

# indian management

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ALL INDIA MANAGEMENT ASSOCIATION

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## LEADERSHIP IN AN AGE OF PERPETUAL CRISIS

NAVIGATING  
TURBULENT WATERS

John A Davis



# GLOBAL ADVANCED MANAGEMENT PROGRAMME

**Reviving Growth  
Through Open  
Innovation Strategies**

**27th Nov to 3rd Dec, 2022  
Silicon Valley, USA**



## Programme Director

**Solomon Darwin**

Executive Director, Garwood Center Corporate Innovation, Haas School of Business, University of California, Berkeley

## Programme Objectives

- Identify opportunities for profitable growth.
- Respond and adapt to the challenges in the changing landscape due to rapid global economic trends.
- Examine the latest concepts, ideas and tools to help them align their business practices with global economic developments and conditions.
- Learn to build sustainable and innovative business models.

## Programme Framework

- Class Room Lectures and Interactions
- Keynotes by Silicon Valley Startups and CEOs
- Visits to and interaction with the top management teams of some of the iconic and innovative companies like Nvidia, Cisco, IBM Research, Wells Fargo Bank, Standard Chartered Bank, PayPal, Fujitsu Open Innovation Gateway, Chevron Corporation, Pacific Gas and Electric Company (PG&E), Calpine Corporation, Dupont Innovation Centre, UC Berkeley Campus amongst others.

## Participation Fee

**Delegate Fee per participant:** INR equivalent of USD 12500 per participant

**Inaugural Discount:** USD 1000 per participant for registrations received along with participation fee by 25 July, 2022.

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Be The Tendency In The Competition

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### About National Management Games (NMG)

NMG is a unique platform for Corporate Managers to experience the thrill of Managing Business in competitive mode. It is one of the most awaited and prestigious annual event based on Business Management Simulation, organised by AIMA. The participants get exposed to the intricacies of running a company with focus on resource management, market trends, cost analysis, product positioning, production planning, inventory control etc.

### Standard Slab - Participation Fee

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7 Teams & above	₹ 28,000 per team	₹ 29,000 per team

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- For online registration, please visit <http://simulation.aima.in>

### Dates and Regions

All Rounds will be conducted Online

REGIONS	ROUNDS	DATES
Regional Round 1 (Online)	Training Round, Prelim Round, Regional Final	14 June – 17 June
Regional Round 2 (Online)	Training Round, Prelim Round, Regional Final	28 June – 1 July
Regional Round 3 (Online)	Training Round, Prelim Round, Regional Final	19 July – 22 July
Regional Round 4 (Online)	Training Round, Prelim Round, Regional Final	26 July – 29 July
Regional Round 5 (Online)	Training Round, Prelim Round, Regional Final	1 August – 4 August

**Grand Finale : 5th August, 2022 (Online)**

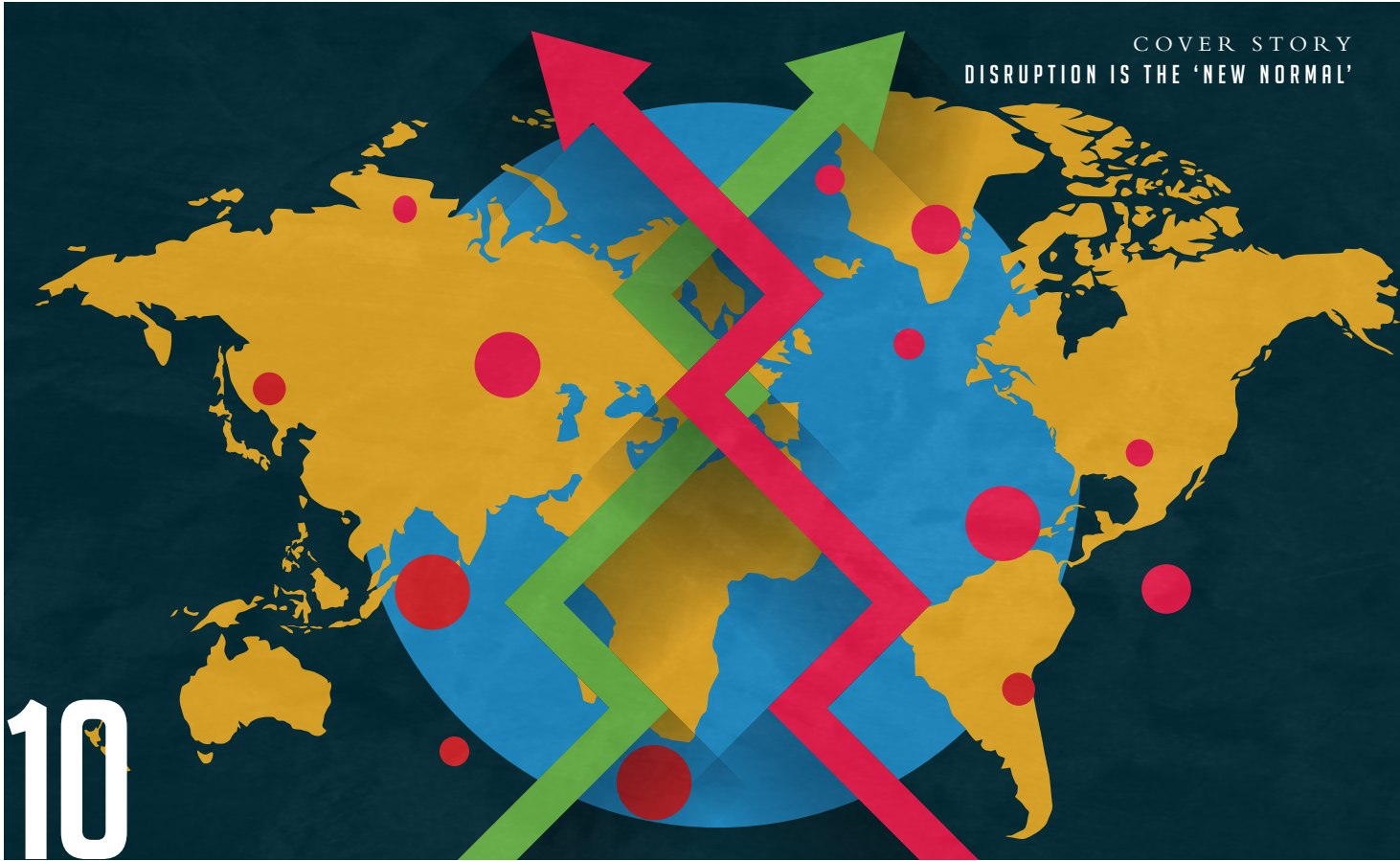
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COVER STORY

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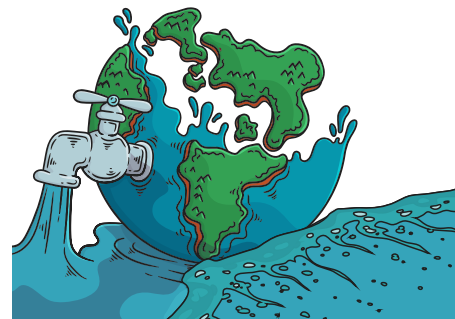
MANAGEMENT

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# 23<sup>rd</sup> National Management Quiz (ONLINE)



New Segments added - Marketing and Academic

## HR Quiz

HR theories, Concepts, Terms and Learning & Development

## Women Quiz

Management of Business, History, Science, Sports & Current Affairs

## NMQ

Brand, Business, Marketing, Advertising, HR, Management theories, Personalities and Current Affairs

## Marketing Quiz

Branding, Advertising, Digital Marketing, Promotion and PR

## Academic Quiz

Research Papers, Concepts & Theories, Current Affairs & General

## Eligibility criteria

1. Employees from PSU, Corporate sector, Academic, HR Professional, Women Leaders & Marketing Enthusiast
2. No bar on age and Number of teams participating from an organisation

## Participation fee (per team)\*

Quiz Name	Date of Quiz
<b>East &amp; South</b>	
NMQ	22nd June
HR Quiz	22nd June
Women Quiz	24th June
Academic Quiz	24th June
Marketing	24th June
<b>West &amp; North</b>	
NMQ	29th June
HR Quiz	29th June
Women Quiz	1st July
Academic Quiz	1st July
Marketing	1st July
<b>Grand Finale</b>	
Women Quiz, Academic & Marketing	5th July
NMQ & HR Quiz	6th July

## Quiz Master - Ajay Poonia

## Participation fee (per team)\*

1-2 Team	3-5 Teams	More than 5
₹ 15,000/- (per team)	₹ 13,000/- (per team)	₹ 12,000/- (per team)

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**\*Each Team consists of 2 members**

**Registrations will be confirmed upon receipt of payment only**

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**Top three teams in each segment would be awarded with trophies and certificates**

Associate sponsor



For more details and submission of registration forms, kindly contact : **Poonam Rawat**, Manager – CMD

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# Crises forever: Surfing the tsunami

**C K Ranganathan** is President, AIMA and Chairman & Managing Director, Cavinkare Pvt Ltd.

**I**t has been raining crises in recent years and business leaders have been forced to treat disruption as the routine, to put out ever new fires and adjust to the frequently changing landscape.

The persistent anxiety about further disruptions is taking a toll and the leaders are making radical adjustments to their aims, methods, and values. The endless sequence of crises demands a change from the craving for stability to seeking opportunities in turbulence. In times of perpetual crisis,

leaders must shed their fear of storms and be fit to surf the frequent tsunamis.

Over the past couple of years or so, Indian businesses have been buffeted by serial, often simultaneous, crises—COVID outbreak and the lockdowns, supply chain disruption, a breakdown in India-China relations and trade, shortage of critical industrial inputs, logistics logjam, cartelisation among commodity suppliers, an economic and financial world

war, runaway energy and food inflation, and uncertainty in supply chains and markets because of American sanctions on Russia. All this when the Indian economy was already slowing down and enterprises were facing digital disruption.

The state of perpetual crisis has highlighted the importance of the basics—ecosystem intelligence and resilience, strategic and operational flexibility, and, above all, the

centrality of the people to business. Leaders have had to make a sharp switch in focus from growth alone to building business resilience and agility through supply chain reorganization, digitalisation, automation, business and work model change, and tapping diverse partnerships and talent. All this has increased the complexity and cost of running a business and many leaders are still trying to come to terms with steering through shifting sands.

Leading through unending crises requires leaders to attain and sustain utmost cohesion in the organisation. It starts with achieving personal credibility through clarity and consistency of talk and action. There is a fine line between flexibility and inconsistency and it is easy to lose credibility and control. Leaders must think through their communication and try to be as consistent as they can be even as they react to the rapid external changes.

As various crises add to the complexity of business and work, leaders must learn to harness complexity instead of trying to simplify things for themselves by returning to the pre-COVID ways of doing things. Omni-channel business and work pose coordination and cost challenges but those cannot be rolled back. Also, there have been subtle, yet vital changes in demand and competition from the pre-covid period and leaders must learn to cater to the new complications of the market.

Regaining revenue and profitability momentum requires exploring new methods and areas, which in turn requires building the capacity to explore beyond the familiar.

**The state of perpetual crisis has highlighted the importance of the basics—ecosystem intelligence and resilience, strategic and operational flexibility, and, above all, the centrality of the people to business.**

**Data is getting weaponised by both the state and the criminals and cyber security must be paramount for corporate leaders.**

Digging deeper into the same wells to draw more revenues may not work as the market change may be deeper than it seems on the surface.

The geopolitical convolutions pose a particularly tricky challenge to the crisis-time business leaders. The supply chains that were beginning to recover after the covid lockdowns have been thrown into a new kind of uncertainty. There is growing political and social pressure on enterprises to source from and sell to only those countries or governments that support your domestic and geopolitical agenda. There is also the strong passion for policies of self-sufficiency, which seem an attractive proposition, despite higher costs and lower efficiency, in the current breakdown of globalisation.

The America-Russia standoff over Ukraine has taken supply chain and market disruption to a much scarier level. America and its allies have adopted a no-holds-barred approach to economic and financial punishment to Russia for invading Ukraine, and the threat of extension of sanctions to those who do business with Russia makes things complicated for Indian enterprises. The simmering conflict between America and China could go the same way. Indian business leaders must be prepared to design intricate and flexible supply chains and market access routes in the future. They must also factor in

inflation as the next pandemic, as geopolitics adds further uncertainty to supply chains and prices of energy, food and industrial inputs. Inflation may well be the next pandemic.

Inflation is beginning to hurt demand, profitability and investment. The way to squeeze out growth amid inflationary pressure is to increase productivity of both the labour and the capital, and use pricing strategically to tap the most resilient customer segments. This requires upfront investment in a higher level of automation and workforce skills.

Leaders also need to attend to data safety issues even as they digitalise to become more efficient and resilient. Data is getting weaponised by both the state and the criminals and cyber security must be paramount for corporate leaders. Leaders must also invest enough capital and management in ensuring compliance with varying national data and private laws across the world.

These are extraordinary times that demand extraordinary leadership. Hoping for the spell of crises to end quickly is not a strategy. Leaders must focus on the opportunities these crises create and build tolerance for current and future disruptions. **IM**

*The opinion expressed is personal.*

## EDITOR'S NOTE

Dear Readers,

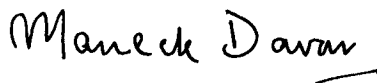
**A**ravaging pandemic; a war between two nations, one of which is a nuclear superpower; rising fuel prices; economic slump; climate change, unstable governments (recent examples being Afghanistan, Myanmar, Sri Lanka) - the list of global crises seems to be a never-ending one. In a highly globalised economy, such political situations affect business organisations on many fronts—the inflationary pressure on raw materials, drop in sales, disrupted supply chains, the need to adopt new infrastructure, and of course, the multifold challenges of managing the workforce.

Extrapolating these grim facts to gauge future outcomes, one can be assured that today, a crisis isn't going to be a 'one-off' circumstance; it will rather be a long-term, almost perpetual situation. Leaders of organisations no longer have the 'luxury' of rising to the challenge whenever one arises; they need to be ever-ready for these back-to-back or even concurrent problems. However, as difficult as it may seem at first, it is absolutely doable.

Have realistic, clearly defined goals; ensure your people are aligned to these goals, be bold in adopting change...there are advices galore, some of which will work and some may not. Read the cover story of this issue, authored by academic and business leader John A Davis, which talks of 'focus areas' that companies can work towards to sustain and grow in an age of perpetual crisis.

Crisis—perpetual or temporary—also presents opportunities. The unprecedented 'digital leap' that many organisations made during COVID is an example of how we can leverage crises to our advantage. In today's age, we don't have to get out of a crisis; we have to learn to work through it.

Do write in with your views to [imeditorial@spentamultimedia.com](mailto:imeditorial@spentamultimedia.com)



Maneck Davar

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# Democratising marketing through humour

## Teaching How to Teach Customer Delight



**ABOUT THE AUTHOR**

**Prof Rajesh K Pillania**, MDI, Gurgaon.



**ABOUT THE AUTHOR**

**Prof Jagdish Sheth**, Emory University.

This is a brilliant concept. Let me share a funny incidence from the popular movie 3 Idiots.

In one hilarious scene in the movie, the protagonist, Rancho, questions the college Principal regarding the way of teaching in his college. The Principal takes him to a class room and challenges him to teach engineering better than the professors.

Rancho asks the students to explain the concepts of Farhanitrate and Prerajulisation which nobody, including the Principal, is able to answer even after referring to their books. Rancho later explains that the two words were derived from the names of friends 'Farhan' and 'Raju'. He goes on to lament how students were getting into a rat race for grades, rather than enjoying the process of learning.

Fortunately, not all faculty are like that. There are professors who still delight students through their teaching methods.

I hope you got the point why customer delight should be the focus of companies

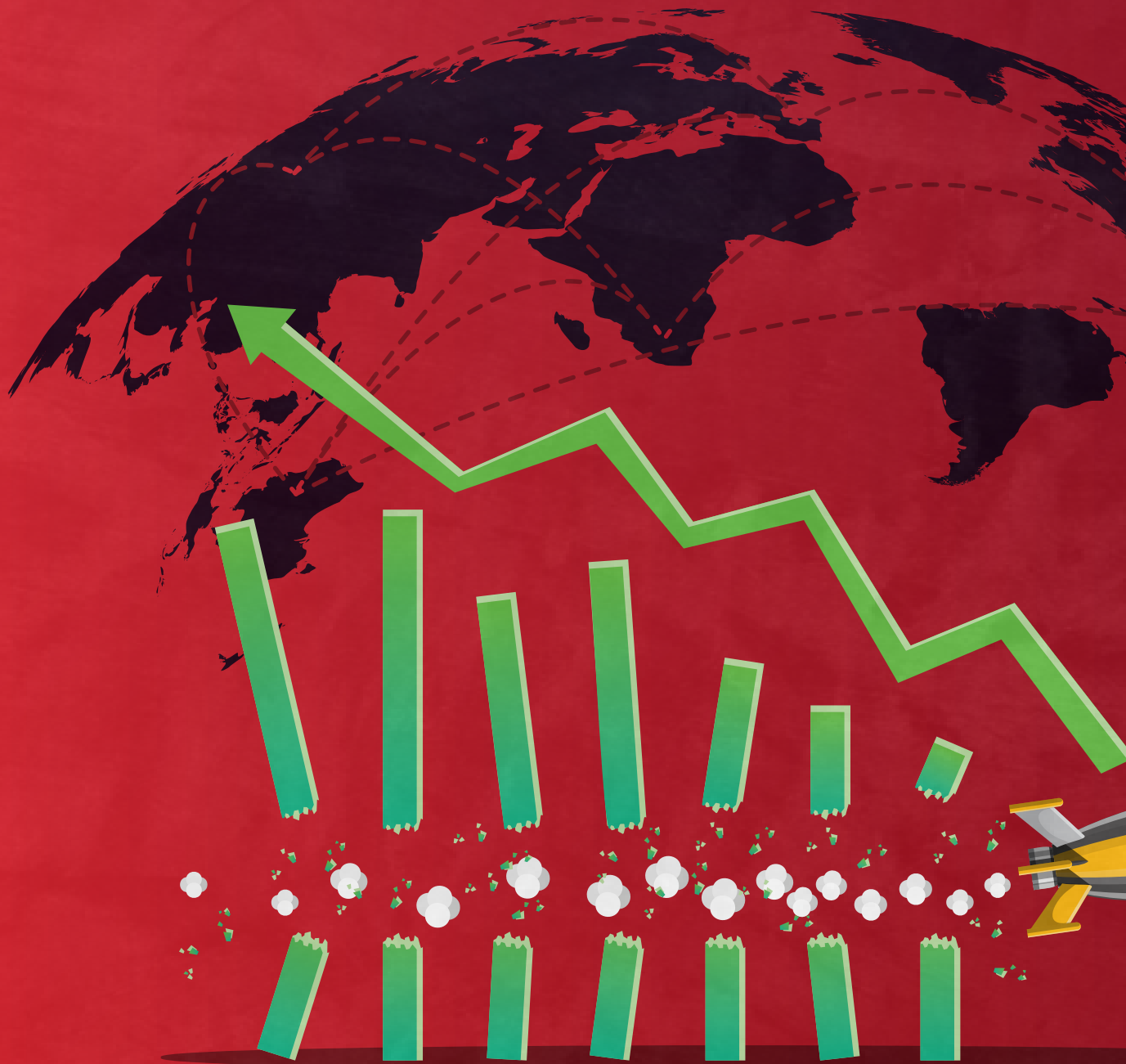


**Marketing Guru**





DISRUPTION  
IS THE  
'NEW NORMAL'



# Navigating turbulent waters

*Courageously pursuing positive ideas will provide the ballast needed to navigate today's unsteady waters.*

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◆ JOHN A DAVIS, AUTHOR, *RADICAL BUSINESS*

that impacts their decision-making. In this article, I highlight six of twelve areas of excellence from my research that ‘force-for-good’ organisations and leaders pursue:



Source: Radical Business ©2022 by John A Davis

They create meaning by developing...

### A compelling aspiration

Your company’s desire to achieve something great is critical to your success. In the past, having a recognised, best-in-class product might have been enough to warrant that greatness designation. But that is no longer the case. Greatness now comes from positively impacting society. That might sound easy, but if your product worsens Scope 1, 2, and 3 carbon emissions, then you have got work to do to improve. Doconomy, a Swedish impact-tech firm with the aspiration to future-proof life on Earth, has developed a lifestyle calculator that helps consumers assess the environmental impact of their decisions, an innovative way to educate consumers and businesses about how to change their respective behaviours.<sup>1</sup> Ask these questions:

- Why is your company here? What is its guiding star? How is it unique?
- What are the resources required to ensure your positive contribution to society?

### A culture that feels more like a cause

Jobs are jobs. But when the workplace feels like a

**W**e are amid multiple crises: a horrific war in Ukraine; a deteriorating refugee crisis worldwide; resurging coronavirus pandemic; increasing inflation; unresolved global supply chain problems; toxic political conditions; growing racial strife; worsening economic inequality; and the existential threat from climate change. Running a company in today’s world is anything but easy as leaders face a perpetually unsteady state

special cause, then it takes on a deeper meaning and a job becomes a call to action. There is a sense of esprit de corps. BetterUp found that job performance improves 56 per cent when employees feel a strong sense of workplace belonging and they are 167 per cent more likely to recommend their company to others. Conversely, performance drops 25 per cent if a person feels excluded.<sup>2</sup> Excoriating people for a mistake or missed target creates cultural toxicity. The conclusion is clear: foster a culture where people believe their work matters, is supportive, and contributes to the greater good. Questions include:

- Do your people feel valued?
- Do you provide psychological safety for employees to share their ideas?

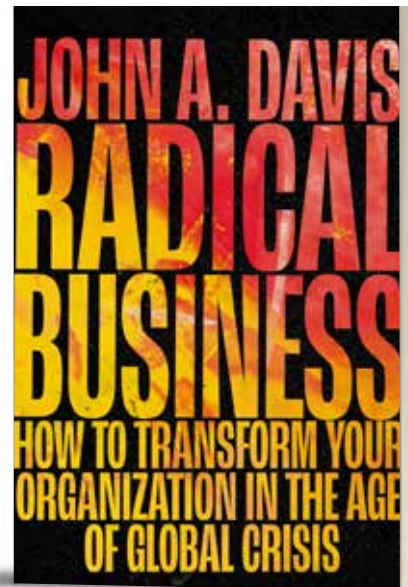
They measure value through...

A keen focus on building reputational value

Force-for-good companies are devoted to building genuine trust with the market.



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This is not a marketing communications exercise. Instead, it reflects your company's ethical and moral compass and is the result of actions that demonstrate employees live by its values and deliver on promises. Transparency is a vital attribute, including admitting when things go wrong, which helps reinforce your company's reputation.

A RepTrak™ survey showed that reputations improved during the pandemic when companies showed care for their own employees and demonstrated support for social movements. The pharmaceuticals, food & beverages, and transport sectors had the strongest reputation gains. The biggest declines were in airlines, hospitality, and government.<sup>3</sup> Part of the US government's reputation decline was due to the Trump Administration's poor handling of the Covid-19 pandemic.<sup>4</sup> Questions include:

- Are your company values explicitly practised by employees and known by all stakeholders?
- Do you transparently share failures and



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**The most successful force-for-good organisations spend time getting to know their stakeholders and understanding their perspectives.**

lessons learned from them?

A bias toward improving societal value. Societal value is strengthened when your company enhances the quality of life and well-being of the communities you serve. It is the heart, soul, and intellectual rationale for the role businesses must play in the world. After all, if your company is not contributing positively to society, then why does it exist? Consumers, today, believe it is important for companies to have a bigger commitment to social responsibility, especially millennials, who are going to be the dominate economic and social power for the next few decades. Societal value is also good for investors; 73 per cent say that efforts to be socially responsible contribute positively to returns on their investments.<sup>5</sup> At the same time only 36 per cent of consumers trust

business leaders to do what is right.<sup>6</sup> That means businesses must take this opportunity to strengthen trust by improving their societal value contributions. Ask these questions:

- What explicit actions must your company perform to improve the quality of life in the communities it serves?
- Are your ecosystem partners aligned with your values? If not, what remedies will you undertake?

They mobilise actions and activation plans around...

### **A stakeholder orientation**

The most successful force-for-good organisations spend time getting to know their stakeholders and understanding their perspectives. 87 per cent of the public view stakeholders as more critical to an organisation's success<sup>7</sup> than shareholders. Salesforce.com's founder, Marc Beniof, said "I default to this concept of stakeholder

**Businesses have a remarkable opportunity to provide the ballast needed to navigate today's unsteady waters. That ballast comes from businesses and leaders that courageously pursue positive new ways to contribute to today's turbulent world.**

theory. CEOs have to decide: are they advocating for their shareholders or advocating for their stakeholders? If you're only focused on shareholders, then you've got a very different situation on your hands. And in our case, we are very much focused on stakeholder theory."<sup>8</sup> The company is well known for its 1/1/1 model in which each office devotes 1 per cent of its profits, 1 per cent of equity, and 1 per cent of employee time to the local community. For interested readers, check out Salesforce.com's annual Stakeholder Impact Report<sup>9</sup>. Questions include:

- What must you do differently to really understand your stakeholders, beyond superficial assumptions?
- How can you invest stakeholders in your force-for-good efforts?

### **A responsible-solutions bias**

Link stakeholder understanding to impactful solutions. PepsiCo's Sustainable Farming and Regenerative Agriculture Programs help farmers implement state-of-the-art farming practices that improve soil health and enhance biodiversity, significantly reducing the harm caused by obsolete farming practices that depleted soils of critical nutrients and caused environmental damage from deforestation.<sup>10</sup> Research from NYU's Stern Center for Sustainable Business found that sustainable products have a nearly 40 per cent price premium over non-sustainably marketed ones, so these investments reap financial rewards.<sup>11</sup> Focus on these questions:

- What must your company do to act boldly in innovating solutions?
- What systemic changes must you make

in how you conceive, design, produce, and deliver solutions?

Businesses have a remarkable opportunity to provide the ballast needed to navigate today's unsteady waters. That ballast does not come from rigid conformity to outdated practices; it comes from businesses and leaders that courageously pursue positive new ways to contribute to today's turbulent world. ■



#### **ABOUT THE AUTHOR**

**John A Davis** is an academic and business leader. He is author, *Radical Business: How to Transform Your Organization in the Age of Global Crisis*.

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*In digital transformation, people matter. So how do we address the false belief that technology alone will solve all problems.*

◆ DR. VICTORIA M. GRADY AND PATRICK MCCREESH,  
PHD, CO-AUTHORS, *STUCK*

**TECHNOLOGY**

# Not without your people

**A**s much as we talk about a technology-driven economy, technology does not solve problems. People do. Technological investments depend on people. The history of our global economy demonstrates a two-phase approach to technology adoption. There is a first phase where we gradually find a balance between people and technology to create greater value and a second phase where technology becomes truly disruptive and delivers the work.

While technology does intermittently have a displacement impact on certain roles in the economy, it is never as imminent nor as widespread as it may seem. In each successive wave of economic evolution, we find that new technological solutions emerge, people slowly adopt them, and successful organisations adapt through their people.

For organisations trying to make a digital transformation—as we saw throughout the pandemic—it can feel like people are stuck; as much as workforces needed to shift to

the digital environment to function, there was reluctance, hesitation, and in some cases, difficulty adapting to new kinds of communications and behaviours.

But there are plenty of instances of the need to adapt to new technologies. Consider the agrarian society, where new techniques and large farming equipment slowly came to replace the manual, arduous practices of the farmer. Consider the manufacturing supply chain, where machines were introduced and gradually replaced many elements of production—emerging technology still looks to disrupt last mile delivery and the stocking of products. And while many service jobs (like call centers) may be digitised over time, those higher order service jobs (like doctors and advisors) cannot be disrupted, and knowledge economy roles are the natural next step for those workers in the service economy.

Change does not happen overnight. There is never a clean break between the old and the new, and we are in a transitional phase. While humans and new forms of technology will need to collaborate, the key to success is the human ability to leverage these technologies. So, all

that remains to be tackled is the technology fallacy—the belief that technology alone will solve all problems. In a digital transformation, people matter. Here are three simple strategies to overcome the technology fallacy and getting your organisation and your people on board:

■ **Transformation is a holistic redesign**

Digital transformation is the use of technology to strategically redesign the work of an organisation. But when organisations believe that digital transformation simply entails the purchase of a new software or platform to manage a portion or all their business, they are missing the point. Digital transformation is a holistic re-design of the business around a solution. This means that processes and roles will also shift, but it is better to design a solution around these realistic ideas than to pay for a system and expect it to solve the problems without people.

■ **Factor in the workforce**

Even the most robust platforms, including Salesforce, Workday, and SAP, require significant process changes from the workforce to have a successful implementation. This simple difference in perspective immediately reveals the importance of people in digital transformation. There is simply no way to realize the value of a digital transformation without bringing people along for the journey.

■ **People are the bottom line**

Gerald Kane describes overlooking the importance of people in digital transformation as the technology fallacy. As he pointed out, “It is your people who will fuel—or thwart—your digital transformation.” In a survey of some 16,000 respondents, he found that far less than half (44 per cent) were ready. When organisations deploy new solutions, they expect a return. The return is never realised when people fail to adopt. So, in this sense, the solution is never the technology. The solution



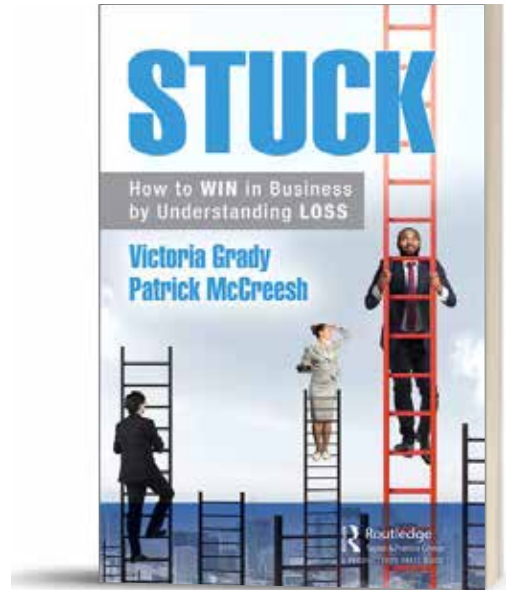
**ABOUT THE AUTHOR**

**Dr. Victoria M. Grady** is President, PivotPoint. She directs the MSM Graduate Program, is on the faculty of George Mason University, and is a research consultant at Dixon Hughes Goodman (DHG). She is co-author, *Stuck: How to Win at Work by Understanding Loss*.



**ABOUT THE AUTHOR**

**Patrick McCreesh**, PhD, is Managing Partner, Simatree. He serves as adjunct faculty, Georgetown University and George Mason University Business School. He is co-author, *Stuck: How to Win at Work by Understanding Loss*.



is how people will leverage technology to work differently.

In order to have a fully digital world, we need people to adopt and embrace technology. Given the fact that we are not ready for this kind of change, most digital transformations will be slow—and many organisations saw that as operations, communications, and functions were shifted to digital platforms. But this is not a comment on the value of the solution or even the sales of the platforms. The platforms will sell, and leaders will buy them and try to implement them. The full value and true digital transformation will only succeed with a complete understanding of the human side of the equation. This is better for all organisations because, as the great resignation is teaching many leaders, people are our greatest asset. We just need to make sure they help define our digital future. **IM**



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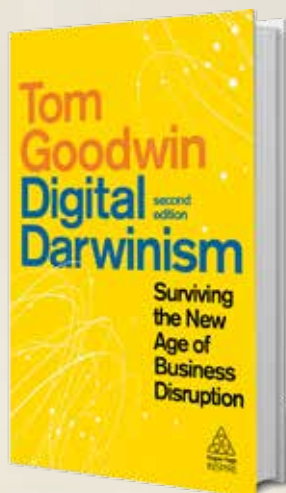
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Spenta Multimedia wins four awards at the 57th (ABC) Association of Business Communicators of India-Annual Awards 2017.



# Recommended reads

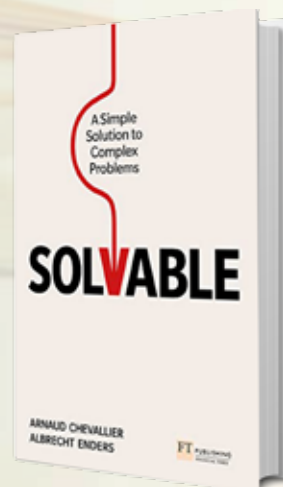


## Digital Darwinism: Survival of the Fittest in the Age of Business Disruption

**Author:** Tom Goodwin  
**Publisher:** Kogan Page Inspire

Tom Goodwin is one of the world's most provocative industry commentators on the future of business, and in this exhilarating new book he explores how and why the world is really changing in the post-digital age, and helps equip readers with the tools to navigate this new era of disruption.

In its second edition, Digital Darwinism tackles new conflicting needs of customers and employees and helps open our eyes to potential future disruptors, however inconceivable they may seem today. Goodwin pinpoints and challenges old modes and assumptions, and will inspire you to tackle the new and changing expectations, head- on. ↓



## Solvable: A Simple Solution to Complex Problems

**Author:** Arnaud Chevallier and Albrecht Enders  
**Publisher:** FT Publishing International

Problem-solving is one of the most important skills for business leaders and employees alike today, so why are we so rarely taught how to do it properly?

This new book by IMD Business School professors, Arnaud Chevallier and Albrecht Enders, breaks down the science behind problem solving and decision-making. It provides a robust, research-based, three-step master plan that they argue will help us to make better decisions, faster, when we are faced with any kind of problem.

While it is based on business management theory and psychology, Solvable is more than just a business book and presents complex ideas in an accessible way, guiding readers on their quest for answers.



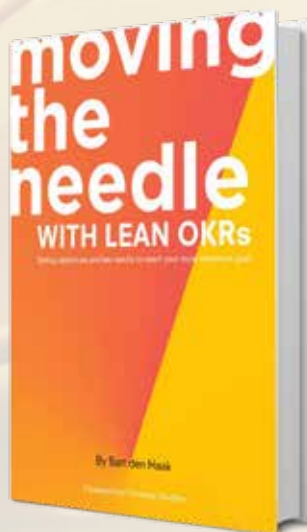
**Putting The Heart Back Into Business: How to Place People, Planet and Purpose at the Core of What You Do**

**Author:** Andrew Thornton and Eudora Pascall  
**Publisher:** SRA Books

In *Putting The Heart Back Into Business*, co-authors Andrew Thornton and Eudora Pascall dare us to rethink some vital ethical questions about business and the world around us to put people and planet first.

Using their own engaging first person account of the transformation that took place in a London supermarket, the book documents the huge impact and positive difference that running a heart-centred business can make. It also shines a light on the diverse range of individuals who worked within the business to share their own inspiring stories.

*Putting The Heart Back Into Business* helps empower readers to find their own positive ways to establish strong values that will help your business weather any storm.

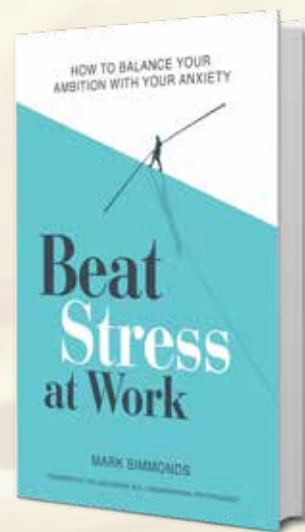


**Moving The Needle With Lean OKR's: Setting Objectives and Key Results to Reach Your Most Ambitious Goal**

**Author:** Bart Den Haak  
**Publisher:** Business Expert Press

The 'Objective and Key Results' methodology is credited as playing a key role in the transformational journeys of global tech giants such as Facebook and Google, and this book offers business leaders the chance to understand OKRs in an accessible way.

Drawing on 10+ years of expertise in using OKRs as a professional coach and business consultant, the author, Bart Den Haak combines structural and leadership tactics that will help business leaders to realise their goals and achieve breakthrough corporate results. This comprehensive guide offers daily OKR practises that are simple to implement in a business of any size, helping to build a methodology that will turn good ideas into great execution, heighten employee engagement and motivation and achieve measurable, innovative results.



**Beat Stress at Work: How to Balance Your Ambition with Your Anxiety**

**Author:** Mark Simmonds  
**Publisher:** Welbeck Balance

In light of the current international mental health crisis, *Beat Stress at Work* provides a timely antidote. It gives an honest insight into the effects that stress and anxiety have in the workplace, and present preventative tips on how to recognise stress, build our resilience 'muscle' and bounce back from mental health struggles effectively.

Speaking truthfully about his own mental health challenges, the author, Mark Simmonds, brings a first-hand perspective on how to overcome crisis and use it to our advantage. As a leading mental health champion, he creates a new framework in which we can understand adverse stress and enables a positive and open dialogue, actively challenging the negative stigma surrounding burn out.





*McGregor's Theory X and Theory Y are good reference points for managements to decide on their style of leadership.*

◆ AMIT MISHRA, INDIAN SCHOOL OF BUSINESS, HYDERABAD

**STRATEGY**

# Pick your style

**O**rganisations built to stand the test of times would always embrace adaptability. The changing patterns of industry demand a leadership style that not only helps the organisation grow, but also ensures that the employees feel comfortable and connected ceaselessly. The leadership style thus must be dynamic with changing times. The bone of contention always lies within a perfect idea of leadership, that there must be a single way to the apotheosis, albeit the most debated of the ideas. The reality is, a transformational leadership style imbibes within melanges of effective values that set the base for resilient organisations. The paper is an attempt to explore the ideas of Douglas McGregor on Theory X and Theory Y and understand its application and how differing management styles have lasting impacts on the employees working in the organisation.

## **Theory X**

Douglas McGregor ideas on Theory X management style emanated from his earlier

works on classical management theory. The roots of Theory X lie in the notion that employees are inherently lazy and will dodge their work whenever they find an opportunity. The onus then lies on the reporting managers to keep the employees in momentum, give them direction, continuously motivate them, or penalise them as the situation demands. This theory proposes that employees lack drive and stay in their comfort zones. Therefore, they require a management system in which they are led and controlled by their supervisors, while being subjected to threats and punishments. Theory X also tends to promote authoritarian leadership style within the organisation which creates a lack of trust among the peer group.

## **Theory Y**

Theory Y is defined as an alternate management principle to Theory X, deemed as a more optimistic leadership approach X. It proposes that employees working in the organisation are not lazy and are always looking for opportunities to upskill and rise up in the hierarchy. It is always for the supervisors to provide the employees with ample freedom and opportunities, so that

**No organisation in the world has modelled their management style choosing either Theory X or Theory Y. It is always up to the management to decide how the teams must be led.**

the latter can align themselves to the company's vision and achieve organisational goals cohesively.

Contrary to Theory X, Theory Y states that employees dislike lack of freedom and controlled decision-making mechanism in the organisation. It also states that employees always look for meaningful work, they look for ways to take responsibility, and if the management provides them with optimum conditions, they excel at work. Theory Y not only builds trust among the employees but also helps build strong decision-making skills. It advocates the idea that every employee is valuable and has his/her say in the organisation's progress; that

every employee has the right to exercise his/her free will and creative independence at work to achieve maximum potential.

**Conclusion**

Douglas McGregor never expounded upon the two motivational theories with an aim to draw upon a choice between one or another. Both the theories hold their relevance and must be referred to accordingly. No organisation in

the world has modelled their management style choosing either Theory X or Theory Y. It is always up to the management to decide how the teams must be led, what actions necessitates success whether being coercive in some situations is the right choice or being compliant is. Differing styles (Theory X or Theory Y) need to be tested and the most effective amongst them must be chosen for efficient management. In any situation, the organisation must not only look for increasing productivity but also ensure that employee well-being is not compromised.

Douglas McGregor never perceived the two theories as canonical laws; he left them open for improvements and improvisation. In his last days he started to work on another theory which was an improved version of Theory X & Y and combined the ideas from both the theories. He called this motivational theory as Theory Z. It was only after his death that William Ouchi elucidated Theory Z by drawing similarities between American style of leadership and Japanese style of leadership. He proposed that organisations should ground their execution in values which is



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a blend of American and Japanese style of management.

Theory Z promotes not only constant skill refinement of the employees but also advocates fostering long-lasting relationships between them. Employees will only perform better in environments in which they feel secure and safe. Organisations who trust their workers and give them the space to assert their opinions, create such environments. Whether it's Theory X or Theory Y or Theory Z, management should give a lot of thought before applying any of them, as the outcome will depend not just on the theory, but on its right application. **IM**


**ABOUT THE AUTHOR**

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There sooner sales organisations understand and adapt to the new paradigm that has emerged in the field of sales, the smoother the run for them will be, opines Bryan Gray, CEO, Revenue Path Group, and co-author, *The Priority Sale: How to connect your real impact to your prospects' top priorities*.

**MYTH  
BUSTER**

# A changed salesperson

**S**elling today is changing faster than ever. With all the world's information at their fingertips, prospects have developed new buying habits. Yet, sellers have not adapted. In fact, most B2B sales organisations are unprepared and ill-equipped to sell today. They are still selling as if they had control of the sale and are a necessary component of the sale. Their influence and impact are on the decline. They must improve and the way to start is by dispelling these five sales myths we are seeing today.

**MYTH 1: We must educate our prospects**  
**REALITY: We often go way too far, turning off our prospect's brains**

You have less time than ever with a prospect. Before the internet, you were contacted early in the sale process for information. Today, the prospect is keeping you at arm's length for up to 80 per cent or more of the purchase journey.

We know that too much information just weighs down the brain. It drives confusion and creates more buying anxiety. So why are we wasting our time educating the prospect? They have done their research. They

understand what they are buying. What they need from a salesperson is to understand why they need it. Sellers must use their precious time to understand the prospect's priority and align their solution to it. You cannot achieve that while talking about what it is.

Sellers who feel the need to educate underperform compared to their peers. Yet, even when faced with the evidence, too many cling to the belief that their role is to educate a prospect. We must erase this myth from the sales organisation.

**MYTH 2: Price is the deciding factor**  
**REALITY: Prospects buy on price when they cannot tell the difference between your solution and another**

We tend to think that prospects want to save a lot of money, so they buy the least expensive solution. This is not always the case. Prospects use price as a decider when they believe all the options are the same.

Think about the prospect who believes that one solution will solve a priority of theirs, and another won't. In this case, price is not a factor, let alone the decider. But left alone, prospects will not reach this conclusion. It is up to the seller to help them understand how their solution will really solve the priority.

**MYTH 3: Prospects buy based on fixing pain points**

**REALITY: Prospects live with pain. They act on threats**

Sellers have been taught for decades to search for prospects' pain points. It is common for sales training to teach this. But pain points don't really sell. In fact, they often lead the seller into traps, blind spots, and dead ends.

The truth is that prospects live with a lot of their pain points. But they do not have time for all of them. Selling to a pain point can put you on the short list of good ideas they would like to take action on, but it cannot move you to the top where action happens.

The biggest threats they face is what motivates them. These threats move items to the top of the list. Sellers must seek to understand these threats and align their solution with them. Pain points alone are not enough.

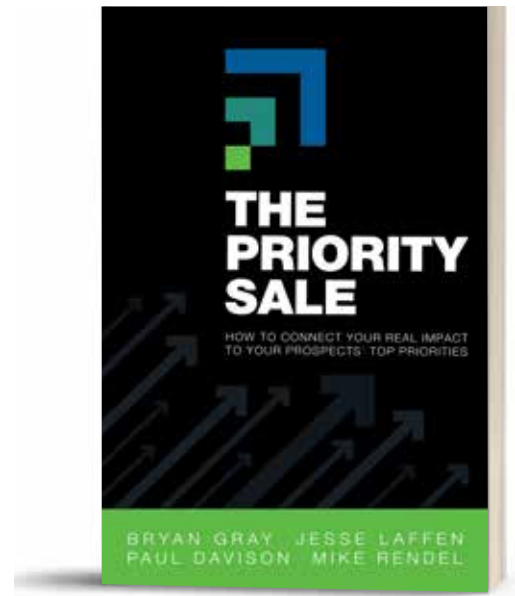
**MYTH 4: Companies that sell what we sell are our competition**

**REALITY: You are up against a much greater competitor: doing nothing at all**

Think about the prospects list again; the one full of solutions to solve pain points. It is full of great ideas. You might even be on it. But in an accelerating world, where attention and



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resources are scarce, you are not competing in a like-for-like way anymore.

Today, a graphic designer can lose work because an IT problem is more pressing. An office supplies seller can lose a deal because the prospect decides to make a new hire.

If you are getting prospects' attention, but deals seem to lose steam and go nowhere, it is because you are not helping them understand the threat you are solving. Your biggest competition is not the other company down the road. You are competing against every other good or great idea they have. Your toughest competition is the prospect taking no action. You made the list, but you cannot make it to the top.

**MYTH 5: Great service grows relationships and account value**

**REALITY: Great service only sustains your status and revenue**

When companies attempt to grow their existing accounts, they often run into a wall.



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**Once the sale is made, the seller has just begun. They must work relentlessly to maximise the value they are providing to the organisation in order to grow the revenue.**

The managers and sellers put their heads together to make a plan. Then, they talk to the prospect about how great their service or their relationship has been. Later, they are confused why the revenue growth falls well short of the targets they set.

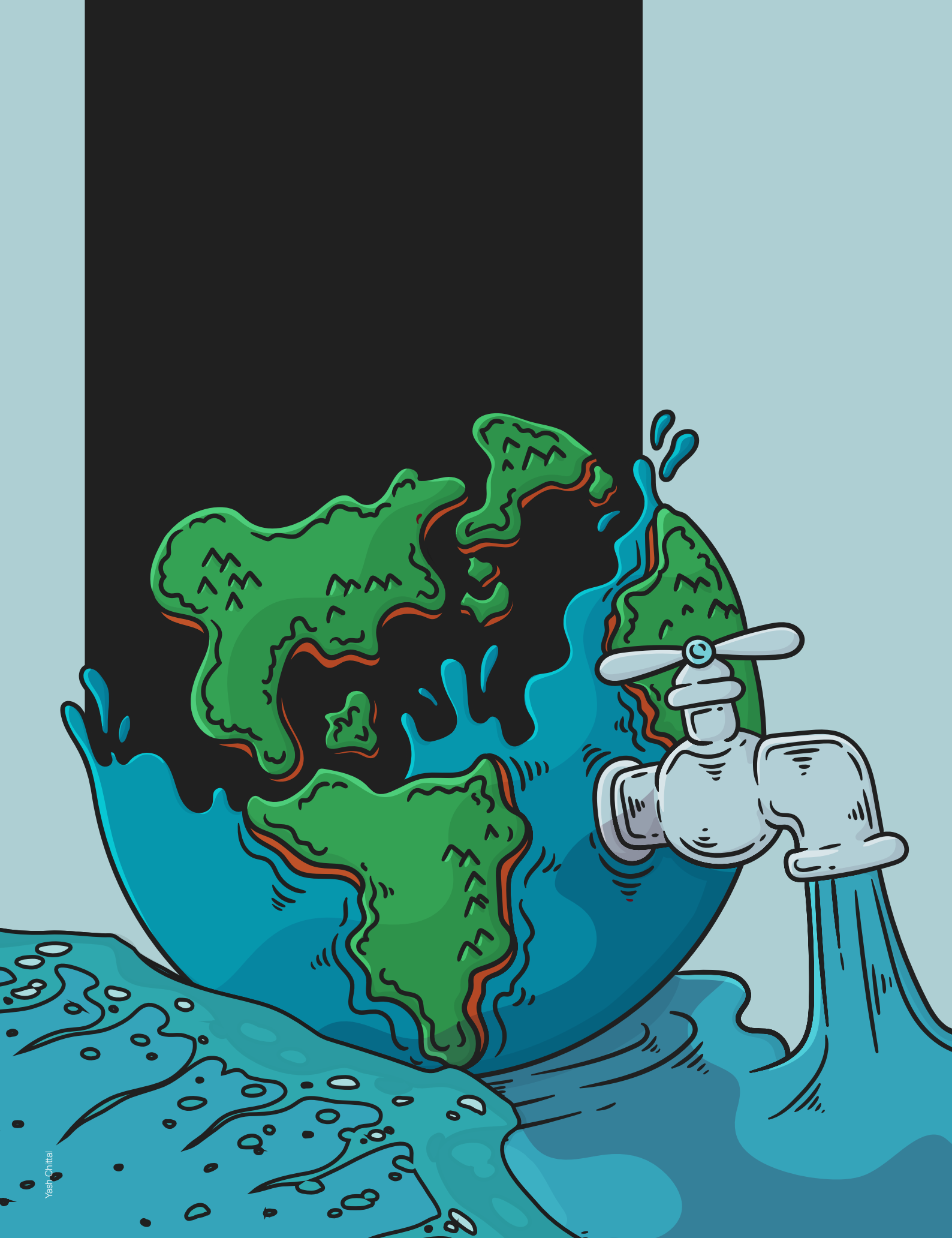
The truth is that great service does help renew the relationship. It is obvious to see why, if you have performed well, would they buy the same thing again. But what is not obvious is that you cannot grow the relationship with service alone.

To the prospect, they are getting what they are paying for. Rarely, if ever, does a customer knock on your door or send you an email asking if they can pay more for what they are getting now.

Instead, this work is for the seller to do. Sales organisations must accept the responsibility of actively growing their accounts by finding new opportunities within their customer organisations.

Do not let these myths live on. If you hear these within your sales organisation, confront them head on and help your team understand that the world in which they are selling has changed.

The role of the seller is to find real decision-makers in their prospect organisations. This often means talking to folks two or more levels above where they sell today. Sellers must then discover the real priorities of the organisation—the ones at the top of the list. Sellers must help prospects understand how the solution will solve the priority. Once the sale is made, the seller has just begun. They must work relentlessly to maximise the value they are providing to the organisation in order to grow the revenue. **IM**





Water conservation measures on all fronts, and by everyone, are needed to mitigate the looming threat of water scarcity in the near future.

◆ KRISHAN KALRA, CLIMATE PROJECT FOUNDATION INDIA

SUSTAINABILITY

# The last frontier

**M**anagement is all about optimisation of resources, and when we are talking about water—a resource that is essential for sustaining life—its management becomes infinitely more important. My little knowledge of the complex subject of water management comes from- (a) being a trustee of the Climate Project Foundation, India since 2010 and (b) long before that, my company worked on a simple hand pump that helped make available potable water to perhaps half a million villages in India and Africa, from the late 1970s till the turn of the century. During this long innings, in 1981, a routine business visit took me to a village and what transpired there made a huge impact on my thinking about water, making me a self-appointed conservationist. Let me first share that nostalgic story.

On my first visit to a pump installation in a village near Bhopal, as our vehicle started climbing uphill, someone noticed the familiar white UNICEF vehicle and by the time we reached at the location, there were 200 to

300 people gathered around the shining galvanised steel structure—our pump. They put a garland, an aum, and a swastika symbol with vermilion on it and also lit an *agarbatti* (incense stick). As we got close, my escort told an elderly gentleman standing next to the pump, “*Baba, in sahaab ki company yeh pump banati hai*”; before I knew what was happening the gentleman fell at my feet. I was very embarrassed, raised him, and said, “*Aap mere se badein hain, aisa kyon kar rahe hain*”? His answer left me speechless. He said, “*Sahaab aap nahin samjhenge, is pump ne hamari jindgi badal di hai; bhagwan ke baad hum is ki pooja karte hain.*” We drove over a rocky terrain to a rain-fed pond, which, till the pump was installed, was their only source of water for the 500 odd residents, as well as their livestock.

That night I was unable to sleep. We city folk take water for granted as it is available 24x7 just at the turn of a faucet, and here were 500 of my countrymen who had to trudge miles every day for collecting a bucket of water! Overnight I became sort of an activist. I swore to myself that I would do my best to prevent anyone from wasting even a drop of water.

My company had been manufacturing these positive displacement deep well hand pumps since the mid-seventies. Based on a Swedish

**Sharp decline in water levels due to withdrawal exceeding the annual replenishment is a matter of great concern in many parts of the country over the last few decades.**

design, developed under the aegis of UNICEF, the simple steel structure could easily pump out 1000 litres of water every hour from a depth of up to 100 metres. Most villages have been covered with these ‘miracle pumps’, but there are new problems now. Let me start with the demand-supply situation for the country.

As ‘consumer connect initiatives’ in several major national dailies pointed out recently, on the occasion of ‘World Water Day’ on 22 March, our country accounts for 18 per cent of the world population but we have only 4 per cent of the global water resources and a mere 2.4 per cent of the world’s land area. Our per capita water availability (per person per annum) is already down to around 1,100 m<sup>3</sup> whereas the international community considers anything less than 1,700 as a situation of water stress. As if that was not enough 1,000 m<sup>3</sup> is recognised as the threshold of ‘water scarcity’ so we are staring at that frightening a situation.

To add insult to injury, despite the looming scarcity, we are one of the largest water users per unit of GDP, which is a sad commentary on our inefficient use of this life sustaining resource. Looking at the near future, our requirement of 1,100 billion cubic metres (bcm) in 2017 is expected to grow to 1,200 bcm in 2025 and 1,447 bcm in 2050. The big question before the government and the people is ‘how will this humungous requirement be met’? There are indeed no easy answers but it is quite clear that we have to learn to conserve with a missionary zeal and we have to make sure that not a single drop of water is wasted.

The problem is further exacerbated as a lot of our water is contaminated with chemical effluents from the factories, faecal matter,



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leachate from garbage dumps, fluorides, and arsenic. This UN initiative of celebrating ‘World Water Day’ every year is excellent as it hopefully sensitises some of us by throwing the issues right in our face without mincing any words.

Total annual rainfall in India—estimated at 4,000 billion cubic metres (bcm)—is nearly four times our current requirement and three times the projected requirement in 2050. So the big management challenge is to capture enough of this bounty. Sadly, our present estimated capture is only around 8% per cent and the rest just flows into the sea. The issue is complex as the rainfall is neither uniform throughout the year nor is it distributed evenly across the country. Just to give you a flavour of the acute diversity, 75 per cent of all rains happen in about five months—May to September. Only three states— J&K, Himachal, and Uttarakhand, experience significant rains almost all year round. Geographically, against the 119 cm annual average rainfall for the whole country, North East, Meghalaya Hills, and Western Ghats get about 250 cm and that figure for

Northern Kashmir and Western Rajasthan is a mere 40 cm!

The same story is repeated in case of groundwater; whereas many parts of the country draw much more than the replenishment, there is underutilisation of the same in Eastern and Northeastern states. On an overall basis, water is in dire need of better and more scientific management. Groundwater has emerged as the backbone of India's agriculture as well as drinking water security. Sharp decline in water levels due to withdrawal exceeding the annual replenishment is a matter of great concern in many parts of the country over the last few decades.

State governments and the Centre have to work in cohesion on both the dynamic assessment of resources as well as course correction of usage. Even though the annual groundwater recharge at 436 bcm is quite healthy and after providing for some natural discharge about 400 bcm is available for extraction. And against this, the total actual extraction at about 62 per cent is only 245 bcm, but the trouble starts with grossly uneven replenishment and extraction across

the country. Some states in the country withdraw water totally indiscriminately due to various reasons like 'free water and electricity' as a political tool leading to high water consumption and unnecessary crops which are sold to the government under the grossly misutilised MSP scheme and often rot in the FCI godowns or even out in the open due to lack of storage space. According to an independent World Bank report, the number of bore wells in the country has grown from one million to whopping 20 million in 50 years. The report suggests integration of demand and supply side solutions. They are actually running joint programmes with GoI for groundwater management, albeit, with mixed results, largely due to weak regulatory action. Thankfully land rights to groundwater are not absolute as used to be the case earlier.

So what is being done to ameliorate the situation and what more needs to be done? Actually none of the data shared by me is based on any original research by me. Senior managers, who are readers of this magazine, owe it to the country to address these issues by- a) trying to influence the governments to stop wrong practices like free/subsidised





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water and electricity that encourage unsuitable crop patterns; (b) helping the governments do a more efficient and effective job; (c) use their corporate R&D departments to come up with better and more affordable solutions; (d) disseminate information through their vast networks about seriousness of the matter and inspire their employees and all stakeholders to get involved in the water conservation programmes in their homes, societies, clubs, workplaces, religious centres...really everywhere they come in contact with.

In general, we all can do our bit to conserve water:

- Rain water harvesting from all conceivable.
- Surface water harvesting through farm ponds, check dams, rejuvenation of water bodies lost due to the avarice of builders and their unholy nexus with civic bodies.
- Switching to advanced crop patterns and more efficient irrigation methods like drip and pulse technology, extensive use of hybrid seeds, and implementation of water shed management.

- Industries to recycle waste water and treat all sewage and effluents before discharging the same.
- Sensitising civic bodies about plugging leaky pipes and other wastages in their supply network; not resorting to free or subsidised water, repurposing sewage and waste water.
- Educating communities about water conservation.

### The Bayer purification process

During a visit to the Bayer Chemicals plant at Leverkusen, north of Cologne, the concerned engineer was showing us around their effluent treatment system that discharged treated water into a beautiful, wide, but shallow channel that ran through lovely greenery and flower plants. At the end of the channel, as we were admiring the picturesque place, he took a paper cup, filled it up from the channel, and drank it; also inviting all of us to feel free to do so leaving us all speechless at the thoroughness of their treatment plant.

**Israel optimises its water resources recycling 90 per cent of all waste water; uses micro irrigation; and meets 80 per cent of its needs through relatively inexpensive desalination plants.**

### To shower or not to?

A simple study has shown that showering by rinsing the body, turning off the faucet while applying soap and shampoo, and turning it on again to rinse uses about 30 litres of water, whereas showering without closing the faucet consumes around 60 litres, and pressure showers and jacuzzis guzzle up to 100 litres. Turning to sustainable methods of showering alone can help us save around 3.4 bcm of this precious commodity every year. And this is just our bath; there is great potential to save water in other routine activities like washing hands, brushing, shaving, ROs, condensate from air conditioners, indiscriminate hosing down of cars and driveways, lawns, and so on. Almost every day we read about dire predictions like 40 per cent

of the Indian population not having access to drinking water by 2030; metro cities and big towns going dry in the coming decades; decline in per capita water availability. I don't think the purpose of these reports is to frighten us; as a matter of fact, it is important that we are continuously reminded about the deteriorating situation and get down to taking some action.

If there is one shining example amongst all countries in the world, Israel deserves a salute. A nation with scanty rainfall, it optimises its water resources recycling 90 per cent of all waste water; uses micro irrigation, despite the fact that they invented drip irrigation; and meets 80 per cent of its needs through relatively inexpensive desalination plants.

Closer home, we have our own water management 'hero' in the form of Dr Bhimrao Ambedkar, the chief architect of our Constitution, who played a key role in initiating water management in the country way back in the early 1940s. From 1942 to 1946, Dr. Ambedkar served as a member of the Viceroy's executive council, primarily responsible for labour, irrigation, and power. This is when the Damodar Valley Corporation (DVC) was taken up. Ambedkar opposed the Viceroy's prejudiced choice of a British expert to work as the chief engineer and succeeded in getting an American engineer, with experience in Tennessee Valley Corporation, in that position. DVC ushered in other projects like the Bhakra Nangal Dam, Hirakud Dam, and Sone River Valley projects. If this great man had buckled in before the Viceroy, perhaps all these projects may not have seen light of the day.

Time to get into 'mission mode'. I have full faith in the ingenuity of our scientists, technologists, and managers to get a firm grip on the situation sooner than later.

**Disclaimer:** Figures cited are estimates based on government reports.. **IM**



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#### ABOUT THE AUTHOR

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



*In high performance organisations, leadership does not involve supervising subordinates; it entails influencing others to achieve their goals.*

♦ JAYMOL MARY JOSEPH, INSTITUTE OF MANAGEMENT TECHNOLOGY, GHAZIABAD AND DR. SUMANTA DUTTA, ST. XAVIER'S COLLEGE (AUTONOMOUS), KOLKATA

**MANAGEMENT**

# Lead to win

**W**hen you walk into a high-performance organisation, you can feel the difference instantly. The people are more knowledgeable and confident about the expectations policy than being unsure of what is expected of them. "High-performance work systems are increasingly being used to label the transformed high-commitment organisation associated with the abandonment of Taylorism." - Steven Wood (1999). The organisational systems of these companies are flexible, customer-oriented, and team-oriented. The observation can be checked by the performance indicators such as market share growth, social impact, etc.

Now the question is, how does an organisation become a high-performance organisation? The answer is simple- people and the organisational culture are the primary driving force behind the performance of an organisation. People in such an organisation need to follow different functions effectively.

Such type of organisation requires the following:

- 1) A clear sense of the motive, commitment, and the organisation's goals to be conveyed to everyone.
- 2) Comparatively more performance goals than an average organisation.
- 3) Interdependence (among employees) and clear understanding of ones responsibilities.
- 4) A diverse range of skills.
- 5) Coherence and cohesiveness amongst employees.

High-performing leaders usually accompany high-performing work teams. The essential leader qualities include the ability to a) keep the aim purpose relevant and significant; b) ensure that employees are constantly motivated to enhance their skills; c) be a democratic leader and provide opportunities to others; d) manage teams efficiently.

It is believed that influential leaders emphasise the purpose, aim, interpersonal relationships, and steadfast commitment to the outcome that benefits each member of the organisation. The management's authoritative rather than positively

influencing the employees is a prime ingredient for failure.

Leaders may have different perspectives on leadership based on their external influences, life purpose, and core values, but all of them possess passion and integrity. Leadership at the highest level does not simply involve supervising subordinates; it consists in influencing others to achieve their goals, serving others to help them reach their goals, and improving the processes and lives of employees.

A high-performing organisation must have the following characteristics, and its leaders must fulfil the following roles:

#### **Defined vision**

When an organisation focuses on its desired future through a specific mission, results are met. Without leadership that reinforces the vision and employees lack a sense of

purpose.

An inspiring leader tries to convey the vision and engages the entire team in committing to their goals and responsibilities, regardless of their role, skill level, or rank. A strong vision motivates everyone to perform better regardless of their position.

#### **Empowerment through continuous learning**

Growth is measured more by the constant development of its employees rather than its sales and profits. Leaders recognise that their employees must grow and improve through exchanging ideas and continuous training.

For a manager to be effective, they must make sure their people gain the skills, guidance, and support they require. The success of the people measures a leader's success. Direction, coaching, support, and delegation are crucial aspects of good

**Growth is measured more by the constant development of its employees rather than its sales and profits.**



leadership that ensure subordinates' progress. Employees who lack growth and improvement are demonstrating a lack of leadership.

#### **Consumer-centric practices**

High performance organisations measure customer satisfaction based on customers' experience. Service and quality standards are not decided by the organisation but by the customer. The company's collective ability to meet its customers' expectations is what makes its employees' jobs secure. Effective leadership is about leading by example and showing its people how to serve customers at the highest level.

#### **Alignment with structured systems**

Vision, processes, and goals must align with



the company's culture. Cohesion between employees is impossible if a company's words and its performance are inconsistent.

Organisations fail when there is a lack of structured systems that align with the mission and vision of the business. It is imperative to have an effective performance management system in place, which can be achieved through planning, coaching and reviewing.

**Shared responsibility and self-leadership**

As a result of everyone having a common goal of ensuring the company's success, responsibility is shared throughout the company. Delegating is essential for leaders at higher levels because it allows them to pass on accountability for a project without compromising personal and professional growth. When an employee is assigned a task and is taught to self-lead, he/she is in a better

position to make progress and diagnose his/her levels of mistakes and development.

A high-performing organisation is characterised by quick adaptation to changes in its operating environment by having structures in place. To understand the context of their business, identify trends, and explore competitors, high-performing organisations constantly study and monitor the environment. Leaders traditionally used to supervise or closely monitor their teams in organisational models. Leaders in high-performing organisations are also tasked with understanding and making quick decisions about the ever-changing market environment in which they operate. **IM**

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