

5th National Management Convention

**Vibrant India
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Indian Dream**

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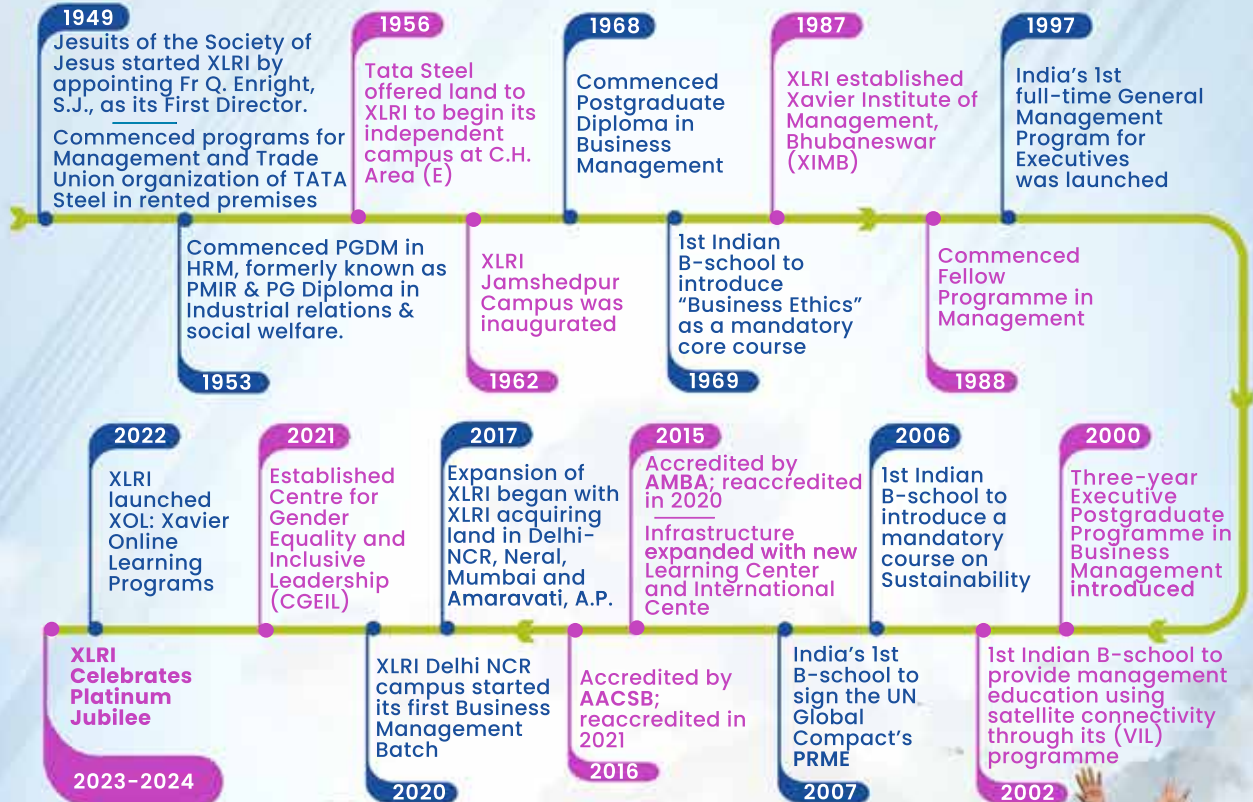
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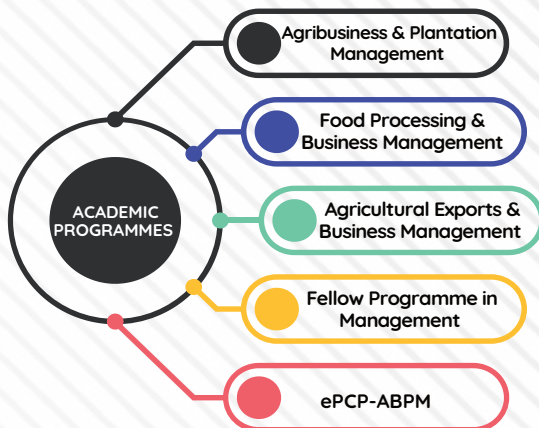
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50th NATIONAL MANAGEMENT CONVENTION

Vibrant India: Reimagining the Indian Dream

26 - 27 September, 2023

Souvenir

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50th National Management Convention

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From the Desk of the President

Dear AIMA Member

A warm welcome to you in the Golden Jubilee edition of AIMA's National Management Convention (NMC).

It is a historic milestone for the convention and All India Management Association. For half a century, this annual gathering of India's management leaders has consistently validated the purpose and value of this esteemed thought leadership platform. During the past 50 years, the NMC has been a cherished occasion for the Indian management fraternity to come together and deliberate on issues of management advancement and national importance. It has been an opportunity to learn from each other and engage with the government leadership and global experts on economic, academic, technological, and international issues.

The Golden Jubilee NMC is taking place at a watershed moment for India. The country has led the world's most important grouping of countries, G20, during the year and the world's leading powers have attested to India's central role in the global economy and the future economic order. India is also nearing the conclusion of its journey toward its centenary, aiming to achieve the status of a prosperous nation with high incomes for all its citizens by 2047. The theme of the Golden Jubilee NMC reflects India's new dream and its aspiration of leading the world throughout the remainder of the 21st century.

The many sessions of the Golden Jubilee NMC encompass the various facets of a vibrant India. The convention will include in-depth discussions on India's achievements and potential in policy, industry, infrastructure, digital economy, science & technology, arts & entertainment, philanthropy and more.

The convention will feature prominent ministers from the Government of India, such as Mr. Nitin Gadkari, Minister for Road Transport & Highways; Mr. Jyotiraditya Scindia, Minister for Civil Aviation and Steel; Mr. Piyush Goyal, Minister for Commerce & Industry; and Mr. Rajeev Chandrasekhar, Minister of State for Electronics & IT and Skill Development & Entrepreneurship. Additionally, we will have Mr. Amitabh Kant, India's Sherpa for G20, and Mr. S Somanath, Chairman of ISRO, representing the government.

Joining them will be several CEOs, industry leaders, diverse experts, and sports, media, and entertainment icons across various thematic sessions - providing all participants with a unique opportunity to gain fresh insights and a deeper understanding of critical issues.

To commemorate the 50th edition of the AIMA's National Management Convention, a special Golden Jubilee Gala Evening is also being organised. The highlight of the evening will be the presentation of AIMA Awards to distinguished leaders who have had a significant impact on India's industry, corporate responsibility, and media landscape. Mr RC Bhargava, Chairman, Maruti Suzuki India; Ms Rohini Nilekani, Chairperson, Rohini Nilekani Philanthropies; and Mr Aroon Purie, Founder Publisher and Editor-in-Chief, The India Today Group will be given their Managing India Awards at this special programme. In addition to these awards, the Gala Evening will feature special dance performances to add an extra layer of entertainment and celebration.

The NMC is also an occasion for the incumbent President of AIMA to pass on the baton of leadership. I am pleased with the efforts and achievements of AIMA during the past year and I am grateful to my colleagues in AIMA Executive Board and AIMA Council for the tremendous support and guidance that I received through my presidency of AIMA. I have a sense of accomplishment in having led AIMA through a tough economic period, which was marked by the lingering effects of COVID-19 on AIMA's education and international activities, along with the pressures created by global uncertainty and an inflation spike.

As I end my tenure, I am pleased to see that AIMA has not only come through mostly unscathed but actually become more dynamic and resilient by diversifying its activity portfolio. AIMA's traditional activities have revived, and the organization has opened immense new possibilities in new areas such as consulting, new-age management courses, and digital management services. I am confident that AIMA is in good shape and will only get stronger in the future.

I am sure that you will enjoy participating in this Golden Jubilee NMC, and over the next two days, you will uncover new knowledge and fresh perspectives on the world.

Thank you

Shrinivas V Dempo
President, AIMA
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The National Management Convention

The National Management Convention (NMC) is the annual flagship event of AIMA which focuses on a topical theme of national importance, based on relevant issues and current events. The Convention is addressed by eminent speakers, including Ministers, CEOs and Thought Leaders from different spheres of life, who share their views with participants through interactive sessions.

AIMA's 50th National Management Convention is being organised on 26-27 September 2023 at Hotel Taj Palace, New Delhi. The theme for the Convention this year is 'Vibrant India: Reimagining the Indian Dream' and aims to imagine the India that could be built on the foundations of a bullish young population, extensive infrastructure, pervasive digitalization, rapid economic growth, and geopolitical importance.

The Convention is also the occasion when AIMA's new President takes charge. This year, the current President, Mr Shrinivas Dempo, Chairman, Dempo Group of Companies, will hand over the reins of AIMA to the incoming President, Mr Nikhil Sawhney, Vice Chairman and Managing Director, Triveni Turbine Limited at the end of the Convention.



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Convention Theme

Vibrant India: Reimagining the Indian Dream

India has marked its 75th year with a strong response to global crises and with a very successful presidency of G20. Now, as India launches its march towards its centenary, it is a time to think afresh about the idea, the identity and the intent of India. It is a time to raise aspirations - from catching up, to leading the way. It is time to imagine the India that could be built on the foundations of a bullish young population, extensive infrastructure, pervasive digitalization, rapid economic growth, and geopolitical importance.

Indian dream has evolved through the changing eras, and today India has become one of the largest economies in the world and a pivotal player in global affairs. Now, the stakes must be raised to take a vibrant India to the next level. The new India needs a new dream - a dream of being a country with high standards of living for every Indian, a dream of being an evolved country that offers the world new models of economy, democracy, governance, and culture. This is India's moment and the leaders must come up with an exciting yet viable promise of a better, greater India.

India needs to dream of becoming a leader not just in aggregate GDP but also in per capita GDP. India needs to become a leader in the quality of human capital and technological innovation. India needs to dream of becoming the creator of revolutionary ideas and possibilities. India must grab its moment in history and give itself a dream of becoming a source of optimism in an increasingly pessimistic world.



The All India Management Association (AIMA) is the national apex body of the management profession in India. AIMA is a not for profit, non-lobbying organisation, working closely with Industry, Government, Academia, and students to further the cause of the management profession in India.

AIMA has a membership base of over 38000 members and close to 6000 corporate /institutional members, through 67 Local Management Associations affiliated to AIMA; and is represented by a number of policy making bodies of the Government of India and national associations.

Established in 1957, AIMA has contributed immensely to the enhancement of management capability in the country over the years. AIMA offers various services in the areas of testing, distance education, skill development & training, research, publications, executive education and management development programmes.

Over the past six decades, AIMA has evolved as times have changed and catered to the growing needs of today's management community. Apart from its flagship Post Graduate Diploma in Management, AIMA offers topical and industry-oriented programmes and initiatives to help management professionals and students keep in step with times, while offering state of the art business solutions for organisations and institutions.

As the pioneer of Distance Education, AIMA has always been an early starter, even in the digital space. AIMA was amongst the first mover organisations to offer Internet Based Remote Proctored Tests on a national level; and among the first to shift its service offerings online. AIMA quickly built digital expertise and now has the capability to offer its management programmes and business solutions in the physical, virtual and hybrid mode, as per industry requirements.

AIMA also brings to the Indian managers, the best management practices, and techniques through numerous foreign collaborations with professional bodies and institutions. AIMA is an important and long-time member of the Asian Association of Management Organisations (AAMO), which promotes professional management in the Asia Pacific region. In addition, AIMA has developed close associations with several leading international Universities and Institutions including the University of Berkeley - California, St Gallen Symposium, Horasis, and The World Bank to name a few.

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**Nitin Gadkari**

*Hon'ble Minister of Road Transport & Highways
Government of India*

Mr. Nitin Gadkari, the Minister for Road Transport and Highways (RT&H) in the Government of India, was born on May 27, 1957, in Nagpur, Maharashtra. Coming from a middle-class agricultural background, he developed a strong interest in social work through his involvement with the Rashtriya Swayam Sevak Sangh (RSS) and the Akhil Bharatiya Vidyarthi Parishad (ABVP). He pursued his education diligently, earning a Post-Graduate degree in Commerce, studying Law, and obtaining a Diploma in Business Management. His outstanding contributions to agriculture and research earned him honorary Doctor of Science (D.Sc.) degrees from Mahatma Phule Krishi Vidyapeeth and Dr. Panjabrao Deshmukh Krishi Vidyapeeth, and a Doctor of Literature (D.Litt.) from Dr. Babasaheb Ambedkar Marathwada University for his significant role in road and infrastructure development.

Mr. Gadkari formally entered politics in 1980 with a vision to bring socio-economic reforms. He quickly rose through the ranks and became the State President of the BJP in Maharashtra in 2005. Remarkably, he assumed the position of the party's National President in 2009 at the age of 52. He has a rich political history, serving as the PWD Minister in the Maharashtra Government from 1995 to 1999 and as the leader of the Opposition in the State Legislative Council for four consecutive terms.

Under his visionary leadership, Nagpur became a pioneer in alternative bio-fuels for transportation, introducing Bio-CNG, Bio-Ethanol, and LNG, as well as Flex-Fuel engines running on 100% Ethanol. He initiated the launch of India's first tractor powered by bio-CNG, providing additional income to farmers. Mr. Gadkari promotes Green Hydrogen as a clean and indigenous energy source and introduced a pilot car in Delhi powered by Hydrogen.

His tenure witnessed the construction of over 70,000 km of National Highways in the last seven years, with 30,000 km of new roads currently under construction. Mr. Gadkari is overseeing 27 world-class access-controlled Greenfield expressway projects under Bharatmala Pariyojana phase-1. He has been instrumental in engineering marvels like the Bandra-Worli Sea Link, 55 flyovers in Mumbai, India's first Mumbai-Pune Expressway, the 14-lane Delhi-Meerut Expressway, Nagpur's Multi-Layer Metro-Rail cum Flyover system, and the upcoming high-tech Delhi-Mumbai expressway, set to reduce travel time between the two major cities to just 12 hours. His leadership has also led to the development of 35 Multi-Modal Logistics Parks, 600 Way Side Amenities, 105 Tunnels, and 28 Emergency Landing Strips.

In addition to his infrastructure achievements, Mr. Gadkari has driven progress in port industrialization, national water highway traffic, coastal tourism jetties, Ganga-Yamuna cleaning, fund-raising, asset monetization projects, and more. His introduction of the Motor Vehicle Scraping Policy addresses pollution and road safety, while the FASTAG policy saves fuel and time at toll plazas. He has also championed R&D in electric vehicles, exploring alternative battery chemistries like Sodium and Aluminum batteries and Hydrogen fuel cells. Mr. Gadkari promotes a waste-to-wealth policy, encouraging the use of advanced and recycled waste materials in road construction.

As the Union Minister for Water Resources and Ganga Rejuvenation, he transformed the "Namami Gange" project into a mass movement, involving various stakeholders in the mission to clean and rejuvenate the Ganga River. Nitin Gadkari's multifaceted contributions to India's development and his commitment to innovative and sustainable solutions continue to shape the nation's future.



Rajeev Chandrasekhar

*Hon'ble Minister of State for Electronics & IT and Skill Development and Entrepreneurship,
Government of India*

Mr. Rajeev Chandrasekhar is a member of the Union Council of Ministers of Narendra Modi Govt. in India. Rajeev holds twin responsibilities as Minister of State for Electronics and Information Technology and Skill Development & Entrepreneurship in the country. He is focused on implementing Prime Minister Narendra Modi's vision of Digital India by expanding and deepening India's Tech and Innovation Economy, developing India as a global talent and Entrepreneurship Hub. In this regard, he is leading several initiatives such as the semi-conductor mission for India, electronics system design and manufacturing, deep tech investment promotion, Startup India and technology policy development.

A tech native, Rajeev has a bachelors in electrical engineering with a MS in computer science from the Illinois Institute of Technology in Chicago. He started his engineering career in the United States working on microprocessors, compilers and Unix operating systems at Intel. In the early 1990s, he returned to India to begin his entrepreneurial journey, setting up one of India's earliest mobile cellular network – BPL Mobile which he successfully exited to Hutchinson, now Vodafone, in 2005.

In 2006, Rajeev committed himself to long term public service. A three-term parliamentarian, he started his political career as Member of parliament in 2006 campaigning for a variety of public interest and economic growth issues, including exposing the 2G spectrum allocation scam in the telecom sector as an opposition MP, advocating for a rules based open internet, data privacy and interoperability.

Since 2014, prior to becoming a Minister, Rajeev was a member of many important Parliamentary committees including Finance and Technology amongst others

Currently he is executing the Indian Govt's mission for building a trillion-dollar tech economy in India by 2025-26 and also working towards making India a Global Skills Hub.



Amitabh Kant

India's Sherpa for the G20

Mr. Amitabh Kant is presently India's G20 Sherpa. He is a governance reformer and a public policy change agent for India, having driven key reforms and initiatives during his tenure as the Chief Executive Officer of the National Institution for Transforming India (NITI Aayog) (2016-2022) and the Secretary of the Department for Industrial Policy and Promotion (DIPP) (2014-2016), Government of India. He has been a key driver of flagship national initiatives such as Startup India, Make in India, Incredible India, Kerala: God's Own Country and the Aspirational Districts Program. The National Institution for Transforming India (NITI Aayog) is India's apex policy-making institution, with the Prime Minister as its Chairman. As CEO of NITI Aayog, Kant has driven a vast range of national-level developmental and policy initiatives which catalyzed India's social and economic development and have brought about a paradigm shift in policy-making. As Secretary, DIPP Kant has driven the Start-up India movement which has led to India emerging as the third-best ecosystem for startups globally, with over 70,000+ start ups and over 110+ Unicorns. Amitabh Kant is the author of *Made in India*, *Branding India-An Incredible Story* and *Incredible India 2.0* book. He is also editor of "The Path Ahead-Transformative Ideas for India". He is the author of over 500 published articles in leading Indian newspapers. He is the recipient of One Globe Award-2016 for leadership in Transforming Governance for the 21st Century. He is also the recipient of Sir Edmund Hillary Fellowship awarded by the Prime Minister of New Zealand. India Today's High & Mighty rankings of 2019 featured Kant as one of the most powerful people in India under the category of "The Supercrats - India's Top Bureaucrats". Amitabh Kant did his schooling from Modern School, Delhi, graduation in Economics (Hons) from St. Stephens, Delhi University and M.A from Jawaharlal Nehru University. He is a Chevening Scholar. He has also undertaken a mid-term course with John F. Kennedy School of Government, Harvard University and Indian Institute of Management (IIM), Ahmedabad.



Shrinivas Dempo

*President, AIMA &
Chairman
Dempo Group of Companies*

Mr. Shrinivas V Dempo is Chairman of the Goa-based Dempo Group of Companies, which has diversified interests in industries such as calcined petroleum coke, shipbuilding, food processing, real estate and newspaper publishing. He has been Chairman of the western region of the largest industry lobby in India, the Confederation of Indian Industry. In 2013, Mr. Dempo was named honorary vice consul of Italy in Goa, India. He was appointed Chairman (Independent Director) of Automobile Corporation of Goa Ltd, a Tata Group Company. Mr. Dempo is on the Executive Council of Goa University, besides being associated with a number of non-governmental organizations performing yeoman service to society such as the Charles Correa Foundation as also the Goa Cancer Society whose president he is. He continues his multi-generational engagement with Goan society, which covers institutions and programmes of higher education, cultural enrichment, environmental conservation, sporting excellence and affirmative action, under the Dempo Charities Trust and Vasantrao Dempo Education & Research Foundation. In his capacity as chairman the prominent petroleum coke manufacturing listed company, Goa Carbon Ltd, Dempo was honoured in the year 2014 with the Asia Pacific Outstanding Entrepreneurship Award India 2014 in recognition of his pursuit of responsible business practices by the Asia-wide organization, Enterprise Asia, dedicated to management development and ethical business. He was elected as a member of the Board of Trustees of Carnegie Mellon University, Pittsburgh, Pennsylvania, USA and has received the Tepper Achievement Award, in recognition of his influential roles as Chairman and Managing Director of the Dempo Group.

(Alphabetical order First Name wise)



Anil Somani

Founder and the Executive Chairman
FOSTIIMA Business School

Mr. Anil Somani is an Engineering graduate from IIT Bombay having received a scholarship from the Institute on account of his meritorious performance in the IIT-JEE for securing All India Rank 63, and a PGDBA from IIMA. He has a distinguished academic career at Scindia Public School, Gwalior and was the First son of the soil to attain the unique IIT-IIM distinction. He began his career in the corporate world with the Times of India Group. He promoted a pharmaceutical company and guided it through the economic slowdown of the late nineties with a strategic alliance with drug major Ranbaxy. He has been the Vice-President of the MP Chambers of Commerce & Industries. Anil cofounded FOSTIIMA Business School in 2007 and is currently its mainstay and Chairman. He has built the institution from scratch which currently has a stable intake of 300 students each year for its flagship PGDM program with excellent faculty and placements.



Aparna Popat

Former Olympian (Badminton) and
Chief Operating Officer
All Is Well

Ms. Aparna Popat is a 2-time Olympian (2000, 2004) in badminton. She represented India for 13 years and participated in all the major tournaments including the World Championships, Asian Games and won 4 medals at the Commonwealth Games (including a silver in 1998). At the World Junior Championships in 1996, she won a silver medal thereby becoming the first Indian to win a medal at this event. She dominated the national badminton scene winning 16 National Championship singles titles in 17 years including 9-consecutive Senior National titles (equalling Padmashree Prakash Padukone national record). In recognition of her achievements, the Govt. of India honoured her with the prestigious Arjuna Award in 2005. With a career high world ranking of No.16, she retired as India's no.1 player – remaining undefeated at the National Championships. Aparna was one of the 17 participants to be selected from around the world and the only Indian to be selected for the Global Sports Mentoring Programme 2012, an initiative by the US Dept of State, promoted by Hillary Clinton, former US Secretary of State and ESPNW. This prestigious programme was aimed at empowering women and girls through sport. With a Masters degree in Business Administration (MBA) and her experience and expertise as an Olympian, she previously served as the Executive Director of the Olympians Association of India and currently is a member of the General Assembly of the Indian Olympic Association. Through her new role as Chief Operating Officer at All Is Well - an integrated fitness app to unlock sports performance, she is working in the fitness and sports science, sports tech, and analytics space. Aparna continues to give back to Indian sport and society through Coaching, Mentoring, as a TV Commentator and Sports Analyst, TEDx and Keynote Speaker, Member of various Government and Advisory committees and supports many social and CSR initiatives for rural, grassroot and community sport and empowerment of women.

**Bimlendra Jha**

*Managing Director
Jindal Steel & Power Ltd*

Mr. Bimlendra Jha has served in the Steel industry for over 3 decades including his long association with Tata Steel. He has held multiple leadership positions including CEO of Tata Steel UK, Chairman of Tata Steel Europe Long Products, Executive Director on Board of Tata Steel Europe, and CEO and MD at Ambuja Cements Ltd. He has now joined Jindal Steel & Power Ltd as its MD in Aug 2022. Mr. Jha has vast experience in strategic portfolio restructuring, Theory of Constraints, supply chain transformation, market development, sales and brand management, innovation management, equipment manufacturing and Steel plant operations. He is also deeply passionate about Green Alternatives for the Industry and water conservation.

**Frank Richter**

*Founder and Chairman
Horasis: The Global Visions Community*

Dr. Frank-Jürgen Richter is the Chairman of Horasis - a global visions community dedicated to inspiring our future. Horasis is using its unrivalled history of partnership with corporations from emerging markets to create a powerful platform for cooperation between emerging and developed markets. The flagship events are the Horasis Global Meeting as well as regional summits focusing on India, China and South East Asia. He has developed an extensive experience and knowledge on the world's economic, business and political scene and of its key players. As one of the leading analysts of international business, he influences major business and governmental decisions with his public commentary. Prior to founding Horasis, Dr. Richter was a Director of the World Economic Forum. He also lived, studied and worked in Asia for almost a decade, principally in Tokyo and in Beijing where he developed and managed European Multinationals' China operations.



Gaurav Singh Kushwaha

*Founder and CEO
BlueStone.com*

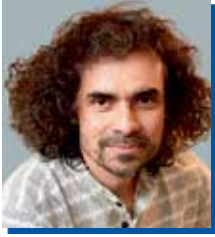
Mr. Gaurav Singh Kushwaha is a Computer Science graduate from IIT Delhi and brings almost 10 years of experience in the fields of Technology, E-Commerce and Internet Marketing. A well known figure in the realm of start-ups, he has been an entrepreneur for almost half a decade. Before BlueStone, he served as the CEO of Chakpak, an online entertainment portal, which he co-founded in 2007. He grew Chakpak.com to over 3 Million unique users a month in less than 2 years and successfully raised two rounds of funding from Accel and Canaan Partners respectively. Using his experience to his advantage, in this short span of time he has advised many start-ups in the fields of SEO, SEM and Product Strategies. Gaurav started his career with Tavant Technologies, a global IT services & solutions provider and subsequently worked with Amazon for around 4 years. At Amazon, he was responsible for building web products for the US E-Commerce market.



Harsh Pati Singhania

*Vice Chairman and Managing Director
J K Paper Limited*

Mr. Harsh Pati Singhania, 61, an MBA from University of Massachusetts and alumnus of Harvard Business School, USA, belongs to one of India's largest industrial groups – J.K. Organisation which operates in diverse businesses like Paper, Cement, Tyres, Auto Engineering, Hybrid Seeds, Dairy/Food, Defence, Textiles etc. having a turnover of around USD 4.0 billion. Mr Singhania is Vice-Chairman & Managing Director of JK Paper Ltd., one of the leading companies of the Group. He is currently a Vice-Chair and Member of Executive Board of International Chamber of Commerce (ICC), Paris which is the apex body for all Chambers of Commerce globally. He also serves as a Member on the Board of Governors of International Management Institute (IMI), Board of Management of JK Lakshmipat University (JKLU) and Pushpawati Singhania Hospital & Research Institute (PSRI), besides the B20 India Steering Committee, Centre for Social and Economic Progress (CSEP - formerly Brookings India), and Bharatiya Yuva Shakti Trust (BYST). He is known for his contribution to various industry and Government bodies in international joint business forums and councils. He has led various Industry bodies as President of Federation of Indian Chambers of Commerce & Industry (FICCI), All India Management Association (AIMA), ICC-India, Indian Paper Manufacturers Association (IPMA) etc. Mr Singhania was conferred an honorary Doctoral degree by the Board of Governors of Xavier Institute of Management, Bhubaneswar. Mr Singhania is a philanthropist, keen golfer, an avid reader, an auto aficionado and an admirer of the arts.

**Imtiaz Ali**

Indian Film Director Producer and Screenwriter

Mr. Imtiaz Ali is a versatile Indian film director, writer, and producer with a rich background in the world of entertainment. Hailing from Jamshedpur, he began his educational journey at St. Michael's High School in Patna and later continued at D.B.M.S. English School in Jamshedpur. During his school years, Imtiaz not only excelled academically but also displayed a passion for basketball and a deep involvement in theatre. His quest for knowledge led him to Hindu College at the University of Delhi, where he pursued a bachelor's degree in English Literature. At Hindu College, he co-founded IBTIDA, The Dramatics Society, which still thrives today. Following his college years, he made the pivotal move to Mumbai, the epicenter of the Indian film industry. Imtiaz Ali's creative journey has resulted in a remarkable filmography. He has directed TV shows such as "Purushetra" for Zee TV, "Imtihaan" for Star Plus, and "Rishtey" for Zee TV. Furthermore, he has written and directed several critically acclaimed films, including "Socha Na Tha" (2005), "Jab We Met" (2007), "Love Aaj Kal" (2009), "Rockstar" (2011), "Highway" (2014), "Tamasha" (2015), "Jab Harry Met Sejal" (2017), and the 2020 version of "Love Aaj Kal." Imtiaz Ali's storytelling prowess extends to his writing credits, which include "Ahista Ahista" (2006) and "Cocktail" (2012). Additionally, he has presented the film "Laila Majnu" (2018), further establishing his influence and versatility in the Indian film industry. Imtiaz Ali continues to captivate audiences with his unique narratives and cinematic brilliance.

**Nandita Das**

Indian Actress and Film Maker

Ms. Nandita Das has acted in more than 40 feature films in 10 different languages. She's done many memorable roles and worked with several eminent filmmakers. Her directorial debut in 2008 was *Firaaq* which captures the aftermath of a carnage. The film garnered many accolades and much appreciation, both in India and abroad. She was conferred the 'Knight of the Order of Arts and Letters' by the French Government. *Manto*, her second directorial feature is based on the four most tumultuous years in the life of Saadat Hasan Manto, the Urdu writer of the 1940s. The film premiered in 2018 at the Cannes Film Festival. Her first book, *Manto & I*, chronicles her 6-year-long journey of making the film. She has a Master's degree in Social Work and is a strong advocate for social justice. Nandita was the Chairperson of the Children's Film Society. In 2016, she founded 'Nandita Das Initiatives' (NDI), a creative platform which produced her feature films *Manto* and *Zwigato*. Under NDI, she has also directed and produced shorts such as *India's Got Colour* and *Listen to Her* that shed light on pertinent social issues. Her third directorial venture, *Zwigato*, explores the life of a food delivery rider and his family. After travelling to various festivals such as TIFF, BIFF and IFFK, it was released in India and overseas in March 2023.



Neha Aggarwal Sharma

*Former Olympian (TT) and Head - Partnerships and Communication
Olympic Gold Quest*

Currently Head of Partnerships & Communication at Olympic Gold Quest. Only female Table Tennis player to represent India at the 2008 Beijing Olympic Games. Gold medalist at 2008 Commonwealth Youth Games. 3 bronze medals in Commonwealth Table Tennis Championships (2009 and 2013). Former World No. 18 in Under 18 Girls Singles. 4-time National Champion in Juniors. Education: Masters - MS in Sports Management from Columbia University, New York in 2016. Undergrad – BA Program from St. Stephen's College, Delhi in 2011. School – DPS RK Puram. Previously worked at the United States Olympic Committee, International Table Tennis Federation and Women's Sports Foundation started by tennis legend Billie Jean King. Awarded Rajiv Gandhi State Sports Award by Delhi State in 2009.



Nikhil Sawhney

*Sr Vice President, AIMA &
Managing Director, Triveni Turbine Ltd*

Mr. Nikhil Sawhney is the Vice Chairman and Managing Director of Triveni Turbines and a Director with Triveni Engineering. The Companies occupy leadership positions in their respective businesses of sugar manufacturing, distillation of alcohol, renewable energy generation, industrial turbines and gears, and water and wastewater treatment solutions, spanning 16 manufacturing locations in India. Triveni Turbines is the largest global manufacturer of small steam turbines as well as the global leader for renewable energy based applications. The company sells over 1000 MW of small turbines per annum and has over five thousand installations in over 80 countries. The Company is leading the Energy Transition with the development of several products and solutions. Nikhil is the Senior Vice President of the All India Management Association and a member of the Board of Governors of IIM Calcutta. He has helped found the CII-Triveni Water Institute and is an active trustee of the Tirath Ram Shah Charitable Hospital and the Emmanuel College India Trust, as well as the Ananta Aspen Center, of which he is a fellow. Nikhil is also a member of the Trilateral Commission and a member of various Government of India led bilateral CEO forums. Nikhil is the Co-Chair of the Ananta Aspen led India-Israel Forum. Nikhil has been voted one of India's forty 'hottest' business leaders under 40 by The Economic Times in 2015. He has a BA and MA from Emmanuel College, University of Cambridge, and an MBA from The Wharton School, University of Pennsylvania. Nikhil resides in New Delhi with his wife Zia and their son Zahan.

**Omkar Goswami***Founder and Chairperson**Corporate and Economic Research Group Advisory Pvt Ltd*

A professional economist, Dr. Goswami did his Masters in Economics from the Delhi School of Economics in 1978 and his D.Phil (Ph.D) from Oxford in 1982. He taught, collaborated and researched economics for 18 years at Oxford, Delhi School of Economics, Tufts, Jawaharlal Nehru University, Rutgers University and the Indian Statistical Institute, New Delhi. He was also the Editor of Business India from 1996 to 1998; and the Chief Economist at the Confederation of Indian Industry (CII) from 1998 to 2004. Dr. Goswami has been a consultant to the World Bank, the IMF, the Asian Development Bank and the OECD. He serves on the board of the following listed companies: Godrej Consumer Products and Adani Enterprises. From 2004, Dr. Omkar Goswami is the Founder and Chairman of CERG Advisory Private Limited.

**Parikshit Luthra***Delhi Bureau Chief**CNBC-TV18*

Mr. Parikshit Luthra is the Delhi Bureau Chief at CNBC-TV18. He is the host of the channel's daily news show Newscentre and also the weekly show on international affairs called Global Eye. He has been a journalist for close to 18 years and leads the coverage on economic, political, corporate and auto sector related issues.



P Balaji

*Chief Regulatory and Corporate Affairs Officer
Vodafone Idea Limited*

Mr. Balaji is a member of the Core Leadership Team (CLT) of Vodafone Idea Ltd, a leading telecom operator serving citizens and enterprises across India. The CLT has successfully led the planning and execution of the world's largest telecom merger, in a record two years. He leads the company's Regulatory, Public Policy and Government Relations activities along with Industry advocacy, Corporate Communications, Reputation Management and CSR. He is a pioneer in the Telecom sector, joining the sector at its infancy in 1993. He has the unique experience of holding leadership positions in all three telecom verticals, with leading Technology, Devices companies and Telecom Operator. Prior to joining Vodafone, Balaji was Managing Director of Nokia India and Sony Mobile. Over the years, he has held senior leadership positions in start-up and turn-around ventures of TATA group, AT&T, Ericsson, and Lucent Technologies. Having started his career with Tatas, he has rich experience of over 30 years in Telecom & IT sector in diverse functions including sales, product management, marketing, strategy, and operations. Balaji is the current Vice Chairperson of Cellular Operators Association of India (COAI), the apex industry association representing leading Telecom, internet, technology, and Digital Services Companies. He is also the Chairman of ASSOCHAM National Digital Communications Council, and Member of National Council of apex industry chambers CII, FICCI, ASSOCHAM and All India Management Association. Passionate about local manufacture, R&D and skills/capacity development, he has been President of TEMA (Telecom Equipment Manufacturing Association), Founding Vice Chairman of TEPC (Telecom Exports Promotion Council) and is Founding Vice President of TSSC (Telecom Sector Skills Council). He has been catalyst for many industry innovations and initiatives and has served as member of several Task Forces set up by government. Over the years, these initiatives have resulted in introduction of cutting edge technologies into India, large scale creation of employment and economic growth in the country. An Electronics & Communications Engineer from IIT Roorkee, Balaji completed his MBA from IIM Ahmedabad in Marketing, Finance and Strategy.



Pieter Elbers

**CEO
IndiGo**

Mr. Pieter Elbers, at 53, has been at the helm of IndiGo as CEO since September 2022. Leading a team of over 35,000 aviation enthusiasts, he is driving India's premier passenger airline to new heights. Pieter is a seasoned airline leader with over 30 years of experience, passionately believing in aviation's potential for economic growth, social progress, and cohesion. Pieter's vision for IndiGo is rooted in its mission to "Give wings to the nation," connecting people and their aspirations. His strategy aims to propel IndiGo towards new horizons, aspiring to welcome 100 million customers on board by FY2024 and doubling in size and scale by the end of the decade. Pieter's extensive aviation foundation was built during his impressive 30-year career at KLM Royal Dutch Airlines, where he held executive positions across Europe and Asia. As President & CEO of KLM from 2014, he led the airline's transformation into Europe's customer-centric, sustainable network carrier, skillfully navigating it through the challenges of the pandemic. He also served in various roles within the Air France-KLM Group. A Dutch national, Pieter holds degrees in Logistics Management and Business Economics. He is a Commander in the Order of Orange-Nassau, a prestigious Dutch honor. Married with three children, he emphasises the importance of a healthy mind and body, maintaining his fitness through regular running. His personal interests encompass history and cultures. Pieter Elbers is a dynamic leader propelling IndiGo to new horizons while prioritizing sustainability and social responsibility.



Pranjal Sharma

Economic Analyst, Advisor and Author

Mr. Pranjal Sharma is an economic analyst, advisor and author who focuses on technology, globalisation and inclusive growth. He serves on boards of enterprises and non-profit entities which are leveraging emerging technologies for sustainable, equitable growth. Pranjal leads public discourse at global and national platforms including World Economic Forum, St Gallen Symposium, Horasis Global Meeting, ORF and AIMA. He served as a member of the Global Agenda Council at the WEF for eight years. He is a member of its expert network and a regular speaker at Davos. Presently he is a member of the Digital Transformation Taskforce of B20 India and is also a member of The Outstanding Speakers Bureau. His latest book *The Next New: Navigating the Fifth Industrial Revolution*, published by HarperCollins, is the first in the world to chronicle the impact of the fifth industrial revolution while quantifying the magnitude of revenue shifts globally. His previous books include *India Automated: How the Fourth Industrial Revolution Transforming India*. His book *Kranti Nation: India and The Fourth Industrial Revolution*, published in 2017 was the first to chronicle the impact of emerging technologies in India. Pranjal was also the co-author of *The Z Factor*. Previously, he spent more than two decades in print, internet and TV media, mostly in leadership roles with focus on India's economic engagement with the world. As Founding Executive Editor at Bloomberg UTV, he helped launch and run the channel. At TV Today Network, his team pioneered business news content for non-English audiences. Pranjal received the News Television Award for best business show in 2007. He lives in New Delhi, India.



R C Bhargava

*Chairman
Maruti Suzuki*

Mr. Ravindra Chandra Bhargava is the former CEO and current Chairman of Maruti Suzuki, India's largest automobile manufacturer. His journey to this esteemed position followed an illustrious career of twenty-five years as an Indian Administrative Service officer. Mr. R. C. Bhargava stands out as a distinguished leader with an impressive educational foundation. He achieved the highest rank in the Indian Administrative Services and holds a Master's degree in Mathematics from Allahabad University. Additionally, he earned a Master's degree in Developmental Economics from Williams College in the USA. His career has been marked by his pivotal role as Chairman of Maruti Suzuki India Limited, previously known as Maruti Udyog Limited, a position he has held since 2007. Under his stewardship, Maruti Suzuki has achieved remarkable success in the Indian automotive industry. His illustrious professional journey encompasses diverse roles, including serving as a Director at Maruti Udyog Limited and leading his management consultancy firm, RCB Consulting Private Limited. Notably, he has held significant positions such as Joint Managing Director, Managing Director, & Chairman at Maruti Udyog Limited at different points in time. Beyond his contributions to Maruti Suzuki, He has made substantial impacts in both the public and private sectors. He has served as a Director at Bharat Heavy Electricals Limited and held positions as Joint Secretary in the Cabinet Secretariat and the Ministry of Energy within the Government of India. Furthermore, His influence extends beyond Maruti Suzuki, as he actively participates in several distinguished organisations. He holds board memberships in prominent companies such as Dabur India Limited, Taj Asia Limited, Thomson Press Limited, Intellect Commerce Limited, Iswar Charitable Trust, ISE-Suzuki Egg India Pvt. Ltd, and Hitachi India Trading Pvt Ltd. His diverse expertise and unwavering commitment to various sectors have solidified his status as a prominent figure in India's corporate and administrative landscape.



R Mukundan

*Managing Director & CEO
Tata Chemicals Ltd*

Mr. R. Mukundan, Managing Director & CEO of Tata Chemicals Limited, joined Tata Administrative Service in 1990, after completion of MBA from FMS, Delhi University. He is a distinguished alumnus of IIT, Roorkee, Fellow of Indian Chemical Society and an alumnus of Harvard Business School. During his 31 year career with Tata Group, he has held various responsibilities across the Chemical, Automotive and Hospitality sectors of the Tata Group. He serves on industry forums and impact organisations.



Rekha Sethi

*Director General
All India Management Association*

Ms. Rekha Sethi is the Director General of the AIMA, the apex body for management in India. Since she took charge in June 2008, she has since established AIMA as the preferred platform for discussions and debate on management. AIMA now attracts India's top industry leaders and policy makers on its platform. Rekha is on the Boards of some leading Indian companies as an Independent Director including CESC, one of India's foremost Power generation and distribution companies. She is also on the Boards of Samvardhana Motherson International Ltd – one of the world's largest and fastest growing automotive supplier for OEMs; Spencer's Retail Ltd – one of India's leading retailers; Hero Steels Ltd manufacturing steel products; Kirloskar Brothers Limited, one of India's largest centrifugal pump manufacturers with manufacturing facilities in the Netherlands, South Africa, Thailand, UK & US. She has earlier served on the Board of Sun Pharmaceutical Industries Ltd, world's fourth largest specialty generic pharmaceutical company and India's top pharmaceutical company; and on the Boards of Sun Pharma Laboratories Ltd and Sun Pharma Distributors Ltd. She represents AIMA on the Governing Council of the National Productivity Council. Prior to joining AIMA, Rekha worked with India's premier industry organisation, the Confederation of Indian Industry for over 17 years. There she led the initiative to create high-profile international events to promote India's economic interests. She started her career with the Center for Development of Telematics. Rekha is an alumnus of St Stephens College, Delhi University.



Rohini Nilekani

Chairperson

Rohini Nilekani Philanthropies

Ms. Rohini Nilekani is a prominent philanthropist and co-founder of EkStep, a non-profit education platform. She also chairs Rohini Nilekani Philanthropies and previously founded Arghyam in 2001 to support sustainable water and sanitation initiatives across India. Her leadership extended to Pratham Books, where she served as founder-chairperson and chief funder from 2004 to 2014, impacting millions of children through non-profit children's publishing. In addition to her philanthropic roles, Rohini contributes to various organizations, including serving on the Board of Trustees of ATREE, an environmental think tank. Her background as a former journalist includes writing for esteemed publications like Times of India, India Today, and Mint. She authored books, including a medical thriller titled "Stillborn" and the non-fiction work "Uncommon Ground." Rohini's commitment to education is evident in her writing for young children, notably "Annual Haircut Day." Her 2022 anthology, "Samaaj, Sarkaar, Bazaar," articulates her vision for reestablishing a balance between the state and markets with society at the core. Recognized for her contributions, Rohini Nilekani was elected as a Foreign Honorary Member of the American Academy of Arts and Sciences in 2017. She's been involved with organizations like Science Gallery Bengaluru, the Well Being Project, and the Dakshin Foundation. Her philanthropic dedication earned her the title of the Best Grassroots Philanthropist at the 2022 Forbes India Leadership Awards. In the realm of philanthropy, Rohini is a trailblazer, earning the distinction of 'the most generous woman in India' in the 2022 Hurun India Philanthropy Report. In 2017, she and her husband, Nandan Nilekani, pledged to donate half of their wealth to philanthropic causes by signing the Giving Pledge.



Rohit Bansal

Group Head of Communications

Reliance Industries Limited

Rohit Bansal, a former editor turned reputation science and influence practitioner, currently serves as the Group Head of Corporate Communications at RIL (Reliance Industries Limited). Under his leadership, the corporate communications team consistently secured the top spot on the Wizikey Index for three consecutive years, and they were also featured in prestigious curation lists, including one by e4m (exchange4media). Rohit's influence in the communications field is evident through his recognition as the "most influential" communications professional, holding the coveted "No.1" position twice in the Reputation Today list. He also imparts his expertise as a Mentor at JioGenNext. His impressive educational background includes degrees from esteemed institutions like Harvard Business School, IIM Ahmedabad, and St. Stephen's College. Recently, he completed the "Leadership in AI" program at the Indian School of Business (ISB) in Hyderabad. Beyond his corporate role, Rohit Bansal is a Distinguished Fellow at the Observer Research Foundation and a multiple TEDx speaker. He actively contributes to various national committees, serving on the National Executive of FICCI (Federation of Indian Chambers of Commerce & Industry) and participating in national committees of CII (Confederation of Indian Industry). As a British Chevening scholar, he completed professional programs at the University of Westminster, The Times Centre for Media Studies, and the European Journalism Centre in Maastricht. In the corporate realm, Rohit has left a significant mark by serving on the boards of Network18, TV18, IBN Lokmat TV, Viacom18, and the News Broadcasters Association. Before his current role, he held esteemed positions including Resident Editor of Financial Express, Editor-Business at Zee News, Special Correspondent at TV18, and senior Business Correspondent at The Times of India. His journey underscores his unwavering commitment to excellence in communications, reputation management, and business leadership, further exemplified by his recognition as a Fellow of the Institute of Competitiveness, representing the India branch of Prof. Michael Porter's work in enhancing organizational competitiveness.



Ronnie Screwvala

*Co-founder and Chairperson
upGrad, Indian Entrepreneur and Film Producer*

Mr. Ronnie Screwvala is a pioneering entrepreneur known for his resilience and visionary pursuits. His journey began with Cable TV in India, a venture initially met with skepticism and failure. However, his determination led to the pioneering of Cable TV across the country. Undeterred by setbacks, Ronnie ventured into toothbrush manufacturing, eventually building one of India's largest toothbrush operations despite the absence of a supportive funding ecosystem. Another endeavor, TV Home Shopping, faced challenges ahead of its time but failed to deter his entrepreneurial spirit. Ronnie's notable achievement came with UTV, a media and entertainment company. Despite facing near-bankruptcies and multiple pivots, he transformed it into a powerhouse covering various aspects of content and platforms, eventually selling UTV to The Walt Disney Co in 2012. Despite past failures, Ronnie garnered international recognition. Newsweek dubbed him the "Jack Warner of India," Esquire listed him among the 75 most influential people of the 21st century, and Fortune recognized him as one of Asia's 25 most powerful figures. In his commitment to champion entrepreneurship and embrace failure, Ronnie authored the book "Dream With Your Eyes Open." In his second innings, Ronnie Screwvala focused on shaping India's future through online education as Co-Founder & Chairman of upGrad. He also co-founded The Swades Foundation with his wife Zarina, dedicated to improving rural India across key areas such as water, sanitation, health, education, and livelihood. As a passion project, Ronnie established RSVP to tell impactful stories through movies. Additionally, he owns three sports teams under the U Mumba brand, spanning Kabaddi, Volleyball, and Football, despite having never played these sports himself. Ronnie Screwvala's journey exemplifies resilience, entrepreneurship, and a commitment to making a lasting impact in India.



Sanjeev Bikhchandani

*Founder & Vice Chairman
Info Edge India Ltd.*

Mr. Sanjeev Bikhchandani is an Indian businessman, who is the founder and executive vice chairman of Info Edge which owns Naukri.com, a job portal, as well as the co-founder of Ashoka University. He was honoured with the Padma Shri, India's fourth highest civilian award, in January 2020. He attended St. Columba's School, Delhi and finished schooling from there in 1981. Thereafter, he obtained a Bachelor of Arts degree in economics from St. Stephen's College, Delhi in 1984. He completed his MBA from IIMA in 1989. He is ranked #68 in Forbes India Rich List 2020 with a net worth of \$2.1 Billion. Sanjeev after his PG left a job marketing Horlicks at Hindustan Milkfood Manufacturers (after series of multinational mergers-and-acquisitions, now known as GlaxoSmithKline Consumer Healthcare India) in 1990 to pursue entrepreneurship.[6]The first company specialized in pharmaceutical trademarks and the second produced salary surveys and reports. In 1993, he and his partner decided to go separate ways. Sanjeev founded Info Edge in 1995. In 1997, Bikhchandani set up Naukri.com, jobs portal located on a server in India, and later Quadrangle.in, an offline executive search business. In 2005, Naukri.com was reported as being India's largest web-based employment site. Building up in the websites business, Info Edge later launched other classified sites like 99acres.com in real estate, Jeevansathi.com in matrimony and Shiksha.com in education. He is also an astute investor, having invested in unicorns like PolicyBazaar and Zomato. Additionally, he is a part of the 'Vision Circle' of FYI (Foundation for Young Innovators) - a shark tank for social initiatives exclusively open to high school students. He won the Ernst and Young Entrepreneur of the Year Award in 2008.



S. Somanath

Chairman

Indian Space Research Organisation (ISRO)

Mr. Somanath S is a Distinguished Scientist and Secretary, Department of Space, Chairman, Space Commission and Chairman, ISRO since 14 January 2022. Mr Somanath spanning a distinguished career of nearly 36 years has made significant contribution in the area of space technology. Mr Somanath is an expert in the area of system engineering of launch vehicles. In his previous assignment as Director, Vikram Sarabhai Space Centre (VSSC) in 2018, the lead Centre of ISRO he was responsible for Launch vehicle technology development. Under his leadership, VSSC has achieved significant feats like Crew Escape System demonstration through Pad Abort Test (PAT), launch of GSLV Mk-III M1/Chandrayaan 2, and he spearheading the upcoming Gaganyaan mission and the development of Small Satellite Launch Vehicle (SSLV). Prior to that he had been the Director of Liquid Propulsion Systems Centre (LPSC) where he led the team to complete the development and qualification of CE20 cryogenic engine and the C25 stage which was successfully flown in GSLV Mk-III D1 flight. In his capacity as the Associate Director (Projects) of Vikram Sarabhai Space Centre and Project Director of GSLV Mk-III Launch vehicle, the first Experimental flight of LVM3-X/CARE mission was successfully accomplished on 18th December, 2014. He is a Fellow of Indian National Academy of Engineering (INAE), Fellow of Aeronautical Society of India (AeSI), Astronautical Society of India (ASI) and a member of International Academy of Astronautics (IAA). He has published several papers in journals & seminars in the area of structural dynamics and control, dynamic analysis of separation mechanisms, vibration & acoustic testing, launch vehicle design and launch services management.



Sonal Kalra

Chief Managing Editor (Lifestyle & Entertainment)

Hindustan Times

Ms. Sonal Kalra is an award-winning journalist and author. Currently, she holds the esteemed position of Chief Managing Editor of Hindustan Times for Lifestyle & Entertainment across 28 nationwide editions, where her contributions extend to the daily supplements, HT City. Her remarkable journey in the world of media has been adorned with the crowning jewel of Indian journalism, the Ramnath Goenka Award. Holding a gold medal from the prestigious Indian Institute of Mass Communication in New Delhi, Kalra's dedication to her craft is unquestionable. Her journalistic prowess extends far and wide, having previously helmed the editorial reins of a tech magazine and lent her expertise to various lifestyle publications encompassing decor, health, wellness, fashion, food, beauty, fitness and travel. Notably, she served as the content lead for Government of India web portals under the Ministry of Information Technology for over a decade. Among the many feathers in her cap, Kalra's receipt of the Ramnath Goenka Award for Excellence in Film Journalism in January 2012 stands as a testament to her exceptional abilities. This coveted award remains the zenith of recognition for journalists in India, underscoring her influence and dedication to the field. Dr Sarvapalli Radhakrishnan Rashtriya Samman 2011 is another prestigious honour bestowed upon Kalra, acknowledging her profound contribution to the media landscape. The Young Achievers Award 2011, conferred by the renowned communications academy, Whistling Woods International, celebrates her excellence in the field of media. Kalra's list of accolades is extensive, including the Dr APJ Abdul Kalam Award for her significant contribution to journalism, the United Nations Cultural Relations Media Award in 2015, and Excellence in Journalism awards in 2010 and 2012 by the international think tank GPS. In 2016, she was hailed as the Media Leader of the Decade - Features, further cementing her legacy in the industry. Her enduring commitment and impact on the world of media were reaffirmed when she received the Media Achiever of the Year award from FICCI YFLO in April 2019.


Suneeta Reddy

*Vice President, AIMA &
Managing Director
Apollo Hospitals*

Ms. Suneeta Reddy is the Managing Director of the Apollo Hospitals Group. A member of the founding family, she joined the enterprise in 1989. Since then, as the Finance Director of the company, she has spearheaded several fund-raising and investment decisions, which have played a key role in the Group's sustained growth and profitability. As Managing Director, she now steers Corporate Strategy, Acquisitions and Operations, while continuing to oversee Finance. She serves on the Board of several Apollo Hospitals' Group companies. She is a member of the South Asia Advisory Board, Harvard Business School. She is a Director on the Board of Chennai International Centre (CIC), a platform for free thought and expression on a diverse set of topics ; a patron member of ICC (India International Chamber of Commerce) serving as a Vice President for the year 2021-22 ; a member of the CII National Council and Healthcare Council and part of its Family Business Council. She is a member of the PHD Chamber of Commerce and Industry. In 2018, 2019 & 2020, Ms.Suneeta Reddy was featured among the top four in Fortune India's list of Most Powerful Women, which recognises women in business who are making an impact by virtue of their business acumen and social and cultural influence. She is also the recipient of Business Today's Most Powerful Women in Indian Business Awards 2019. She received the Businesswoman of the Year Award 2020 from the Economic Times.


Sudhir Jalan

*Co-Chairman
Rieter India Pvt Ltd*

Mr. Sudhir Jalan, 78 years old, is a Commerce Graduate and an MBA from Kolkata. He is a premier businessman with business interests all over India. He has been associated in Senior Management positions as Chairman and managing Director/CEO of various companies in diversified industries. He is the Co-Chairman of Rieter India Private Limited and Chairman of Neo Foods Pvt. Ltd, Rice Lake Weighing Systems India Ltd, Meenakshi Tea Company Limited and Sublime Agro Limited. He has had the honour of presiding over the apex body of the Chambers of Commerce in India, the Federation of Indian Chambers of Commerce and Industry (FICCI), and was President of the All India Management Association (AIMA). Mr. Jalan was also President of the International Chamber of Commerce (ICC India). He has served on the Board of the Indian Institute of Management, Kolkata. Mr. Sudhir Jalan is the Hony. Consul General of Greece in Kolkata. He also sits on the Board of several other companies of repute and involved with quite a few charitable Institutions.



Sukhmal Kumar Jain

Director (Marketing)

Bharat Petroleum Corporation Ltd

Mr. Sukhmal Kumar Jain is Director (Marketing) of Bharat Petroleum Corporation Limited, a Maharatna, the second largest energy PSU in India and a Fortune 500 Global Company. With graduation degree in Mechanical Engineering from Delhi College of Engineering and MBA from SP Jain Institute of Management & Research, he has held several leadership positions in Retail, LPG and Gas verticals in his 36 years with the company. In the past, he has held the position of Chairman of Indraprastha Gas Ltd., a joint venture between GAIL (India) Ltd. and BPCL. He had also held the positions of Chairman of Goa Natural Gas Pvt. Ltd (GNGPL) & Chairman of Central UP Gas Ltd (CUGL) and was Director on the board of Bharat Gas Resources Limited (BGRL), a wholly owned subsidiary of BPCL which has recently merged with BPCL. In his illustrious career of over three decades, he has been actively involved in industry defining initiatives, like Give it Up campaign and Pradhan Mantri Ujjwala Yojana, in LPG Business, and has successfully navigated the Strategy and Loyalty Programs in Retail Business. Under his leadership, Gas BU played an increasingly important role in supporting the Government's aim of developing India as a gas-based economy, which augurs widespread economic prosperity, while also reducing the nation's dependence on oil imports and contributing to reduction in carbon emissions.



Sunil Kant Munjal

Chairman

Hero Enterprise

Mr. Sunil Kant Munjal is a second-generation member of the family that founded the Hero Group, India's premier automotive manufacturing group that has evolved from being the world's largest bicycle-maker to the largest two-wheeler maker. He is now the Chairman of Hero Enterprise, with interests in insurance distribution, steel-making, real estate, corporate training and an active Investment Office. The Investment Office has made strategic investments in several areas ranging from e-commerce to hospitality. He also supports start-ups and mature businesses in digital learning, transportation, healthcare, women empowerment, education, financial services, consumerfacing businesses, etc. The Investment Office runs a portfolio of structured debt, public market investments and private equity investments in India and for global markets. He sits on the boards of the Indian Institute of Management, Ahmedabad (IIM-A), Indian School of Business (ISB) which is a leading Business School in India, Shri Ram College of Commerce (SRCC), India's leading College for Commerce and also University of Tokyo. He is also on the board of trustees of the Carnegie Endowment for International Peace. He has co-founded BML Munjal University (BMU) and is President of Dayanand Medical College and Hospital, Ludhiana. He has also served as President of the Confederation of Indian Industry (CII), All India Management Association (AIMA) and has headed the Doon School governing body for five years; been a member of Prime Minister's Council on Trade & Industry and was on government taskforces that prepared the ground for India's banking, financial services and taxation reforms. He was also part of the Labour Reforms Commission and has Chaired the Report for Skills, Training & Workers Education and a few others. Mr Munjal has set up the Serendipity Arts Foundation which aims to revive patronage in the arts and make all art-forms accessible to people through a large multi-disciplinary Arts Festival and various other means. He is also the President of the Ludhiana Sanskritik Samagam which supports performing arts across North India. He has also chronicled the incredible saga of Hero's founders in a book- The Making of Hero, which featured amongst India's prominent bestsellers for several months and recently won the Business Book of the Year Award at Tata Literature Live! Festival 2020.



T V Narendran

Managing Director
Tata Steel Ltd

Mr. T V Narendran is the CEO & Managing Director of Tata Steel Limited. As the CEO & MD, he has overseen the organic and inorganic growth of Tata Steel over the last few years. He has over 35 years of experience in the Mining and Metals industry. He is currently on the Board of Tata Steel Limited. He is the Chairman of Tata Steel Europe and Tata Steel Long Products Limited. He is also the Chairman of the Board of Governors of XLRI Jamshedpur. He is a member of the Executive Committee and the Board of the World Steel Association. He was the co-chair of the Mining & Metals Governors Council of the World Economic Forum from 2016 to 2018. He is a fellow of the Indian National Academy of Engineering. He served as the President of the Indian Institute of Metals from 2021 to 2022. He has also served as the President of the Confederation of Indian Industry (CII) from 2021 to 2022. Narendran is a Mechanical Engineer from the National Institute of Technology (NIT) Trichy and did his MBA from the Indian Institute of Management (IIM) Calcutta. He is a recipient of Distinguished Alumnus Awards from both NIT Trichy and IIM Calcutta. He is a Chevening Scholar and has also attended the Advanced Management Programme in INSEAD, France.



Yezdi Nagporewalla

CEO
KPMG in India

Mr. Yezdi Nagporewalla, Chief Executive Officer of KPMG in India is a seasoned leader with over 25 years of professional services experience and has successfully led some of the largest and most complex accounts for the firm, globally and in India. Yezdi has a sound understanding of governance and regulatory matters and is a member of the Global Board and EMA Board of KPMG International. He is also a member of the CII Corporate Governance Council, a member of the AIMA Council of Management, and is on the USISPF India Executive Leadership Board. Yezdi brings a deep understanding of the firm's opportunities and businesses across its spectrum of offerings. Respected globally for his proven track record in serving clients undergoing complex change, Yezdi's core expertise includes helping large conglomerates scale up, across developed and emerging markets.

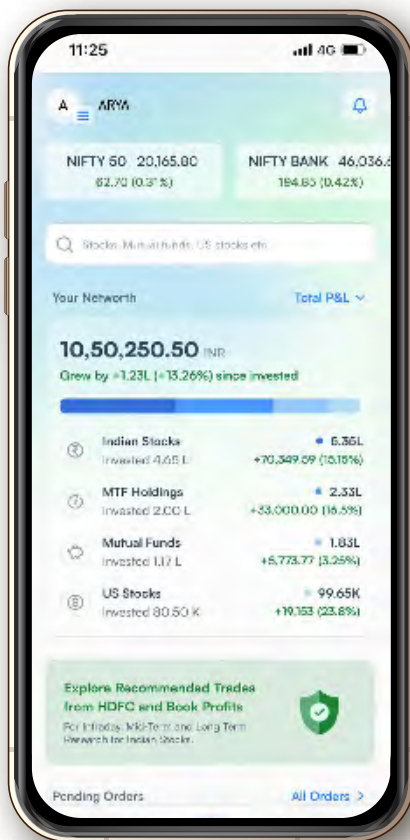


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ACROSS AGES

The emerging hybrid work culture can be an ideal approach for organisations dealing with a multi-generational workforce.

Pallavi Jha
Walchand Plus

Managing a multigenerational team can be a complex task for any leader. Each generation has its unique mindset, work style, and ways of communication. As a manager, recognising how to motivate team members individually and capitalise on their strengths is essential. Understanding attitudinal and behavioural differences among team members of different generations is a critical tool for driving engagement.

According to a Dale Carnegie employee engagement study, middle-aged employees (40 to 49 years) are less engaged with their organisation. This may be due to external pressures such as family life or the feeling that they have reached a plateau in their career. There are several things managers should keep in mind to ensure that all team members feel valued and motivated.

Different generations in today's workforce

Baby Boomers (born between 1945 and 1960): Many of the Baby Boomers are nearing retirement age. In some cases, their retirement has been put off due to the global economic crises.

Generation X (born between 1960 and 1980): Generation X, when they entered the job market, were confronted with new terms like downsizing and outsourcing. They tend to be skeptical towards authority and are cautious in their commitments.

Generation Y or millennials (born between 1980 and 2000): This generation grew up with technology. They are the employees most familiar with technology changes and multitasking. Extensive use of social media is one of the significant differences between millennials and the older generations.



Coming of age during a shift in values, they are attracted to organisations whose missions speak to a purpose greater than a bottom line. Millennials are motivated by opportunities to learn and develop. In general, family, and work-life balance are important to them.

Gen Z (born between 1997 and 2010): As Gen Z workers enter the workforce, expect to see innovation climb on a global scale. As a group, Gen Z is more entrepreneurial, diversified, technologically savvy, and individualistic than the prior generations.

Like the millennials before them, Gen Z employees treasure work-life balance and take care of their mental health in a way the Baby Boomers never learned to do. It is worth noting that, contrary to popular belief, organisations are not getting younger, even with the influx of younger generations into the workforce. In the episode Diversity with Dale | Ep. 5: Leading Multi-Generational Workforces Using Agility and Innovation, it was discovered that post-pandemic scenario organisations are not actually getting younger.

It is important to recognise that some generations may value more traditional work structures, such as face-to-face interactions and office-based work. However, hybrid work culture has emerged as the new norm, especially after the pandemic forced organisations to implement remote work policies. This model combines both in-person and remote work, allowing employees to work from home or the office, depending on their needs and preferences. This type of work culture can be an ideal solution for organisations dealing with a multi-generational workforce.

On the one hand, younger generations may prefer the flexibility and freedom that remote work provides, as they are more comfortable with technology and virtual communication. On the other hand, older generations may appreciate the opportunity to connect with colleagues face-to-face, especially for training or mentoring purposes.

Additionally, hybrid work culture can provide many benefits to organisations, including increased productivity, reduced office costs, and improved work-life balance for employees. With the right tools and technology, employees can collaborate seamlessly, regardless of their location, and managers can monitor and track progress effectively.

It is essential to ensure that all employees have access to the necessary resources and support to work remotely successfully. It is also important to set clear expectations and guidelines for communication and collaboration to avoid misunderstandings and miscommunication.

About Author:

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ACT TODAY

If humanity has to survive tomorrow, efforts must be made today to inculcate a more sustainable behaviour.

Krishan Kalra



I am tempted to start with a quote by Voltaire – “Three things exercise a constant influence over the minds of men – climate, government, and religion.” Whereas, we are all familiar with the latter two, climate, on the other hand, might seem a curious addition to Voltaire’s list, especially because we tend to think of climate change as a modern preoccupation. While the unprecedented speed of change in the contemporary world is remarkable, so, too, is the fact that the acceleration primarily due to human behaviour and consumption patterns.

Without quick, further action to reduce greenhouse gases (GHGs), there will soon be more carbon in the atmosphere than there has been for millions of years. Indeed 80 to 90 per cent of the burning of fossil fuels has happened since the end of WW II. Galloping energy demands have led to vast quantities of GHGs but other sources like pollution from particulate matter, waste generated by humanity, plastic debris landing up in the oceans etc. have also added to the problem. Sadly, we may be heading for a mass extinction event!

Can we respond to this huge challenge of sustainability? It seems, yes, we can certainly slow down the devastating march of climate change by adopting more responsible ways of living. It must, of course, be an all-pervasive effort as it touches all facets of our lives.

Sustainability has now become a buzzword and, happily, a lot of people—individuals, organisations, and governments—are making efforts to mitigate the damage done by climate change. Only time will show how serious, honest, and effective the steps being taken are. However, one thing is clear: everyone must be onboard and communities must get involved in coordinating individual efforts.

Also, everything must be tackled—water, food, energy conservation, agriculture, organic farming, personal attire, waste management, check on use of plastics and movement of plastic waste into the oceans, switch over to renewable energy, use of electric vehicles, slowing down on binge shopping just to possess ‘more of everything’, resource friendly and least polluting manufacture, reduced transportation of our food, companies to give preference to green vendors, and so on! There are perhaps a thousand ways we can move to more responsible living.

Let me start with our personal attire. I seriously doubt if many of you discerning readers can make an honest confession that there is nothing in their wardrobes that has not been used for one year! Reality is that we have become hoarders...compulsive buyers who do not spare a minute to think whether the item we are buying is needed. We see a friend wearing a nice, new shirt and rush to the mall to pick up something similar. Once there, couple of other items catch my eye and I put those also in the basket. Then, another store is displaying great suits, yet another beautiful kurta-pajamas, a third specialises in casual jackets or track suits or pullovers. There are always sales going on.

Fully aware that these are mere gimmicks, we throw caution to the winds and pick up stuff at every store. The new acquisitions are lovingly worn once or twice and then they land at the back of the cupboard. We are maniacs with an insatiable appetite for more; “it’s my money and I will splurge; who is to question” – okay, it is your money. But do spare a thought for Mother Earth that suffers for every one’s folly! We seem to forget that making of each garment—even a handkerchief—leaves carbon footprint that hurts the environment. Retail therapy is a harsh truth.

We have to learn to live with less

There is a deep, age-old connection between the planet and the people. Agriculture developed perhaps ten to twelve thousand years ago when people began to domesticate plants and animals, and communities were built that led to the transition from a nomadic hunter-gatherer lifestyle. This relationship was always based on mutual respect—people tended the land with compassion and the land rewarded them with nutrient-rich produce like cereals, vegetables, and fruits. That is when the global population started ballooning—from about 5 million at the time to the present over 8 billion! Unfortunately, the beautiful relationship began to sour about seven decades ago when industrialisation picked up speed, less and less land was available for farming, and people started using chemical fertilisers to increase productivity. In the process, they forgot to nurture the land and let it degrade.

Realisation of our folly came quite late— just about the onset of 21st century—when scientists and later environmentalists like the former US vice president Al Gore and Sir David Attenborough shook the world with their findings about the devastating march of climate change. That is when we noticed that productivity and nutrient content of our crops was going southward. This led to even greater use of chemical fertilisers, pesticides, insecticides as well as emergence of genetically modified (GM) crops; we are all aware of the conflicts that followed.

Anyway, the whole world is now aware of the enormous damage and sustainability is on top of everybody’s mind. Publications like the FAO’s (Food & Agriculture Organization of the UN) ‘Sustainable Development Goals – working for Zero Hunger’ has brought out guidelines primarily directed at decision makers responsible for integrating the goals & targets of the 2030 agenda for sustainable development into National Policies & Programs with focus on Food & Agriculture as also Rural Development. It spells out efforts to increase productivity—to feed the 8.6 billion projected population in 2030 and 9.8 billion in 2050—and addresses social and environmental costs involved, water scarcity, soil degradation, biodiversity loss, etc.

Our own ministry of food and agriculture has also dwelt at length on crucial issues like (i) facilitation of universal access to productive resources, finance, and services; (ii) connecting small land holders to markets; (iii) encouraging diversification of produce and income; (iv) managing water scarcity; (v) enhancing soil health; (vi) reducing wastage of food—worldwide 33 per cent food is lost, figure for India could be even higher; (vii) social protection; (viii) augmenting nutrient content and others. Many policy initiatives are already in place—touching virtually all areas of economy and social development; rightly so because the two aspects are interdependent and connected irrevocably. After all a healthy and educated child also means greater development of the parents and the society.

These are all good but, as in case of any legislation, the key lies in regular monitoring and leak-proof implementation. Climate change and inclusivity are by far the two biggest problems before the world, and national programs and policy interventions must address both these assiduously. Equally important are the efforts of business and industry – the corporate world. Happily, we are seeing ever increasing public-private partnerships in various verticals of national growth. Admittedly the \$5 trillion GDP by 2024-25 goal has got derailed primarily due to the COVID pandemic, but I have every hope that the IMF forecast (World Economic Outlook – 2017) of India becoming the second largest economy in the world by 2030, on PPP (Purchasing Power Parity) basis will come true.

To be more specific about policy interventions for sustainable development in agriculture, I would like to see tax breaks and more supportive policies for companies manufacturing organic fertilisers, and herbal insecticides and pesticides. We also need certification and inspection arms of the government and third-party assignees to be strengthened for developing consumer confidence in organic products.

Just to add some more sectors of economic growth and decarbonisation potential, there is great need to bring down the cost of electric vehicles (EVs) and creation of a dependable, countrywide charging eco system. GST on EVs and batteries has been reduced to 5 per cent, which is a good start. We now need production-linked incentives (PLI) and attractive policies for investments in R&D in this sector.

The government should also think about extending the Green Building Codes to clean energy, energy-efficiency, waste disposal, and very strict conservation measures for water for all construction activity including residential buildings above a certain size. Currently there is a policy for energy conservation for large companies manufacturing cement and steel— referred to as perform, achieve and trade (PAT); this should be extended to several other industries.

Construction industry is a big culprit

Recent tragic happenings in Joshimath have brought into sharp focus the follies of this crucial sector of economic growth and how their mistakes—wilful or otherwise—are causing widespread harm to ecology and why is it necessary to check their ways for the sake of sustainability. Unfortunately, Uttarakhand is not the only state where such disastrous ‘sinking of earth’ has happened. Latest reports bring out horror stories from across the country. Shimla, McLeod Ganj & Darjeeling also have serious issues. These are all hilly areas with fragile ecology and what is happening there has similarities by way of ignoring early warning signs. However, the curse of illegal and irresponsible construction is spread almost all over the country and, in fact, more blatant and damaging in big cities.

One factor is common—rapid increase in population leading to huge pressure on land prices and emergence of an unholy nexus between builders and civic administrators. Let me first look at a tier one town.

Gurgaon—south of Delhi, a sleepy little town till the 1980s—has seen explosive growth in the last 20 years. Current estimates put the population figure at 12.5 million. It was given the sobriquet of ‘Millennium City’ mostly by the builders. Despite warnings of a looming water shortage, they kept on building furiously and the land prices kept zooming up. Commercial property in the city was lapped up by large corporates from all over the world including perhaps 400 on the ‘Fortune 500’ list. Even though the original master plan had no

provision for high rise residential buildings—only plotted colonies with houses not more than 2 1/2 stories were planned—the city has probably the largest number of skyscrapers in the country after Mumbai. Last few years, whenever there are heavy rains, Gurugram (as the city is known now) gets the infamous tag ‘Gurujam’ because the whole city gets waterlogged and everything comes to a standstill, at times, for 36 hours! Why does that happen? Simple answer—every topography has natural drainage channels where no construction is supposed to come up. However, the criminal nexus ignores that with impunity and plans are sanctioned at every place. To add insult to injury, all 13 beautiful large water bodies in the city have been filled up and construction stands over these. Add to it, informal urbanisation of rural areas, wholesale conversion of land use, encroachments on the forest zone, and something called ‘gair mumkin pahar’ and we have a medley of new complexes mushrooming all over. Lot of money changes hands under the table and everyone is happy. It is unlikely that this is without the blessings of powerful politicians. Net result: traffic jams, water logging, regular power and water shortages, noisy diesel generators, perennial air pollution, continuous road repairs, stalled smoke spewing vehicles on every road, sharply reduced green cover...and just too many people in a city meant for perhaps 20% of the present numbers. The situation would be pretty much similar in Bengaluru and Hyderabad. Mumbai was doomed a long time ago but the municipal authorities keep it going somehow.

Back to Joshimath—currently in the limelight for all the wrong reasons. It appears that one of the biggest culprits here is National Thermal Power Corporation (NTPC). It is unthinkable that this much-admired behemoth, with highly-trained technical manpower, did not do a proper job of geological investigation. Also, everyone ignored early warning signs of cracks in the walls, bending trees, fissures in the ground and life went on as usual. And now, reports mention that at many places in Joshimath, the ground has sunk by as much as 70 cm putting the poor residents at great risk of life and property. Like many other Himalayan towns, Joshimath has also seen a huge construction boom with multi storied buildings on fragile slopes built with total disregard to rules and regulations and without reference to seismic surveys. Even Army and ITBP establishments came up there.

All this in a town which had hardly any concrete structures in the 1960s—even government departments functioned out of corrugated roof light buildings and their people lived in similar accommodation. There are almost identical stories from Darjeeling—a landslide prone terrain—where heavy road and railway projects are coming up or Shimla—a town planned for 25,000 has a present population of 2.3 lakh and the ridge ‘pride of the town’ sits on top of a 1-milliongallon water reservoir.

All these places are waiting for disasters to happen. All our major hill stations like Shimla, Mussoorie, Nainital, Manali, and Ooty were designed by the British for a small fraction of their present population. Unchecked influx of tourists and establishments to cater to their stay and food add to the woes. We should have learnt lessons from our friendly neighbour Bhutan that has assiduously ensured controlled inflow of visitors. They have deliberately refused permission to a larger number, not fallen for greater earnings and maintained the pristine beauty of their country.

Our tourism must be ‘ecologically sustainable’. The need is to make new hill stations and not kill the existing ones which were built a century ago for much fewer people.

Festival of flamingos in Mumbai and waste management

Flamingos have their largest population in the world on the lakes of East Africa. There is a permanent population of about 2 million in that region. In India their concentration is mostly in the salt deserts of the Rann of Kutch. Mumbai has seen these migratory birds only since the 1990s, and thereby lies a story of sustainability!

As the city grew in the ‘70s and ‘80s, so did the volume of untreated sewage in the Thane Creek nurturing the algae that is a staple food of flamingos. So their presence kept increasing and reached an astounding 1,30,000 in the winter of 2022. So, here is an interesting case of pollution generated by individual and civic neglect (untreated sewage) proving a boon for the birds. Strange are the ways of nature because the same pollution has been lethal for fish. Nearly half the species of fish in the creek disappeared between the 1980s to the year 2000.

Look at another aspect. Mangroves—that zealously guarded crucial barrier against soil erosion are now growing rapidly into the sea and making the creek narrower. Exponential increase in the number of these gorgeous visitors to Mumbai is truly a blessing. I hope that the flamingo sanctuary continues to thrive. It might have happened as an accidental marvel but it would be great if our planners and environmentalists can agree on logical steps and ensure that it can continue in an exclusive zone and, at the same time, fish diversity is unharmed. I am confident the scientists will find answers.

Anyway, 'festival of flamingos' is just a pleasant interlude; let me now address the bigger issue of waste management. It is a shame that some of us are utterly callous about throwing out waste materials that end up in the sea—or add to the growing mountains of trash, paradoxically called landfills. But with recent rising concerns about sustainability there is hope that this criminal activity will reduce and humanity will become more concerned about Mother Earth—our only home in the enormous universe.

It is estimated that every urban citizen in the country generates about 600 grams of solid waste every single day. Considering that a lot of our population lives in villages and probably has lesser access to modern day packaging—despite the small-pack onslaught of shampoo, soap, tooth paste, biscuits, et al, by aggressive FMCG companies—and are also unlikely to waste food, our national per capita waste generation should be around 250 grams per day.

With an estimated population of 142 crores, it adds up to about 355 tons a day or 130 million tons annually—enough to drown us all under its weight, unless we make it our religion to manage our waste by assiduously segregating it at source.

Simple little things that can save us from very big problems

There is much more to sustainability than a few verticals discussed by me—personal attire and binge shopping, agriculture, construction industry's greed, and waste management. For instance, there is the serious issue of rapidly reducing marine biodiversity—sea food being a staple for many nations. There is an interesting concept of 'previously loved clothes' that is getting traction amongst the younger generation—this makes eminent sense as against hoarding of clothes discussed in the beginning of this paper.

Another new thinking is about food miles ie, how much does our food travel from where it is grown till it reaches our table? Every extra kilometre our food travels add to the harmful emissions. This is bound to throw out of the window the rich man's habit of consuming imported fruits and vegetables and we might learn to stick to produce grown near where we live.

Finally, we must start teaching children about sustainability; they can really be our sustainability ambassadors and can influence their parents and neighbourhood about the right practices.

About Author

Krishan Kalra is a past president of AIMA and member, BOG IIMC. He is Trustee, Climate Project Foundation India.



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TEAM UP WITH SYNERGY

Leadership is all about building trust and sharing responsibility.

J Devarprakash

Tarapur Atomic Power Station

Neil Armstrong was the first ever human to step on Moon. But it was not him alone who made this remarkable mission, known as Apollo 11, which put man on Moon, possible. There were scientists, engineers, technicians, logisticians, managers, support staff, and numerous others working as a team towards this goal. According to NASA, about 400,000 people toiled for years to help make Neil walk along with Edwin 'Buzz' Aldrin on the surface of Moon. Had there not been a team or a common goal, this prodigious expedition would not have happened. Even after over five decades, the Apollo 11 mission is marked as one of the best team efforts humans have ever put in.

Be it small mom-and-pop stores or large conglomerates, workforces come together as team with a common goal. In a small shop, the employees' could be good sales. In big organisations, the aim could be the larger vision of the company. In both instances, the word 'team' is common. As Henry Ford, founder of Ford Motors, put it, "Coming together is a beginning. Keeping together is progress. Working together is success," building and managing a team requires a good mix of knowledge, skills, and thoughtfulness. While a

plenty of pedagogies are practised for teamwork in organisations across the globe, here are some ideas from nature and an ancient Indian epic that tell about building and retaining team spirit.

Building trust

Broken trust led to the fall of the biggest empire in Hastinapur, as narrated in the great Indian epic Mahabharata. Pandavas had trust in Dhritarashtra (brother of their father Pandu) who was the king of Hastinapur. After their father's demise, Pandavas lived with Dhritarashtra and believed that he will protect their rights. But, Dhritarashtra always assayed to deceive Pandavas by snatching their right to rule and giving it to his own son Duryodhana. This shattered Pandavas' trust in him (their then leader) and the Kauravas (the other team members). The situation caused a great war between two groups in the same family. Had Dhritarashtra respected the trust of Pandavas and maintained team spirit, there would not have been a split up and both the Pandavas and the Kauravas would have remained in the same team.



Building confidence among the members of the team is key in holding up a good team spirit. Trust, a conviction which is built over a period of time, creates stronger connection between the employees. Acknowledging people emotions, being honest and supportive, being transparent, building accountability, soliciting feedback, and appreciating generously are some of the best ways to build and maintain trust in a team.

Sharing of responsibility

Every winter, the bar-headed goose flies in big flocks from its breeding places such as China, Tibet, and Mongolia to most parts of India, crossing several thousands of kilometers to spend the winter. When migrating over such a long distance, the birds follow a characteristic, v-shaped pattern of flying which reportedly improves their efficiency. Some birds fly in the front, leading the team, some birds fly on either sides of the formation, following the chief, but every bird in the group has a role to play. This is an ideal example of how all the members in a team should own their responsibility to achieve a common goal. If being responsible is a good team synergy, being considerate is a great virtue. These birds take turns to lead, as the birds that fly at the front are most prone to fatigue. So, the key objective is to keep moving while taking care of each other.

Steering the team

A few years ago, over 40 individuals of shotfinned pilot whales, a large sea animal that belongs to dolphin family, got stranded on the beach near Tuticorin in Tamil Nadu and died. As the name suggests, these whales move in groups guided by a leader whale, known as pilot. One of the reasons for the tragic death of this group of whales, according to environmentalists, was that the pilot might have been misguided by water current and the bewildered leader whale swam towards the shore. Others in the group simply followed the pilot and got beached too. Team leaders should be cautious when steering a team—as the wrong move can have an adverse impact on the entire team.

Encouraging participation

Lord Krishna is known for performing miracles. With his infinite set of supernatural powers he could have wiped out the Kauravas in the blink of an eye. But he chose to remain as a guide and mentor, throughout. His philosophy was that if he himself fought the Kauravas and defeated them, the Pandavas would never learn anything and would never realise their true potential. So, he prepared the Pandavas for the fight. During the Kurukshetra war, Lord Krishna showed great superintendence by leading the Pandavas to victory. This episode teaches us that a leader should enable his team members to explore and utilise their talents, instead of micromanaging.

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THE S-E-S CYCLE

High productivity can be better achieved through a planned lifestyle than performance enhancing drugs.

Amit Mishra

Indian School Of Business, Hyderabad



What do you call a process that balances all factors of production that will give the maximum output with the smallest effort? If you were living in the 1960s and ever bumped upon the writings of a gentleman named Peter Drucker, you would surmise nothing other than the notion of employee productivity being elicited here. But as the times changed, the definition of employee productivity evolved to suit the colour of its times. And if a movie buff in you ever chanced upon a flick that featured a struggling writer called Eddie Morra (played by Bradley Cooper) who unlocked the highest of human potential through a nootropic called NZT, you would ruminate on the idea of productivity very differently than the contemporaries of neoclassical management era. When the idea of employee productivity walks the lanes of the laity, it exudes a definition that simply means ‘the amount of work that an employee can do in a given amount of time’.

But the inherent simplicity of the definition hides the intricacies that the denotation holds. The productivity of an employee depends on a

multitude of factors, and one among the plethora of variables that make an employee productive is the motivation level of the employee. The science of motivation validates that the monoamine neurotransmitter called dopamine is essentially responsible for keeping our motivation level up to get work done or achieve a goal. As we go a little deeper to understand the importance of hormonal balance in the stability of the body and the mind, we realise that there is another monoamine neurotransmitter that is accountable for stabilising our mood and controlling anxiety called serotonin. Similarly, we have a few other neurotransmitters like norepinephrine, glutamate, gaba, endorphin, etc., whose optimal balance in our body is paramount for the healthy functioning of our mind which eventually leads to increased productivity.

We live in an age where employees experience stress and depression at work more than ever. According to Gallup's 2021 survey, 57 per cent of American and Canadian employees said that they experience stress daily, an increase of eight percentage points from the year before and higher than the global average of 43 per cent (2020).

There seems to be a rise in the usage of anti-depressants in most developed economies. In 2018, as per the NHS data 70.9 million prescriptions for antidepressants were given in the UK, up from 36 million in 2008; similarly, the United States witnessed a spike in the use of antidepressants in recent times. We also have another category of people who use nootropics or 'smart drugs' to enhance their cognitive performance and productivity, just like Eddie Morra, from the movie *Limitless*, transformed his life with a miracle drug. Likewise, people look for ways that could elevate their efficiency at work and help them feel better. The use of these smart drugs for non-medical reasons has exponentially risen among all age groups, and many take them to remain productive while turning a blind eye to their side effects.



Among the clutter of the utility of smart drugs, there is a method whose significance lies in the promise of turning a dejected soul into a productive being. The recent research in the field of—'Sleep', 'Exercise (Workout)', and exposure to 'Sunlight'—provides enough shreds of evidence to ensure that practising the method optimally leads to a higher level of productivity, heightened motivation, and stability of mind. The three variables of Sleep-Exercise-Sun (SES) are important for remaining healthy and living a productive lifestyle.

According to a The Lancet research, based on a survey of more than 400,000 Taiwanese citizens, just 15 minutes of moderate activity per day or 90 minutes per week—such as brisk walking—

can add three years to your life. Not only does a workout of 15 minutes come with tonnes of health benefits but it also improves our mental well-being, lowers the effect of stress, and helps in neural growth which leads to enhanced cognitive performance and higher productivity at the workplace. Exercise also causes the release of two important neurotransmitters called Endorphins and Dopamine which are responsible for making us feel good, energetic, and motivated.

The other important variable for higher productivity is quality sleep. Poor sleeping patterns not only affect the overall health of the individual but also plummets the efficacy of the work. A recent Gallup study inferred that an estimated 7 per cent of American employees report sleeping poorly on a regular basis, and they report more than double the rate of unscheduled absences compared to non-sleep-deprived employees. Healthy sleeping patterns improve psychological well-being and lower stress and depression, eventually, leading to improved concentration and efficiency at the workplace.

The last and the most ignored, also deemed inconsequential by many, is exposure to sunlight. In today's age, when more and more people are opting to work from home, shop online, and have access to many other resource from the 'shadowy' comfort of their home, they seldom get exposed to natural light. Research corroborates that the brain releases more of the hormone called serotonin when exposed to sunlight. Serotonin has been linked to mood enhancement and, improvement in mental calmness and concentration. Exposure to an adequate amount of sunlight leads to the enhancement of cognitive functions, and it also alleviates depression and mental pain.

Thus, for being productive, it is necessary to improve our sleeping patterns, get adequate exercise, and soak up sunlight on a daily basis. The three necessary variables will not only help increase our effectiveness at work but also make our lives better. We at our research call it, the S-E-S cycle. No drug in the world can guarantee prolonged productivity without any adverse effects, but the S-E-S comes with no side effects as the variables involved are natural. Going back to the simple definition of getting things done in a given time frame, it is evident that when one's mind is at peace, his/her work will be of higher quality than one whose mind is stressed and distraught. Ergo, productivity will always be the result of a planned lifestyle.

About Author

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VALUE SYSTEM

Culture as it is perceived and implemented by organisations.

Vivek Mehra

Vikramshila Education

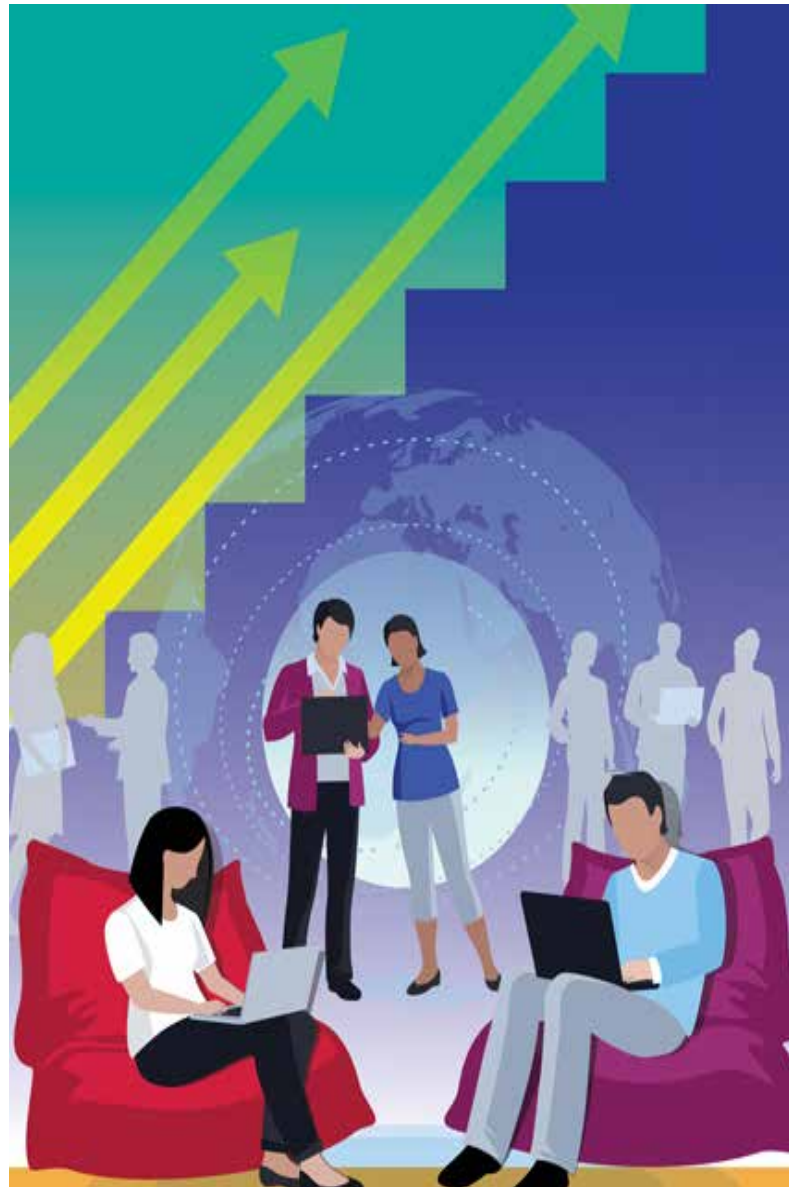
Ever wondered about the origin of the term 'culture of a company'? A quick search on the web will show that it is a Western concept. The classical definition of 'culture of a company' is- Company culture is how you do what you do in the workplace. It is the sum of your formal and informal systems and behaviours and values, all of which create an experience for your employees and customers. (taken from The Great Place To Work).

Notice how culture applies to employees and customers. This is critical to understanding how all of this pans out in reality. As long as you are an employee or a customer, you are treated in a manner that somehow 'gets the job done' without causing too much disruption. It also means that if you are not yet an employee (like a potential employee evaluating the company) you are really not covered by the definition of the company. Similarly, once you are thrown out or leave on your own, you are no longer 'a part of the culture' of the company. The same stands true for potential customers or ex customers.

No one really cares about both

Another interesting set of words is 'formal and informal systems and behaviours and values'. I wonder what an informal system really is. Is it even a thing? An 'informal system' has to have an informal mechanism to address transgresses?

Who, then, decides what a transgression is and who decides what is the right way to address it (in an informal system)? One of the lines I used to use a lot is, "Culture stems from the top." In my case, I assumed the mantle of setting culture with my behaviour and my actions. This gives rise to an interesting question—does culture change when leadership changes? In all my previous engagements, there was a direct, clear, and measurable change in the so called behaviour and value system every time there was a change in leadership. Notice, I did not call it a positive or a negative change, because, to me, this is of no consequence. The fact is that with the change in leadership, culture of an organisation changes.



Similarly, employees who are within an organisation under a particular leadership have a set of behaviours and values (not to mention informal systems) that get the job done. When the same individual is thrown out or leaves or is under a different leadership, the set of behaviours and values change. We have all observed this and I am sure I do not have to quote research to prove this. So, is it safe to assume that culture is fluid and dependent on leadership, behaviours, and actions? Is the definition of culture an absolute for all types of industries, subsidiaries, etc. across the globe? After all, leadership styles, ethnicity, etc. influence local cultures.

And of course, the mother of all questions- what is the culture of a company?

There is another more recent set of events that need to be examined to understand culture. Tech giants (such as Amazon, Google, Microsoft, etc.) along with small entities (especially in publishing) announced redundancies. Even a cursory scan of social media shows that from the smallest entity to the largest giant, the experience of being thrown out has been a stressful and humiliating one. If culture rules the company and as Western thought leaders have told us, "it is the best thing next to sliced bread" then what is causing all the stress? The answer lies in the fundamentals of management that have originated in the so called developed world, located primarily in the Western Hemisphere.

To understand why culture should transcend employment and leadership one has to dig a little deeper in another part of the world. Closer home, there are a number of corporate houses who are known for their work ethics. Notice I did not use the word culture. Among

these, the one standing the tallest is the Tata Group. There are many legendary stories about their policies but I will pick just two.

Handling financial crisis

The situation just around the time of World War I was very grim for Tata Group. At the time, Dorabjee Tata, the then Chairman of the group, had gifted a 260 carat (approximate size) diamond to his wife, Meherbai. To pay salaries of employees, Dorabjee pawned this diamond along with his wife's other jewellery. The crisis was taken care of and the Tata conglomerate continued to grow, as it does, even today. The diamond was later released, but sold off when Meherbai died of cancer. The proceeds laid the foundation of the Tata Memorial Hospital in Mumbai.

Handling humanitarian crisis

Probably the most painful period in the Tata history was the 26/11 terrorist attacks on their hotels (including other sites) in Mumbai, that resulted in the deaths of many people including their employees. Families were devastated. There is no case-study on how the families were handled both with emotional and financial support and that is the way the Tatas would like to keep it. They do not want to attract publicity nor do they want to shout from the rooftops for what they believe is "the right thing to do." This is a far cry from how companies today want to garner brownie points for smaller acts. However, the family of every employee who lost his/her life and those who got injured are being looked after by the Tata Group.\

Lessons for the corporate world

Actually, there isn't much to learn from this for most of the Western world. The concept of family and belonging is quite different there. But we, in the East, especially in India, have the opportunity to make a course correction.

'Corporate America' gave us the mantra of 'shareholder value above all else'. CEOs are 'sacrificed', minions are 'slaughtered', and human capital is expendable as long as investors gain. The East has always had the concept of 'family' whether it was family owned businesses or family-based cultural values. Experience is respected more than educational qualifications, and when one was to retire, one was always (without exception) given some sort of send-off. Retrenchment was treated as breaking a family and they were few until the British arrived.

It is time for 'Corporate India' to move away from ideals set up by 'Corporate America'; those ideals might work for the Americans, but are not compatible with Indian values.

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SPONSOR PROFILES



Reliance Industries Limited (RIL), established by Shri Dhirubhai H. Ambani over four decades ago, is India's leading private sector enterprise. Its diverse operations encompass hydrocarbon exploration and production, petroleum refining and marketing, petrochemicals, advanced materials, renewables (solar and hydrogen), financial services, retail, and digital services.

A significant player in the global integrated energy value chain, RIL achieved a consolidated revenue of ₹ 9,74,864 crore (\$118.6 billion), cash profit of ₹ 1,25,951 (\$ 15.3 billion) and a net profit of ₹ 73,670 crore (\$9.0 billion) during FY 2022-23.

Ranked 88th globally, Reliance holds the distinction of being the largest private sector company from India featured in Fortune's "World's Largest Companies" list for 2023. In the Forbes Global 2000 rankings for 2023, it stands at the 45th position, the highest among Indian companies. Forbes recognized Reliance among the world's top 20 companies to work for and as the leading Indian company in its World's Best Employers list for 2022. The company also made it to LinkedIn's list of "Top Companies 2023: The 25 Best Workplaces To Grow Your Career In India."

RIL's Oil To Chemicals (O2C) business is renowned for its globally integrated petrochemical facilities, encompassing polymers, polyesters, fiber intermediates, aromatics, elastomers, and advanced materials. Catering to sectors like packaging, agriculture, automotive, housing, and healthcare, RIL holds a dominant position among the top 10 global petrochemical producers. The company's plans include investing ₹75,000 crore over the next five years to expand capacities across existing and new value chains.

The establishment of the world's largest grassroots refinery in Jamnagar, Gujarat, in 1999 marked a pivotal moment for RIL. The subsequent addition of a second refinery in 2009 solidified the Jamnagar refining hub's status as a major player, processing 1.40 million barrels of crude per day – an unparalleled feat on a global scale.

Under the name 'Jio-bp,' Reliance BP Mobility Limited (RBML) represents a dynamic Indian fuels and mobility joint venture between RIL and bp. Leveraging Reliance's extensive reach and consumer base through the Jio digital platform, the venture combines bp's global expertise in high-quality fuels, lubricants, retail, and low carbon mobility solutions. RBML offers advanced mobility solutions, including Electric Vehicle (EV) charging points and Battery Swapping Stations (BSS), positioning it as a leader in the market.

RIL's achievements extend to deep water oil development, coal bed methane extraction, and renewable energy. With a goal of achieving net-zero carbon emissions by 2035, RIL is investing ₹ 75,000 crore to create an extensive ecosystem for New Energy and New Materials in India.

Reliance Retail, a key arm of RIL, has pioneered organized retail in India, attracting millions of consumers through its exceptional value, choice, quality, and shopping experiences. Serving 249 million registered customers across formats, it recorded over 780 million footfalls in FY23, underscoring its unparalleled presence in the Indian retail landscape.

Jio Platforms Limited (Jio), a subsidiary of RIL, revolutionized India's digital landscape with its advanced 4G LTE network, uniquely built as a Mobile Video Network from the ground up. Jio's visionary approach enabled Digital India and positioned the country as a global digital economy leader.

Reliance Foundation, the philanthropic wing of RIL, focuses on innovative and sustainable solutions to address India's development challenges. Led by Founder and Chairperson Smt. Nita Ambani, the foundation has impacted over 69.5 million lives across rural and urban locations through initiatives spanning education, health, sports, women's empowerment, disaster management, and more.



Bharat Petroleum Corporation Limited (BPCL) is an Indian public sector undertaking (PSU) under the ownership of the Ministry of Petroleum and Natural Gas, Government of India. It operates three refineries in Bina, Kochi and Mumbai. BPCL is India's second-largest government-owned downstream oil producer, whose operations are overseen by the Ministry of Petroleum and Natural Gas. BPCL was ranked 309th on the Fortune list of the world's biggest PSUs in 2020, and 792nd on Forbes's "Global 2000" list in 2021.

In 1976, the company was nationalized under the Act on the Nationalisation of Foreign Oil companies ESSO (1974), Burma Shell (1976) and Caltex (1977). On 24 January 1976, the Burmah Shell was taken over by the Government of India to form Bharat Refineries Limited. On 1 August 1977, it was renamed Bharat Petroleum Corporation Limited. It was also the first refinery to process newly found indigenous crude Mumbai High Field.

In 2003, the government attempted to privatize the company. However, following a petition by the Centre for Public Interest Litigation, the Supreme Court restrained the Central government from privatizing Hindustan Petroleum and Bharat Petroleum without the approval of Parliament. As counsel for the CPIL, Rajinder Sachar and Prashant Bhushan said that the only way to disinvest in the companies would be to repeal or amend the Acts by which they were nationalized in the 1970s. As a result, the government would need a majority in both houses to push through any privatization.

Parliament enacted the Repealing and Amending Act, 2016 in May 2016 which repealed the legislation that had nationalized the company. In 2017, Bharat Petroleum Corporation Limited (BPCL) received Maharatna status, putting it in the category of government-owned entities in India with the largest market capitalization and consistently high profits. In 2021, BPCL announced plans to invest US\$4.05 billion in order to improve petrochemical capacity and refining efficiencies, over the next five years.



Jindal Steel & Power (JSP) is an Indian industrial powerhouse with a dominant presence in steel, mining and infrastructure sectors. With more than three-decade-long illustrious history, JSP is continuously innovating, and scaling its capacity utilisations and efficiencies towards creating a self-reliant India.

Led by Mr Naveen Jindal, the company produces best-in-class, cost-effective steel through backward and forward integration. It is undertaking ambitious expansion plans, and aims to be known as one of the most efficient, innovative, steel-makers in the world.

JSP's business operations span across the states of Odisha, Chhattisgarh and Jharkhand in India and across multiple global destinations including Australia and Africa.

JSP has a steel-making capacity of 9.6 MTPA. JSP's captive iron ore mines at Tensa & Kasia in Odisha, have a production capacity of 3.11 MTPA and 7.5 MTPA respectively. JSP has a unique & diverse product portfolio that caters to markets across the steel value chain.

JSP has been operating within a well-defined ESG framework under which it plans to be one of the lowest Co2 emitting steel companies in the world within this decade. JSP is the first and only steel maker in India to have commissioned a Coal Gasification Plant (CGP) in 2014 which helps in eco-friendly steel production with lower carbon footprint. JSP is working aggressively to become carbon net zero at an accelerated pace.

JSP has been rated as the second-highest value creator in the world between the Years 2005-2009 by the Boston Consulting Group, and has also figured in the Forbes Asia list of Fab 50 companies and Economic Times Sustainable Organisations 2022 list recently.

The company is guided by its core philosophy of nation building and endeavours to strengthen India's industrial base by aiding infrastructural development, and through sustainable development initiatives. It deploys its resources to improve infrastructure, education, health, water, sanitation, and environment etc around its areas of operations, towards improving the quality of life of the communities.



Tata Steel group is among the top global steel companies with an annual crude steel capacity of 35 million tonnes per annum. Established in Jamshedpur (Jharkhand, India) in 1907, the Company took shape from the vision of its founder Jamsetji Nusserwanji Tata and is today one of the world's most geographically diversified steel producers, with operations and commercial presence across the world. The group recorded a consolidated turnover of US\$32.83 billion in the financial year ending March 31, 2022.

A Great Place to Work-Certified™ organisation, Tata Steel Limited, together with its subsidiaries, associates, and joint ventures, is spread across five continents with an employee base of over 65,000.

In India, Tata Steel operates an end-to-end value chain that extends from mining to finished steel goods, catering to an array of market segments such as automotive, construction, general engineering etc. The Company's manufacturing facilities are in Jamshedpur and Gamharia in Jharkhand, Kalinganagar and Meramandali in Odisha. In addition, the Company has several downstream product extensions with manufacturing facilities for Wires, Tubes, Bearings, Agriculture Equipment, and Industrial By-products. It also has a Ferro Alloys and Minerals division and a heavy-duty engineering and fabrication unit, Tata Growth Shop.

In Europe, Tata Steel is one of the largest steel producers with two operating steel manufacturing facilities – one based in the UK and the other in Mainland Europe (the Netherlands). Both operating facilities produce premium flat steel products and services for customers in Europe and around the world. Tata Steel (Thailand) Public Company Limited (TSTH) is the Company's South-East Asian operating unit.

Focussing on Innovation, Technology, Sustainability & People, Tata Steel strives to be the global steel industry benchmark for value creation and corporate citizenship and become the most respected and valuable steel company globally. The Company has announced its major sustainability objectives including Net Zero Carbon by 2045, Net Zero Water consumption by 2030, improving Ambient Air Quality and No Net loss in Biodiversity by 2030.

Tata Steel has been on a multi-year digital-enabled business transformation journey intending to be the leader in 'Digital Steel making by 2025'. The Company has received the World Economic Forum's Global Lighthouse recognition for its Jamshedpur, Kalinganagar and IJmuiden Plants. Tata Steel aspires to have 25% diverse workforce by 2025. The Company has been recognised with the World Economic Forum's Global Diversity Equity & Inclusion Lighthouse 2023.

Tata Steel has been a part of the DJSI Emerging Markets Index since 2012 and has been consistently ranked amongst top 10 steel companies in the DJSI Corporate Sustainability Assessment since 2016. The Company's Jamshedpur Plant is India's first site to receive ResponsibleSteel™ Certification.

Tata Steel has won several awards and recognitions including Prime Minister's Trophy for the best performing integrated steel plant for 2016-17, 2023 Steel Sustainability Champion recognition from worldsteel for six years in a row, 2022 'Supplier Engagement Leader' recognition by CDP, Top performer in Iron and Steel sector in Dun & Bradstreet's India's top 500 companies 2022, No. 1 brand in India in the Mining and Metals industry in Top 100 brand rankings for 2022 by Brand Finance, 2022 ERM Global Award of Distinction, 'Most Ethical Company' award 2021 from Ethisphere Institute, 'Masters of Risk' - Metals & Mining Sector recognition at The India Risk Management Awards for the sixth consecutive year, and Award for Excellence in Financial Reporting FY20 from ICAI, among several others.

Website: www.tatasteel.com and www.wealsomaketomorrow.com

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Triveni Turbines is one of the largest manufacturers of industrial steam turbines of up to 100 MWe and has emerged as one of the market leaders in the sub-30 MWe range. With more than 1 billion operating hours of turbine fleet, it has installed over 6,000 steam turbines (generating more than 16 GW power generation capacities) in 20 plus industries.

We are present in over 80 countries around the world, and the steam turbines are manufactured at our world-class facilities located in Bengaluru, India. Our products are used in diverse industries for power generation and heating applications in segments like Sugar, Distillery, Cement, Steel, Pulp & Paper, Textiles and Palm Oil to Food Processing, Petroleum Refineries, Chemicals, Petrochemicals, Fertilizers, to Biomass and waste to Energy, among others.

Triveni Turbines with its global expertise and local manufacturing excellence has helped its customer by understanding their requirements in detail and offer its robust API 611 and API 612 compliant steam turbines. Triveni's API compliant steam turbine products are also prequalified with globally reputed National Oil Companies, Original Equipment vendors and EPC/PMC companies.

Our Aftermarket business, Triveni REFURB, works globally across all brands of rotating equipment, leaving a positive footprint on repair, spares, overhauling, efficiency improvements, etc, up to 500 MW. In its quest for growth, Triveni REFURB has entered new geographies such as Asia-Pacific and has penetrated new industry segments such as Geothermal and Gas Turbines.



EVENT CALENDAR

Event Calendar

| Event | Programme Chairman/Key Speaker | Venue | Date |
|--|---|----------------------------------|--|
| National Competition for Young Managers | | Regional Round 4 Grand Finale | 22 September 2023 29 September 2023 |
| Student Management Games | | Various Locations | October 2023- March 2024 |
| Student Management Quiz | | Various Locations | October 2023- March 2024 |
| CEOs Delegation to US | | Silicon Valley, USA | 02 - 05 October 2023 |
| 6th US India Conference | | Silicon Valley, Santa Clara | 04 October 2023 |
| Global Advanced Management Programme | | Silicon Valley, USA | 09 - 15 October 2023 |
| YLC Session "Unlocking India's Wealth Potential: Navigating Equities, Mutual Funds, and Equity Capital Markets" | Mr. Varun Sridhar CEO Paytm Money | Online | 13 October 2023 |
| HR Leadership Retreat | | Goa | 26-28 October 2023 |
| Olympiad | | Online | November 2023 |
| PSU Summit | | New Delhi | December 2023 |
| Innovation Practitioner's Case Study Competition | | Online | December 2023 |
| Shaping Young Minds Programme (SYMP) | | Bharuch | 08 December 2023 |
| Leadership Development Programme | R K Mohapatra Executive Director & Head, Indian Oil Institute of Petroleum Management Former Director (HR), Indian Oil Corporation | Lonavala/Khandala | 01-03 December 2023 |
| 11th Senior Leadership Retreat | Sunil Kant Munjal Chairman, Hero Enterprise | Goa | 18 - 20 December 2023 |

| Event | Programme Chairman/Key Speaker | Venue | Date |
|--|-----------------------------------|--------------------|---------------------------------|
| Young Managers Simulation | | Online | December 2023 – January 2024 |
| Woman Leadership Retreat | | Colombo, Sri Lanka | 17-19 January 2024 |
| AIMA's Foundation Day & National Management Day | | New Delhi | 21 February 2024 |
| National Competition for Managers | | Online | February- March 2024 |
| Pragati | | New Delhi | March 2024 |



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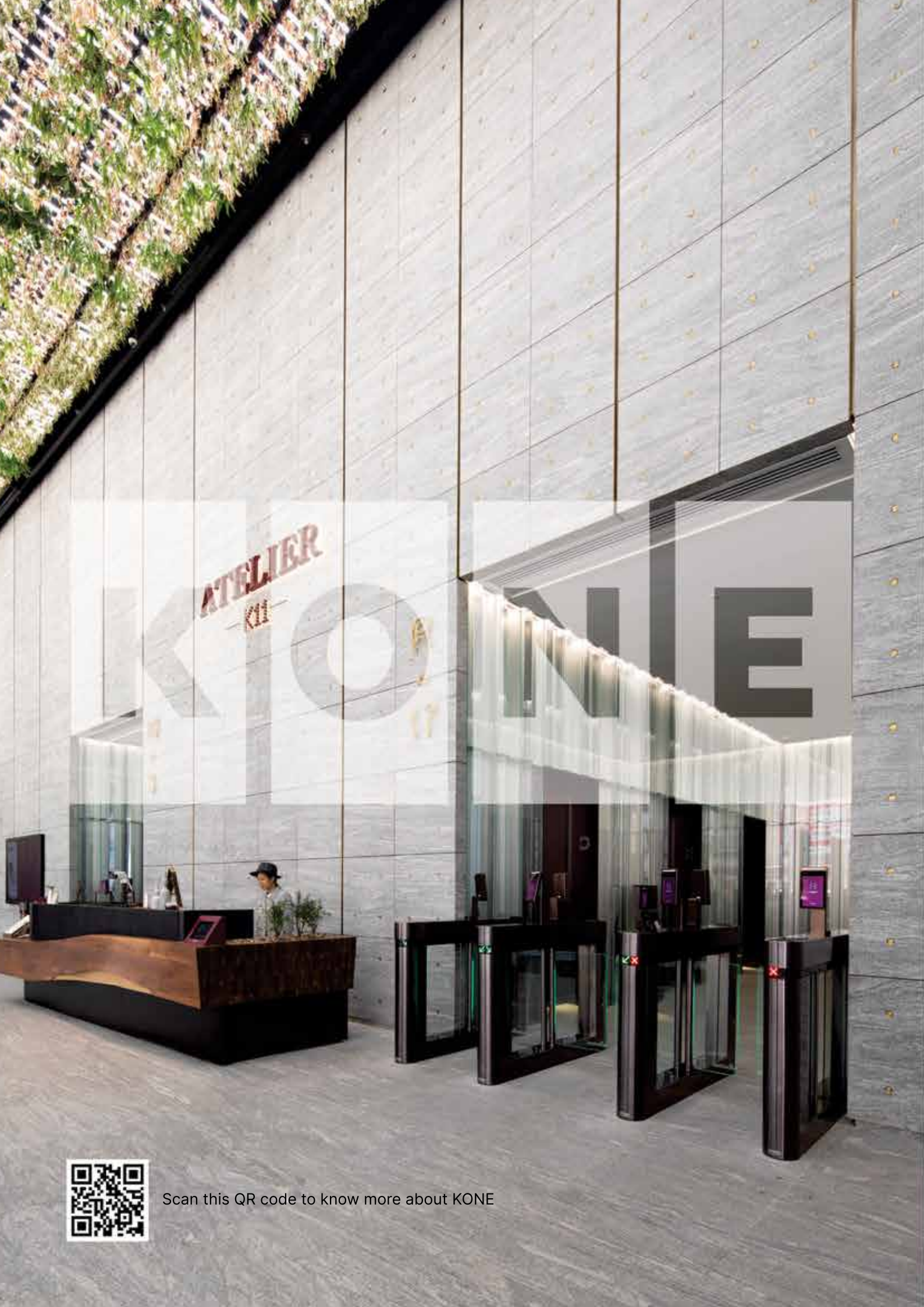
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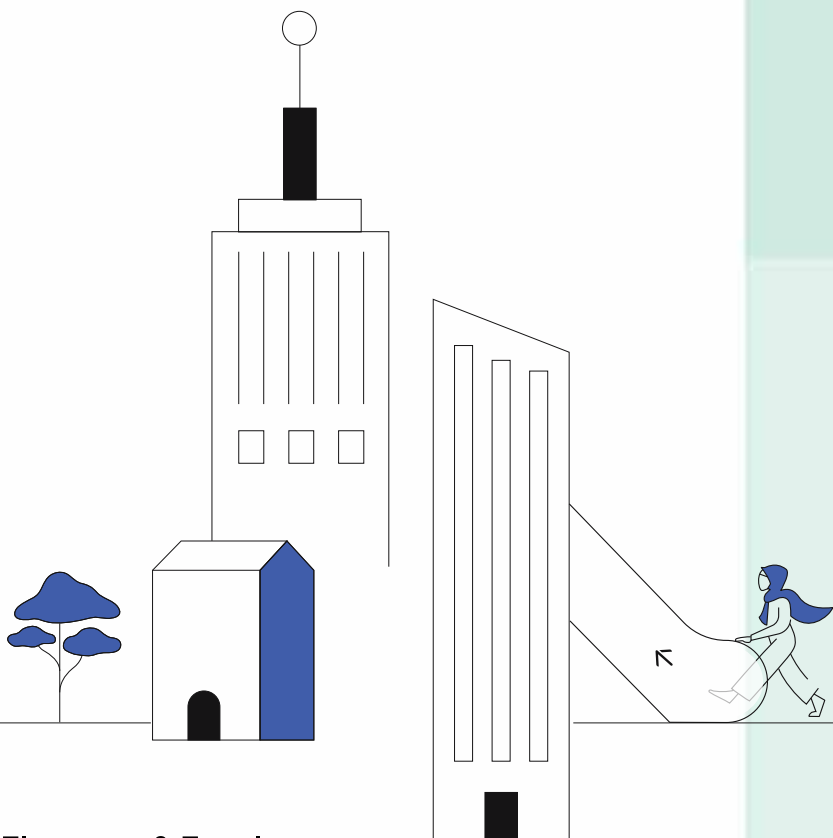
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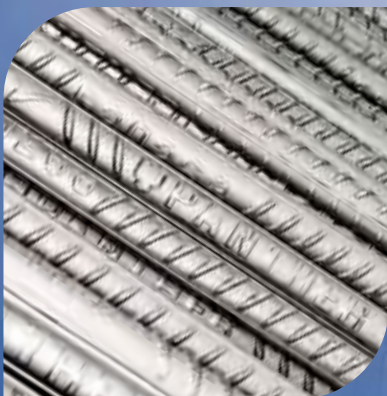
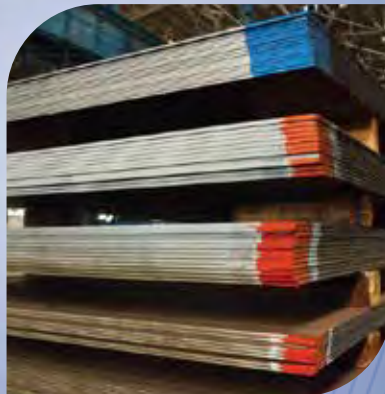
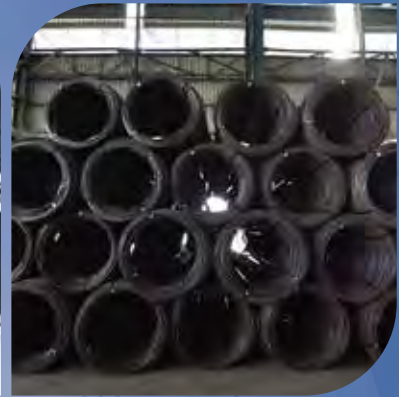


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The Role of a B School in Changing Times!

Capt. A. Nagaraj Subbarao, PhD

Professor of Strategy & Leadership

Dean - SCMS, Dayananda Sagar University

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In recent days, ChatGPT and Artificial Intelligence have been in the news. There is fear in the air! Scientific gurus and soothsayers have predicted that there would be job loss on a macro level. Historically, we've never experienced macro-level unemployment from new technologies, so AI is unlikely to alter that paradigm. The scenario is crucial for a country like India with a burgeoning

young population. Electricity was expected to produce similar results at the turn of the last century. This did not happen as electricity replaced the steam engine only incrementally at best, allowing people to adapt to the changed paradigm.

Most people believe youngsters need a start-up mentality to deal with life amidst new technologies. Start-ups excel in looking widely at markets and pivoting quickly to what customers want now. Disruptions occur in the marketplace because large resource-laden organizations move slowly, while start-ups are agile and nimble. Humanity never thrives when it fears innovation. Imagine if the first humans feared fire; yes, they got burned sometimes, but without harnessing the power of it, we might have gone extinct. The same applies to AI. Rather than fear it, we need to harness its power. We must put it in the hands of every human being so we collectively can achieve and live more fulfilling lives.

In our technologically changing times, it is essential to understand the role of higher education in general and universities in particular to deal with the emerging reality. All schools in a university need to embrace the ongoing digital transformation and make students mindful of the changes and the requirement to stay curious and learn all the time. Along with this, young people must make resilience and adaptability a habit. In my various interactions with the industry, I have learnt that the competencies sought after are leadership, problem-solving, effective communication, teamwork, and, very importantly, the ability to influence without authority. The last is counterintuitive, but all great leaders who have brought about tectonic shifts have exerted influence without formal charge. Think Mahatma Gandhi!

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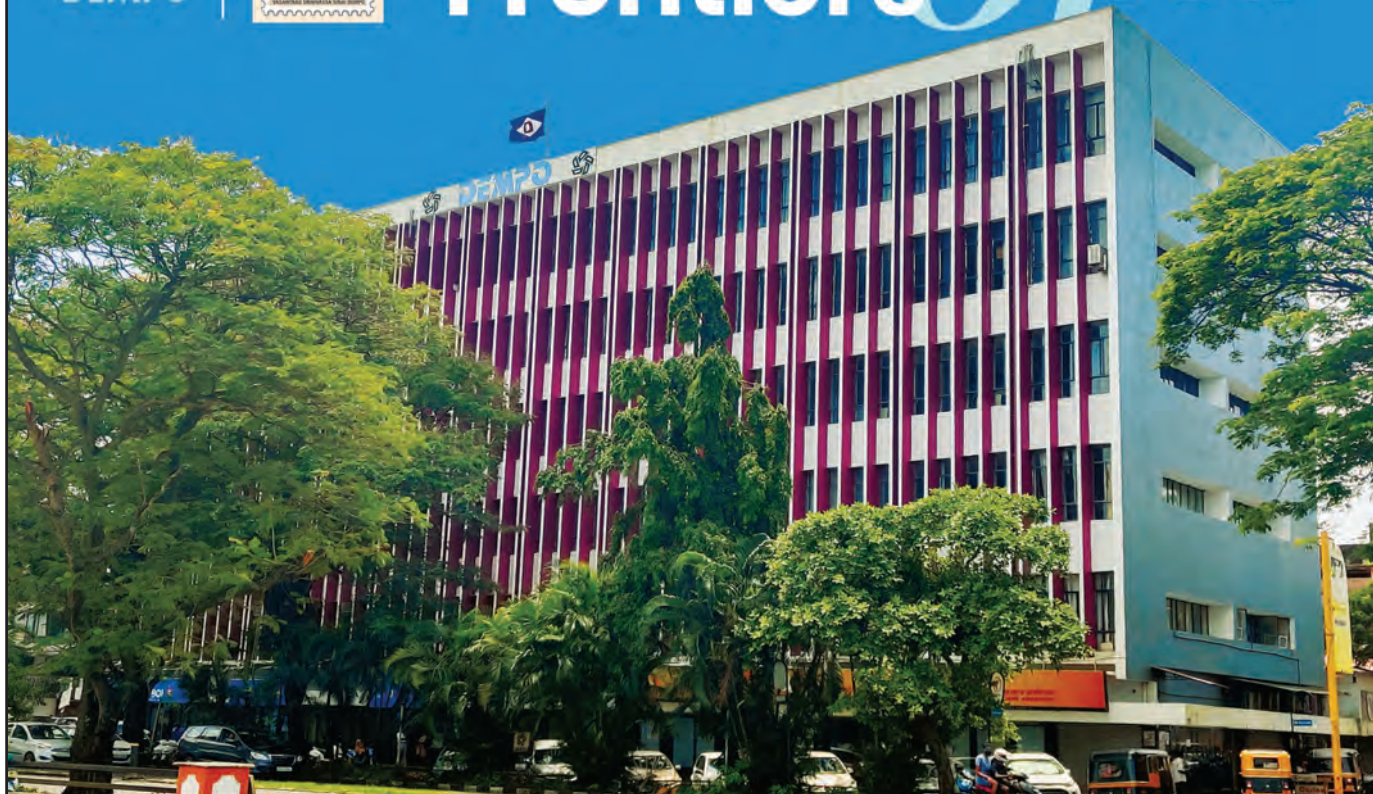
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