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COACHING CULTURE

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Rosie Nice

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THIS ISSUE



12

COVER STORY

A THINKING PARTNER

Why you need coaching in your business?

12
- ROSIE NICE

MANAGEMENT

INDIA SHINING

The rise and rise of India.

16
- KRISHAN KALRA

MYTH BUSTER

THE SEEDS OF INNOVATION

Busting myths about innovation.

24
- ALEX GORYACHEV

STRATEGY

ON THE RIGHT TRACK

Lean production management philosophy presents stupendous potential gains?

- SANJEEV BAITMANGALKAR

30

STRATEGY

INSTRUMENTS OF CHANGE

How to mitigate risks and grab opportunities?

- JOHN MULLINS

34

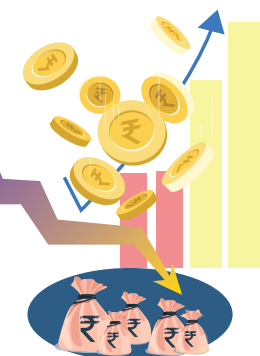
TECHNOLOGY

TECH TO THE RESCUE

How is technology changing the attraction, retention, and engagement of talent?

- JEREMY KOURDI

38





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The coaching imperative

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

Executive and leadership coaching is back in fashion as organisations are scrambling to repair and upgrade business and leadership skills degraded by COVID disruption.

The recruitment and reorganisation during the past three years has been largely without adequate handholding, and that is showing in performance struggles. There is no alternative to coaching to get both the juniors and the seniors up to the level required to deliver in a challenging and uncertain business environment.

While it is tough in a skills-scarce market to find the right talent for executive and leadership roles, it is even tougher to get the incumbents to perform at the expected or desired levels. Qualifications and track records do not suffice when people move into new roles, especially those that involve dealing with multiple internal and external stakeholders. A lot of highly skilled and intelligent people struggle to deliver because of inadequate understanding of the context, distorted perspective, or ill-suited attitude and beliefs. The most important aim of coaching is aligning the executives' behaviour with the role's requirements.

Instinctively, organisations opt for internal coaching, typically by the immediate superior. This emanates from the belief that coaching is required to onboard someone in a new role or to deal with an incumbent's under-

performance. However, restricting coaching to introductory and corrective aims yields only marginal improvements. The point of coaching is not just to get everyone to perform to a certain minimum standard but to get them to perform to the highest standard they can. The organisations that have a culture of continuous coaching tend to be more efficient and resilient.

External coaching is becoming increasingly acceptable. Too many organizations realize that they lack the in-house expertise to coach executives beyond the essential tasks and they rely on consultants to polish their executives in business and leadership behaviour. Typically, the outsourced coaching tends to target groups bunched up by department or designation. Group coaching allowed regimentation and saves money. It also has a useful by-product-peer coaching among those being coached. However, a one-size-fits-all approach has its limitations and the executives need further specific coaching by the in-house leaders.

Coaching choices also depend on the level of the people involved and their age. The more senior or older the person, the more personal the coaching. The upgrade needs of the seniors involve primarily psychological and strategic counselling whereas the young prefer prescriptions with clear 'dos' and 'don'ts'. The older and senior executives look for deeper understanding and insights, the younger and junior executives usually lack the appetite or the capacity for the world's complexities and uncertainties. Typically, coaching the young involves exploring possibilities whereas with

Organisations opt for internal coaching, typically by the immediate superior. This emanates from the belief that coaching is required to onboard someone in a new role or to deal with an incumbent's under-performance.

To learn from coaching requires willingness and commitment. For coaching to work, there has to be respect and trust between the coach and the coached.

the old, it is more about adjusting to the change.

While the one-to-one coaching is more immersive, consistent and effective, it has a significant downside. It excludes the testing of both the lessons and the learning in the group environment. Therefore, it is important to follow-up individual coaching with group feedback on the individual's progress and results.

Group coaching is the preferred way for the relatively junior managers. They prefer it too. Getting coached in a group removes the stigma of being singled out for being deficient or deviant. It also helps them to test and reinforce learning through social confirmation or rejection. Group coaching also leaves enough room for individuals to draw own solutions for their specific situation without feeling an imposition.

The composition of the group can have a major bearing on the quality of the coaching outcomes. The more diverse the group, the more the scope of learning, especially when the people in the group do not have direct reporting relationship with each other.

Ultimately, coaching can be only as useful as those coaching and being coached. Coaches require not just experience and knowledge but also enthusiasm and patience. Nobody's beliefs or behaviour can be changed instantly or by reasoning alone. Authority can get compliance but not conversion. Adapting is a slow, evolutionary process and coaches can only initiate and nurture it.

To learn from coaching requires willingness and commitment. For coaching to work, there has to be respect and trust between the coach and the coached. Unless the learners feel secure in exposing oneself to analysis and improvement, they would merely show up and frustrate the coach.

Coaching is great way to get each individual and the team to perform at their best. Importantly, successful coaching is about glory of the learner and not the coach. 

The opinion expressed is personal.

EDITOR'S NOTE

Dear Readers,

All, leaders often wonder if their teams are working at their optimum; whether they can extract more work out of the team; and if yes, how? While deliberating this, 'real leaders' also keep in mind that if an exercise to enhance efficiency is carried out, its end result has to be business growth and employee satisfaction, not employee burnout. But since COVID, many organisations are struggling to even meet their business objectives, which puts employee wellbeing on the back seat.

Due to COVID-induced disruptions that have affected work processes, either organisations are failing to define and convey job roles to employees or employees are falling short of understanding what is required of them. In both case, work suffers! This is where a coaching culture comes into the picture. Coaching culture is a set of practices that enable growth of employees at all levels. It involves engaging in impactful conversations, learning from mistakes, and providing constructive criticism as well as support for improvement.

Coaching culture also helps nurture a strong sense of loyalty among employees towards their organisation and strengthens relationships between employees and customers/stakeholders. In other words, it helps employees realise their fullest potential which translates into enhanced efficiency at work as well as self-development. As Rosie Nice, author of *The Magic Happens in the Silence*, writes in the cover story of this issue, "A coach is simply 'a thinking partner'...someone to stimulate more strategic, deeper thinking."

Are you open to fostering a coaching culture in your organisation? Do write in with your views to imeditorial@spentamultimedia.com

Maneck Davar
Maneck Davar

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A NEW
BEGINNING



A thinking partner

Coaching culture can create transformational results for your business, your managers, and your teams.

◆ ROSIE NICE, AUTHOR, *THE MAGIC HAPPENS IN THE SILENCE*



Dinesh Bhogale

What are your aspirations and goals for 2023? If you had a magic wand, what would you really like to achieve in your business? What would you do if you knew you could not fail?

How can you inspire everyone to contribute their best?

These are simple questions, which can be difficult to answer.

But there is one thing which can really help, and that is building a coaching culture within your organisation.

Coaching can be your super-power, your success-accelerator, your organisation's very own magic wand.

What is a coaching culture?

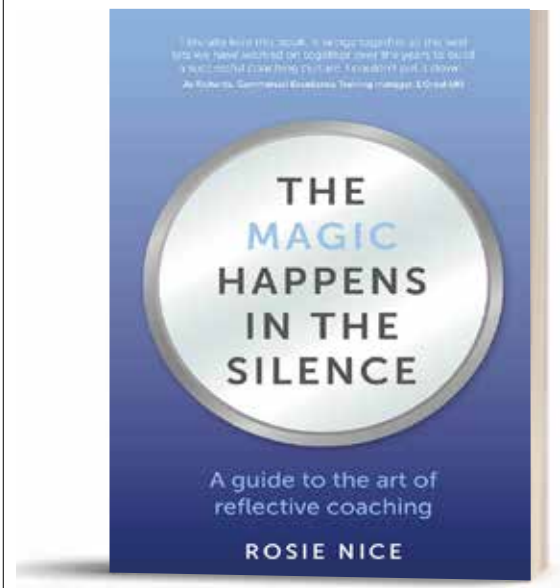
Coaching is fundamentally an approach which helps individuals develop self-awareness and self-responsibility, and thereby reach their full potential. Sir John Whitmore, a pioneer of workplace coaching, explains in his 1992 book *Coaching for Performance*, coaching is the art of facilitating another person's learning, development, and performance. Through coaching, people are able to find their own solutions, develop their own skills, and change their own behaviours and attitudes. A true coaching culture runs throughout your entire organisation, creating an inclusive, supportive, high-performance environment where everyone is inspired to give their best.

Why do you need coaching in your business?

Within an organisational environment, coaching is increasingly being recognised as a key leadership capability and many organisations are working to create a coaching culture within their leadership teams. In their 2018 book, *How to Create a Coaching Culture*, Jones & Gorell explain, 'creating a coaching culture is more than just creating coaching capability. It is about creating an organisation that identifies success with the ability to learn, adapt, and grow through the talents of its people'. They highlighted a range of tangible performance outcomes from coaching, such as increased productivity, reduced absenteeism, increased staff retention, and reduced training costs. These benefits can create transformational results for your business, your managers and your teams.

Here are three reasons why you need coaching in your business to be successful in today's world, and three ways you can make a start, today.

- **Benefits to the organisation.** Coaching helps everyone define and achieve clear goals. It also improves organisational performance and productivity in the short and long term by developing an environment where employees are continuously looking for ways to improve. According to data provided by BetterUP¹, companies with a strong coaching culture have significantly higher year-on-year revenue growth (45 per cent higher) and five-year average revenue growth (14 per cent higher) than companies with a low coaching culture. Coaching facilitates problem-solving by enabling challenges to be quickly identified and resolved through goal setting and action planning. It thus enhances an organisation's ability to adapt and change in our fast-moving world.
- **Benefits to managers.** Research by Gallup² found an enormous 70 per cent of the variance in team engagement is determined solely by the manager, so, as a leader, your impact on the motivation, well being, and productivity of your team is pivotal. Adopting a coaching approach means relinquishing the idea that a manager should provide all the answers and reduces the 'parent-child' dynamic of many manager-team relationships. When your team feel valued and trusted, they are empowered to take more responsibility for their own performance, which improves as skills and confidence grow within the team. Furthermore, this has the added benefit of freeing up time for managers to focus on other strategic tasks, because you are able to delegate more regularly as individuals work more independently. Learning to coach also dramatically improves your questioning, listening, and interpersonal skills, helping you to influence and



communicate more effectively, so you can add wider value to the business through your enhanced capabilities.

- **Benefits to the individual.** Individuals from the generation now entering the workforce are increasingly focused on self-development and well being. A coaching culture shows people that you care and demonstrates your commitment to their learning and growth. A culture where people feel empowered and valued increases their engagement and motivation, while reducing absenteeism and attrition. When individuals are given regular feedback as part of a coaching culture, this increases their self-awareness, so they become more conscious of their own strengths, development areas, and personal values. A coaching culture enables individuals to establish clear personal and professional goals for themselves, develop robust plans, and take action to achieve these goals, gaining more job satisfaction by

achieving success through their own efforts. As individuals become more independent and self-reliant, they can work more quickly as their skills and competence grow, take greater responsibility for their actions, and liaise more productively with others as their confidence increases. Coaching is also proven to enhance resilience, a key factor which helps people cope personally and support each other through tough times.

How do we create a coaching culture?

Companies with a high coaching culture tend to move away from more traditional performance management processes, with their relatively formal reliance on annual objectives and appraisals. Instead, they favour a more continuous and engaging system of regular one-on-ones with a shared formulation of dynamic performance objectives, which reflect people's real-time goals and priorities. Replacing structured appraisals with regular, informal coaching conversations encourages openness, honesty and constructive feedback, enhancing adaptability and resilience.

A coaching culture starts with the managers and leaders acting as role models. Up-skilling a team of coaches to exemplify best practice can build beacons of excellence within an emerging coaching culture, creating a ripple effect across the organisation.

Building a coaching culture like this takes time, but here are three behaviours you can adopt today which will bring instant benefits:

- **Ask; don't tell.** Next time someone asks your advice, instead of telling them what to do, try asking them a question instead. "What do you think you could do?" "What are your options?" "Why do you think this problem has arisen in the first place?" Questions like these, encouraging others to take ownership of their own solutions, are central to a coaching approach. Simply going through

the process of explaining their challenge to you and talking through potential ways to resolve it can be enough for people to work out solutions for themselves. Coaching presupposes that your teams are resourceful and capable and empowers them by raising their awareness and sense of responsibility.

- **Listen more than you speak.** Making the effort to really listen can bring enormous benefits. It is a powerful way of making people feel really valued and encourages your team to raise their game, because they feel that their opinion really counts.
- **Slow down.** If we are to ask more questions and listen more deeply, we will need to slow down our interactions to create space and time for people to think. A coaching conversation may take initially longer than simply issuing instructions, but as people become more resourceful and independent and begin to take more responsibility for their own outcomes, it can save a huge amount of time and effort going forward.

My favourite definition of a coach is simply 'a thinking partner'...someone to stimulate more strategic, deeper thinking. If we can ask more questions, listen more mindfully, and slow down our pace, these small changes will enable a big shift from controlling to coaching, helping our teams to take responsibility for their own performance and personal development, with all the advantages this can bring. And you will immediately start to benefit from the effects of your new coaching approach, your very own magic wand. 



ABOUT THE AUTHOR

Rosie Nice is a learning & development specialist and workplace coach. She is author, *The Magic Happens in the Silence: A guide to the art of reflective coaching*.

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- 1 <https://www.betterup.com/blog/benefits-of-a-coaching-culture>
- 2 <https://www.gallup.com/cliftonstrengths/en/350423/influential-good-manager.aspx>



India has been making the right moves on many fronts, but continued political will and action is paramount to script the success story of the nation.

♦ KRISHAN KALRA

MANAGEMENT

India shining

I am tempted to start this article with Satya Nadella's statement at Microsoft Future Ready Summit in Mumbai, on January 5, "The age for celebration of technology for technology's sake is over. It is now about thinking of its use for everyone in the world." He went on to add, "The co-evolving of Indian government's *yojanas* and India's technology stacks is a virtuous cycle—unlike anything else I have seen." I think this speech pretty much sums up our country's technological prowess and the direction in which government policies are taking it. Coming soon after the visit of another India-born tech Czar Sundar Pichai, CEO of Alphabet and Google, it underlines the importance the world is according to India. And I just can't but not quote what Pichai said at the Google for India 2022 event, "I am very bullish about the Indian start-up ecosystem despite the current economic downturn." He drove home the point that 'Google was created in moments of downturn many years ago and that there was no better time than now to start a start-up'.

World Bank has revised India's GDP growth outlook from 6.5 per cent to 6.9 per cent. Advance official estimates put it at

7 per cent. Total tax collection for FY23 is expected at ₹31.5 lakh crore. Exports for the April – November, '22 period are estimated 17.7 per cent higher than the same period last year. GST collections show consistent, robust growth and there's a sharp focus on completing ongoing projects. Gita Gopinath, Deputy MD, IMF feels, "India is doing relatively well."

All this shows an upbeat direction for the Indian economy. Of course the Russia-Ukraine war has not ended yet, a global recession is on the cards and China's posturing on our borders continues to be hostile; and as a business editor said, "Anything can happen," yet if we can look at the India-specific good news, we do seem to be doing better than the rest of the world—perhaps one of the few countries that are likely to negotiate the new economic landscape better than others! Reasons for this lie with (i) policy orientation over the last decade; (ii) our companies having deleveraged during the bad loans phase and being ready now to scale up investments; (iii) our banks having built up strong capital buffers and now in a position to feed demand from industry; (iv) RBI's interest trajectory not being as steep as in advanced economies; (v) fall of

Production of chips in the country will have immense benefits for almost all manufacturing sectors. Announcement on September 14, 2022, of the Vedanta-Foxconn JV plans to invest ₹1.54 lakh crore on a display fab unit and a semiconductor fab unit is heartening.

the rupee not being as precipitous as hard currencies; (vi) increasing tax collections that enable the government to restore fiscal equilibrium; and (vii) huge size of our domestic markets to cushion against slowing trade.

Let me now share a few more recap points from the year gone by as well as reflect briefly on the 2023 outlook before getting on to some specifics. It was expected that having managed COVID relatively better than others, we would see high growth, but it is getting affected by the continuing war in Europe, high energy prices (despite the handsome respite from Russian supplies), fears of global recession and inflation, interest rate hikes...and yet, thankfully, we are still the fastest growing economy in the world.

Our G-20 presidency (December 22 to November 23) is a great honour and even though largely ceremonial, I am hopeful that the B-20 part of it, so appropriately

chaired by the Tata Sons chief Natarajan Chandrasekharan, might open some doors for us and get us more involved in the global value chains. Need of the time—as averred to by Nadella—is to monetise our potential. Sadly, largely due to COVID, we are bound to miss the 2025 target of being a \$5 trillion economy, but I am confident that the 2017 IMF projections of ‘world’s leading economies in 2030’ putting us at the number 2 spot will come true! Just to refresh the minds of your readers, here are the figures in trillion US dollars on PPP (purchasing power parity) basis:

China.....	64.2
India.....	46.3
USA.....	31.0

I am convinced that we are on the right track, fundamentals of the economy are strong, and we are making great progress despite the global turmoil. Let me illustrate.

India’s global market cap share at all-time-high

First, we got the news of India becoming the world’s fifth-largest economy overtaking





Britain; this was followed by India's global market cap share also rising to the number 5 position. The 'rupee blues' were also somewhat ameliorated when a study revealed that our currency had outperformed most of our emerging market rivals and even some developed countries. IMF chief economist Maurice Obstfeld mentioned during a chat with *ET* in the first week of December that we could well be the world's third largest economy in the next decade. He also added a sobering warning, "Climate change will push new outbreaks," and that, "India, as G20 president, should work to build global capacity now for the genomic analyses of pathogens in zoonotic (context transmission of disease from animals to humans) reserves." Indeed, India has dealt admirably with COVID but, in an interconnected world, pandemics do not respect geographical boundaries!

Government bites the bullet on semi-conductors

The semi-conductor chips project is a very challenging, very tough, very high

investment, long haul project—so, crucial for the country's economic growth. Production of chips in the country will have immense benefits for almost all manufacturing sectors. Announcement on September 14, 2022, of the Vedanta-Foxconn JV plans to invest ₹1.54 lakh crore on a display fab unit and a semiconductor fab unit is heartening. An Israeli company is already talking to Tatas and others (ISMC analog) for production of older technology > 45 nm nodes that account for 50 per cent of the market and production of which can start in just two years! Reports that RIL and HCL may also enter the race is great news.

Launch of 5G services

It is a matter of pride for all Indians that we are maintaining our pole position in mobile services and, following a formal launch by the PM calling it "Dawn of a New Era", our largest companies—Airtel and Jio—are all set to spread out. Between the two, it is expected that there will be 100-150 million conversions by March 2024. It is bound to not only empower our businesses but should also help in multiple areas like agriculture, health, education, disaster management, etc

As it is, the country has taken giant strides on the path of a 'digital revolution', way ahead of many advanced countries. Our 700 million internet users, 350 million e-commerce buyers, UPI, lakhs of common service centres, spread across major metros, small cities, and villages, has made us a virtual world leader in the domain.

All this is driving our progress towards atmanirbharta. UPI reported that a mind-boggling 7404 crore transactions worth ₹125 lakh crore happened on this platform in 2022! This is more than the number of transactions in China, USA, and UK combined. What an incredible growth story from July 2016 when total transactions were worth just ₹38 lakhs.

Endorsements by the global biggies

Global community seems to be vying with each other to ‘endorse’ the strength of our economy. First it was the McKinsey CEO who hailed India’s growth potential saying, “It (2020s) wasn’t just India’s decade, but it is likely to be ‘India’s Century’.” He was followed by Unilever’s global chief calling India a ‘powerhouse’. Later, to join the bandwagon, was chairman of Standard Chartered. His words “Confident about India’s Quality of Economic Policy Management” are great. He went on to add “Post COVID, it is hard to find a country of this size growing or expected to grow at around 7 per cent.” Deutsche Bank CEO’s remark, “India is a ‘shining star’ amid global economic uncertainty,” is heartening.

Ruchir Sharma, the highly respected US based commentator, includes India in his list of ‘7 wonders of the world economy’. IMF chief Kristalina Georgieva, while lauding our structural reforms called India ‘the only ‘Bright Spot’. Yet another comment came

from the CEO of BCG, “India is poised for significant growth due to combination of global economic shifts and strong local policy. It is no longer ‘catching up’, it is leading the way.”

GST collections continue their northward March

With increasing collections, this reform seems to have found greater acceptability. Not only does it help fatten the government kitty, it keeps bringing in many businesses in the ‘formal sector’. Total tax revenues for FY 22-23 are likely to see a jump of around 12% per cent over the budget estimate of ₹ 27.6 lakh crore. Both GST and direct tax collections are increasing due to a combination of higher economic activity as well as improved compliance.

Surge in vehicle sales

Auto industry—a strong indicator of the economic health of the country due to its linkages with other industries and its huge



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employment potential—continues its non-stop surge. Besides the zooming car sales, even sale of tractors is likely to touch 9 lakh units in 2022-23. Car sales in December were more than 4 lakh units and as many as 40 per cent of these were priced at ₹10 lakh or more. There was great news around the year end that, “Out of only 12 auto companies worldwide—with market cap of over \$5 billion—that recorded positive stock returns in 2022, six are Indian, with TVS motors at second place, and Mahindra at the fourth spot. Imminent proposed visits of the big bosses of virtually all international auto manufacturers to check out opportunities for EVs portends well for the sector. India could possibly become a global hub for these ‘cars of the future’.

Domestic production of mobile phones

This is another area which has caught the imagination of our industrialists. With the likes of Apple being equally interested in

diversifying their production facilities, there has been a significant increase in local production and export of this vital communication tool. India is already amongst the top countries on the index of ‘mobile phones per person’ and continues to move further. Decent concentration of smart phones in villages is rendering huge help to farmers and panchayats for market information about the best prices

for their produce and early warnings about weather changes. In September ’22, monthly mobile phone exports hit \$1 billion and there are good chances that India will be a major iPhone maker with Foxconn, Pegatron, Wistron all ramping up production here. In the next three to four years, we could well be involved in 20 per cent of the total

production of these high value phones. OPPO, VIVO, and XIAOMI have all agreed to shift some export production of their phones from China to India. Foxconn is reportedly building hostels with 60,000 beds close to their iPhone manufacturing facility near Chennai.

Infrastructure building on fast track
Everyday there are reports about new highways, freight corridors, rapid rail transport, metro rail expansion, development of ports...we seem to be working in a mission mode on making up for our earlier laxity in this crucial area which not only facilitates better and less expensive logistics costs, but also generates huge employment opportunities. Clearance of the ₹75,000 crore project for development of an international port and container depot at Nicobar should add hugely to the efficacy of our sea trade routes as well as maritime strength.

Push on green energy

India is already ahead of the world in switching from fossil fuels to renewable sources and fulfilling its commitments towards Net Zero emissions. It is heartening to see big conglomerates getting into the field for almost all sectors—solar and wind energy generation, making solar cells and storage batteries, power transmission, EV charging stations.... the entire value chain. Green Hydrogen—so far, the holy grail of energy conversion—is no longer just a pipe dream. There is progress on the ground and with the Union Cabinet clearance of a ₹20,000 crore ‘Green Hydrogen Mission’, there should be even greater push. We seem to be well on our way to achieve the 500GW production of green energy by 2030. Perhaps, no other country in the world is even close to this ambitious goal.

India is already ahead of the world in switching from fossil fuels to renewable sources and fulfilling its commitments towards Net Zero emissions.



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Defence production in private sector

Here is yet another positive initiative that reinforces the concept of public-private partnership and accelerates *atmanirbharta*. Now that the Ministry of Defence has given go ahead for ‘emergency purchases without imports’ empowering the Armed Forces for quick contracting of weapon systems, local defence equipment companies are in a hurry to support the nation’s efforts at improving preparedness. Many of them are ready with high-technology innovations for various types of missiles, unmanned aerial vehicles, swarm drone systems, etc.

Global ambitions

India has had great success in sports, recently—Olympics, Paralympics, Commonwealth Games et al. Its New Education Policy shows a semblance of holistic growth in the social sector. A senior IMF official, addressing a news conference at their annual meeting called India’s Direct Benefit Transfer Scheme a “logistical marvel” and the use of Unique ID—Aadhar—“striking.” Comments of the India Today chief in end November talked about a 10-fold increase in the number of those with ₹1000

crore+ net worth in the last decade to 1036 and that 178 of these came from small towns. Such dispersal of wealth is a wonderful sign of a changing India. An early January news about ‘foreign universities opening India chapters with full powers in case of hiring faculty, academics, courses, and admissions’ should see a major transformation in our higher education landscape. News about India looking at making a bid for the 2036 Olympics is another great morale booster.

Employment opportunities and other good signs

Latest reports suggest that FY 2023 will create nine million new blue-collar jobs as against eight million in FY 2022—mostly in ‘logistics & mobility’, e-commerce, facility management, IT, retail, quick-service-restaurants, and manufacturing. Significant increase in the investment and turnover ceilings for qualifying as a small industry should also give a big boost to efficiency of our backbone SMEs sector and further help the jobs scenario.

Hiring at B-schools is already strong. EPFO reported in November 2022 that 1.68 million new subscribers joined them in just the month

Hiring at B-schools is already strong. EPFO reported in November 2022 that 1.68 million new subscribers joined them in just the month of September 2022 as against 1.54 million in the same month in 2021.

of September 2022 as against 1.54 million in the same month in 2021. Inflation seems to be easing slowly and steadily. Melinda Gates' statement that "India can teach the world about health surveillance" and maternal mortality

rate coming down from 178 (per one lakh births) in 2010-12 to 97 (per one lakh births) in 2018-20 is also heartening.

Travel-hungry Indians

The pick-up in the tourism sector—after a hiatus of about two years due to COVID—is nothing short of spectacular. People are travelling like never before and there is mushrooming of home stays, budget hotels, as well as luxury resorts giving big boost to tourism and also foreign exchange

earnings from reciprocal inflow. Recently, the ITC Hotels chief went on record to say that his company is ready to launch over 20 new properties in the country and in the Middle East. Announcement of Akasa Air to increase salaries of pilots by as much as 70 per cent and Air India's plans to acquire 30 more aircraft bear testimony to the fact that travellers and airlines are on the same page.

Tourism, as we understand, has huge employment potential. Air India's plan to order 150 Boeing 737 Max Jets and the US company offering immediate delivery of 50—originally intended for China—is proof enough for improving health of the civil aviation sector. Overall Indian civil aviation is likely to add 100-110 aircraft every year and should have a total fleet of 1200 by 2027 against the 700 at present.

Emphasis on exports and increasing inward remittances

Indian government's recent announcement (December '22) of a ₹ 1000 crore

incentive package for export of chemicals, pharmaceuticals, and steel products should do wonders for this lagging sector. An early December 2022 report talked of estimated \$100 billion remittances in FY 2022-23 which is way higher than those into China (51), Mexico (60), and the Philippines (38)—conventional high earners from their people abroad. The next Budget is expected to be a 'High Capex' one to offset global slump; this includes a ₹ 2 lakh crore upgrade of our ports. This great push on logistics should also benefit exports.

And, there are challenges

Challenges like inadequate primary education system; public healthcare—notwithstanding an admirable show during COVID—that still needs a permanent upgrade; not enough attention to tackling effects of climate change; inflation despite some signs of easing; lower exports, which will hopefully improve with the steps being taken; weak rupee and high crude prices; ongoing Russia-Ukraine war and the consequent depressed global conditions; Chinese menace at the borders; inadequate inclusivity, equality in society and between the states and communal strife; ever-increasing political hatred; credit seeking for vote bank objectives; 13.7 million households still living in slums with an overwhelming 40 per cent of these in our commercial capital Mumbai; burgeoning current account deficit; issue of pendency in the courts, etc. I am sure there are many more as indeed there are bound to be in a country of our size and complexity, trying to develop at a scorching pace.

The good thing is that the Central and State governments are aware of the roadblocks to progress and are making serious endeavours to remove the same, but, perhaps, they need to accelerate and synchronise their efforts. **IM**



ABOUT THE AUTHOR

Krishan Kalra is a past president of AIMA and member, BOG IIMC. He is Trustee, Climate Project Foundation India.



To drive real impact in your organisation, stop thinking disruptively and start acting pragmatically, opines Alex Goryachev, author of *Fearless Innovation: Going Beyond the Buzzword to Continuously Drive Growth, Improve the Bottom Line, and Enact Change*.

**MYTH
BUSTER**

The seeds of innovation

MYTH 1: It is all about moonshots and disruption nowadays.

Look around and you will hear many leaders saying “think disruptively” and “shoot for the moon,” but, unless they are in the business of space exploration, this is totally useless. As companies are on the hunt for billion-dollar ideas, the concept of disruptive moonshots takes precedence over small, measurable milestones. In the process, teams lose touch with reality, lack accountability, focus on the high-tech flavour of the month, miss out on clear opportunities to innovate, and, in the end, fail.

While driving transformation initiatives for Fortune 100 companies in India, Australia, the UK, the USA, Italy, Germany, and other countries, I have learned that more often than not, ‘thinking disruptively’ is counterproductive nonsense. Relying on disruption as a strategy or plan creates a mindset that your company needs to have a magical billion-dollar idea that alters the foundation of everything—a cataclysmic burst of creativity that creates a new market. As you can imagine, these events are very rare.

To drive real impact in your organisation, stop thinking disruptively and start acting pragmatically. Instead of demanding illusive and irrelevant ideas, you will be producing tangible results that make sense for your business.

MYTH 2: Inventors drive the business forward.

In popular culture and historical narratives, a myth persists about the ‘lonely inventor’, working night and day until they come up with an idea so perfect that it blows everyone’s minds, and becomes an overnight sensation and commercial success.

The truth is, most inventions produce zero results. I was once working on an intellectual property value research project with one of the world’s top accounting firms and discovered that most of the patented inventions are completely worthless, with less than 5 per cent of patents commercialised or licensed. So, working in solitude may lead to less-than useful inventions, but not commercial innovation, because the latter requires extensive team collaboration.

Contrary to popular belief, Alexander Graham Bell did not solely invent the phone, Samuel Morse did not invent telegraph, and Thomas Edison did not come up with the lightbulb—they co-innovated with others.

Innovation is a team sport, and it only happens thanks to groups of people working together to achieve specific goals. Innovation is at its best when it is a result of collaboration by inclusive, diverse, cross-functional teams that are empowered to make decisions and enact change.

As a leader, it is your job to create an environment where teams like these can emerge and succeed.

MYTH 3: It takes a special ‘innovation team’ to succeed.

Sadly, corporate innovation is still disproportionately invested into a select few creative technology intrapreneurs, with cool offices and little accountability. The expectation is that these special technology teams will

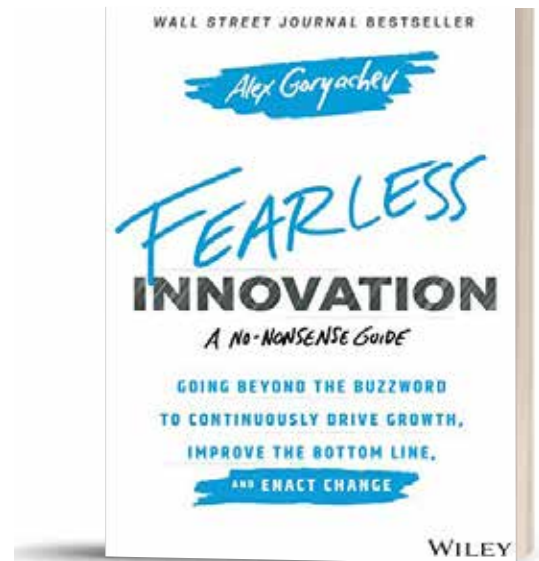
come up with the next big thing and somehow later help save the business and make it grow. In reality, organisations end-up creating siloed teams of overcompensated employees who are disconnected from the rest of the business. Truth is, innovation belongs to everyone and great ideas can come from anywhere.

While implementing Fortune magazine’s ‘Best Companies To Work For’ employee innovation programs, I had taken a step to expand innovation programs beyond Silicon Valley

technology and engineering teams, thus creating opportunities for every employee regardless of job role, location, and function.

The results were mind blowing. Most of the successful and commercially viable ideas came not from Silicon Valley, but from India, far outpacing the US and UK. Contrary

Sadly, corporate innovation is still disproportionately invested into a select few creative technology intrapreneurs, with cool offices and little accountability.



to conventional belief, the most impactful projects did not come from building new technology products, but rather from changing and optimising different processes, saving the company over \$500 million. The best teams were not the famous organisational innovators, but freshers, just entering employment and teaming up together, bringing their new outlook into the organisation.

I repeated this approach while working with National Geographic and former captain of England’s men’s international cricket team, Kevin Pietersen. When looking for ideas on best ways to protect rhinos from poaching and natural disasters in Kaziranga National Park, I searched for ideas in the community. The solutions to the human-wildlife conflict, flood and disaster response, and health and sanitation came from a wide range of employees, coming together sharing the common passion for the environment

To make your organisation successful, stop creating two classes of employees—the innovators and the other workers. Rather, work to give everyone a voice and listen carefully to what is being said.

MYTH 4: To be successful, your key investments should be in technology and new products.

Now is the time when many leaders are looking to the future, deciding where to invest their valuable efforts and resources. Investments into technology, digital transformation, and new products is undoubtedly high on the agenda.

My 25 years of experience in driving digital transformation programs shows that many of these efforts will fail to get off the ground or get adopted due to lack of effective communication.

Ironically, investment in communications is generally the last priority in many technologically-savvy organisations. While talking to my peers in leading technology companies around the world, I have discovered that leaders pour money into hardware, software, and engineering capabilities; basically anything but communication.

The irony is undeniable: given the pace of technology, many technical skills will be obsolete within a few years, but leaders are happy to fund their development.

Communication skills and shared institutional knowledge, however, will stay with employees throughout the rest of their careers, benefiting all.

As a leader, you must understand the importance of communication, then nurture and fund it properly. Your vision, strategy, plan, and metrics must be communicated across the organisation. You also need to demonstrate the value you are generating and how your organisation is capturing that value to help employees, customers, partners, and the public.

The single most critical element that separates innovation success from failure is communication. After all, sustainable and successful transformation requires us to communicate, communicate, communicate! And then? Communicate some more.

MYTH 5: Innovation either happens or it doesn't. It can't be orchestrated.

In a perfect world, innovation would be so seamlessly intertwined with an organisation, it would be unnoticeable, and the need for cross-company governance and innovation metrics





would cease to exist. Until then, however, they are absolutely vital for your organisation to be successful.

LEGO is the world-class brand name that comes to mind when I think of organisations that survived thanks to focused innovation efforts. Twenty years ago, LEGO was deeply in debt, on the verge of bankruptcy, and no one would have guessed that the company would grow and blossom into one of the world's largest toy companies. Facing major competition from video games and computers, paired with shrinking toy stores around the world, LEGO took the 'ignore it' approach, hiding behind a false confidence and failing to take action or even admit that the industry was being disrupted.

It took a new CEO, an outsider to the business, to realise that a new approach was necessary, setting the company on a path of open innovation and radically changing the business. LEGO exited non-core businesses like computer games and amusement parks and doubled down on innovation.

The R&D Future Lab team was established and tasked with developing low-risk, low-cost minimum viable prototypes that could quickly be created and tested. Contrary to the way typical companies work, the team shared early prototypes with customers and pivoted based on the feedback, before making any substantial investments in new products. This feedback created a more customer-

centric experience, up-to-date with current trends, and resulted in new lines such as LEGO Architecture and LEGO Friends, which turned out to be one of LEGO's biggest successes in the company's history. Fast forward 20 years, the company continues to be on the cutting edge of innovation, experimenting with digital technologies and metaverse.

It is no secret that companies die, and the reason is not a secret either. As in the past, future progress can only be enabled through innovation, and businesses must take this sentiment to heart or face the consequences. It does not matter what the excuse is for inaction; failure to act for any reason will produce the same negative results time and time again. That is why a sense of urgency and duty must be instilled throughout your organisation—from employees to middle managers to the CEO and the board.

If innovation is not a focused effort, you are going to be left behind. "But, wait!" you might say, "Doesn't innovation belong to everyone? Didn't I just read that a mere few paragraphs ago in this very article, Alex?" True, it most certainly does belong to everyone. When I think about this question, I think of a quote from Nobel Prize-winning economist Milton Friedman: "When everybody owns something, nobody owns it, and nobody has a direct interest in maintaining or improving its condition." 



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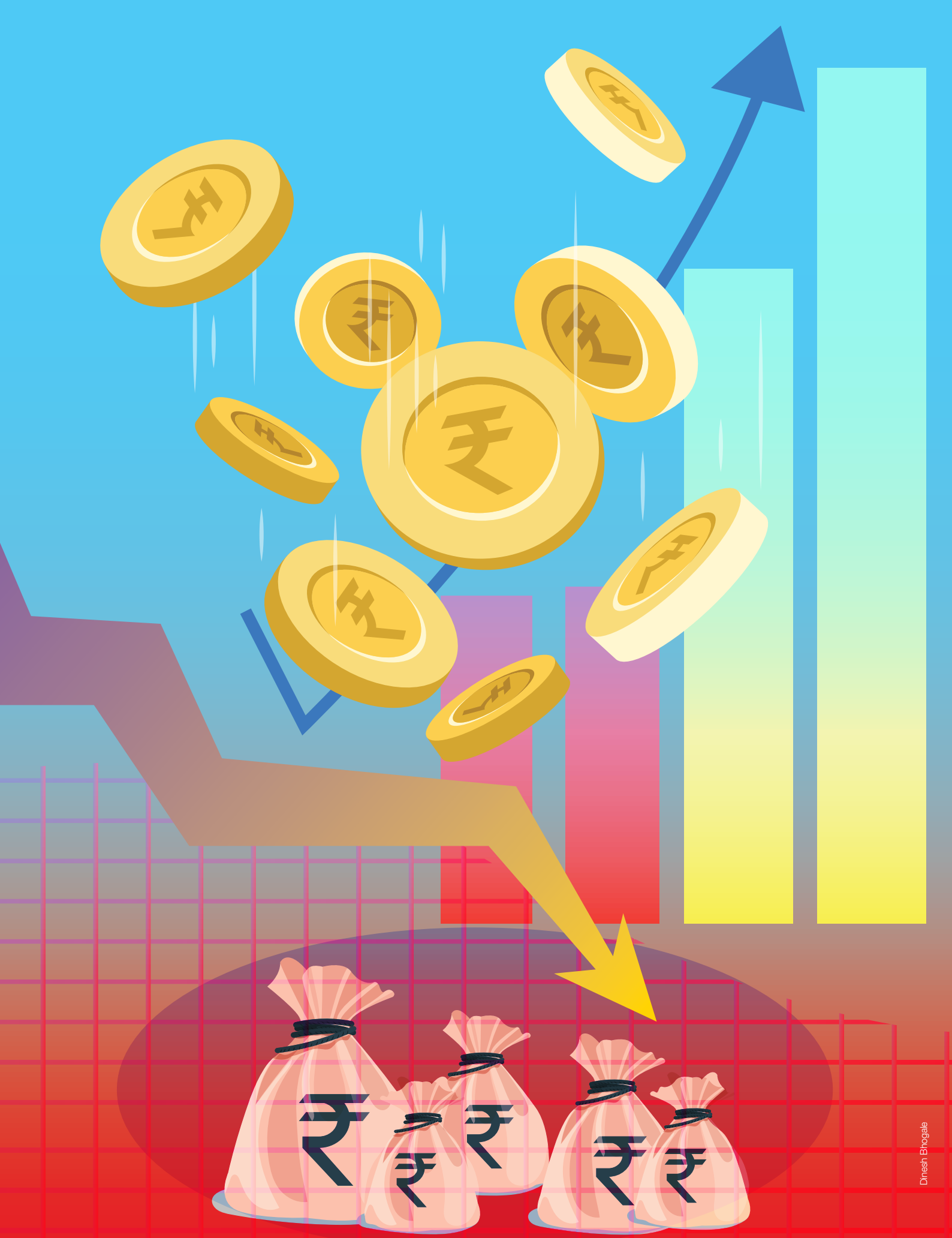
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Why ‘Just-in-Time’?

Which philosophy would you choose? A ‘Just-in-Time high returns’ or a ‘Just-in-Case low returns’?

Why should the product alone be a differentiator when process can build strong competitive advantage? Wouldn’t you want that competitive strategy that leapfrogs you ahead of competition? It is not competence but fear that withholds people from leveraging superior principles and philosophies?

In a lesser known part of the world, there was a machine tool factory that was truly remarkable. The workers not only performed the machining and assembly tasks, but also quality control, inventory management, pulling material from external vendors and internal suppliers, identifying and solving problems, thereby improving productivity, quality and reducing cost through elimination of wastes. What was remarkable was, once the customer order came in and was recorded, based on the principle of First In First Out (FIFO) the workers controlled all activities until loading the machines on the

trucks with little or no intervention from the supervision or management staff, like a ‘human automated factory in motion’! The teams were autonomous, did not require white collar staff, and were capable of reacting to shifts in production content. That is the gold standard today for manufacturing. It was this similarity to their system that caught the eyes of Toyota and paved the way for their India entry.

Compared to the manufacturing culture of the time, everything here, was different. The operating principles were pull production, moving inventory, quality controlled by process and not by inspection, production plan done by customer and not PPC department, stop the process when a defect surfaces to eradicate it, develop people who will be able to identify wastes, solve problems and eliminate them. Many companies of that time visited us to study what we were doing and how, some came repeatedly, but success eluded those whose CEO or top management did not get involved. IIM Ahmedabad invited Mysore Kirloskar to teach this case in their Operations Management program, and subsequently this case has been used by universities in Europe and USA, besides becoming a reference for manufacturing industries.



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Some production philosophies give better results than others. There are some links in high productivity, quality, and product complexity. High technology is often not a solution for poor performance if technology is employed without suitable production management policies.

When I ask people, “Why do you design a factory with a store; are you a warehouse or a manufacturing company?” they look stunned. Who said that a manufacturing company needs to have a store? The concept of doing everything from huge inventory is an old American concept! They find it difficult to comprehend the possibility of running a very busy factory without a store or absolutely minimal of it. This is because that thinking is founded on ‘what if something fails’ rather than PokaYoking or eliminating potential failures which may be harder than status quo. We demonstrated this possibility in a tier one company where they eliminated few months of inventory and replaced it with a daily moving requirement, and when the vehicle business was low they came out with flying colours. Like the saying goes, ‘Shoot for the moon. Even if you miss, you’ll land among the stars’. So, however inordinate, thinking about and working towards these five good zeros

can take you there - accidents, delays in delivery, defects, inventory, and lead times.

The tropical islands of Indonesia are known for their synthetic fabric and garments. Textiles being a major export they are little known for engineering goods, let alone machine tools. Bridgeport Perkasa (BPMT) limped for over five years without generating any revenue, neither had they produced a single machine nor had they acquired any customers. When we changed the thinking, in less than six months BPMT was flooded with orders from Europe and Asia thumping out production. A sight that brought the President, Ministers and Ambassadors to see the magical change! When Electronica was in a dire state losing money, a different way of working made their monthly P&L profitable in six months. When the technical textile unit of Precot had not made money for over five years since inception, a different way of working turned their monthly P&L profitable in seven months and put them on a roll. And there are so many such examples, and more who, during bad market conditions, saved their companies from colouring their P&L red. So what is this thinking that made the big difference? What is this outperforming philosophy?

The Henry Ford era saw manufacturing transition from craftsmanship to mass production. Scientific management became the buzz word where leagues of industrial engineers and foremen broke down tasks into simple elements, removed wasteful motion, and set job standards to ever-increasing pace of the assembly lines. The byproduct of standardisation was increased efficiency levels. The craftsmen who built automobiles before Ford used both hand and head. The Ford thinking took away the head and it was only hands working like the gear in a machine. The Toyota Production System (TPS) was a great innovator making use of both philosophies—the use of hands and mind of the operator, multiskilling them for an assortment of tasks, standardisation and flow, with the added glue of teamwork to produce astonishing results.

Inventory is one among the distinguishing features differentiating efficiency from inefficiency. In a perfect world, inventories would ideally be low as it frees up the company's resources since idling parts and assemblies add zero value. Many factories have mimicked the West to carry large inventories and will argue to reason the 'Just-in-Case' (JIC) failures such as supply shortages, breakdowns, rejections, strikes etc. We can also call this 'Buffered Production System' where one buffers against fears instead of solving problems. They have all eschewed from the 'Just-in-Time' (JIT) philosophy and embraced the 'Just-in-Case' philosophy. Efficiency is minimising the time between start and finish of part or product manufacture. Ford is known to have used high inventories, standardised products, huge volumes, and vertical integration. Toyota adopted a large scale, highly efficient, constant flow production philosophy. They built a local network of adaptable suppliers and integrated them with the assembly plants and helped them grow to become JIT suppliers. This type of flexibility is today a great competitive advantage to those who master it.



ABOUT THE AUTHOR

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Lean production management philosophy presents some higher risks, as any hiccup will stop production. But the potential gains are stupendous. Thus lean production can be considered a high risk – high return venture. Much of the risk can be mitigated with experience, well trained work force, responsive suppliers and good product design. A good Sensei can guide where one does not know how. JIT companies Poka Yoke all potential failures with superior systems and deep thinking. The most successful lean companies have all developed these characteristics. The buffered production management or JIC policy is safe bet for steady but 'un-exceptional' returns. The short term risk may be low but so is the potential for long term gains.

Why is there such a huge difference in the efficiencies between a lean company and a buffered or Just-in-Case managed company? Lean management system encourages full development and integration of all existing technologies, policies, and human resources in a way that traditional or buffered policies seem to miss. At Mysore Kirloskar, we had one person in every cell who had no direct responsibilities but was responsible for activities performed by operators (self-inspectors), audit quality, as a trainer and as other specialists. This involvement is key to the integrated, continuous incremental improvement of skills, machines and processes that elevates a lean production system over its buffered counterpart.

Where the desire is high returns, enhancing customer value, low order to delivery times, happy employees, fast responding agile company, delighted customers etc., then lean management or lean manufacturing or Just-in-Time production is the answer to best fulfil such requirements. Think no more, partner with an experienced Sensei who has experience of transformational successes, not a random tool trainer, and embark on your journey. 



♦ JOHN MULLINS, AUTHOR, *BREAK THE RULES!*

Instruments of change

Most people in big companies are not natural risk-takers. If they were, they would probably be working somewhere else.

Entrepreneurs do not like risk, either, as it turns out. They are more likely to be risk managers and mitigators than risk-takers. When Jeff Bezos decided in 2004 that Amazon's physical distribution business for books and music CDs was at risk of being digitally disrupted by the likes of Apple, he did two things:

- Pulled Steve Kessel, the then VP in charge of Amazon's core books, music, and video business, out of his role and tasked him with developing a solution that eventually became the Kindle e-reader.
- Determined that the effort would be run by an entirely autonomous organisation, separate from the existing business, notwithstanding the fact that the digital media suppliers to the new organisation would be mostly the publishers on which the current books, music, and video business relied.

Bezos' rationale? Bill Carr, Kessel's number two on the business side of the new venture,

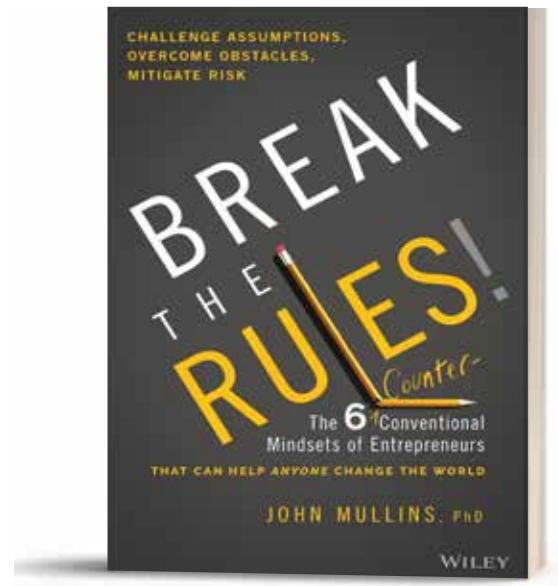
opines "Jeff felt that if we tried to manage digital media as a part of the physical media business, it would never be a priority. The bigger business carried the company after all, and it would always get the most attention." Bezos was adamant. "If you are running both businesses, you will never go after the digital opportunity with tenacity."

Bezos, Mittal, Musk, and more

Building upon 20 years of research-based insights into what makes entrepreneurs 'entrepreneurial', and how they differ from other successful businesspeople, I have learned that many successful entrepreneurs exhibit one or more of six 'counter-conventional, break-the-rules' mindsets. These mindsets connect what entrepreneurs observe and encounter with the actions they take. They help them grab opportunities, challenge assumptions, overcome obstacles, mitigate risk, and sometimes, change the world.

Further, the six mindsets run counter to the conventional wisdom that is typically found in large and well-established companies. They fly in the face of what is taught in most business schools about strategy, core competencies, target marketing, financing, and more. Here they are:

- **“Yes, we can!”** When asked by a prospective customer whether they can do something that is entirely new and unfamiliar and falls outside their current competencies, entrepreneurs say, “Yes, we can!” Then they figure out how! The long-established rule that successful companies are those that ‘stick to their knitting’ is there to be broken! Bezos knew that his company lacked the capabilities that building a hardware product would require. He charged Kessel with two key tasks: figuring out what was to be done, and who—including a few key hires from outside Amazon—should do it. Kindle’s success almost single-handedly made e-books relevant and made Amazon the dominant retail player in digital media of all kinds.
- **‘Problem-first’, not ‘product-first’, logic:** Entrepreneurs know that if they solve genuine customer problems their businesses will thrive. As prominent venture capital investor Vinod Khosla famously remarked, “It’s very simple. Nobody will pay you to solve a non-problem.” The product then follows. Philip Knight’s and Bill Bowerman’s invention of the now legendary waffle sole solved two key problems for Nike’s initial distance runner target market: more lateral stability to reduce the number of sprained ankles incurred while training on rough country paths; and more cushioning to prevent the all-too-common shin splints that resulted from their rigorous training regimens. And lighter weight shoes, for faster race times, too!
- **Think narrow, not broad:** Big companies want to serve big markets: “It won’t move the needle,” they say when markets are small. But once success is established in a tiny market, entrepreneurs know, a foundation is in place to enable their businesses to grow from there. Nike’s initial target market, elite distance runners who could run nearly a four-minute mile, might be the narrowest target market



ever for a start-up! Tennis and basketball shoes were not on their radar.

- **Ask for the cash, ride the float:** By getting customers to pay in advance, and by paying their suppliers afterwards, entrepreneurs generate cash for growing their businesses. Elon Musk and his Tesla co-founders sold 100 Tesla Roadsters, their first model, for \$100,000 each, payment up front, please. That’s a cool \$10 million with which they could then set about building the cars.
- **Beg, borrow, but don’t steal:** Borrowing the resources you need to start something new beats investing in those resources, especially when the outcomes of anything new are highly uncertain. When in 2003 Sunil Bharti Mittal recognised that the next phase in Bharti AirTel’s growth would have to come from India’s rural customers, he and his team convinced IBM, Ericsson, and other key suppliers to take over the equipment, systems, and support Bharti needed. Why invest, when you can convince others to do it for you? By 2008, Bharti became India’s largest mobile operator.



- **Instead of asking permission, beg forgiveness later:** Getting new things done in established companies typically requires permission, sometimes from higher-ups in the organisation, sometimes from regulators or others. When the legal or regulatory landscape is ambiguous or uncertain, however, entrepreneurs simply plow ahead and deal with any necessary regulatory issues later, begging forgiveness, if necessary. When Manish Sabharwal and Ashok Reddy decided to start TeamLease in 2002, despite Sabharwal's realisation that "In order to comply with 100 per cent of the labour regulations, you have to break 20 per cent of them," their mantra was 'Putting India to work'. Now, twenty years on, TeamLease has become a vocal leader for labour market reform and provided jobs to more than 3 million Indians. Putting India to work, indeed!



ABOUT THE AUTHOR

John Mullins is author of *Break the Rules! The 6 Counter-Conventional Mindsets of Entrepreneurs That Can Help Anyone Change the World*.

These six mindsets offer a set of tools for identifying and grabbing opportunities and mitigating the inherent risk in doing so. Even better, they and the examples that underpin them provide a healthy dose of inspiration that ordinary mortals in any kind of organisational

setting can learn and adopt any or all of them, and apply and master them, too. You can, too!

Why break the conventional rules?

Much of the progress that our societies make is driven by entrepreneurs like Manish Sabharwal and Ashok Reddy in addressing India's employment needs, Elon Musk's efforts toward climate change, and the connectivity and other benefits that Sunil Bharti Mittal and other telecom pioneers have brought to rural India and elsewhere. We don't want to lose that progress! And progress doesn't have to occur only within start-ups. Who would have thought the small team that created Nespresso within the world's largest instant coffee maker, Nestlé, would build what is today one of Nestlé's hottest growth engines?

I hasten to add that you do not have to adopt or master all six break-the-rules mindsets today or tomorrow. It may be that one of them fits a situation in which you find yourself today. Another might fit what you encounter tomorrow. But, your temperament willing, and with a intent to act, you can learn to apply some of them to break the conventional rules, for sure. Today and tomorrow! **IM**



Tech to the rescue

The impact of technology is almost always over-estimated in the short-term and under-estimated in the long-term. This is, especially, true when it comes to the way talent is managed (let us define talent as ‘anyone who adds value to an organisation’; so that would be nearly everyone). The significance of technology is often overlooked when it comes to how talent is attracted to an organisation, and how people are engaged so that they put in their best efforts and want to stay with the organisation.

In the best-run organisations, technology is significantly impacting the way talent is attracted, retained, and engaged, and the lessons from these organisations provide a guide for the rest of us. Here are some of the most valuable direct benefits—and taken together, they are indirectly benefiting and shaping work cultures too.

The world of attraction

Too many organisations forget that social networks increase transparency. So, if somewhere is a brilliant place to work, people can see it, they understand the

place, and notice how well-led it is—and the opposite is also true. Websites such as Glassdoor.com are effective at telling it like it is, both good and bad. That transparency feeds into broader perceptions of an employer’s brand along with the use of technology, more generally. For example, the way an organisation comes across online—its website, social media presence, priorities, and tone of messages shape its brand identity.

This has two practical implications. First, if the brand is everything that happens inside an organisation and connects, like an invisible thread, from the inside to everyone on the outside, then the organisation needs to know that everything it does and says will shape external perceptions. Much greater awareness and proactive management is therefore needed.

Second, the brand can be used to attract the brightest and best. For example, people were impressed when Yvon Chouinard, the billionaire founder of retailer Patagonia, gave away the company so that the proceeds could be used to fight climate change. Technology enables the organisation not simply to sell, but to sell the organisation to current and future employees.

Engaging, challenging, and retaining talent
There are several practical areas where tech excels at engaging and challenging talent, enhancing effectiveness, and ease of operation. These tools have an immediate benefit, and crucially, they also prevent frustration, supporting, and retaining talent as a result.

- Tools that facilitate teamworking, enhancing speed, and consistency. These include Trello, Slack, Flowdock, GoToMeeting, WebEx.
- Tools that facilitate projects and tasks.
Ensuring that projects are managed efficiently, with a successful outcome, is vital for talent to see their work have value and to avoid frustration. Some of the most popular tools here include Asana, ProofHub, Dapulse, Redbooth, Wimi and Milanote.
- Tools that enhance collaboration and make co-creation a central way of working—particularly appropriate for businesses focusing on service, innovation, and technology. Useful tools here include

Codingteam, Google Docs, Igloo, and Quip.

Technology also facilitates another vital requirement for talent retention: communication. And, of course, the best comms are always two-way. The days of CEOs giving an occasional town hall speech, taking three questions, and then disappearing are fast-disappearing. At the other end of the spectrum, however, the workforce is not yet ready for the CEO who decides to ask the world (customers, stakeholders, and competitors as well as employees) whether they should stay in their job, as Twitter CEO Elon Musk did in an online poll in December 2022.

The best communications suit the culture of the organisation, the needs and preferences of the workforce, and the personality of the communicator or leader. Of course, it really helps if that personality is open, warm, and engaging, as well as curious and with a predisposition to listen, reflect, learn, and change, as well as to tell.



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The best employers understand that they need to tailor their employee benefits and proposition to precisely meet the distinctive needs of each talented individual.



ABOUT THE AUTHOR

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Associates.

One of the other biggest areas where tech is enhancing organisations' ability to engage and retain talent—and, most importantly, derive the greatest benefit from the skills and mindset of the talented employees—is in learning and development. Here, Indian executive education is leading the way. Institutions such as

Hero Vired and UpGrad have no shortage of international partners lining up to support their work, which is nothing less than the upskilling of millions of Indian executives across the subcontinent and further afield. Crucially, these organisations and others recognise that the best learning needs a context, it needs to be practical, relevant, and engaging, and it needs to help learners 'future-proof' their careers.

Finally, the best employers understand that they need to tailor their employee benefits and proposition to precisely meet the distinctive needs of each talented individual: an approach of hyper-personalisation focusing on employee-centricity. Here again technology plays a vital role with employees constructing their own package of benefits from a wide menu available to them. And here again, as with all of the other technological innovations that help attract, engage, and retain talent, is the need for leadership that is inventive, empathetic, and people-oriented.

Today's talent expects organisations to be tech-savvy: it helps ensure flexibility, efficiency, and relevance. Most of all, however, talent expects leaders to have the right mindset: one that is open, focused on people, and constantly embraces the advantages of technology. **IM**



India's 1st Virtual Business Lab

AIMA BizLab - Learning By Doing

AIMA's Business Lab is an “Eco-System” for management educators/institutes that deliver simulation based learning for the students.

Allows students to experiment with various management strategies and tactics in the given scenario. BizLab can be played on a self-mode (Against AI Based Autobots), in groups as team exercise, workshop or as a business competition and can also be used as learning assessment. Handled by AIMA BizLab Certified Trainers/Faculties of the institute

Ask a demo login for unparalleled learning experience with real time management scenarios & tactics on www.aimabizlab.com

For more details, please contact:

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INTERNET MARKETING

AIMA

ALL INDIA MANAGEMENT ASSOCIATION

PGCM_{IN} DIGITAL MARKETING & STRATEGY

Approved by AICTE*

The digital technology and internet has emerged as a platform to facilitate global businesses and communication. Virtually, every organisation today is using some or the other digital/online marketing tools.

Leveraging the digital marketing tools, and technology to achieve the competitive advantage and building market lead, CRM and innovations is the main objective of the digital marketing strategy programme.

The programme is intended for Sales & Marketing and IT professionals, who want to take, advantage of digital marketing tools and techniques to upscale their career and achieve better revenues for the organisation and create business values.

*in ODL mode

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