AIMA | ALL INDIA MANAGEMENT ASSOCIATION | YOUNG LEADERS COUNCIL

YLC News

MONTHLY NEWS LETTER

From the Chairman

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

Slowly and steadily operations and processes of businesses are beginning to get back on track, and AIMA YLC has also tried to remain active and relevant. During the period, AIMA YLC held three wonderful sessions on various topics, including one with the legendary Gurcharan Das on 'How To Make Better India'. Many more interesting sessions on different themes are planned in next few days, and we hope you would be able to join us for them.

Vineet Agarwal
National Chairman YLC, AIMA

AIMA recently concluded its 47th National Management Convention, which was held virtually for the first time over a specially curated digital platform. This year's NMC witnessed 2 days of power packed sessions with several eminent thought leaders from industry, spirituality and politics, including a Stand-up Comedy session by our YLC member Anmol Garg. I hope you could attend some sessions at the NMC and benefitted of the discussions held at the same.

AIMA YLC's recent initiative, the Mentor-Mentee Forum, is shaping up well with over 20 members engaged with mentors. We have crossed 450 members, including some international connections. With such a substantial number of brilliant young leaders on board, we look forward to taking YLC to next level with your active involvement. Do take advantage of this initiative and connect and feel free to share any ideas or feedback on ways to improve the platform and interactions.

We will continue to work out new ways to bring more benefit to YLC members through programmes and initiatives and request all Chapter Chairs to engage with Young Leaders within their chapter to ideate and plan for more activities.

We hope you enjoy reading this edition of the AIMA YLC Newsletter, and look forward to your feedback and suggestions. Wishing you all happy, healthy and safe times!

YLC Office Bearers

Vineet Agarwal
National Chairman YLC, AIMA

Pranav Pai
National Vice Chairman

Ajay Nahar
National Forum Chair

Kartik Sharma
National Events Chair

Santosh Kumar Gopala
National Membership Chair

Inside

YLC ONLINE SESSIONS

Session on "How to make a Better India", 4th September

An interesting session with Speaker Mr. Gurcharan Das, Author, Management Guru and Public Intellectual in conversation with Mr. Kartik Sharma Director Agnitio, YLC Events Chair. Mr Das spoke on happiness at work and creating oneself with present opportunities. Similarly inventing India though continuous reforms. It was simple but deeply relevant conversation for young leaders in India to contribute in transforming nation.

Mr.Gurcharan Das
Author, Management Guru and Public Intellectual

Mr Kartik Sharma
Director, Agnitio and YLC Events Chair

Session on "Building Learner-Centric Products", 11th September

Latha Nathan
VP Fidelity Investments & YLC Mentor

With Speakers Mr. Rajendran Dandapani, Builder of Mobile Apps for Zoho, Teacher of Software Engg at ZohoUniv and Mr. Saurabh Saxena, Founder CEO Uable also co-founder of Vedantu & Lakshaya. The session was chaired and Moderated by Ms. Latha Nathan, Vice President Fidelity Investments, YLC Mentor. The session started with Mr. Saurabh sharing his experience of building Uable keeping his daughter's requirements in mind and later

on the idea flourished to a bigger business. Uable is a skill development platform for kids predominantly between age 6-12 yrs. Mr Rajendran spoke on building products and to start up. He guided entrepreneurs on what to build, who to build it with and how to build products. The session had very encouraging response from audience.

YLC Session at 47th National Management Convention, 22nd September

StandUp Comedy on ''Startup to Shutdown''

A hilarious session with Mr Anmol Garg Founder, Sales5x and StandUp Comedian & YLC Member. Beautifully put together with filled with laugh burst Journey of an entrepreneur from stating up to shuting down and Moderator by Ms Bindu Subramaniam, Co-founder, SaPa in Schools & YLC Bengaluru Chapter Chair. Audience enjoyed the session and were delighted to let down all worries and laugh it out.
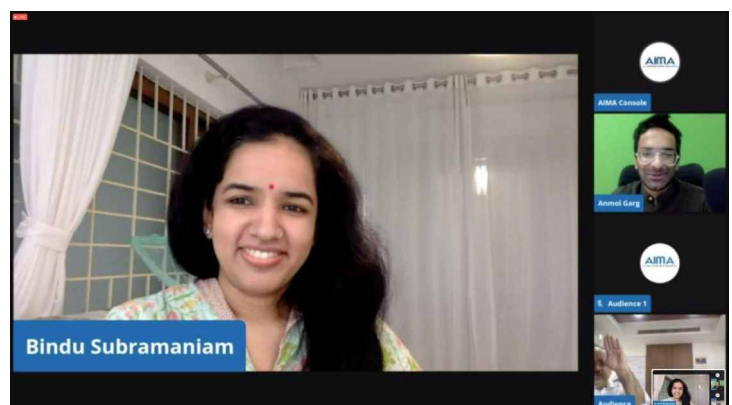
Member's Column

Technology is the Platform-of-Platforms for the Post COVID-19 New Normal Irreversible shifts in habits and behaviour present new opportunities to cultivate and capture

Contributed by: TV Mohandas Pai and Pranav Pai, YLC Member

The after-effects of COVID-19 make for an interesting case study of the sheer divergence in our use of technology. On one end, social distancing, self-isolation, clean hands, and face masks are time-tested and low-tech ways to help mitigate the viral spread. On the other end, rapid diagnostic tests, mobile-first telehealth at scale, computational chemistry simulation systems for drug development, and direct beneficiary transfer of capital to citizens at a national scale are complex use-cases of tech that have strengthened India's pandemic-response.

India has always presented fascinating data in the study of contrasts. For example, most agricultural land here is in small farm holdings with higher labour intensity than the global average; however, the country is still the largest producer of cotton and spices, and the second-largest producer of food grains, sugar, and horticultural output. India is also no stranger to infectious diseases like tuberculosis and malaria; while it is also a shining example of the largest ever collective-erasure of diseases like polio and smallpox.

COVID-19 has drawn several such contrasts into the national spotlight as different regions and

segments of the country have embraced technology for everything from delivery of essentials to teaching children at a time when schools are all closed. This health crisis has also accelerated the evolution of several industries in India that are using technology in unique and highly variant ways. Some of these catalysing shifts in habits and behaviour present new opportunities for the Indian economy to cultivate and capture.

Work-Home Rebalanced

The WFH ("Work From Home") acronym is no longer something only used by startups –mainstream industry has embraced the concept as it is forced to find a new normal for millions of employees across the spectrum.

Research on consumer behaviour from early in the lockdown showed sudden spikes in purchases of smartphone and laptop accessories, home-office furniture and fixtures, and home broadband upgrades. Since most Indian IT revenues are generated from global enterprise, productivity and security concerns were paramount as teams nationwide adopted to the WFH paradigm. Announcements since May 3 are increasingly positive about this shift becoming more permanent, and it wouldn't be surprising if IT companies continued a segmented WFH policy for their employees on a rotating basis.

WFH will re-architect the daily routines of millions of employees in India's urban clusters. We may see sudden declines in demand for mass and on-demand transit at the peak commute times. Business travel may not recover, with teams having realized that they are more productive over video calls and would rather avoid the overhead and health risks of travel. Productivity software companies are happily struggling to deal with the hundreds of millions of new users adopting everything from video calling tools and collaborative document storage to asynchronous communication and task management systems. "Agile" and "WFH" may sweep through the entire white-collared universe leading to dramatic second- and third-order effects in the way we live and work.

Urban Mobility

Mass transit options are being re-framed as "super spreaders" of the pandemic. Local and national mobility may have to prepare for a dramatic response to travellers' calls for safer and more accountable transit options.

In India's largest cities, mass transit options are already at peak overflow capacity. It is challenging to guarantee sanitation and cleansing after every loop of a bus, train, or metro carriage, not to mention the impossibility of enforcing social distancing inside any of these options. Road capacities are also at overflow levels already, and more private vehicles are not a viable alternative.

This crisis may be the "iPhone moment" for single-passenger on-demand electric vehicle fleets inside India's cities. With every local government

encouraging the installation and operation of EV two-wheeler docks in every major cluster in their respective cities, citizens will have instant access to affordable and sustainable mobility for a significant portion of their daily commutes. If social distancing is to be efficiently enforced, EV networks will be the most direct response to the unavoidable preference for single-passenger options. What would have taken a decade for cities to adopt may now become an immediate possibility.

Naukri Setu for Jobs

The sudden cliff in economic activity has helped us all understand how vulnerable citizens who depend on migrant labour are, throughout the country. The vast dispersion and high


concentration of labour-intensive industries in only select states in the country leave millions of citizens with no option but to migrate to where the jobs are available.

The GOI has proven its remarkable ability to partner with private enterprise to build and launch large-scale national tech infrastructure such as Aadhar, UPI, and now Aarogya Setu. AS is a particularly compelling example of a rapid-response partnership that can help solve immediate problems and use cutting-edge native tech development in the process.

A similar effort to help the millions of migrant labourers find more gainful employment in regions closer to their native residence can be hosted by an authority such as the National Skill Development Corporation. NSDC can partner with the many skilling and employment platforms in the country that already function at the million-user scale. Such a partnership will not only help individuals find employment quickly and closer to home, but it will also help employers hire more efficiently and recover from the sudden economic crunch. This platform can serve as a permanent coordination system to source, train, and place workers, and drive a national skilling revolution that helps the country emerge stronger from this crisis.

Contactless Compliance

With industry and government both grinding to a halt due to the lockdown, the country was exposed to the lack of alternatives to the paper-reliant compliance and approvals systems at both the state and union level.
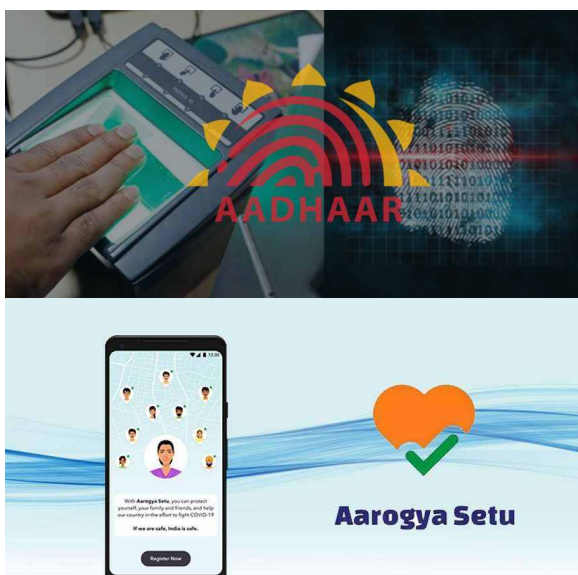
Most industrial participants are familiar with disaster recovery routines and business data redundancy planning. But not many were prepared for a scenario where the government approval processes shut down. Simple procedures like stamp paper procurement and registration of changes at the sub-registrar offices were impossible to complete for over 40 days. This is the perfect demonstration of why industry must work with the administration to design and launch Compliance 2.0. A digital, contactless, and distributed system will radically improve the Ease of Doing Business in the country and also help us evolve to a new paradigm of enhanced trust between the administration and its citizens.

The administration has proven its ability to emerge more future-ready from situations like this in the past. Ideas like Udyog Aadhar and online GST are already functional in the country today. A more intentional and permanent shift of compliance and approval routines, digitally signed contracts, securely authenticated approvals, digital KYC, and on-demand retrieval of documents instead of paper storage will lead to cost and time savings, increased productivity, and deeper resilience against future shocks of this magnitude.

Cloud Infrastructure

There has never been a stronger case for every country's economy to be ready to move business functions to cloud-based systems. Cloud enables workers to be productive and contribute to business activity from nearly anywhere. It is time for India to also focus on building a native cloud ecosystem in our territory that will serve as the fundamental building block to its inevitably digital future.

Today, the largest cloud infrastructure and software companies in the world are mostly American. Only China has built size and capacity that comes close. Cloud is now classified as an industry of national importance in most countries and deeply tied with national security. The US now


requires companies like Amazon and Microsoft to provide exclusive cloud infrastructure to host sensitive data and regulated workloads that adhere to the strictest government security and compliance requirements.

India must now aim to become the third large global cloud ecosystem. There is certainly enough local demand, with the country already being host to amongst the largest IT industries and startup ecosystems globally. Enterprise-grade cloud investments must be given SEZ status, similar to how the UP government has incentivized the entry of manufacturing companies into the state. This move will also lend unchallenged support to the call for data residency – the requirement for Indian citizens' data on global platforms to be hosted locally and regulated by Indian law. The local agglomeration of cloud infrastructure will strengthen India's digital future and become a comparative advantage as data becomes the new oil globally.

As Indians become more comfortable with the improved convenience and efficiencies from technology, we can expect further functional advancements in the trajectory of digitalization across the country. The right support from policy and regulations will help Indians assert longer-term adoption of technology solutions that can help make the country more resilient in a rapidly changing new world order.

Co-authored by
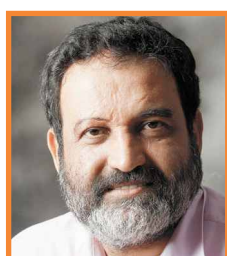
TV Mohandas Pai
Chairman of Aarin Capital

Pranav Pai
Founding Partner of 3one4
Capital & YLC Vice Chairman

Management Article

Power of many

Organisations that truly think long term invest heavily in building game - changing teams.

Let us start by asking a few questions: Is there a need for teams in organisations? Why does it matter that they succeed? Why must they be game-changers?

A 'team', to a layman, is a group of players on either side in a competitive game or sport. In the corporate context, it refers to a group of individuals working in a competitive environment - motivated by the common goal to outlast competitors in the game of bagging client contracts, increasing market share, building the best products, harnessing innovation potential, and so on.

We need teams because our collective ability is greater than our individual capacities. Also, if we, as individuals, work on only our tasks and priorities without any common sense of direction, then the result will not necessarily be the one we expected when we set out.

Teams are necessary also because it is important to align individual efforts with common goals. Such alignment and coordination are critical to organisational success since teams invariably comprise all kinds of people who depend on each other for information, access to resources, and domain-, area-, and industry-specific knowledge and skills.

A 'game-changer', as defined by Oxford English Dictionary, is 'an event, idea, or procedure that effects a significant shift in the current way of doing or thinking about something'. In today 'sever-changing economy, characterised by rapid shifts and dynamic trends, such as artificial intelligence, design thinking, Internet of Things, automation, and an evolving geopolitical environment, the key differentiator would be to maintain a competitive edge. What is needed to navigate successfully and stay ahead is a game changing team, the kind that brings about a significant change in the way of doing business and doing things differently to produce tangible business outcomes.

More and more organisations are directing their efforts towards supporting and driving business strategies with the help of talent strategies. The talent strategies being developed and sought are the kind that are detailed, speaking to business structures such as centralised/ decentralised, verticals based on business unit/centres of excellence that extend across geography and are not limited to or by country or region or areas. These strategies are crucial to building game changing teams, as they generate value and relevance and ensure competitive advantage.

Stakeholder buy-in is also critical while developing talent strategies. Leaders committed to this cause are good at making a business case for talent development, and they deeply invest in laying the building blocks to sustain and support the initiatives. They own the process and hold others accountable for identifying, developing, and retaining individuals with the potential to be a part of the game-changing team; these individuals are often referred to as high potentials in HR terms.

Creating an authentic game-changing talent strategy is not simple; it is mired in ambiguity and complexity. How to balance the imperative to be strategically oriented while maintaining operational excellence? How does the strategy support a strong, enabling culture for all and yet create space for high potentials to chart their route? How can the strategy be relevant and compliant with local norms even while resonating with the global ethos? How does one provide structure and process to ensure governance and yet be flexible and agile vis-à-vis the changing environment?

Game-changing teams are the ones that look at these conflicts as opportunities rather than trade-offs. These are, in fact, polarities that must be managed and prioritised as the situations evolve;

there is no one-size-fits-all. All these are important and come with characteristic tension that ought to be reconciled. While adopting a strategic outlook, organisations must also look at optimising operational efficiency; the drive of individuals to succeed must be tempered with collective ownership of goals; a global mindset should strive for local relevance; legacies and past success must not stand in the way of fresh ideas and new plans. Championing these four polarities is the way organisations can look at formulating the talent strategy, which forms the foundation of game-changing teams.

A game-changing team may have all the good-to-have features—shared commitment, ownership, energy, innovation, etc. I have found that the following five strategies work and can deliver business results when building game-changing teams:

Nurture relationships

Nurturing and building relationships is crucial to team behaviour and success. A recent Harvard Business School study found that teams that engage with each other outside of work are more likely to succeed and outperform others.

A successful team needs the support of key stakeholders who may take on the roles of advocates or sponsors. They may be customers, business partners downstream or upstream, or, in some cases, even competitors. The involvement and engagement level required to develop

relationships with both external and internal stakeholders may vary or differ depending on the team's tasks.

Engage in trust building

Developing trust is centric to deepen relationships and enhance engagement. It helps in breaking barriers to collaboration, enables adjustment to growth, and conditions people to adapt to as well as drive change.

Teams functioning in today's context face problems and shifts that are quite complex—gaining market share, boosting productivity, and developing products with short go-to-market

Effectiveness indicators

Results oriented indicators	Feeling oriented indicators	Learning oriented
Achievement of team-specific tasks by the team instead of an individual	Satisfaction level of the team with the team	The efficiencies which are created by the team
Supporting the team through citizenship behaviour	Satisfaction level with members of the team	Improvement of efficiencies over a period of time
Supporting the organisation through citizenship behaviour	Commitment to and identification with the team	Ability to adapt approach to changing conditions

timelines while working on operational efficiency. Having a high degree of trust is essential to be able to work on these priorities. Building trust may seem easy but it has its own set of unique demands and challenges. Trust is a complex construct with its definition changing with different people. One may have a high or low degree of trust, yet it elicits an emotional response. Research undertaken by Center for Creative Leadership (CCL) suggests that results in three core areas may be utilised to measure team efficacy and effectiveness. (See table above)

Imbibe agility and flexibility

In order to survive and thrive, organisations ought to be flexible in the way they operate and deliver - agile in both thought and action. Emphasis must be on building judgment early and enabling decision-making in dynamic scenarios. The need is for an owner's mindset versus a tenant's mindset, to operate and execute strategies and plans effectively.

Demonstrate courage

Great leaders have often demonstrated courage under adverse conditions - Martin Luther King, Nelson Mandela, Mother Theresa, and Amelia Earhart, to name a few. Simon Sinek once said that "the courage of leadership is giving others the chance to succeed even though you bear the responsibility for getting things done." Good leaders demonstrate courage by expressing confidence in their team members. It is about enabling the team members so that they can respond effectively even during a crisis because they know that the leadership team expects them to be decisive, based on their convictions and assessment of the situation.

Support risk-taking

An organisation that looks unfavourably at every risk, any mistake that is made in good faith, and attempts to help is not cut out to succeed in the long term, and neither are teams that follow the

About Author

Muniinder K Anand, Managing Director India & South Asia Center for Creative Leadership

same route. Successful teams know that if they are fully empowered to make decisions based on the information available and their logical reasoning, then they will be not be reprimanded for a mistake.

As it is often said, "Training is costly, price of not training is even more". Thus, organisations need to shift from an earning mindset to a learning mindset and invest in the journey of building game-changing teams.
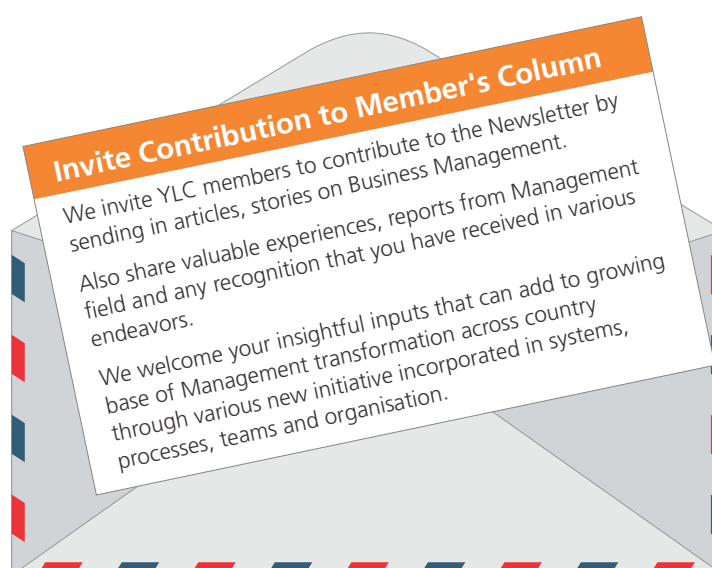
Invite Contribution to Member's Column

We invite YLC members to contribute to the Newsletter by sending in articles, stories on Business Management.

Also share valuable experiences, reports from Management field and any recognition that you have received in various endeavors.

We welcome your insightful inputs that can add to growing base of Management transformation across country through various new initiative incorporated in systems, processes, teams and organisation.

Meet YLC New Members

Ms. Aparna Pathak
Global Head Diversity and Inclusion NBS
Novartis
Hyderabad

Mr. Kumar Alok Gupta
Associate Executive Director
CBRE South Asia Pvt Ltd
Delhi NCR

Mr. Rohan Mittal
CTO
Allcargo Logistics Limited
Mumbai

Mr. Debapriya Ojha
Chief Administrative Officer
Management Development Institute
Kolkata

Mr. Naveen Bhadada
Head of Commercial Controlling
Nivea India Pvt Ltd
Mumbai

Mr. Kartikeya Singh
Head of Legal India Credit
Baring Private Equity Asia
Delhi NCR

Mr. Ashok Patni
Vice Chairman
Rajasthan State Real Estate Development Council
Jaipur

Mr. Parthasarathy Raghupathy
Country Sales Manager India and SAARC
Kemp Technologies India Pvt Ltd
Bengaluru

Mr. Ankit Samdariya
CEO
The Hive
Mumbai

Mr. Prem Kiran Udayavarma
CIO
FANUC India Ltd
Bengaluru

Mr. Sudhir Tiku
Vice President
BOSCH, Singapore
Singapore

Mr. Sushant Gaur
Founder
Adeera Packaging Private Limited
New Delhi

Mr. Harvinderjit Singh Bhatia
CEO and Co- Founder
Radiowalla Network Private Limited
Mumbai

Mr. Ranga Roop M A
Financial Controller
Kottaram Agro Foods Pvt. Ltd
Bengaluru

Ms. Jermina Menon
Chief Strategy Officer
Knowetic
Bengaluru

Mr. Parag Sen
CEO and Co-Founder
Homepecked e-Marketplace Services Pvt Ltd
Bengaluru

To see all members

CLICK HERE

Above list is as updated on 26 August, 2020

Dear Members,

Request you all to join YLC LinkedIn Group on https://www.linkedin.com/groups/10488166/

We have sent you a request kindly accept to join the group, in case you have missed that, please send in a request on link above to join.

Upcoming Events

• YLC Session on: **"Art Matters & Is Reflected in Every Aspect of Our Lives"**

Date: **Friday, 16th October 2020**

Time: **4 pm – 5 pm (India)**

Speaker: **Mr. Sanjoy Roy**, Managing Director Teamwork arts

In conversation with

Ms Bindu Subramaniam, Founder SaPa in School, YLC Bengaluru Chapter Chair &

Mr Anubhav Nath, Director Ojas Arts and YLC Member

• YLC Session on **"Changing Dynamic for Artists online"**

Date: **Friday, 30th October 2020**

Time: **5 pm – 6 pm**

Moderator: **Ms Bindu Subramaniam**, Singer Composer, Founder SaPa in Schools, Chapter Chair Bengaluru YLC

1st Part:

Speaker: **Mr Ricky Kej**, Grammy Award winner, Indian composer, Music producer and Environmentalist

2nd Part:

Speakers: **Mr Amol Sachdev,** YLC Member, Classical Singer (Jungle Book Theme song singer) and **Mr Ambi Subramaniam**, Cofounder SaPa in Schools YLC member

YLC Membership

The membership of Young Leaders Council (YLC) of the AIMA shall comprise of young people, with 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 Chapter level (currently there are six chapters).

For More Information Contact:

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