

indian management

The Journal of
AIMA
ALL INDIA MANAGEMENT ASSOCIATION

JULY 2024

VOLUME 63 ISSUE 7 PAGES 42

₹60

A SPENTA MULTIMEDIA PUBLICATION

CREATIVITY

A Recipe for Employee Engagement

THE SECRET SAUCE

Chris Griffiths and
Caragh Medlicott



LEARN
HOW TO
LEAD
LIKE A
WOMAN



2nd LEADHERSHIP RETREAT

She Leads: Shaping Tomorrow's Trailblazers

18th – 20th September 2024, Vivanta by Taj, Panaji, Goa

Speakers



**Surgeon Vice Admiral
Arti Sarin, AVSM, VSM**
Director General, Medical
Services (Indian Navy)



Sundari Nanda
Special Secretary
Ministry of Home Affairs



Shrinivas V Dempo
Immediate Past President
AIMA & Chairman,
Dempo Group of Companies



Bindu Subramaniam
Chairman- YLC and
Co-founder & CEO
SaPa Learning Pvt Ltd



Aparna Popat
Co-founder & COO
All is Well



Latha Venkatesh
Executive Editor
CNBC-TV18

For more details please contact

Smita Das

M: +91 9810399550 E: sdas@aima.in

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

Ph. No. : 011- 2460 5100/4312 8100/2460 8524/2460 8511, www.aima.in

For online
registration

[Click here](#)

Global Innovation and Management Programme (GIMP)

Reset Leadership: From Crisis
Renovation to Growth Innovation

24th – 27th July 2024

JW Marriott, Kuala Lumpur, Malaysia

SPEAKERS (in alphabetical order)



Anthony Raja Devadoss
Country Managing Director
Korn Ferry Malaysia



B N Reddy
High Commissioner of
India to Malaysia



Kris Gopalakrishnan
Co-founder, Infosys



Manoharan Periasamy
Director General
Tourism Malaysia



Pranjal Sharma
Economic Analyst, Advisor and Author



R Mukundan
CEO
Tata Chemicals



Raja Segaran
Director Strategy, Research &
Insights Department
Malaysia Digital Economy
Corporation (MDEC)



Rekha Sethi
Director General, AIMA



Shrinivas Dempo
Immediate Past President, AIMA
& Chairman, Dempo Group
of Companies



Sunita Rajakumar
Founder & Chairperson
Climate Governance Malaysia

For more details, please contact

Mr Ravi Jangra - Deputy Director

Mobile: +91 – 9811811231, Email: rjangra@aima.in

Mr Mansoor Hassan - Assistant Director

Mobile: +91 – 9540060166, Email: mhasan@aima.in

THIS ISSUE



10

COVER STORY

THE SECRET SAUCE

Ushering in creativity to decrease employee disengagement.

- CHRIS GRIFFITHS AND CARAGH MEDLICOTT

12

STRATEGY

THE PERFORMANCE-POTENTIAL DILEMMA

Synergy of performance and potential.

- ULLHAS PAGEY

16

STRATEGY

THE TRIPLE NOW

A roadmap to succeed in today's era of transformation.

- JEREMY BLAIN

22

MANAGEMENT

SAVE THY HOME

Why is bio-diversity so important and considered necessary for our survival?

- KRISHNA KALRA

28

MANAGEMENT

MANAGE LIKE A MOTHER

Management lessons from mothers.

- PROFESSOR RAJESH K PILLANIA

32

MYTH BUSTER

THE LOGIC OF ILLOGIC

Dispelling myths about strategy in marketing

- BRIAN SHEEHAN

36





International

AIMA
ALL INDIA MANAGEMENT ASSOCIATION



AIMA's Scheme of Assessment & Certification of Skills & Competencies **AIMA Certified Trainer (ACT)** Endorsed by NOCN, UK

AIMA's ACT Certification is recognition of competencies and skills acquired by an individual as a Trainer and is recognised and endorsed NOCN, UK a leading British assessment and awarding organisation.

AIMA Certified Trainer is designed to give trainers recognition of skills to enable them to compete in the global market. The Certification will help Trainers gain the competitive advantage at international standards.

More information, please visit https://resources.aima.in/Skill_Competency_Certification/ACT-Brochure.pdf

For details contact:

Saumya Singh - Deputy Director
Centre for Management Education
All India Management Association
15 Link Road, Lajpat Nagar III, New Delhi-110024
Email:saumya@aima.in, Ph.No. 011-24608531, 9810475327

Workforce as braintrust: Tapping employee creativity

Nikhil Sawhney is President, ALMA & Vice Chairman and Managing Director of Triveni Turbine Limited, and a Director of Triveni Engineering.

Often, managers complain about low employee commitment and absence of creativity in their teams. In turn, employees complain about not having a say in the way things are done. The organisation bears the cost of such mutual discontent, especially as work is getting automated and employee contribution to improvement and innovation is becoming essential. Modern business leaders must ensure that employees apply their minds to their roles and tasks and not merely fulfil contractual obligations.

One of the biggest obstructions to increasing employee contribution to efficiency, innovation, and competitiveness is the cognitive hierarchy. Often, only a few people with certain designations, qualifications and authority are trusted to generate new ideas and aims, and thinking is considered above the pay grade of most of the employees. In organisations with such a culture, employees only do what they are told, and they keep their own information, insights and ideas to themselves.

Getting employees to contribute more than what they are contracted for is particularly difficult in large organisations. The scale and distribution of workforce encourages prioritisation of control. Typically, processes are designed for idiot-proofing which also restrict employee initiative and contribution.

Leaders are usually aware of the downside of controlling processes and structures and the cost of conformity-induced mediocrity. Ideally, they would like to have discipline along with enthusiasm and creativity. They realise that without everybody bringing helpful insights and ingenuity to the table, the organisation would go stale and struggle to survive radical changes in the market.

The key step towards improving employee engagement and productivity is to involve them in the department and the organisation's performance analysis as well as decision making. The managers must not stop at asking the employees what they have done and not done. They must also ask the team members what they think about what is being decided and done and how it can be improved. When employees are regularly required to offer their views, knowledge and innovative ideas, and their inputs are incorporated in decisions and actions, their sense of belonging and responsibility increases.

A common leadership mistake is that the leaders take their role too literally and tend to dictate what must be done, how it must be done, and who must do it. The leaders who claim to know it all tend to shut down everybody else's brains. The insecure and the imperious leaders see employee thinking and creativity as a threat to their authority.

Allowing employees to undertake personal innovation projects alongside their given work is another way to improve their engagement and contribution. This approach has proved particularly useful in knowledge enterprises.

The key to getting intelligent contributions from employees is to avoid spelling everything out. The leaders who give employees an open scope for suggestions instead of channelling

their thoughts receive more honest views and better ideas. The leader's job is to prompt others' curiosity, thinking and imagination and let them come up with radical new insights and innovations. When employees sense significant autonomy and importance, they push the leaders themselves to do better.

Recognising and encouraging diversity in employee thinking and creativity is also an important part of turning the workforce into a braintrust.

While everybody can see the leader's biases and preferences, and calibrate their contribution accordingly, the leader must make an effort to accommodate different approaches and solutions, and tolerate some amount of creative tension.

There is a tendency to seek analysis and advice within a group, which produces more of the same insights and innovations. Those burdened by given targets and locked in by

shared experiences struggle to break the mould. Often, the outsiders see things more clearly and offer the most innovative ideas. The leaders need to engage with people from diverse teams, backgrounds and levels to improve the odds of finding breakthrough innovations.

Holding business games for employees is a useful way to tap their creativity without burdening them with big expectations. Games allow employees to showcase their business talent outside the narrow confines of their assigned roles and tasks. Structured competitions also allow the leadership to identify high-fliers and misfits.

Allowing employees to undertake personal innovation projects alongside their given work is another way to improve their engagement and contribution. This approach has proved particularly useful in knowledge enterprises. In fact, letting employees innovate in their area of work during their paid time can help all kinds of enterprises.

Business is changing and the role of employees is also changing. As continuous and comprehensive innovation becomes necessary to grow a business, the leaders must turn the workforce into braintrusts and tap everybody's creativity to gain an edge over rivals who are trying to do the same. 

The opinion expressed is personal.

EDITOR'S NOTE

Dear Readers,

Many researches and reports indicate that employee disengagement is one of the biggest reasons for poor productivity. A disengaged workforce also negatively affects organisational culture, increases attrition rate, and overall, leads to stagnation of work. Moreover, employee disengagement can go beyond just hampered productivity; it can create a negative atmosphere in the workplace and become an obstruction in the collective goals of the organisation.

This makes it pertinent for leaders to ensure that employees are always motivated and have a sense of control over things. One way to do this is let employees explore their creative side... give them time to be creative. Creativity instills purpose and determination in an employee, enabling him/her get engaged in fulfilling that purpose (i.e., achieving their goals). Encouraging creativity gives employees the freedom to express their ideas, which can lead to meaningful collaborations, foster innovation, and enhance productivity in the long run.

As Chris Griffiths and Caragh Medicott, co-authors of *The Focus Fix* write in the cover story of this issue, "Creativity is the secret sauce for deep-rooting a sense of purpose at work, and so, boosting engagement in the process... it is a quality which can actually be utilised by any person, regardless of what they do. This is good news for employers looking to bring in new measures to banish disengagement and replace it with waves of fresh motivation and well-being amongst their workforce."

What is your take on the concept of ushering in creative thinking to decrease employee disengagement? 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

JULY 2024 VOLUME 63 ISSUE 7

EDITORIAL ADVISORY BOARD

Shiv Shivakumar
Nikhil Sawhney
Rekha Sethi
Maneck Davar
Radhakrishnan Nair

EDITORIAL

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

DESIGN

ART DIRECTOR | Yogita Iyer

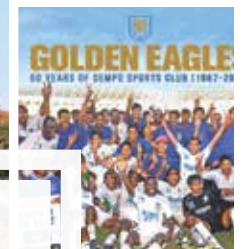
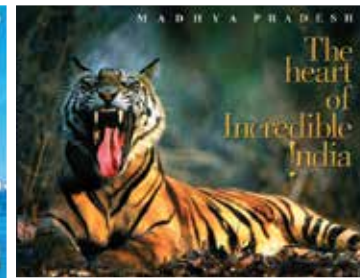
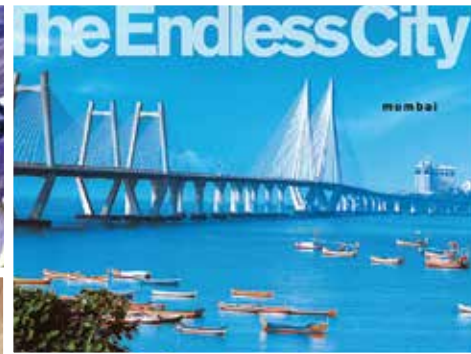
SUBSCRIPTIONS

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, Ambarnath (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.



SHARE YOUR STORIES WITH THE WORLD

With over 100 titles in print, including Indian and international language translations, Spenta Multimedia's expertise to create bespoke coffee table books is unparalleled.

We pride ourselves on our ability to turn your vision, thoughts and ideas into luxury coffee table books, both in print and digital formats that preserve the story and artistry of your brand, your work, and your passion.

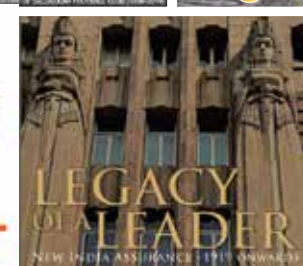
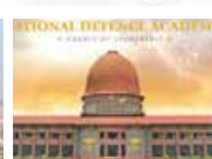
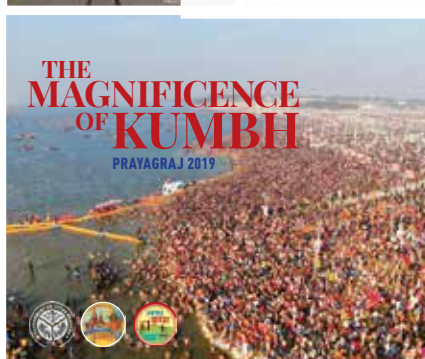
Our turnkey creative platform of talented editors and designers collaborate closely with you to ensure that your history and successes become masterpieces that live on, printed in our inhouse state-of-the-art printing facility.

Our wide collection of engaging, masterfully designed and impeccable quality coffee table books includes brand journeys, architecture, law, cities, cinema, tourism, life stories, jewellery and crafts, flora, culture, cuisine and more.



www.spentamultimedia.com

To know more, write to:
ho@spentamultimedia.com





REENGAGE YOUR TEAMS





Dinesh Bhogale

The secret sauce

Fostering creativity in the workplace teams will make employees feel re-engaged and connected with the purpose of their work.

♦ CHRIS GRIFFITHS AND CARAGH MEDLICOTT, AUTHORS, *THE FOCUS FIX*

Employers might go about addressing this disengagement in a number of ways. Some might be tempted to be more stern with their teams, ensuring they are given strict deadlines and suggesting longer working hours to ensure targets are met. Others might take the opposite tact, making more time for team building or introducing 'fun' equipment into the office such as pool tables or games consoles. Of course, there might be evidence to suggest that either approach helps with engagement initially; the trouble is that neither option works as a long-term solution.

This is because, ultimately, such measures only address the symptoms of employee disengagement at work, rather than actually getting to the crux of the issue. After all, if we actually think about what makes us feel engaged at work, it can all be boiled down to one word: purpose.

Whether it is doing the laundry or running a marathon, purpose is something which motivates people of all backgrounds and skill sets to follow through on the tasks that they set themselves. While we might be temporarily motivated by the fear of a hard deadline, or energised by the novelty of having a bit of fun at work, neither can compete with the robustness that a sense of purpose can offer.

A sense of purpose is powerful because it connects us to the bigger picture. It allows us to see the value and ultimate end goal of a task or project—and this, in turn, allows us to approach work with tenacity, even when it involves tasks we might not otherwise typically enjoy. So, the next big question is how can we generate purpose at work?

Obviously, every person has a different role and ability, so it would seem fair to assume there is no magic, one-size-fits-all solution to generating engagement. And yet, this is actually (and happily) untrue. Applied correctly, creativity can enable just about anyone to deepen their sense of purpose and re-engage with their work.

Creativity is the secret sauce for deep-rooting a sense of purpose at work, and so, boosting engagement in the process. The reason for this is manifold, and what's more, it is a quality which can actually be utilised by any person, regardless of what they do. This is good news for

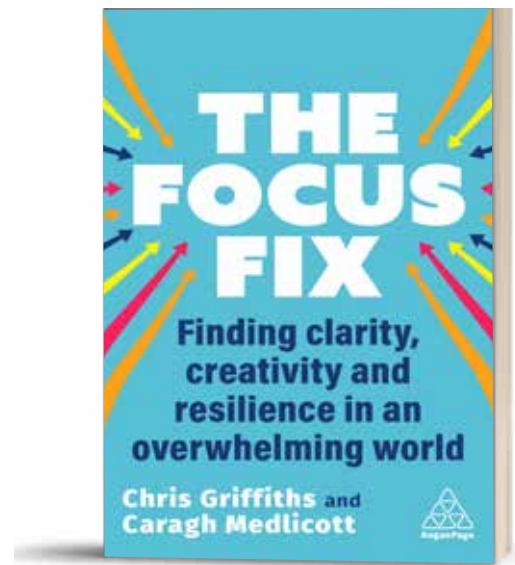
Figuring out what motivates us can sometimes be tricky. We all know that motivation is something we want more of, but actually finding it is an altogether different challenge. What's worse is that the overall output of the organisation inevitably starts to dip when dealing with a whole team—or even a whole company—full of people feeling disengaged.

employers looking to bring in new measures to banish disengagement and replace it with waves of fresh motivation and well-being amongst their workforce.

But first, let's address the elephant in the room. While all we have certainly heard positive things about creativity and innovation in a general sense—these are, after all, the qualities most-frequently associated with success—being creative is not necessarily something we all feel confident doing. In fact, “I’m just not creative,” is a common complaint amongst workers, especially, those with more technical or numerical backgrounds. But this simply isn’t true!

There’s no evidence¹ at all to suggest that creativity is a binary trait—something you either have or you don’t. Instead, just like a muscle, creativity can be grown and strengthened through use. This is ultimately a very liberating thing as it means the more time we make for creativity, the more it naturally gains momentum within us.

In truth, creativity really is for everyone. The idea that innovative thinking is something which should be reserved for bohemian artists or pioneering entrepreneurs is a damaging



one—doing away with this kind of thinking can allow us to tap into new abilities we didn’t know we had. Yes, bringing more success but also establishing a higher level of general purpose at work. Still, you might be wondering why exactly creativity is so integral in producing this effect?

Well, first and foremost is human nature itself. While we might not reflect on it often,



Chris Griffiths,
author, *The Focus Fix: Finding clarity, creativity and resilience in an overwhelming world.*





humans are inherently creative beings. Whether it be working through a puzzle, doodling in the margins of a notebook, or even just imagining what new recipe we might try for dinner, creativity does not have to be glamorous—but it is something we engage and take satisfaction in more often than we realise. It is also infamously effective² in opening up our mind and perspective. This is very beneficial when looking to break out of bad habits at work, and rediscover—once again or even for the first time—how our work might bring us joy.

It is important to note, too, that being creative at work doesn't always mean direct acts of ideation. Instead, we might apply creativity when reimagining how to structure our working day. It could come in the form of a particularly innovative solution to a tricky problem. The nature of creativity is broad and multi-faceted, and there is really no end to how we might apply it at work, or even in our lives more broadly. Knowing this, it seems obvious that every employer, manager, or C-suite executive should be encouraging more creativity amongst teams in order to reap the benefits of a re-engaged and connected workforce.

Certainly, the right working culture is

incredibly important in encouraging this. An environment in which employees know they are able to experiment, take risks, and—crucially—fail, is one which also breeds rich ideas and noteworthy successes. Still, it might be daunting to attempt to improve creativity amongst individual employees given the vast differences between roles and teams. That is why I always recommend focussed daydreaming as a technique to be used across the board to improve a creative mindset and output.

Many people think of daydreaming as simply slacking off. Something we fall into when bored or procrastinating, and yet it is actually an essential neurological process. A wealth of research³ has connected the act of daydreaming with enhanced creativity, problem solving and general positivity. You can encourage employees to make the most of this by recommending they take regular breaks in which they do activities that open up the daydreaming mind, such as walks, doodling or even working through their chores.

This practice will allow everyone—regardless of their role—to tap into the most creative version of themselves. When combined with a work culture which actively encourages creative ways of doing things, teams will organically begin to feel re-engaged and connected with the purpose of their work. It might take longer than a quick fix, but the results will also be longer lasting—and the ultimate successes you reap from a creative, re-engaged team are worth the effort. **IM**



Caragh Medicott,
author, *The Focus
Fix: Finding clarity,
creativity and
resilience in an
overwhelming world.*

References:

- 1 <https://irishtechnews.ie/the-creative-type-whats-the-link-between-dna-and-creativity/>
- 2 <https://www.youth.ie/articles/why-is-creativity-important-and-what-does-it-contribute/>
- 3 <https://www.waldenu.edu/online-bachelors-programs/bs-in-psychology/resource/why-daydreaming-might-be-good-for-you#:~:text=Not%20only%20has%20daydreaming%20been,problem%20solving%20and%20enhances%20creativity.&text=And%20when%20it%20comes%20to,pleasure%20has%20also%20proven%20beneficial.>



The performance-potential dilemma

The fast pace at which we live and work today is driving both incremental and radical change in business and is becoming the new normal. Some organisations are keeping up, but many getting left behind. It is no longer a question of when or whether it is a good idea to transform organisations in preparation for the future; it is now an urgent question of how to transform.

This piece intends to clear the fog between performance and potential and at the macro level and addresses the issue- “Are you in the same bus and the right seat?” as rightly put by Jim Collins, author of *Good to Great*, wherein Collins emphasises that successful companies ensure they have the right people (on the bus) and that these people are in roles that best suit their talents and skills (in the right seats). This concept is part of Collins’ broader discussion on leadership and organisational effectiveness, emphasising that getting the right team in place is crucial before determining the strategy of the company.

A 2 × 2 matrix akin to BCG Matrix can further clarify the underpinnings and other subtle aspects.

Performance and potential demystified

Individual performance is the existing ability of an employee to execute tasks and responsibilities effectively in the role. It is usually measured through performance appraisals, which assess how well the employee meets set goals, objectives, and KRAs over a specific period. Performance is typically evaluated based on quantifiable outcomes such as sales targets, project completions, customer satisfaction scores, or other key performance indicators like KRAs or KPIs on a quarterly, biannually, or annual basis. It mainly focuses on how well an employee completes the assigned KRAs set during the beginning of the performance year and is based on past performance metrics.

Potential is an employee’s capacity to develop into roles of greater responsibility or complexity in the future. It indicates an individual’s ability to grow, adapt, and take on new challenges beyond the existing role. It is future-oriented and is based on inherent attributes such as leadership qualities, cognitive abilities, learning agility, interpersonal skills, capacity for growth, and learning new skills. Potential may not always be evident through current performance

and often requires identification through psychological, cognitive, leadership tests, and more precisely, through assessment and development centers—an extremely powerful technique.

It is important to understand that performance and potential do not exist at the bipolar end of the same continuum, but are mutually exclusive paradigms which most line managers

BCG Matrix

A 2 × 2 matrix akin to Boston Consulting Group (BCG) matrix can further clarify the underpinnings. The BCG Matrix is a strategic tool used for portfolio management, helping companies allocate resources among different business products based on their market growth rate and relative market share.

Comparing individual performance and potential on the lines of BCG Matrix can offer deeper insights into how employees might be evaluated and managed similar to business products. Here's a detailed description of the BCG Matrix:

Likewise, employees after their performance and potential assessment can also be categorised in four classifications: Stars, cash cows (rainmakers), problem children (low on performance, high in potential) and dead woods (potential exits).

This becomes an extremely useful framework for their compensation and career planning.

Compensation and career planning

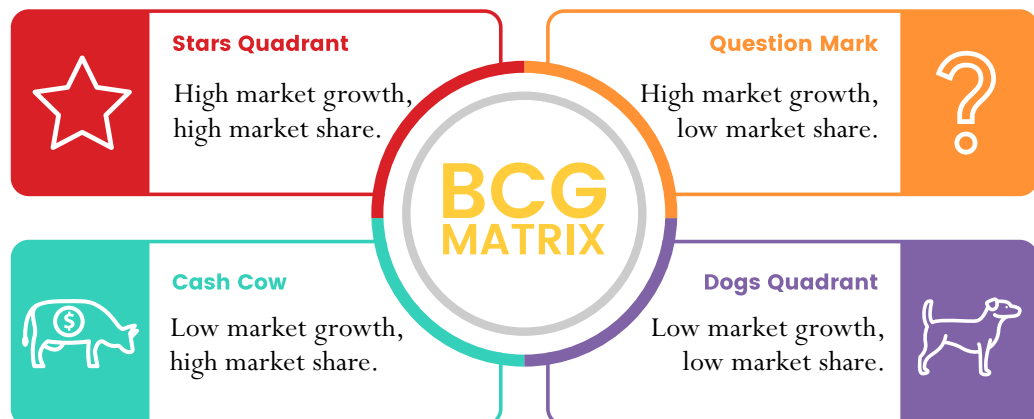
Whereas the Stars can be given hefty increases in their compensation, incentives, Stocks coupled with promotions, cash cows should be awarded with high variable compensation to make them go whereas deadwoods should be shown the exit door.

Problem children should be handled with extreme sensitivity through counseling, providing them learning opportunities and some increase in comprehension to keep them motivated enough.

Role of HR and line management

The role of HR and line management in performance and potential appraisal differs significantly.

The BCG Matrix categorises business units or products into four quadrants.



**HR's role: is essentially about-**

- 4.1. Framework development and Policy Creation: HR leaders design and implement appraisal policies, ensuring that they align with organisational goals.
- 4.2. System implementation: It develops and maintains the appraisal system, including the forms, criteria, and software selection.
- 4.3. Training and guidance: HR is responsible for training line managers in conducting effective appraisals, including how to provide constructive feedback. Moreover, it offers an ongoing support to line managers, helping them address any challenges that arise during the appraisal process.
- 4.4. Consistency and standardisation: HR ensures that appraisals are conducted consistently across the organisation, reducing biases and ensuring fairness through moderation of post appraisal ratings.
- 4.5. Data analysis and reporting: HR collects

and analyses performance data to identify trends, strengths, and areas for improvement across the organisation. Moreover, it reports on appraisal outcomes to the senior management, highlighting the organisation's performance and development needs.

Line manager's role

- 4.2.1. Direct evaluation: Line managers directly evaluate the performance of their team members, based on their day-to-day interactions and observations.
- 4.2.2 Objective setting: They set specific performance goals and KRAs for their employees and monitor progress.
- 4.2.3 Feedback: Line managers provide immediate and constructive feedback to employees, to improve performance and address issues.
- 4.2.4. Engagement: They engage with employees regularly to understand their

concerns, aspirations, and to support their well-being.

4.2.5. Performance monitoring: Line

managers continuously monitor performance throughout the year, not just during formal appraisal periods.

Thus HR managers focus on designing, implementing and overseeing the appraisal system, ensuring fairness, and alignment with organisational goals. Line managers, on the other hand, are directly involved in evaluating their team's performance, providing feedback, and supporting their professional development. Together, they

ensure that the performance appraisal process is effective and beneficial for both the employees and the organisation.

In essence, HR is the process designer and

process enabler whereas line managers are process implementers.

5 Role of software: While software packages may offer numerous benefits, they come with certain limitations .

5.1. Complexity and usability: Poorly designed interfaces can lead to user frustration and reduce the effectiveness of the system.

5.2. One-size-fits-all solutions: Most software packages are designed to be broadly applicable, which can result in a lack of customization to fit specific organizational needs and processes.

5.3. Rigid processes: Organisations may find themselves having to adapt their processes to fit the software rather than the other way around. This may be a difficult call for the organisation, as it has implications on organisational culture.

5.4. Integration issues: Integrating

Organisations may find themselves having to adapt their processes to fit the software rather than the other way around. This may be a difficult call for the organisation, as it has implications on organisational culture



© Shutterstock.com



© Shutterstock.com

performance management software with existing HR systems and other enterprise software can be challenging and may require additional resources.

5. 5. Costs: The initial cost of purchasing and implementing the software can be high. Additionally, there may be ongoing expenses for maintenance, update, user support and customisation which can have a huge cost implications which the vendors rarely talk about in the beginning.

5.6. Over reliance: Over reliance on software can lead to the neglect of the human element in PP management, such as face-to-face feedback and interpersonal communication.



ABOUT THE AUTHOR

Ullhas Pagey is an author and an organisation development and transformation specialist.

6. Key reflections and learning: Having worked in multiple organisations as an OD and HR- CXO with varying degrees of success in PP management , here are a few my key learnings.

1 Setting of new performance and potential systems intrinsically involve changing in the habits of employees which means culture change for which prior knowledge OD is essential.

Organisations are characterised by their unique culture, hence PP systems should be in consonance with their prevailing culture.

2

3 Never copy forms and formats of other companies; it does not work. In MNCs the systems are driven by parent organisation though.

Processes (like training in KRA setting, counseling and creating buy in by various stakeholders) are more important than forms and formats.

4

5 PP process forms the heart of HR. Hence for its efficacy, take as much care as one takes for its heart.

As our narrative reaches its zenith, we should realise that “In the alchemy of leadership, potential is the philosopher’s stone, transforming ordinary endeavors into extraordinary legacies.” Thus, for the synergy of performance and potential, the corporate orchestra attains a timeless crescendo and address the key talent management issue: whether organisations have their right people “on the right bus” and whether these people are “in the right seats” !! 



Three forces—digital relevance, people potential, and readiness of leaders—will serve to either propel or block the success of businesses in this transformational era.

STRATEGY

♦ JEREMY BLAIN, AUTHOR, *UNLEASH THE INNER CEO*

The Triple Now

The fast pace at which we live and work today is driving both incremental and radical change in business and is becoming the new normal. Some organisations are keeping up, but many getting left behind. It is no longer a question of when or whether it is a good idea to transform organisations in preparation for the future;

it is now an urgent question of how to transform.

In the current workplaces and beyond, we will experience dramatic shifts as we encounter a perfect storm of forces that will challenge our companies, leaders, managers and teams on a worldwide scale. These three forces—the Triple Now©—will serve to either propel or block the success of businesses in this transformational era.

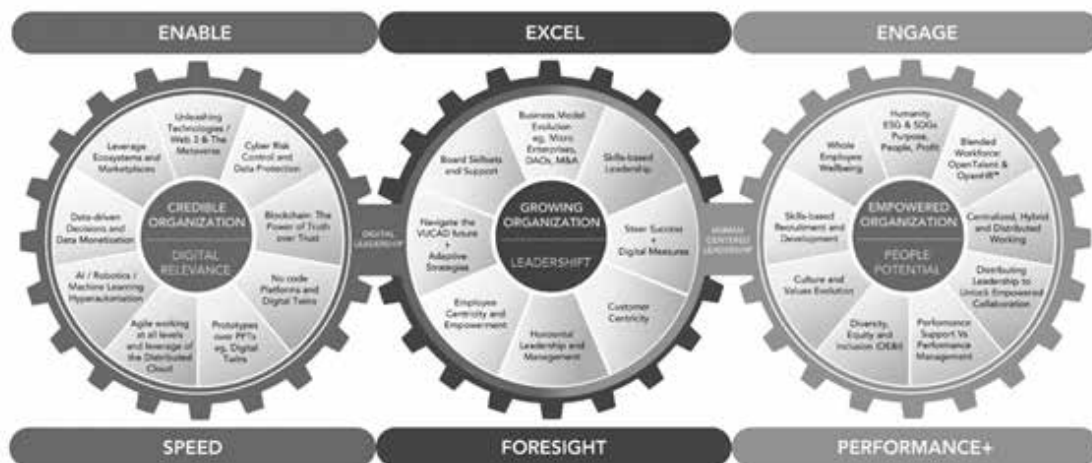


Figure 1: The Triple Now

The journey to digital relevance

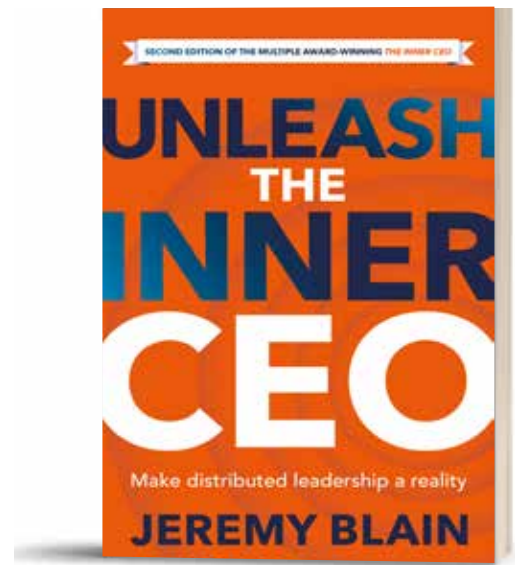
The first of the three forces is digital relevance. A digital transformation is needed to harness the power of the digital revolution. To facilitate this change, a mentality shift is essential, at the leadership level and throughout the organisation. The most successful organisations are making strides and undergoing fundamental change, whereas others who are unwilling to change are already falling behind, or failing.

AI and robotics are pivotal and will soon be everywhere. In 2023, with the launch of open AI systems like Chat GPT-4, many businesses were, for the first time, beginning to understand the potential of AI in the workplace. It is important, though, to consider the risks of not having a structured regulatory framework in place to act as a fail-safe where required.

It is a fact that AI will be used by everyone and be in everything that we use, from a lifestyle as well as a business perspective. AI will become more intelligent and efficient because the technology that drives it is rapidly developing (for example, hyper-fast bandwidth technology, Web 3 and 6G-9G mobile networks).

Furthermore, as blockchains, cryptocurrencies and NFTs (non-fungible tokens) give power back to users in the form of ownership, we will be witness to a new game-changing digital combination that will drive innovation and a surge in new products, services and solutions. This will unlock the power of digital transformation, to the benefit of customers, companies and employees.

These technologies will help realise the potential of concepts such as smart cities, immersive gaming, autonomous vehicles, personal AI and robotic assistants, the Internet of Things (IoT) and more. They will be applied to solve problems and find solutions to our



current challenges, such as climate change, availability of resources, commodity scarcity, fossil fuel reliance, population growth, mass migration, war, economic models and much more. All this will have the military-grade security of blockchain and the ease of use of your favourite app.

That said, as with any new progress leap or technology, we have to be aware of the risks and narratives associated with innovations. For example, we are in the infancy of AI's development and there will be things to watch out for and unknowns to navigate. To avoid being too starry-eyed, we should all take time to read about, learn about, experiment with and then apply new digital technologies and tools in ways that benefit the organisation, its customers and its employees.

The current era is bringing together the digital with the human touch. Some call it the phygital age—the coming together of the physical, biological and digital. Leaders at all levels must have the ability to select and apply the appropriate technology to fit the purpose and use it to enable a high-touch way forward,

enabling those accompanying them on the journey to collaborate, share and communicate effectively and efficiently. How we operate in the digital era is critical. Technology and the human touch are inseparable—one will not work without the other. Cooperation and communication are required to build small, empowered, self-owned teams that manage themselves and are supported by technology, not overwhelmed by it.

Unleashing people potential

This second force is relevant to any transformation, business model evolution, bricks-and-mortar policies, appropriate human capital frameworks and the embedding of new ways of working like hybrid and distributed. It represents almost as big of a workforce transformation as the digital component. What's more, it is one that not all senior executives and board members know enough about. More worryingly, in my experience, many HR professionals are also not as aware

or skilled in how to unleash people potential as they should be – so how can they credibly advise and help the executive leadership group in this area? This is both urgent and important. The human shift, not unlike the digital shift, is challenging businesses everywhere and is a highly involved process.

One of the biggest transformations is the rise of the blended workforce. This is not about simply hybrid working; it relates to the increasing mix of permanent employees and independent workers, alongside the many other ways in which people now identify themselves in the world of work. There are digital natives and non-natives, remote workers, transnational digital nomads, virtual assistants and contingent workers.

As leaders, we need to consider whether we will continue to hire a predominantly permanent human resource. Will we move to a 'flexible worker first' recruitment model? Or will we utilise an equitable recruitment policy for both permanent and independent workers,



A leader's role is to navigate the journey to long-term success, and at the same time as protecting the short-term opportunities, risks, challenges and unpredictability that are increasingly a part of modern business.

as part of our modern employee ecosystem?

Our people—regardless of who they are, where they are and how they are engaged—must be encouraged to embrace the digital tools and new ways of working, to take ownership of what they're doing and

collaborate with their peers, seniors, subordinates, customers and partners to an extent they never have before. Organisations need a strong commitment to enhanced learning and development journeys to build digital-era priority competences, regardless of role or level, and in turn, raise the capability bench and provide a gateway for the broader organisation to get involved in strategic and operational plays. This will truly unleash the potential of the many,

and further reinforce the case for a bold new age of empowerment across the organisation.

The Leadership Shift

The third and final component of the Triple Now is all about how boards and senior executive leaders are readying themselves to navigate the future while steering short-term success. For many, this has been, in part, an acknowledgment of the need to embrace a steep learning curve regarding many other aspects across the Triple Now. For others, this will simply be a matter of survival or failure. The scope and scale of the transformational space are overwhelming and are affecting mental health and physical well-being. This raises the fundamental question of how to cope in these fast-moving, unpredictable and unnerving times.

It can take an equal dose of vulnerability and courage. The vulnerability to acknowledge what leaders do and don't know. The courage

to embark on a new learning journey; to ask for help; and to unleash the power of the many in the organisation, as digital-era skill sets narrow the capability gap between the very top and every other level in the business. Leaders may not be the smartest people in the room anymore (if they were ever), and that requires a mindset shift for some legacy leaders who favour more traditional, hierarchical leadership expectations and practices.

A leader's role is to navigate the journey to long-term success, and at the same time as protecting the short-term opportunities, risks, challenges and unpredictability that are increasingly a part of modern business. It is a lot to take on, particularly when considering the digital and human transformations of the Triple Now. The sheer scope, scale and speed of transformation can be overwhelming. It demands thinking through new business models, new ways of working, less traditional management structures and a new relationship with employees at all levels.

Greater autonomy and distributed leadership – allowing the workforce to make more decisions in their role, as part of the team and more strategically - can ease the burden on senior executives. In turn, they can focus on navigating the complex future many anticipate, while short-term operational execution and success are driven and owned across the business, without traditional levels. There is still a need for a hierarchy, but it can be repurposed to act as a performance support, rather than a performance management function.

We are all in it together, and those businesses and leaders who understand that; who balance purpose, people and profit; who transform digitally and understand the importance of the human component, are those who are most successful. **IM**



ABOUT THE AUTHOR

Jeremy Blain is Chief Executive, Performance Works International (PWI); co-founder, DiversiTy-talent, and a Non-Executive Board Director for three other organisations. Jeremy is also author, *Unleash the Inner CEO*.

MARWAR INDIA **now online!**



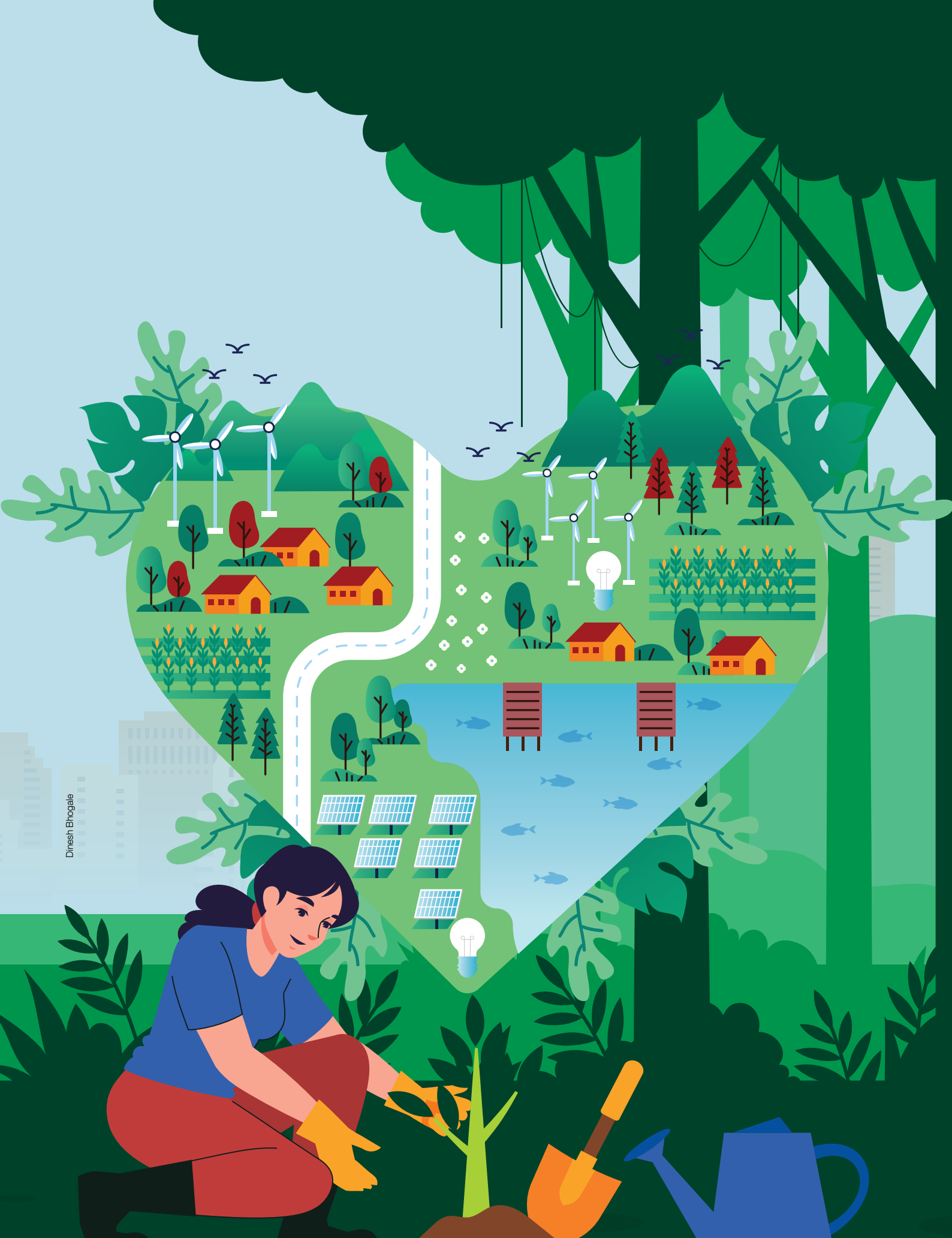
www.marwar.com

FOLLOW US


marwar.magazine


Marwarmagindia


marwar_india



The rapid onslaught of climate change and dwindling biodiversity pose a grave threat for the existence of humans and other species on Earth.

♦ KRISHAN KALRA , THE CLIMATE PROJECT FOUNDATION

MANAGEMENT

Save thy home

Understanding this topic is critical—especially when sustainability of the human race and our Mother Earth is threatened by the devastating, rapid march of climate change.

Let me first try and answer the oft repeated question, “Why is bio-diversity so important and considered necessary for our survival?” In common parlance biodiversity is the variety of living things on planet Earth or in other words ‘the range or richness of life’ on Earth, right from the smallest genetic component to complex eco-systems. It includes the interplay of evolutionary, ecological, and cultural factors that support and maintain life. As human beings, we are dependent on our external environment for all our needs of food, health and oxygen. We also need medicines from the earth. As we are aware, a big percentage of the global population—especially in India—depends on agriculture for their livelihood. The web of life on Earth all things I have mentioned here are highly interdependent. Agriculture is dependent on tiny microbes that live inside the soil. Water gets cleaned when it passes through trees,

bushes, and grass present in wetlands. Huge variety of insects provide an all-important biological service by pollinating our crops and without them a third or more of our agriculture globally would just die; and if that happens, large part of the human race and the animals will perish.

The rich diversity of plants on land and in the oceans helps in the process of photosynthesis and maintaining the level of oxygen in the air for our survival. So biodiversity is not just a fad and not only for us to go as tourists to exotic places like the Amazon Rainforest and Galapagos Islands to look at beautiful plants, animals and birds—it is the very essence of stability of our life on Earth. Let me mention here that the Galapagos Islands in Ecuador—a volcanic archipelago in the Pacific Ocean almost a thousand kilometers off the Ecuadorian coast—are famous for a wealth of unique plants and animals found nowhere else in the world. Charles Darwin—who first published his theory ‘Evolution of Species’ in 1859—did a lot of work for his study in Galapagos. The Amazon rainforest, covering much of northwestern Brazil and extending into Colombia, Peru, Bolivia, Ecuador, Guyana, Suriname, Venezuela, and French Guiana—

the world's largest tropical rainforest, with an area of about 6.7 million sq. km—is most famous for its biodiversity. It is criss-crossed by literally thousands of rivers, including the mighty Amazon. It has 40,000 plant species, 2,000 bird species and thousands of

fish species, and is a big source of medicines for the international pharma research companies. Despite massive poaching, illegal deforestation, commercial agriculture, logging, and mining, the rainforest is still a very big 'carbon sink'.

Medical Science has made amazing progress over the years—and

enabled us to live longer and healthier lives—only because of the rich biodiversity in the plants and fungi. Organic and inorganic compounds derived from these are at the base of developing forever new drugs for treating all sorts of illnesses and handling pandemics.

Medical Science has made amazing progress over the years—and enabled us to live longer and healthier lives—only because of the rich biodiversity in the plants and fungi



© Shutterstock.com

Let's now move to 'biodiversity hotspots'. National Geographic has put down two strict criteria for a region to qualify as a hotspot- 1) It has to have a minimum of 1,500 endemic (not found anywhere else in the world) plants which makes it irreplaceable and 2) Only 1/3rd or less of its original vegetation still remains, that makes it a threatened area. These hotspots occupy less than 3 per cent of Earth's land surface but support over 1/3rd of the ecosystem services and nearly half of the world's plant species. Even at the cost of repetition, let me emphasise again that 'the human race and the planet Earth will not survive without such hotspots'!

As of now there are only 30–40 designated hotspots in the world, starting with (i) the Andes Mountains along South America's western side—probably the world's most diverse of all. About a sixth of all plant species in the world live in this region (ii) the entire country of New Zealand—that evolved in isolation and has thousands of plants and insects not found anywhere else in the world. More than 90 per cent of the insects and 80 per cent of the vascular plants in New Zealand are endemic to the region (iii) the Himalayan region is the third biggest hotspot! Instead of listing anymore international hotspots, let me turn to the recognised ones in India.

1. Himalayas: This mountain range—amongst the youngest mountains in the world—spans through the north and east of India, Bhutan, and parts of Nepal. The range is home to 163 endangered species, including the wild Asian water buffalo and the one-horned rhino. It also has around 10,000 plant species out of which 1,373 are endemic.
2. Indo-Burma Region: Encompassing a gargantuan area of 2.4 million sq km, this hotspot has witnessed recent discoveries of large mammal species such as the



large- antlered muntjac and the annamite striped rabbit. It is also home to numerous threatened freshwater turtle species.

3. Western Ghats: Stretching along the western coast of India, the Western Ghats are known for their rich bio-diversity. They house a multitude of endemic species, including the Malabar civet and the Nilgiri tahr.
4. Sundaland: South of West Bengal and Bangladesh, this huge region covers the western half of Indonesia, Borneo, Sumatra, Thailand, Singapore, Brunei, Malaysia, and India's Andaman & Nicobar Islands. It boasts diverse ecosystems including rainforests and coral reefs that support unique species like the Sumatran orangutan and the Javan rhino. A big variety of common ayurvedic medicines comes from the India's biodiversity hotspots. Western Ghats also has a rich variety of medicinal plants that are used in modern allopathic medicines. The 'Silent Valley' within the Western Ghats preserves true diversity of the region with nearly 700 species of

medicinal herbs mostly used in the indigenous systems of medicine. The internationally famous epicurean plant lemon grass has also originated from this area.

Climate change, especially after it started taking center stage from around 2007, with former VP of USA Al Gore's movie *The Inconvenient Truth* and even before that by the great work over seven decades and doomsday predictions of highly regarded environmentalists like Sir David Attenborough (winner of UN's most prestigious environment award, 'Champions of the Earth Lifetime Achievement') has today become virtually a part of all discourse—governments, NGOs, civil society. It threatens our very existence and the sustainability of the planet we live on. Under these grave circumstances, protecting hotspots all over the world is extremely important and I am delighted that an in-house magazine of DLF—India's biggest real estate developer—has chosen biodiversity as the theme of this issue. It reinforces their resolve to protect the environment. **DK**



ABOUT THE AUTHOR

Krishan Kalra is Trustee, The Climate Project Foundation, India.



A mother, through her role in a family, exhibits many qualities that have key takeaways for anyone in a management role.

♦ PROFESSOR RAJESH K PILLANIA, MANAGEMENT DEVELOPMENT INSTITUTE, GURGAON

MANAGEMENT

Manage like a mother

“Simplicity is the ultimate sophistication.” - Leonardo da Vinci. Many of the best discoveries/theories are so simple that they look obvious in hindsight. So are the best performers who focus on the basics and keep it simple. And so are the best gurus. To say mothers are the best management gurus is not an overstatement. However, many times, they are taken for granted.

The discipline of management faces a number of problems, including access to a few, and a vast majority mothers. Incidentally, many of the management lessons are already being conveyed by mothers to their children in a simple manner, as many times, what seems to be advanced already exists. Unfortunately, this role of mothers is not well recognised and celebrated.

We requested industrialist Mr. Harsh Goenka, Chairman, RPG to share his insights on management learnings from his mother. Here are his five significant learnings.

1. Knowing what to prioritise: Given the large number of tasks involved in managing a household, mothers have a very good capacity for prioritising. Instinctively, a mother ascribes various deadlines and practical prioritises the day's activities.

2. Honesty and transparency: It is not about what you do wrong; it is what you do after that. Mothers are the first ones to teach honesty. People sometimes cover up their mistakes, fearing punishment. I learned from my mother the importance of honesty and creating an organization culture that enables freely discussing mistakes and looking to constructively correct them.



© Shutterstock.com

3. **Multi-tasking:** Mothers are the ultimate multi-taskers. This also means that one needs to be less of a perfectionist. Knowing to balance multiple actions and also doing only as much as is necessary to get the job done is an important skill for any manager. While all of us have finite time available, being able to handle different tasks optimally helps lead functions and organisations effectively.
4. **Treat people fairly:** It is a very innate human need to be treated fairly and mothers do that very well. Firstly, with regard to her children every mother is impeccably impartial and fair. Nobody likes discrimination. Also, people expect what they deserve, and if that is denied to them, they tend to lose

faith in the leader. I learned this early on, which has kept me in good stead.

5. **Trust people:** When you trust someone, without a doubt, you inspire loyalty. Most managers take the approach that 'people must earn their trust'. I have learned that this approach is more effective the other way around. We must trust people until there is a reason not to. By changing this approach, we can inspire true ownership and responsibility.

These five learnings are essential for any management professional. As we review management literature, we find repeated mention of their importance. These five learnings are especially important in the post-COVID-19 era because it has reaffirmed the importance of prioritising what matters most. **IM**



ABOUT THE AUTHOR

Professor Rajesh K Pillania is Professor of Strategy, Management Development Institute, Gurgaon.

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



The logic of illogic

Strategy, a word of military origin, is defined as ‘a plan of action or policy designed to achieve a major or overall aim’. In marketing, the main goals of strategy are to provide differentiation for a product or brand, and to create competitive advantage for that brand in the marketplace. Michael Porter, the famed Harvard Business School professor, put it best: “Strategy is about making choices, trade-offs; it’s about deliberately choosing to be different.” More time, effort, and research are put into strategy in marketing than any other endeavour.

Given the centrality of strategy to the marketing success, and the whirlwind effects of digital media, big data, and artificial intelligence (AI) on marketing strategy today, it is useful to consider the myths surrounding strategy in 2024.

MYTH 1: More data always equals better strategic decision-making.

It is obvious that access to data is critical to make good strategic decisions. However, there comes a point where continually looking at more data is counterproductive. Every business curve, biological curve, or normal curve that describes the world around us has the same fundamental shape: that of a bell (or sometimes just the first part of a bell). The reason so many curves are bell-shaped is because early inputs have increasing returns to scale. Those returns slow down over time and can actually become negative. That's true for a factory assembly line, a new product introduction, or even a Petri dish full of amoebas.

Access to data is the same. If we just keep heaping more data into the equation, it can lead to problems. One problem is that data can start to contradict itself, making interpretation of that data even more



© Shutterstock.com

difficult. Similarly, too much data can give us too much to think about, leading to paralysis by analysis. More worrying is that marketers who continually ask for more data are essentially vacating the strategic playing field. They are hoping the data will tell them what to do; when, in the end, someone needs to make a final decision; and that final decision will always conflict with some of the data. That's why managers get paid the big bucks. In the world of data and analytics, it is not just the quality of the data that really matters (anyone can collect or buy solid data); it is the analytics (how you interpret the data).

MYTH 2: AI will make strategic decision-making a lot easier.

It is obvious that AI will help us gather data more quickly, find patterns in the data more quickly, and develop scenario plans more quickly. However, faster does not always mean easier. AI should not be making decisions for you. That takes human managers, who will still have lots of

conflicting ideas and risks to assess before they decide which way to go. One of the biggest concerns here is that risk-averse managers will lean on AI to make the final decision, to attempt to absolve themselves from accountability. Yet humans are in a much better position to make final strategic decisions than AI will ever be. That is because AI is working with data which is inherently backward looking. And while it understands human patterns, it does not understand human beings. Pattern recognition and human understanding are two very different skills.

Some of the best marketers today develop strategies that help their brands define what is interesting, or hip, or cool. They set the future. They use data analysis (of which AI is an exemplar) to inform their strategy, not to define their strategy. AI will make the strategic information gathering process a lot easier, but strategic decision making will still be just as hard.

One of my favourite recent quotes is from Tor Myhren, Vice President of

Communications at Apple. He said: “We’ve never tested our creative. We believe we know better than a group of [customers] in a room, what we want to put out into the world.” This is instructive for AI usage as well. You have to know what you want to put out into the world. Can AI help? Of course. But you need to have a vision. Does Apple ignore customers? Of course not. But they know where their role in the marketing process ends.

MYTH 3: Exceptional strategic ideas impact your brand quickly.

The success of big strategic ideas is judged by their impact on business results. But many companies have a blind spot when it comes to evaluating the impact of their strategic ideas. They lack patience. They assume that great strategies will start ‘looking great’

within a short period of time. However, marketing success is based entirely on consumer reaction, which can take time.

The biggest and best ideas for repositioning brands often take quite a while to gel with consumers. That is because consumers already have an image of your brand. It takes a lot to dislodge old thoughts and replace them with new ones. In fact,

some of the best marketing and advertising ideas started very slowly and then picked up steam long after they were launched. Interestingly, ideas that build more slowly can often become defining positioning ideas for a brand providing competitive advantage for the brand for a decade or more. They evolve more slowly in consumers’ minds anchoring

themselves firmly. For example, many consumers were nonplussed when they first saw a wedge of lime in a beer bottle. “What’s that all about?” Now, you can’t see a wedge of lime without thinking about Corona.

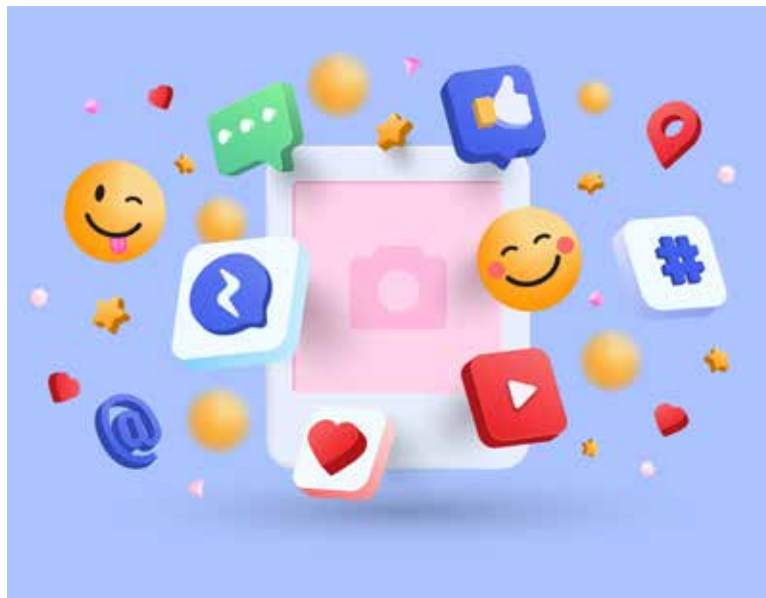
MYTH 4: Strategy has to be logical.

In most companies, the strategy process is logical and rational. That is a good way to conduct any process. But the actual strategy itself is not just a process, it is a means to a point of competitive advantage. There are many forces in the marketing world today that are undermining logical, rational marketing communications. Two such forces are clutter and multi-tasking. Our lives are dominated by digital media, where we look at many things simultaneously, and as quickly as possible. Consumers use mental strategies, and often software, that help avoid interruptive advertising messages.

Increasingly, the most effective marketers understand that their advertising messages will only be seen—perhaps even sought out—if they provide entertainment value first and foremost. They are not ads, per se, but content. This is particularly true for younger demographics who see interruptive advertising as a bane of their existence. In the US and Europe, brands like Oatly and Duolingo have been very successful by creating advertising that comes across as chaotic, illogical, and unrehearsed. It gives these brands an aura of fun and authenticity. Such brands are more interested in becoming short-term memes on a regular basis.

One of the best examples anywhere in the world is India’s ubiquitous Amul Girl. She comments on everything from social issues to politics. She stays relevant by being continually unexpected. She even sparks the occasional controversy. Amul is the definition of a brand that provides

The most effective marketers understand that their advertising messages will only be seen—perhaps even sought out—if they provide entertainment value first and foremost. They are not ads, per se, but content.



© Shutterstock.com

entertainment value first and foremost. Therefore, people pay attention to their messages and share them. They are not really advertising, but rather, continually interesting, humorous and unexpected social content.

MYTH 5: Strategy is a lot more important than tactics.

Our digital media habits make it harder for marketers and advertisers to get their messages through. Breakthrough tactics are often the only way to get noticed. In other words, tactics today are the leading edge of strategy. No one notices your strategy unless the tactics break through the clutter. As discussed earlier, some of the most successful strategies today are chaotic. In other words, the communications strategy is nothing more than a series of tactics that gain attention and consistently result in earned media.

For many years, the Oreo brand has been a leader in breakthrough tactics. A recent example is their promotional campaign to rename the hamburger menu (that little

three-line menu icon) on websites around the internet by re-branding it 'The Oreo Menu', because it looks more like two stacked Oreos. Another great Oreo example was 'The Art of (Re)Play' campaign, which they ran recently in China. Oreo unveiled an art piece, the Modern Baizitu, shown in Shanghai subway stations, and on their WeChat mini program, drawing inspiration from Chinese traditional culture to reflect the modern world of children's play in the style of classic art.

Cadbury's 5 Star chocolate bar in India is another great example of driving a brand via tactics. 5 Star is built on the youthful, counterculture platform of 'Do Nothing'. To bring this to life, the brand activates a few tactically driven campaigns every year. Most recently they created a campaign for young, single people who want to avoid the dread of Valentine's Day. They put three volunteers aboard a ship that would travel forward in time, skipping Valentine's Day 2024 completely by crossing the international dateline at exactly 11:59 PM. The event was live streamed from Mumbai and people were invited to be 'Mission Engineers' who could contribute to the cruise decision making. Suresh, CCO at Ogilvy India knows that as brand 5 Star's agency they must get it noticed above all else. As he stated: "It's very spontaneous. We are building salience; we are not building a particular sales occasion."

Choosing a strategy is the most important decision in marketing. It is the key to positioning and competitive advantage. Avoid these five myths and you are bound to improve your chances of success. That is important because, due to the vicissitudes inherent in marketing, many strategies fail even if they are diligently researched and executed. Marketing is a tough job. **IM**

GLOBAL ADVANCED MANAGEMENT PROGRAMME

**Expanding Markets by
Leveraging Emerging
Technologies**

**10-16 November, 2024
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.

Inaugural Discount: USD 1000 per participant for registrations received 60 days prior to the dates of the programme.

Early Bird Discount: USD 500 per participant for registrations received 30 days prior to the date of the programme.

- 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

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

Champions of change

Inspiring, Creating and Innovating

With a vision to be a leader in Management Development AIMA facilitates individuals and organisations to realise their potential. And in its endeavour to shape the management destiny of the new age India, AIMA has constituted **YOUNG LEADERS COUNCIL** for young leaders. A non-lobbying platform to mentor and nurture young leaders for the next wave transformation.



Thought
Leadership



Peer to Peer
Networking



Professional
development



Best Practice
Sharing



**Be a Young Leaders Council
Member today!**