that make the difference not physical assets.

Of late, I am asking myself the question – is it possible, in the next 30 years, whether ethical assets will become the basis of a corporation? I don't think it's impossible. The world will go through the contours of defining what an ethical organization is. But I think it will happen.

Edited Excerpts of the author's talk at the launch of his book 'A Comma in a Sentence: Extraordinary Change in an Ordinary Family over Six Generations' at IFIM Business School, Bangalore recently

Secret of Managing Gen Y

Trust Them, Set Them Free

Martyn Newman is the author of *Emotional Capitalists: The New Leaders*. This book is almost like an updated version of Daniel Goleman's path-breaking *Emotional Intelligence*.

Dr. Newman is an emotional intelligence psychologist and a visiting fellow at Sheffield Business School, a part of Sheffield Hallam University, UK. Martyn advises organizations grappling with major challenges of managing the new breed of workforce.

In a chat with **Benedict Paramanand**, he talks of the emergence of the new-age leader and the new-age employee whose common binding thread is emotional capitalism.

P *psychology and management – how are they working together?*

In terms of context of emotional intelligence and its relevancy, we have observed that Indian leadership and Indian management have come to recognize emotional intelligence as a viable and valuable concept. To a large extent that doesn't surprise me. As I have experienced the Indian culture overtime I have found it to be a values-based culture, a culture with a strong heritage.

Therefore if you take one of the fundamental competencies in the emotional capital model, empathy is a core idea. In a culture such as India, or many Asian cultures, there is a great deal of focus on living with compassion towards people.

What's your view on the India way of management?

I have spoken to groups in Delhi, Mumbai and Bangalore. I see a movement to return to the root meaning of company - a collection of people. People bring to work a set of personal values; they need to understand clearly how those fit with the organizational values in which they are now required to spend so much of time. I think that the gap between 'what I value and what this organization values' leads to low morale and group resistance. **Organizations have to understand that it is important to be explicit about their values and they need to close the gap between their values and people's values.**

People today want to work for more than just a paycheck. They want to work for organizations that have more than just a product - they want to believe that their work has value, to believe that there is meaning and purpose in what they do. When this becomes a reality, it engages the workforce at a profound level. It engages their commitment. I think the Indian culture is returning to its core set of values. That's why emotional intelligence resonates quite profoundly here within leadership.

What Indian leaders need from people like you, is to put a framework to it. It's one thing to have it in your subconscious and another thing to apply it....

I think this is where the behavioral sciences have been very

helpful to us. You can have a value such as compassion – but what does it look like as a behavior that I can recognize? Psychology wants to talk about empathy and then it wants to distill it, then state what behaviors constitute empathy so that these behaviors be measured and learnt. Psychology as a science of human behaviour wants to know can these behaviours be replicated so that we can produce empathic behaviour?

The people who are coming into the work force today are better informed than the previous generation, better educated, better connected, but more importantly, they care about different things. In their roles as customers and employees they expect more from businesses. For them the brand is more than just superficial recognition of a logo; the brand conveys a promise, and it conveys what this business stands for. In my language, it's an emotional contract with a customer and an employee. It says that by dealing with us this is the contribution that we are all making. I think people care a lot more today about how money is made than the previous generation.

People want to work for organizations they feel proud of. They want to feel that they have a passion and a mission. This is a new form of emergent capitalism that I call Emotional Capital because customers, employees and suppliers want the business to deliver a new kind of value that's more than just a product.

Leaders are like psychologists

Leadership is a little bit like being a psychologist. I have often asked what I love about being a psychologist and I have come to the conclusion that ultimately when people sit in the clinic and their lives are stuck, what they want to talk about is how can they create a future that is full of hope. I am convinced leaders have a similar role. They have to describe the future to their people and what it looks like. It's a story they need to tell, a dream or destiny story, and that passion ignites in people another level of productivity and commitment. **It's the fire and energy that makes talent dance inside an organization.** They are really there to light a fire across businesses and ignite the energy of young people who want to make a contribution.

Daniel Goldman's book introduced the world to Emotional Intelligence (EI). Dan made some very strong claims in that book about the links between emotional intelligence and performance. At that stage there wasn't a great deal of data to support those claims. Now we have examined those claims forensically for ten years. If you look at the literature that's been published, if you examine the relationship between EI and leadership you will find at least 141 rigorous pieces published in peer reviewed journals that have made the connection quite strongly between EI and leadership performance.

We examined that literature to find what the common elements were. We were able to have a close look at those skills, to see what those skills had in common then polish them and focus them sharply around business performance. This is the Emotional Capital model of Emotional intelligence and leadership.

New Work Realities

If people are not coming together in geographical locations as much as they once were, people are going to need to move from being outer directed to being inner directed. Here we have to trust people; to set them free.

Geographically where you are is no longer important, its technology now that keeps us connected, so the onus on you is going to be to find inside yourself the motivation. Therefore these emotional skills become absolutely critical. People work well for leaders if they feel those leaders appreciate their contribution; they work well if they like

those leaders and they like the leaders in direct proportion to how they make them feel. **Now, leaders who know how to engage the emotional drivers of behavior create around them a group of people who are inner directed, who are responsible and self-motivated.**

There are only two ways to change behavior, you can either manipulate it or you can inspire it. Leaders who are still intent on taking a sticks and carrots approach to try to manipulate behavior will no longer be affective in the current work environment.

The new employees too need to adapt to the new normal. Asking leaders how you will motivate me is a wrong question to ask. You have to motivate yourself; you don't give up and look to other people to motivate you; ultimately you have to make a decision as to what your values are, your objectives and your goals.

Soon, it will be about people who either pick up the pen and author their own story, or find leaders who are exceptional, who give them a pen and say - write a paragraph in the life of this business and I will back you up. And to do that you have to invest authority and autonomy in the workforce and that is a radical shift. The skills you need to do this are emotionally based. We now know how to define them and measure them and can calculate the impact on the bottom line. I call this emotional capital and leaders who know the value of leading with these skills Emotional Capitalists.

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Tell Stories in Unusual Ways



Lakshmi Pratury, Founder INK Talks

How do we tell a story in a way that creates impact? INK is nothing by itself; it takes shape in the hands of those who do something with it.

For us, INK is a platform for global dialogue with an emphasis on idea exchange between India and the world. (www.inktalks.com. Lakshmi Pratury brought TED to India in 2009. The first TEDIndia conference was held in Mysore in December 2010)

While I was in Intel I used to go to Ted - Technology, Entertainment and Design conferences. The founder Richard Saul Wurman, in 1983, felt all the technologists live in Silicon Valley, all the entertainers live in Los Angeles and all the designers live in New York and they are not meeting each other. Richard said that information is going to become huge and when this happens we need to create a different architecture. You need designers, artists to figure out how this information can be visualized.

Great ideas come when you are exposed to things and have nothing to do with what you are doing. At some point I

wanted to do something on my own and I thought why not do something like Ted in India. So I went to Ted and said I want to do it in India.

After I opened Ted in India it truly changed my life. Especially all across Asia amazing things were happening but we do not know how to tell our stories. We don't talk enough about people like Suhas Gopinath (who started his web design venture when he was only 14) but we know what Bill Gates did. We haven't done a great job of telling our stories in a way people can understand and put it on a platform that everybody can see. We need to do that.

Our conferences opened my eyes to the power of the black box that can tell stories in an unusual way and it reminded me at my time in Intel. You need to do things that are unusual in a way that it is uncomfortable. Only then you can be innovative. If everybody has figured out what to do and you are doing it too, it's nothing much. That's what excited me about Ink.

India is only 22 years old, if you start counting from 1991. In this country we have seen growth very fast but we haven't learnt the tools of the trade. I felt there was an opportunity we have and that's how Ink was born.

We have 200 stories in Ink, we are a very small company, and we hardly have a budget. Our talks are getting a lot of views because there is hunger for these kinds of stories among the youth here. Our goal is to tell 1000 stories in 10 different languages so that everybody can have access to the stories.

Discovering Fellows

To be truly innovative it's not enough to get the knowledge; we need to enmesh ourselves into an experience where when we are listening to it we have nothing else to think about. When we do the conferences there is a certain experience that we want to create, and you need to be truly influenced at a certain core level to change. We have started something called Ink Fellows, these people are doing cutting edge things but the world hasn't discovered them yet. Here are some:

Sunil Khandbahale from Nasik created an app where you can check dictionary in 10 different languages all through SMS. There are so many people living in villages who don't know the languages. He has millions of people using his app.

Vicky Roy used to live on the street as a rag picker but today he is a world class photographer. He is going to MIT Media Labs to learn and expand his knowledge.

Subhendu Sharma used to be an engineer; he is now into afforestation. He says, give me 1000 sq ft of land I will convert it into a forest within 3 years. He wants to create urban forests.

These are the kind of people we are nurturing and getting them to a point that they are successful. We are moving

from an industrial economy to a knowledge economy. We need to be better prepared, we need to go back to school for life. It's not enough that we have a degree, that's not going to take care of us for the next 40 years. We need to instill in colleges and corporations a certain way of thinking that we thought about things very differently instead of being just academic.

School for Life

Our vision is to build a platform for the knowledge economy. The Ink is a school for life. I came from Intel where I learnt all the time. There was never ever a time when I didn't learn because every two years I changed my job. I would go into a new technology and start all over again. I would do all the research and present it to Andy Grove (Intel founder) and he would find a flaw in that argument because he has figured out a pattern of the vision not the content.

That's what we need to learn, how do we create patterns? And how do we get out of the blinders we have. We need to have a different mindset. We need to create an atmosphere where we allow people to fail and learn from that and fail again. That's how innovation happens. We do not have that right now.

We need to be okay to work in an atmosphere of uncertainty; it's not that everything is decided and we know the market size. We need to do things we don't know why or how but we need to do them anyway and make sure our vision comes true. We need to be confident of our skills.

We need to redefine success; today we define success in billions of dollars. We shouldn't measure our lives with the number of breaths we take but the number of moments that take our breath away. The moment is a value, the moment is important; we all need to be billionaires of moments. We need to celebrate the billionaires of moments. We have not inherited the land from our ancestors but have borrowed it from our children, so let's create a platform where we celebrate moments.

Edited Excerpts from Lakshmi Pratury's talk at the CII-Knowledge Summit, Bangalore, February 2014.

ManagementNext introduces a new series where senior executives share what they learnt from attending sessions with spiritual gurus and how it impacted their work life

We are a party in creating the people we groom



Sanjiv Sarin, Regional President - South Asia, Tata Global Beverages, reflects on how what he learnt at the Art of Living helped him in dealing with an underperforming executive

The corporate world is essentially an intricate place where everyone is affected and dependant on each other. The unimpeded weak employee performance in an organization has repercussions on business results, on colleagues and your leadership. Yet it is often tough to tap the issue with sensibility as such issues have to be confronted, and very often the fear of one-sided win can engulf.

As a leader we can rely strictly on facts and act accordingly or be caring and considerate. Either ways, the results are very divergent. Business and leadership deals with numbers

but the actions we take impact beyond numbers because people on the other end perceive how they will be treated. This perception, to my mind, is one of the key determinants of their level of engagement with the organization. Therefore, high engagement creates high belongingness, and vice versa.

There was a situation many years ago involving a very senior employee. Under him the business had been in a state of steady decline. The business required new direction to bring it to profitable growth but the incumbent was unable to do so. Clearly, there was a need for change at the helm. And

it was urgent. The quick and simple route would have been to terminate his/her employment.

But questions came up in my mind – What is my role as a leader? Have I gone behind the symptoms? Am I doing right? Am I aware of the consequences of my decisions on the person? Yet, there was a reality check to be made on managing performance, establishing standards in the company of dealing with poor performance. How do I assess the intensity and correctness of the action that needs to be taken? How do I gauge that the action implied is an assured way to boost up the performance?

During this period I came upon an insight that has stood by me – if a decision is for the greater good of the organization then it is right. Depending on my insight, I tested this option of the change required and in my mind it passed.

It was important that I also do justice to the person. This acceptance, so

Reflections - Learn 'n Practice

ingrained in me by H.H. Sri Sri Ravishankar and the Art of Living programs, brought the mind into a state of calm exploration. It pushed me to a wide scan of information, spoken and unspoken, without consciously pre-judging. A bias, colors perception and it filters what we look for or how we interpret what we see.

The clear lens made me see that the person was sincere and very hard working. He had invested a lot of time and energy into the business. He had unselfishly let himself be parachuted into the larger role to help the organization.

I realized his strengths were in areas that this business needed at a particular stage of its evolution. In the current phase the fit was low.

Had we invested in building the required capabilities? No, we had not.

So the issue shifted from capability to fit and a termination of employment to an alternate role and relocation.

I had multiple dialogues with the leadership team at the Group level and got them aligned about the need for change. The HR head asked me to go ahead with the change and leave the relocation to him.

This did not feel right. As a line manager I had the responsibility to influence rehabilitation. How else would I be doing the right thing for the employee?

Then came the issue of speaking with the employee – my first chat was brief and to the point - there was a need for change. I put myself in his position and said how would I feel in such a position, would I be devastated? Would I not want to know more? Was I being callous?

This led to a dialogue between us about the business from the time he came in, to where it was now and what it required at this stage. We spoke about what capabilities he brought and what were the weaknesses. The deep level of homework I had done helped clear expression of the issues. The fact that I was engaging him, listening to him, responding to him, not finger pointing created an environment of trust which enabled him to understand and acknowledge the issues. His self-worth was intact, while he realized he had underperformed in the current role. We dialogued a smooth transition.

I grew because of the quality of interaction and end result.

The message to the organization was also clear - we will do what is right for the business and also do right to the person in question.

To me the acid test was that we could both look comfortably into each other's eyes knowing I had done

the right thing to him and to the organization. The creation of a win-win situation.

What did I learn?

- Managing performance is very important but managing the person behind the performance is even more important. You can be callous or considerate. There are choices and consequences of the choices follow the same.
- More often than not people are working at doing their best. Do not doubt their commitment.
- Listen, digest, dialogue. Do not pre-judge. There is no substitute to this.
- Sensitize yourself and scan for information, expressed and unexpressed, without bias.
- We are a party in creating the people we groom. If we provide an enabling environment and give people the respect, it creates belongingness, again induced in life by the Art of Living Apex program. Belongingness creates serious commitment to the organization.
- Be trustworthy, transparent and sensitive. If you are, you open yourself to positive responses and outcome.
- Be human and principled.
- Be in a state of calmness because that gives clarity of purpose and allows you to take the right path.

I believe we are here to make a difference in people's lives and support them in their journey to blossom. In their growth, we grow. And basic human values in interaction enable that.

Only Removal of Secrecy Clause in Offshore Havens Can Dent Global Corruption



Laurence Cockcroft is a development economist and founder of Transparency International, a global civil society organization fighting corruption. He's the author of *Africa's Way – A Journey from the Past*.

On a visit to India, he's excited to see the emergence of the Aam Admi Party with the sole agenda of fighting corruption. **Benedict Paramanand** chats him up about his new book and how India can fight the menace of corruption differently

What are the key highlights of your book 'Global Corruption: Money, Power and Ethics in the Modern World' (published by VIVA)

'Global Corruption' covers the impact of corruption in many different parts of the world with a particular focus on the ways in which corruption perpetuates poverty, frequently undermines economic growth and can damage and destroy political stability. It draws on six major country 'cases' - Nigeria, Peru, Russia, Indonesia, Brazil and Mexico but adds material from many others including India. It identifies the main 'drivers' of corruption in these contexts (such as party finance, organised crime, continued corporate misconduct and the scale of the informal sector), describes the main bottlenecks to combating them but argues that international action as well as national action is necessary if they are to be rolled back. I suggest that recent international action by the G8 and G20 is hopeful but we have a long way to go.

How are the issues relevant to India?

Corruption in this country is complex and perhaps still lacks an analysis which shows how the different forms of corruption interact. However, the key 'drivers' I identify

above are all prevalent in India. When I was writing the book and trying to learn more about the situation here I was increasingly convinced that your experience with the corrupt funding of parties is one of the clearest international examples of how political finance can trigger corruption much further down the social spectrum.

Secondly, there is no doubt that organised crime has a major role in Indian politics by buying into the campaigns of MPs for a return measured by corrupt favours. Thirdly, corporate corruption – characterised by crooked procurement deals such as G2 and Westland – is alive and well documented. Of course in many cases Indian companies are acting in partnership with international companies who regularly walk away from their ethical and legal commitments. Finally, as Prof. Arun Kumar has shown the existence of an enormous informal sector where 'black money' circulates freely constitutes a reservoir from which payment can be made to junior and not so junior officials off the radar of the regulators. So I think the underlying themes of the book are very relevant to India – some of whose frustrating anti corruption history I cover.

What has been the experience of global anti corruption campaigns in the last few decades?

The experience is really only about 20 years old, about the time that organisations like Transparency International, Global Witness and the Public Affairs Centre here in Bangalore were founded. I think these and others engaged in the same fight have done well in putting the corruption agenda on the world map – whether it's the UN Convention against Corruption or the G20 agenda - there has been a sea change in recognition of the negative impact of corruption. **This campaign has done well too in persuading many multinational companies – easily a majority of the top 500 – to adopt anti corruption compliance programmes**, reflected down the scale for example in the 4000 companies – including many from India – that form the UN Global Compact.

However **we have done less well at the country level where there is plenty of nominal progress but reality checks are not so convincing**. And I would add in particular that the poor and marginalised, very often the most serious victims of corruption, have not been real beneficiaries of this effort. One current success story, however, is the adoption by the G8 of moves to eliminate the various ways in which 'beneficial ownership' of companies and financial assets can be disguised. I think this will lead to the ending of an abuse which has been critical in disguising the black holes in which corrupt funds are held.

What's your view of India's AAP?

The AAP is a great example of a political party which has morphed from a civil society action group. You might say the Green Party in Germany is one of the other very few examples. As many commentators have been indicating the business of governing is different to the business of protesting. However my current impression is that Kejriwal has an agenda which goes well beyond Delhi and may be more akin to Mao's Cultural Revolution embodied in his command to 'Bombard the headquarters'. Whether this is his intention or not, the fact of the matter is that governments have to change existing institutions and perhaps establish new ones in each case establishing that no individual is exempt. In this case it's very relevant that the AAP is insisting that senior officials

should not be exempt from any investigation by the Lokpal, even if the Constitution appears to allow for this.

What should AAP watch out for as a movement-cum-political party?

There are currently many examples of parties once in opposition which campaigned at least partly on anti corruption ticket and have later formed a government (e.g. Nigeria under Obasanjo, Venezuela under Chavez and Indonesia under Bambang Yudhoyono). In these cases it has proved extremely difficult to sustain that position as vested interests have reclaimed power, and of course the fruits of office have offered their own temptations. **It will be essential for AAP to avoid compromise in its sound fund raising strategy and to exercise rigorous discipline in personal reward systems**. The new Lokpal Act will help if its potential to investigate all complaints against public officials is sustained.

What are the best practices to make party funds more transparent?

There is no silver bullet which can solve the problem of party finance and corruption. The many models which exist around the world all have their faults and where concern about corruption is genuine there has to be a process of constant review. I would say the key issues in India are - 1) establish realistic (as opposed to unrealistic) spending limits both at the constituency and centre level; 2) maximise donations from a large number of people – as both Obama and the AAP have shown can be done; 3) provide state funding to match these small scale donations, but tied to a rigorous audit; 4) eliminate all funding by companies which have had a contract with the state over the last five years. Any or each of these rules can be circumvented but it is essential for the country to find ways to reform the current system.

After Enron there has been greater regulation of corporate corruption - is it working?

The Enron and WorldCom cases were a shock to the whole capitalist system and the post Enron legislation in the US, notably the Dodd Frank Act, has been an important step forward. However this legislation was conceived before the financial crisis of 2007-8 which revealed a further world of more or less corrupt practice in the US and European

banking sectors. Enormous fines have been imposed – for example totalling \$20 billion on Morgan Stanley in 2013. **Further, even long established measures such as the US Foreign Corrupt Practices Act have failed to rein in some of America’s biggest companies** – Wal-Mart has admitted paying bribes totalling about \$24 million from 2002-8 through its Mexican affiliate. Nonetheless, most international companies will now think more than twice about paying a bribe to expand market share. **Frankly, it is not clear whether the big investment banks have really changed the way they think about risk, money laundering and compliance.**

I should add that the question of ‘mispricing’ – corporate manipulation of the prices at which exports and imports are recorded in order to channel funds to low tax ‘secrecy jurisdictions’ – remains unresolved and we are a long way from seeing an end to these practices. **Over the last ten years Global Financial Integrity in Washington has pioneered regular analyses of these flows, showing, for example, an annual outflow from India between 2002 and 2011 of \$34 billion per**

year – and a cumulative external fund, held in these jurisdictions, of \$340 billion. This represents a huge cost to the Indian economy, and one in which both domestic and international companies are closely involved. This is something which I discuss at the international level at length in the book.

What radical idea would bring down the level of global corruption?

The ‘secrecy jurisdictions’ (often known as offshore centres) where perhaps a majority of corruptly gained funds – from organised crime, corporate mispricing, and corruption in procurement are held – are a huge incentive to these forms of corruption. Over the last forty years the knowledge that you can set up an account in London, Zurich, the Cayman Islands or Lichtenstein and count on its anonymity has spurred a wide variety of corrupt deals. This whole system is now being tightened up, but it is imperative that newer centres such as Dubai and Singapore do not take over the business on the same terms. But if the ‘secrecy’ element in all these jurisdictions were eliminated global corruption would face a real challenge.

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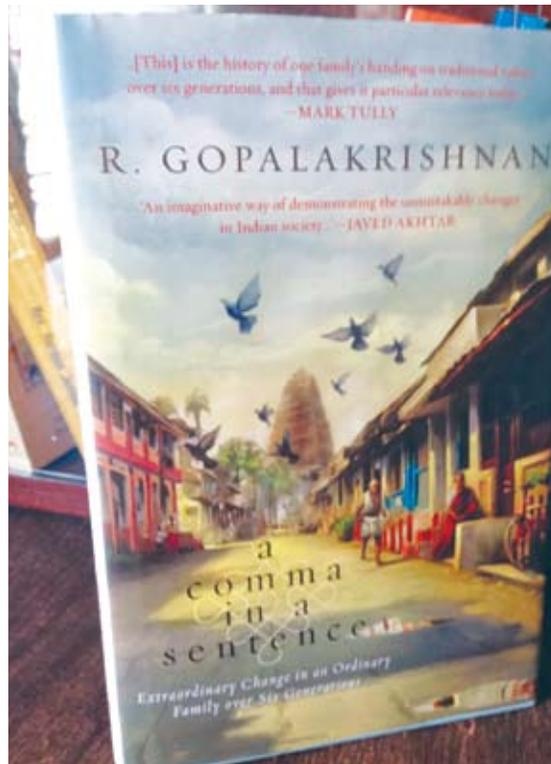
Rising from the Tradition

The back flap of the book states that this is Gopal's "first book outside of the business genre." True, Gopal has been prolific in the last eight years with business books such as – *The Case of the Bonsai Manager*, *When the Penny Drops*, *What the CEO Really Wants You to Know* – and executives aspiring to grow and contribute could ill afford to miss any of them.

I submit that his new book – *A Comma in a Sentence – Extraordinary Change in an Ordinary Family over Six Generations* – may equally interest an executive as it would to an anthropologist. Interestingly, this could pass off nicely as a book on the history of India, especially south India, seen through an executive's lens.

To the tens of thousands of Tambram (Tamil Brahmin) executives this could be their own story although not many would take the pains to dig into the history of more than two generations. They would happily join the author in ruing the decline of their immense influence in political, bureaucratic and business corridors in recent years. But their fundamental importance to hard work, discipline and sense of tradition is still keeping them ahead in a country that is today in a swirl of identity politics. To those who wonder about how Tambrams managed to be in high positions everywhere in India, this book offers an interesting view into their history, their struggles, their triumphs and delusions.

If not the first half, the second half of the book has a lot for executives to learn from the author's rich and varied



experience of close to five decades in Hindustan Lever and the Tatas. Gopal narrates incidents and the personalities of people he learnt from during his early days in HUL.

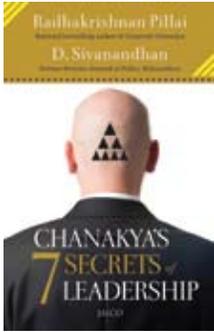
The author's father Rajam's character is central to the book. His story is riveting to say the least – a handicapped village boy who went on to become a CFO in a big company in a city two thousand miles away.

Anecdotes that show his bravery while rescuing his relative during the communal riots in Calcutta post independence and losing his plush job for egoistic reasons make the book come alive.

Gopal's narration of the effortless art of passing on the traditions from one generation, to the other, for five generations, until the present one where it looks like it has broken down, is fascinating.

Executives, like every parent today, have very little clue about parenting their adolescent and teenage kids. The generational divide is so huge that parents need parenting lessons more than today's Gen X needing 'growing up' lessons. Gopal's experience in how he stuck to the Sanskar (passing on traditions from one generation to the next) model with generous flexibility to raising his three kids is invaluable. Of course, Gopal's trademark style of anecdotes, with a dash of humor, spice up the book quite nicely.

Benedict Paramanand
(benedict@managementnext.com)



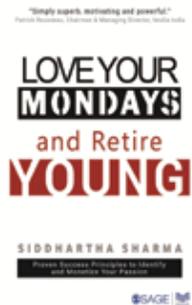
Chanakya's 7 Secrets of Leadership

By **D. Sivanandhan, Radhakrishnan Pillai**

Jaico Publishing House

Chanakya, who lived in India in the 4th Century BC, was a leadership guru par excellence. The treasure of his teachings can be found in his book, The Arthashastra, which deals with good governance based on ideal leadership. The concept of the ideal nation in The Arthashastra, called Saptanga, holds that there are seven pillars of a kingdom: Swami, Amatya, Janpada, Durg, Kosha, Dand, Mitra iti Prakritya. For centuries, Indian rulers have used this concept as a model of successful government.

In Chanakya's 7 Secrets of Leadership, theory meets practice, academic research meets vast experience in police supervision and an age-old formula is revealed in a modern-day success story. Together, Pillai and Sivanandhan bring Chanakya's model to life. Anyone can use the seven secrets of leadership to run a kingdom effectively. Apply them in your life and the magic of Chanakya's wisdom will transform you into the ideal leader.



Love Your Mondays and Retire Young

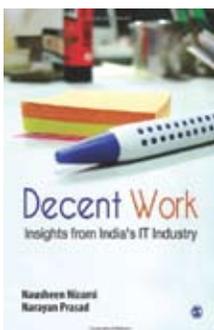
By **Siddhartha Sharma**

SAGE Response

Walk into any classroom of this country and you will find books on numerous subjects like physics, calculus, geography, financial management and nano-technology, but where do we find information on the most crucial subjects of life dreams, happiness and passion?

We all work for 10 hours every day, 250 days a yearend will do this for about 40 years of our professional lives. Is your work a drain on your energy or the greatest gift of your life? Why work for 40 years when you can get rich and retire in 5 years by following your passion?

Love Your Mondays and Retire Young shares the most effective and cutting-edge strategies for individuals who want to live out their life's passions and make money while following their heart.

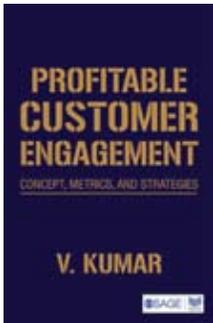


Decent Work: Insights from India's IT Industry

By **Nausheen Nizami, Narayan Prasad**

SAGE India

'Decent Work' is a concept developed by the International Labor Organization that sums up the aspirations of people in work life. This book provides a consolidated and encompassing guide to the underlying philosophy, meaning and theory of the decent work paradigm. It also provides an empirical analysis of the current status of decent work in the Information Technology (IT) industry of India adopting a pragmatic approach towards the measurement of decent work. One of the purposes of this study is to unfold different dimensions of decent work and counter the general perceptions about work conditions in the IT industry.

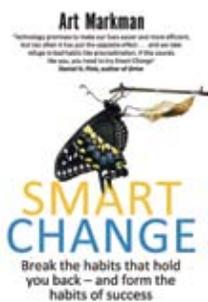


Profitable Customer Engagement: Concept, Metrics and Strategies

By **V. Kumar**

SAGE Response

The concept of customer engagement has evolved as a powerful tool for building a profitable approach to customer management. Profitable Customer Engagement is an authoritative book that communicates the fundamentals of profitable customer engagement by proposing a customer engagement value (CEV) framework. It is a first-of-its-kind book that outlines the methods of engaging customers profitably in business-to-consumer as well as business-to-business settings. The book offers firms with definitions of the metrics within the CEV framework and the ways to measure and maximize these metrics that can help in engaging customers profitably. The inter-relationships between these metrics, i.e., how each metric impacts the other are also explained in detail with real-life examples.



Smart Change: Break the habits that hold you back and form the habits of success

By **Art Markman**

Piatkus Books

Every day millions of people log onto Facebook to connect with friends. Each time we do this we are creating and reinforcing habits. We have routines for checking news from friends, looking up birthdays and family updates. When the interface of Facebook was changed in 2011 there was widespread condemnation. We are, in short, creatures of habit. Habits may help us to carry out our daily routine but they often cause us trouble, from unhealthy eating and smoking, to poor study skills and work routines. We've all experienced that endless frustration when we try to kick a bad habit. The frustration you have now will soon be over. Premier cognitive scientist Art Markman draws on all the latest scientific research to help you succeed in beating those bad habits. With the help of Smart Change, not only will you be able to understand just how habits are formed and maintained but you will be equipped with 5 essential tools to help you change your behavior for the better and, what's more, influence the behavior of others at work and at home.

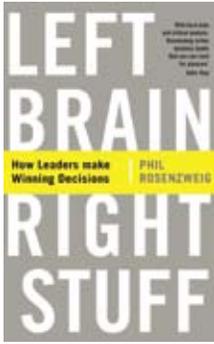
Real Estate Finance in India

Real Estate Finance in India

By **Julian Diaz III (Foreword), Prashant Das, Divyanshu Sharma**

SAGE Response

The book offers a concise yet comprehensive understanding of real estate finance in India. The central themes of this book are functioning, instruments and decision analysis related to home loans and residential mortgage banking. These themes are also extended to commercial real estate borrowing and secondary markets. The chapters are organized to offer practically useful and theoretically sound knowledge of real estate finance. Realistic scenarios, examples, expert opinions, illustrations and most importantly, hands-on financial exercises are extensively used to offer a concrete knowledge of the intricacies of real estate finance.



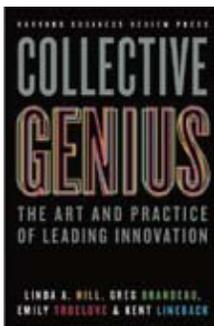
Left Brain, Right Stuff: How Leaders Make Winning Decisions

By **Phil Rosenzweig**

Profile Books, 2014

A renowned business expert examines decision-making in critical, big-time situations where the outcome shapes the destiny of companies, countries, sports teams, political campaigns, or the military. Left Brain, Right Stuff is the book about decision making that takes off where others? Thinking, Fast and Slow, Predictably Irrational, and Decisive? Leave off. It captures the essence of real-world decisions, where success only comes to those with the wisdom to push boundaries. The great paradox is that while we know a great deal about how we make routine decisions? From the way shoppers pick a box of cereal to how investors buy or sell?

We know little about the most complex and consequential decisions of all? For example, whether to start a company manage the risks of a business, or bid for a project and bring it to a successful completion. We need a new paradigm for situations where uncertainty reigns, rivalry is intense, and positive thinking matters. With compelling examples from business, sports, politics, and more, Phil Rosenzweig shows how high performance calls for a combination of skills: the need for careful analytical thinking? Left brain? As well as the ability to take bold action? The right stuff.



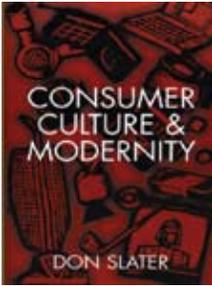
Collective Genius: The Art and Practice of Leading Innovation

By **Linda A. Hill, Greg Brandeau, Emily Stecker, Kent Lineback**

Harvard Business Press Books

Unleashing the Collective Genius in Your Organization. What is the relationship between leadership and innovation? How can some companies innovate again and again--continuously producing products and services that customers want-while most other firms cannot? How do you unleash consistent creativity in those around you? In this important new book, a team of preeminent thinkers--leadership scholar and Harvard Business School professor Linda Hill ("Being the Boss"), former Pixar technology wizard Greg Brandeau, MIT researcher Emily Truelove, and writer and former executive Kent Lineback ("Being the Boss")--reveal what they say is the inextricable yet significant link between leadership and innovation.

Based on extensive research at many of the world's top organizations, "Collective Genius" makes the compelling argument that today's knowledge-intensive global economy demands innovation not just as a competence, but as a much deeper part of the culture of the enterprise. They say the leadership implications of this are profound and result in the difference between those organizations that consistently innovate and those that do not. With vivid real-life voices, rich ethnographic description, and expert guidance from authors who've led innovation and creativity first hand in their own organizations, "Collective Genius" will expand and deepen our leadership wisdom and competence for a new century.

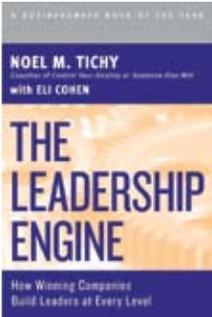


Consumer Culture, Modernity and Identity

By **Nita Mathur**

SAGE India

This book offers analysis of articulation of consumer culture and modernity in everyday lives of people in a transnational framework. It pursues three broad themes: lifestyle choices and construction of modern identities, fashion and advertising and subaltern concerns and moral subjectivities. It juxtaposes empirical studies with theoretical traditions in addressing questions such as how do people imagine modernity and identity in consumer culture? What does modernity or 'being modern' mean to people in different societies? Are modernity and tradition antithetical to or develop an interface with each other? The chapters in the book trace manifestations and trajectories of consumer culture and modernity as they connect to develop a sense of renewed identity.

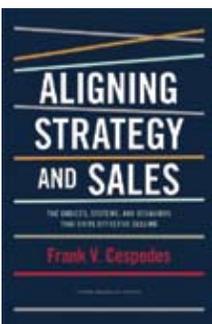


The Leadership Engine

By **Noel M. Tichy, Eli Cohen**

Harper Business

In this Wall Street Journal and Business Week bestseller, Michigan Business School guru and worldwide consultant Noel Tichy brings his special brand of organizational transformation to a practical level that guarantees a leader at every level of an organization. Why do some companies consistently win in the marketplace while others struggle from crisis to crisis? The answer, says Noel Tichy, is that winning companies possess a Leadership Engine, a proven system for creating dynamic leaders at every level. Technologies, products and economies constantly change. To get ahead and stay ahead, companies need agile, flexible, innovative leaders who can anticipate change and respond to new realities swiftly. Tichy explains that everyone has untapped leadership potential that can be developed winning leaders and winning organizations have figured out how to do this. In this acclaimed bestseller, Tichy offers colorful and insightful best-practice examples from dozens of leaders gathered from decades of research and practical experience.



Aligning Strategy and Sales: The Choices, Systems, and Behaviors that Drive Effective Selling

By **Frank.V.Cespedes**

Harvard Business Press Books

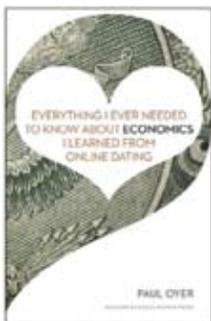
It's time to address the enormous cost of the strategy-sales gap. The most crucial connection in an organization seeking to grow is between sales and strategy. But if your company is like most, instead of a strong connection there is a widening gap and too little bang for the buck. This book will help turn the tide for your organization. US companies, for example, invest almost \$900 billion annually in their sales forces--more than three times the amount they spend on all media advertising, and twenty times more than the total spent on digital marketing. Yet research indicates that, on average, companies deliver only about 50 to 60 percent of the financial performance their strategies promise. That's a lot of wasted money and managerial effort. "Aligning Strategy and Sales" will help you close the gap, establish the needed connections, and improve both sales and strategy in your organization.

Fail Better: Design Smart Mistakes and Succeed Sooner

Fail Better: Design Smart Mistakes and Succeed Sooner

By **Anjali Sastry, Kara Penn** | Harvard Business Press Books

A usable method for learning from failure. Everyone is talking about failure these days. It's ok to fail--its how you learn. But how exactly do you take failure's lessons and roll them into future success? Until now, there was no repeatable method for doing so. In this book, Anjali Sastry (MIT) and Kara Penn ("Mission Spark") provide the missing link: a feedback loop that teaches us how to learn from our mistakes. The step-by-step process they suggest is easy, usable, and repeatable. The authors teach us how to adopt the process and guide us to putting it in place. The book is filled with stories of organizations and teams that have used the method, and includes a practically-oriented "how to" section to help teams move on from failure, as well as key findings drawn from relevant literature on learning, innovation, and psychology that underpin this approach. For anyone--innovators, engineers, managers, change-makers, and executives--who isn't afraid to fail, this book will help you pick up the pieces and apply them to future successes.



Everything I Ever Needed to Know about Economics I Learned from Online Dating

By **Paul Oyer** | Harvard Business Press Books

Conquering the dating market--from an economist's point of view. After more than twenty years, economist Paul Oyer found himself back on the dating scene--but what a difference a few years made. Dating was now dominated by sites like Match.com, eHarmony, and OkCupid. But Oyer had a secret weapon: economics. It turns out that dating sites are no different than the markets Oyer had spent a lifetime studying. Monster.com, eBay, and other sites where individuals come together to find a match gave Oyer startling insight into the modern dating scene. The arcane language of economics--search, signaling, adverse selection, cheap talk, statistical discrimination, thick markets, and network externalities--provides a useful guide to finding a mate. Using the ideas that are central to how markets and economics and dating work, Oyer shows how you can apply these ideas to take advantage of the economics in everyday life, all around you, all the time. For all online daters--and for anyone else swimming in the vast sea of the information economy--this book uses Oyer's own experiences, and those of millions of others, to help you navigate the key economic concepts that drive the modern age.

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Saving Competitor's Dignity

Russian athlete Anton Gafarov broke a ski during the men's cross-country free-sprint semifinals in Sochi Winter Olympics. When Canada's coach Justin Wadsworth saw the Russian dragging himself forward on a single ski, he jumped in with one of Team Canada's skis and fitted it onto Gafarov's boot.

Gafarov held his arms high as he finished in last place. "I wanted him to have dignity as he crossed the finish line," Wadsworth said. It sure is a big Olympic moment even if it wasn't at the podium.

Water to India's Slums - Matt Damon Style



Many Bollywood movies have made tons of money by 'fighting' problems of the poor in the slums. Heroes typically fight the mafia and the goons single handedly, to ensure justice. In contrast, a Hollywood action hero of the Bourne trilogy fame goes to the same slums in India, and without a fight, has so far enabled access to clean water to more than a quarter million poor families. The contrast can't get any starker.

Matt Damon's www.water.org is supporting his friend Gary White's innovative project of providing micro-finance to the poor so that they are able to have access to clean municipal water network just like everyone else. How does this work?

The poor in India have to wait in long queues for hours to collect a couple of pots of water every day. Gary found this to be a highly unproductive way of ensuring a basic necessity. Instead, the loss of productive time is used to earn and pay a part of it to buy the more reliable municipal water.

Gary and Matt Damon were inspired by Bangladesh's Mohammad Yunus about the power of microfinance to change the life of the poor. Matt Damon said in a recent interview to BBC how his NGO has so far (January 2014)

given small loans to quarter million households – 94 percent of them to women. The repayment percent is 99 percent. "Access to affordable capital is the biggest choke point for the poor," he said. Contrast this to Indian banking system which doesn't trust that the poor to pay back.

Covers 11 districts

Water.org's program in India provides safe drinking water and sanitation facilities to the families living in rural and urban Indian communities in 11 states and one Union Territory (UT) - Andhra Pradesh, Karnataka, Madhya Pradesh, Maharashtra, Rajasthan, Bihar, Chhattisgarh, Orissa, West Bengal, Assam, Tamil Nadu and Pondicherry (UT). Water.org offers both grant and WaterCredit programs in India.

The project's website lists rural projects in districts of Tiruchirappali, Kanchipuram, Villupuram, and Thiruvallur in the southeastern state of Tamil Nadu; Bangalore Rural District, Belgaum, Tumkur and Mysore in Karnataka; parts of Nagpur District in Maharashtra; Jodhpur District in Rajasthan; Kathihar District in Bihar; Kurda, Ganjam and Puri Districts in Odisha, Darjeeling and Murshidabad Districts in the state of West Bengal; Sivasagar, Jorghat, Golaghat, Kamrup Distracts of Assam; and some regions of Pondicherry (UT), Madhya Pradesh and Chhattisgarh. Urban projects are located in the slums of Tiruchirappali, Bangalore, Hyderabad and Kolkata.

The rural communities have large populations of a 2,000 or more with houses built in tight clusters. The proximity of the dwellings in these villages makes the villages ideal candidates for tube wells capped with shared hand pumps.

India's water and sanitation crisis

Although access to drinking water has improved, the World Bank estimates that 21% of communicable diseases in India are related to unsafe water. In India, diarrhea alone causes more than 1,600 deaths daily - the same as if eight 200-person jumbo-jets crashed to the ground each day.

Hygiene practices also continue to be a problem in India. Latrine usage is extremely poor in rural areas of the country; only 14% of the rural population has access to a latrine.

Can Indian banks and micro-finance companies wake up to make a difference in a big way? In any case, it's not all charity; there is money to be made by serving the poor.

Events

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- 3** **NASSCOM Product Conclave**
April 2014 Trident, Hi-Tech City, Hyderabad
www.nasscom.in
-
- 3-4** **CII - Managing Contemporary issues in Supply Chain**
April 2014 CII Naoroji Godrej Centre of Excellence
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- 5** **Powering Your Supply Chain with Advanced Technologies**
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- 10-11** **Lean Supply Chain**
April 2014 CII Naoroji Godrej Centre of Excellence
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- 15-16** **NASSCOM GIC Conclave**
April 2014 Hyatt Regency, Pune
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- 16-17** **Industry - IT Summit**
April 2014 India Habitat Centre, New Delhi
www.cii.in
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- 15-17** **Smart Outsourcing Expo**
May 2014 Hotel Lalit Ashok, Bengaluru
www.cii.in
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- 26** **ASSCOM Big Data & Analytics Summit 2014 - Industrialization of Big Data**
June 2014 Hyderabad
www.nasscom.in
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- 4-6** **Future Office**
July 2014 Chennai Trade Centre, Chennai
www.cii.in
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- 18** **NASSCOM Product Conclave**
July 2014 Kolkata
www.nasscom.in
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- 23-24** **NASSCOM HR Summit**
July 2014 Chennai
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TECHNICAL LEADER

Company: Cisco Systems (India) Pvt. Ltd.
Exp: 12-17
Location: Bengaluru/Bangalore
Job Id: 120314900459

TEST MANAGER - INFOTAINMENT

Company: KPIT Technologies Ltd.
Exp: 10-15
Location: Pune
Job Id: 210114001095

SFDC ARCHITECT

Company: Intelligentia IT Systems Pvt Ltd
Exp: 10-17
Location: Hyderabad / Secunderabad
Job Id: 110314004307

MANAGER

Company: Ubn Software Solution Pvt Ltd
Exp: 10-15
Location: Bhubaneshwar
Job Id: 120314001381

GLOBAL DELIVERY - HEAD

Company: Zycus Infotech Pvt Ltd
Exp: 10-20
Location: Mumbai
Job Id: 110314004848

JAVA SOLUTION ARCHITECT

Company: SLK Software Services Pvt. Ltd.
Exp: 10-18
Location: Bengaluru/Bangalore
Job Id: 110314004066

MANAGER

Company: EMC Data Storage Systems (India) Pvt. Ltd.
Exp: 11-15
Location: Bengaluru/Bangalore
Job Id: 080314001888

PRINCIPAL TECHNICAL ARCHITECT - JAVA

Company: APTEAN
Exp: 12-16
Location: Bengaluru/Bangalore
Job Id: 060314901151

PROJECT MANAGER

Company: Sify Ltd.
Exp: 10-16
Location: Kolkata
Job Id: 110314003725

MANAGER - ENGINEERING

Company: Expedia, Inc.
Exp: 10-17
Location: Gurgaon
Job Id: 110314900824

SAP FICO LEAD

Company: Jaagruthi Info Technologies Pvt Ltd
Exp: 10-20
Location: Hyderabad / Secunderabad
Job Id: 050114000090

FUNCTIONAL MANAGER - RAILWAYS

Company: SMEC India Pvt. Ltd.
Exp: 15-20
Location: Gurgaon
Job Id: 120314001779

VP - SERVICE DELIVERY (IT)

Company: GE Capital Business Process Management Services Ltd
Exp: 12-16
Location: Gurgaon
Job Id: 120314900035

SR. PROJECT MANAGER

Company: SPAN Infotech (India) Pvt. Ltd.
Exp: 10-15
Location: Mohali
Job Id: 080214900281

MEDICAL SUPERINTENDENT

Company: Padmashree Dr. D.Y. Patil Medical College
Exp: 10-15
Location: Pune
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