

YLC News

MONTHLY NEWS LETTER

From the Chairman

It is my pleasure to present the March 2020 edition of the AIMA YLC newsletter.

Since its inception, the AIMA Young Leaders Council has grown from strength to strength, and now has a member base of close to 350. We look forward to your continued support, guidance and encouragement as we strive to gain newer ground during the year.



Vineet Agarwal

National Chairman YLC, AIMA

During the past month, YLC Navsari Chapter organised an event with Ambassador Dr. Deepak Vohra who addressed on the theme 'Mega Trends 2020 : How Our World is being Shaped' as the Keynote Speaker. The session was very well received with over 400 delegates.

However, the scheduled Bengaluru Chapter programme and a few other sessions have been postponed due to the Coronavirus pandemic, as we strive to do our bit to avoid unnecessary risk and spread of the disease.

The widespread outbreak of the Coronavirus has thrown life and

businesses out of gear across the world. As it begins to make its presence felt closer home, we are now reassessing and beginning to restrict or reschedule YLC activities.

While most events remain suspended for the time being, we request you to collaborate more actively on YLC Virtual forums to keep the momentum and active exchange of thought going.

In another update, I am pleased to share that the AIMA YLC has appointed Member Mr Ajay Nahar as National Forum Chair and are in the process of filling up few more National and Chapter roles. If you are interested in serving YLC at the National or Chapter level, please do reach out to Rajni Yadav.

With best wishes for everyone to stay safe and healthy in these trying 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

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

03 Member's Column

06 Management Article

11 Meet YLC New Members

12 YLC Membership

Young Leaders Council

Session on Mega Trends 2020: How Our World is being shaped by Ambassador Deepak Vohra

Young Leaders Council AIMA Gujarat chapter was successfully launched on 12th March 2020 with an interesting session on Mega Trends 2020: How Our World is being shaped by Ambassador Deepak Vohra.

The session was organized by YLC Gujarat Chapter members in collaboration with Navsari Management Association. The session was very well received by audience.



Ambassador Deepak Vohra receiving memento from Mr. Chirag Joshi, YLC Gujrat Chapter Chair and Lalit Pandya President Navsari Management Association



YLC Members and guests with Ambassador Deepak Vohra.

Member's Column

Birth of a new work culture

Contributed by: Kumardeep Banerjee, YLC Member

As more and more people worldwide work from home, many core company policies for remote workers, telecommuting, cybersecurity, crisis management and so on will need an overhaul

Many of you would have seen a cartoon doing the rounds of social media which shows a man sitting on a couch with a laptop and an accompanying caption which reads, "Oh that meeting was just an email!" Some of you reading this now might have gotten used to music streaming in from your neighbour's house, as you sip on your favourite beverage while on a video call with 30 of your

colleagues in casuals. The new workplace is here and chances are it will change the way humans will ever work, that is if they stay long enough, to reboot planet Earth. The global pandemic has ensured a new world of cars parked in garages, cleaner city air, occasional wildlife appearances in deserted streets and fishes and dolphins being spotted in rivers and oceans closer to cities. Many point out that large technology companies and global corporations, which already have flexible work options, superior cybersecurity fixes and streamlined work from home policies, will be the first ones to deliver large chunks of jobs home.

The question is what happens to smaller firms and micro-firms that do not have access to these high-end solutions and seek maximum efficiency from (in many cases) shoestring budgets and minuscule employee strength. These firms will find it difficult to manage productivity. There are many more likely outcomes which will need fresh thinking, particularly in the areas of urban space planning, power management, human resource management and many integrated policy issues.

When companies realise that they can perform optimally with remote workers, they are most likely to vacate plush commercial spaces. Real





estate valuations for most of these spaces will undergo a huge downgrade as anchor corporations exit. This will impact financial firms, banks and developers with exposure to office properties. Long-term leases are also most likely to come under stress. Shift to a home workstation also means daily power consumption patterns will shift geographies within cities. Traditionally, during weekdays, power demand peaks in office complex zones shifting to residential complexes at night and entertainment zones like malls, shopping complexes hotels and so on during the weekends. However, with a likely crumbling of traditional cubicles, power consumption patterns will even out across the cityscape all the days of the week. This will also stem demand for better broadband and network connectivity, 24/7 demand for electricity and chic meeting joints in residential neighbourhoods.

A crucial aspect of modern office work is earned sick leave for employees. While most global corporations and Government staff will have access to substantial number of earned leaves per year, it is the medium small size and micro-firms which will have to rethink their policies. Most small firm employees would lament lack of earned leaves in their respective set-ups for fear of losing jobs.

The situation becomes far graver for a country like

India which has far more Micro, Small and Medium Enterprises (MSMEs) and family firms employing less than ten people. Add to this the support staff like housekeeping, cleaners, drivers, maids, office delivery persons who make up a vital part of any office. Most of them today would be fearful of reporting a fever or a seasonal illness and in turn spread diseases across communities, homes and offices. With global trends shifting to the work from home culture, a fresh clamour for some kind of group insurance for the unorganised sector and mandatory earned leaves, specially for a country like India, will continue to grow.

The Uttar Pradesh Government has done a commendable job by announcing a certain fixed amount transfer for daily wage earners and labourers, who are likely to lose livelihoods for some days due to temporary shutdowns of cities and towns. This initiative should trigger similar moves by other State Governments but it will still leave out a huge chunk of the urban workforce in the unorganised sector. Think of your domestic help, cooks, delivery agents and so on, who are mostly considered a temporary workforce. Traditionally they do not have earned sick leave or medical insurance and post-retirement benefits.

Threats like COVID-19 should be a wake-up call for employers/employees to demand group insurance for micro and small firms and seek



recognition of temporary workforce for benefits on the same lines as their permanent counterparts. Contrary to popular belief, this may actually bring down costs for many employers as preventive measures could prove a hundred times better than a cure in the long run. This is also more likely to bring a sense of professionalism found lacking in many workers in the unorganised sector as additional answerability, including regular health checks will foster discipline. Finally, many core company policies like creating new work protocols for remote workers, telecommuting, remote access and cybersecurity policies, remote recovery, crisis management, virtual private network management and many such will need an overhaul.

Pandemics don't need passport for entry into geographies. It may create a temporary shutdown of borders and may give strength to voices opposed to a globalised world. However, one should remember that pandemics require multinational cooperation to formulate an integrated strategy for citizen safety and health. This should bring nations closer, now more than ever.



Contributed by
Kumardeep Banerjee
Country Manager, ITI Council
YLC Member

Disclaimer:

This article was published in The Pioneer
Friday, 20 March 2020.

Management Article

The good, the bad, the ugly

Fostering a robust feedback culture has a ripple effect, boosting the overall morale of the organization.

VIVEK MEHRA

SAGE PUBLICATIONS INDIA PRIVATE LIMITED

The term feedback is perhaps one of the most commonly misunderstood word. Perhaps the most incorrect interpretation is thinking feedback = criticism. The line separating the two is a very thin one if we look at a classical dictionary definition of the two words.

Criticism is to express disapproval (of someone or something); to talk about the problems or faults (of someone or something) Feedback is helpful information or criticism that is given to someone to say what can be done to improve a performance, product, service, etc.

Both of these have a common thread running through them. Both come from a process of evaluation and in itself there is not anything radically wrong (with evaluating). The problem arises when the evaluation comes from either a very narrow viewpoint or worse comes from a personal belief of superiority. The belief of 'superiority' does not mean that the person making the evaluation is a certified 'superior'; it refers to the evaluator's self-perception that he/she is 'superior'.

A junior employee, when asked for feedback on a



manager might end up criticising instead of providing feedback. 'My manager isn't good at communicating.' This is an example of criticism while the giver might vociferously defend that this is giving feedback. Here the giver is making the following assumptions:

- That the manager is poor at this task because there is a benchmark that he/she is not achieving
- That the manager is poor because people receiving the communication are correctly interpreting it and are yet unable to perform their jobs
- That the entire team receives the same communication consistently, they interpret it consistently and arrive at the same conclusion that they cannot do their job
- That the giver has complete clarity on how communication should be and the manager is not doing what the giver assumes should be done

Of the assumptions listed above, the fourth is perhaps the most extreme interpretation or assumption about the giver. Very few givers will acknowledge this but more often than not, this is the underlying theme of any type of criticism.

What then is feedback and why is it so important in being an effective leader?

Feedback is best understood as a tool that should do something for both the giver and the receiver. In an ideal world, both should learn, both should understand, and both must act on it. To understand how this works in real life, it is important to understand what the primary objective is.

The most commonly heard objective for its very existence is to create good and great leaders. I tend to view this differently. I think that if anyone on this planet wants to build their own career, whether as a leader or not, they need to understand the importance of both giving and receiving feedback.

With this definition in mind, the objective can be to evaluate the process of providing input in a manner that helps the giver and receiver. This is best achieved by ensuring that an issue, process, or concern is optimally handled by way of an open conversation called feedback. It is thus first a process of evaluation. It is then a conversation and last but not least, it is a resolution that optimises a business issue or process.

Giving feedback

Most often than not, feedback is focused on the recipient. I think it is best to focus on the point at which it is born. It is born as an idea or thought in the mind of the giver. It is triggered by an issue or a concern or even a thought process that is not measuring up to some benchmark in the mind of the giver. It is here where the correct path must be set.

When evaluating a business process or issue, every individual needs to move away from conventional benchmarks that are created in the giver's mind. Whether we believe it or not, we create our own benchmarks based on our own experiences, beliefs, and expectations. Here are some oft heard phrases that can have different interpretations based on where the giver is in his/her career path. This is followed by the most common reasons why people are making the statement.

Feedback statement: 'I don't understand my manager.'

Entry-level careerist: He speaks too fast or he speaks too slow or he speaks at a level I do not understand.

Mid-level careerist: His oral or written skills are open to multiple interpretations.



Mature careerist: I do not understand what he/ she is trying to achieve.

training on technical skills and soft skills, attention needs to be paid to develop skills to give feedback. Here is a checklist of dos and don'ts.

- Make it clear that you want to give feedback—within a conversation it is important to define the bits that constitute it, according to the giver
- Identify clearly the specific issue, incident, process, comment on which it is being given. It helps the receiver focus—worth checking with the receiver if this is clear
- Do not make it personal about the recipient—more often than not a giver phrases





feedback on the person. For example, 'I don't like the way you dress' could be better presented as 'I don't think your attire is appropriate for the occasion/office/meeting'

- Speak, do not yell—many believe that expressing angst in heightened tones is a more effective way of getting a point across. Actually, it is not
- Provide an answer—there is little point in giving feedback without providing a resolution to the problem. Givers tend to think recipients automatically know how things should be done or what corrective action needs to be taken. If the giver has a specific resolution he or she would like then it is best to provide it. Receiver is not under any obligation to use it, but it helps bring transparency to the process
- When feedback is given, consider the job done. It is up to the receiver to act upon it in a manner that could be exactly how the giver proposed. The giver must also keep his/her mind open to the fact that the process the receiver follows could be different.

Receiving feedback

In reality, the receiver feels he is in the dock or on trial for his actions. Every sentence seems to be a verdict on how the receiver is performing. This is

coupled with the belief that this is the end of the road for him or her. It is thus important to receive feedback with the mindset of a student not a criminal. Interpretation must follow rules similar to that of giving feedback:

- Identify that feedback is being given; this should not be mistaken as any other type of conversation
- When listening, ensure that the issue/action on which it is given is clearly identified.
- Repeat to yourself that this is not a personal attack. Smiling through the process helps
- When listening, a tendency to provide an answer or even the urge to dismiss the statement will arise. At such times, it is best to be patient and not react either verbally or with facial expressions
- Body language should be watched carefully to ensure one is not sending a message of being tensed or otherwise in discomfort
- When feedback is over, curb the urge to respond immediately. It is best to let your mind absorb what was said, process it from the point of view of the giver
- Never use feedback as a reason to get back at the giver. It defeats its very purpose



- When the receiver does not receive any direct resolution or proposed alternative, it is best to check with the giver if there is one. If one is provided, take it under advisement and do not be under any obligation to agree or disagree with it

The end goal of feedback is building a successful career. While leaders are perhaps the biggest beneficiaries, every individual learns from the same process. Appraisal time is thus less strenuous

because feedback has been given over a period of time and not restricted to just one moment in a year. Teams become stronger, individuals within teams feel more confident, and in general, the morale of an organisation rises. In the end, it remains a win-win for all.



Contributed by

Vivek Mehra
Managing Director and Chief
Executive Officer, Sage Publications
India Private Limited.

Disclaimer:

This article was originally published in Indian Management (Issue 1 Volume 58) a Spenta Multimedia and AIMA publication



Meet YLC New Members

Mr. Vikram Bapat

Founder Consultant
Coniferlead
Pune

Ms. Neela Jalajaa Kishore M G

Chief People Officer
Knowledgehut Solutions Private Limited
Bengaluru

Mr. Shobhit Shukla

Cofounder and Chief Revenue Officer
Near Pte Ltd
Bengaluru

Mr. Jitendra Kumar Papneja

Vice President
Nestle USA
USA

Mr. Rohit Rajput

CEO Max Assets Max Ventures
Delhi NCR

Mr. Avik Sarkar

Professor
Indian School of Business
Punjab

Mr. Varun Gopinath

Country Head of Sales
WeWork India
Mumbai

Mr. Anurag Rastogi

CEO
New Generation Applications Pvt Ltd
Delhi NCR

Mr. Keyur Desai

CIO Essar Ports Shipping and Head InfoSecurity
Essar Group
Mumbai

Mr. Gaurav Arora

Sr Director Software Engineering
Delhi NCR

Mr. Mahipal Jayendrasinh Jadeja

Owner
Mahi Pomegranate
Gujarat

Mr. Darshan Vijay Joshi

Owner
Maruti Electricals
Gujarat

Mr. Binod Madhab Samal

Chief Technology Officer Corporate IT
Apollo Hospitals Enterprise Ltd
Hyderabad

Mr. Nitin Mohan Shandilya

Business Head Americas and Europe
Britannia Industries Limited
Bengaluru

To see all members

[CLICK HERE](#)

Above list is as updated on 24 March, 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.

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:

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](#)