indian management

The Journal of AIMA
ALL INDIA MANAGEMENT ASSOCIATION

DECEMBER 2019 VOLUME 58 ISSUE 12 PAGES 92 ₹60

A SPENTA MULTIMEDIA PUBLICATION

ONE CUSTODIAN, MANY OWNERS
Harish Bhat

SHARED RESPONSIBILITY
Lakshmipathy Bhat

BEYOND MARKETING BUREAUCRACY
Shubhranshu Singh

THE CEO, THE EMPLOYEES, OR THE CUSTOMERS?

25 YEARS SILVER JUBILEE

NURTURING SOCIALLY SENSITIVE BUSINESS LEADERS

LAL BAHADUR SHASTRI INSTITUTE OF MANAGEMENT, DELHI

Approved by AICTE, Ministry of HRD, Govt. of India

POST GRADUATE DIPLOMA IN MANAGEMENT (GENERAL) FULL TIME (NBA ACCREDITED)

POST GRADUATE DIPLOMA IN MANAGEMENT (FINANCE) FULL TIME (NBA ACCREDITED)

POST GRADUATE DIPLOMA IN MANAGEMENT (RESEARCH AND BUSINESS ANALYTICS) FULL TIME

POST GRADUATE DIPLOMA IN MANAGEMENT (LOGISTICS AND SUPPLY CHAIN MANAGEMENT) FULL TIME

ANNOUNCES ADMISSION 2020

ADMISSION PROCEDURE

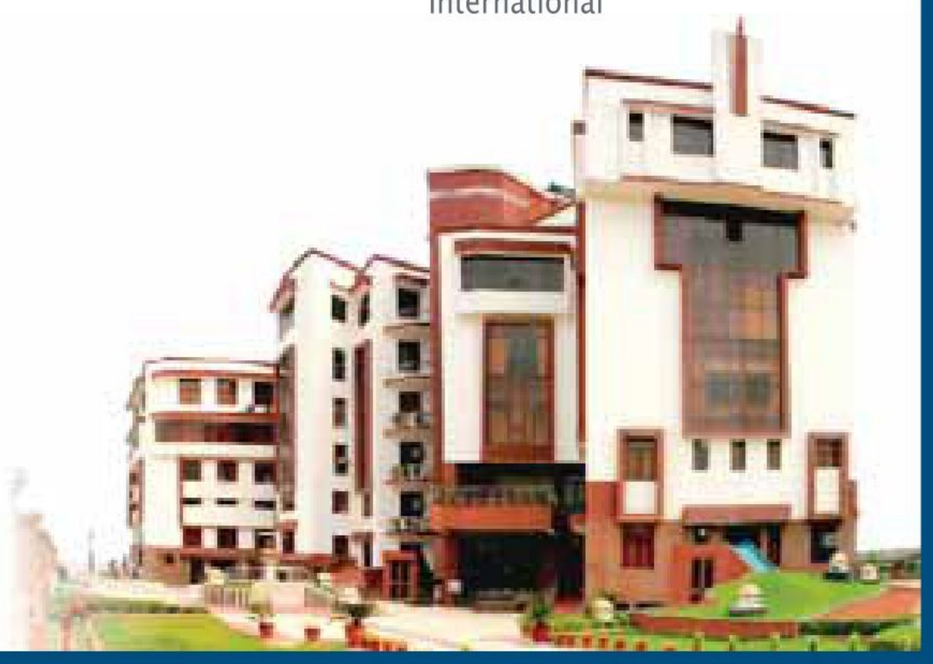
- **Eligibility:** Graduation or equivalent degree in any discipline from a recognized university. Students graduating in 2020 may also apply. Refer Institute website for more details.
- Candidates can apply **either** online at **https://forms.lbsim.ac.in** on payment of Rs.1,250/- **or** through duly filled in application forms available at the Institute for Rs.1,250/-.
- **Placement:** Consistent strong placement record since the inception of the Institute.
- **Accommodation:** Well-furnished residential accommodation separately for boys and girls.

- State-of-the-Art Infrastructure.
- Service Oriented and highly resourceful Library.
- 12 Terminals based Bloomberg Lab, IBMSPSS and SAS Analytics Lab.
- Ranked 28th and 30th in India by The Week and India Today 2019 respectively.
- 4000+ Vibrant Alumni Globally.

Member Of AACSB International

Last date for applying

15 DECEMBER 2019



Apply to: Admission Coordinator

Lal Bahadur Shastri Institute of Management
Plot No.11/7, Sector-11, (Near Sector-11 Metro Station)
Dwarka, New Delhi - 110075, **Phone:** 011-25307700
Email: admission@lbsim.ac.in
Website: www.lbsim.ac.in

Follow us:

Transform yourself into a LEADER @HBS

MBA
www.hbs.edu.in

Heritage Business School (HBS), a leading B-school in Eastern India, affiliated to University- MAKAUT, offers 2-year Full time MBA Programme approved by AICTE.
HBS aims to offer value-based education to prepare ethical leaders with a global outlook.

Specializations: Marketing | Finance | HR | MIS | Business Analytics (Minor)

Why choose MBA @ HBS ?

- Ranked among the top B-schools in India by Outlook India, Education World, Digital Learning ....
- Faculty members from Industry and Academia
- Industry Mentorship Programme
- Entrepreneurship Development Cell
- Personality Development Programmes
- Internships in established companies
- Excellent Placement record
- Green Campus with Smart Classrooms

Admissions Open for 2020-22 Batch

Eligibility- Graduate in any discipline under 10+2+3 system recognized by AIU with a valid MAT/WBJEMAT score

Heritage Business School
Chowbaga Road, Anandapur, P.O: East Kolkata Township, Kolkata 700 107 9830292332 / 9830019595
admissions@hbs.edu.in

Other Initiatives

The Heritage School www.theheritageschool.org | Heritage Institute of Technology www.heritageit.edu | The Heritage Academy www.tha.edu.in | Heritage Law College www.hlc.edu.in | The Heritage College www.thc.edu.in

indian management
THE JOURNAL OF THE ALL INDIA MANAGEMENT ASSOCIATION
VOLUME 58 I ISSUE 12 I DECEMBER 2019

THIS ISSUE

10
COVER STORY
A SUM OF THE PARTS

ONE CUSTODIAN, MANY OWNERS 12
An exploration of the evolution of brands, and their true ownership.
- HARISH BHAT

SHARED RESPONSIBILITY 16
Everyone—the CEO, the staff, and the customers—is a brand's custodian.
- LAKSHMIPATHY BHAT

BEYOND MARKETING BUREAUCRACY 20
Charting a new course for marketers.
- SHUBHRANSHU SINGH

DIVERSITY
FAIR PLAY 24
Why women should exercise their full range of powers.
- ANTOINETTE DALE HENDERSON

STRATEGY
FIGHTING THE SLUMP 30
Strategies for corporates, MSMEs, and startups to successfully tide over recession.
- DR RAJENDRA K SINHA

LEADERSHIP
PEOPLE FIRST, ALWAYS 34
A good leader puts people over processes while creating value for the organisation.
- MICHAEL K LEVINE

HR
THE RIGHT FIT 38
How to hire for cultural fit.
- COLIN D ELLIS

EDUCATION
A ROLE TO PLAY 42
Bschools can play a key role in grooming leaders of tomorrow.
- ABINASH PANDA

EMPLOYEE ENGAGEMENT
Z QUOTIENT 46
Move over millennials, there is a new workforce in town.
- KUNAL SEN

BETWEEN THE COVERS

✦ **EXTRACT**

THE OUTWARD MINDSET: HOW TO CHANGE LIVES AND TRANSFORM ORGANIZATIONS

✦ **BOOKSHELF**

ORGANISATIONAL CULTURE

CULTURE DRIVES PERFORMANCE 58

Fostering an ownership culture is the key to a results-oriented environment.

- GREG MILANO AND MICHAEL CHEW

HR

A COLLECTIVE NARRATIVE 64

Building disruptive teams for organisational success.

- DR UPINDER DHAR AND DR SANTOSH DHAR

WORK-LIFE INTEGRATION

A CASE FOR THE COUNSELLOR 70

For holistic growth, workplace counselling is the need of the hour.

- DR PRAGYA MATHUR KUMAR

CASE STUDY

BITTER PILL 76

The fallout of workplace stress—a case study.

- GIRISH MAINRAI

STRATEGY

THE BEST DEFENCE 82

Steps to effective strategic planning.

- DR GLEB TSIPURSKY

ORGANISATIONAL CULTURE

ALL IN, ALL TOGETHER 86

Workplace diversity is the need of the hour.

- JAYATI ROY

PRESIDENT'S MESSAGE

Brand is everybody's business

SANJAY KIRLOSKAR is Chairman and Managing Director, Kirloskar Brothers Limited.

Brands are often left to the marketing and PR departments, and most companies see them primarily as a source of pricing power. However, organisations are beginning to think deeply about brand values because brand mortality is rising.

It is hard to build brands for all causes and tastes in this age of social media and pervasive activism. Different stakeholders have different expectations and they are willing to go to war if they are ignored or denied. Therefore, brands have to be positioned and nurtured with great care and diligence. They must project a clear and likeable ideology and be easy to communicate and defend. Brands need identifiable and relatable custodians who can inject them with charisma to attract buyers, partners, investors, and talent.

Typically, CEOs personify their company's brand, especially if they are founders too. Steve Jobs is the best example of total identification of a brand with the founder. Many years after his death, Apple customers still expect the brand to be cast in his image and ideology. Apple products must combine technology with aesthetics and innovation with ease of use. Elon Musk is another example of a founder being the custodian of a brand. People cannot see Tesla group without Musk's imprint on everything it does. In India too, startup brands are identified with their founders—for example, Paytm with Vijay Shekhar Sharma.

Even in many old organisations, the leader's brand looms large over the corporate brand. Reliance Group cannot be imagined without the Ambanis' disruptive entrepreneurship, and Tata Group is a projection of Ratan Tata's sobriety. On many occasions, retired founders and leaders have taken back control to ensure continuity of the brand they built. In recent times, it has happened in Tata Group and Infosys.

The CEO is the default custodian of the organisation's brand and whatever the CEO says or does determines the perception and performance of the brand. The words and deeds of the leader are easy to transfer to the values and promise of a brand. This phenomenon is particularly visible in politics where a party's fate depends on the perceived heroic qualities of its leader. Increasingly, this model is being followed in the corporate world, with some help from the media.

However, vesting a brand in a single person is risky. Individuals are not perfect and an attack on the leader can affect the organisation brand. Also, identification of a brand with the founder or a strong leader can become a liability when the organisation outgrows the individual or when the competition changes.

Employees are also key custodians of an organisation's brand. The media may equate the brand with the CEO, [but] customers and suppliers experience a brand in their interaction with the employees. They trust their interaction with the employees much more than what the CEO says or what the company's PR machine projects. What employees say and do make a more immediate difference to sales, sourcing, and hiring.

Once a brand is established, it can no longer be controlled by the CEO or the employees. A successful brand becomes a social entity and the customers become its primary custodians.

In the age of social media, employee endorsement is worth much more than the CEO's claims. Companies that see their employees as the brand custodians insist on communicating with customers and suppliers in a positive way. They also encourage employees to post brand-promoting content on internal and public social networks. In doing so, employees also build their own brands and improve their prospects. Unlike advertising and PR, employee-generated content costs little and carries more credibility.

However, once a brand is established, it can no longer be controlled by the CEO or the employees. A successful brand becomes a social entity and the customers become its primary custodians. Their appreciation and critique carry more power than that of the company insiders. Customers take over the brand and give it identity, purpose, and meaning. The company can only try to influence the way customers see and describe the brand.

A brand is a living thing and it can grow only if it is nurtured. It may be owned by an organisation, but its care has to be shared because nobody can dictate how others must think of them. IM

The opinion expressed is personal.

EDITOR'S NOTE

Dear Readers,

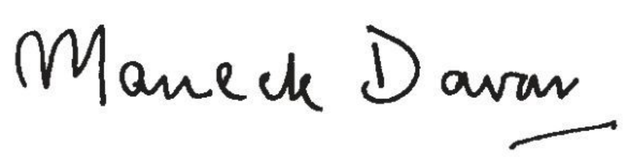
For an organisation to be successful, having a vibrant and visible brand identity is de rigueur. In its early days, the founders of a company might lay out their brand vision and make sure it stays true to its goals. As the company hits the collective consciousness and begins expanding, multiple stakeholders emerge—the customer, the employees, and the management.

So, who is the brand custodian at this point in an organisation's journey? Most eyes would turn to the CEO. After all, it is their job to uphold the brand and steer it in the right direction. But while the CEO might dictate a vision, the responsibility of executing it lies at the feet of employees. By this logic, an employee or team of employees is the custodian, the true caretakers of a brand. They are the ones facing consumers, interacting with them, and shaping the brand.

Here we arrive at the last possible candidate(s). The customer. Once a product is out there, it is in the hands of the consumers; they are the ones singing its praises or calling out the company when the product goes off-brand. Take the trend of sustainable practices in organisations around the world. Customer demand for eco-friendly products played a huge role in this shift—thus introducing a new paradigm in the brand's identity, which will shape its future going forward.

A brand is never static. It must grow over time, picking up pieces of itself to form a whole. Those picking the pieces have to know the brand inside out, and also know that they are but one piece of the puzzle.

Do write in with your views to
imeditorial@spentamultimedia.com



Maneck Davar

indian management
THE JOURNAL OF THE ALL INDIA MANAGEMENT ASSOCIATION

A SPENTA MULTIMEDIA PVT LTD PUBLICATION

DECEMBER 2019 VOLUME 58 ISSUE 12

EDITORIAL ADVISORY BOARD

D Shivakumar
Sanjay Kirloskar
Rekha Sethi
Prof. J K Mitra
Maneck Davar
N Radhakrishnan

EDITOR & PUBLISHER | Maneck Davar

MANAGING EDITOR | Krishnaveni Subramanian

ASSOCIATE EDITOR | Anitha Moosath

EDITORIAL TEAM | Ashutosh Gotad, Bindu Nair

DESIGN

SENIOR GRAPHIC DESIGNER | Milind S Parkar

ILLUSTRATORS | Swapnil Redkar, Nilesh Juvalekar

ADVERTISEMENT MARKETING

DIRECTOR – Marketing & Sales | Geetu Rai
Tel: 9920023908/9844265885

MUMBAI – Sudhir Valvara | +91 9821215361
Fax: (+91 22) 2481 1021
sudhir@spentamultimedia.com

Niraj Singh | +91 9930778393
Fax: (+91 22) 2481 1021
niraj@spentamultimedia.com

DELHI – Abhilash Gupta | +919910586772
abhilash@spentamultimedia.com

BENGALURU – Sandeep Kumar | +91 9886870671
sandeep@spentamultimedia.com

CHENNAI – Shoba Rebecca | +91 9884055523
chennai@spentamultimedia.com

KOLKATA – Pulak Ghosh | (+91 33) 4073 5025
pulak.spenta@gmail.com

GUJARAT – Sanjay Chawda | +91 9824043072
sanjaychawda@gmail.com

SUBSCRIPTIONS

Robert Gomes | 022-24811024 / 31
robert@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 – Chikloli, Morivali, MIDC, Ambernath (West), District-Thane. Published from 1102, Akashdeep Building, Barakhamba Road, New Delhi – 110001.
Editor – Maneck E. Davar

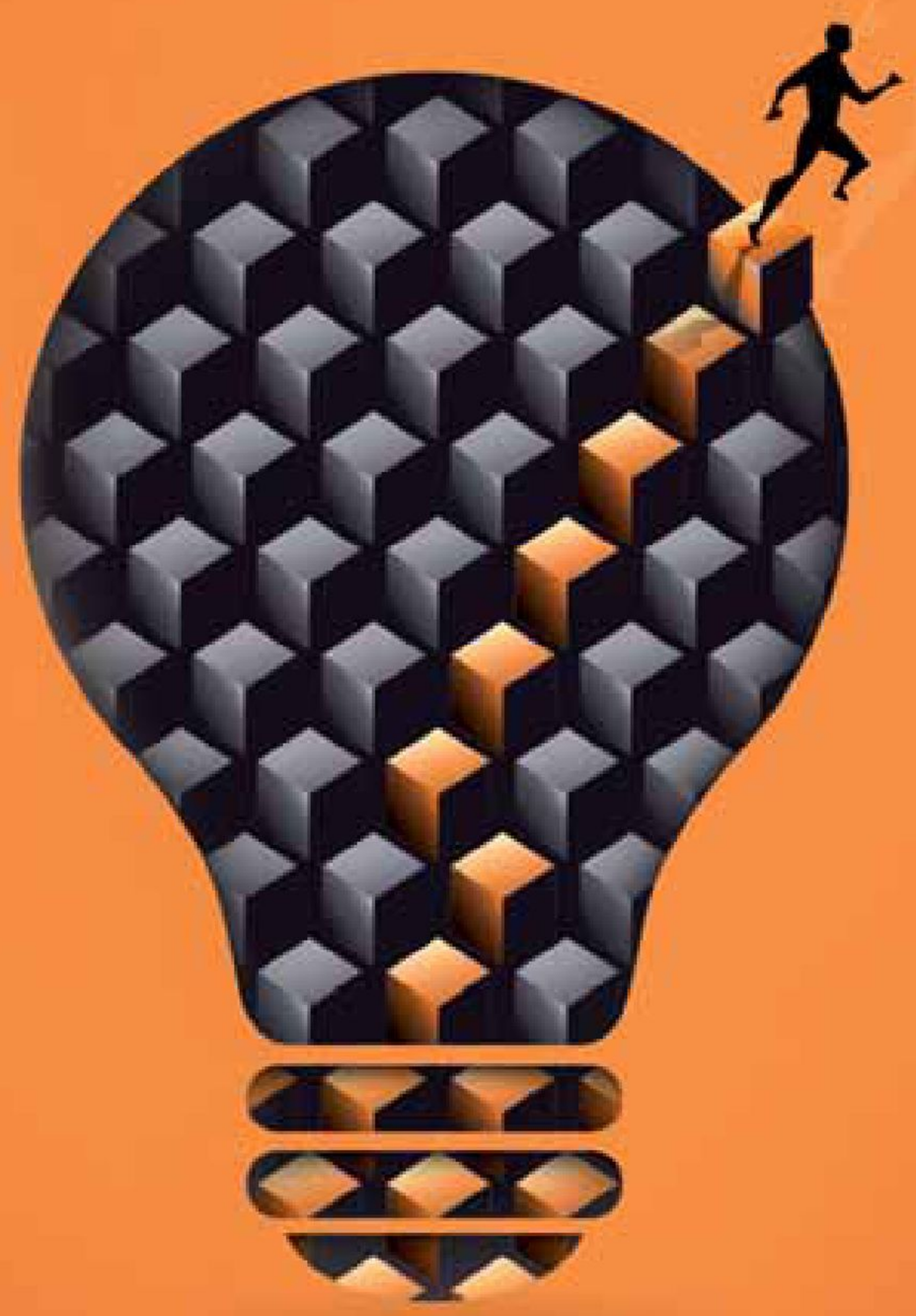
The views and opinions expressed or implied in *Indian Management* are those of the authors and do not necessarily reflect those of *Indian Management* or Spenta Multimedia Private Limited. Unsolicited articles and transparencies are sent in at the owner's risk and the publisher accepts no liability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

AIMA
ALL INDIA MANAGEMENT ASSOCIATION

CENTRE FOR MANAGEMENT EDUCATION

in collaboration with
ALIGARH MUSLIM UNIVERSITY

Ph.D (Business Administration) in collaboration with Aligarh Muslim University



Admission Procedure

Entrance Test: Research Management Aptitude Test (RMAT) to be held on 11 January 2020 at Ahmedabad, Bangalore, Chennai, Delhi, Hyderabad, Kolkata, Mumbai followed by an Interview at AIMA, New Delhi for RMAT shortlisted candidates. The syllabus outlines for the Entrance Test (RMAT) and the criteria to qualify are available on the website.

How to Apply

Obtain crossed Demand Draft (DD) of Rs. 1500/- in favour of "All India Management Association" payable at New Delhi from any bank. Register online at website link **http://apps.aima.in/phd2019dec** along with the DD details. While registering online, the candidates may also pay using credit/debit card. The Detailed Syllabus of the Entrance Test (RMAT), Information bulletin & other details of PhD programme can be accessed at the same website link as given above.

Eligibility

A candidate will be eligible for admission to a course of study leading to the degree of PhD in Business Administration subject to fulfilling the following criteria:

- **Educational Qualification:** Master's Degree in Management or allied subjects like Commerce, Humanities, Science, Engineering and Law etc., or a PGDM/PGDITM approved by AICTE, or Chartered Accountancy, Cost Accountancy or any other professional qualifications, which are considered equivalent to two years full time Master Degree by the University, with at least 55% marks or equivalent grade along with minimum 50% marks in Graduation.
- **Work Experience:** The candidate should be a full time employee with at least five years of experience (after post-graduation) at Managerial level in Industry/Government/Ministry/NGO/Defense/Military organisation or a full time Faculty at a Management Institute approved by AICTE or affiliated to a University with at least five years of experience after post-graduation.

Last date for online registration	:	23.12.2019 (Monday)
Last date for submission of printout of completed online registration form to AIMA, New Delhi	:	23.12.2019 (Monday)

For further details contact:
Kiran Rawat, Manager (PhD Programme)
ALL INDIA MANAGEMENT ASSOCIATION
CENTRE FOR MANAGEMENT EDUCATION
15, Link Road, Lajpat Nagar III, New Delhi-110024
Tel: +91-47673000 / 49868399 (Ext. 741) |email: **phd@aima.in** | Visit our website: **www.aima.in**

A SUM OF THE PARTS

One custodian, many owners

A brand is a living entity. It goes through several stages of ownership that involve many players.

HARISH BHAT, TATA SONS

Trademarks are owned by the companies which have registered them. The law on this subject is well defined. But who owns the brands that emanate from these trademarks? This is an interesting question for marketers to ponder over, because true ownership of brands goes well beyond legal ownership. It encompasses functional and emotional ownership that cuts across traditional boundaries.

So, pause for a moment and think about this. Who owns iconic brands such as Tata, Amul, Google, Cadbury, and Harley Davidson? Undoubtedly, the CEOs of these companies are the prime custodians of these brands, nurturing the core ideas that the brands stand for, their reputation, and development. But then, the organisation itself is not just the CEO—it is a living ecosystem with a large number of internal and external members. The brand resides with all of them, and so many of them shape the brand, believe in it, and often take great pride in it. Therefore, where does true ownership lie?

This is a topic that deserves detailed research. My own initial exploration indicates that there are several stages of brand ownership in the life of a brand. Here is my hypothesis.

Stage 1: Founder owns the brand

When a brand has just been created, the founder is clearly the owner of the brand. He or she has just given birth to it, based on a key idea that has roots in his or her mind. For the first few years, the founder then shapes the brand personally and carefully, based on this core idea—even though the company he or she has established may have very few consumers or employees at that stage. For instance, when Jamsetji Tata founded the Tata Group over 150 years ago, with the vision of creating a business enterprise where the community and nation are centre stage, and not just another stakeholder, he carefully crafted the brand around this pioneering idea. In the first decade after its establishment, the Tata brand would perhaps have been known only to a limited number of people, but the founder would have poured his energy and passion into fleshing out the idea of the

Many employees feel strongly for what their brand stands for, particularly if they are working for a brand that has a sense of purpose or a point of view.

brand, and the first few dimensions through which this core idea was expressed. Think of other famous brands and their founders—Apple and Steve Jobs, Body Shop and Anita Roddick, Titan and Xerxes Desai. You will find similar parallels in these cases too.

Stage 2: An internal ecosystem of ownership

Very soon, employees who work in a company start feeling strong ownership of the brand. As employees get strongly engaged with their companies, they begin loving the brands they work for. Each employee plays some role in shaping the brand—whether you are part of new product development, manufacturing, marketing, sales, finance, or the human resources function, the work you are doing is actively contributing to shaping the brand, its assets, and its expressions. Many employees feel strongly for what their brand stands for, particularly if they are working for a brand that has a sense of purpose or a point of view. From my own experience, I can say that this results in a great degree of ownership. For instance, many of my colleagues in the Tata Group and I are very possessive about the Tata brand, and we feel strongly for it. Equally, an internal ecosystem of distributors, franchisees, and vendors also begins experiencing ownership of the brand that they are dealing with. They take great pride in evangelising the brand, they cheer it on, and they are also intensely critical of it on occasion, all because they feel the brand also belongs to them.

Stage 3: Consumers become owners too

When a brand grows in popularity, and earns the trust and loyalty of its users, then consumers also become owners of the brand, in addition to employees and the internal company ecosystem. At this stage, consumers go beyond their transactional relationships with the brand, and begin experiencing a true sense of ownership. This does not happen to every brand—it only

When a brand grows in popularity, and earns the trust and loyalty of its users, then consumers also become owners of the brand, in addition to employees and the internal company ecosystem.

happens, in my view, when a brand has permeated deep into the consumers' lives, has added consistent value to consumers across several years, and has gained their true affection. At this stage, a brand custodian will need to necessarily take consumers' views on board before making any significant changes to the brand—else consumers could well rise up in revolt because they feel that something belonging to them has been changed without their permission. The New Coke story is a case in point. Reputed brands that have been widely used for long periods of time typically function in this stage. Think of brands such as Coca-Cola, Colgate, Titan, Fevicol, and Lifebuoy.

Stage 4: The brand belongs to the nation

Very few select brands make an eventual leap to this stage, where the entire nation claims ownership—not just consumers, employees, and distributors, who continue to retain ownership too. This happens when a brand gets integrated into the fabric of a community and nation. People now view the brand as a national institution, rather than as a commercial mark. For this to happen, the brand should have contributed in a very meaningful and authentic way to the development of some specific area of national importance. And it should have done so over a sustained period of time. The brand should also be viewed as a positive symbol of national pride. In my view, iconic brands such as Tata, Amul, LIC, IBM, Sony, Marks & Spencers, and Samsung have made the leap to this stage, in their respective nations of origin. Suddenly, the custodians of these brands now have a much larger responsibility, which goes beyond their corporate mandates. IM

© Shutterstock.com

ABOUT THE AUTHOR

Harish Bhat is Brand Custodian, Tata Sons.

Shared responsibility

A brand can flourish only if nurtured equally well by the entire organisation as well as its customers.

✦ LAKSHMIPATHY BHAT, ROBOSOFT TECHNOLOGIES

In 1962, ad legend Bill Bernbach of DDB requested something extraordinary from his client, Avis. He wished they would run whatever advertising the agency recommended.

Avis was up against the big spending market leader, Hertz; so they were open to backing bold ideas in order to win in the marketplace. In that context, Robert Townsend, the CEO of Avis, agreed to this proposal. Later, he went on to write a memo, which served as the advertising philosophy of the Avis-DDB relationship. Here are a couple of salient points in that memo:

- To this end, Avis will approve or disapprove, not try to improve ads which are submitted. Any changes suggested by Avis must be grounded on a material operating defect (a wrong uniform, for example).
- To this end, DDB will only submit for approval those ads which they truly as an agency recommend. They will not 'see what Avis thinks of that one'.

As you can see, without using the word, the client was treating the agency like a custodian—someone who cared as much for the brand's success as the client. It was based on the trust the client placed on Bernbach. The agency, in return, had a track record to command such respect and went on to live up to that reputation with the 'We are No. 2. We try harder' campaign. Within a year, Avis had turned a corner in terms of profits—after a 13-year gap. However, one could argue that aspects of custodianship were limited only to advertising in such an equation.

The many shades of custodianship

A custodian is someone who goes beyond gatekeeping to protect and nurture something—usually a set of values, a belief system, a way of doing business… a code of ethics. The best of client-agency partnerships exhibit some of these traits. As a junior account executive in the '90s, I was fortunate to witness the CEOs of companies like Gujarat Ambuja Cement and Parle Products interact with our agency CEO. Brand strategy, creative direction, and executional elements were discussed threadbare. The passion and involvement from both sides was palpable—one could sense the collective feeling of ownership based on trust and faith in each other's abilities. Dr Verghese Kurien of Amul is said to have put in place a process for the famous Amul topicals. The agency, da Cunha Associates, was given a free hand on both the subject and the creative. They did not have to seek client approval on the creatives. So trusting the marketing-ad agency teams to do what is right for the brand is one aspect of brand custodianship at play.

However, there is more to running a business

than just marketing and advertising. In the Avis memo referred to above, Townsend also wrote, "Avis will never know as much about advertising as DDB and DDB will never know as much about the rent-a-car business as Avis," thus acknowledging that an ad agency's custodianship comes with limits.

A brand is no longer just what an enterprise defines and claims on mass media. Today, a brand is what consumers say it is.

CEO: custodianship of a different kind

The brand managers and the CMO are involved in defining the positioning, product range, pricing, distribution, variants and extensions, defining the marketing message, strategies for user acquisition, retention, and more. While these help drive the fortunes of the company, there are larger aspects of the business, which the CEO is best placed to define and lead. For example, the manufacturing of a product could be outsourced to a factory in another country. It would be the CEO's mandate to ensure that the best labour practices are followed by the vendor partner as it would have an impact on the brand image. People policies such as gender representation and diversity are also aspects that are best driven by the CEO.

There is also another reason why the CEO is best placed to nurture a brand from a 'big picture' perspective: at 43 months, the average tenure of a CMO is said to be short. So, even if marketing teams, ad campaigns, and creative expressions change, it would help if the CEO sets out a clear charter of things which the company brand cannot compromise on. A company's larger purpose, values, ethics, and other higher order policies are the mandate of the CEO. They are even more important in today's digital world where the media environment is different from the days of Townsend and Bernbach.

Have the times changed? Yes and no.

Many commentators on the business of branding have taken extreme positions such as 'advertising is dead', 'everything has changed', and 'consumer is now in control'. In my view, branding, as we knew it earlier, has changed with the times but the fundamentals have and will remain the same forever. As Bernbach said, "It took millions of years for man's instincts to develop. It will take millions more for them to even vary."

However, the media environment has triggered a few new imperatives, which have an impact on brand custodianship:

One-way no more: A brand is no longer just what an enterprise defines and claims on mass media. Today, a brand is what consumers say it is (or what Google says, at the least). Consumer reviews, complaints, and chatter about a product or service, including comments on communication, drive brand perceptions and purchase decisions. So, brands need to be careful about the messaging, the environment in which they are seen, and be prepared to be under the microscope all the time.

Brand action, not just claims: Brands feel the necessity to not just stop at flashy or emotional advertisements, but live it by executing the claim on ground. Brands need to act, not just say. Procter & Gamble could have simply released a TV commercial saluting the role of moms a decade ago. But they launched the 'Thank You, Mom' campaign in 2010, which walked the talk by flying moms and families of USA's Olympic athletes to the venues in Vancouver and London. Volvo demonstrated the precision and directional stability of Volvo Dynamic Steering trucks with a stunt featuring actor Van Damme in 2013. Such activities could be initiated by the marketing team, but needs the CEO buy-in as they may have a rub-off on the corporate brand.

A relevant higher purpose can create affinity: A lot of enterprises, especially those that appeal to a younger audience, believe that the company brands should stand for something—a higher order purpose. Alan Jope, CEO of Unilever, said that brands without

The consumer is not totally in control of the product, service, or the messaging—they can only react more effectively to decisions taken by the company.

a purpose will have no long-term future with the company. They have a set of sustainable living brands, which communicate a strong environmental or social purpose. Such brands are growing 69 per cent faster than the rest of the business and delivering 75 per cent of the company's growth. The Ben & Jerry's Foundation receives a share of the company's annual profits to fund 'community-oriented projects'. Such measures are best led by the CEO.

Customer: critic and a watchdog more than custodian

Some hold the view that consumers are in control today. In my view, they are at best in a position to reject a brand claim or communication far more effectively than ever before. In the pre-digital world, a dodgy claim, or unethical move by a brand could only be raised in relatively smaller groups.

Today, ubiquitous digital platforms and mobile devices give a voice to everyone. They can criticise just about anything—the product quality, customer service, and more. High involvement categories (such as mobile phones) and high profile brands attract online attention and critique from consumers. Some may even point out the mismatch between what is claimed but not practised.

However, the consumer is not totally in control of the product, service, or the messaging—they can only react more effectively to decisions taken by the company. So effectively, the customer is playing the role of a watchdog.

Employees: keeping the promise

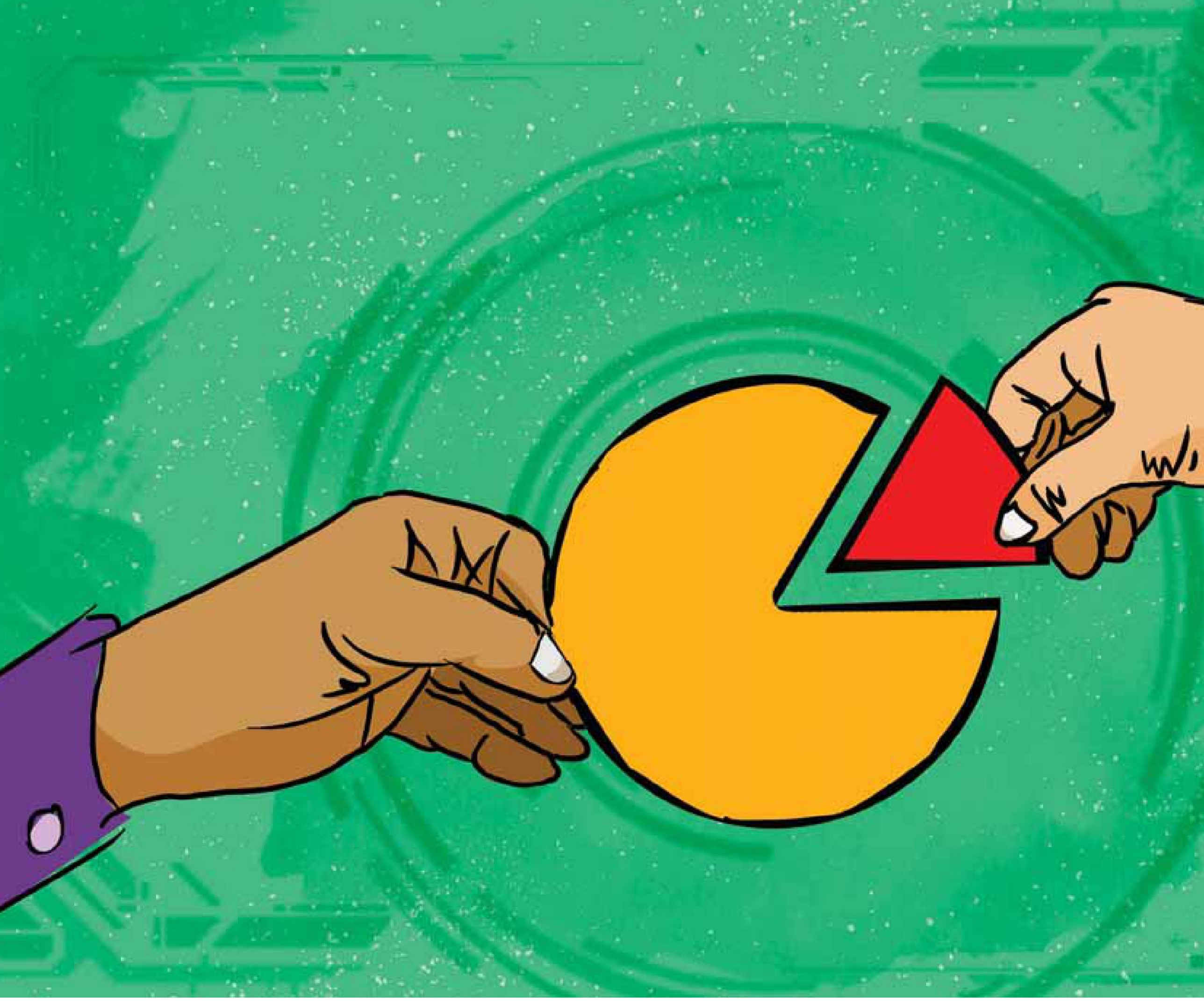
Whether it is an in-store employee, a factory floor worker, or someone interacting with customers online, employees can be great brand ambassadors of a company. In my view, they have the potential to be great examples of a company's values and play a role as brand custodians too.

A brand is the most precious asset of a company. It should be defined, protected, and nurtured by a team led by the CEO. A brand is nothing without customers, who need to be acquired and retained. The efforts of custodianship should be towards serving the customers, now and for the future. IM

ABOUT THE AUTHOR

Lakshmipathy Bhat is Vice President - Marketing Communications, Robosoft Technologies.

© Shutterstock.com



Beyond marketing bureaucracy

Marketing, as it shapes the future course of our world, also has to change its traditional ways to adapt to the new paradigm.

✦ SHUBHRANSHU SINGH, ROYAL ENFIELD

The world of big brand, 'corporate-style' marketing loves the status quo.

It sees itself, first, as a management machine. It just happens to manage brands. It is not in the business of culture building. By implication, it shies away from big ideas, and avoids disruption and content innovation. For it, marketing return on investment is the ultimate result metric.

There is growing evidence that real cultural movements are more often pioneered out of entrepreneurial small shops and rebel outfits. It is perhaps because they are not big enough to be dominated by cadre-based, departmentalised marketing bureaucracies.

Smaller, focused, more risk-friendly, entrepreneurial outfits lack the financial and organisational muscle of giant corporations. However, they are far more sensitive and responsive to real consumer culture, sociological drift, and origins of demand.

Big corporations dominate; hence, to them, change is a threat.

Small outfits have nothing to lose; hence, change is seen as an opportunity. Big brands develop a strategic lethargy—an inertial lack of urgency or interest. There is a self-interested commitment to do the mundane.

The reason for it is success and the resulting risk aversion. Success promotes 'formula friendliness'. Those who are successful fall into a repetitive mode of brand activity.

In 1878, much before marketing, brand management, or advertising became formal disciplines, a Harvard law student named Frederick Winslow Taylor left his studies to become a middle manager at Midvale Steel Works in the United States. He reported a plan to 'maximise efficiency' via a 'scientific evaluation' of work rates. His method, time and motion study, is credited with inventing scientific management. Taylor was soon hailed as a genius and the world's first management guru.

His book, *The Principles of Scientific Management* became a bestseller. Thereafter, decisions had to have an objective indisputable arbiter called data. Taylor died in 1915, but his work led to formalisation of management studies as a discipline. The MBA was well on the way.

As corporations grew exponentially and reached multinational proportions, a Max Weberian bureaucracy became well-established everywhere . The MBA era had begun.

There were two major streams of resulting change. First, a data-led quantification, efficiency-directed planning, and science-based logic for

creative development. Second, the development of a hierarchical, matrixed bureaucracy managing brands.

These streams combined into a cesspool of cultural stagnation. Decision-making became top-down.

Of course, science-based hygiene marketing worked well in the initial growth phases of sectors such as FMCG, colas, telecom, and automotive. But, apart from some 'pop psychology' added into the mix, by and large, it was devoid of any input from the humanities.

Numerical analysis, outcome-based modelling, and gradual incrementalism became the prescribed norm.

Marketing, for the first time, actually has a chance to be something far more than an intrusion into peoples' lives.

These orthodox success models were imbibed by young, starry-eyed marketing trainees and generations of these 'indoctrinated' managers rose to authority further perpetuating endless repetition. More of the same, in reality, became a sort of dogma, though never enshrined as such.

Fatigue was lauded as consistency and dull advertising was excused as being efficient.

MBA marketers dominated corporations. These people were often, competitively speaking, the brightest. With their right qualifications and credentials came dominance and clout. From clout came access to capital. Therefore, new acquisitions and funding for growth also followed the norm.

Entrenched MBA marketers could buy attention, salience, and mindshare via massive investments in media. The supporting ecosystem, namely, market research, advertising, and public relations also perpetuated the method. Slick charts, glossy cover stories, and influential seminars acclaimed their success.

Then the ground began to shake. The world started changing. The pace of this change was unprecedented. The late 1970s was the watershed year. Then began the deluge with the rise of the internet era.

Now, the world is different from any time in the past in terms of content. The moment you open your mouth as an individual, as a brand, or as a business, you risk being washed away in a flood of noise and clamour. Millions of commercial messages are blasted every day and round the clock.

Marketing, for the first time, actually has a chance to be something far more than an intrusion into peoples' lives. The problem is that the marketing establishment has just too many lazy, bad habits it needs to break out of to get there.

This audience-powered success can happen only if marketers sell beyond the product. We, as marketers, must start to live the story and to tell the story we live. The problem is: we have inherited the practices of an industry, which is spoiled by television and other overused, rate-carded channels and platforms. These paid media outlets have lulled us into a sense of creative lethargy. They have dominated marketing for almost an unbroken century and this model is now dramatically withering away. The entire infrastructure that surrounds marketing is still deeply invested in that broadcast model. Even though, we are living that shift to peer-to-peer, earned media, the problem is few of us have truly begun to grasp what it means in its entirety. This is worse as you go up the marketing hierarchy, where wilful self-delusion prevails.

Very few corporations have a setup to provide for audience-powered success.

In today's world, there is message fatigue, clogged inboxes, and a cacophony on television.

Therefore, if marketing has to be socially esteemed, it has to be owned by the community and it is best that it originates from the community. Brands have to have core ideas, which are powerful, resonant, and resilient, and to be able to put them in a storyline. Brand narratives have to make themselves wear clothes

© Shutterstock.com

Marketing is the language through which corporations speak to the world, and therefore marketing carries tremendous clout.

of a story, character, conflict, and plot. Only after that can they hope for the best. Of course, they will be transmitted, bruised, and battered. They will live or die according to how appealing they are. But that is the point. One cannot be a broadcaster hoping for passive consumers. One needs to be a storyteller, sitting amidst a large group of people who are not passive consumers, but partners.

People who tell and believe the same stories basically hold the same values, because belief in a story is about the value system, and belief is beyond rationality. So, the reason why consumers can relate to a brand at a universal level is because in our experiences of the world—our basic emotions, our engagement with the world—there is a certain sense of a global human community when things are shared.

These stories are shared, therefore the values are shared, therefore the worldview is shared, and that is why social media communities are important and build brands.

The fate of our world is being written in marketing campaigns.

More than half of the world's largest economies are not sovereign nations, but in fact corporations. Marketing is the language through which corporations speak to the world, and therefore marketing carries tremendous clout. The most serious threats we face—climate change, resource depletion, species loss—are crises of overconsumption, and these stories must, therefore, make the change that we want to see the world undergo.

Marketers know that the traditional ways will not work. So, it is suddenly a case of evolve or die. The good news is that the audience needs us as much as we need them. People everywhere are looking for ways to make sense of the rapidly changing world around them.

An era of inspired marketing has dawned. The all-powerful marketer—controller of the earlier world—has no place here now. IM

Views expressed are personal.

ABOUT THE AUTHOR

Shubhranshu Singh is Global Head of Brand and Marketing, Royal Enfield.

The power of breaking out of the 'safety zone' in business—why women should seize it.

✦ ANTOINETTE DALE HENDERSON, AUTHOR, *POWER UP*

Fair play

What is your relationship to power? Do you ever feel like you have not been able to reach your full potential at work, whether at the start of your career, as a manager, running your own business, or sitting on the board? Have you ever felt held back by wobbly confidence, an inability to articulate your thoughts when it counts, a need to please, and be liked? How about outside of work? Have there been times when someone has taken advantage of you or maybe just not given you the respect you deserve?

In over 25 years of working in global organisations, I have had the privilege to meet thousands of incredible women. And what has struck me is how hard many of them have found it to command respect and have their voice heard, irrespective of seniority. I wonder whether you might relate to some of my clients' stories here.

There was Dee, who blushed head-to-toe every time she had to stand up and speak in front of people, caused by being made to feel that she was not worth listening to from an early age. And Ally, who despite her first in English and huge ambition, was frequently in tears because a bullying boss had left her confidence shattered. And Nadia, whose opinions always came out as a self-deprecating joke, and who often found herself being talked over in the boardroom.

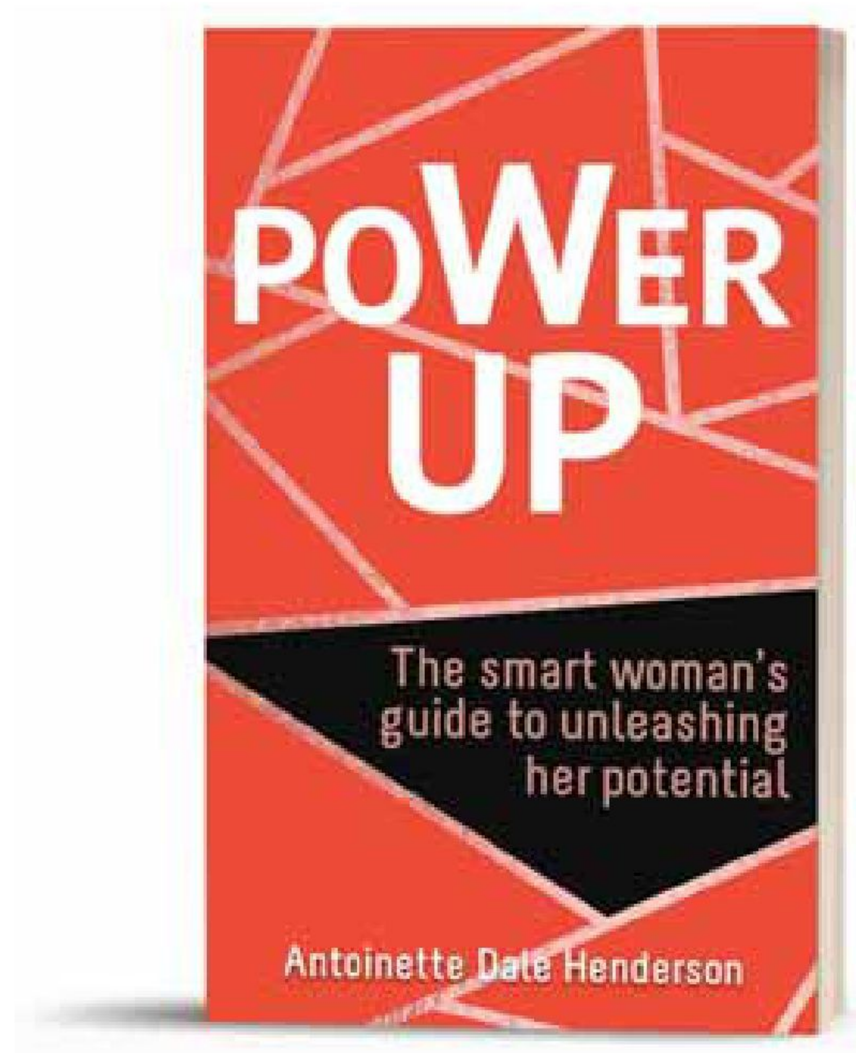
There was the unassuming Jade, who was mortified that she could never stand up for herself when other people took credit for her great work. Marcia, who would sit quietly and

We are harnessing our power, challenging disparity and sexism in its many forms, and forging ahead in professions that were previously dominated by men.

go along with what was being said in meetings, even when she profoundly disagreed. And the way Lola's skin crawled every time her manager made a innuendo. These are just a small sample of the many stories I have heard of women struggling to feel truly empowered.

It is not only at work that women find themselves boxed in by society's narrow definition of how they should be. Only this morning, I was shocked that a car salesman directed all his patter to my husband, oblivious to the fact that fifty per cent of the buying decision would be mine. Last week, I witnessed a bright and articulate daughter being mansplained by her well-meaning father and a waiter automatically handing the menu to the only man on a table of women.

And yet, we keep hearing that this is a great time to be a woman. Since 2017—post #MeToo, post-Weinstein and the ensuing avalanche of public declarations—the world has changed and women are finding their voice. We are harnessing our power, challenging disparity and sexism in its many forms, and forging ahead in professions that were previously dominated by men. Whether or not you call yourself a feminist, it is hard not to be cheered by women speaking openly about their challenges and



© Shutterstock.com

© Shutterstock.com

Whether or not you call yourself a feminist, it is hard not to be cheered by women speaking openly about their challenges and gradually bringing about change in significant areas like sexual harassment and gender parity.

gradually bringing about change in significant areas like sexual harassment and gender parity.

But sadly, change is not happening as fast as you might think. Across the UK—and the world—women still struggle to gain leadership roles in most industries. A report published in July 2019 revealed that, despite government-backed initiatives, 14 companies in the FTSE 350 still have no women or have just one on the board. This is undoubtedly one of the causes of the UK's glaring gender pay gap. In 2018, the European Commission published a report which showed that women are underrepresented in decision-making positions in politics, and they still earn on average 16 per cent less in business than men across the European Union. So in this, and many other ways, true equality is still a far-off goal on a dim and distant horizon.

Power: why do we need it?

If you think back over your life, when have you felt at your most powerful, if at all? For some, it is when they have fought hard to accomplish a challenging task, or summoned inner reserves to have their voice heard, whether that is standing up to a bully, asking someone to give up their seat on the bus or delivering a presentation to a large audience. For others, feeling powerful comes from being in a group, maybe when they are out with friends or working as a team. Some feel at their most powerful when they are feel physically fit and mentally agile. For others, the idea of being powerful feels entirely alien, a quality harnessed by stronger beings.

There are many reasons why exercising your full range of powers could be highly beneficial. There will be times when we find it easy to get our own way. But there are also times where we feel powerless to act, tongue-tied, gagged, or held back by some invisible force. And there are other times when we are triggered

and experience an uncontrollable upsurge of power, flipping our lid and doing or saying something that we later regret or capitulate to the avalanche of emotion through an explosion of tears. Sound familiar?

As the old saying goes, 'If you always do what you have always done, you will always get what you always got; if you want something different, you need to do something different'. In this way, the most influential people are those with the flexibility to choose their response to the different situations and people they come into contact with, and as a result, become powerful in a variety of ways.

The safety zone

Unlike men, who have traditionally been conditioned to release an upsurge of emotion in a physical way, channelling that energy into an act of defiance or decisiveness, women will often remain in the safety zone, where they cannot cause offence or rattle anyone's cage, suppressing any emotions that could be perceived as ugly or unfeminine.

It is in that safety zone that we find the highly powerful, but undervalued qualities such as persuasiveness, diplomacy, and emotional intelligence that are so often associated with women: asking rather than telling, collaborating rather than steamrolling. But it is also here that we find the feelings of being tongue-tied, the 'what ifs' and the limiting beliefs that prevent us from moving forward, holding us in place as firmly as a clamped car.

Anger suppressed has to find a way out somehow, however much we try to hide it. This is why passive-aggression, so often a female trait, often backfires, leaving us feeling frustrated and misunderstood and others walking on eggshells, suspecting something is wrong but not really understanding what or why.

If you look at the expression of power, the whole range serves us at some point. Persuasiveness has its place, as do kindness and compassion. Both sexes are more effective and useful in the workplace if they exercise 'softer' skills when they are called for. But neither end of the spectrum is ideal. Power is vital for growth and innovation to occur, so it can be a force for good. But too hard and uncompromising is overbearing, while too soft is a pushover. It is in the middle that we find assertiveness, the kind of power that is the most effective of all. IM

ABOUT THE AUTHOR

Antoinette Dale Henderson is a women's leadership expert and author, *Power Up: The smart woman's guide to unleashing her potential.*

© Shutterstock.com

AIMA
ALL INDIA MANAGEMENT ASSOCIATION

60+ Years of Legacy in Management Development

AICTE Approved* P.G. Courses in Management

PGDM

Post Graduate Diploma in Management (2 Years)

- Business Analytics
- Digital Marketing
- Financial Research & Valuation Modeling
- Hospitality Management
- Retail Marketing
- Supply Chain Management
- Human Resource Management
- Marketing Management
- Financial Management
- Operations Management
- International Business
- IT Systems

PGDITM

Post Graduate Diploma in Information Technology Management (2 Years)

- HR Systems
- E-Commerce
- Financial System
- Data Analytics & Business Intelligence

PGCM

Post Graduate Certificate in Management (1 Year)

- Business Analytics
- Digital Marketing
- Supply Chain Management
- Financial & Valuation Modeling
- Human Resource Development
- Marketing Management
- Financial Management
- Operations Systems
- International Business
- Retail Management
- Pharmaceutical Marketing

AIMA Advantages

- Employment Oriented Curriculum • Globally Recognised • Blended Mode of Learning • Eminent Faculty from Academia & Industry
- Online Access to Library • Access to Live Industry Sessions • Scholarship to Economically Disadvantaged • Convenient Weekend Class Schedule

• 60,000+ Strong Alumni • 30,000+ Institutional & Professional Members

*In ODL Mode

For further information, please contact:
15, Link Road, Lajpat Nagar-III, Near Lajpat Nagar Metro Station, New Delhi - 24
Tel: 011- 4767 3000/ 4986 8399 / 96546 01397/ 83760 65038, E-mail: pgdmcme@aima.in
Website: www.aima.in

Given the prevailing slowdown in India, corporates, MSMEs, and startups should rise to the occasion with greater survival instinct and emerge more competitive.

✦ DR RAJENDRA K SINHA, IFIM BUSINESS SCHOOL

STRATEGY

Fighting the slump

Bad times have to be looked upon by companies as a guide to becoming fit in a competitive environment, an opportunity for reorganisation and toning up efficiency. There are several lessons one can learn from earlier periods of recession.

During the 2008 global financial crisis, Netflix innovated and changed its strategy to acquire more customers through the less costly mode of entertainment—video streaming—to consumers vis-à-vis expensive cable and satellite TV services. It managed to attract three million more subscribers by the end of 2009, and its stock price rose by 57 per cent. During the slumping economy, Amazon continued to innovate, most notably with new Kindle products, resulting in its sales growth rising by 28 per cent in 2009.

Managing marketing/advertising spends

Aa a popular saying goes, 'When times are good you should advertise. When times are bad you must advertise'. Under desperation, when marketers tend to cut back their ad spends during recession, the brand loses its 'share of mind' with consumers, potentially losing not only present, but also future sales.

During the 1990-91 recession, Pizza Hut and Taco Bell took advantage of McDonald's decision to drop its advertising and promotion budget. As a result, Pizza Hut increased sales by 61 per cent, Taco Bell sales grew by 40 per cent, and McDonald's sales declined by 28 per cent.

Where should the focus lie in an atmosphere of low consumer spending

Product innovations with emphasis on new design, more functionality, and cost effectiveness will attract people to spend even during a recession. Consumers look for value for money. Apple launched the iPhone during the US financial crisis, and other digital giants of today began disrupting the market around that time.

Reducing existing product prices to push sales is not a sustainable strategy. The better option is to offer add-ons without giving up the price point. Even offering expensive products on a pay-as-you-use basis, to save immediate expenses of customers, could work out.

Laying off talent during a recession

Companies that shed workers lose the time invested in training them as well as their networks of relationships and knowledge about how to get work done. Layoffs may bring short-

© Shutterstock.com

term productivity as fewer workers have to perform the same amount of work. However, this increase comes with costs—as quality and safety suffer, besides innovations declining. A study of one Fortune 500 tech firm done at Harvard Business School discovered that after the firm cut its staff by 15 per cent, the number of new inventions it produced fell 24 per cent.

Companies tend to prioritise short-term financial gains of layoffs over the long-term investment during recession. But the focus should rather be on channelising employees for building a new customer base and innovating low-cost products and services.

Recession affects MSMEs differently than large corporations

MSMEs could be the vulnerable ones due to their limited resources. Those engaged in manufacturing or services of basic products or services of day-to-day common needs—whose demand remain stable, may sustain. The ones engaged in luxury items, may feel the pinch when the demand is low. For MSMEs, their operating cycles could be elongated, which will impact their margins. The factors affecting the cycle under subdued market demand could be delay in receivables payments as well as non-takeoff of their products by buyers. MSMEs should look upon all possible ways to reduce their operational expenses and maintain comfortable cash flows, through incentivisation of timely receivables payments.

Impact of recession on startups

Obviously, investors or VCs will become more risk-averse during recession and invest only in those startups which are already making a profit. Therefore, startups need to be careful about improving their cash flow, and work under a lean structure aimed at reducing overhead cost and enhancing profit. Pruning down expenses on sales and marketing could have a negative impact on customer services or sales.

Motivating employees amid fears of layoffs and salary cuts

Layoffs lower morale and create feelings of distrust toward management. Employee energy and focus go elsewhere, resulting in a significant negative impact on their productivity.

Tough economic times have an overriding need for experienced, loyal, and enthusiastic employees to work in cohesive teams which

ABOUT THE AUTHOR

Dr Rajendra K Sinha is Professor and Chairperson, Centre for Excellence in Banking, IFIM Business School.

During a recession, employees will be required to work outside their area of expertise. Organising training programmes for them to perform other jobs will ensure that they can multitask with confidence and more flexibility.

can beat the bitter competition. Entrusting employees with more responsibilities and taking their input on critical matters are powerful motivating strategies. Inviting inspirational speakers with successful track records during a slump can prove helpful in boosting employee morale.

Importance of reskilling even in the midst of budget cuts

During a recession, employees will be required to work outside their area of expertise. Organising training programmes for them to perform other jobs will ensure that they can multitask with confidence and more flexibility.

An out-of-the-box approach has worked for many in previous phases of recession. In 2013, AT&T decided to retrain all surplus 100,000 workers. After 18 months of their training programme's inception, the company had decreased its product development cycle time by 40 per cent and accelerated its time to revenue by 32 per cent. Since then, its revenue has increased by 27 per cent, and in 2017, AT&T even made it to Fortune's 100 Best Companies, for the first time.

World Bank President observed that the recent slowdown in India's economic growth is temporary and is an aberration mainly due to temporary disruptions. The respite is that the FDI equity inflows rose 28 per cent in the first quarter of FY19-20 to $16.3 billion from $12.7 billion in FY18-19. Tiding over the recession will be a litmus test for Indian corporates and industries. IM

ADVERTORIAL

Manoj K Tiwari takes over as NITIE Director

Professor Manoj Kumar Tiwari has taken over as Director, National Institute of Industrial Engineering Mumbai. Appointed by the Ministry of HRD, Government of India, he was earlier the Dean-Planning and Coordination and Professor in the Department of Industrial and Systems Engineering at IIT Kharagpur. His research and teaching interests are in modelling the manufacturing processes and operations analysis in supply chain networks.

He has published more than 307 papers in international journals of repute and has been ranked No 1 among top 100 individual researchers across the world in production and research, by Taylor & Francis.

He is the recipient of 'Most Influential Researcher Award' in the domain of operations and supply chain management by School of Business and Economics, Loughborough University, London and the recipient of Mahalanobis Distinguished Educator Award from the Operations Research Society of India. He also received Dr. R. P. Mohanty Gold Medal Award (2016) for Outstanding Teacher in Industrial Engineering by Indian Institution of Industrial Engineering.

Professor Tiwari is Fellow of Institute of Industrial Engineers, USA; Fellow of Indian National Academy of Engineering; and Fellow of National Academy of Sciences, India. He has been associated with many journals, such as *IEEE Transactions on Systems, Man, and Cybernetics: Systems*, *International Journal of Production Research* (Taylor & Francis), *EJOR*, *IJCIM*, *PPC*, *RCIM*, *IJAMT*, and *JTS*, in an editorial capacity.

How to be a facilitative leader, and run effective, innovative teams.

✦ MICHAEL K LEVINE, AUTHOR, *PEOPLE OVER PROCESS*

People first, always

The concept of cooperation amongst humans is not new. We have had to learn how to best coordinate and work together for millennia, and have succeeded—we have pulled off phenomenal large-scale endeavours, succeeded in designing and building complex physical structures such as the Great Pyramids, the Acropolis, or the viaducts of Rome, undertaken the massive command and control operations involved in warfare, the list goes on. But, it is one thing to commandeer armies and build structures, it is another thing to engage in purely intellectual collaboration that nevertheless demonstrably works—or does not. That is the kind of challenge many leaders face today in terms of large-scale software development and implementation.

Creating pure ideas and turning them into code to invisibly run thousands or millions of interlocking instructions is an altogether different kind of human endeavour that has only been on our radar, let alone feasible, within the last fifty years. It understandably requires a different approach to leadership; another kind of discipline for leaders. In part, it is the intangibility of the objective that poses a challenge—get a hundred or more people to assemble complex ideas into an invisible machine that enables transactions, controls operations, and makes decisions. But that is where we are. And the key is how we lead these efforts.

Having spent my career doing large-scale, high-impact technology management for major US institutions, I saw how leadership can best take on those impactful projects that require large teams and multiple organisations. The crux is that people have to be the focus. No matter the technology—from early time-sharing systems located on mainframes to public cloud-based multichannel solutions—the real leverage points and challenges are the people, and not the technology. It takes a leader who can effectively lead teams of people to deliver valuable solutions; and to enable teams within larger organisations to succeed.

One approach—what I call 'Facilitative Leadership for Agility'—is best able to unleash

potentially large groups of highly intelligent, experienced, and diverse people to most successfully deliver outstanding results. This model also uses not just one figurehead, but the power and effectiveness of multiple facilitative leaders—particularly in the critical arenas of development, testing, deployment, user experience, and programme management. But all work along the same critical tracks.

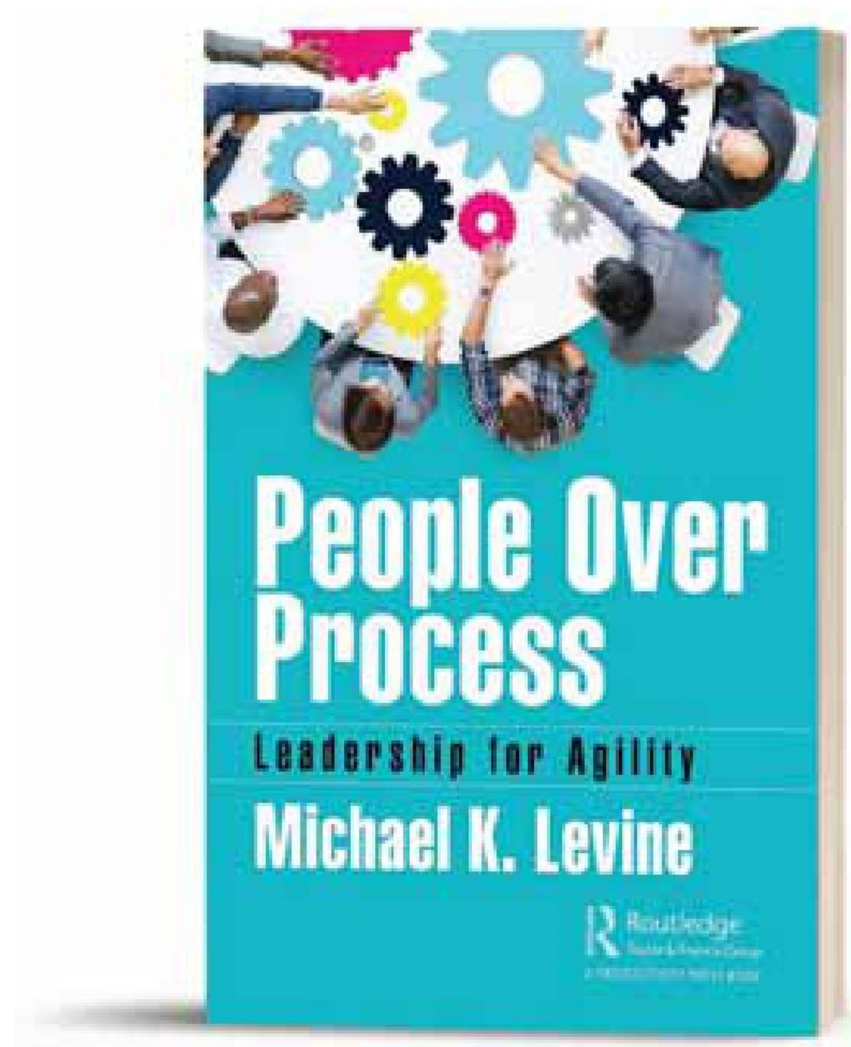
The facilitative leadership triangle

The Facilitative Leader for Agility structure, in essence, is a triangle that draws on three specific elements to succeed—rigour, alignment, and efficiency (RAE). This is an entirely different style of leading than many of the labels in use today—such as the process enforcing leader, the directive leader, or the risk managing leader—none of which work very effectively in the field of agile software development. Facilitative leadership works where these other leadership models will fail, as it harnesses the RAE model to combine good decision-making, common approaches and goals, and does not waste time within the right framework for discussion, testing, and accomplishment. To elaborate:

Teams must work in a way that gets the best input from all members, and drives understanding and commitment around common goals, schedules, methods, and decisions/ directions of all kinds.

Rigour

Rigour comes first. It is primus inter pares (first among equals). In dealing with the uncertainties driving agile adaptive process control, there are many crucial decisions to be made. Rigour means clearly defining each decision, gathering and taking into account facts, thoroughly considering options, and making clear decisions. Without rigour, alignment has to be command-driven. And efficiency in pursuit of decision reached without rigour is just doing the wrong things more quickly.



Alignment

Teams must work in a way that gets the best input from all members, and drives understanding and commitment around common goals, schedules, methods, and decisions/directions of all kinds. In this new process of invisibly codifying ideas, perhaps dozens or more team members make many decisions every day that are difficult, if not impossible to control. How do we get everyone's head in the game, draw out the best in each team member, and gain strong alignment on the way ahead?

Efficiency

In its simplest form, this means respecting people's time as a valuable commodity not to be wasted, and that goes for all team members. From creating a meeting agenda to establishing a standard format for decision documents to holding in-person meetings instead of meetings by phone, there are proven techniques to drive efficiency that can be learned and adopted. Above all, driving the use of these techniques depends

Rigour means doing the right things, alignment means most of the team rowing in same direction, and efficiency is about respecting people's valuable time.

on the stance of leadership. Leadership should make it clear that they are offended by wasting time, as it is also wasting energy, resources, and brain space.

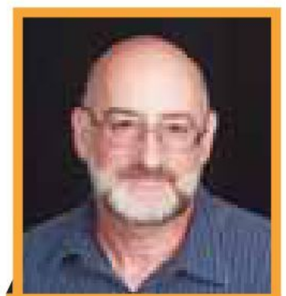
Frameworks

These three elements rest on frameworks—consider them the mechanisms through which a leader facilitates a team to accomplish rigour, alignment, and efficiency. Imagine a framework as a virtual scaffolding on which team members can hang ideas, confident in the flow of each idea towards efficient and rigorous decisions, great software, and ultimate value provision.

Once teams get used to this approach, one can see a culture change, which leads to outstanding results. And this is a solution not just for developing software, but also for tackling all manner of situations that include and require new ideas, new tools, new people, and new problems, all at scale. It is useful to consider it in light of the differences between manufacturing and new product development; while manufacturing calls for 'predictive process control'—standardisation and continuous improvement—new product development is something else. Developing new products calls for 'adaptive process control'—facilitating creativity, rigorous decision-making based on facts, and the efficient alignment of many viewpoints. And the truth is, this particular distinction is not sufficiently understood by many leaders. The core obligation of a facilitative leader is getting 'which is which' right.

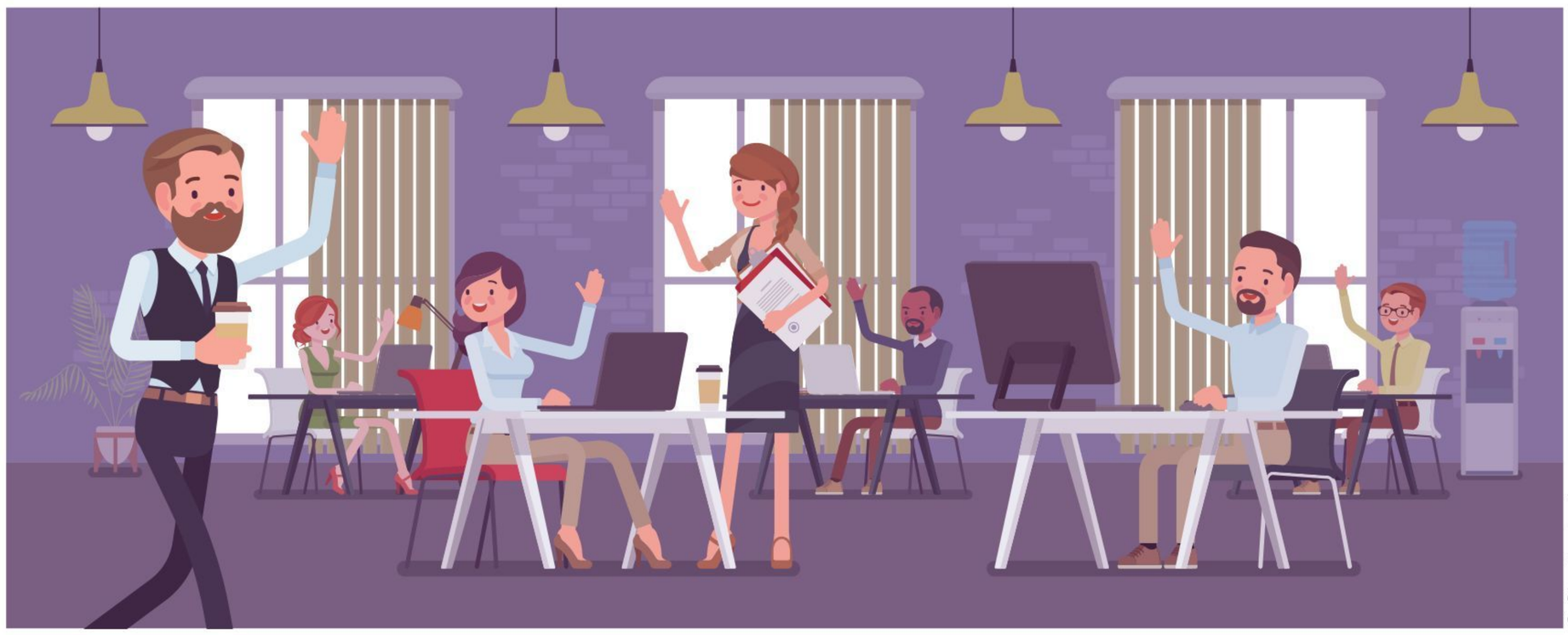
The structure of facilitative leadership in itself addresses adaptive process control. Rigour means doing the right things, alignment means most of the team rowing in same direction, and efficiency is about respecting people's valuable time. The frameworks include some common tools to enable all of this to work. It is really just common sense: what kind of leadership, and what kind of behaviour best suits this type of endeavour?

One more point to note is that in this model of facilitative leadership, there is plenty of leader participation—as opposed to taking the scrum approach to agile, in which the leader would sit back to allow the team to work on their own. Here, the facilitative leader actively encourages and enables quality decisions, makes sure that everyone's head is in the game and working together, and that the process moves quickly, efficiently, and smoothly. It is the essence of putting people over process—and will unlock the ability of your teams to create the most valuable solutions. IM

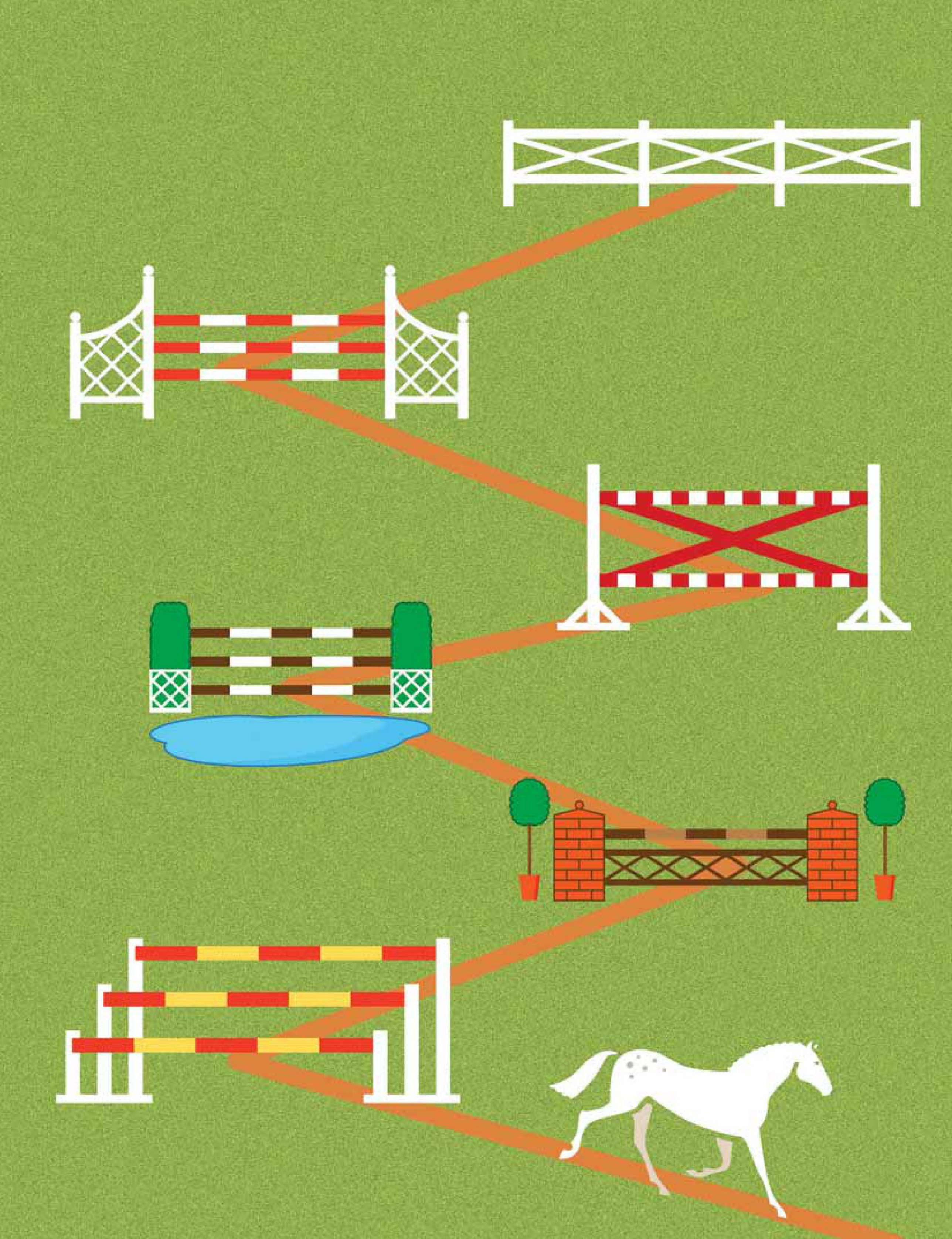


ABOUT THE AUTHOR

Michael K Levine is CIO, Consumer Lending and Business Banking, US Bank. He is author, *Tale of Two Systems: Lean and Agile Software Development for Business Leaders*, *Tale of Two Transformations: Bringing Lean and Agile Software Development to Life*, and *People Over Process: Leadership for Agility.*



© Shutterstock.com



Hiring should be never be a rushed affair. Look for those who can strengthen your cultural core.

✦ COLIN D ELLIS, AUTHOR, *CULTURE FIX*

The right fit

Organisations often talk about hiring for cultural fit, yet very few of them know how to do it well. This is mostly because they have not taken the time to define their culture and, therefore, there is nothing to hire against or fit into. Instead, a standard set of questions, technical skills, qualifications, and psychometric testing are used in the hope that the right candidate lands in their lap.

Where time, money, and effort have been invested to define the organisational culture, it is imperative to then use that definition to bring in the kind of people who will contribute to it, rather than hold it back.

The hiring process is not an exercise in finding someone with a pulse to fill a position. It is an opportunity to bring in an individual whose values, intention, mindset, and ambition match that of the organisation and will allow it to continue its perpetual cultural journey. Quite often, the most qualified technical person is not the right person for the culture you have created.

However, it may take one, two, or seven interviews to determine that. In order to ensure that a force for good is added to the organisational culture, time needs to be taken to execute the hiring process well. That way, the person fully understands what is expected to fit into and contribute to the culture and the environment in which the work gets done. When the new hire meshes well with these expectations, unnecessary performance management time is avoided.

Case studies of how to hire for culture successfully

Tony Hseih, CEO of the online shoe retailer Zappos, once famously said that he did not know anything about shoes, but knew a lot about creating workplace culture. Zappos has a very well-defined recruitment and induction process, which it calls The Zappos Family New Hire Program. It is not a rubber-stamping probation period, but a values fit assessment. Every new hire, regardless of role or department, goes through the four-week programme that combines technical training and culture immersion. In the end, the employee has a full knowledge of what the organisation stands for and how it does business, and the organisation can assess the mindset of the individual and how he or she can contribute to Zappos' values.

Zappos knows that its culture is not for everyone. At the end of the four weeks it is determined that, rather than continue working in an environment where their values do not match, a new hire can take a financial payment not to join. For more cultures, that may seem like a ridiculous idea, yet taking into consideration the potential cultural degradation, reputation loss,

To hire for cultural fit, it is critical to assess not only an interviewee's technical skills, but also how well the values, emotional skills, and aspirations complement the organisation's culture.

and use of management time to performance manage people who do not want to be there, it makes perfect sense. It is part of what the probation period is meant to uncover. Instead of a rubber-stamping exercise, it is a values-fit assessment.

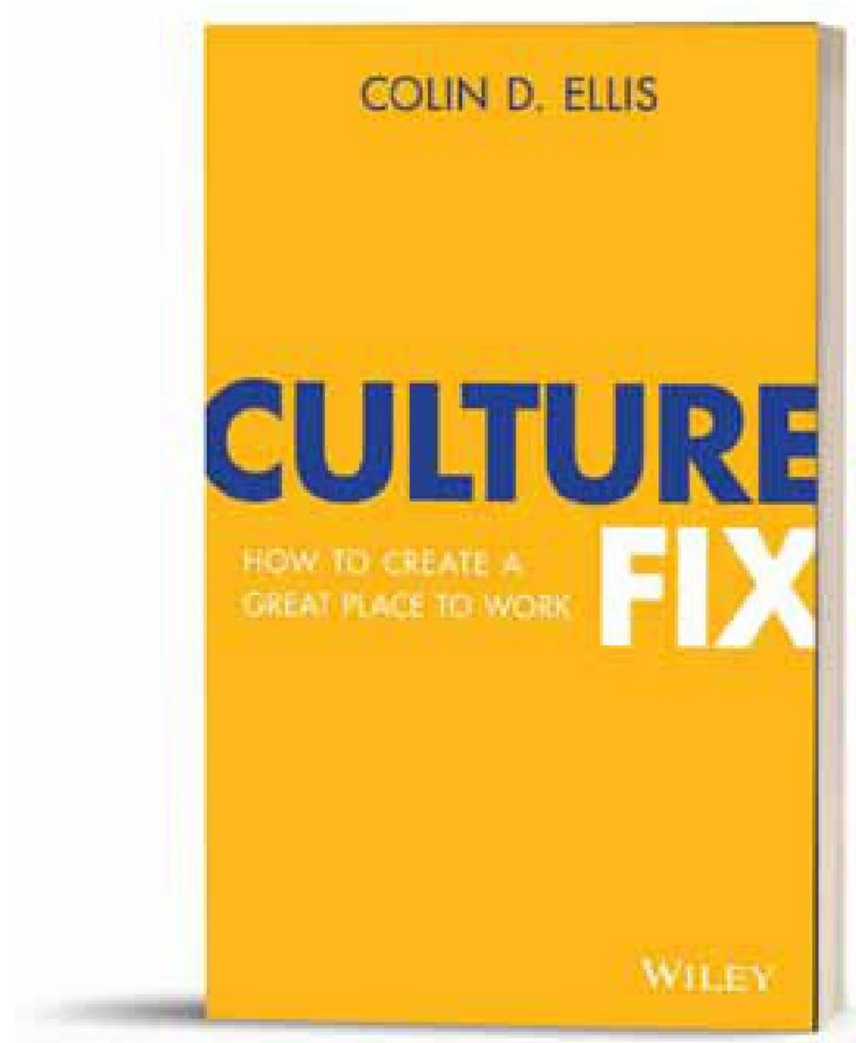
When hiring at Slack, CEO Stewart Butterfield looks for humility in a prospective employee, and acknowledgement that luck and circumstance have played a part in the job prospect's success. He also places great emphasis on diversity: "If you don't have people who come from different backgrounds and experiences, you'll miss out on meeting the needs of groups of customers."

The four values at Elite SEM include: Love what you do; circle of education; attitude of gratitude; and strive for greatness. Ben Kirshner, Elite SEM's former CEO and now Chairman of the Board at Tinuiti, said he is very particular about who he brings into the culture and one result is low staff turnover. When hiring, interviews are based on the core values. Using an example of having an attitude of gratitude, he explained, "The hiring team will ask candidates a lot of questions to gauge how grateful a candidate is- how much they appreciate others and how much they give back." He will ask candidates to share the last good deed they did for someone. If they are not able to demonstrate that they live this value, then they will not make it through.

If organisations such as Zappos, Slack, and Tinuiti hired people who did not share their values, then their culture would become stagnant very quickly as these people would drag others down.

Just because they are qualified does not mean they will fit

To hire for cultural fit, it is critical to assess



not only an interviewee's technical skills, but also how well the values, emotional skills, and aspirations complement the organisation's culture. While their skills may get their foot in the door, it is their values and emotional intelligence that should win them the job.

To uncover those attributes that can enhance company culture, apply these hiring strategies:

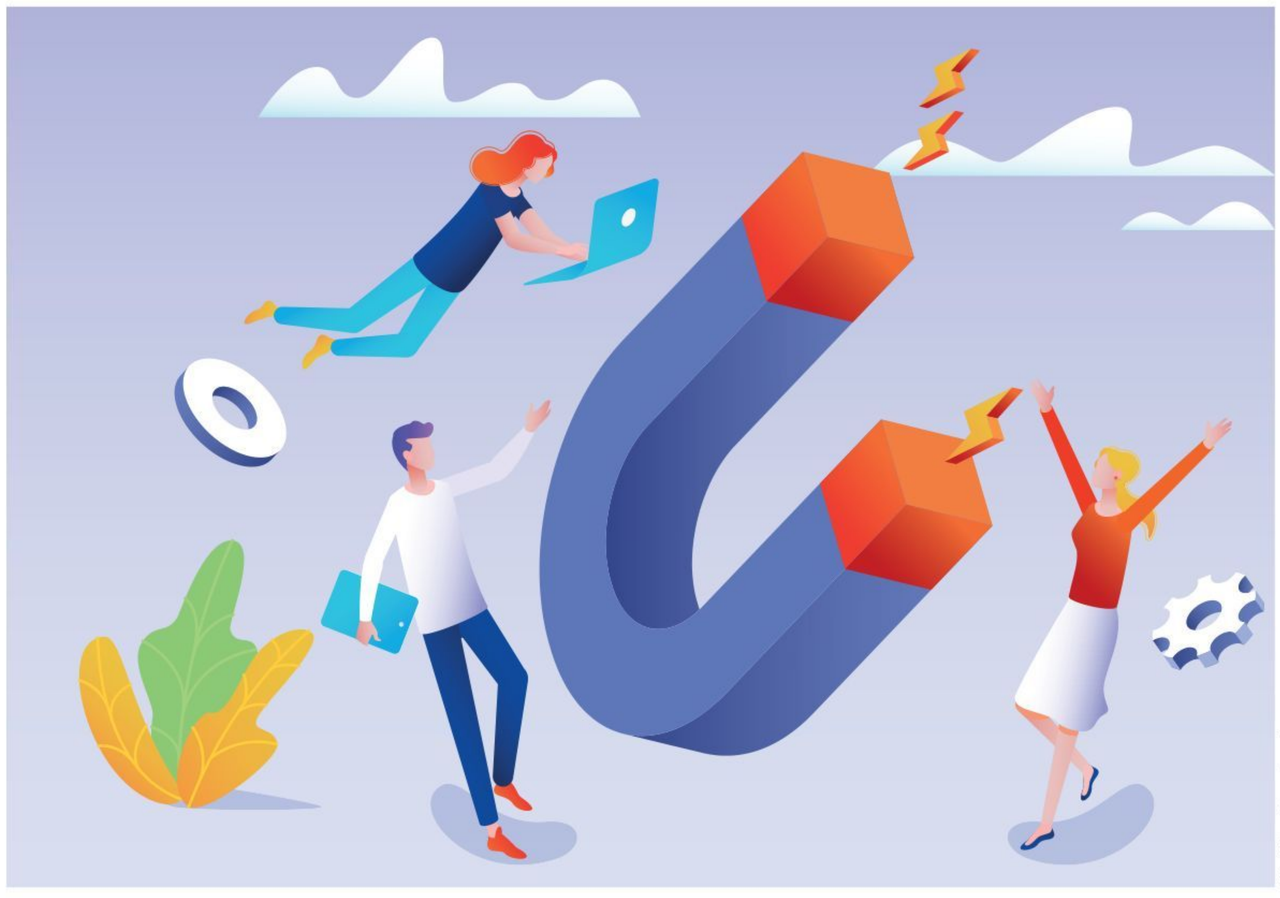
- **Use the organisation's vision statement as a hiring tool.** Part of defining company culture is creating an inspirational statement of intent that generates the impetus for moving beyond the status quo. The vision statement can also become a tool for hiring as you determine whether the individual will improve the organisation's chances of achieving its vision. People are often attracted to cultures based on their aspirations. It is a great way to check that potential employees share the same dreams and understand the agreed-upon ways of working together to realise them.
- **Look beyond a candidate's skills.**

While skills may get them an interview, the candidates' emotional intelligence should be a determining factor in who gets the job. That means the interview should be structured to ensure that emotional intelligence is something you uncover. One valuable question to ask is, "Tell me about your biggest failure." Being able to admit fallibility is important in a collaborative environment. Also, the best candidates will share how they have adapted or changed from the experience.

The aim of the interviewing process is to separate those that understand what they stand for from those who just want a job and will say want they think the interviewer wants to hear.

- **Tailor questions to find out a person's values.** The aim of the interviewing process is to separate those that understand what they stand for from those who just want a job and will say want they think the interviewer wants to hear. In many instances, the values and the way that they are lived within the organisation are what attract particular job candidates. Their belief system matches that of the culture they want to join. Ask candidates to describe their values and how they live them on a day-to-day basis. Include questions around how the candidate would apply the organisational values and remain resilient in stressful situations.
- **Explore fundamental attributes.** While the organisation is hiring for a particular position, approach the process with the perspective that people's skills and their jobs may change, but that the fundamental base attributes of how they may approach their work and the world around them will likely remain the same. How those people treat their coworkers, vendors, and customers will not change over time as they evolve within the organisations.
- **Investigate personality fit.** Understand the personalities and skill sets that you already have onboard. Once you know your team, and you have collectively developed your defined culture, you can look for someone with the right values, personality, and skills to fill the gaps.

Hiring any member of staff, regardless of whether they are permanent or contract, should not be rushed. If you do not want to undermine the culture that you have, then it is important to take the time to find someone who will add to it. Those people will fit like a glove. IM



© Shutterstock.com

ABOUT THE AUTHOR

Colin D Ellis is a culture change expert and speaker. He is author, *Culture Fix: How to Create a Great Place to Work*.

Beyond just disseminating knowledge, bschools can become holistic learning centres to create leaders.

✦ ABINASH PANDA, MDI GURGAON

A role to play

The corporate world today needs real leaders—those who can mobilise resources and help organisations deal with adaptive challenges to confront the new realities and succeed against competition. Leaders may not have answers to all the challenges of today, which are unique and different from the past. Their expertise may not be enough to deal with these problems, and they need to rely on the collective intelligence of the group. Having desirable leadership skills—ability to visualise, persuasively communicate, motivate the team—may not be enough; individuals in leadership positions need to use these skills to mobilise followers to collectively solve problems. Business schools are expected to groom such leaders, and thereby contribute to society at large. In fact, leadership courses are now a part of nearly every major business school's curriculum across the globe.

Can leadership be taught or learned?

There is a debate on whether leadership can be taught in business schools, given that it is both a skill and a behaviour that exhibits that skill. Critics argue that becoming a leader is not about acquiring knowledge and skills.

In reality, leadership is essentially a social behaviour, which requires an individual to be self-aware, knowing one's life goals besides understating and relating to followers in a meaningful way. It requires one to be contextually intelligent.

Studies on leadership have revealed that executives learn to lead through experiences. It is an on-going process of reflection on those experiences to distil insights that inform future practice. Hence, it is argued that those who aspire to lead, gain precious little by removing themselves from the 'real world' of practice. Hence, business schools are ill-equipped to teach leadership.

On the other hand, votaries of business schools argue that there is immense value in business education as a platform for leadership learning, because on-the-job assignments do not always offer optimal conditions for individuals to draw meaningful lessons from. In performance-obsessed organisations, learning takes the back seat. Hence, this group believes that business

schools have a role to play in grooming leaders. They offer an educational environment primarily focused on learning.

Teaching entails imparting knowledge, whereas learning is about acquiring insights or knowledge. It is mostly believed that leadership can be taught, though the approach is a bit complex, because exercising or practising leadership has both explicit and tacit components. One can impart explicit knowledge, which includes knowledge of the steps necessary to develop a strategy and vision.

Through conceptual frameworks that enable them to make sense of their experiences and supportive, diverse communities that assist them in examining those experiences from various angles, individuals may learn more than they would in the workplace. They may also gain access to opportunities to lead that they would not have otherwise.

Learning, for leadership, lasts a lifetime. Business schools, thus, have a critical role to play in developing the kind of leaders today's corporate world needs.

However, at times it is required to empower employees to take the desired actions. One needs to engage different employees differently by paying personalised attention, taking into consideration their motives and capabilities, to gain commitment to a strategy and vision. There are tacit components of empowering employees—building relationships and demonstrating confidence, but with humility. Some of these need to be conveyed through experiential teaching, through case discussions, and by on-the-job learning, such as an internship. R Gopalakrishnan, former Executive Director, Tata Sons, in his book *When the Penny Drops*, argues that leadership skills are not easy to teach.

We should also keep in mind the fact that leaders are not the finished product of any single institution. Learning, for leadership, lasts a lifetime. Business schools, thus, have a critical role to play in developing the kind of leaders today's corporate world needs. Teaching leadership, in fact, requires a different approach.

Let us shift our attention to how business schools can best contribute to students' ongoing development as leaders, which essentially requires helping them acquire requisite knowledge and skills, stimulate personal reflection and clarification, facilitate understanding of, and connection with, communities that may affect and be affected by their leadership, and, most importantly, reinforce the habit of life-long learning.

How business schools contribute to the grooming of leaders

Stanford Graduate Business School (SGBS) strives to inculcate leadership qualities amongst its MBA students by creating a context where students solicit and offer feedback to their peer groups and encourage them to introspect and reflect on it. The fundamental assumption on which it is based is that effective leaders are essentially good learners. SGBS also organised a day-long The Executive Challenge learning event, in which over 200 alumni visited the campus and engaged in substantive role-plays with the students in order to challenge their leadership skills.

Leadership development programs in London Business School are designed to develop visionary leaders capable of influencing change. This is achieved by offering an opportunity to participants to become self-aware by assessing and analysing their own strengths and weaknesses. It also helps the participants understand and articulate their life goals.

The approach adopted by Wharton Business School to teach leadership is a bit different. Before the MBA program starts, it forms learning groups. Each group has five to six students, usually from different career tracks and international backgrounds. The learning groups are expected to work closely over the first semester. The idea is to recreate a business team in which leadership skills are developed by working together, offering

Participants must be encouraged and given opportunities to exchange experiences and perspectives through authentic and meaningful debate and dialogue with others having similar or different experiences.

and soliciting feedback from each other, reflecting on mistakes, and so on. Such learning groups help participants improve self-awareness by working on the feedback received from their peers.

Harvard Business School leverages the case study method to develop leadership skills amongst its participants. It is assumed that placing MBA students in the role of the decision-maker in any one case is the best way for them to acquire the kind of leadership skills required to succeed when it is time for them to assume this responsibility in real life.

All these approaches to teach leadership have certain common features:

- Each approach focuses on developing awareness and understanding—both of oneself and of those with whom one interacts with regularly
- The andragogy employed focuses on encouraging this understanding through hands-on, experiential learning—be it through case study working, learning groups, or opportunities to reflect on strengths and weaknesses to gain new insights for the future

Management Development Institute (MDI), Gurgaon, which has mandated itself to groom thought leaders and 'change masters', offers a number of courses on leadership such as leading teams and organisations, leadership and managerial effectiveness, coaching, mentoring, and counselling, and so on. The andragogy used is case study in conjunction with theoretical and conceptual inputs. The case discussion in the classroom revolves around three reflective questions:

(a) What do you want to do in this situation?
(b) Why do you do it?
(c) What concerns do you have with your own plan of action?

Such an approach helps participants to place themselves in a particular situation, create and evaluate various options to take a decision, or solve a problem. Debate and discussion help participants to draw relevant leadership insights. In a way, the classroom becomes a 'learning laboratory'. The facilitator has a critical role to play in this learning process.

Teaching to help participants learn leadership: my take

While teaching leadership in business schools, the facilitator must leverage the classroom as a leadership laboratory—simulating real-life organisational situations in the classroom. This can be achieved by judiciously selecting an appropriate teaching case. The participants should be encouraged to think as people in those real situations. They should be encouraged to engage themselves in debates and discussions, besides offering and seeking feedback from other participants.

Peer feedback triggers introspection and reflection amongst the participants. Learning happens when one introspects and critically reflects with an open mind. Participants must be encouraged and given opportunities to exchange experiences and perspectives through authentic and meaningful debate and dialogue with others having similar or different experiences. Such an approach is key to developing awareness of self and others. Face-time inside the classroom, hence, should be better utilised by conducting interaction, and debate—the Socratic foundation of powerful learning. Possessing knowledge is not good enough; participants must know how to apply that knowledge to achieve results.

Students learn a few salient leadership lessons outside the classroom by participating in various competitions, being part of various governance committees and organising events, and so on. Faculty members, as mentors, should guide them to reflect on such experiences to help them learn leadership lessons. IM

ABOUT THE AUTHOR

Abinash Panda is Associate Professor, Organizational Behavior, MDI Gurgaon.

One more generation—a highly optimistic and purpose-driven Gen Z—is entering the workforce. Leaders should take care to address their needs too.

✦ KUNAL SEN, KORN FERRY

Z quotient

As Gen Z (born 1997-2010) enters the workforce, a new Korn Ferry survey of professionals of all ages conducted in August 2019 examines how the next generation in the workplace is bringing plenty of optimism, a lot of purpose, and less stress than millennials (born 1982-1996). Our recent survey indicates that, in contrast to their millennial predecessors, the newest generation in the workplace—those born between 1997 and 2010—are making a good impression on their colleagues.

Nearly two-thirds of respondents (60 per cent) say Gen Z is more optimistic about the future. A slight majority (53 per cent) say that Gen Z will bring more motivation to the workplace than millennials, and more than half (54 per cent) believe that members of Gen Z will place more emphasis on whether their work has purpose.

Interestingly, stress levels were seen as a major differentiator between the two generations. More than two-thirds (67 per cent) of respondents say millennials are more stressed in the workplace than Gen Z, 58 per cent say millennials are more motivated by salary/compensation, and 65 per cent say millennials are more motivated by moving up quickly in their careers.

Survey respondents were split on which generation values work-life balance more and which generation will be easier to work with.

Ages and stages

Of course, many of these views may simply reflect the different stages of life that members of the two generations are experiencing. Older

As against their global counterparts, Indian millennials and Gen Zs are very optimistic about the economic and political/ social outlook and are overall satisfied with their lives.

millennials are now established professionals, if not senior leaders. They may be parents or have other care-giving responsibilities. Gen Z, on the other hand, are new to the workforce and are excited about beginnnig their career.

Another aspect influencing these findings may be the changing environmental conditions that have shaped their formative experiences. While Gen Z have grown up enjoying growth and prosperity over the last decade, millennials came of age amid the global financial crisis. Even if they did not experience outright recession, millennials started their working lives in a very different business environment.

According to me, beliefs that members of Gen Z are more optimistic may reflect the fact that they are new to the professional workforce and are ready to take on the world. However, another aspect may be the environmental factors in their upbringing. We have seen nearly a decade of prosperity, and that is what members of Gen Z experienced in their formative years. On the flip side, millennials are more influenced by living through the Great Recession, when many saw their parents lose their jobs as the economy tanked.

India tops the charts

The Deloitte Global Millennial Survey 2019 finds that there is greater optimism among Gen Z in emerging nations and more subdued expectations in developed countries where the bar may be set higher. That is why countries such as Norway and Finland, which are widely regarded as two of the happiest places on earth, posted some of the lowest scores, while countries like Nigeria were extremely encouraged about a better future.

Deloitte's survey shows that Indian millennials and Gen Z are among the brightest spots when compared to their global peers. Especially, in mature markets, millennials and Gen Zs facing continuous technological and societal disruption are disillusioned with traditional institutions,

© Shutterstock.com

sceptical of businesses' motives, and pessimistic about economic and social progress. Despite global economic expansion and opportunity, younger generations are wary about the world and their place in it.

As against their global counterparts, Indian millennials and Gen Zs are very optimistic about the economic and political/social outlook and are overall satisfied with their lives. As much as 57 per cent of Gen Z in India expect the country's economic outlook to improve in the next 12 months, significantly higher than the global average.

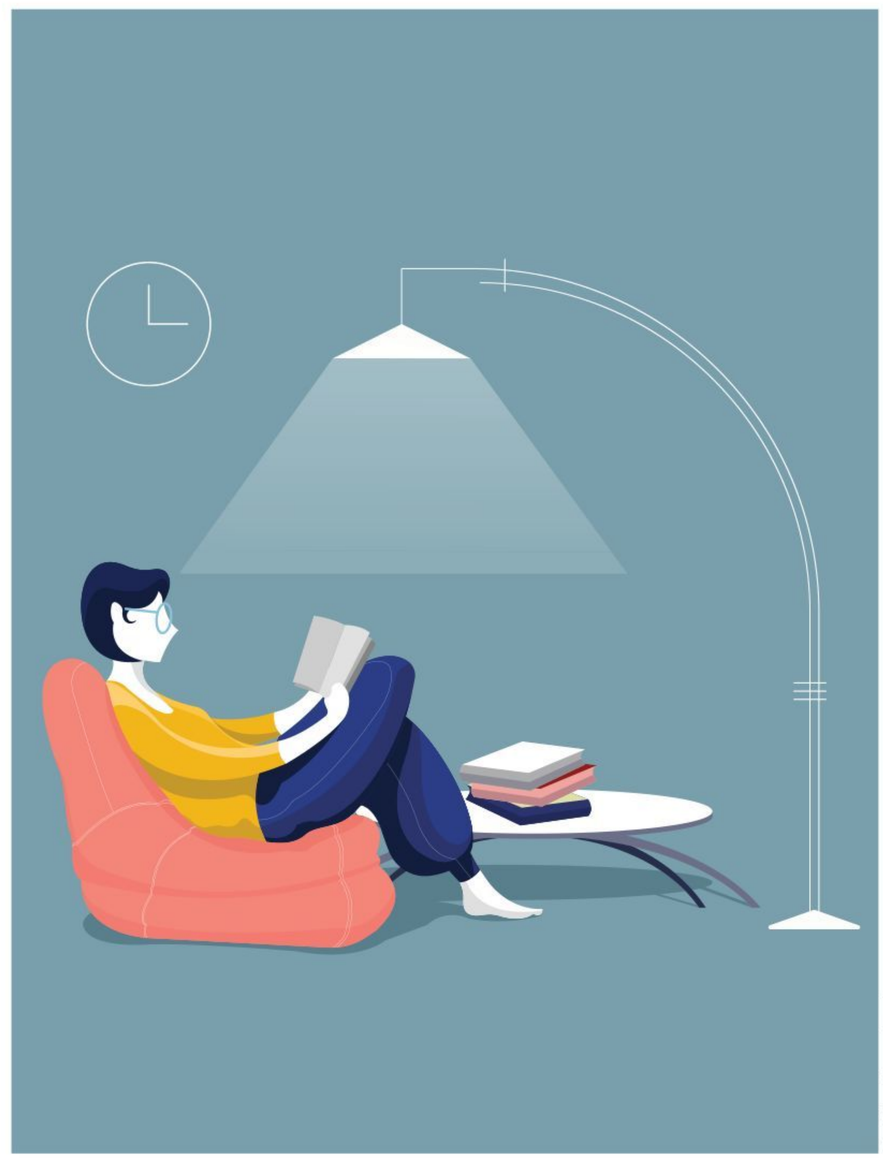
The key for managers is to understand what motivates all employees to bring their best to their jobs every day and to create a culture where all employees feel supported and valued.

Maintaining the Gen Z momentum

There is no doubt that each new generation entering the workforce brings its own unique attributes and challenges. Working effectively in a multi-generational workforce means recognising these different attributes and motivations and engaging with them, rather than dismissing them.

This means that leaders and organisations will need to develop their policies and processes to speak to the needs and motivations of each generation, from Gen Z through to the oldest members of the workforce. As a start, this means for Gen Z:

- **Onboarding for success:** Design your onboarding programme to tap into the intrinsic motivation that Gen Z bring to the workplace. Does it help young people to visualise where that motivation can take them within your business? Does it strike the right balance in developing both what you want them to do (the technical content of their job) and how you want them to do it (the behaviours you want them to use)?
- **Be clear about what you expect (and what you can offer in return):** Attracting and retaining the right people (whether from Gen Z or otherwise) relies on being absolutely clear on what the job involves and what you expect, as well as what you will offer in return. For younger generations, this increasingly means thinking about the whole person—high salaries will always be attractive, but Gen Z will also be thinking about how a role can help them work towards their purpose as well.



© Shutterstock.com

I feel that each new generation entering the workforce brings with it unique attributes and challenges. So, the key for managers is to understand what motivates employees to bring their best to their jobs every day and to create a culture where all employees feel supported and valued. IM

ABOUT THE AUTHOR

Kunal Sen is Managing Director, RPO and Professional Search, Korn Ferry.

BETWEEN THE COVERS

✦

EXTRACT

THE OUTWARD MINDSET: HOW TO CHANGE LIVES AND TRANSFORM ORGANIZATIONS

✦

BOOKSHELF

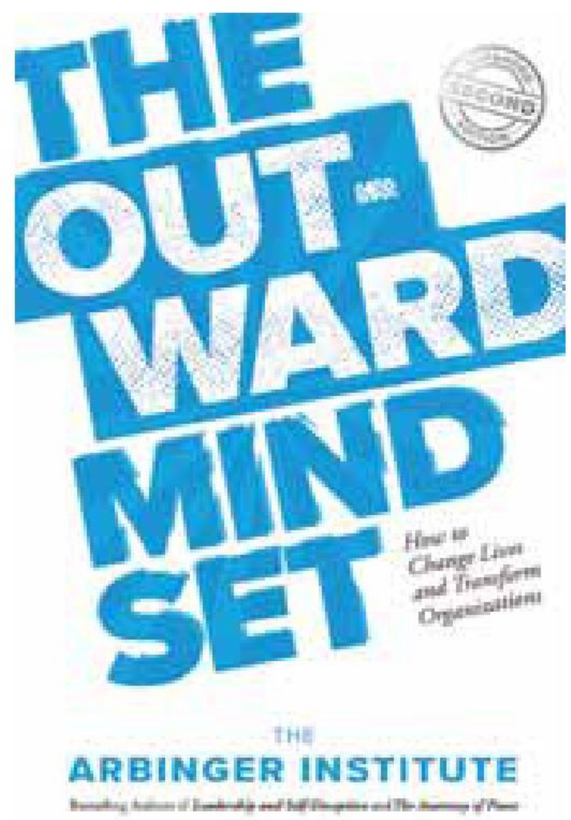
© Shutterstock.com

BOOK EXTRACT

What questions should leaders ask themselves for a transformational change in the organisation?

For collective results

People often use mindset to refer to a core belief about oneself. But the biggest lever for change goes beyond self-belief to a fundamental shift in how people see and regard their connections and obligations to others. The mutual impact people have on one another turns on whether they have a self-focused inward mindset or an impact-focused outward mindset. Adopting an outward mindset unlocks a whole new level of collaboration, innovation, and responsiveness among individuals, teams, and the organization itself.



A McKinsey & Company study found that organizations that identify and address pervasive mindsets at the outset are "four times more likely to succeed in organizational-change efforts than are companies that overlook this stage." Leaders are key to this effort: when they shift to an outward mindset, they naturally invite their organization to follow.

When an organization is operating from an outward mindset, the dynamic shifts from individual to collective results and from singular gain to mutual reciprocity, resulting in a far better and sustained performance.

To jumpstart this

THE OUTWARD MINDSET: HOW TO CHANGE LIVES AND TRANSFORM ORGANIZATIONS

Author:
Jim Ferrell and Mitch Warner, The Arbinger Institute

Publisher:
Berrett-Koehler Publishers

ISBN(P):
978-1523087303

Pages:
208 pages

© Shutterstock.com

transformation, leaders should ask themselves questions in four essential areas. Each plays a key role in leading organizational change:

1. Question your privilege

Ask yourself questions about how leaders position themselves in your organization. Do I need that parking spot or corner office? Enlist colleagues in this self-examination. Do we segregate ourselves in different cafeterias or more preferred parts of the building? Can the perks we enjoy be available to others? Can any trappings of privilege be removed? And: If we treat and pay ourselves generously, are we as generous with our employees?

When an organization is operating from an outward mindset, the dynamic shifts from individual to collective results and from singular gain to mutual reciprocity, resulting in a far better and sustained performance.

2. Consider the experiences of others

How do the traditions and practices in your organization affect the experience of employees? Carefully consider how they experience the company. Do employees feel valued, understood, and appreciated by leadership? What distinctions in the workplace might trouble them or make them feel less important?

3. Aim to collapse distinctions

Start to consider what adjustments might be helpful, asking questions such as: What can we do to help others understand how we value and appreciate them? What can we do to more fully understand others' viewpoints and concerns?

© Shutterstock.com

The power of an outward mindset lies in its ability to generate the trust, transparency and cohesion that helps people, teams, and organizations grow over the long term.

What trappings of leadership currently exist in the organization— and which of these make good business sense? Which of these trappings do not help the business? What can we do to collapse the distinctions between leaders and others in the organization?

4. Start to measure and reassess

Finally, consider how you will measure the impact of these changes and continuously reassess the distinctions that arise. What can we do to stay more fully connected to employees? What can we do to ensure that we collect and stay open to feedback and suggestions from people at all levels of the organization? How can we continuously check ourselves as leaders to make sure that we are not letting unnecessary distinctions separate us from others?

Asking these questions leads you to the knowledge and understanding it takes to shift to an outward mindset. Then you're equipped to make a game plan and start the process of changing mindsets in your organization. The power of an outward mindset lies in its ability to generate the trust, transparency and cohesion that helps people, teams, and organizations grow over the long term. Rather than being a quick fix, it's a total approach that gets to the heart of what truly drives remarkable creativity and performance. IM

This extract is adapted from the book *The Outward Mindset: How to Change Lives and Transform Organizations* by Jim Ferrell and Mitch Warner, The Arbinger Institute and produced with permission from Berrett-Koehler Publishers.

© Shutterstock.com

AIMA

ALL INDIA MANAGEMENT ASSOCIATION

Professional Certificate Programme in

Digital Marketing & Analytics

A Joint Skilled Based Certificate Programme from AIMA and Digital Vidya

Objectives

- To update participants on the latest developments in the field of Digital Marketing
- To make the participants understand the fundamentals of Digital Marketing
- Develop skills to drive innovation in Digital Marketing
- To share the benefits and uses of Search Engine Optimisation and its significance
- Use of Google Analytics and other tools
- Use of Social Media Marketing in today's global environment

Joint Certification

Professional Certificate in Digital Marketing and Analytics

Course Outline

- Search Engine Optimisation (SEO)
- Search Engine Marketing(SEM)
- Social Media Marketing
- Email Marketing
- Web Analytics
- Content Marketing
- Mobile Marketing

Programme Fee

₹ 36,000 + GST

Class Schedule

Online Weekend Programme: 3-4 hours (Saturday/Sunday)

For further details, please contact:

Ekta Nayyar, Programme Manager

AIMA-CME, 15, Link Road, Lajpat Nagar - III, New Delhi-110024

Tel: +91-11-47673000 / 49868399 (Ext. 732) Email : enayyar@aima.in, Mobile: +91-9899056265

BOOK
SHELF

Top management must-reads

Step Up

Author: Sailaja Manacha
Publisher: SAGE Publications India Pvt Ltd

This book provides women with the necessary tools to become powerful leaders. It takes the reader through commonly held beliefs that women have of themselves and others. This lends them a different perspective to look at the world differently and make impactful changes in their professional lives. The book provides an inside-out approach, advocating powerful practices that can create effective leadership—it borrows from popular frameworks such as generative leadership and transactional analysis.

Alchemy of Change: Managing Transition through Value-based Leadership

Author: H N Arora, Rajan Sinha
Publisher: SAGE Publications India Pvt Ltd

Empathic leadership, new tools, and foundational values together create organisational transformation. However, not all change efforts are successful. The book introduces the Indian Model of Change—based on Indian values of leadership, dialogue, mutual respect, and goal setting. Through real case studies, it shows how the nuances of the Indian mindset can help you keep pace with today's fast-changing world.

Gap Selling: Getting the Customer to Yes: How Problem-Centric Selling Increases Sales by Changing Everything You Know About Relationships, Overcoming Objections, Closing and Price

Authors: Keenan
Publisher: A Sales Guy Publishing

The book busts myths that have been bothering salespeople for decades. Salespeople have embraced tactics that have created many of the problems they face today such as long sales cycles and price objections. This book is designed to raise the 'sales IQ' of companies so that their employees understand how the game of sales works.

The Story Factor: Inspiration, Influence, & Persuasion through the Art of Storytelling

Author: Annette Simmons
Publisher: Basic Books; reprint edition

Whether you are proposing a risky new venture or trying to close a deal, telling a story will create a shared experience with your listeners, which will have profound results. In this book, the author makes a case for this oldest and most powerful tool of influence. Being a reprint edition, the book now accounts for new technology, social media, and the role of stories in the development of civilisation.

AIMA | YOUNG
ALL INDIA MANAGEMENT ASSOCIATION | LEADERS COUNCIL

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!

For other information and membership please contact: **Rajni Yadav – Assistant Director**
Young Leaders Council, All India Management Association Management House, 14 Institutional Area, Lodhi Road, New Delhi – 110003
Tel : 011-24645100, 43128100 Ext : 157 | E-mail : ryadav@aima.in | **Website : https://ylc.aima.in**

An ownership culture balances opportunity-seeking with accountability, and stimulates more value creation over time.

✦ GREG MILANO AND MICHAEL CHEW, FORTUNA ADVISORS

Culture drives performance

Getting culture right is likely to be as critical to long-term success as anything a CEO does. But too often, talk of corporate culture is filled with empty platitudes, subjective buzzwords, and meaningless warm fuzzies. In contrast, an ownership culture fosters a result-oriented environment, where the pursuit of opportunity and acceptance of accountability rule the day.

An ownership culture better aligns the motivations of employees and owners. An owner-manager would not say, 'that is not my job', 'it is good enough', or 'we will worry about that next year'. But these types of sentiments can lead to chronic underperformance, and are common examples of the motivational gaps that often result with employee-managers.

Owners have strong incentives to seek performance improvements since their success is tied to that of the company. They are willing to pursue initiatives that are risky or take time to pan out, when the reward seems worth the risk. And owners care more about results than variances to negotiated budgets. But in most employee-led organisations, it does not matter how much performance improves or declines, as long as it was budgeted.

Indeed, these days many corporate leaders are more concerned with avoiding failure than creating value. In the wake of such shocking scandals as Enron and Worldcom, this is perhaps understandable. But many managers have become so risk-averse that they pass up on countless profitable investments. The fact is, in many organisations, risk-taking can result in punishment, and playing it safe may well be the better choice. The problem is not the employee; it is a culture that provides little incentive for experimentation and innovation—and potentially failure.

This leads to less investment, less growth, and less value creation. As can be seen in

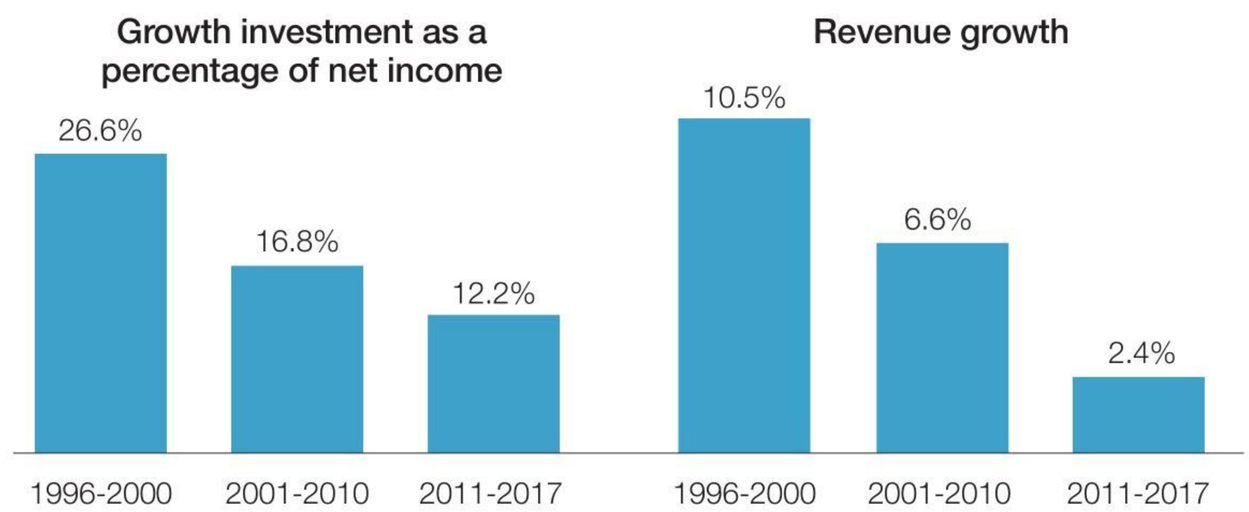


Figure 1: Growth investment drives revenue growth

Figure 1, since 2000, the proportion of net income being invested in future growth has dropped significantly, with revenue growth falling in tandem—which should come as no surprise.

Contributing to this underinvestment is the preoccupation of many executives with efficiency and productivity, as indicated by percentage measures like profit margin and return on capital. Sometimes, managers are so concerned with boosting such measures that they forgo good investments that reduce profitability in the near term, but may pay off nicely over time. As Figure 2 shows, aggregate margins and returns have been drifting upward since 2000.

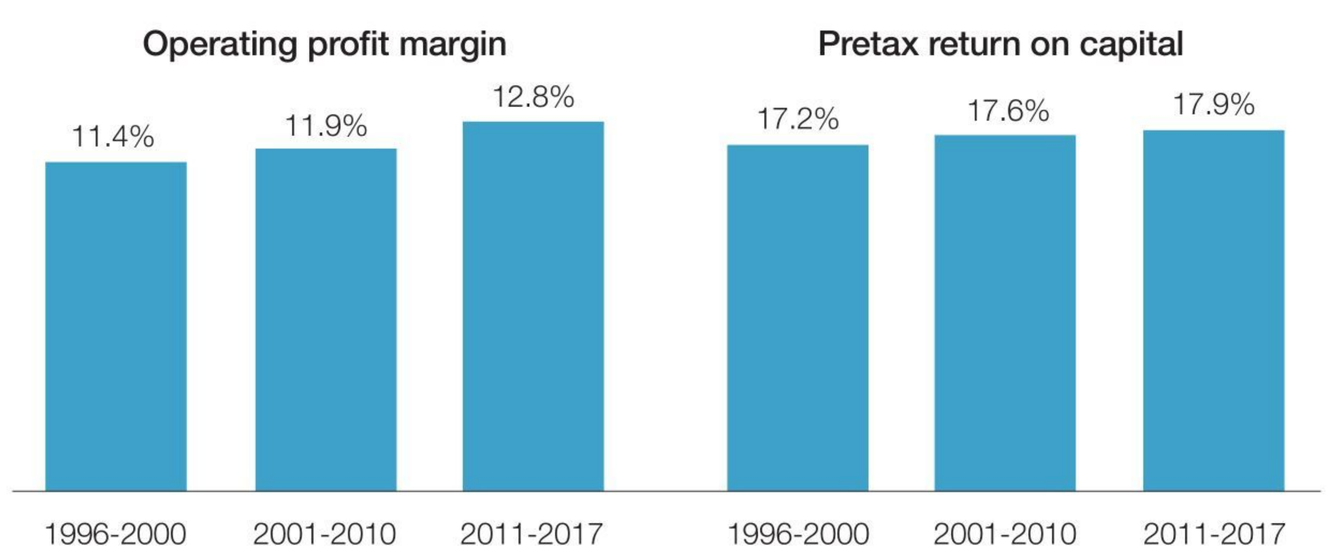


Figure 2: Margins and returns drifting higher

Predictably, this 'high return, low growth' mentality has not been rewarding for investors. The S&P 500 Index delivered average annualised returns of 18 per cent from 1996 through 2000, but only 6 per cent since then.

Performance measurement informs company culture

To gauge performance, many companies rely on a 'balanced scorecard', chock-full of quantitative and qualitative measures with a nebulous connection to value creation. When there are too many measures involved, it is difficult to understand the implications of a decision or to compare alternatives. What if half the metrics improve and half decline?

But, for those companies focused more on financial measures, there are two camps. On one hand, a preoccupation with improving return on capital can propagate a culture of underinvestment and short-termism. On the other hand, some companies operate largely in thrall to top-line growth, or EBITDA, which makes capital seem free and encourages overinvestment.

But, there is a third way—a more balanced path to value creation, in which growth and returns are both factored in, much in the way owners evaluate performance. Achieving this critical balance was the inspiration for Residual Cash Earnings (RCE), which tracks cash earnings after taxes less the required return on the gross investment in the business. RCE is an adaptation of economic profit, a concept that was popularised in the '90s during the heyday of economic value added, or EVA. RCE improves on EVA in that it is simpler and more intuitive for managers to follow, and removes the bias against new investment that EVA adopters tended to suffer from.[1]

With EVA, new assets can seem overly expensive but get cheaper and cheaper as they depreciate away. Managers are thus encouraged to underinvest and sweat old assets to boost

Employees that are compensated for improvements in RCE are motivated to find the optimal balance between long-term growth and current performance to yield more value creation over time.

the measure. But RCE removes these distortions that are caused by depreciation and other accounting conventions. And by doing so, RCE encourages more good investment in the future while holding managers more accountable for delivering adequate returns. As with owners, employees that are compensated for improvements in RCE are motivated to find the optimal balance between long-term growth and current performance to yield more value creation over time.

Decouple incentives from budgets and plans

With incomplete measures, like growth or rates of return, companies must reset performance targets each year based on plans or budgets, in an attempt to calibrate them to the right level of difficulty. Unfortunately, this can corrupt the planning process by encouraging sandbagging and overemphasising the short term. After all, next year is a new year, with new budgets that managers can worry about later.

Unlike ROIC, EBITDA, and other common performance metrics, RCE is a complete measure. Our capital market research demonstrates that the change in RCE relates to total shareholder return (TSR) better than EVA in all non-financial industries.[2] And improvements in RCE have such a strong relationship to TSR that we can steer clear of budget-based targets and measure performance directly against last year. If RCE rises, it is good; if it declines, it is bad—simple as that.

Managers who used to spend valuable time and effort negotiating targets will focus on finding ways to improve RCE. And this unlocks a stronger motivation to seek out innovative and creative business ideas to fuel continuous improvement, as we often find in entrepreneurs and owners.

© Shutterstock.com

ABOUT THE AUTHOR

Greg Milano is founder and Chief Executive Officer, Fortuna Advisors, and author of the forthcoming book, *Curing Corporate Short-Termism*.

© Shutterstock.com

Training, education, and reinforcement

They say you can lead a horse to water, but you cannot make it drink. We do not know much about horses, but we do know that you can implement new performance metrics and business processes, and back them up with supportive incentive programs—but it is still hard to get managers and executives to change their long-standing habits and behaviours. Instilling an ownership culture is not just about metrics and models; it is about changing human behaviour.

So establishing an ownership culture requires 'extensive' communication and training on how these principles should translate into behaviours and actions. But even after a full day of training, people tend to go back to their desks and do what they have done before. It takes 'constant' reinforcement to overcome familiar habits and conditioned behaviours.

But companies that embrace an ownership culture tend to innovate better strategies and products, improve execution, and deliver more profit and cash flow.[3] The transparency and objectivity provided by RCE also tend to produce happier employees, especially compared to how they feel when surrounded by bureaucracy, subjective performance evaluations, and political gamesmanship.

Managers within these companies are less concerned with what their share price is next week or next month, and are more focused on what they can do to build their share price in the long run. And this all culminates in higher TSR, higher compensation, and stronger job security.[4] Like most things worth doing, embracing an ownership culture requires considerable effort. But it provides defensible competitive advantages that can help attract and retain talent, and drive more value creation over time. IM

This article is adapted from the forthcoming book, Curing Corporate Short-Termism. It also contains excerpts and figures previously published in: Gregory V. Milano, "The Value of an Ownership Culture." WorldatWork Journal 28 (Third Quarter 2019).

ABOUT THE AUTHOR

Michael Chew is an associate, Fortuna Advisors, and edited the forthcoming book, *Curing Corporate Short-Termism.*

References

1 Milano, Gregory V. "*Postmodern Corporate Finance.*" *Journal of Applied Corporate Finance* 22(2): 48-59. Number 2, Spring 2010. Viewed: May 20, 2019. http://fortuna-advisors.com/2010/07/12/postmodern-corporate-finance/.

2 Milano, Gregory V. "*Beyond EVA.*" *Journal of Applied Corporate Finance* 31, no. 3 (Summer 2019): 116-125.

3 Zook, Chris. 2016. "*Founder-Led Companies Outperform the Rest.*" HBR.com, March 24. Viewed: June 3, 2019. https://hbr.org/2016/03/founder-led-companies-outperform-the-rest-heres-why.

4 Craig, William. 2017. "*How Positive Employee Morale Benefits Your Business.*" Forbes.com, Aug. 29. Viewed: June 3, 2019. https://www.forbes.com/sites/williamcraig/2017/08/29/how-positive-employee-morale-benefits-your-business/#4c947c342549.

Subscribe Now!

☑ Yes, I want to be world-class!

Print only

Tenure	Issues	Cover Price	Subs Offer	SAVINGS %	Assured Gift
3 Years	18	₹1800	₹1440	20%	1 year subscription free
2 Years	12	₹1200	₹1000	17%	Cinthol Male Grooming Range worth ₹1225/
1 Year	6	₹600	₹510	15%	Set of KERFS Handkerchiefs worth ₹390/

First name _____ Last name _____

Email _____

Telephone no. (with STD code) _____ Mobile no. _____

Name of organization _____

Job title/designation _____

Address 1 _____

Address 2 _____

City _____ Pin code _____

State _____ Country _____

Subscriber ID (Only for renewals) _____

☐ Cheque / ☐ DD / ☐ Cash : Cheque / DD No. _____

Cheuqe dated _____ Bank Name _____

4 Easy ways to subscribe

- Call on 022-2481 1010/1024 or WhatsApp 'TSM' on 7045220995
- Online at http://subscribe.spentamultimedia.com/the-smart-manager-magazine-print
- Post the completed form to 'Spenta Multimedia Pvt Ltd.' – Subscription Department, Peninsula Spenta, Mathuradas Mill Compound, N. M. Joshi Marg, Lower Parel, Mumbai - 400013
- Cheque/DD should be in a favor of The Smart Manager Media Pvt Ltd.
- E-mail: subscribe@thesmartmanager.com, circulation@spentamultimedia.com

Follow us facebook.com/thesmartmanager
http://www.thesmartmanager.com/

TERMS & CONDITIONS: This offer supersedes all previous subscription offers • This offer is non-refundable, cannot be redeemed for cash and cannot be combined with any other offer • Issues are also available without this offer • This offer is valid only till stocks last • Please allow a delivery period of 6-8 weeks (after remittance) for the first issue to reach you and a time period of 45 days for the dispatch of subscription gift (if any) • In case of non-receipt of the magazine copy, please inform the Subscription Department within 45 days of the issue date • Disputes, if any, will be subjected to the exclusive jurisdiction of competent courts in Mumbai only • We will never disclose your personal information to companies not owned by Spenta Multimedia who want to market products or services to you, if you refuse to entertain any mail from companies not owned by us.

A Digital version of The Smart Manager is available on
www.magzter.com | www.readwhere.com | www.readly.com | www.ezinemart.com | www.jio.com/jiomags

It is the combined strength of diverse teams that can power disruptive innovation.

DR UPINDER DHAR AND DR SANTOSH DHAR, SHRI VAISHNAV VIDYAPEETH VISWAVIDYALAYA

A collective narrative

Nearly all worthwhile achievements in human history are the result of a team, which is why smart firms in today's society are increasingly turning to teams to get business done. As technology continues to evolve and reshape industries, teams have remained largely unaffected by these technological advances. With so many changes in the workplace and the growing importance of collaboration and remote working, it has become clear that new tools are necessary to enhance team performance. Current development tools tend to focus on the individual, but the majority of work is the product of a coordinated team. The importance of individual effort is recognised while advocating that the hallmark of good leadership is building and sustaining a winning team. Innovative and scalable team-building allows leaders to measure their team's performance.

Trust the team you have assembled and team members will then own the success or failure of your enterprise. Trust them to utilise their expertise and experience to make decisions and take calculated risks; they must feel autonomy with decisive support. The Kurukshetra war is the best example of effective team work and team skills.

Empower teams for disruptive innovations

Innovation is work rather than genius. It requires knowledge. It often requires ingenuity. And it

© Shutterstock.com

Innovation is work rather than genius. It requires knowledge. It often requires ingenuity. And it requires focus. There are clearly people who are more talented innovators than others, but their talent lies in well-defined areas.

requires focus. There are clearly people who are more talented innovators than others, but their talent lies in well-defined areas. Indeed, innovators rarely work in more than one area. For all his systematic innovative accomplishments, Thomas Edison worked only in the electrical field. An innovator in financial areas, Citibank for example, is not likely to embark on innovations in healthcare.

Innovation requires hard, focused, and purposeful work. If diligence, persistence, and commitment are lacking, talent, ingenuity, and knowledge are of no avail, wrote Peter Drucker in 'The Innovative Enterprise' (*Harvard Business Review*). Science and technology form an important basis for technological innovation, and are consequently emphasised by innovation stakeholders as a means of maintaining continuous economic growth.

Strive for not just diversity of expertise but also diversity of thought and experience. A theoretical physicist thinks like a theoretical physicist, and a fighter pilot thinks like a fighter pilot. Because of their professional upbringing, each attacks a challenge from a different angle, with a different lens. As a leader, the challenge is to know the contributing background of each member of the team. Even in a homogeneous team culture, managers often defer to their superiors and even to colleagues, leaving disagreements simmering under the surface. Reinforcing such deference is a set of cognitive biases that inhibit good decision-making. A powerful one is groupthink, which keeps people from voicing views that might rock the boat. Often, members assume that someone else will speak up, or they worry that commenting will commit them to tasks they would rather not perform. As a result, they sit quietly without truly agreeing or even participating, a pernicious effect known as social loafing. Add up these and other biases, and many groups succumb to the illusion of unanimity, where silence or weak agreement masks conflict.

The goal should be not to eliminate such conflict but rather to bring it out in the open, through structured discussions designed to

Even when teams seem to be aligned, they are often divided in underlying ways. Bringing those divisions to the surface is the first step in creating an enduring alignment and a powerful, new growth strategy.

expose the reasons behind differing points of view. Research shows that controlled conflict can result in more productive discussions. Also, groups that are most successful at fending off both groupthink and heated arguments reduce 'relationship conflict', or personal dislikes, while gradually increasing 'process conflict' (for example, examining the choices of leaders and how resources will be allocated). In addition, they can maintain consistent levels of 'task conflict', such as debating how an objective should be accomplished.

To encourage productive dialogue, a strategic transformation team can identify disagreements beforehand (using e-surveys) to make sure that people are not taken by surprise, which could disrupt discussions and make consensus harder to attain. The team can be asked about what the firm's strategic aspirations should be, the potential of several growth ventures, the impact of emerging technology, and the firm's ability to drive sustainable differentiation in the core business. Then, all the team members can review the survey results, which can reveal whether there have been misalignments as they had expected, or less or more. This can create curiosity about the exercise to come. Then the step should be geared towards uncovering misalignments in the team.

Disruptive change poses existential challenges to leadership teams, raising foundational questions about aspirations, identity, and the very soul of a company. So it is no surprise that teams struggle to reach a consensus on the path to the future. This approach provides a novel and practical roadmap for achieving leadership alignment. It also offers tools for surfacing misalignment, a process often fraught with emotion. Even when teams seem to be aligned, they are often divided in underlying ways. Bringing those divisions to the surface is the first step in creating an enduring alignment and a powerful, new growth strategy.

Managing the talent agenda is a continuous effort. It is just as important to get the right people on the bus and in the right seats as it is to

© Shutterstock.com

get the wrong people off it. The true competitive advantage in any industry is found in the team, not the product. It is in people, not things, and in talent, not trademarks. True team work is about shared purpose, determined success, and vested interest. Sometimes, however, senior executives are reluctant to participate in unconventional activities. Occasionally, facilitators are met with eye rolls, but more often the reaction is mild puzzlement rather than fierce resistance. It has been found that a good way to get broad buy-in is to first discuss the exercises with a few key people to get them on board, and then ask them to help pull the others along. Having the team members talk with executives from other companies who have gone through the experience is also helpful. And facilitators should stress that the exercise is grounded in solid behavioural and group dynamics research.

Sometimes it is necessary to simply ask squeamish executives, "What have you got to lose?" After all, what they are currently doing is not working. The key to disruptive innovation is found in building the right team—a team that is assembled not for individual skills but for diversity of thought. A truly diverse group that is dedicated and focused can achieve greater innovation than they could on their own. With this logic, businesses can accelerate performance beyond what was originally thought possible. Every interaction makes an impression, either positive or negative. Use each one to build the team and ensure that each person knows how vital he or she is to the organisation's success. Involve them in establishing organisational goals at all levels. This confirms they are working with you, not for you. Everything should be collaboratively built and collectively executed. It is not just a job where they earn a paycheck. Help each person understand that he or she is part of something bigger than him or her.

Leaders must give their undivided attention to each team member they converse with and make them feel like the most important person in the organisation. As a leader, you must radiate your true personal investment in all team members, and in return, they will devote themselves even more to drive accelerated success. Do you know their spouse's name or how many children they have? Details matter. Be invested in their story and focused in each situation.

To achieve revolutionary innovation, you must empower your team. Although driven by goals and timelines, each person can be intrinsically motivated to do more, be more, and achieve more than they ever thought possible. Once people understand their value to the organisation, a successful leader must empower them to take ownership of both successes and failures.

A McKinsey study found that 70 per cent of the senior executives surveyed listed innovation as a major concern. And no wonder they are worried. Industries such as retail, financial services, transportation, media, hospitality, education, and healthcare are under the threat of disruption.

© Shutterstock.com

ABOUT THE AUTHOR

Dr Upinder Dhar is Vice Chancellor, Shri Vaishnav Vidyapeeth Viswavidyalaya.

As a leader, you must radiate your true personal investment in all team members, and in return, they will devote themselves even more to drive accelerated success.

The press reports the decline and demise of iconic companies such as Kodak, Sears, Borders, and Radio Shack and the risk of disrupters such as Google, Uber, Lyft, Amazon, SoFi, Warby Parker, and Bloom Energy.

In the face of these seismic shifts, Charles O'Reilly and Andrew J M Binns, in an article in a recent issue of *California Management Review*, stated that companies around the world have embraced a variety of efforts to drive innovation, including everything from setting up outposts in Silicon Valley, to launching corporate venture capital funds, to embracing design thinking and the lean startup methodology, to open source innovation. For example, a recent survey of more than 100 companies found that 92 per cent claimed to have some involvement with startups as a way to access new technology.

Companies such as Ford, Hasbro, Tesco, Verizon, and Qualcomm have tried to use hackathons to unleash creativity. Others such as IBM, General Motors, Marriott, SAP, Toshiba, and General Electric, have invested heavily in design thinking to help generate new ideas. Still others, such as Nordstrom, Bosch, Procter & Gamble, and Coca-Cola have implemented lean startup programmes. Companies such as Lego, Samsung, Lilly, and Cisco have tried using open source innovation to spur new ideas.

Help to surface new ideas

The creation of a competitive economy demands shifting from managerial approaches that are oriented to the development of sustaining (or evolutionary) innovations to those that are oriented to the development of disruptive (revolutionary) product, process, and business model innovations. However, established firms that have dedicated a significant amount of their resources to maintain business as usual and improve current technologies by sustaining innovations have been less successful in identifying, developing, and commercialising disruptive innovations. At the same time, Amir Bahman Radnejad and Harrie Vredenburg, in an article in a recent issue of *Journal of Engineering and Technology Management*, argue that new entrants have fewer restrictions placed upon them such as not having an established product and freedom to innovate, thus providing the latitude required to develop disruptive innovations.

The role of employees in innovation has evolved substantially beyond suggestion boxes to encompass online suggestion systems, internal contests, and hackathons. For instance, to encourage employees to suggest ideas, Adobe provides employees with a starter kit for suggesting new ideas, called Kickbox, including instructions on how to develop an idea, a bar of chocolate, and $1,000 in no-questions-asked seed funding.

Mastercard employs a similar programme called Ideabox. Another popular variant of employee involvement is the hackathon—intense idea-generation sessions for cross-functional teams of employees. For example, Atlassian, a maker of software development tools, has a quarterly hackathon called Shiplt, involving more than 800 people and 50 teams. These have improved Atlassian's customer service, advertising campaigns, internal operations, and even initiated new product development.

What is common across these approaches is how they help to surface new ideas, either from outside the company (open innovation, corporate venture capital) or from within (design thinking, employee involvement). Done well, they can enhance creativity and, critically, in the case of design thinking, focus idea generation on high-value customer problems. IM

ABOUT THE AUTHOR

Dr Santosh Dhar is Dean – Faculty of Doctoral and Research, Shri Vaishnav Vidyapeeth Viswavidyalaya.

Employee counselling will go a long way in helping organisations develop a bond based on respect, trust, and empathy.

DR PRAGYA MATHUR KUMAR, ARUNIMA ANKURAN

A case for the counsellor

Suman was beginning to feel tired of walking the tightrope, struggling to strike a balance between her diverse roles. Her excellent performance in the organisation was instrumental in paving the way for greater responsibilities and a promotion. At the same time, her two teenaged children were working on her nerves like never before. Their future plans seemed nowhere in place. She started having bouts of guilt and sleepless nights. Did she do the right thing by pursuing a career while her kids grew up in the day care? As she stood at the threshold of the next level in the organisational hierarchy, she found herself in a state of turmoil. Health issues began to creep up and she found herself gulping pills more frequently than ever before. She began to withdraw from social events in a bid to reduce the guilt of 'not having been a good parent' and started finding herself at the receiving end of endless complaints at home. She wished there was someone she could share her situation with, but did not want to involve colleagues or a family member. She was not looking for a solution. All she wanted was a patient ear—a non-judgmental, empathetic response that would help her think more clearly. She had read an article about a new initiative certain organisations were offering—having a counsellor in the workplace to enhance employee well-being. She wished her employers would do the same. That was just what she needed; someone who could help her to help herself without being judgmental. Someone who understands the need of a person to vent out emotions that build up while trying to deal with an environment, which is threatening or demanding. We live in an age of anxiety—from small children who are struggling to cope with absentee parents to professionals who constantly find themselves in the middle of an exceedingly competitive environment. The overwhelming stressors employees have to deal with often create an imbalance that is tough to correct. In addition to the challenges on the domestic front, the employee often has to deal with heavy traffic while travelling, evasive targets, information overload, difficult co-workers, demanding boss—the list seems unending. Technological advances like the mobile phone and internet connectivity

Even though counselling services may not be the perfect answer to all the issues that impact employee well-being, they will surely create a positive atmosphere.

have created a web that entraps a person for extended durations in his role at work. 24/7 access and inability/unwillingness to 'switch-off' has started manifesting in cases of burnout, mental health issues, and even suicide. The well-being of employees is a burning issue and must be given the place of importance it truly deserves.

Interventions for achieving work-life balance

As a diverse workforce is becoming a norm, there are novel challenges that are emerging. Expectations keep growing. Work-life balance is being recognised by many organisations as a goal that demands interventions/initiatives such as stress audit, clan culture, flat structure, employee-friendly policies, gym and incentives for healthy lifestyle, resonant leadership, employee recognition, equity in appraisal, relaxation training, employee counselling services, peer support schemes, better job-person fit. In the words of Rick Hughes, lead advisor for workplace at the British Association for Counselling & Psychotherapy, "Workplace counselling is an employee support intervention that is usually short-term in nature and provides an independent, specialist resource for people working across all sectors and in all working environments. Giving all employees access to a free, confidential workplace counselling service can potentially be viewed as part of an employer's duty of care." Even though counselling services may not be the perfect answer to all the issues that impact employee well-being, they will surely create a positive atmosphere. In a fast moving world, skill sets become redundant and create a training gap wherein employees must upgrade their capabilities continuously. Managers feel the need to develop leadership skills and become

© Shutterstock.com

change drivers in their own organisations. The changes in external and internal environment of the organisation requires employees to have a responsive and growth mindset. The scenario at work and at home becomes a see-saw, wherein employees often find themselves struggling. Is there a way out? Indeed there is.

Research evidence supports the workplace counselling initiative

There is a growing research-based evidence for the efficacy of workplace counselling. A 2010 study by McLeod showed that workplace counselling interventions have been found to reduce sickness absence rates in organisations by as much as 50 per cent. This fact clearly demonstrates both the cost-effective nature of counselling and the positive impact it can have on an organisation's productivity. 1to1Help.net, a professional counselling company, conducted a study, *The Mental Health Status of Employees in Corporate India*, in which over 6000 employees in different cities, across organisations voluntarily completed the depression scale. It found that one out of every two employees in corporate India shows signs of anxiety and depression. As much as 80 per cent of the respondents, who exhibited symptoms of anxiety and 55 per cent with symptoms of depression, were going through it for over a year before seeking professional help. The study observed that the number of people who were at risk for suicidal behaviour went up from 2.1 out of 10 (2008) to 8.21 (July 2016). These findings are alarming. They also point toward the need for timely intervention to prevent escalation and mental health issues with reference to employees. Prolonged stress due to personal and work contexts was also identified as a trigger for mental illness. There is a strong case for employee counselling services, which would be a boon to those who postpone professional help because it is not readily available.

Building bridges and stronger relationships with the employees can become much easier if organisations realise that they do not hire just the hand but the 'whole person'.

© Shutterstock.com

Positive outcomes

There is evidence to show that workplace counselling leads to happier, more secure, and positive employees. I have interacted with employees in different organisations and found a very enthusiastic response to the proposal of having a counsellor within the organisational setting. Among the many benefits of this initiative, the psychological dimension is perhaps the most important one. Employee engagement and commitment would be the positive outcomes. It would send a strong message that the organisation not only seeks contribution from employees in accelerating its own growth but also cares about their well-being.

In the future, workplace counselling will become an important resource for organisations that wish to be on the fast track. Building bridges and stronger relationships with the employees can become much easier if organisations realise that they do not hire just the hand but the 'whole person'. Organisations need to focus on developing a bond based on respect, trust, and

© Shutterstock.com

In addition to their original training, the workplace counsellors would have to develop an understanding of how organisations function.

empathy. Herb Kelleher, co-founder of Southwest Airlines, believes, "Employees come first and if employees are treated right, they treat the outside world right…."

The time is right for counsellors to be part of the organisational system

There is a rather strong case for providing benefits that make employees feel valued. The time is right for organisations to provide workplace counselling. They will have easy access to a professional who is trained to listen attentively and help them improve the situation. Studies have found that workplace counselling contributed to significant improvements in most attitude-to-work factors: skill use, job demand, clarity, feeling valued, interpersonal contact, competence, work spillover, adequacy of pay, and job satisfaction. Mental health issues can impact performance at work by leading to absenteeism, lower productivity, and poor interpersonal relations. According to Dr Chaitanya Gulvady, VP- HR Health Management, Siemens Limited, the patient-to-psychiatrist ratio is low in India, and therefore a counselling service at the workplace is a good idea. He feels, "If mental disorders go undetected and unaddressed, it will affect the morale, performance, and productivity of the team, and ultimately the company will suffer."

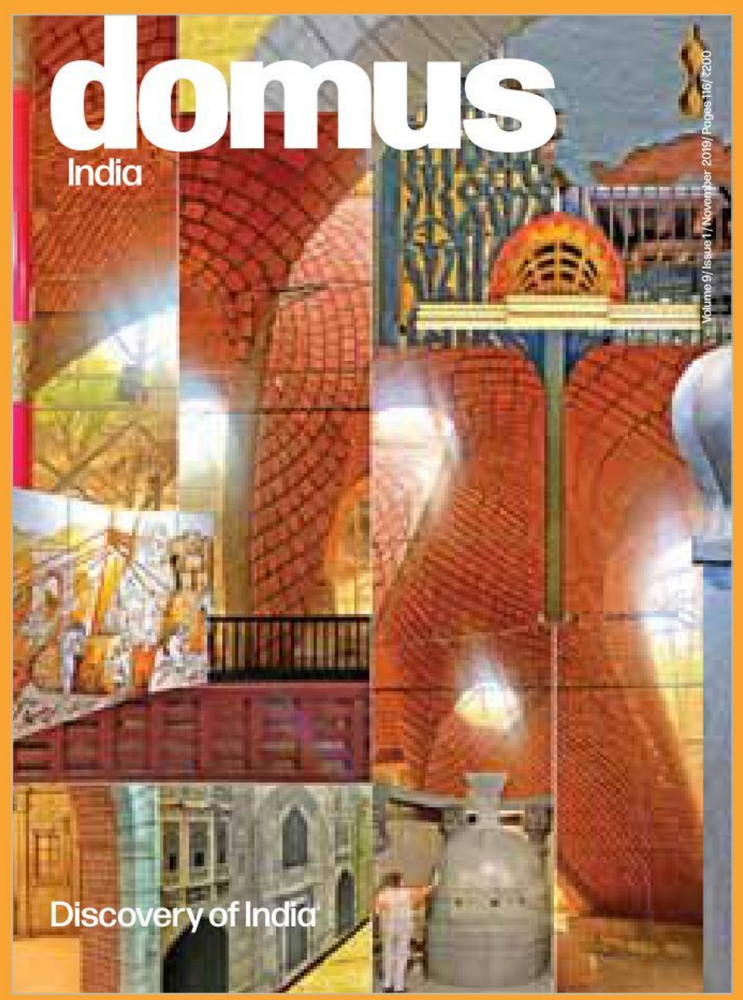
In addition to their original training, the workplace counsellors would have to develop an understanding of how organisations function. They would have to fit in the shoes of a partner who can provide psychological support and help employees to manage stress and challenges of professional and personal life. Workplace counselling is the need of the hour. Time for a wakeup call; are the pilots of organisations of the future listening? IM

ABOUT THE AUTHOR

Dr Pragya Mathur Kumar is a trainer, psychologist, faculty, and founder, Arunima Ankuran. She is an author and a knowledge partner with ValuEndow Consulting.

domus
India

Since 1928, *Domus* has been considered the most prestigious international review of developments and thinking in architecture, art and product design, as well as cities and urbanism with a global readership of professionals, specialists and members of the general public. The Indian edition – the first *Domus* exclusively in the English language – aims to record and debate the latest architectural and artistic movements in India and the world through its exciting content and rich visuals. *Domus India* carries reviews of architectural and design projects as well as essays that are thought-provoking and engaging. Critical texts bring forth issues and concerns central to architectural practice, along with the worlds of art, design, history, culture and society in contemporary India.



On 1-year subscription

Save 25% (INR 550)
(11 issues @ INR 1650)

For Students:
Save 35 % (INR 770)
(11 issues @ INR 1430)

FOR SUBSCRIPTIONS, CONTACT
Tel: +91-22-2481 1031 domussubscription@spentamultimedia.com

SPENTA MULTIMEDIA PVT LTD

Peninsula Spenta, Mathuradas Mills Compound, Senapati Bapat Marg, Lower Parel, Mumbai 400 013
Tel: 91-22-2481 1010 Email: ho@spentamultimedia.com Website: www.spentamultimedia.com

Publishing | Printing | Online | Events

CASE STUDY

Bitter pill

Stress has become a constant companion at the workplace for most of us; it needs to be tackled effectively in order to keep negative effects at bay.Work-related stress and its ramifications in personal life seem to have taken a toll in the case of this pharma company employee, Dharmendra Gupta.When he started his career as a medical representative, his aspirations were high—he knew he was qualified enough and had received the right kind of training at his company. He had high expectations from his job too, and was confident he could easily convince any doctor to prescribe a particular medicine. However, things turned out to be different. Faced with multiple demands—in his personal life as well as on the office front—the initial enthusiasm and confidence petered out, and he is now finding it difficult to handle the situation.

The alarm on his mobile rang again, and after putting it on snooze for the third time, Gupta finally got out of bed. It was already 8:45 am, and he wondered if he would miss the last bus to Shahdol.

However, Gupta managed to board the bus at 9:30 am. He was working as a medical representative with Mumbai-based New Leo Pharma, travelling to Shahdol as part of his job. On his way, he started musing on the ten-day induction training he had attended at Lonavala. Hailing from the small town of Katni in Madhya Pradesh, Gupta had thoroughly enjoyed the time spent at the resort where it was conducted. The trainers included not only product managers but also doctors who explained the physiological and functional aspects of the heart and the endocrine system. The product managers offered insights on product knowledge and marketing.

In the pharma industry, we can survive either on strong R&D or on aggressive marketing. We had no doubt about our objectives since the beginning and we have focused on marketing.

The company had just launched its cardio-endocrine division for which 250 medical representatives had been recruited from across the country. Managing Director Sunil Raghav's speech at the training session resonated in Gupta's mind: "We are one of the fastest growing pharma companies, clocking a CAGR of over 15 per cent against the industry average of around 8 per cent. This has been made possible on account of our strong foot soldiers (the company's sales force). In the pharma industry, we can survive either on strong R&D or on aggressive marketing. We had no doubt about our objectives since the beginning and we have focused on marketing. Sales has been our forte and will continue to be so, as we manufacture only 10 per cent of our product portfolio and outsource in a big way. We utilise all the tools available for marketing—sampling, sales promotions, and other incentives—for growth. This is a noble profession and you are lucky to have joined this company as we value performance. Our incentive structure for salespersons is second to none in the industry. No doubt we are in a highly competitive industry, but New Leo Pharma has carved a distinct place for itself in the market. We are looked upon as an aggressive player and you should have an insatiable hunger for sales." On the occasion, he also distributed prizes for winners of the exit test conducted at the end of the training. Gupta stood first in the test, and this made him confident that he would be able to not only achieve the sales target but also exceed it easily.

However, on the very first day at work, he was in for a shock. He went to meet Dr Prakash Shukla, a renowned cardiologist in his native Katni. After an over two-hour wait, he was told there was an emergency and hence the doctor had to leave. Gupta had to wait until next week since the doctor would meet medical representatives only on Wednesdays.

His daily experiences at work started to diminish his level of confidence. He had always thought he could convince any doctor about the merits of any formulation. Once, while he was talking about levothyroxine in detail, the endocrinologist interrupted him to ask, "Have

© Shutterstock.com

you recently joined this profession?"When Dharmendra replied in the affirmative, the doctor continued, "I have experience of over 20 years and you will teach me which drug to prescribe for which condition. Just tell me the name of the brand and its composition." Gupta politely apologised, adding that he was only trying to highlight the advantages of his company's brand over its competitors.

The treatment meted out by medicine retailers was no better, whom he had to visit frequently to ensure the availability of his company's products. They were reluctant to stock the brand he offered because New Leo Pharma had just launched the products in the cardio/endocrine specialty. After his maiden visit to the cardiologist in his home town, Gupta had approached the retailer in the vicinity and requested him to stock the medicine for hypertension. He was hopeful that the doctor might prescribe the brand. But the retailer bluntly asked, "Do you think that the doctor will prescribe your brand after your first visit? There are multiple brands in each category and it is not possible to stock all brands. And we cannot choose brands based on a medical representative's assumptions." Gupta replied, "If the doctor prescribes my brand and the customer says it is not available, then he will stop prescribing it". "The scenario you are imagining is hypothetical," the retailer retorted. The other problem he faced was that retailers demanded that they be given samples meant for physicians in lieu of stocking the medicines. Now, nearly four years into the profession, Gupta had gotten used to such situations. But he faced other problems too.

He knew that he had to deliver constantly in terms of sales, to thrive in a highly competitive industry. But now achieving targets, which he enjoyed earlier, was starting to look difficult; he felt caught in a rat race for survival.

He had always enjoyed travelling, but now too much travel was taking a toll. Gupta was on tour for more than fifteen days in a month, and this was causing much physical and mental fatigue.

© Shutterstock.com

The trip to Shahdol too was tiresome, as the road was in a bad condition.

While Gupta was reminiscing about his early days at work, his wife called to say that his daughter's class teacher enquired about him at the parent-teacher meeting. She added that it was the fourth time he had missed accompanying her. Gupta was irritated; he said, "You should have told her that I was out of town and it is not necessary that it should be attended by both parents." An altercation ensued and his wife accused him of not accompanying her even to social gatherings. She was right, he thought. It is not that he always did not find time. He was simply not interested any more, and most of the time he was trying to avoid it.

After the phone call, Gupta slipped into his thoughts again. He had not only stood first in the exit test during the induction programme, but had also received a handsome cash incentive during the first year of the launch of his company's division. Fresh from college and full of zeal, he had surpassed targets by a good margin, on a month-on-month basis. The company kept

18+

WHAT IS AVAXHOME?

AVAXHOME-

the biggest Internet portal, providing you various content: brand new books, trending movies, fresh magazines, hot games, recent software, latest music releases.

Unlimited satisfaction one low price
Cheap constant access to piping hot media
Protect your downloadings from Big brother
Safer, than torrent-trackers

18 years of seamless operation and our users' satisfaction

All languages
Brand new content
One site

AVXLIVE.ICU

AvaxHome - Your End Place

We have everything for all of your needs. Just open https://avxlive.icu

setting higher targets based on his performance, and this demanded extra effort and energy. He knew that he had to deliver constantly in terms of sales, to thrive in a highly competitive industry. But now achieving targets, which he enjoyed earlier, was starting to look difficult; he felt caught in a rat race for survival.

The whole day, Gupta was in flashback mode, pondering over his life, what he had imagined it to be, and what it has turned out to be. His wife now constantly complains of a change in his personality too—from having a pleasant disposition to being irritable always. He too has started to realise that he gets agitated over trivial issues; earlier, such matters never impacted him emotionally, and he could handle them with ease.

These days, constant thoughts about his job, family relationship, and health keep bombarding him all the time—restlessness and fear ruled his mind, always. Last year, he was diagnosed with hypertension and was, in fact, taking the medicine which he himself had promoted. He remembered how he jokingly told his doctor, who had prescribed the competitor's brand, "Doctor, whichever brand you may prescribe, I am going to take my company's as it is the source of my bread."

Now, it looks like there are no more lighter moments in his life; he was mostly in a pensive mood and this is affecting his relationships. One of his friends, Anup, recently told him, "We have been friends since childhood, but now I notice a drastic change in you. Unlike earlier, you cannot handle even harmless jokes cracked on you. This is not just what I feel. Even others are afraid even to talk to you as they are not sure how will you react."

Gupta remembered how self-confidence, which was his forte, was gradually diminishing and how he was confused even while taking small decisions.

That night, before going to sleep, Gupta felt he was trapped in a vicious cycle and something had to be done about it. He remembered the words of his friend Anup as well as similar statements made by others. He felt he could not live life in this manner as it was impacting not only his health, but his relationships too. He went to sleep with a firm resolution to change the scenario.

What are the choices Gupta has in order to grapple with stress? How can he strike a better work-life balance? IM

ABOUT THE AUTHOR

Girish Mainrai is Chief Manager and Area Manager, Bank of India.

© Shutterstock.com

AIMA
ALL INDIA MANAGEMENT ASSOCIATION

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

So when are you connecting with us?

Be an AIMA Member Today !

www.aima.in

Prabir Kumar Dash, Assistant Director-Membership,
All India Management Association, Management House, 14 Institutional Area, Lodhi Road, New Delhi – 110003
Tel: 011-24621323 (Direct), 24645100 Extn-535, Fax: 011-24626689 Email: member@aima.in

When facing an uncertain future, organisations should avoid going by gut instinct and have a thoughtfully devised plan in place.

✦ DR GLEB TSIPURSKY, AUTHOR, *THE TRUTH-SEEKER'S HANDBOOK* AND *NEVER GO WITH YOUR GUT*

STRATEGY

The best defence

It is nearing the end of the year, and some organisations may be reflecting on recent performance and wondering how they strayed so far from their strategic plan. What happened? But, typical five-year strategic planning forecasts are about as accurate as throwing darts, blindfolded. Too often, strategic plans are anything but strategic. The challenge is to create a plan that actually works.

How can you accurately forecast in increasingly unpredictable times? By not doing what so many organisations do—making a plan based on instinct. Going with your gut is the worst way to craft a path forward for the next three to five years. It nearly guarantees that you will fall victim to cognitive bias—dangerous judgment errors that can trap you on the wrong course. For instance, you may resort to planning fallacy, where you assume everything will go according to plan; or optimism bias, where you are sure the future will be brighter; or sunken costs, where, despite red flags and mounting expenses, you wind up throwing more money at projects that you really should terminate instead.

When the time comes to gather everyone in a room and create a strategic plan, avoid such traps by following these 10 steps:

Establish scope and strategic goals. Determine the scope and strategic goals of the activity you will evaluate. Determine a clear timeline—from six months to five years—but consider this: the longer the timeline, the more forecasting deteriorates and the harder it is to reach concrete goals. If you have a longer time horizon, then be sure to include additional resources, flexibility, and resilience.

Gather your people. You want expertise over excess—between six and ten people will ensure a manageable discussion, whether it is people relevant to the activity or representatives of the stakeholders. Rather than picking higher-ups, select those with true expertise in the activity being evaluated. You need inputs on the various attributes of a vision of the future, and then to address the potential problems and opportunities uncovered. You also need some people with the power to make and commit to the decisions reached during the exercise. Consider recruiting an independent, outside facilitator to help guide the exercise.

Explain the exercise. Explain the exercise to everyone present by describing all the steps. You want all participants on the same page about the process.

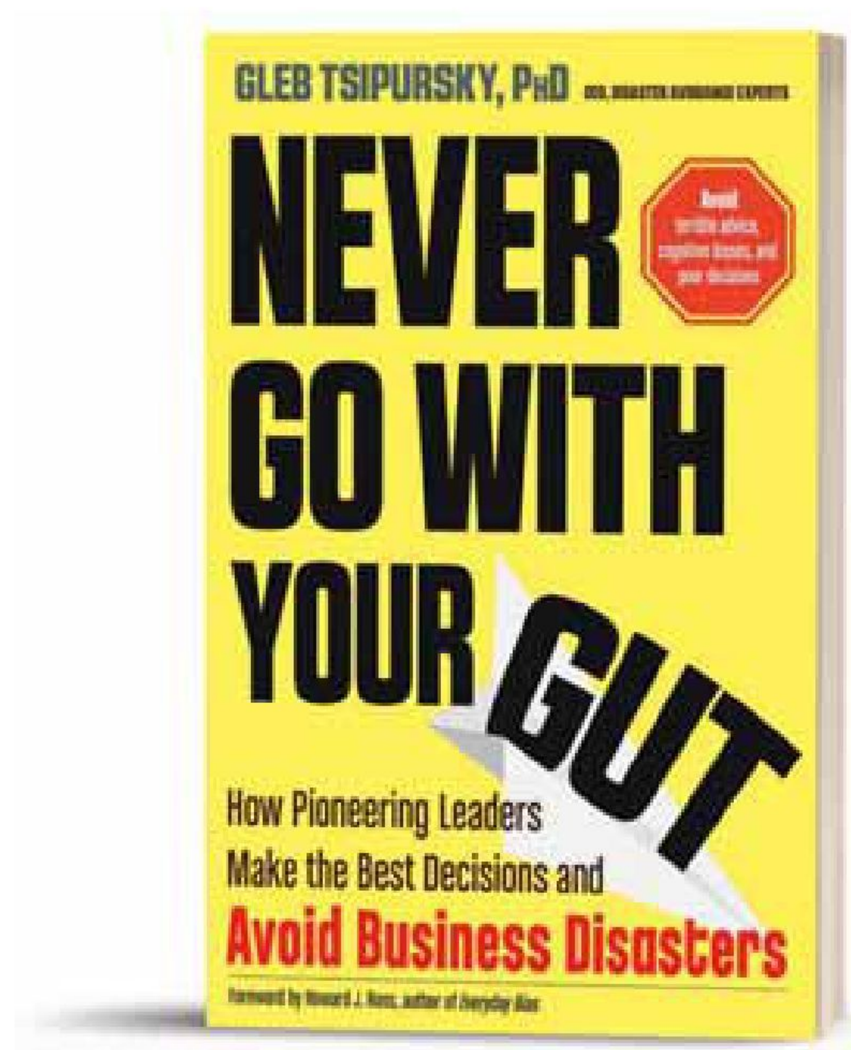
Imagine the future. Envision the future you anticipate if everything goes according to your intuitive plan. What does it look like? What resources will it require? Too many organisations stop at this step—and that is where the blind spots can creep in.

Consider potential internal problems. Now, we get into the critical phases, so do not skimp on these steps. Imagine what the future would look like, if there were unanticipated problems internal to the business activity—and they seriously undermined the outcome you envision. Make a list of possible problems, from lower to higher probability. Then figure out the resources (money, time, social capital) that you would needed to address these problems if they arose.

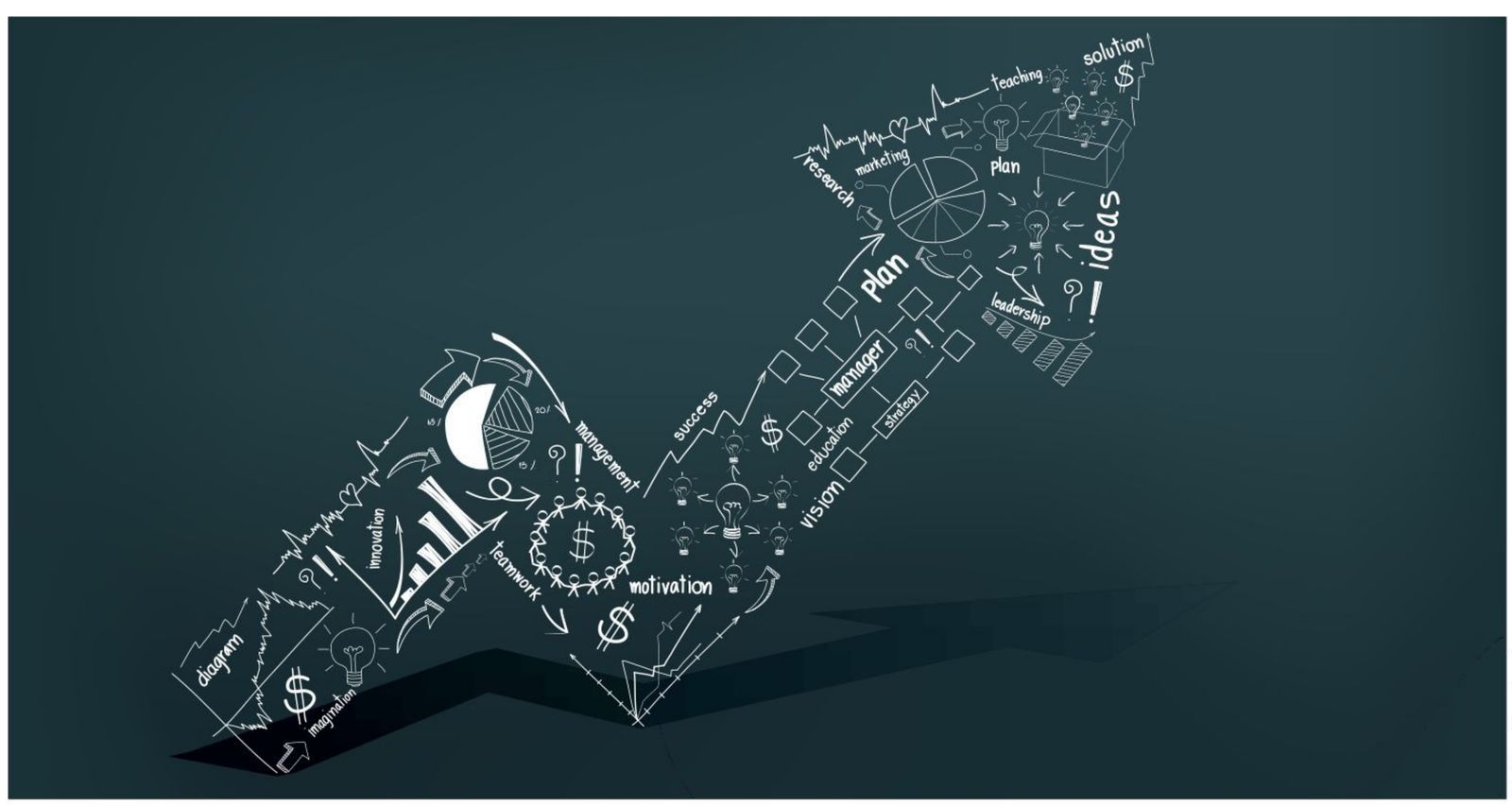
For each alternative vision of the future, evaluate the likelihood of each problem as a percentage, and multiply that likelihood by the number of resources needed to address it.

Imagine what the future would look like, if there were unanticipated problems internal to the business activity—and they seriously undermined the outcome you envision.

Try to convert the resources into money if possible, in order to have a single unit of measurement. Then, consider how to address these internal problems in advance—how much would it cost if you take these steps? Finally, add up the extra resources you would need to tackle various possible internal problems, and all the steps you committed to taking to address them in advance.



If you are planning this out as a group, first have everyone suggest problems anonymously, and then discuss each scenario as a group. Come up with resource amounts anonymously as well. Lastly, average out the differences between amounts. The anonymity addresses groupthink



© Shutterstock.com

As you improve both your team's resilience and flexibility, you are also going to be better prepared to seize further opportunities as well.

and allows people to safely share possibly unpopular, even politically dangerous, perspectives.

Consider potential external problems. Take the same approach, but addressing potential problems external to the business activity. These two steps will greatly increase the likelihood of a more realistic assessment of your plan.

Focus on potential internal and external opportunities. What would your anticipated plan look like if unexpected opportunities opened up, whether external or internal? Consider the likelihood of each scenario and the number of resources you would need to take advantage of it. Again, if possible, convert the resources into money to have a single unit of measurement.

What steps could you take in advance to take advantage of unexpected opportunities? Write out how much you anticipate these steps might cost. Then, add up all the extra resources and steps that may be needed due to unexpected opportunities, and commit to budgeting these in order to take advantage of these potential opportunities. Again, solicit suggestions of opportunities anonymously, discuss each as a group, arrive with resource amounts anonymously, and average out the differences.

Check for cognitive biases. Check for potential cognitive biases that are either relevant to you personally or to the organisation as a whole, and adjust the resources and plans to address them. Among these are loss aversion, status quo bias, confirmation bias, attentional bias, overconfidence, optimism or pessimism bias, and halo and horns effects. As a team, discuss these, and ask people to adjust resource amounts anonymously. Then, average out the differences.

Account for unknown unknowns. To account for unknown unknowns—Black Swans—add 40 per cent to your anticipated

resources. Consider ways to make your plans more flexible and secure, despite your intuition. (If your team is dubious about that additional 40 per cent, then remind them of the myriad possible problems you have already discussed.)

Communicate and take next steps. Communicate effectively to organisational stakeholders about the additional resources needed. Then, take the next steps that were decided during this exercise to address unanticipated problems and take advantage of opportunities by improving your plans and reserving resources.

Repeating this exercise over the course of your strategic plan will ensure that the plan is well defended against any contingency, and that you will be able to address any threats as they come up. As you improve both your team's resilience and flexibility, you are also going to be better prepared to seize further opportunities as well. The result is a solid future outcome, and a well-practiced approach to strategic planning that your teams can rely on again and again. IM

ABOUT THE AUTHOR

Dr Gleb Tsipursky is a cognitive neuroscientist and expert on behavioral economics and decision making. He is CEO, Disaster Avoidance Experts and is author, *The Truth-Seeker's Handbook and Never Go With Your Gut: How Pioneering Leaders Make the Best Decisions and Avoid Business Disasters.*

A diverse workforce can not only bring above-average profits to the organisation but also help in value creation.

✦ JAYATI ROY, BARCO INDIA

All in, all together

An organisation crafts its growth through the success of its employees, and the first step towards promoting employee well-being is to create a diverse and inclusive workspace.

The concept of HR management was incepted in the 19th century. The idea that workers need to be suitably compensated, not just financially but also at a more intrinsic level, forms the core of the HR principle. In the past couple of years, organisational strategies, C-suite discussions, and annual reports have begun focusing on diversity and inclusion in the workspace. According to a 2018 Gallup report, diversity is 'the full spectrum of human differences', including visible traits like age, gender, disability, and ethnic background, or invisible traits such as socio-economic status, marital status, and sexual orientation.

While talk of diversity is not new, the concept has percolated deeply, with more individuals and organisations speaking about feminism, immigration, gender identity, and the gender and racial pay gap. Many studies show that the more diverse a workplace is, the more success it achieves, and organisations are now looking to learn about increasing and managing diversity.

The case for diversity

Diversity signifies accepting a multiplicity of viewpoints and cultures—these propel innovation, better decision-making, and improved employee productivity and retention, leading to enhanced customer service. Considering the unique skill sets and capabilities that diverse teams bring to a company, the members can come together to share their experience, creating something greater than the sum of their parts.

There are several different motivating factors when it comes to the adoption of diversity and inclusivity strategies, financial performance being among the major drivers. According to a McKinsey analysis report, *Why diversity matters*, 15 per cent of employees are more likely to outperform in a company that is gender-diverse and about 35 per cent of workers are seen outperforming in a company that values ethnic diversity.

Talking in a purely financial manner, diversity is pertinent because companies that invest in it

Diversity is not merely an enhancer to businesses but a way of life, a mentality and a cultural movement that respects and honours employees as equal citizens and shareholders.

have better financial returns than their national industrial medians. Such diversity also turns into the competitive differentiator over a period of time, ensuring higher performances in due course.

Not only does diversity foster well-being for all parties involved, it also attracts top talent and lowers attrition. Such companies also develop a global mindset and cultural fluency. It is a known fact that the inclusion of women at the top levels of management has yielded positive results.

While some companies might imbibe the concept of diversity under pressure or because they feel that it looks nice on paper, successful companies build it into their fabric right during the inception of the business idea. Diversity is not merely an enhancer to businesses but a way of life, a mentality and a cultural movement that respects and honours employees as equal citizens and shareholders. It stems from a healthy respect for all kinds of people and acknowledgement of their differences. Such a workspace keeps personal inhibitions and apprehensions at bay, while fostering stronger growth.

Building a work culture around trust and diversity

It is necessary to nurture trust among employees if the company is focused on creating a diverse workspace. HR managers must firmly believe that inclusion is the key and also understand that while a quota-driven hiring goal may boost diversity numbers, it will not automatically create an inclusive culture.

Companies should focus on developing a culture where every individual is able to contribute fully and can advance their careers regardless of their background. Organisations should ask themselves questions such as:

- Have we ensured that we do not focus on one sub-category of individuals while looking for the perfect fit?
- Are we cognisant of the diverse requirements that individuals from different walks of life may have?
- Have we created conditions that enable every person to contribute in their own unique, meaningful way, while feeling safe and secure?

And, if there are any gaps, they should muster the courage to admit their limitations and work proactively to change it.

Once we ascertain that our organisation is moving ahead with diversity and inclusivity measures, it is important to step back and assess how we can enable employees to be even more efficient. As we go through the culture rejuvenation journey, diversity should be encouraged throughout the integration process. The task should be motivated by the ambition to move the company forward—even if it means changing the protocols and processes where required. This will create reassurance and trust among colleagues And, to prompt such a culture, the best method is to foster an open and inclusive communication space at work.

Fostering diversity through calibrated efforts

It is not enough to know what metrics make a workspace diverse and inclusive. It is imperative for workspaces to foster diversity through calibrated efforts if they wish to remain relevant. Here are some measures that are sure to improve the diverseness and inclusivity at your work place:

Equal opportunity employer: The company should work towards being an equal opportunity employer, with associates hailing from all backgrounds working together. The company's hiring practices should talk about inclusion and look at assimilating individuals with special abilities and skills. Efforts should be taken to ensure that such individuals are assimilated well within the team and provided counselling and developmental opportunities wherever required.

Celebrating diverse occasions and days: The company should celebrate and honour their diverse associates by organising fun and engagement activities on special occasions and days such as women's day, and pride week. Organisations should encourage self-defence lessons, parenting sessions, and special medical sessions for their employees' well-being.

We exist in a deeply connected and globalised world, and companies should take advantage of the opportunities created by diverse leadership.

Handling and preventing harassment at work: Companies should be strong believers in the adoption of POSH (Prevention of Sexual Harassment) policies, and have a customised policy for their diverse employees. They should ensure a safe and trustworthy environment that allows associates to raise any such issues, and aim for a 'zero score' in harassment instances.

Crèche facility: To foster better facilities for employees, companies should provide inhouse crèches whereby associates can bring their little ones along. This will ensure a stress-free workspace for employees as their children are nurtured holistically. Children of blue-collared employees and management employees should be treated equally to foster the true spirit of inclusion.

Diversity-embedded work ethic

It is not an easy task to achieve greater diversity. We exist in a deeply connected and globalised world, and companies should take advantage of the opportunities created by diverse leadership. They should also take initiatives to create the next level of leaders from the existing associates by attracting, developing, mentoring, sponsoring, and retaining talent. Failure in embracing diversity and inclusion can cause loss of goodwill, brand erosion, costly, burdensome lawsuits, and accelerated employee turnover. The McKinsey report states that companies that did not feature sufficient gender and ethnic/cultural diversity were 29 per cent less likely to achieve above-average profitability.

Understanding the innate realities of your associates is the key to developing meaningful inclusion in the workspace. While there are different methods of ensuring you know your employees, some of the tried and tested techniques include survey assessments, focus groups, and personal conversations, in a non-judgmental and accepting environment. IM

© Shutterstock.com

The three diversity metrics that all companies should watch out for include:

- Are the company's retention standards consistent when it comes to women and minorities?

- Do different departments of the organisation feature uniform diversity metrics?

- Is bias being created or perpetuated by organisational practices, knowingly or unknowingly?

ABOUT THE AUTHOR

Jayati Roy is Director - Human Resources, Barco India.

References

Washington, E. and Patrick, C. (2018, September 17). *3 Requirements for a Diverse and Inclusive Culture*. Gallup Workplace. https://www.gallup.com/workplace/242138/requirements-diverse-inclusive-culture.aspx

Hunt, V., Layton, D. and Prince, S. (2015, January). *Why diversity matters*. McKinsey & Company. https://www.mckinsey.com/business-functions/organisation/our-insights/why-diversity-matters

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

At a price that protects your bottom line

Get upto 45% discount on *Indian Management*. 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. Hurry, limited period offer. Send in the coupon below today.

SPENTA MULTIMEDIA PVT LTD

I WANT TO SUBSCRIBE TO INDIAN MANAGEMENT... HERE'S MY ORDER!

Please fill in CAPITAL LETTERS and mail with your subscription cheque (add ₹50/- for outstation cheques) to: The Subscription Manager, Spenta Multimedia Pvt Ltd., Peninsula Spenta, 2nd Floor, Mathuradas Mill Compound, N M Joshi Marg, Lower Parel (West), Mumbai – 400 013.
Tel 022 - 24811010. Email: circulation@spentamultimedia.com • Online: http://subscribe.spentamultimedia.com/indian-management-magazine

Tick	Term	Issues	Cover Price	You Pay	Discount
☐	3 Years	36	₹2280	₹1255	₹1025 (45%)
☐	2 Years	24	₹1520	₹910	₹610 (40%)
☐	1 Year	12	₹760	₹495	₹265 (35%)

Name

Address

City State Pin

Co. Name Designation

Tel. Office Res. E-mail

I am enclosing Cheque/DD No. _____ for Rs. _____ dated _____ drawn on (specify bank) _____

_____ favouring **"Spenta Multimedia Private Limited".** (Please ensure DD is payable in Mumbai.)

Terms & Conditions: • Rates & offer are valid in India only, and for limited period. Offer closing will be announced by Spenta Multimedia Pvt Ltd. • Kindly allow 30 days for delivery of first subscription copy. • Spenta Multimedia Pvt Ltd reserves all right to extend, cancel or discontinue the offer or any part thereof without giving any reason or prior notice. • Details of same will however be published later in Indian Management. • Disputes, if any, will be subject to exclusive jurisdiction of competent courts in Mumbai only. • Terms & conditions are subject to change from time to time. • Subscription copies will be delivered by ordinary post as soon as issue is released in marketplace. • Spenta Multimedia Pvt Ltd is not responsible for postal delay, transit loss or mutilation of copies. • Offer is non-refundable and cannot be combined with any other offer.

A Digital version of Indian Management is available on
www.magzter.com | www.readwhere.com | www.readly.com | www.ezinemart.com | www.jio.com/jiomags | www.paperboy.com | www.getSCOOP.com

ST ALOYSIUS COLLEGE (Autonomous)

AIMIT St Aloysius Institute of Management & Information Technology

'A' grade by NAAC- CGPA 3.62 out of 4

ADMISSIONS 2020-21

MBA

'A' Grade in Best B-Schools
- survey 2018 by Business India.

10th in Karnataka
- as per Competition Success - GHRDC Survey

39th in overall ranking of top 50 B-Schools in South India
- as per EDEX (Indian Express) GHRDC Survey 2018.

MCA

LATERAL ENTRY
(2nd Year)

MSc

Big Data Analytics
Software Technology

Excellent placement record with leading companies.

APPLY ONLINE: www.aimit.edu.in

Beeri, Kotekar,
Mangaluru 575 022, Karnataka
Email: admissions@staloysius.ac.in
Ph: +91 824 2286881 / 82 / 87

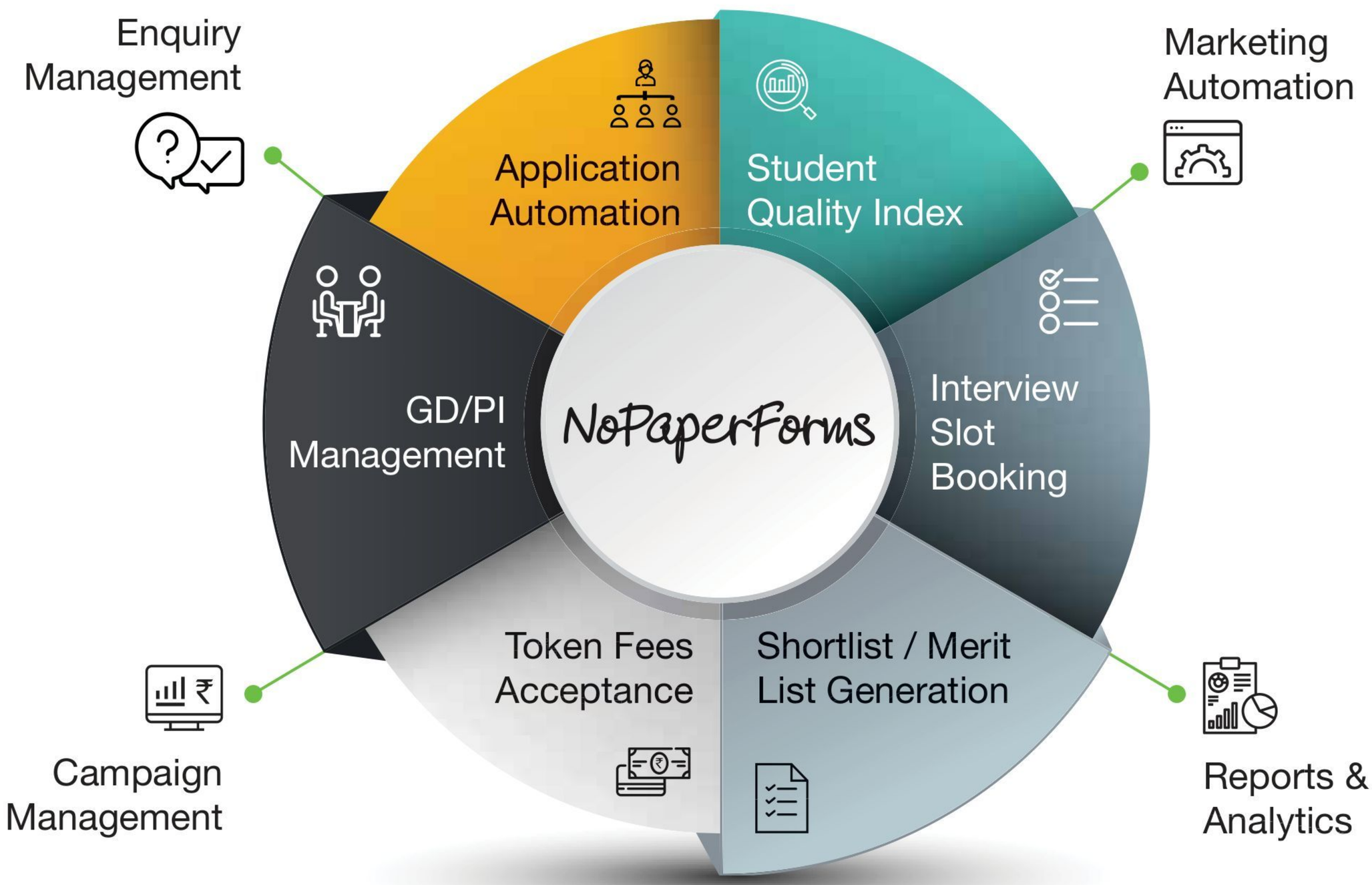
RNI Regd. No. 7140/1961 Postal Reg.
No. DL(C)-01/1279/2018-20
Date of Posting: 7th & 8th of every month

'D' Number : MH/MR/TECH/47/07/2019, License to post without prepayment,
WPP license No MR/TECH/WPP-322/NDCD/2019, Published on 7th of every month.
Posted at Mumbai Patrika Channel Sorting Office, Mumbai

NoPaperForms

Simply, Seamless!

Manage the entire Enrolment Journey on a Single Platform



Empowering 252+ Institutions across the Country

#switchON your admissions growth

www.nopaperforms.com | switchon@nopaperforms.com | +91 73033 93210