

YLC News

MONTHLY NEWS LETTER

From the Chairman

I am happy to share my first message as National Chairman AIMA YLC.

It is an honour to take over from our immediate past Chairman, Mr Vineet Agarwal. Under his leadership the Council has made huge strides since it began as a fledgling organisation three year back, and now the bar has been set really high for the new team. It is up to us to continue the good work set in motion by our predecessors, while also attempting to broaden our horizons.

With the new Executive Board in place we envisage accelerated growth and outreach of the council in coming years. The scope of the Executive Board has been further enhanced, with several new roles being added to strengthen the core team for streamlined and seamless functioning.



Kartik Sharma

Director Agnitio & Co-Founder DcodeAI

It will be our constant endeavour to make the AIMA YLC a platform which continues to deliver value to its members, while also working towards financial independence. We also plan to take AIMA YLC beyond Indian shores and have more meaningful international collaborations with concurring organisations for knowledge and best practice sharing.

We unveiled YLC 2.0 with a befitting and inspirational launch event where Dr R A Mashelkar delivered the keynote address on the importance on inculcating a futuristic innovation based approach in the culture of new age organisations. It was an extremely insightful session with many more similar events planned in the days ahead.

The Council has brainstormed on various aspects of existing programmes and structures and has redefined its mission, vision and processes to engage with young and upcoming leaders across business, art and culture and help them realise their potential in both their professional as well as public lives. I am really excited to work with AIMA YLC's young leaders and achievers, and remain committed to achieving AIMA YLC's immediate objectives and future goals.

I look forward to your support in the coming months as we aspire to take the organisation to greater heights under YLC 2.0; and seek your guidance and suggestions to improve and further build on it.

YLC Office Bearers

Kartik Sharma

National Chairman YLC, AIMA

Bindu Subramaniam

National Vice Chairperson

Vineet Agarwal

Immediate Past Chairman

[CLICK HERE](#)

to view Full Executive Board

Published by

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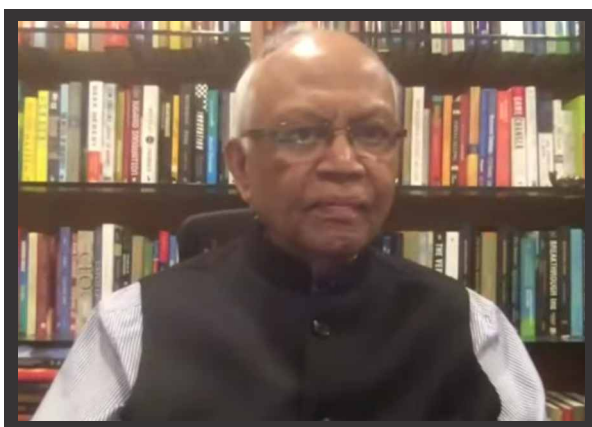
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YLC 2.0 Launch Event

on Theme

"Creating the Magic of Radical Transformation through Disruptive Innovation"
29th September 2021

YLC Launch event was a vibrant one with overwhelming participation, Session started with AIMA DG **Ms Rekha Sethi's** address followed by **Dr R A Mashelkar** insightful and inspiring address on Disruptive Innovation gave a concrete futuristic layout to audience. He also explained Assured innovation framework, challenges, emerging digital business models of Innovation and more. YLC National Chairman **Kartik Sharma** moderated the session and shared YLC 2.0 vision and details on upcoming initiatives.



AIMA YOUNG LEADERS COUNCIL 2.0



Vision

To strengthen AIMA's mandate to be a leader in Management Development Movement across the country, by creating an ecosystem to engage with young and upcoming leaders across business, art and culture and help them realize their potential in their professional and Public lives



Mission

To create a prolific mentorship platform for YLC members that catalyses their professional growth and enable them to be their best self.

Executive Board

Immediate Past Chairman



Mr Vineet Agarwal
Managing Director Transport Corporation of India Ltd

National Chairman



Mr Kartik Sharma
Director Agnitio & Co-Founder DcodeAI

Vice Chairperson -
International & Finance



Ms Bindu Subramaniam
Co-Founder, SaPa in Schools

National
Empowerment Chair



Mr Sameer Manglani
Partner, Meena Bazaar

National
Events Co-Chair



Mr Anmol Garg
Founder, Sales5X

National
Events Co-Chair



Mr Saurabh Jain
Founder, Fun2Do Labs

National
Membership Co-Chair



Mr Santosh Kumar
CEO, Digibooster

National
Membership Co-Chair



Mr Dinesh Reddy
Associate Director, Dr Reddy's Laboratories Ltd

National Brand Communication Co-Chair



Mr Vedant Kanoi
Founder and CEO Food Cloud

National Mentorship
Program Chair



Ms Rakhee Malik
Director and Head HR-Kearney, India

National Mentors
Ambassador



Mr Ajay Nahar
Wipro insights Leader

National Partnerships
& Alliance Chair



Mr Santosh Kumar
CEO, Digibooster

YLC Chapter Chairs

Delhi Chapter Chair



Ms Varija Bajaj
Founder, Varija Lifestyles,
O&Y, Lela, Varija Home, Varija
Life and The Career Talks

Bengaluru Chapter Chair



Mr Narayana Subraniam
Consultant Head and Neck
Oncology, Mazumdar Shaw
Medical Centre

Mumbai Chapter Chair



Mr Sakshi Kapahi
Director
Omam Consultants Pvt Ltd

Gujarat Chapter Chair



Mr Chirag Joshi
Director - Beacon Diagnostics

Indore Chapter Chair



Mr Prateek Maheshwari
Partner
Advocate MP High Court
KPM & Associates

Hyderabad Chapter Chair



**Mr Chakkaravarthi
Rajamani**
Director, Ixora Corporate
Services Private Limited

Eastern Region Chapter Chair



Mr Srinjoy Sen
Management Consultant

Chennai Chapter Chair



Ms Latha Nathan
Vice President
Fidelity Investments

Calicut Chapter Chair



Ms Aswathi Dinil
Founding Partner
Samathva Center for excellence

YLC SIG Chairs

Human Resource



Ms Manu Wadhwa
CHRO
Sony Pictures India Pvt Ltd

Marketing & Communication



Mr Nanjappa Somanna
Vice President Head Employee
Relations, Infosys Ltd



Mr Amit Tiwari
Vice President Marketing
Havells India Ltd



Ms Shipra Singh
Co-Founder
Ikigai Communications



Ms Tanya Singh
YLC Member



Mr Gangadhar Gude
Founder
INVECAS

Art & Culture



Ms Yuvika Gupta
Founder, YouWe



Mr Ambi Subramaniam
Co-Founder SAPA in Schools

Social Business



Dr Parag Agarwal
Founder and CMD, JanaJal -
Supremus Developers Pvt Ltd



Ms Meghna Arora
Senior Commander
Jet Airways India Ltd

YLC ONLINE SESSIONS

Session on the theme: “Diversity, Inclusion & Equity” 3rd September 2021

The session on “Decoding diversity in India: The challenges and the Solutions” elaborated the segments of diversity, solutions that have been implemented and gaps that still need to be addressed. **Prof Vasanthi** spoke on different segmentations of the population in India that need to be included in “Diversity” throwing some light on the intersectionality of some of the clusters. **Sandhya** helped audience understand “Agency” and metrics for evaluating great places to work, and some of the best examples of workplace diversity. **Ms Aruna** defined Equality and Equity; and specific to Technology as an industry, some of the things Infosys as an organisation is doing to enable “Paternal/ maternal Leaves and other initiatives.



Member's Column

India at the Bled Strategic Forum

India reaches out to key European Union member-nations for strategic partnership

Contributed By:

Mr Kumardeep Banerjee – YLC Member

Two presidents, ten prime ministers, two European commissioners besides a bunch of foreign ministers attended one of Europe's most prestigious ministerial conferences this week in a town of central Europe, Bled in Slovenia. The Bled Strategic Forum, the European thought leadership and networking platform frames global narratives on key issues for the European Union. Some of the key agendas that came up for discussion included the role of Europe in the Indo-Pacific region, transatlantic relations and the future of

Afghanistan. That is where India comes into the picture as external affairs minister S. Jaishankar was perhaps the first Indian foreign minister to participate in this summit discussion. Incidentally, India has just come out as the chair of UNSC, and the foreign minister visited two other key countries in the region in the wake of the changed geopolitics in India's vicinity. The fall of Kabul and ignominious exit of US and NATO allies has at least temporarily changed the geopolitics of the region. China and its all-weather friend Pakistan have been the first countries to formally welcome the infamous Taliban-led leadership in Afghanistan. China and Russia, meanwhile, have refrained from a vote on the US-drafted UNSC statement on Afghanistan. This fulfills the long stated strategic objectives of both nations including unfettered access to a treasure trove of nearly \$1trillion in minerals and metals. Both countries are not India's best friends and will use this opportunity to create an atmosphere of threat on India's borders, if not within the country, and counter Indian charges of human rights violations in Afghanistan with alleged violations in Kashmir. China wants to use Afghanistan as its first step towards achieving a superpower status even as it harps on the misery and fall of a 'democratic' regime in Afghanistan.





The deep military state of Pakistan run from Rawalpindi is more than happy to keep India busy with security threats using non-State Taliban players armed with sophisticated weapons. India's outreach for finding a new bunch of partners, therefore, is a step towards establishing a new axis of strategic friendship in the region. India reached out to key diplomats of Europe and influencers of Europe during Jaishankar's tour of Slovenia, Croatia and Denmark. The issues deliberated upon included future of Afghanistan after Western forces' withdrawal, the march of China into Europe and India-EU. It may be the first time that the Forum spent an entire day discussing some of these issues, underlining a growing level of engagement between European Union members and India. An EU report released in August highlights the highest number of trade defense measures taken against China for unfair trade practices in 2020. It also notes a new type of surreptitious trade practice emerging from China, and it has "imposed countervailing duties on cross-border financial support given by China to Chinese-owned companies manufacturing glass fiber fabrics and continuous filament glass fiber products based in Egypt for export to the EU". This means that, for the first time, "the Commission addressed cross-border subsidies given by a country to enterprises located in another country for exports to the EU". Clearly Europe is closely monitoring the China danger and

India needs to get its narrative integrated with mutual economic benefits. The Indian trade minister has talked about possible free trade agreements with the EU. India's interests with EU also converge on many emerging areas such as Artificial intelligence, digital economy and therefore policy framework, cyber security and obviously a flourishing trade relationship. India can wait out the near-term play on the Afghan front, but it has to play the strategic long-term, loyal partner role with the EU to be in a safe place.



Contributed by:

Mr Kumardeep Banerjee

Country Manager, ITI Council and
YLC Member

Disclaimer:

The article was originally published in The Pioneer on Friday, 3rd September 2021.

Management Article

Lead to win

Acting like a leader, rather than a boss is key to conducting successful meetings.

KK VERMA, ACADEMY OF HRD AND IIM-AHMEDABAD

Much has been written and spoken about meetings—uncharitable remarks like waste of time, waste of money, boring, airing frustration are made. So much so, that a recent Harvard Business Review article was titled, 'Stop the Meeting Madness'¹.

Most of the published literature has focused on why meetings fail or succeed, scheduling meetings efficiently, planning for a successful committee meeting, etc. Emphasis is now on how to make the best of a meeting. Sufficient focus is not espoused on the leadership dimension, a key aspect for effectiveness, which this article aims at.

Committee meetings are normally desired to discuss specific organisational issues that require wider discussions and problem solving.

Frailties of meetings

1. Committee formation, at times, is not a well thought out plan. A bias for inclusion/exclusion occurs.
2. Many committees fail to ensure contribution of all members.
3. Team of equals not created is visible in seating arrangement; attention to questions missed, etc.

4. Chairperson (Chair) arrives late which encourages members.
5. The authoritarian style of some Chairs has serious implications.
6. Members find bureaucratic meetings boring.
7. Often, there is no focused discussion.
8. Due to hidden agenda of some, many members cannot come out with their ingenuity.

Therefore, the role of the chairperson and his/her credibility is critical to the success of a meeting,

Roles of a chairperson

Chairperson leads the committee for a task. A committee is formed for a temporary, but important assignment. The right people need to be included, which means only a diverse mix of talent—who would suit better to the subject/objective(s) and one member with research background or aptitude if research is likely to add value.

An incident is cited here to show how subjectivity enters in the selection of members. The HRD department that I headed had proposed a performance management system for which extensive research and discussions had been done.



I was asked to propose by the executive director certain senior executives to form a committee. I was also indicated names of one deputy general manager and a general manager for inclusion. I had interviewed those two for the project. In my opinion, they would care less for research and had negative and fixed views. I was in a dilemma. Had I proposed those names, most probably, the proposal would not have obtained a favourable recommendation. And had I skipped those names, I would have disobeyed, and the proposal would probably have gone into the cold storage. After thinking a lot, an idea occurred: accommodate the two and for there maining, propose relatively



young, positive, and development oriented minds. I hoped the latter would prevail. The recommended names were accepted. No formal chairperson was fixed.

The members, after some time, started attaching each other's ideas and arguing outside the subject. After about 45 minutes, the discussions were heated, as if they were rivals. I expressed that the discussions were slipping. No effect. Later, again, I stressed that time was running out.

After lunch break, the tension broke, and there was sufficient focus. The HRD proposal got through with some minor changes and suggestions to include. But I had played a tactical strategy and forgot my personal values doing so. However, balancing selection helped competitive discussions too.

Wrong selection may involve loss of focus in discussions and dilution of the professional orientation and content. Being thoughtfully selective about the right members is critical.

Encouraging the talented as willing participants

Highly talented executives like to avoid inclusion for varied reasons. When I was MD, I discussed with a senior vice president that I was nominating him to a committee. The assignment was to undertake a study of the customer requirement and design a scheme focused to customer-needs. He had lot to argue and said, "I don't want

to go. There are others." I opened discussion again, the next day. I finally explained, "Look, designing a customer scheme is a creative work. All cannot fill the slot. You are the right person. Your own hidden talent will come to the fore and advance further and you will carry the memory career long." This is how he was mentally prepared to agree. It is necessary to make the executive a willing member than just to pass orders to join the committee. This is the job of the manager.

In view of the above, the CEOs of the companies need to communicate with all heads the rules for selection and helping him/her to be willing and effective participants in the committee.

Developing a winning team

The chair provides the necessary drive and momentum to the members to keep moving. Though a temporary entity, the task requires a dedicated team. It is for the chair to help the group become a team and a winning team. He/she explains the goal(s) which the committee is required to achieve. Members would have concerns and issues and answering to their satisfaction that the members start to think of the goals as their own goals. On the way there might be conflict between the members which the chair needs to settle. Apart from owning the goals they begin supporting, cooperating as the behavioural sciences guru, Dr. Udai Pareek, explains while summarising team theories, particularly of Bennis





and Shepherd and Bruce Tuckman². The chair also needs to ensure that no one is marginalized or discriminated against.

Collective problem-solving and decision-making strategy

It is expected that the committee's performance for the assignment produces the expected results. Collective effort under leadership of the chair is another strategy. The chair focuses on the objective(s) of the assignment, team objective like cohesiveness, making diagnosis and reaching solutions. One interesting case, though not strictly as a committee is defined, relates to one hour daily meeting. Dr. Anil K Khandelwal, ex-Chairman and Managing Director, Bank of Baroda organised meetings with top management as an important lever of change. In these meetings, setting apart from a compelling vision of technology led business transformation, the top team reviewed its legacy problems including internal bureaucracy, response patterns, business climate, issues of customer centricity, and employee engagement. According to Khandelwal, morning meetings played a significant role in aligning the management to a shared vision and a futuristic

agenda and achieve a multi-faceted progress including the doubling of business in just three years³. Khandelwal's strategy of daily morning meets makes it evident that collective problem-solving and decision-making is a creative process to achieve multiple goals for better results. The chair's focus, likewise, on collectiveness will lead to better results.

Be transparent than double talking

A good leader is a clean person than a double talker. He/she helps, rather than misleads. However, on the ground, at times, it is the opposite. Award-winning, best-selling author, listed in '100 business coaches', Richie Norton mentioned, "Old guards will tell you to innovate and be creative, but won't mention that it's only ok as long as it's something they've already thought of and agree with." Clearly it is a double game. Faced with double game, members would be confused and the outcome, ineffective. The hidden agenda may increase problems: members losing confidence in leadership and their initiative and morale will decline. Denying transparency is denying free expression and the right to deliberate. The chair must commit to transparent dealings than double talk.

Be like a leader; not a boss

A Facebook video⁴ in which the chair is sitting on one side and seven to eight members are sitting facing him in rows goes as follows:

The boss shouts, "You stupid fellows, I am the boss. Do, what I say."

One member firmly states, "Yes, you are the boss."

The boss retorts, "What do you mean?"

The guy gets up, "You are the boss," and walks up to him and hands over his resignation.

The boss, "Why are you resigning?"

The guy, "So as to tell you the difference between boss and leader."

In this case, the boss assumes himself to be great but the member feels otherwise. Here signs, while each of the rest seems to think, "Why am I here?"

A leader has ideals like compassion and helping attitudes; the boss may be commanding and abuse his power. A leader shares his powers. He knows executives work for their dreams; not for transactions.

Chairs must try and learn to be like leaders.



Listening and encouraging for focused discussion

There are leaders who are too eager to talk too much. Microsoft CEO, Satya Nadela's advice for better meetings, "Listen more, talk less, and be decisive when time comes."⁵

Focused discussion is the backbone of a committee. They say quality emerges from a mass of information. Therefore, the chair needs to encourage all members' participation. And if one tries to dominate discussions, the controls have to be imposed on him/her.

Chair needs to learn that silent, hesitant, introvert's participation can be creative; the genius, intellectual needs special attention. This role is neglected by several chair persons. Experience suggests that positive attitude of the chair combined with simple questions which maintain the interest of members, matters. Leading well, therefore, requires the chair to talk less, listen more, encouraging all to contribute and improve the standard and focus of discussions.

In conclusion

The above discussion is around the process issues involved in leading a committee. The chairperson needs to reflect and exhibit his/her image like that of a leader who is democratic, believer in human values, and has motivational strategies so that members remain excited and focused and are keen to contribute. She/he encourages diverse views, poses small questions, complimenting and supporting the members, and reinforces good dialogues to help them sustain their interest and continuous thinking.

Lest it gives a wrong impression, I clarify that there have been well-run committees with good successes. They can be emulated. I also suggest that appropriate orientation or counseling programmes in leadership with focus on meetings for likely chairpersons be arranged.

References

- 1 hbr.org>2017/07
- 2 The reference is based on Bruce Tuckman's five stages of group development discussed in Dr Udai Pareek's book, *Understanding Organisational Behaviour*, Oxford University Press, New Delhi, pages 229-30
- 3 Khandelwal, Anil. K: *Dare To Lead*: 2013: Sage Publications pages 123-134
- 4 https://m.facebook.com/story.php?story_fbid=3059592760483899&id=670595240219869&sfnsn=wa5 Economic Time, Panache, Sep 17, 2019



About the Author:

KK Verma is ex-Director, Academy of HRD and a research associate at Indian Institute of Management, Ahmedabad.

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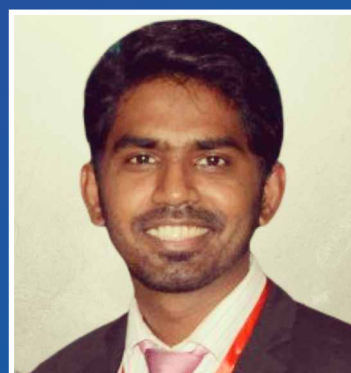
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YLC Wall of Fame



YLC Mentor **Mr Chintan Oza** was ranked at 44th position in the latest list of Top 50 Global Thought Leaders and Influencers on Blockchain.

YLC Member **Abhijeet Khandagale** – Founding Partner Ekatra has been a part of this year's Top Innovators on Deloitte's WorldClass Education Challenge! His team will be working alongside Deloitte professionals and the World Economic Forum to advance strategies that will achieve a quality education for all.



Meet YLC New Members

Ms. Prabina Pajib

Professor
IIT Kharagpur
Kolkata

Ms. Sakshi Kapahi

Director
Omam Consultants Pvt Ltd
Mumbai

Mr. Viraaj Bansal

Vice President
Innxt Group
Kolkata

Mr. Madhurr Jhaawar

Promoter
JAYSHREE POLYTEX LIMITED
Kolkata

Mr. Vineet Tandon

Head Marketing And Talent Branding
HCL Technologies
Delhi NCR

Mr. Sandeep Reddy Katla

Managing Director
KS bakers Private Limited
Hyderabad

Dr Shriniket Mishra

Chief Medical Officer
Hero MotoCorp Limited
Delhi NCR

Dr Hishmi Jamil Husain

Head Biodiversity Corporate Sustainability
TATA STEEL
Jharkhand

Ms. Akriti Arora

Head - PR and Marketing
Lemon Tree Hotels
Delhi NCR

To see all members

[CLICK HERE](#)

Above list is as updated on 24 September, 2021

YLC's New Initiatives

[YLC SIGs](#)

[YLC Membership Benefits](#)

[YLC Mentorship Programme](#)

Follow us on



Upcoming Events

01. YLC Session on the theme: **“Leading Digital Transformation: Using Technology to Enable Humans”** in association with CoreHRIR.

Date: **Friday, 8th October 2021**

Time: **6 pm to 7 pm**

Speakers:

Ms. Shikha Rastogi
CHRO Bloom CE Technologies

Mr. Kartik Rao
CHRO - MYGlamm

Mr. Nishant Gaharwar
People Head, A Leading OTT platform

Session Moderator - Ms. Rakhee Malik - Director and Head HR- Kearney, India

02. YLC Session on theme: **“Attention Factory : The Story of TikTok and China's ByteDance”**

Date: **Friday, 12th November 2021**

Time: **6 pm to 7 pm**

Speaker:

Matthew Brennan: Co- Founder & Managing Director China Tech | Author | Speaker | Tencent & ByteDance Specialist

Moderator:

Saurabh Jain - Founder, Fun2Do Labs (EdTech Startup) and YLC National Events Co- Chair

ZOOM link will be shared on receiving your confirmation.
Please confirm your participation at ylc@ima.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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