

# YLC News

MONTHLY NEWS LETTER

## From the Chairman

My best wishes to you and your family & colleagues for this festival season!

I am happy to present October edition of the AIMA YLC Newsletter.

The past few weeks witnessed some very interesting sessions being held across various topics. Several panel discussions with eminent young speakers and achievers were held on topical themes such as "How Art Matters & Is Reflected in Every Aspect of Our Lives",



**Vineet Agarwal**  
National Chairman YLC, AIMA

"Bouncing Back from various Rejections of Life", "Changing Dynamic for Artists online". The AIMA YLC special interest groups are participating actively in conducting these sessions and I sincerely hope you all enjoying these insightful sessions. More details can be found enclosed in the newsletter.

In addition, AIMA YLC is also working on some new and interesting events and initiatives including a case study competition which will be announced shortly.

AIMA YLC's recent initiatives – Special Interest Groups and Mentor-Mentee initiative are gathering momentum with many more members participating. Do share your inputs on how to make these programmes more interesting and beneficial for all members. Your views and suggestions will help us take these initiatives to the next level.

## 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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## YLC ONLINE SESSIONS

### Session on: "Art Matters & Is Reflected in Every Aspect of Our Lives", 16th October 2020

Speaker: Mr. Sanjoy Roy, Managing Director Teamwork artsIn conversation with Ms Bindu Subramaniam, Founder SaPa in School, YLC Bengaluru Chapter Chair & Mr Anubhav Nath, Director Ojas Arts and YLC Member.

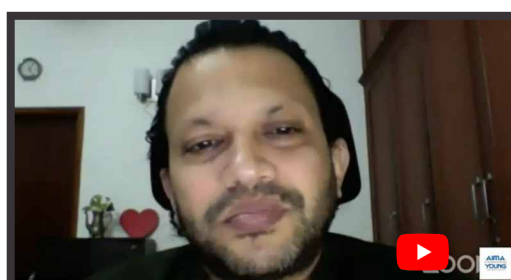


### Session on: "Bouncing Back From Rejection: Coming Back from Setback ", 23rd October 2020

Speakers: Mr. Ambi M G Parameswaran- Independent Brand Strategist and Founder Brand-Building.com a Brand Advisory, Author "SPRING-Bouncing Back from Rejection"

Ms Anusha Shetty – Chairperson and Group CEO- Grey Group (Grey and AutumnGrey)

Session Chair & Moderator: Mr Laeeq Ali – Co-founder & Chief Brand Architect – Bloombox Brand Engineers & YLC Member



## Member's Column

# Agile Leadership in MSME Sector

Contributed by: Nilava Nandi, YLC Member

Agile Leadership can be defined as the strategy to act as facilitator rather than working as micro-manager and making team members accountable. It also aims at removing dictatorial environment from the organisation. Agile Leadership doesn't create departments rather creates teams, shapes the environment, lead through change and coach

people for improvement. It involves understanding psychology of team members, stakeholders and finally meeting client or customer expectations.

### Attributes of Agile Leader

MSME is the backbone of Indian economy. Nearly 30 percentage of Indian GDP is ruled by MSME sector. However, it is kept out of Corporate definition as it doesn't have fancy buildings and decorated cafeterias. MSME is the acronym of Micro, Small and Medium Enterprises. They fall into definition because of certain criterias laid out by the government. An MSME can be of three kinds:

- A private limited company incorporated under Companies Act, 2013
- A sole proprietorship concern, and
- A limited liability partnership.





I am not interested in explaining you the features of these corporate structures as we are much acquainted with them in our daily lives. These MSMEs regularly working either as ancillary industries or as export units or as domestic trading concerns or as manufacturing units. With "Atma Nirbhar Bharat" mission in place, we need to change the management styles in these concerns.

Agile programs can be of many types out of which KANBAN and SCRUM is pretty popular. Ken Schwaber and Jeff Sutherland had propounded SCRUM MANAGEMENT technique. It is extensively used in developing softwares, hardwares, schools, governments, marketing and managing the operations of an organisation. Being a Certified Scrum Master and Agile practitioner, I find it very simple and easy to use management technique eliminating inefficiency and confusion and encouraging productivity and growth. Scrum is a principle not a law book that each words mentioned in the Scrum Guide needs to be followed.

Most of the time the reason of failure of an MSME is due to poor and ancient bureaucratic management techniques. Bureaucracy is dangerous in private organisation. It has been observed in "Hawthorne Experiment" conducted by George Elton Mayo that productivity and satisfaction among workers can be increased not by micro management rather by participative decision making process and valuing each workers

feedback. Please note that we are running in Fourth Industrial Revolution, hence the management style needs to be revamped.

Scrum focuses on "servant-leadership" concept. The main motto of the concept is to allow the production team to decide how the definition of "done" is to be met. In MSME, in my experience, the workers are not highly qualified and they are engaged in motor operations or in some labour intensive technique of production. Servant Leadership is based on following principles:

- Service to others
- Holistic Approach to work
- Promote a sense of Community
- Shared Decision making power



The entire agile operation can be designed in following manner:

1. Let there be Product Owner, a person who is the stakeholder for the product which can include marketing heads or quality heads,



- anyone who can specify the products needs to be produced. He can specify the types, prototypes, deadlines, and other requirements related to the products.
2. With the help of development team or the factory workers, an expected timeline and each workers productivity can be estimated and a backlog (list of items that needs to be followed to produce the products) can be prepared.
  3. Once, the backlog is prepared, productivity of the workers are discussed at micro level rather than imposing a general order that each worker will produce an expected number of units. Capacity of each workers and their self assessment of their capacity are taken into account without questioning why some workers have given lower productivity.
  4. Wage rate shall depend upon each items they are producing and no one shall be forced to do overtime in the factory. We can borrow Piece Rate Model of Dr. F.W. Taylor here.
  5. Sprint will be designed which should not be more than a month. Sprint includes Sprint Plannings, Daily Scrums, Development work, Sprint Review and Retrospective.
  6. Once the discussion with the Product Owner is finished and workers are aware what is expected out of them, Scrum framework begins.
  7. Sprint Planning involves what work they will be doing in the sprint of a month. It is advised to keep daily work routine of 8 hours as production time.
  8. Scrum Master can make them aware about the wage model system and can start acting like a coach here.
  9. A daily scrum for 15 minutes can be conducted so that each workers can discuss about the problems or impediments they are facing, it can be much like Quality Circle, but self evaluating not any external opinions. With daily scrum in place and no interference from different departments, workers can feel freedom in decision making and greater autonomy.
  10. Scrum Master or operations manager can maintain the productivity or burndown chart of each worker so that their holidays, leaves, and resource allocations are not compromised.
  11. Since, MSME cannot afford quality check after one month, mystery shopping technique can be adopted.
  12. Any deficiency observed can be communicated to the Scrum Master who can communicate it to the team in daily scrum. This will ensure regular quality in check and ultimately increasing efficiency and reducing waste.
  13. Once the sprint ends on the due date, Sprint



Source: Scrum.org

© Scrum.org

Review can take place where the quality, production issue, workers productivity, any other suggestions, etc. needs to be discussed.

14. Individual feedbacks can be avoided in such cases as MSME factory workers might become apprehensive for such kind of sessions.
15. Sprint Retrospective can begin where fresh discussion for next Sprint, and also discuss about events that went well and scope for improvement in the last sprint. Scrum Masters duty should be to keep the meeting positive and productive. The Scrum Master should teach all of them to remain within the time-box of 8 hours a day.

Thus, we can see that the ultimate goal of scrum is to achieve transparency, and also opportunities for inspection and adaptation. Here the team is completely enjoying autonomy from internal conflicts, and scrum master is insulating them from such potential interferences keeping them focussed in their work. With such active participation, industrial disputes can be also minimised in MSME sector. The challenge arrives now is in the mentality of MSMEs. Most of the units are rigid and don't want to change their style of management or way of working. Such rigidity is a barrier to scrum principle. Scrum only works in servant-leadership styles of organisation where each thrives to deliver best quality products and ensure service delivery excellence. Scrum is rapidly

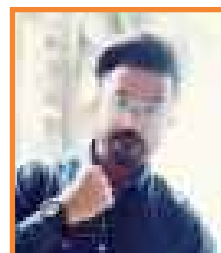
getting adopted in the Western countries and it is high time, India should absorb it in its "Atma Nirbhar Mission". With Scrum framework in place, we can expect courage, focus, commitment, respect and openness.

References:

- Scrum Guide, Scrum Alliance
- Scrum.org

<https://centerforagileleadership.com/what-is-agile-leadership/>

<https://www.peoplesmatters.in/article/leadership/leadership-in-smes-14983>



Contributed by:

Nilava Nandi, Manager, Filter Manufacturing Industries Private Limited. YLC Member

## Management Article

# Leadership Matters

**The culture of an organisation is only as good as its leaders.**

In the alumni meeting, Sohini, who was now a people officer with a leading automobile manufacturing company in South Delhi, was telling Disha, who was teaching HR in a bschool, "It has been four years with my present organisation but each day is like a new and better experience. You remember we had studied Maslow's theory of human motivation? Among all other examples, I clearly remember the discussion on gratification of needs and how important it is. It is so very relevant, I realise now. Three months ago, one of our shop floor operators failed to make on-the-spot quality check three times in a

row. His immediate supervisor, who is not even a graduate and had worked with him for long, had a unique way of managing it. He asked him to take a week off. When the employee rejoined, he was fresh and fine, and delivered error-free performance. During my recent visit to the shop floor, I came to know about this episode and was not surprised. Disha, as you may be aware, my company has a great culture because of good leadership at all levels. All of us in the organisation believe that we occupy a position of importance. Our top management has a clear vision. But more importantly, it is shared and adhered to because we see our leaders walk the talk."



Disha had recently taught Peter Senge's theory of leadership and now, she was getting to see how it was being put into practice.

Raghunath Mashelkar, former Director General of the Council of Scientific & Industrial Research (CSIR), when asked by Shrinivas Pandit, author of Thought Leaders, about the vision of the organisation, made an interesting remark after sharing the vision statement. He said, "The road map is only a route. CSIR scientists have to walk the talk." Do you agree with me when I say that this is true for any organisation? In fact, in spite of having the vision statement mounted on as many real and virtual walls possible, leaders in many organisations lack the energy and commitment to achieve it. Many organisations fail to realise their vision despite possessing the requisite infrastructure. The glue that binds all of this—the people factor—continues to pose a challenge. As a result, most firms invest a number of hours each year revisiting their vision and mission statements. They assume that the earlier vision may have failed because of poor articulation or some such failing. Someone needs to tell them

that the content was fine, what was missing was sensitivity and the energy to drive it. It must not be forgotten that it is the human and the humane

side of the firm that drives the organisational forces. Each employee needs to be passionate about the cause, the vision. If the thinking is clear, then right actions will automatically follow.

It is easy to spot which organisation has the potential to achieve its vision and become a market leader.

Recently, I had booked a cab from a local service provider. On my way to IMT Nagpur, which is about 50 km from my home, I had almost one hour of one-on-one discussion with the driver







about his job and his organisation. I have been hiring cabs from this provider for the last ten years and have had an interesting experience each time. This time, I decided that if I hear another positive story, I would document it for sure. It would reinforce my belief that this particular vendor is one of those promising organisations with the potential to become world class.

That day, the driver had covered his face with a scarf and it intrigued me. On seeing me, he voluntarily revealed that he had met with an accident a few weeks ago and that he was still recovering. He had well anticipated my fear and addressed it to make me comfortable. "Empathy, well done," I said in my mind. We then began discussing.

Driver: "Our tours and travels company is almost like a government organisation. We have complete job security. In case we fall sick and take a day's leave, there is no deduction of pay. We get half month's salary as incentive during Diwali and also our proprietor serves us a sumptuous lunch. Our children's tuition fees are taken care of and in an emergency, like the one I had a few weeks ago, our hospital bills and other expenses too are reimbursed. It feels like family. The cab we drive stays with us even when we are off duty. We can hire the same cab to take our family for an outing if we wish. The proprietor trusts us and we are extremely fond of him." It is such a terrific example of shared vision, is it not? The proprietor is definitely a leader with a vision but he also walks the talk. When we select employees, we need to give importance to not only the competence they bring to the table but also pay attention to their mental models, assumptions (implicit and explicit) about the best way to manage people, and their values. After all, they are the ones who will drive the organisation. Truly great companies understand the difference between what should never change and what should be open to change. Revisiting the vision statement should not become an annual event.

It is a common experience that a colleague, if not fired, gets strongly reprimanded. And you will agree with me that the treatment meted out could





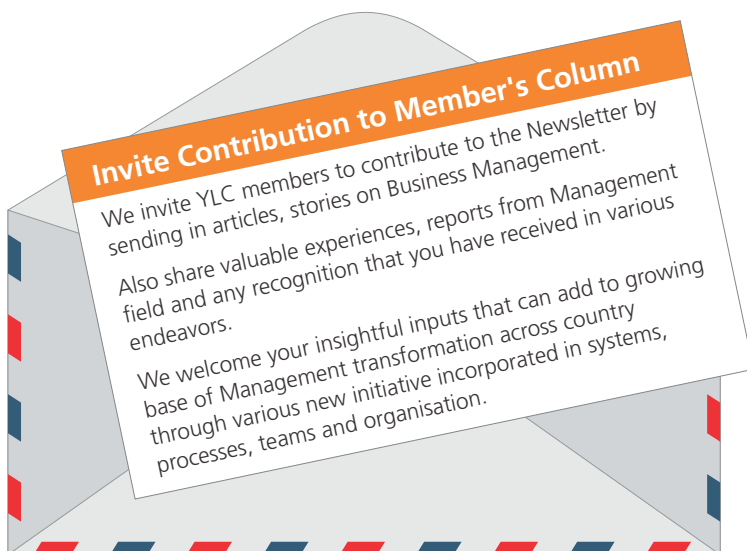
have definitely been better. Such small, but periodic episodes can make or mar an organisation. It is a fact and hence needs attention from all players in the organizational field. Each one has to be the conscience keeper of the company. Leaders have to be indefatigable optimists in every single action if they truly aspire to realise their vision.



Contributed By:  
Dr Smita Dabholkar Singh,  
Associate Professor, IMT Nagpur.

**Disclaimer:**

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## Invite

AIMA YLC is pleased to announce "**THE BIG IDEA**" – a **case study contest on innovation & strategy**. The contest is aimed at identifying, acknowledging, highlighting and promoting such business ideas/strategies which proved a catalyst for safeguarding continued business operations in the most unprecedented times. AIMA invites applications from start-ups that have impacted substantially through business innovation and idea of transformation. More Details will be shared shortly.

## Meet YLC New Members

### 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

### Ms. Mallika Bajaj

Co- Founder and CMO  
Little Yellow Beetle Media and Apna Dr  
Delhi NCR

### Mr. Ankush Kochhar

Co-Founder  
ELF Partners  
Delhi NCR

### Mr. Ashwin Ramesh Pasricha

Managing Director  
Human Network  
Mumbai

### Mr. Krishna Bandaru

Managing Director  
Accenture  
Bengaluru

### Mr. Pankaj Raina

Managing Director  
Zephyr Peacock India Fund  
Bengaluru

### Mr. Divyakant Gupta

Director  
IDCUBE Identification Systems Private Limited  
Delhi NCR

### Mr. Rishi Chahal

Director  
IDCUBE Identification Systems Private Limited  
Mumbai

### Mr. Kartik Iyer

Senior Manager Amazon  
Mumbai

### Ms. Sana Hazari

Founder and CEO  
The Social Corporate Group  
(KH Consultants and SH Consultants)  
New Delhi

### Mr. Chandan Alawadhi

Consultant  
The Social Corporate group  
New Delhi

To see all members

[CLICK HERE](#)

*Above list is as updated on 24 October, 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 **“Changing Dynamic for Artists online”**

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

Time: **5 pm – 6 pm**

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

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

Session Chair : **Ms Bindu Subramaniam**

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

- YLC Session on **“Alok Kejriwal : Spiritual & Capitalist Businesspreneur”**

Date: **Friday, 6th November**

Time: **5 pm – 6 pm**

Panelist : **Alok Kejriwal**- CEO & CO-Founder-Games@win, Author: Why I stopped wearing my Socks & The Cave.

Moderator : **Syna Dehnugara**, CBO LetsVenture, Features Editor CNBC-TV18, Co-author of Young Turks, YLC Co- Chair Tech Startup

- YLC Session on Theme : **“What It Takes to Start, Build and Sell a Company”**

Date: **Friday, 20th November**

Time: **5 pm – 6 pm**

Speaker : **Harpreet Singh Grover**, Entrepreneur in Residence OneBanc Technologies, Co-Founder CoCubes.com, Founder Beprepared.in; **Vibhore Goyal**, Founder OneBanc Co-Founder CoCubes (sold to Aon), Co-Founder at Babajobs (sold to Quikr)

Moderator : **Syna Dehnugara**, CBO LetsVenture, Features Editor CNBC-TV18, Co-author of Young Turks, YLC Co- Chair Tech Startup

ZOOM link to join the session will be given on receiving your confirmation.

Please send in your confirmation on [ylc@aima.in](mailto:ylc@aima.in)

## 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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