

YLC News

MONTHLY NEWS LETTER

From the Chairman

It is my pleasure to present the May edition of YLC newsletter.

We received very positive feedback on the previous editions and I would like to thank you all for your support and encouragement.



Vineet Agarwal

National Chairman YLC, AIMA

session was very inspirational and a great learning.

We also have interest from several other cities like Indore and Navsari to launch local chapters. We will keep all you informed as and when we conduct our events there.

Please extend your continued support in increasing membership and activating Chapter level activities.

I encourage and request members to give feedback on the newsletter and proactively contribute to make it even more interesting and beneficial to readers."

MyYLC, a unique platform for YLC members to network, connect and share updates based on areas of their interest has been launched. We encourage you to make most of this platform. Do share your feedback to make it a more efficient and user-friendly platform.

We are happy to inform that Young Leaders Council organized YLC Bangalore Chapter's first event with Justice N Santosh Hegde, former Justice of the Supreme Court of India, former Solicitor General of India and Lokayukta for Karnataka State as the keynote speaker. It was a pleasure interacting with Bangalore Chapter members. The

YLC Office Bearers

Vineet Agarwal

National Chairman YLC, AIMA

Pranav Pai

National Vice Chairman

Radha Kapoor Khanna

Forum Chair

Suraj Dhingra

Chairman – Events

Published by

AIMA Young Leaders Council,
 Management House, 14 Institutional Area,
 Lodhi Road, New Delhi-110003
 Tel : 01124645100, Fax : 01124626689
 E-mail : ryadav@aima.in
 Website : <http://ylc.aima.in>

Inside

02 Young Leaders Council

05 Member's Column

08 Management Article

12 Meet YLC New Members

13 Upcoming Events & YLC Membership

Young Leaders Council

Bengaluru Chapter Event

AIMA Young Leaders Council organised its first Bengaluru Chapter Event on 13th May 2019. Mr Nitte Santosh Hegde, former judge of the Supreme Court of India, former Solicitor General of India and Lokayukta for the Karnataka State of India was the keynote speaker. The event was Chaired by Mr Vineet Agarwal, National Chairman YLC, MD, Transport Corporation of India Limited and welcome address was delivered by Ms Bindu Shubramaniam, Bengaluru Chapter Chair, Co-Founder SaPa in Schools.

Guests showed their keen interest in joining YLC and members were driven to take things further from the first event. The session was very well received by the participants.



Ms Bindu Subramaniam, Bengaluru Chapter Chair, Co-founder SaPa in Schools addressing



YLC Bengaluru Chapter Members



(L-R) Mr Vineet Agarwal, Chairman YLC and Managing Director, TCIL; Justice Santosh Hegde, Former judge of the Supreme Court of India, former Solicitor General of India and Lokayukta for the Karnataka State of India and Ms Bindu Subramaniam, Chapter Chair Bengaluru and Co-founder, SaPa Schools

Young Leaders Council

Interactive Session

Young Leaders Council, AIMA organised an Interactive Session with Mr Satyendra Jain, Senior Cabinet Minister Delhi Government, his portfolio includes Health, Industries, Home, Public Work Department, Power, Urban Development, Transport.

Young leaders asked questions relating to Transport, Pollution, Education and Healthcare Services in the city and discussed ways / steps / processes for finding / implementing solutions.



Mr Satyendra Kumar Jain, Cabinet Minister, Government of Delhi addressing



YLC Delhi NCR Chapter Members with Mr Satyendra Jain



MyYLC a unique platform for YLC Members to Connect, Network and Share Updates
A hassle-free single platform to know all about YLC, Secured individual Logins

MyYLC Features :

- My Profile: Each member will have a profile which can be edited by the member
- YLC networking: a single platform to share Updates, Videos etc.
- YLC members: list of all members
- Alerts and Notification: latest updates and Shared messages.

We request Members to utilize the platform and make the most of it to share updates in your industry, field of work and interests.

MyYLC user Guide :

[CLICK HERE](#)

Member's Column

Inclusive workforce design of tomorrow

This article is contributed by Young Leaders Council member, Mahua Mukherjee.

We have been exposed to multiple articles and statistics from analysts stating "the labour force participation rate for women is falling in India" or "If India can increase women's labour force participation by 10 percentage points (68 million more women) by 2025, India could increase its GDP by \$700 Billion" - But the real question is how do we create and enable an ecosystem that will help actualize execution at this scale.

This topic has been my area of research and interest for last 2 years. I was privileged to be in the corporate workforce for almost two decades

with global exposure, challenging experiences being a mother of two lovely boys.

My emphasis on the word "being" is quite loaded. Let me illustrate with a scenario that is easy to relate. When managers are given a choice between similar calibre boy or girl who is married with a young kid - who would you think they will recruit as part of their growing team? The response is obvious in 90% cases mostly due to our mental model and unconscious biases. We need to zoom out and reflect on these simple bias traps that boost inequality.

Though there is a long way to go but the good news is positive wave of change has started since last 5-6 years across the globe. These words that were less heard of before has now become dominant #hashtags across social media— #womenempowered #womeninstem #womenintech #diversity #diversityandinclusion #diversityleader etc. Talent management teams in organisations are driving "Women empowerment" initiatives to stay competitive with their peers.

So how do we fix the broken workforce design? What should we aspire to do differently? How can we get together to make the 2025 dream into reality?

Here are some initial hypothesis of what can be probable solutions basis series of discussions with





professional women, women who have taken a break from work to support family or childcare and inputs from research articles:

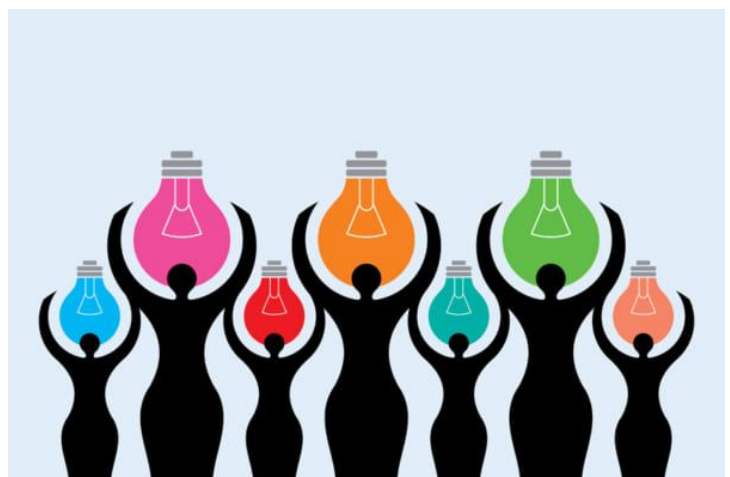
Create additional networking platforms for women - Networking is the most impactful tool to professional success, it is just not talent or skill. Networking through online platforms and offline forums beyond one's circle of friends and family will get them exposed to possibilities, ideas, success stories and learning from other professional journeys. Some organisations have started investing in networking platforms to improve their employee engagement, connect and loyalty.

Design innovative sourcing model - Organisations will have to innovate beyond traditional full time sourcing models. On-demand / flexi / part time / remote are possible solutions to increase diversity in workforce. Models like "fit for short term roles" and "part time capacity for job sharing" need to become dominant rather than long-term full-time positions. Moreover in the changing times, millennials and generation z are keen to do interesting work, they are not looking for stability. HR policies and initiatives have to evolve to support innovative sourcing.

Spot latent talent pool in networks - Organisations can tap into the databases of women professional networks to spot talent. Women do not exist today in the current available professional sites as they

feel intimidated of not having a flaunting career. Based on recent statistics, only 44% users in LinkedIn are women and in India we have 47M LinkedIn users. The maths is easy - isn't it ? If we have to initiate the drive of adding 68M more women in workforce by 2025 we need to reimagine and reframe the current workforce design models.

Become sponsors not mentors - The role of mentors and coaches are undoubtedly very important to guide and help us re-anchor our personal and professional journeys. But now to help drive this scale of inclusion we will need 'sponsors' and not just mentors. Sponsors who will be the change agents to take responsibility of enrolling diverse candidates into workforce - the goal can be as simple as addition of 1-2 capable



diverse candidates in workforce each year by a sponsor. Now the question might be in your mind - who is the sponsor? Sponsor can be anyone among us who can step ahead to make the change happen.

The thought of 2025 workforce where #inequality, #equalpay #diversity will possibly not be topics of discussions as equality will be the new normal - Can we really make this happen?

A recent article published on 9 Jul 2018 endorses and reinforces this new work design as "gig economy". It has mention of a platform named "GigNow" that has been launched by Ernst & Young to promote short-term project based flexi work options

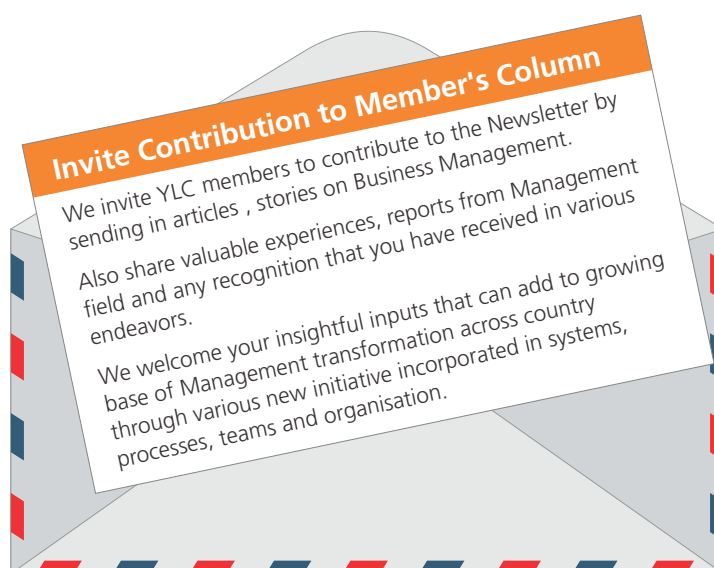
Definitely exciting times ahead. There is so much each one of us can contribute if we just apply a different strategy to life - Pause-Reflect-Enact. Let us ignite the drive within and come out of our cruise control mode to make a difference in our own way.



Contributed by Member:

Mahua Mukherjee
Co Founder, Femmevista
Technologies Pvt Ltd,
Bengaluru

**Disclaimer :*
The Opinion expressed is personal



LEADING WITH SUCCESS

Management Article

**Effective leadership
demands concerted efforts
to keep failures at bay.**



Leaders fail for a wide variety of reasons; however, some failures could be avoided by considering these five points:

Activity is not always progress

Many businesses are characterized by almost frenzied levels of activity among their senior and middle managers. Senior management meet most days with the objective of planning initiatives for coordination and progress. However, real progress may be difficult to achieve and ultimately the business struggles to stay ahead of the game. There is a satisfaction in being busy and fixing problems. Indeed, people who can do firefighting by fixing problems such as troublesome customers, logistics issues, plant failures, and quality problems are titled as heroes. In manufacturing plants, maintenance engineers prefer fixing failed plants

and becoming the hero who saved the day rather than undertaking planned maintenance, which they may view as unexciting. We see similar issues in the medical industry too, where public health and preventive healthcare are seen as unexciting avenues, and poor relations compared to surgery and ground-breaking research.

Many doctors would rather perform organ transplants than fight obesity and inactivity.

Much of the problem lies in not having a clearly stated direction for the organisation; a clear vision upon which to focus activity. Without absolute clarity on where a business is heading in the medium to long term, the management becomes obsessed with fixing detail. Managers focus



downwards rather than on the vision, and in doing so they constantly undertake the job of people working with them. The business ends up drifting rather than making clear progress. Another significant symptom is a plethora of meetings without clear objectives, agenda, minutes, actions, and follow-ups at the next meeting. Meetings are seen by many as an outward sign of activity and that everyone is busy. However, while meetings can, and should, be used to drive progress, they are often held at too frequent intervals to allow time for progress and constructive action between them. Unless carefully managed they can erode progress rather than guide and motivate action towards the vision.

The job of a CEO/MD is to identify a clear longer-term vision for the business; examples might be being the best in the industry or the leading player. The vision requires carefully defining and developing key performance indices that measure progress towards the aim, and meetings should be organized to support progress towards the vision. Without data and indices, meeting attendees may well indulge in 'showboating' and creating impressions, which are often misleading and not supported by the performance evidence. In turn, this diverts focus from the real issues. Clarity of vision and direction creates a forward momentum, reduces petty squabbles, and allows managers to rise above turf wars and politics in pursuit of the greater goal. Managers today can be consumed with answering emails rather than creating any real progress. In reality, reacting to emails is attending to someone else's outbox rather than

creating initiatives and motivating people. It may be satisfying but little may be achieved, and true productive time doing the job at the right level shrinks. Creating direction, initiatives, and motivating staff may all go by the way side.

Why do CEOs not create a clear vision?

Clarity of vision requires commitment and that runs the risk of failure. Creating performance measures means they have to be improved and that involves risk. It places the weight of expectation on the top team to perform, and creates visibility with respect to any progress that has been made. In effect, it measures management performance. The most successful CEOs are careful not to devote too much of their



time to firefighting. They provide clarity of direction through periodic and well-organised review meetings, and performance measures ensure others are developing ideas and taking the business forward. However, the confidence to make a clear commitment towards a vision is important. Reacting to emails is attending to someone else's outbox rather than creating initiatives and motivating people.

Admit problems to fix them

Frequently, leaders do not care to admit significant problems as they lack confidence in being able to fix them. There may be significant issues which have no immediate or obvious remedy. Some would much rather they did not exist. They become an accepted part of the business to which people become blind. Acknowledgement is the first step towards fixing an issue; indeed only then can one start to mobilise people towards addressing the problem. Big problems often seem intractable and so top teams do not discuss or overtly admit they exist. However, without real candour in discussion, progress may be very limited.

Appointing personal friends

Many leaders choose friends for top jobs. This is always a mistake, which frequently ends badly. Firstly, leaders need to appoint the best team possible to run a business or organisation. In selecting candidates for the job, they need to look much further than their immediate friends. It is

unlikely that friends will be the best people for the position. Secondly, the previous relationship is always likely to compromise the business relationship. It is difficult holding friends accountable in the same objective manner as one needs to hold subordinates. Other top team members will also feel that there is favouritism and that 'friends' have preferential access.

Importance of 'turning up'

In recent years, employees have become much more cynical regarding leaders' rhetoric. Initiatives abound and they are forced into making decisions regarding priorities and the projects to which they should devote their valuable time

If leaders cannot delegate, then they will not be able to lead effectively. Many leaders feel that they should be working harder than their team as after all they are paid more.

One persuasive sign is leaders matching words and deeds. If a leader attends initial meetings and periodic reviews, then that is taken as a sign that they are committed to the project. It gives a clear lead that the project is important enough to treat with priority, and commitment. Leaders do not necessarily have to contribute significant input as long as they are clearly and visibly committed personally to a successful project.

Delegation is key to leadership

However, many will say they are very busy and have a full diary. Delegation is key here. If leaders





cannot delegate, then they will not be able to lead effectively. Many leaders feel that they should be working harder than their team as after all they are paid more. The leader's job is quite different as it involves creating the agenda, building relationships, and influencing others. The team does need to be motivated but this is not achieved by doing their work for them. Anything which can be realistically delegated to the team should be. This will allow the team members to upgrade their skills and develop their capabilities while the leader offers guidance and advice. Ultimately, through effective delegation, they will take on more interesting work, and are much more likely to develop to the point where they can progress their careers. However, leaders must be aware of reverse delegation in which team members push their jobs back onto the leader as difficult or requiring skills beyond them. After every interaction, the leader should be as helpful as possible, but leave the team members in no doubt that the job remains with them. Once a leader says they will look at it and 'get back to you', he or she will withdraw all effort from the project until they have got a response. The inability to delegate effectively is seriously career-limiting; visibility and the ability to be influential at a higher level are severely compromised by the inability to get the most out of the team. However, delegation is often harder than it looks. There can be deeply ingrained views about what the work of the leader and that of the team is. But if you are there in the evening working and your team has gone home,

the first question to ask yourself is whether you are delegating effectively.

Conclusion

In conclusion, leaders often mistake activity for progress when disciplined meeting management towards a clear vision is critical. Limit meetings and ensure that there is enough time between them before review. Meetings are only as good as the preparation and organisation. Significant problems and dysfunctions do need to be surfaced and admitted as the first step in making progress towards remedying the issue. Do not hire personal friends in senior roles as they will compromise your position and ultimately let you down. Do learn to delegate effectively and then be present at all important initiatives to motivate, show your commitment and get the team moving.



ABOUT THE AUTHOR

Professor John Colley
Pro Dean
Warwick Business
School.

Disclaimer:

This article was originally published in Indian Management (Issue 4, Volume 58) a Spenta Multimedia and AIMA publication

Meet YLC New Members

Mr Vir Bharat

Manager HR and GA
Yamaha Motor Solutions (India) Pvt. Ltd.
Delhi & NCR

Mr Sushrut Mukund Chitale

Partner
Mukund M Chitale & CO
Mumbai

Mr Sachin Sachdev

Founder Director
VYOM
Delhi

Ms Aswathi Dinil

Founder partner
Samathva Center for excellence
Kozhikode

Mr Pratik Kamlesh Malani

Partner
Hirakdiam
Navsari

Mr Rishab Mahesh Jain

Director
Vastraavat Garments
Vapi

Mr Shivaram Koppa Ramegowda

CEO and Founder
Curl Analytics
Bengaluru

Mr Nitesh Jain

Business Manager
Subramaniam Entertainment
Bengaluru

Mr Ashwin Rajendra Palshikar

Director Business Development
Sapcon Instruments Pvt. Ltd.
Indore

Mr Deepan Goyal

Business Development Manager
Sigma Chemtrade Pvt. Ltd.
Indore

Ms Surabhi Nirmith Shah

Partner
Carragreen
Indore

Mr Nirmith Shah

Partner
S.K.Traders
Indore

Ms Ragini Bafna

Head Business Operations
Harshvardhan's Laboratories Pvt Ltd
Indore

Mr Saurabh Khemka

Vice President
Pensol Industries Ltd.
Indore

Mr Sawan Laddha

Director
Splash India Private Limited
Indore

Ms Neha Munshi Muchhal

Partner
Bridge The Globe Services LLP
Indore

To see all members

[CLICK HERE](#)

Above list is as updated on 24 May 2019

Upcoming Events

**Young Leaders Council,
Indore Chapter Launch
Saturday 1st June 2019**

AIMA Young Leaders Council Indore chapter will be launched on 1st June 2019, at Hotel Radisson Blu, Indore, along with IMA Startup Symposium is: "Multi-app-lying mantra: the 20-20 rule"

National Chairman YLC will have a session with YLC members Indore Chapter.

YLC members Mr Vedant Kanoi and Mr Karthik Sharma will be speakers at the IMA session.

YLC Membership

The membership of Young Leaders Council (YLC) of the AIMA shall comprise of young people, with a maximum cut off age limit of 40 years. The members could be Young Promoters, Founders of Startups, Young Professionals, Leaders in Art & Culture/Music, NGOs, Politicians. Bureaucrats, Diplomats. The membership will be at National level (Mandatory) and at the Chapter level (currently there are six chapters).

For More Information Contact:

Rajni Yadav, Assistant Director
AIMA Young Leaders Council

14 Institutional Area, Lodhi Road
New Delhi -110003

Tel. 011-43128100, Ext: 157

Email. ryadav@aima.in

Visit Us @ <https://ylc.aima.in>

Become a YLC Member

[CLICK HERE](#)