

YLC News

MONTHLY NEWS LETTER

From the Chairman

I sincerely hope you are doing well in these trying times and are taking all necessary precautions to stay safe and healthy.

We are pleased to bring you the next edition of the AIMA YLC newsletter, after a short break due to the unprecedented circumstances we find ourselves in today.

Despite the lockdown across the nation with various curbs in place, AIMA YLC has been trying to reach out to its members by adapting to the changed environment and using new age tools and media to keep YLS members engaged and informed.



Vineet Agarwal
National Chairman YLC, AIMA

Over the past few weeks various sessions on topical themes were held in the digital space using Zoom and other channels. 7 such sessions were organised with many more in the pipeline. We hope you got a chance to benefit of these sessions and are grateful to AIMA YLC National Events Chair, Mr Kartik Sharma for helping us put these together.

In addition to the above, AIMA YLC is also working on some new initiatives. As suggested by a few members, we are also looking at organising a few Special Interest Groups (SIG) and a Mentor Mentee Network in the days ahead.

The SIGs will be broadly classified in 5 diverse areas: HRM, Marketing, Tech Start-ups, Social Impact and Culture; and each group will be steered by a Group Chair. I encourage you to join the groups of your interest as we launch these groups.

We are also going to map YLC Members to Mentors with the aim of opening up new channels of learning and best practice sharing for all, further details of which will be shared soon.

I request you all to actively participate in these sessions and continue to contribute as we jointly strive to achieve AIMA YLC's objective. Do continue to share your feedback and ideas on other virtual events that can be organised for the benefit of members.

With best wishes for your health and safety in the days to come.

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

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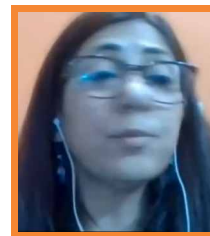
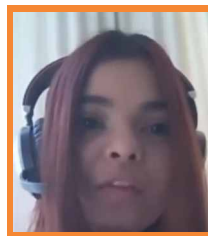
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YLC ONLINE SESSIONS

Getting Organizations to Grow During Current Crisis - 10th April 2020

Speakers - Ms. Malika Malik-Cloud Solution Architect, Microsoft UK, Ms. Sushma Mathur- Partner, BMC Advisors and Ms. Indu Bhargava- CEO, Education Made Universal. The session was moderated by Mr. Kartik Sharma- YLC National Events Chair



Megatrends: Our world Before and After the Chinese Virus- 17th April 2020

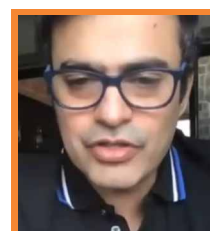


Speakers - Ambassador Dr. Deepak Vohra - Special Advisor to the Prime Minister, Lesotho and Guinea-Bissau and to Ladakh Autonomous Hill Development Councils, Kargil and Leh and Former Diplomat spoke on Megatrends during & post Covid times .

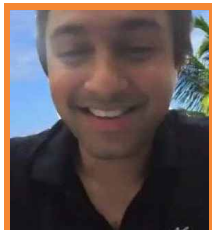
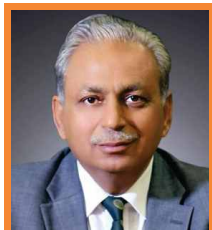
Sit down comedy session by YLC member Mr. Anmol Garg- Founder, Sales5X | Sales Trainer & Consultant | Stand Up Comedian! The session was moderated by Mr. Kartik Sharma- National Events Chair

Engaging Discussions around Digital Leadership & Innovation in Current Times- 24th April 2020

Speakers - Mr. Ashish Kashyap- Founder at INDwealth, x-CEO & Founder, ibibo Group and Mr. V. Ramgopal Rao- Director, Indian Institute of Technology, Delhi. The session was moderated by Mr. Kartik Sharma- National Events Chair



How India will Drive Global Leadership in Technology- the Road Ahead! - 1st May 2020



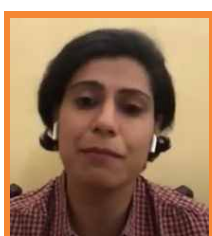
Speakers - Mr. CP Gurnani- CEO and Managing Director, Tech Mahindra and Mr. Saket Modi-Co- Founder and CEO, Lucideus. The session was moderated by Mr. Kartik Sharma- National Events Chair

Where will the Capital Ventures into Post Pandemic? - 8th May 2020

Speakers - Mr. Sameer Brij Verma- Managing Director Nexus Venture Partners and Mr. Pranav Pai-Managing Partner 3one4 Capital & Vice Chairman YLC. The session was moderated by Mr. Kartik Sharma- National Events Chair



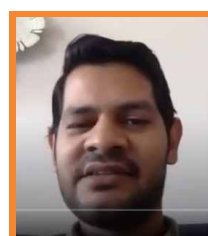
Different Strokes of Management- Inspiration from other worlds! - 15th May 2020



Speakers - Mr. Abhishek Singh- Artist and Ms. Anjum Chopra- Commentator and former Indian Cricket Player. The session was moderated by Mr. Kartik Sharma- National Events Chair

Covid Impact: Revival Strategies for the post-pandemic phase - 22nd May 2020

Speakers - Mr. Saurabh Jain- Vice President, Paytm, Mr. Harshit Vyas- Chief Business Officer, OYO Hotels & Homes and Mr. Ajay Nahar- Wipro Insights Leader, Wipro Ltd, YLC National Forum chair



Member's Column

Saving lives and livelihoods

Contributed by: Kumardeep Banerjee, YLC Member

The question of livelihood is getting desperate. The cure today is proving more expensive than the pandemic

A housing society with nearly 3,000 families in Greater Noida was sealed this week due to a family being found Covid-positive. These families, most of them first-time flat owners, self-employed or working for private enterprises in the National Capital Region (NCR), are a relatively new bunch of inhabitants to this area. The sealing exercise ensured most of them are imprisoned within the society complex while their employers threatened

them with salary cuts if not layoffs. For the first time perhaps since the lockdown began in March-end, angry employees from the housing society took to an organised demonstration to save their livelihoods.

A few dozen special trains meant to transport migrant labourers to their States allegedly got diverted on extended routes and ended up terminating at wrong destinations across the country. Many flights, too, got cancelled within the first two days of resuming operations in the country.

A high-intensity super cyclone whipped its way into mainland West Bengal leaving a trail of unprecedented destruction. It took nearly four days to restore electricity in the capital city of Kolkata even as rural and semi-urban areas are yet to be reached and assessed, for providing basic amenities like clean drinking water.

The above examples are just a fragment of the apologetic tale of mismanagement and lack of coordination between different arms of the same Government in a particular geography. If we start adding layers of Central, State, district, city and neighborhood governance to this, an almost





incomprehensible cobweb of India's ongoing pandemic-redressal system emerges.

It takes courage and a Himalayan leap of faith to impose a lockdown this stringent for more than two months on almost one-fifth of humanity, for a Prime Minister. We understand Narendra Modi took a call to save lives while bartering away over 400 million livelihoods, of people who had just about begun to start having a semi-global existence with most basic amenities like electricity, clean drinking water, gas connections and a monthly income of nearly \$150. In just two months, the harsh realities of still being a poor nation have started hitting hordes if not headlines.

Consider snapshots like the "Biggest recession for India", "Millions of faceless, traceless stranded nowhere", "Lockdown exit strategy missing." The real issue is beginning to stare most of us in the face and we are slowly realising that there is no lockdown exit strategy at all.

This reminds me of another great warrior. In the Mahabharata, Abhimanyu, the son of the brave Arjun, was a child prodigy who mastered the key skill sets of warfare in his mother's womb. However, Abhimanyu didn't know how to get out of the Chakryuha (a multi-tier defensive formation used in warfare), even if he did know what it took to get into one and win a day in a

battle. We all know what it takes to prepare and get into a war. But how many know how to safely get out of one with least collateral damage to human life or limb, especially if the war is not at the borders?

That's a crucial point, to drive at this stage and here are some near-safe assumptions: Covid-19 spreads fastest with human- to-human contact. Misinformation or mistrust is a greater virus than Covid and is here to stay longer. A vaccine, if at all, is at least a year away from the developed world and much longer for a poor yet aspirational nation like ours.

The developing world can only wish for more heat and homemade remedies. The surprise element is that some of that ancient common sense does work in dealing with a deadly virus.

There is no statistical data to prove any of the above claims, but most of them have great significance. Indians can at this stage wish for a common-sense guided approach to the pandemic.

India has had a good recovery rate till now and low fatality as compared to the rest of the world, based on public information. And there is no reason to doubt this information since in a nation with nearly 1.5 billion phones the truth can't be suppressed for too long. Somebody or the other



will definitely capture an anomaly and let the information flow. Let us also accept and be cautious that India has managed to hold up so far and lives as envisaged by our Prime Minister are more saved than lost.

However, the question of livelihood is getting desperate, the cure today is proving more expensive than the cause. Every life saved today may be lost to malnutrition, hunger, preventable disease or disaster in the near future. Keepers of the law on the ground aren't safe from the pandemic or viral flow of misinformation and one-size-fits-all can't be the approach.

Going extremely micro-local and an empowered approach to tackle the pandemic can be a solution for the long-term fight against the virus. However, remember that with great power comes great responsibility. Therefore, frontline lawmakers, right from the senior-most to those guarding the neighborhoods to prevent the outflow of the virus, have to ensure livelihoods and social distancing at the same time.



Contributed by
Kumardeep Banerjee
Country Manager, ITI Council
YLC Member

Disclaimer:

This article was published in The Pioneer on Friday, 29th May, 2020.

Management Article

The Storytellers

Leaders are not the sole custodians of culture. There are many other stakeholders who can hold it together.

**ABHISHEK TOTAWAR
MANU PRASAD, AND NIDHEESH JOSEPH, IIM TRICHY**

A quick Google search on 'custodians of culture' will throw up links not on organisations but on tribes and tribal culture. This is possibly due to the fact that tribes are known for preserving their age-old traditions regardless of the changes occurring outside their community. Times change, leaders come and go, but the traditions live on. Every member of the tribe acts as a custodian of its culture irrespective of his or her own hierarchy or position in the tribe. Switch to modern-day organisations and it is often a markedly different story. A change in the economy, a merger, or a

leadership change is often all it takes to tinker with the existing culture (one that may have been built over a considerable time), often followed by dire consequences. A significant proportion of organisations caught up in the struggles of the present overlook the importance of succession planning at the top, and have very little in terms of contingency plans. In other cases, unplanned leadership changes could be knee-jerk responses to mediocre business performances or crisis of some sort, where the organisation fails to come up with (any other) imaginative solutions to the



problems at hand. Such scenarios often involve organisational attempts at actively seeking out new directions under a leader who would be a cultural outsider—mandated with the task of reorganising the existing processes.

Culture: the organisational fabric

It beckons the question as to why culture matters a great deal to an organisation's identity and existence. Well, culture is, at a fundamental level, about the values, rituals, and practices of an organization that makes it what it is, and the continuous interactions between its members that reinforce these patterns of behaviours. Culture is the fabric that binds the organisational members together, providing them with a shared awareness and understanding of not only the 'what is' of organisational actions, but also their 'why is'. In short, culture serves as a guiding mechanism for organizational members to evaluate their actions (and those of others as well) at the workplace, failing which decision-making at different levels risks becoming disjointed and chaotic.

Given the role of organisational culture in guiding, regulating, and reproducing desirable behaviours

from members—which uniquely exemplify what the organisation stands for—any top-management attempts at revamping it must be undertaken gradually and with guarded optimism. Anecdotal evidences, however, suggest that this is not always the case. In many organisations, culture is too frequently rejigged, mostly at the behest of a new management/ leader who assumes the leadership role.

During leadership change (for instance, a merger/other forms of consolidation with a different business entity or the introduction of a new leader), some (or a lot) of these established practices that form the organisation's cultural core could be in flux. There could be questions raised about their validity by the new management/ leader. This is particularly true if the new leader is a cultural outsider, one who is unfamiliar with the customs and practices of the place he or she inherits. Any attempts by the incoming management/leader at drastically overhauling the cultural fabric without an appreciation of what it embodies and how it has evolved can easily backfire. This is primarily because such ad hoc changes impair the members' ability to make

sense of what is expected out of them at the workplace by their employers. As high as the stakes may be in such cases, the situation nonetheless warrants a closer examination of an underlying dilemma: how can the cultural beliefs of the incoming leader/management be reconciled with the existing practices and rituals? As culture is about 'the story' in which people in the organization are embedded, and the values and practices that reinforce that narrative, whose responsibility is it to tell this story to the newcomers?

Custodians of culture

To answer this question, one needs to examine the role of the different stakeholders of culture in the context of organizational change. It is rather obvious that the incoming leader is an important stakeholder, as are the members who continue to work with the organization post the change phase. However, there is a general tendency to overlook two other groups of stakeholders who might go invisible or get neglected during the change process. A closer examination would reveal that there are four stakeholders, namely, the incoming leader, the outgoing leader, the key influencers, and every individual organisational member/employee who share the mandate of cultural custodianship during change.



It would be naïve to overlook the role of any of these sets of actors. Each of them plays his or her own key roles in holding together the cultural fabric. Most of the change studies often restrict their focus to the new leader, who is pretty much an outsider as far as the existing culture is concerned. If or when the organisational performance goes for a toss, the blame is often landed squarely on the doorstep of the new leader who would often be as puzzled as the rest of the organisation. Rarely does anyone question the roles of the other custodians of culture. Each one of them is implicitly mandated with the role of cultural stewardship during crisis and for transmitting its essence to the new leadership.

The First custodian, the outgoing leader, has the





responsibility of carefully embedding and articulating the cultural assumptions into the organisational systems. Often the leaders ensure that documents, systems, and procedures are in place but fail to weave together these formal mechanisms with informal ones like stories, unofficial routines, and other traditions through which culture grows stronger with each passing day. The outgoing leaders often jeopardise the existing culture by failing to integrate the formal aspects of it with the informal ones.

The second set of cultural custodians is the key influencers, namely those in positions of power

(such as the divisional or functional heads). They are the ones who get the most 'airtime' with the new leaders. Their proximity to the new leader(s) means that they are in a privileged position to convey to them organisational stories, which the leader(s) might otherwise never get to hear. They have a rather unique opportunity to explain to the new leadership why the present culture works or how the existing values are relevant.

The third custodian is the incoming leader who needs to be receptive to the ideas of 'the old guard' who can provide valuable insights into the logic of the existing way of life of the organisation. The leader would ideally want to get the buying of all the organizational members for any cultural modifications that he or she proposes. Any changes being made to the existing cultural practices should ideally be incremental in nature. There is a real risk of culture getting eroded if long-serving members opt to leave due to their disenchantment with its new practices.

Fourth, we emphasise the role of the organisational members who act as the strands that make up the elaborate fabric of organisational culture. Members of the organisation should keep living that way of life, which they would have perfected over the years as followers of its culture. Their steadfast adherence to organisational practices and norms in the midst of change would reflect the essence of the culture to the new leadership. Their everyday actions and behaviours collectively demonstrate the organisation's cultural strength to the new leader, who is then able to comprehend it better.

Tribe that matters

Cultural stewardship is as much about the efforts of these unheralded organisational heroes as it is about leadership and succession planning. Not every organisation is blessed with succession planning. Those that groom leaders for the future, such as Microsoft, L&T, and now ITC, for instance, may enjoy a seamless transition of culture when responsibilities shift from one leader to the other. Such organisations are less likely to be faced with the prospect of an outsider taking charge on a rainy day. However, recent leadership transitions in companies such as Tata and Infosys remind us that even the bestlaid plans can go awry in the worst of times, as organisations grapple with new



uncertainties in their environment. The role of cultural custodians assumes tremendous significance in this context. Organisations that develop and nurture cultural custodians are akin to houses built on strong foundations—storms may come, trees might fall but the house would remain. Let the tribe of custodians grow—they matter.

Contributed by

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Disclaimer:

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Meet YLC New Members

Mr. Rakesh Setia

President Sales and Marketing
Rustomjee
Mumbai

Mr. Subrahmanya Gupta Boda

Head IT and Digital
Brigade group
Bengaluru

Mr. Sunil Kr Pandey

Director
Institute of Technology & Science, Ghaziabad
Bengaluru

Mr. Narayan Govindram Jaesingh

Head Strategic Partnerships
Experian Services India Privates Limited
Mumbai

Mr. Samrat Dasgupta

Vice President
Wells Fargo
Bengaluru

Ms. Sanchayeeta Verma

Senior Vice President
Wavemaker
Bengaluru

Mr. Achyut Daga

Dabur International
Brand Manager
Kolkata

Mr. Sunder Prahlad Madakshira

Head of Marketing
Adobe India
Bengaluru

Mr. Naga Siddharth S

Vice President People and Culture
Naga Siddharth S
Bengaluru

Mr. Sagar Bahadur

Principal Adviser Strategic Initiatives
University of Queensland
Delhi NCR

Mr. Ankit Kawatra

Founder and Chairman
Feeding India
Delhi NCR

Mr. Samir Ghosh

COO
Shenzyn
Bengaluru

Mr. Nilaya Varma

Co- Founder and CEO
Primus Partners Private Limited
Delhi NCR

Mr. Darshan Rathod

Co- Founder
Acumen M&A Advisors LLP
Pune

Mr. Navneet Panigrahi

Managing Partner
Axis Bank
Bengaluru

Mr. Pankaj Bhargava

President Procurement
Pidilite Industries Limited
Mumbai

Ms. Anupriya Agarwal

Business Consultant
Maxworth & Company / Maxworth Impact
Delhi NCR

Mr. Shanth Kumar

Head Digital Marketing
Naos Skin Care
Mumbai

Mr. Vignesh Naidu

Product Head Digital Lending
IDFC First Bank
Mumbai

Mr. Sujit Singh Bawa

General Manager
Hindustan Unilever Ltd
Mumbai

Mr. Gaurishsh Lagu

Vice President Finance
Vertex Homes Private Limited
Goa

Mr. Joshua Elias Titus

Business Development Manager
Nkoyo Leisure Services Ltd
Bengaluru

Mr. Vaibhav Parashar

Marketing Manager
Autometers Alliance Ltd
Delhi NCR

Mr. Nilava Nandi

Manager
Filter Manufacturing Industries Private Limited
Kolkata

Mr. Rajan Shah

Executive Director
Steelbird Intenational
Delhi NCR

Mr. Manav Kapur

Executive Director
Steelbird Intenational
Delhi NCR

Mr. Rashesh Bhavsar

CEO
Fortune Health Creation Group
Melbourne

Mr. Vivek Kumar Srivastava

Head of Marketing and Outreach
OP Jindal University
Chattisgarh

To see all members

[CLICK HERE](#)

Above list is as updated on 3 June, 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 – “HRM During and Post Covid Scenario”

Date: 16th June 2020

Time: 5.00 pm to 6.00 pm

Speakers:

Ms. Manu Narang Wadhwa- CHRO, Sony Pictures India Pvt Ltd & YLC Mentor

Ms. Rakhee Malik- Director and Head HR, Kearney Ltd & YLC Mentor

- YLC Session on- “Intellectual Property Rights for Industries”

Date: 26th June 2020

Time: 4:00 pm to 5:00 pm

Speakers:

Dr. RN Narahari- Associated with CNSE, IISc

Mr. Rohan K George- Partner at Samvad Partners

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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Become a YLC Member

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