

indian management

The Journal of
AIMA
ALL INDIA MANAGEMENT ASSOCIATION

MARCH 2023

VOLUME 62 ISSUE 3 PAGES 40

₹60

A SPENTA MULTIMEDIA PUBLICATION



HEAR OUT
Anna Eliatamby

LEND AN EAR



JOIN THE **MANAGEMENT MOVEMENT**

Networking opportunities with Indian and global corporate majors
Platform to interact with other members / thought leaders
Concessional rate for AIMA programmes
Complimentary membership of AIMA library
Affiliation to any one LMA
Free copies of 'Indian Management' and AIMA E-news
Representation on the AIMA Council of Management through election
My AIMA online portal services

So when are you connecting with us?

Be an AIMA Member Today !

www.aima.in

Prabir Kumar Dash, Assistant Director-Membership

All India Management Association, Management House, 14 Institutional Area, Lodhi Road, New Delhi - 110003

Tel: 011-24621323 (Direct), 24645100 Extn-535, Fax: 011-24626689 Email: member@aima.in

GLOBAL ADVANCED MANAGEMENT PROGRAMME

**Reviving Growth
Through Open
Innovation Strategies**

**25th June – 1st July, 2023
Silicon Valley, USA**



Programme Director

Solomon Darwin

Executive Director, Garwood Center Corporate Innovation, Haas School of Business, University of California, Berkeley

Programme Objectives

- Identify opportunities for profitable growth.
- Respond and adapt to the challenges in the changing landscape due to rapid global economic trends.
- Examine the latest concepts, ideas and tools to help them align their business practices with global economic developments and conditions.
- Learn to build sustainable and innovative business models.

Programme Framework

- Class Room Lectures and Interactions
- Keynotes by Silicon Valley Startups and CEOs
- Visits to and interaction with the top management teams of some of the iconic and innovative companies like Nvidia, Cisco, IBM Research, Wells Fargo Bank, Standard Chartered Bank, PayPal, Fujitsu Open Innovation Gateway, Chevron Corporation, Pacific Gas and Electric Company (PG&E), Calpine Corporation, Dupont Innovation Centre, UC Berkeley Campus amongst others.

Participation Fee

Delegate Fee per participant: INR equivalent of USD 12500 per participant

Early Bird Discount: After 25 February, 2023 a discount of USD 500 per participant available for registrations received along with participation fee by 15 April, 2023.

- GST: 18% or as applicable on the date of fee payment will be charged on the participation fee.
- AIMA GSTIN No. 07AAATA1644A1ZH AIMA PAN No.: AAATA 1644 A
- Online registration available, please visit www.aima.in

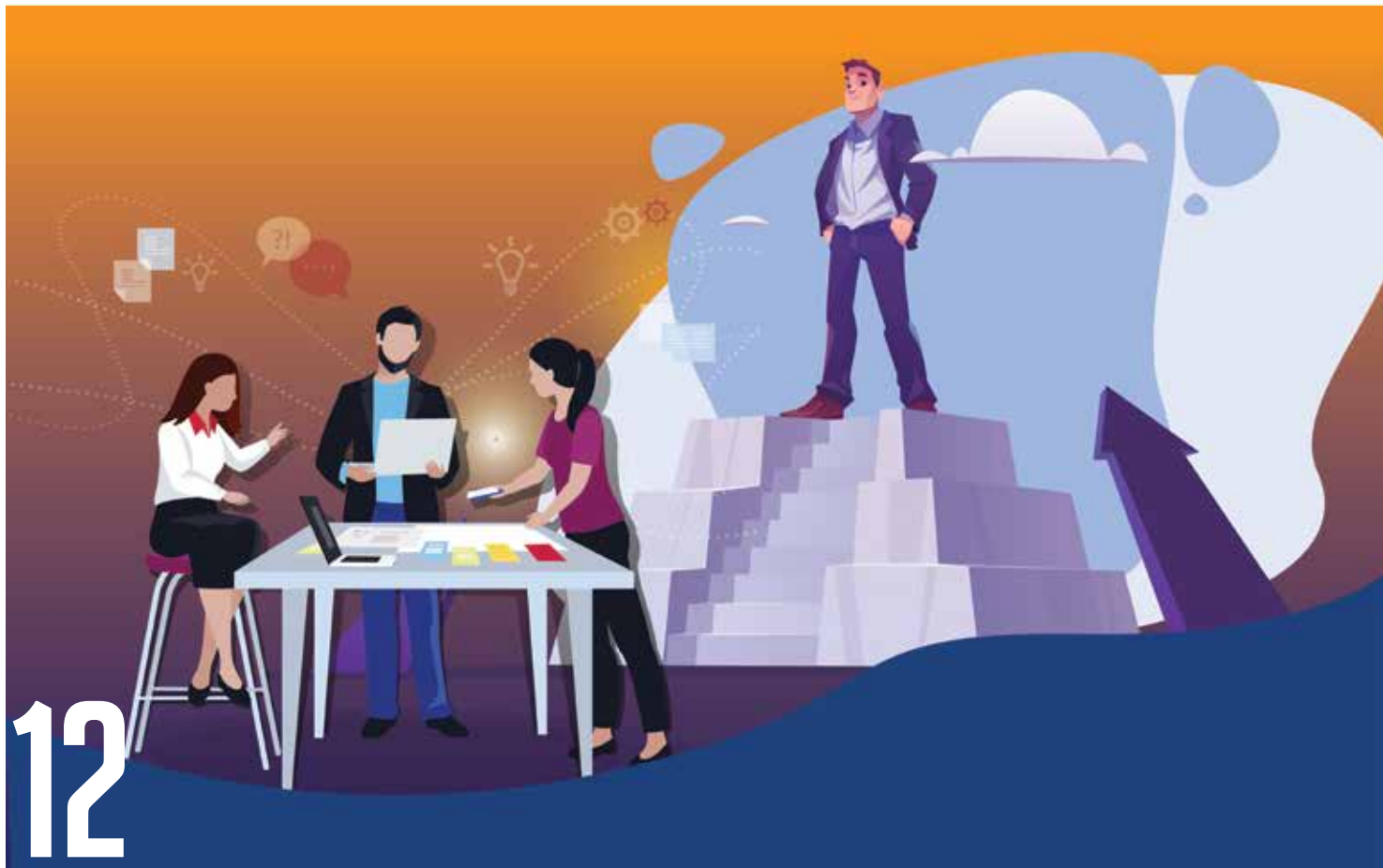
Mansoor Hassan

M: +91 9540060166 | E: mhassan@aima.in

All India Management Association, Management House, 14 Institutional Area, Lodhi Road, New Delhi - 110003

Tel: 011- 2460 8524 / 24608511 / 43128100 | Website: www.aima.in

THIS ISSUE



12

COVER STORY

HEAR OUT

Levels of listening and how they support health and well-being in the workplace.

- ANNA ELIATAMBY

MANAGEMENT

RETHINKING ACCOUNTABILITY

When traditional accountability is not enough.

- MARIANNE PANTALON AND DAVID C. TATE

THE LIBRARY

RECOMMENDED READS

MYTH BUSTER

HIDDEN CHAMPIONS

Beyond all management fads and myths.

- PETER KREUZ

SUSTAINABILITY

A CLIMATE-POSITIVE OFFICEVERSE

How our current office shock can lead to a climate-positive 'officeverse'.

- BOB JOHANSEN, JOSEPH PRESS, AND CHRISTINE BULLEN

SUCCESSION PLANNING

ALL IN THE FAMILY

A first-rate family enterprise involves collective learning?

- WENDY SAGE-HAYWARD, GAIA MARCHISIO, AND BARBARA DARTT

ORGANISATIONAL CULTURE

VALUE SYSTEM

What is company culture?

- VIVEK MEHRA



12

16

20

22

26

30

34





ADVANCED CERTIFICATE PROGRAMME IN BUSINESS CONSULTING

The Advanced Certificate Programme in Business Consulting is aimed at catering to the growing need for trained and skilled management consultants. This programme will help the participants in gaining knowledge and developing skills to act as a business/management consultant and further develop them as experts who can help the organisations to come out of the problematic situations they face.

Eligibility

- Post-Graduate or equivalent in any discipline from a recognised university
- Minimum work experience of 5 years is desirable

Duration

The duration of the programme is 6 months.

Programme Fees

The programme fees for this course is ₹ 41,300/- (including GST @18%) which include cost of Course Learning Material & Examination fees.

Are you listening?

Shrinivas Dempo is President, AIMA & Chairman, Dempo Group of Companies.

Leaders tend to develop the habit of talking more than listening. Some do it because they see that as their job, some feel entitled to do it, and some feel forced to do it because of passivity of their colleagues.

All leaders claim to be good listeners, but many only hear, and very few actually listen. The impatience to get one's own demands and ideas through, ends up blocking the channels of meaningful intelligence and feedback. Ultimately, the organisation's performance dips and it loses the ability to mobilise to act or react when a new opportunity or a new adversity comes.

The old adage that you learn something when you listen is particularly relevant to leadership during volatile times such as these.

Structurally, all critical information must flow to the top, but it gets worn down as it cascades up. Often, the CEOs lock themselves in their ivory towers and allow access only to the heads of business, functions and regions. Over time, the rarefied meetings turn into echo chambers and the CEOs are deprived of the vital dissonance that carries the signals of new opportunities and threats. The

leaders who insist only on knowing the numbers, receive only information and not knowledge. Listening involves being open to unstructured information and unvalidated

perception. Listening is about taking in others' perspective even if it conflicts with own.

Informality is fundamental to listening. A formal setting or process puts everyone on the defensive and makes people suppress anything that is not asked for or that cannot be proven with data. A leader cannot ask about what one already does not know and an emerging reality comes with only patchy data. Listening usually involves anecdotes, which then need to be validated and evaluated in the larger context.

Often, the formal reports and presentations get filtered and sanitised to cater to the boss' demands and avoid criticism. Leaders who do not listen without prejudice keep hearing what they want to hear until it becomes impossible to airbrush the reality any more. Therefore, listening requires guaranteeing safety to the dissenter and the carrier of bad news.

To encourage others to speak freely, leaders also need to pay attention to how others listen to them. Being in a position of power gives leaders the licence to express their demands, frustration and approval in a manner of their choosing. Also, having more information than colleagues or being intellectually sharper than them encourages irascibility. Theatrically angry bosses cannot expect to be told the truth, not in the public anyway.

The leaders who discredit the questioners and critics, only blind themselves. They even make everybody else around them blind over time, as people adapt to what is expected and acceptable to the one with power. Those who do not fit into the 'agree culture' leave or are pushed out, and that often creates

Leaders who do not listen without prejudice keep hearing what they want to hear until it becomes impossible to airbrush the reality any more. Therefore, listening requires guaranteeing safety to the dissenter and the carrier of bad news.

Being a leader can be a lonely job if one is psychologically and intellectually insecure. Many leaders choose to filter out voices, especially the contradictory ones, to focus on the job and feel comfortable in it.

a hole in the talent pool of the organisation. Inevitably, the organisation's performance suffers.

Not many people have the emotional and intellectual capacity to take disagreement or criticism without feeling insulted or threatened. The key to mutual listening in an organisation setting is an ability to separate the person from the issue. Leaders who care about being good listeners and want to develop a culture of listening need to clearly establish manners and methods of conversation so that focus can be on task and performance and not the involved persons and organisation politics. Listening is always qualified by the interests of the speaker and the leader needs to work on the ability to focus on what is being said and

not who is saying it.

The listening manners and habits of the leader also need to be in sync with the situation and priorities of the organisation. In a stable organisation of a stable industry, a leader can be more formal and mellow in both listening and speaking because not rocking the boat is a key priority. However, in a rapidly changing situation or in a creative industry, the leader needs to get and give sharp and instant feedback. Still, there is no dispensing with mutual safety for healthy listening.

Being a leader can be a lonely job if one is psychologically and intellectually insecure. Many leaders choose to filter out voices,

especially the contradictory ones, to focus on the job and feel comfortable in it. However, trying to do it all by oneself can be self-defeating in a complex situation. Leaders need more eyes, ears and brains to spot anomalies and understand the change. Being a solo, strong leader allows one to do radical things but it also makes one responsible for causing havoc when the reality turns out to be different from what the leader imagined.

Effective leaders listen to other stakeholders and see actions and results from multiple perspectives. Listening is the magic ingredient in organisational performance. **IM**

The opinion expressed is personal.

EDITOR'S NOTE

Dear Readers,

A healthy conversation is a two-way street—it involves talking and listening. While talking is an expression of the self, listening is a part of trying to understand what the other person has to say. Active listening helps develop mutual respect, and eventually, forge good relationships. Be it colleagues or the boss and the employee, each party needs to patiently listen to the other as much as they feel the need to talk, since being a good listener is directly linked to good leadership and high productivity.

So how does one become a good listener? To begin with, when in a conversation, one must keep his/her ears and mind open—be prepared to hear the usual and the strange, the pleasant and the painful, and the favourable and the problematic. The person speaking is often looking up to you for advice. So, at a cognitive level, you must listen attentively, process that information, and try to come up with a response, or even better, a solution. Be sure to offer verbal and non-verbal cues while they are talking, such as repeating key words to confirm what they say, nodding in acknowledgement, and apt facial expressions. These convey your interest in the topic of discussion.

Good listening also has benefits beyond the usual business metrics—it aids mental health, emotional intelligence, empathy, and helps one being perceived as approachable, friendly, and trustworthy. As Anna Eliatamby, Director of Healthy Leadership, CIC; and co-author of the *Decency Journey* of pocket books, writes in the cover story of this issue, “One simple act of listening kindly will go a long way to enhance your reputation and how others perceive you.”

Does your organisation have a culture of active listening? Do write in with your views to imeditorial@spentamultimedia.com

Maneck Davar
Maneck Davar

**indian
management** THE JOURNAL OF THE
ALL INDIA MANAGEMENT ASSOCIATION

A SPENTA MULTIMEDIA PVT LTD PUBLICATION

MARCH 2023 VOLUME 62 ISSUE 3

EDITORIAL ADVISORY BOARD

Shiv Shivakumar
Shrinivas Dempo
Rekha Sethi
Maneck Davar
Radhakrishnan Nair

EDITORIAL

EDITOR & PUBLISHER | MANECK DAVAR
SR. ASST. EDITOR | Ashutosh Gotad

DESIGN

ART DIRECTOR | Yogita Iyer

ADVERTISEMENT MARKETING

MUMBAI – Rohan Doshi | +91 9867242536
(+91 22) 67341087
rohand@spentamultimedia.com

SUBSCRIPTIONS

Robert Gomes | 022-67341024
robert@spentamultimedia.com
Bhairavnath Sutar | 022-67341049
bhairav@spentamultimedia.com



Indian Management, the monthly magazine of Spenta Multimedia Private Limited, is published and printed by Mr Maneck E. Davar on behalf of Spenta Multimedia Private Limited. Printed at Spenta Multimedia Private Limited, Plot 15, 16 & 21/1, Village – Chikoli, Morivali, MIDC, Ambernath (West), District-Thane. Published from 1102, Akashdeep Building, Barakhamba Road, New Delhi – 110001. Editor – Maneck E. Davar

The views and opinions expressed or implied in *Indian Management* are those of the authors and do not necessarily reflect those of *Indian Management* or Spenta Multimedia Private Limited. Unsolicited articles and transparencies are sent in at the owner's risk and the publisher accepts no liability for loss or damage. Material in this publication may not be reproduced, whether in part or in whole, without the consent of Indian Management or Spenta Multimedia Private Limited.

Top-of-the-line management ideas...



Global ideas and insights. Latest trends, opinion, and practices. Innovative thinking from international gurus. In-depth case studies and more. Backed by the prestigious All India Management Association, it's what leaders in India read to succeed.



download your digital issue now

Available on: iPad, iPhone, iPod touch and Android devices

Subscribe through Magzter, eZineMart, Magazines, Readwhere & Readly
www.spentamultimedia.com





LISTEN...
TO PROSPER



Hear out

A simple act of listening kindly will go a long way in enhancing your reputation.

♦ ANNA ELIATAMBY, CIC



Dinesh Bhogale

Listening is such an integral part of ourselves and our repertoire for interacting with other people and the world. We can use up to 20,000 words a day without realising it. And we spend over 70 per cent of our day in communicating, with listening taking up 50 per cent of that time. However, we rarely listen well and with intention.

And yet it is such an important and complex skill and talent that affects our health, well-being,

that of others and the world. Let's explore the levels and types of listening and how they affect workplace health and well-being.

Listening well happens...

...when we are open to what is being communicated, whether it is a person, a group, or the future. Paying attention with empathy, and having an open mind and heart help. As does sensitivity towards others' opinions while working to ensure that our biases and mind frames do not interfere with what is being communicated. We must almost take 'ourselves' out of the picture and understand, using all our senses. Paying attention to what is being said, how it is said, and the tone and voice being used are also key. We also need to listen to the non-verbal cues, which we don't always notice.

And while you are listening, it is important to suspend judgement and not create your response until the other person is done communicating. Understand and appreciate how the diversity of your thought process can affect how you listen.

The benefits of listening well

Listening well aids mental health and well-being, both at the level of person-to-person interactions and at the organisational level. It is an incredible asset and skill. It helps people get to know and trust each other and use their cognitive and work skills to the fullest. Emotional intelligence is enhanced. People then understand problems better and are likely to collaborate to get solutions. Decision-making gets easier. Colleagues are more willing to be patient and are more motivated. All this is likely to improve workplace safety.

There are three ways to listen...

...in terms of how we use our energy, what we notice, and how we interact. (Patsy Rodenburg and Otto Scharmer).

The first approach is when you focus inwards and on yourself. All you sense in others and the world is barely noted. This can be helpful, for e.g., if you need to stop and reflect, but if you remain in this state, you may ignore what is going on in the interaction. If you

use this state a lot, you are likely to feel outside interactions and be self-conscious. You lessen your impact on the world.

You may just focus on confirming what you already know. It is also possible that you may not pay attention to the discussion, thinking you have heard it many times before. So, you just repeat what you said before. This is downloading. This benefits no-one's well-being other than yours, perhaps.

The second way is called 'bluff and force'.

Here, all your energy is outward facing, focussing on your own message, and your way; you do not take notice of anyone else. You are unlikely to notice what is subtle and present. You are loud, eloquent, but you do not listen. People become objects for you to notice, perhaps. It is probable that your biases for listening are unchecked.

People will know that you are unlikely to listen and that you could dominate discussions. You are likely to command, lecture, blame, shame, hijack discussions, and offer unsolicited advice.

This approach of talking 'at' rather than 'with' is only ever useful in an emergency, especially at the beginning, when commands need

to be given. Otherwise, it is not at all helpful. Here, only the speaker's well-being is boosted. No-one else's.

The most effective approach is connecting. In it, you focus your energy on the other person, and are being willing and open to what is being said or shown without judgment. You share your energy with the other person sensitively, react and communicate freely, influence each other, and do not interrupt. This state allows you to pay attention to all the cues (verbal and non-verbal).

To achieve this state, you must be fully present in the moment. You listen with empathy, and you notice the nuances effortlessly.

If you shift into the most connected state of listening, generative listening, then you are not only interacting with and paying attention to what and who is in front of you, but you are also open to the incoming future. This is quite a rare state, but it is achievable if you can suspend judgment. And be prepared to ignore your inner critics and biases.

Obviously, being in this state when interacting and listening is the most beneficial because people feel included, respected, and treated decently. They are more likely to take part and properly use their work skills for the benefit of the organisation.

The most effective approach is connecting. In it, you focus your energy on the other person, and are being willing and open to what is being said or shown without judgment.



© Shutterstock.com



© Shutterstock.com

If a leader or an organisation permits the use of this state, then there will be greater creativity and effectiveness.

There will be cultural differences in how people use these three approaches. It will vary from country to country. Learning about and understanding this can only enhance your listening skills and overall well-being.

Listening well to support health and well-being in the workplace

We only listen well if we are feeling fine and healthy. So it is important to ensure that we have good self-care, work positively, and are mindful of our physical health and mental health. If we are centred, then we will be more willing to help others and support their health and well-being. Breathing well and deeply all the time also helps with self-care and synchronising with other people. When we are not centred or feeling okay, we can be detrimental to the health and well-being of others.

If we take the time to stop and pay attention to what someone is saying and how they are, then we will aid their well-being, regardless of whether the person is a colleague, leader, or someone you manage. People notice how you

behave with them and whether you are sincere. Taking a few moments to speak to someone can make the biggest difference.

Acknowledging and exploring our biases towards difference and 'people not like us' is an important contributor to listening well. This exploration should be lifelong. Listening generatively to the incoming future takes courage and permission to let go of all you know. And just wait. Practice becoming OK with not having an immediate answer or expecting one from a collaborator. Listen from higher principles, not past examples. The greatest ideas come from such moments.

People need to feel safe and looked after by the organisation for them to listen well. All this needs to be part of the organisational culture, including respecting diversity. Leaders need to be supportive of this and show it in their behaviours. One simple act of listening kindly will go a long way to enhance your reputation and how others perceive you. And it improves everyone's health and well-being too. **IM**



ABOUT THE AUTHOR

Anna Eliatamby is Director of Healthy Leadership, CIC. Anna is also co-author of the *Decency Journey* series of seven pocketbooks.

References

www.ottoscharmer.com

<https://patsyrodenburg.co.uk/about-books/>



‘Conscious accountability’, can make answerability become less transactional, and more transformational.

♦ MARIANNE PANTALON AND DAVID C. TATE, CO-AUTHORS,
CONSCIOUS ACCOUNTABILITY

MANAGEMENT

Rethinking accountability

In every organisational relationship, there is an accountability equation at play. Accountability matters because it functions as the invisible thread that enables effective interactions with others.

But, in its traditional sense, accountability is thought of as having to answer to or justify your actions to someone who has power over you. This person assumes the role of watchdog or enforcer who, in a punitive way, looks to assign blame or hold someone responsible if anything falls short regarding delivering the job at hand.

This traditional notion—we can refer to it as ‘accountability 1.0’—has serious flaws. It shapes how we interact with people on a personal and professional level by imposing an inherently transactional, product-driven approach based on threats.

A new evolution of accountability, ‘conscious accountability’, recognises the value of attending to relationships as crucial for achieving success. The key differentiator is that accountability now becomes less transactional, and more transformational. It encourages doing right by ourselves and others, and results in greater job

satisfaction, elevated relationships, and better business outcomes.

Creating conscious accountability revolves around honing these seven practices:

- 1. Creating clarity.** This is about establishing a clear vision and shared goals and expectations. It requires strong, clear communication in which people negotiate the terms of interacting together so that they can identify and iron out any areas of potential disagreement or misalignment. For example, at the outset of every meeting, it helps to establish both the desired outcomes (“What do we want to walk away with?”), as well as the desired process for reaching the outcomes (“How do we need to work together to reach our goals?”).
- 2. Opening up engagement.** This practice involves creating the conditions in which people feel safe and free to express themselves—and thereby, feel committed to working together to complete the tasks at hand. For example, establishing a sense of safety can mean emphasising the importance of learning (especially learning through trial and error), which helps team members feel more comfortable admitting and discussing times when things did not go as planned. It can also mean helping the team see why their work

matters in order to foster greater commitment among team members.

3. **Nailing it.** This means doing what you say you will do and ensuring that others do the same. It often involves helping others organise toward task completion. For example, with important deadlines, sitting down with team members to help them figure out how to carry out the necessary actions can help ensure the team's focus.
4. **Noticing.** In this practice, people pay attention to what they are seeing outwardly and experiencing inwardly, and they actively check in with others to share their observations and ensure others are doing okay with their part. This includes noticing when actions are veering off from previously agreed upon intentions. It can also involve checking in with team members after delegating a project to see how it's going and ensure they have what they need to make progress.
5. **Exchanging feedback.** Soliciting, receiving, and giving feedback helps expand awareness, share what is or is not working, and make any necessary course corrections. It must be given and received constructively and in a



ABOUT THE AUTHOR

Marianne Pantalon is a licensed clinical psychologist; an executive coach; Co-founder and COO, Center for Progressive Recovery, and Senior Facilitator at the Interpersonal and Group Dynamics Program, Yale University School of Management. Marianne is also co-author, *Conscious Accountability: Deepen Connections, Elevate Results*.

CONSCIOUS ACCOUNTABILITY

Deepen Connections, Elevate Results



DAVID C. TATE | MARIANNE S. PANTALON | DARYN H. DAVID

non-judgemental manner with the intention of building alignment. This could mean inviting each person to share one appreciation of what went well and one wish for how things could go better in the coming week.

6. **Claiming it.** This practice is about taking ownership and responsibility for the results—both the successes and the failures—and consolidating the learning without blaming



© Shutterstock.com



ABOUT THE AUTHOR

David C. Tate is a licensed clinical psychologist; Assistant Clinical Professor in Psychiatry, Yale School of Medicine, and a lecturer, Yale School of Management. David is also co-author, *Conscious Accountability: Deepen Connections, Elevate Results*.



© Shutterstock.com

others. When a project is successful, it is important to recognise the individuals and team members that made it happen. When a project fails, the team leader (and members) take responsibility for ensuring that measures

are put in place so it never happens again.

7. Trying again. This involves taking what you have learned from an experience and applying it to the next situation. It is crucial for creating a cycle of continuous improvement. It could mean sitting down with your team after each project wraps up, reviewing what happened, determining what you have learned, and deciding how to implement any new insights in the next project.

With these practices in place, you and your team engage in conscious accountability that allows you to optimise your personal, interpersonal, and team effectiveness. You will inspire excellence by creating a culture of accountability for yourself and others around you. **IM**

Statement of Ownership and Other Particulars as Required Under Rule 8 of the Registration of Newspaper (Central) Rules, 1956.

Title of newspaper	: Indian Management
Periodicity of the publication	: Monthly
Language in which it is published	: English
Retail Selling price of the newspaper per copy	: ₹ 60/-
Place of publication	: Spenta Multimedia Pvt. Ltd. 10th Floor, Sun Paradise Business Plaza, Opposite Kamala Mills, Senapati Bapat Marg, Lower Parel (West), Mumbai - 400013
Publisher's name	: Mr. Maneck Davar
Nationality	: Indian
Address	: Spenta Multimedia Pvt. Ltd. 10th Floor, Sun Paradise Business Plaza, Opposite Kamala Mills, Senapati Bapat Marg, Lower Parel (West), Mumbai - 400013
Editor's name	: Mr. Maneck Davar
Nationality	: Indian
Address	: Spenta Multimedia Pvt. Ltd. 10th Floor, Sun Paradise Business Plaza, Opposite Kamala Mills, Senapati Bapat Marg, Lower Parel (West), Mumbai - 400013
Name and address of individuals who own the newspaper and partners or shareholders holding more than 1 percent of the total capital	: Mr. Maneck Davar Spenta Multimedia Pvt. Ltd. 10th Floor, Sun Paradise Business Plaza, Opposite Kamala Mills, Senapati Bapat Marg, Lower Parel (West), Mumbai - 400013

I, Mr. Maneck Davar, hereby declare that the particulars given above are true to the best of my knowledge and belief.

Mr. Maneck Davar
Mumbai
(sd/-)
Signature of Printer and Publisher
Mumbai, March 2023



Recommended reads



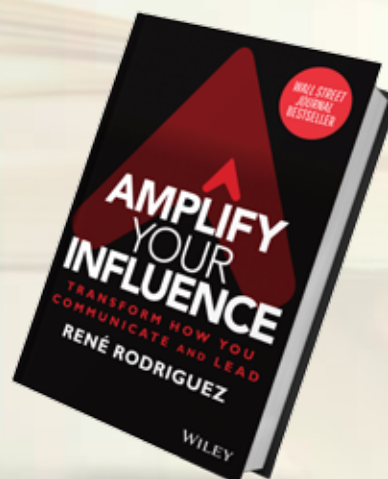
THE ANSWER IS A QUESTION: THE MISSING SUPERPOWER THAT CHANGES EVERYTHING AND WILL TRANSFORM YOUR IMPACT AS A MANAGER AND LEADER

Author: Dominic Ashley-Timms and Laura Ashley-Timms

Publisher: Stationery Office; 2022 edition

In this ground-breaking new book, the authors argue that it is time for management to be reinvented and rehumanised, and outline a refreshing alternative that could engage and develop a new wave of problem-solving employees.

The authors provide a simple framework to develop a more enquiry-led management style – the STAR® Manager model – encouraging leaders to ask more powerful questions and empower their employees. The model is already being used successfully by FTSE and Fortune 500 companies, but can be applied just as easily across organisations of any size.



AMPLIFY YOUR INFLUENCE: TRANSFORM HOW YOU COMMUNICATE AND LEAD

Author: René Rodriguez

Publisher: Ascent Audio

Influence is the key to effective leadership. The way we speak, listen, and use our physical presence plays a major role in our ability to convey messages, engage an audience, and cultivate an authentic connection with others.

This book is the ultimate guide to becoming a more powerful communicator, influencer, and leader. Grounded in neuroscience and behavioural psychology, it reveals how to develop lasting behaviours that will improve your critical thinking, cultural awareness and ability to persuade others.



**BUSINESS GROWTH: LESSONS
LEARNED FROM DIVORCE, DATING
AND FALLING IN LOVE AGAIN**

Authors: Niraj Kapur

It is quite unusual for the author of a business book to be so open about their private life, but in *Business Growth*, sales expert Niraj Kapur shares the important business and career lessons he learned through divorce, dating, and falling in love again. It is packed with hilarious highs and raw lows, but crucially, is full of powerful takeaway revelations for both your personal and professional life.

Each chapter honestly and wittily shares a story of adversity from a search for love, and ends with a relevant lesson which is easy for leaders and employees alike to understand and implement. Readers will learn valuable advice for selling, crucial soft skills and top tips on business development, all while being thoroughly entertained by the author's personal story.



**THE INVISIBLE GAME: THE SECRETS
AND THE SCIENCE OF WINNING
MINDS AND WINNING DEALS**

Author: Kai-Markus Mueller and Gabriele Rehbock
Publisher: Wiley; 1st edition

The ability to drive sales has always been one of the fundamental factors that determines whether any business succeeds or fails, but selling is still something lots of leaders aren't comfortable with, and many rely on outdated methods in negotiations.

In *The Invisible Game*, neuroscientist Kai-Markus Mueller and sales professional Gabriele Rehbock deliver an eye-opening guide to help readers understand the hidden forces that influence the outcomes of business deals. Whether it's learning advanced negotiation strategies, or how to build lasting customer relationships, the book combines cutting-edge science and real-life practice to ensure business leaders can upgrade the sales skills they need to put them in control of their own success.



**UNASHAMEDLY SUPERHUMAN: HARNESS
YOUR INNER POWER AND ACHIEVE
YOUR GREATEST PROFESSIONAL AND
PERSONAL GOALS**

Author: Jim Steele
Publisher: Capstone; 1st edition

Most modern managers today will be familiar with how countless distractions, stresses and endless uncertainties can impact negatively on both personal and professional performance. The reality is, however, we all have a deep, untapped pool of inner potential that would help us navigate these challenges, but we are just not sure how to unlock it.

Written by celebrated speaker, coach, and author Jim Steele, *Unashamedly Superhuman* is an accessible guide to the latest neuroscience research and executive coaching techniques that can release this potential. Readers will learn how to respond to challenges with agility, improve confidence and mental focus, and build the habits that will make such success sustainable.



Operating behind the veil of secrecy are those small and unknown, and yet, market-leading companies, that provide a wealth of unusual and invaluable business and life lessons, opines Peter Kreuz, co-founder, Rebels at Work.

**MYTH
BUSTER**

Hidden champions

Behind the headlines about the successes and practices of successful, large companies lies a quiet, inconspicuous force from which there is a lot to learn, beyond all management trends and myths: about sustainable success and global competitiveness.

They are the pioneers, the 'Hidden Champions', and the rebels at work. Highly specialised, medium-sized companies that dominate international markets with their products and put their heart and soul into their work. "Nimble, hungry, and global" is how Businessweek magazine describes these world leaders, who generate billions in revenue and yet remain largely unknown.

These small, market-leading industrial companies have more than doubled in size over the past decade, but the most interesting thing about them: they do not follow the management trends and fads of the big corporations, but are personified myth busters.

MYTH 1: Stay lean and outsource what you can.

Nike makes its money by not following its slogan. Instead of just doing it, they just don't do it. A shoe company without shoes. And apparently a prime example of a modern corporation: gorgeous on the outside, empty on the inside. Reminds me of the Hawa Mahal...

Hidden Champions disprove this myth. Value chains all the way back to the raw materials are no exception. Faber-Castell, the German world leader in pencils, produces the wood for its pencils itself and operates huge plantations in Brazil. ChupaChups, the world leader in lollipops, has developed almost all of its machines in-house. A quarter of the Hidden Champions have a vertical integration of more than 70 per cent. Virtually everything is made in-house.

The quality standards of the Hidden Champions dictate that the production of core competencies should never be outsourced. They are convinced that uniqueness can only be created internally and cannot be bought on the market.

When it comes to non-core competencies, however, hidden champions are radical outsourcers, outsourcing virtually everything to external specialists.

MYTH 2: Better keep the best for a short time than the mediocre forever.

“If you quit now, I’ll give you 2,000 Swiss francs. Do you want to stay or go?” This is the question a Swiss beverage chain asks every employee who has just completed his or her probationary period. 175,000 rupees for a good newcomer who leaves immediately. Crazy? Absolutely not! But an unconventional test of true loyalty.

Typical for Hidden Champions: In the beginning, turnover is extremely high. And that is intentional. But once employees are with the company, everything is done to keep them. At 2.7 per cent, the turnover rate is about a third of the average. They do not want the best for a short time, nor the mediocre forever. They want the best forever. And they manage to do that.

Of course, high retention and low turnover only make sense if you have the right people on board. That is why rigorous selection at the start of employment is part of the system. Loyalty to the company then becomes the root of external competitive advantages in product, quality and service.

MYTH 3: Appeal to permanent customer focus.

There is no management conference, no town hall meeting, no employee event that does not raise the issue of customer focus. And yet, in most companies, implementation is lacking.

Hidden champions are different: Here, customer proximity is a particular strength. Because they don’t stop at appeals, but have

REBELS AT WORK

clearly defined rules of conduct.

‘One for yes, two for no’, is the motto at Metro Bank in the UK. If a customer has a problem, a complaint or a special request, any employee can solve it independently (‘one for yes’). If, however, the employee believes that the customer is not right and the answer should be ‘no’, then it takes two, namely the additional consultation and approval of a supervisor.

At Igus, the world market leader in energy chains, it’s ‘KNOC’, an acronym for the German phrase ‘No ‘NO’ without the boss’. Every employee must check with his or her boss before turning down a customer request. Even if the customer asks for an energy chain with flashing pink hearts.

This rule of conduct creates a strong customer focus and reduces the workload of managers. As a bonus, many new products have been developed and many processes have been significantly improved as a result of this rule.

Appeals go unheard. Rules of conduct do not.

MYTH 4: Avoid being dependent on narrow markets and few customers.

Do not put all your eggs in one basket, says common sense. Hidden champions do exactly the opposite: for better or worse, they make themselves dependent on their core markets. And with great success.

They are specialists who combine a deep value chain with a narrow definition of the relevant

Do not put all your eggs in one basket, says common sense. Hidden champions do exactly the opposite: for better or worse, they make themselves dependent on their core markets. And with great success.

market. Some virtually create their own market, with a 100 per cent market share and no real competition. Kässbohrer, for example, generates almost all of its sales with a single product: the Pistenbully, a vehicle for preparing slopes and trails.

Dependence on a single market may increase market risk, but it reduces competitive risk because all resources are concentrated. Given the large number of failed diversification attempts, a focused strategy may actually be less risky than a diversification strategy.

A strong focus forces to monitor the market closely and respond rapidly to changing customer needs or technological developments. The dependence on their market makes Hidden Champions particularly determined innovators.

MYTH 5: Beware of the difficult customers.

“I only work with customers who are smarter than me,” says graphic designer Stefan Sagmeister, one of the world leaders in his niche. By “smarter,” he means all those difficult clients who challenge him with ambitious assignments: the Guggenheim Museum, Lou Reed, the Talking Heads, or the Rolling Stones.

But wouldn't it make more sense to focus on ordinary customers? The average ones? The ones with low expectations? The ones who

are easy to please and who communicate their satisfaction in the marketplace?

Hidden champions take the opposite approach: They focus on the most demanding and difficult customers. Customers who are unpleasant, who are never completely satisfied, and who always demand better performance. These customers are valued precisely because of their high demands. They are partners in innovation, driving new levels of excellence.

It is no wonder that 41 Hidden Champions supply Tesla and that Apple cannot do without their services. The only way to become and remain a global leader is to win and retain the world's most demanding customers.

Reading modern management literature, it would seem that the lessons to be learned are primarily—or even exclusively—from large corporations. The reality, however, is that many of the most successful companies operate behind a veil of secrecy. It is the Hidden Champions, Pioneers, and Rebels at Work that provide a wealth of unusual and invaluable lessons. Most often beyond all management fads and myths. 

Website: <https://peterkreuz.com/>





♦ BOB JOHANSEN, JOSEPH PRESS, AND CHRISTINE BULLEN,
CO-AUTHORS, *OFFICE SHOCK*

SUSTAINABILITY

A climate-positive officeverse

Many offices that were shuttered during the Covid-19 pandemic had inherent problems even before the crisis. Traditional offices were often unfair, uncomfortable, uncreative, and unproductive. Covid-19 forced millions of people to work and live in ways they had never attempted before, leading to a state of ‘office shock’. Fixed became fluid. Unexamined assumptions about offices and office work opened into probing questions that demanded careful thought. It took a global pandemic to shake open executive minds to the possibility of better ways of doing office work.

Further, many traditional offices were climate-negative, while some were climate hostile. But overall, climate impacts improved during the shake up with the promise of much more to come.

Offices and ‘officing’ could be an important catalyst for positive climate choices. Buildings and their construction are among the largest contributors to global resource use. In considering the opportunity offices can play

in changing the narrative for a better future, legendary architect Frank Duffy offered a stark indictment of traditional offices- “The Taylorist office building has been a perfect machine for delivering environmental degradation because it is so completely the product of supply side thinking, which overrides user interests, ignores the public good, and takes no account of collateral damage.”

Why do we work in offices at all? During the Covid-19 shutdowns, a lot of productive office work got done without offices. Hybrid work and flexibility are now normalised, but the future of work is up for grabs. Office shock will continue for many years to come. And that can be an opportunity for climate-positive officing.

Covid-19, along with the internet, were catalysts for office shock, which has revealed impossible futures for offices and officing that are now possible. An emerging ‘officeverse’ is shaping new models in an ever-changing mix of work, place, and time options for living and working.

Climate-positive offices

In the corporate real estate industry, Duffy argued that the root cause of climate abuse by offices is the office supply chain and its



ABOUT THE AUTHOR

Christine Bullen is associated with Institute for the Future Christine is co-author, *Office Shock: Creating Better Futures for Working and Living.*

While technical solutions are necessary, they are insufficient to bring about a change in behaviour. To have an effect, we will need to change minds and systems.



ABOUT THE AUTHOR

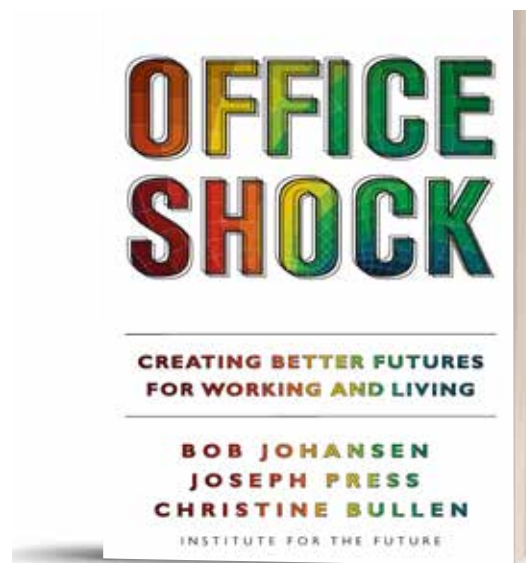
Joseph Press is associated with Institute for the Future. Joseph is co-author, *Office Shock: Creating Better Futures for Working and Living*.

incentives. Facility managers should be rewarded for maintaining highly sustainable environments, not merely reducing costs. Design and construction professionals should be rewarded for making the most imaginative and efficient use of existing spaces, rather than for new building. Finance and development providers should be rewarded for sustainably managing what exists already, rather than pursuing new ventures.

We can all do much to improve the regenerative capabilities of offices. Critical choices must be made to change consumption, produce with circularity, and regenerate the planet. Our current state of office shock could be a much-needed spark for the choices about our future that could rein in impending disasters. Office shock provides an opportunity to reverse the many unsuccessful attempts at doing the right thing. At the same time, the window of opportunity is closing quickly.

The UN Secretary-General, António Guterres, reacted to the Intergovernmental Panel on Climate Change (IPCC) Sixth Assessment Report published on April 4, 2022, saying the report reveals “a litany of broken climate promises” by governments and businesses. He even accused many of lying when claiming to be on track to limiting future heating to 1.5 °C above pre-industrial levels. In a strongly worded rebuke, Guterres said, “It is a file of shame, cataloguing the empty pledges that put us firmly on track towards an unliveable world.”

While technical solutions are necessary, they are insufficient to bring about a change in behaviour. To have an effect, we will need to change minds and systems. A climate-positive future will need to incorporate social, economic, political, and cultural changes to address this urgent need and provide a way to examine the span of choices from Net-Zero,



where people and offices do not contribute to the emission of greenhouse gases, to regenerative, where active steps can be taken to cultivate and renew the resources of our planet. Finding the harmony of choices that will enable us to fight in this battle for survival is critical to a better future.

A sustainable future requires making choices today to make a climate-positive impact. The office can be the place where organisations



© Shutterstock.com



© Shutterstock.com

converge on a shared purpose of sustainability.

Here are some ideas to adopt for a climate-positive officeverse:

- Employ a new approach to product acquisition. To take advantage of the opportunity of office shock, begin to view product acquisition like pets—something you own for its lifetime. Just as any person should carefully consider the act of acquiring a pet and its long-term consequences, we will need to start thinking the same way for every product we acquire. Transferring ownership of goods must include a responsibility to resell, recycle, or even repurpose.
- Think of ‘office’ as more a verb than a noun. As a noun, office denotes office places, or buildings. As a verb, it describes work processes and social interactions to get work done. Changing the meaning of office to a verb aligns with the officeverse—the future anytime/any

place world of work that better satisfies its individual, organisational, and community purpose.

- Prototype ways to improve the climate impact of officing. We can now do most office work without offices. Ask yourself where, when, how, and even why you work as you imagine climate-positive officing. Can you make more climate-positive choices for working and living?
- Move to a more circular business model. In working towards a sustainable future, we need to make a strategic choice: control the linearity of the value chain or move toward a more circular business model. The latter contains a business model choice: produce only when necessary, and offer to repair, recover, recycle or—even better—reuse the basic materials. **IM**



ABOUT THE AUTHOR

Bob Johansen is associated with Institute for the Future. Bob is co-author, *Office Shock: Creating Better Futures for Working and Living*.



♦ WENDY SAGE-HAYWARD, GAIA MARCHISIO, AND
BARBARA DARTT, CO-AUTHORS, *OWN IT!*

All in the family

Building a true, multi-generational family legacy demands more than just handing down business responsibilities from one generation to the next. Rather, it involves working side-by-side in an effort towards collective development, regardless of age or stage of involvement in the enterprise.

Collective ownership development is critical for many reasons. First, preserving family wealth (both qualitative and quantitative) is a dynamic process. Second, the natural evolution of family, business and ownership life cycles puts the family capital (human, social, intellectual, spiritual, and financial) at risk of unbridled change. Further, due to the complexity of family enterprise transition, it is imperative to guide and navigate change to ensure advancement occurs with intention and focus. Otherwise changes may flow against achieving the family's vision and legacy. Creating collective family development is among the most effective ways to build family capitals and achieve that necessary planned growth.

As family enterprises grow in size and complexity, it is critical to move beyond individual development and to advance the entire family. The aim is to work together to transform and enhance the family's collective capacity to make decisions and create results. Making collective learning a priority not only increases cohesion and alignment in the team of owners, but also enables each member's 'boat to rise' so that the family 'flotilla' can sail on safely into the future.

For example, one family embarked on building their collective knowledge and capacity through activities that included a mixture of regular family meetings, conference attendance, monthly financial coaching, personal development sessions, bimonthly family webinars, and accessing information through articles and podcasts. All this happened alongside each individual member's personal learning in their areas of interest—which they would then share with the larger group.

But if family members are not motivated, keep in mind that engaging family members in the collective learning process is more art than science. It requires patiently exploring areas of



ABOUT THE AUTHOR

Wendy Sage-Hayward is a senior consultant, Family Business Consulting Group. Wendy is co-author, *Own It! How to Develop a Family Enterprise Owner's Mindset at Every Age*.

individual interest and passion and marrying them with business needs and priorities. One family involved in the pet products industry

To promote participation, inclusion, and intergenerational learning, invite rising generation family members to educate the whole family on the latest technologies, social media, or generational trends.

set up a cooking class with a specialist to develop dog and cat food recipes. Several members of the rising generation loved cooking and so this was a way to introduce them to the business and incorporate their expertise and interests simultaneously.

Consider these ideas to pursue when embarking on collective learning to enhance your family enterprise:

1. Conduct a learning needs assessment.

Given that family members have different knowledge and skills, it may be hard to pin down exactly what educational needs the family may have as a collective. A needs assessment is a good first step to help a family determine where they are in terms of their knowledge, skills, and capabilities and where they want to be based on their vision, passion, and interests. Invite



ABOUT THE AUTHOR

Gaia Marchisio is a family enterprise researcher, consultant, educator, speaker, and writer. Gaia is co-author, *Own It! How to Develop a Family Enterprise Owner's Mindset at Every Age*.



family members to rank questions from high to low, and together evaluate the responses to provide a starting point.

2. Hold in-house learning sessions.

Include a learning activity or event at each family or ownership governance meeting. For example, one family invited an advisor to conduct monthly mini-workshops on finance for non-financial managers. It was a huge hit, especially with the rising generation family members and others who needed to build greater financial literacy.

3. Go on learning expeditions. Go to new places to stimulate thinking and insights. This may mean traveling together to hear an industry speaker or going as a group to a country (or region) where you hope to expand your business to learn about the regional customs, build relationships, challenge assumptions, and gather market intelligence, among other activities.

4. Tap individual member's expertise.

To promote participation, inclusion, and



ABOUT THE AUTHOR

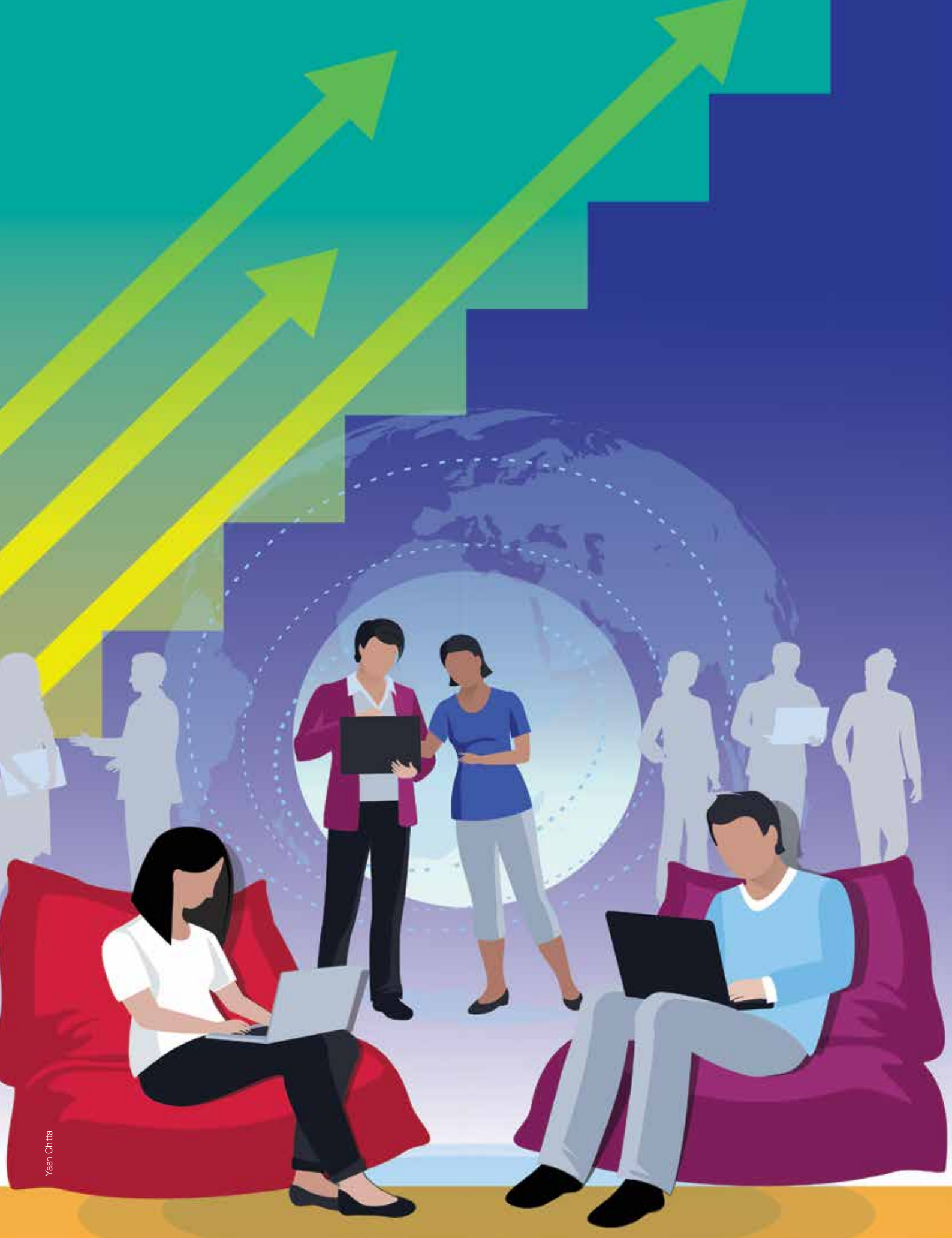
Barbara Dartt is Principal Consultant, Family Business Consulting Group. Barbara is co-author, *Own It! How to Develop a Family Enterprise Owner's Mindset at Every Age*.

intergenerational learning, invite rising generation family members to educate the whole family on the latest technologies, social media, or generational trends. While they may be topics not immediately related to the enterprise, they can be very effective in promoting intergenerational understanding and closeness.

5. Engage in a shared service-learning activity. The benefits of these experiential forms of collective learning are many. Through engaging in meaningful projects that require understanding of specific needs, crafting solutions, and helping with the implementation, family members have an important opportunity to put in practice and test multiple skills

(leadership, communication, project management, etc.) and knowledge (financial, marketing, strategic, etc.). Family members can also appreciate a sense of the shared human condition with those who are in need and the betterment that comes from helping.

Help the family understand that development is not about checking off some list or reaching some visible or invisible finish line. As much as possible, create small wins that impact family members' lives, attributable to their development. The clearer the connection between learning and improvements around some common challenges, the stronger the intrinsic motivation. **IM**



Value system

Ever wondered about the origin of the term ‘culture of a company’? A quick search on the web will show that it is a Western concept. The classical definition of ‘culture of a company’ is- Company culture is how you do what you do in the workplace. It is the sum of your formal and informal systems and behaviours and values, all of which create an experience for your employees and customers. (taken from The Great Place To Work).

Notice how culture applies to employees and customers. This is critical to understanding how all of this pans out in reality. As long as you are an employee or a customer, you are treated in a manner that somehow ‘gets the job done’ without causing too much disruption. It also means that if you are not yet an employee (like a potential employee evaluating the company) you are really not covered by the definition of the company. Similarly, once you are thrown out or leave on your own, you are no longer ‘a part of the culture’ of the company. The same stands true for potential customers or ex customers.

No one really cares about both

Another interesting set of words is ‘formal and informal systems and behaviours and values’. I wonder what an informal system really is. Is it even a thing? An ‘informal system’ has to have an informal mechanism to address transgresses? Who, then, decides what a transgression is and who decides what is the right way to address it (in an informal system)? One of the lines I used to use a lot is, “Culture stems from the top.” In my case, I assumed the mantle of setting culture with my behaviour and my actions. This gives rise to an interesting question—does culture change when leadership changes? In all my previous engagements, there was a direct, clear, and measurable change in the so called behaviour and value system every time there was a change in leadership. Notice, I did not call it a positive or a negative change, because, to me, this is of no consequence. The fact is that with the change in leadership, culture of an organisation changes.

Similarly, employees who are within an organisation under a particular leadership have a set of behaviours and values (not to mention informal systems) that get the job done. When the same individual is thrown out

Employees who are within an organisation under a particular leadership have a set of behaviours and values that get the job done. When the same individual is thrown out or leaves or is under a different leadership, the set of behaviours and values change.

or leaves or is under a different leadership, the set of behaviours and values change. We have all observed this and I am sure I do not have to quote research to prove this. So, is

it safe to assume that culture is fluid and dependent on leadership, behaviours, and actions?

Is the definition of culture an absolute for all types of industries, subsidiaries, etc. across the globe? After all, leadership styles, ethnicity, etc. influence local cultures.

And of course, the mother of all questions- what is the culture of a company?

There is another more recent set of events that need to be examined to understand culture. Tech giants (such as Amazon, Google, Microsoft, etc.) along with small entities (especially in publishing) announced redundancies. Even a cursory scan of social media shows that from the smallest entity to

the largest giant, the experience of being thrown out has been a stressful and humiliating one. If culture rules the company and as

Western thought leaders have told us, “it is the best thing next to sliced bread” then what is causing all the stress? The answer lies in the fundamentals of management that have originated in the so called developed world, located primarily in the Western Hemisphere.

To understand why culture should transcend employment and leadership one has to dig a little deeper in another part of the world. Closer home, there are a number of corporate houses who are known for their work ethics. Notice I did not use the word culture. Among these, the one standing the tallest is the Tata Group. There are many legendary stories about their policies but I will pick just two.

Handling financial crisis

The situation just around the time of World War I was very grim for Tata Group. At the time, Dorabjee Tata, the then Chairman of the group, had gifted a 260 carat (approximate size) diamond to his wife, Meherbai.

To pay salaries of employees, Dorabjee pawned this diamond along with his wife’s other jewellery. The crisis was taken care of and the Tata conglomerate continued to grow, as it does, even today. The diamond was later released, but sold off when Meherbai died of





© Shutterstock.com

cancer. The proceeds laid the foundation of the Tata Memorial Hospital in Mumbai.

Handling humanitarian crisis

Probably the most painful period in the Tata history was the 26/11 terrorist attacks on their hotels (including other sites) in Mumbai, that resulted in the deaths of many people including their employees. Families were devastated. There is no case-study on how the families were handled both with emotional and financial support and that is the way the Tatas would like to keep it. They do not want to attract publicity nor do they want to shout from the rooftops for what they believe is “the right thing to do.” This is a far cry from how companies today want to garner brownie points for smaller acts. However, the family of every employee who lost his/her life and those who got injured are being looked after by the Tata Group.

Lessons for the corporate world

Actually, there isn't much to learn from this

for most of the Western world. The concept of family and belonging is quite different there. But we, in the East, especially in India, have the opportunity to make a course correction.

‘Corporate America’ gave us the mantra of ‘shareholder value above all else’. CEOs are ‘sacrificed’, minions are ‘slaughtered’, and human capital is expendable as long as investors gain. The East has always had the concept of ‘family’ whether it was family-owned businesses or family-based cultural values. Experience is respected more than educational qualifications, and when one was to retire, one was always (without exception) given some sort of send-off. Retrenchment was treated as breaking a family and they were few until the British arrived.

It is time for ‘Corporate India’ to move away from ideals set up by ‘Corporate America’; those ideals might work for the Americans, but are not compatible with Indian values. **IM**



ABOUT THE AUTHOR

Vivek Mehra is founder and CEO, Vikramshila Education.



{ We Offer More Than **Solutions**; We Create **Relationships**! }

We believe that your brand and services are best served by reaching out regularly to your stakeholders. Hence, custom publications to us are **Relationship Publishing**, that effectively strengthen your brand with your customers.

With a portfolio of over 35 custom magazines, 7 consumer titles, 3 event properties, a state-of-the-art printing press, more than 80 clients for web-based publishing solutions and a growing list of clients for content services and book publishing, Spenta Multimedia Pvt Ltd has an average monthly readership of over 5.5 million across the genres of travel, retail, lifestyle, beauty, pharma, finance and management.

Contact us to see how you and your brand can grow with India's leading media house.



10th Floor, Sun Paradise Business Plaza, Opp. Kamala Mills,
Senapati Bapat Marg, Lower Parel, Mumbai - 400013.
Tel: 022 2481 1010 / 6734 1010 / 1024 / 1031
Email: ho@spentamultimedia.com
Website: www.spentamultimedia.com



Spenta Multimedia wins four awards at the 57th (ABCI) Association of Business Communicators of India Annual Awards 2017.

TAKE A STEADY STEP INTO THE BUSINESS WORLD



POST GRADUATE DIPLOMA IN MANAGEMENT (Approved by AICTE*)

All India Management Association is the apex body of management profession in India. Centre for Management education under the aegis of AIMA offers PGDM Programme which is widely acclaimed for its strong curriculum in the industry and academic circles. It is designed not only to impart the knowledge of core subjects such as Accounting, Economics, Finance and Marketing but also lays special stress on developing skills and competencies through exposure to real business situations in the form of case studies. AIMA leverages its close linkages with the industry to assess emerging needs and factor them on to its programmes.

Eligibility

Graduation in any stream from UGC recognised university or equivalent

Course Highlights

- Teaching based on case studies to build and strengthen decision making and analytical skills.
- Contemporary course curriculum recognized by Industry.
- Library Database on AIMA website.
- Complimentary AIMA Membership and Indian Management Journal.
- Lateral Entry permitted on the basis of last Post Graduation/Master's Programme pursued in stream relevant to management education.
- 25% discount in programme fee for serving/retired officers of Armed forces.

Duration

- 2 Years (divided into 4 semesters)
- Online Registration is available, please visit <https://education.aima.in/showAdmissionForm.action>

Programme Delivery

- 15 hours of teaching per subject
- Industry Interface
- E-Learning Support (Specially designed foundation programme on economics, quantitative techniques & accountancy)

* In ODL Mode

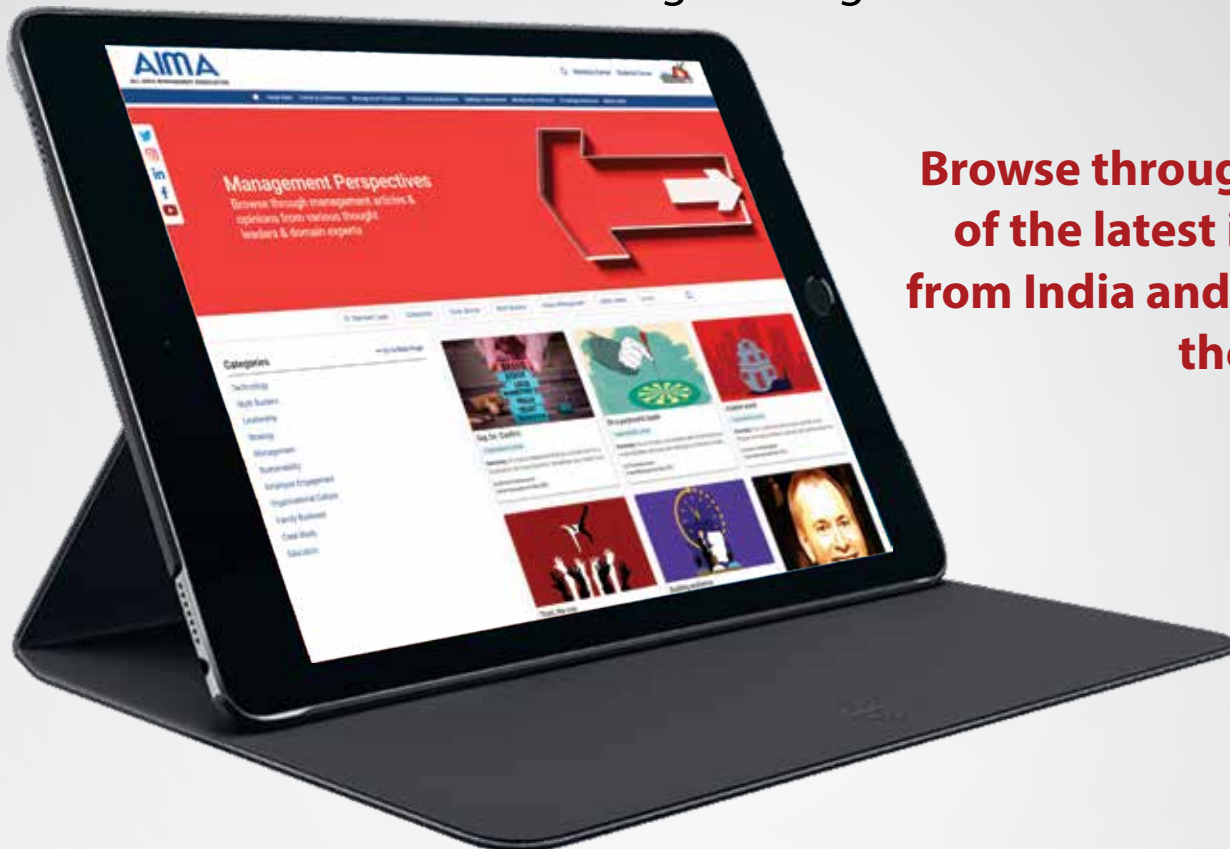
Specializations: HR, Marketing, Finance, Operation, IT, International Business, Digital Marketing, Business Analytics, Supply Chain, Retail, Hospitality & Financial Research & Valuation Modelling.

Programme Manager

All India Management Association-CME, 15 Link Road, Lajpat Nagar-3, New Delhi - 110024
Contact: 011 47673011 | Mobile: +91 9654601397 | Email: pgdm@aima.in | Website: www.aima.in

MANAGEMENT PERSPECTIVES

A collection of management articles and opinions from various management gurus and domain experts.



**Browse through some
of the latest insights
from India and around
the world.**

Highlights

- ➡ Quick access to latest trends, ideas and insights
 - ➡ Innovative thinking from national and international gurus
 - ➡ Sorted and categorised for ease of navigation
 - ➡ In-depth case studies
 - ➡ Full and free access to AIMA members
 - ➡ 2 free articles per month for non-members
- and much more

Become an AIMA member to get full access to the latest management thought.

Explore today [CLICK HERE](https://www.aima.in/management-perspectives)

or visit - <https://www.aima.in/management-perspectives>