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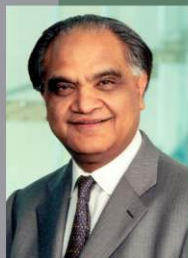
THE BI - MONTHLY MANAGEMENT MAGAZINE

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WOMEN ENTREPRENEURS

When looking at today's great women entrepreneurs, it's clear that they had the right idea hitting the right market at the right time. Aspiring women entrepreneurs must understand that God did not give you a "spirit of fear", but a "spirit of courage".

Belief
Risk taking
Fearlessness
Balance



People Before Strategy:

A New Role for the CHRO
by Ram Charan, Dominic Barton, and Dennis Carey

CEOs might complain that their CHROs are too bogged down in administrative tasks or that they don't understand the business.



Editor's Message

In an era where meritocracy is making a strong comeback and 'what you know' is thankfully becoming more important than 'who you know', the arena of profession is witnessing an immensely important change. The Corner offices and C-suites are becoming increasingly respectful to the talents of their occupants and less concerned about the title or honorific on the door.

Yes! The workplace seems to have outgrown the phrases like 'women's liberation' and 'women empowerment' and has now proudly welcomed the new phrase on board - 'Women Entrepreneurship'. And what better, it is not 'just a phrase'! It is a reality looking into society's eye with audacity and dignity. And society also seems to be 'not surprised' because it was only a matter of time before the capabilities of an individual would have challenged the concentric criterion of gender.

In this issue of Indore Manager, we bring to you some essential thoughts and ideas on the theme of 'Women Entrepreneurs'. We hope that our effort to bring together the best out there would in some way help many of you bring out the best in you.

Wishing you well,
Sandeep Naolekar
Editor - Indore Manager

Letter to Editor

My compliments to team IMA on putting together good reading material on emotional intelligence in Indore Manager (July-August) Issue. Yes, IQ alone is not enough, you do need EQ also for good leadership. But there lies a danger too; a high level of IQ and EQ can also create monsters like Charles Sobhraj. It is, therefore, essential that a person with high IQ and EQ also has good SQ (spiritual quotient) for a quality leadership. I look forward to reading some material on this aspect of SQ too.

Virendra Goel

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People Before Strategy: A New Role for the CHRO



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**IS FEAR
YOUR ONLY
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100% OF THE
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Article shared by Dr. Ram Charan
which is recently published in HBR

People Before Strategy: A New Role for the CHRO

by Ram Charan, Dominic Barton, and Dennis Carey

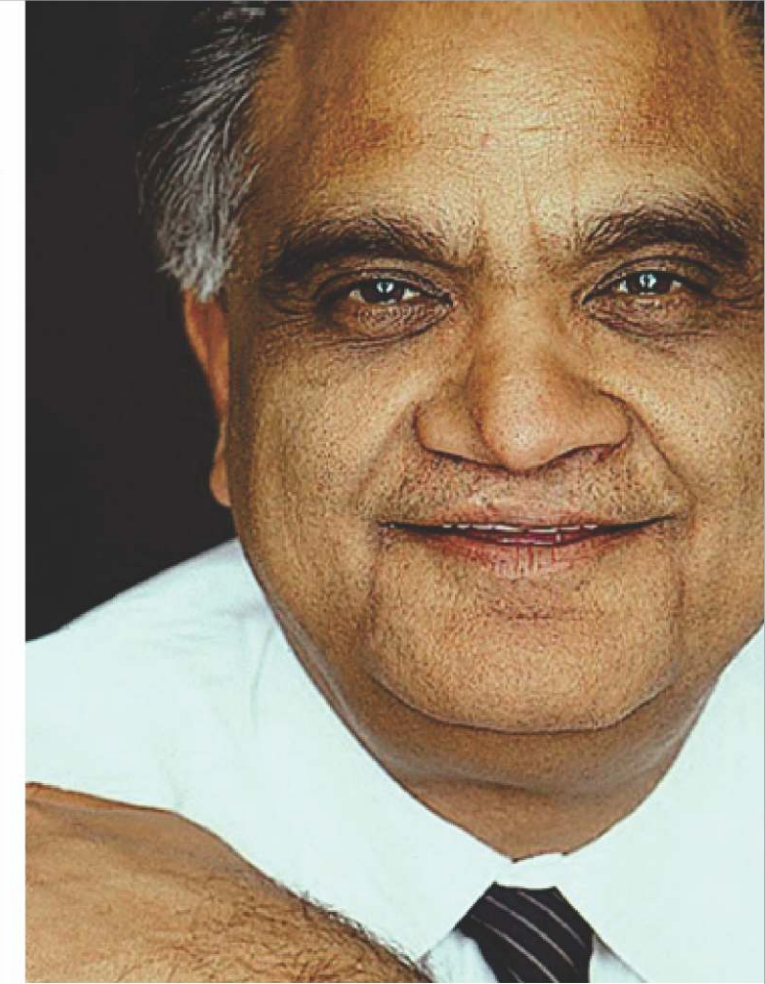


CEOs know that they depend on their company's human resources to achieve success. Businesses don't create value; people do. But if you peel back the layers at the vast majority of companies, you find CEOs who are distanced from and often dissatisfied with their chief human resources officers (CHROs) and the HR function in general. Research by McKinsey and the Conference Board consistently finds that CEOs worldwide see human capital as a top challenge, and they rank HR as only the eighth or ninth most important function in a company. That has to change.

It's time for HR to make the same leap that the finance function has made in recent decades and become a true partner to the CEO. Just as the CFO helps the CEO lead the business by raising and allocating financial resources, the CHRO should help the CEO by building and assigning talent, especially key people, and working to unleash the organization's energy. Managing human capital must be accorded the same priority that managing financial capital came to have in the 1980s, when the era of the "super CFO" and serious competitive restructuring began.

CEOs might complain that their CHROs are too bogged down in administrative tasks or that they don't understand the business. But let's be clear: It is up to the CEO to elevate HR and to bridge any gaps that prevent the CHRO from becoming a strategic partner. After all, it was CEOs who boosted the finance function beyond simple accounting. They were also responsible for creating the marketing function from what had been strictly sales.

Elevating HR requires totally redefining the work content of the chief human resources officer—in essence, forging a new contract with this leader and adopting a new mechanism we call the G3—a core group comprising the CEO, the CFO, and the CHRO. The result will be a CHRO who is as much a value adder as the CFO. Rather than being seen as a supporting player brought in to



implement decisions that have already been made, the CHRO will have a central part in corporate decision making and will be properly prepared for that role.

These changes will drive important shifts in career paths for HR executives and for other leaders across the company. Moreover, the business will benefit from better management of not just its financial resources but also its human ones. We say this with confidence, based on our experience with companies such as General Electric, BlackRock, Tata Communications, and Marsh, all of which act on their commitment to the people side of their businesses.

THE CEO'S NEW CONTRACT WITH THE CHRO

A CFO's job is partly defined by the investment community, the board, outside auditors, and regulators. Not so for the CHRO role that's defined solely by the CEO. The chief executive must have a clear view of the tremendous contribution the CHRO could be making and spell out those expectations in clear, specific language. Putting things in writing ensures that the CEO and CHRO have a shared understanding of appropriate actions and desirable outputs.

To start redefining the job, the CEO should confer with his or her team and key board members, particularly the board's management development and compensation committee, and ask what they expect in an ideal CHRO.

Beyond handling the usual HR responsibilities—overseeing employee satisfaction, workforce engagement, benefits and compensation, diversity, and the like what should an exemplary CHRO do?

Here are three activities we think are critical: predicting outcomes, diagnosing problems, and prescribing actions on the people side that will add value to the business. Some of these things may seem like the usual charter for a CHRO, but they are largely missing in practice, to the disappointment of most CEOs.

PREDICTING OUTCOMES

CEOs and CFOs normally put together a three-year plan and a one-year budget. The CHRO should be able to assess the chances of meeting the business goals using his knowledge of the people side. How likely is it, for example, that a key group or leader will make timely changes in tune with rapid shifts in the external environment, or that team members will be able to coordinate their efforts? CHROs should raise such questions and offer their views.

Because a company's performance depends largely on the fit between people and jobs, the CHRO can be of enormous help by crystallizing what a particular job requires and realistically assessing whether the assigned person meets those requirements. Jobs that are high leverage require extra attention. Many HR processes tend to treat all employees the same way, but in our observation, 2% of the people in a business drive 98% of the impact. Although coaching can be helpful, particularly when it focuses on one or two things that are preventing individuals from reaching their potential, it has its limits. Nothing overcomes a poor fit. A wide gap between a leader's talents and the job requirements creates problems for the leader, her boss, her peers, and her reports. So before severe damage is done, the CHRO should take the initiative to identify gaps in behavior or skills, especially among those 2% and as job requirements change.

The CHRO, with the CFO, should also consider whether the key performance indicators, talent assignments, and budgets are the right ones to deliver desired outcomes. If necessary, the pair should develop new metrics. Financial information is the most common basis for incentivizing and assessing performance, because it is easy to measure, but the CHRO can propose alternatives. People should be paid according to how much value they contribute to the company—some combination of the importance of the job and how they handle it. Finance and HR should work together to define ahead of time the value that is expected, using qualitative as well as quantitative factors. Imagine the leaders of those functions discussing a business unit manager and triangulating with the CEO and the group executive to better understand what the manager needs to do to outperform the competition in the heat of battle. For example, to move faster into

digitization, will he have to reconstitute the team or reallocate funds? Predicting success means weighing how well-attuned the manager is to outside pressures and opportunities, how resilient he would be if the economy went south, and how quickly he could scale up into digitization. The specific metrics would be designed accordingly.

As another example, a top marketing manager might have to build capability for using predictive data in advertising. The CFO and CHRO should recognize that if the manager fails to steep herself in the fundamentals of data analytics and is slow to hire people with that expertise, new competitors could come in and destroy value for the company. Metrics should reflect how quickly the marketing head acts to reorient her department. One set of metrics would focus on the recruiting plan: What steps must the marketing manager take by when? These become milestones to be met at particular points in time. Another set of metrics might focus on budget allocations: Once the new people are hired and assimilated, is the manager reallocating the marketing budget? And is that money in fact helping to increase revenue, margins, market share in selected segments, or brand recognition? Such improvements are measurable, though with a time lag.

The CHRO should also be able to make meaningful predictions about the competition. Just as every army general learns about his counterpart on the enemy side, the CHRO should be armed with information about competitors and how their key decision makers and executors stack up against those at the CHRO's organization. Predictions should include the likely impact of any changes related to human resources at rival companies such as modifications to their incentive systems, an increase in turnover, or new expertise they are hiring—and what those changes might signify about their market moves.

In 2014, for instance, Apple began to hire medical technology people an early warning sign that it might make a heavy push to use its watch and perhaps other Apple devices for medical purposes. Such activity could have implications for a health care business, a medical device manufacturer, or a clinic. Similarly, a competitor's organizational restructuring and reassignment of leaders might indicate a sharper focus on product lines that could give your company a tougher run.

Intelligence about competitors is often available through headhunters, the press, employees hired from other companies, suppliers, or customers' customers. Even anecdotal information, such as "The marketing VP is a numbers guy, not a people guy," or "She's a cost cutter and can't grow the business," or "The head of their new division comes from a high-growth company," can improve the power of prediction. For example, Motorola might have been able to anticipate the iPhone if the company's CHRO had alerted the CEO when Apple began trying to recruit Motorola's technical people.

The CHRO should make comparisons unit by unit, team by team, and leader by leader, looking not only at established competitors but also at nontraditional ones that could enter the market. Is the person who was promoted to run hair care at X company more experienced and higher-energy than our new division head? Does the development team in charge of wireless sensors at Y company collaborate better than we do? The answers to such questions will help predict outcomes that will show up as numbers on a financial statement sometime in the future.

DIAGNOSING PROBLEMS

The CHRO is in a position to pinpoint precisely why an organization might not be performing well or meeting its goals. CEOs must learn to seek such analysis from their CHROs, instead of defaulting to consultants.

The CHRO should work with the CEO and CFO to examine the causes of misses, because most problems are people problems. The idea is to look beyond obvious external factors, such as falling interest rates or shifting currency valuations, and to link the numbers with insights into the company's social system—how people work together. A correct diagnosis will suggest the right remedy and avoid any knee-jerk replacements of people who made good decisions but were dealt a bad hand.

If the economy slumped and performance lagged compared to the previous year, the question should be, How did the leader react? Did he get caught like a deer in the headlights or go on the offensive? How fast did he move, relative to the competition and the external change? This is where the CHRO can help make the critical distinction between a leader's misstep and any fundamental unsuitability for the job. Here too the CHRO will learn new things about the leader, such as how resilient he is information that will be useful in considering future assignments. But focusing on individual leaders is only half the equation. The CHRO should also be expert at diagnosing how the various parts of the social system are working, systematically looking for activities that are causing bottlenecks or unnecessary friction. When one CEO was reviewing the numbers for an important product line, he saw a decline in market share and profits for the third year in a row. The medical diagnostic product that the group was counting on to reverse the trend was still not ready to launch. As he and his CHRO dug in, they discovered that the marketing team in Milwaukee and the R&D team in France had not agreed on the specifications. On the spot, they arranged a series of face-to-face meetings to resolve the disconnect.

There is great value in having the CHRO diagnose problems and put issues on the table, but such openness is often missing. Behaviors such as withholding information, failing to express disagreement but refusing

to take action, and undermining peers often go unnoticed. Some CEOs look the other way rather than tackle conflicts among their direct reports, draining energy and making the whole organization indecisive. Take, for example, problems that arise when collaboration across silos doesn't happen. In such situations, no amount of cost cutting, budget shifting, or admonition will stem the deterioration. Thus CHROs who bring dysfunctional relationships to the surface are worth their weight in gold.

At the same time, the CHRO should watch for employees who are energy creators and develop them. Whether or not they are directly charged with producing results, these are the people who get to the heart of issues, reframe ideas, create informal bonds that encourage collaboration, and in general make the organization healthier and more productive. They may be the hidden power behind the group's value creation.

PRESCRIBING ACTIONS TO ADD VALUE

Agile companies know they must move capital to where the opportunities are and not succumb to the all-too-typical imperatives of budgeting inertia ("You get the same funding as last year, plus or minus 5%"). When McKinsey looked at capital allocation patterns in more than 1,600 U.S. companies over 15 years, it found that aggressive reallocators companies that shifted more than 56% of capital across businesses during that time had 30% higher total shareholder returns than companies that shifted far less.

Companies should be similarly flexible with their human capital, and CHROs should be prepared to recommend actions that will unlock or create value. These might include recognizing someone's hidden talent and adding that individual to the list of high potentials, moving someone from one position to another to ignite growth in a new market, or bringing in someone from the outside to develop capability in a new technology. Although capital reallocation is important, the reassignment of people along with capital reallocation is what really boosts companies.

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Responding to the external environment today sometimes requires leaders with capabilities that weren't previously cultivated, such as knowledge of algorithms, or psychological comfort with digitization and rapid change. The company might have such talent buried at low levels. To have impact, those individuals might need to be lifted three organizational levels at once rather than moved incrementally up existing career ladders. The CHRO should be searching for people who could be future value creators and then thinking imaginatively about how to release their talent. Judging people must be a special skill of the CHRO, just as the CFO has a knack for making inferences from numbers.

Dow Chemical found that aggressively hiring entrepreneurial millennials was the fastest way to create more "short-cycle innovation" alongside the company's traditional long-cycle R&D processes. The share of employees under age 30 went from 9% in 2004 to 15% in 2014. To benefit from this new talent, the company also revamped its career paths to move the 20- and 30-somethings into bigger jobs relatively quickly, and it invited them to global leadership meetings relatively early.

Another way to unlock value is to recommend mechanisms to help an individual bridge a gap or enhance her capacity. These might include moving her to a different job, establishing a council to advise her, or assigning someone to help shore up a particular skill. For example, to build the technology expertise of the small start-ups he funded, the famed venture capitalist John Doerr used his huge relationship network to connect the people running those businesses with top scientists at Bell Labs. In the same vein, CHROs could make better use of their networks with other CHROs to connect people with others who could build their capacity.

The CHRO might also recommend splitting a division into subgroups to unleash growth and develop more P&L leaders. He might suggest particular skills to look for when hiring a leader to run a country unit or big division. Other prescriptions might focus on improving the social engine the quality of relationships, the level of trust and collaboration, and decisiveness. The CHRO could, for instance, work with business divisions to conduct reviews once a month rather than annually, because reducing the time lag between actions and feedback increases motivation and improves operations.

WHAT NOT TO DO

In addition to spelling out clearly what is expected in the way of making predictions, diagnosing problems, and prescribing beneficial actions, the CHRO's new contract should define what she is not required to do. This helps provide focus and free time so that she can engage at a higher level. For example, the transactional and administrative work of HR, including managing benefits, could be cordoned off and reassigned, as some

companies have begun to do. One option is to give those responsibilities to the CFO. At Netflix, traditional HR processes and routines are organized under the finance function, while HR serves only as a talent scout and coach (see the "Further Reading" list). Another model we see emerging is to create a shared service function that combines the back-office activities of HR, finance, and IT. This function may or may not report to the CFO.

Compensation has traditionally been the purview of CHROs, but it may be hard for them to appreciate the specific issues business leaders face, just as it is hard for the CFO to understand the nuances of the social engine. Because compensation has such an enormous impact on behavior and on the speed and agility of the corporation, the best solution is for the CEO and CFO to also get involved. While the CHRO can be the lead dog, compensation decisions should be made jointly by the three-and, given the increasingly active role of institutional investors, with the board's engagement.

THE CHRO'S FIT

With a new contract in hand, the chief executive should assess how well the CHRO meets the job specifications now and where he needs to be in three years. Most CHROs have come up through the HR pipeline. While some have had line jobs, most have not; Korn Ferry research indicates that only 40 of the CHROs at Fortune 100 companies had significant work experience outside HR before they came to lead that function. This might leave a gap in terms of predicting, diagnosing, and prescribing actions that will improve business performance. However, inclusion in broader discussions will expand a CHRO's understanding of the business. CEOs should give their CHRO a chance to grow into the newly defined role, and they should assess progress quarter by quarter.

Measuring the performance of the CHRO has long been problematic. HR leaders are usually judged on accomplishments such as installing a new process under budget, recruiting a targeted number of people from the right places, or improving retention or employee engagement. Yet such efforts are not directly tied to value creation. In keeping with recasting HR as a value creator rather than a cost center, performance should be measured by outputs that are more closely linked to revenue, profit margin, brand recognition, or market share. And the closer the linkage, the better.

A CHRO can add value by, for example, moving a key person from one boss to another and improving his performance; arranging for coaching that strengthens a crucial skill; bringing a person from the outside into a pivotal position; putting two or three people together to create a new business or initiative to grow the top or bottom line; reassigning a division manager because she will not be able to meet the challenge two years out; or discovering and smoothing friction where collaboration

is required. Such actions are observable, verifiable, and closely related to the company's performance and numbers.

Here's a case in point: When a promising young leader was put in charge of three divisions of a large company, replacing an executive vice president with long tenure, the divisions took off. The new EVP, who was growth-oriented and digitally savvy, seized on commonalities among the three businesses in technology and production and nearly halved the product development cycle time. In three years the divisions overtook the competition to become number one.

CREATING A G3

To make the CHRO a true partner, the CEO should create a triumvirate at the top of the corporation that includes both the CFO and the CHRO. Forming such a team is the single best way to link financial numbers with the people who produce them. It also signals to the organization that you are lifting HR into the inner sanctum and that the CHRO's contribution will be analogous to the CFO's. Although some companies may want the CHRO to be part of an expanded group that includes, say, a chief technology officer or chief risk officer, the G3, as we call it, is the core group that should steer the company, and it should meet apart from everyone else. The G3 will shape the destiny of the business by looking forward and at the big picture while others bury their heads in operations, and it will ensure that the company stays on the rails by homing in on any problems in execution. It is the G3 that makes the connection between the organization and business results.

At Marsh, a global leader in insurance brokerage and risk management, CEO Peter Zaffino often has one-on-one discussions with his CFO, Courtney Leimkuhler, and his CHRO, Mary Anne Elliott. In April 2015 he held a meeting with both of them to assess the alignment of the organization with desired business outcomes. The G3 began this meeting by selecting a business in the portfolio and drawing a vertical line down the middle of a blank page on a flip chart. The right side was for the business performance (Leimkuhler's expertise); the left side for organizational design issues (Elliott's expertise). A horizontal line created boxes for the answers to two simple questions: What is going well? What is not going well?

"Peter could have filled in the entire two-by-two chart on his own," Elliott says, "but doing it together really added value." Zaffino adds, "The whole meeting took about 15 minutes. We found the exercise to be very worthwhile. We already run the business with disciplined processes. We conduct deep dives into the organization's financial performance through quarterly operational reviews, and we conduct quarterly talent reviews, where we focus on the human capital side. So you might not think we'd want to introduce another process to evaluate how we are

managing the business. But this G3 process provided us with a terrific lens into the business without adding bureaucracy."

Working together to synthesize disparate data points into one flip chart helped the team identify items on the organizational side that would predict business performance in the next four to eight quarters. Significant value came from the dialogue as connections emerged naturally. Zaffino says, "We constantly drill down deep to understand why a business is performing the way it is. In those instances, we are drilling vertically, not horizontally, when there could be some items identified on the organizational side that are actually driving the performance." Zaffino cited the implementation of a new sales plan, which HR was working on, as one example. His concern was making sure business results were aligned with remuneration "so we didn't have sales compensation becoming disconnected from the overall financial result of the business," he explains. "We also didn't want to drive top-line growth without knowing how to invest back in the business and increase profitability." The CHRO was thinking it through from her perspective: Is this sales plan motivating the right behaviors so that it moves business performance to the "going well" category?

Seeing the interconnections also helped the trio identify what mattered most. "It's easy enough to list everything we want to do better," Leimkuhler says, "but it's hard to know where to start. When you understand which things on the organizational side are really advancing business performance, it makes it easier to prioritize." For example, managing the transition of regional business leaders was a big issue for HR—one that, because of its difficulty, would have been easy to push off. Seeing the extent to which inaction could be holding back business performance created a greater sense of urgency.

"In the HR world, we talk about understanding and integrating with the business," Elliott notes. "G3 meetings are a pragmatic activity. When you're sitting with the CEO and CFO,

The CEO should create a triumvirate at the top of the corporation that includes both the CFO and the CHRO. Forming such a team is the single best way to link financial numbers with the people who produce them.

there's no place for academic HR. It's all about understanding what the organization needs to do to drive business performance and how to align those key variables."

"There's something to be said for peeling off into a smaller group," Leimkuhler adds. "It would be unwieldy to have this discussion with the full executive committee, which at Marsh consists of 10 executives. In any case, it's not one or the other; it's additive." Says Zaffino, "This was a streamlined way to get a holistic view of the business. Each of us left the first G3 meeting feeling comfortable that the organization and the business were aligned and that we have a very good handle on the business."

Vinod Kumar, CEO of Tata Communications, also uses an informal G3 mechanism. Kumar's company supplies communication, computing, and collaboration infrastructure to large global companies, including many telephone and mobile operators. In 2012, price drops of 15% to 20% were constant, and disruptive technologies were par for the course. To keep pace, Tata Communications had to transform its business very quickly, which meant building critical new capabilities by hiring from the outside, at least in the short term—an effort that would hardly help the company deal with rising costs. Something had to give, and Kumar enlisted then-CFO Sanjay Baweja and CHRO Aadesh Goyal to help chart a path forward while taking into account both financial and talent considerations.

Frequent discussions among the G3 led to a consensus: Tata Communications would restructure roles that had become redundant or were out of sync with the company's new direction, and it would move jobs to the right geographical locations. These actions would reduce staffing costs by 7%. The company would use the savings to build the necessary capabilities, mainly by making new hires, especially in sales, marketing, and technology.

The G3 next went to work on changes that would occur over a longer time. Tata Communications launched a companywide program in late 2013 aimed at continuously improving productivity. The initial objective was to reduce the cost base by \$100 million, but the overall intention was to seed a new culture. The G3 began by creating a cross-functional team that employees joined part-time. Ultimately more than 500 people participated, working on ideas in 50 categories and achieving even more cost reductions than originally targeted. In short, the project was a big success, and it continues to produce results.

Dialogue both institutionalized and informal—between the CHRO, the CFO, and the CEO is now a way of life at Tata Communications. In time, as CHRO Goyal's grasp of the business became evident, Kumar made a bold move: He gave Goyal the additional responsibility of managing one of the company's high-growth subsidiaries

and made him part of the Innovation Council, which identifies opportunities to invest in and incubate new businesses.

REGULAR G3 MEETINGS

If a G3 is to be effective, the CEO has to ensure that the triumvirate meets on a regular basis.

Weekly temperature taking: The CEO, CFO, and CHRO should get together once a week to discuss any early warning signals they are picking up internally or externally about the condition of the social engine. Each of them will see things through a different lens, and pooling their thoughts will yield a more accurate picture. The three don't have to be together physically they can arrange a conference call or video chat but meeting frequently is important. After about six weeks, and with discipline, such sessions could be finished in 15 to 20 minutes.

The CEO has to set the tone for these reviews, ensuring that the discussion is balanced and that intellectual honesty and integrity are absolute. It's a given that both the CFO and the CHRO must be politically neutral to build trust, and they must never sacrifice their integrity to be the CEO's henchmen. They must be willing to speak up and tell it like it is. Over time, each G3 member will have a better understanding of the others' cognitive lenses, discussions will be more fluid, and all three will learn a lot about the intricacies of the business. They will also become more comfortable correcting one another's biases, more skilled at reading people, and more likely to get the right people in the right jobs.

Looking forward monthly: The G3 should spend a couple of hours every month looking four and eight quarters ahead with these questions in mind: What people issues would prevent us from meeting our goals? Is there a problem with an individual? With collaboration? Is a senior team member unable to see how the competition is moving? Is somebody likely to leave us?

Companies do operational reviews, which are backward-looking, at least quarterly. The objective here is to be predictive and diagnostic, looking forward not just at the numbers but also at the people side, because most failures and missed opportunities are people-related. There may be organizational issues, energy drains, or conflicts among silos, particularly in the top two layers. Conflicts are inherent in matrix organizations; the G3 needs to know where they exist, whether they could affect progress on a new initiative, and how the leaders in charge are handling them. Probing such matters is not micromanagement or a witch hunt. It's a means of finding the real causes of both good and poor performance and taking corrective action promptly or preemptively.

Planning three years out: It is common practice to plan where the company needs to be in three years and to decide what new projects to fund and where to invest

capital. Often missing from that process is exploration of the people questions: Will we have employees with the right skills, training, and temperament to achieve the targets? Will our people have the flexibility to adapt to changing circumstances? In most strategic planning, there is zero consideration of the critical players in the organization—or those working for competitors.

Discussion of people should come before discussion of strategy. (This is a practice that General Electric is known for.) What are employees' capabilities, what help might they need, and are they the very best? The CEO and the CHRO of one company decided that for every high-leverage position that opened, they should have five candidates—three from inside, two from outside. Talent should always be viewed in a broad context. Consider who is excelling, being let go, or being lured away, along with any other information that could affect your competitiveness or your rivals'.

New HR Leadership Channels: Some CEOs might be holding back on elevating their CHROs because they lack confidence in the HR leader's business judgment and people acumen. There's a fear that HR chiefs aren't prepared to discuss issues beyond hiring, firing, payroll, benefits, and the like. That reservation must be met head-on by providing rich opportunities for CHROs to learn. Give them more exposure to the business side through meetings of the G3, and provide some coaching. If knowledge or skills gaps persist, ask the CHRO how she might fill them. Some CHROs will rise to the occasion.

Others won't measure up, and the supply of suitable replacements might be scarce at first. (The same issue applied in the 1980s to finding the right CFO types from the ranks of accounting.)

An enduring solution is to create new career paths for HR leaders to cultivate business smarts and for business leaders to cultivate people smarts. Every entry-level leader, whether in HR or some other job, should get rigorous training in judging, recruiting, and coaching people. And those who begin their careers in HR leadership should go through rigorous training in business analysis, along the lines of what McKinsey requires for all its new recruits. There should be no straight-line leadership promotions up the functional HR silo. Aspiring CHROs should have line jobs along the way, where they have to manage people and budgets.

All leaders headed for

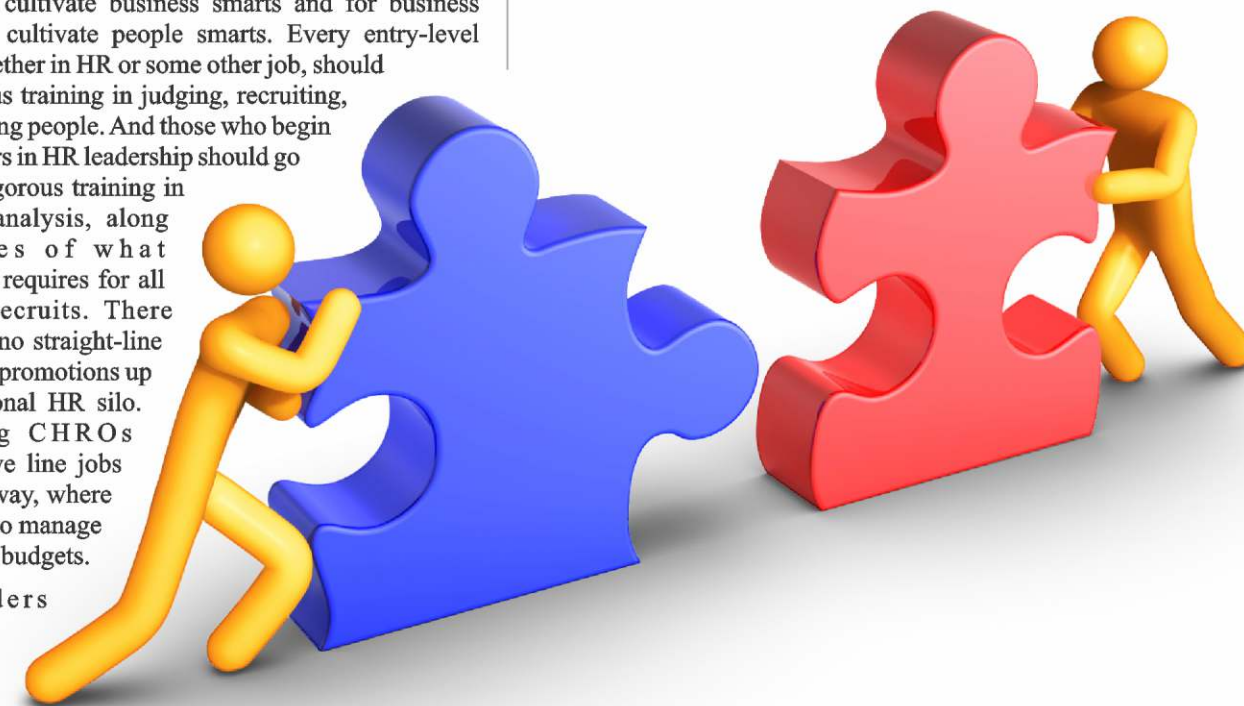
top jobs should alternate between positions in HR and in the rest of the business.

Make it a requirement for people in the top three layers of the company to have successfully worked as an HR leader, and the function will soon become a talent magnet. Be sure that it isn't just ticket punching. Those who have no feel for the people side are unlikely to succeed for long in high-level jobs.

THE TRANSITION TO THE NEW HR

Any CEO who is sold on the idea that people are the ultimate source of sustainable competitive differentiation must take the rejuvenation and elevation of the HR function very seriously. Creating a mechanism that knits the CFO and the CHRO together will improve the business and expand the CEO's personal capability. It won't happen overnight three years seems to us the minimum time required to achieve a shift of this magnitude. Stating the new expectations for the CHRO and the human resources function is a good place to begin. Creating ways to blend business and people acumen should follow. And redesigning career tracks and talent reviews will take companies further still. But none of this will happen unless the CEO personally embraces the challenge, makes a three-year commitment, and starts executing.

Ram Charan is a business adviser to CEOs and corporate boards. Dominic Barton is the global managing director of McKinsey & Company and a trustee of the Brookings Institution. Dennis Carey is vice chairman of Korn Ferry, where he specializes in CEO and board director recruitment. Charan and Carey are coauthors (with Michael Useem) of Boards That Lead (Harvard Business Review Press, 2014).





IS FEAR YOUR ONLY RESTRAINT?

How the fear of failure prevents women from leaning into opportunities for growth

By Colleen McCreary

Last week, I had a mentoring session with a terrific woman. She's highly experienced, well regarded in her field, a team player and solid leader. But she's mired in a toxic situation at work - a bad manager, no internal champion, no foreseeable career progression. Plus, she's bored, the kiss of death for a person with an agile and innovative mind.

LEAVE, I SAID. WHAT'S HOLDING YOU BACK?

She felt hesitant, she confessed, about leaving without another job lined up. What would people think of her? How would she describe herself? Wouldn't it be hard to find another job?

I'd say I was surprised - but among the professional women I coach, this has been a recurring, if somewhat sad, theme. The idea of a pause between jobs is a non-starter. They view the notion that time off may help you recharge, round out other areas of your life, and provide some much-needed room to consider next steps as a radical, career-limiting step. It's what you would do in a retreat, humbled or humiliated by your current job. In other words, it's a sign of defeat.

In contrast, the men I mentor are absolutely confident about the decision to take a break. They're not wringing their hands about how future employers might perceive them. They don't view it as a negative or worry about what it says about their skills or abilities. In fact, it never even crosses their minds. They feel entitled to the time and know it will be good for them - so they just do it.

SO WHAT'S THE DIFFERENCE?

It's not an issue of money. These women are well-established achievers who can own that time - if they choose. And they are lucky to be in Silicon Valley, where there really is no penalty for taking time off and lots of hot jobs to pursue when you're ready.

IT'S FEAR.

These women are afraid to extricate themselves from situations that won't allow them to do their best work. They're afraid to try something new because failure seems terrifying - so they don't lean in to opportunities that might flop. I've seen this so many times professionally. Go for this job - it's a huge step up, I'd urge an eminently qualified woman at work. I'm not ready, she'd demur. I don't know enough. I can't do it. When I'd say the same thing to a man, he would jump in, confident enough in his own abilities to believe he could figure it out - and comfortable enough with risk and the prospect of failure.

Most immediately, this fear manifests itself as loss of the identity, of knowing one's self, which comes with meaningful work. For many of the women I'm speaking to, who they are seems to be bound up with their professional lives. Without this job, in that in-between space, who will they be?

I GET IT

When I decided to leave Zynga, I consciously took time off - I wanted and needed it. I actually went to Africa as part of my 4-H Executive Board commitment. But it did feel awkward at first. I struggled with my lack of vocabulary, the inability to describe where I was (and who I was!) when I met new people. But then I realized - you can't allow others to define you, your inner self. That's for you to do.

It reminds me of an anecdote I read once in a book. A woman dreamed of a feast - a huge table of the most delicious foods laid out before her. She was ravenous. Eat, she heard a voice say. I can't, she replied, feeling a hand restraining her, no matter what she tried. Then she looked down and there was nothing preventing her from reaching the table. She could take what she wished, as much as she wanted.

What would you take for yourself if fear didn't hold you back?

Source: <http://leanin.org/news-inspiration/is-fear-your-only-restraint/>

This fear manifests itself as loss of the identity, of knowing one's self, which comes with meaningful work.



THINK LESS, ACT MORE: 6 CONFIDENCE BOOSTERS FOR WOMEN

By Claire Shipman and Katty Kay

It's an ingredient essential for success, but confidence can be maddeningly elusive. In part, perhaps, because it is misunderstood. Confidence doesn't, for example, have to look *Mad Men* macho. It's not about speaking first or loudest. It's also not all in your mind, or about "feeling good." Telling yourself you are great doesn't make you confident. Confidence, we have learned, is about action, and it is

created by doing, and by work. Confidence can also look different for women. A handful of powerful and accomplished women let us in on their often surprising confidence boosters.

DARE THE DIFFERENCE

For IMF boss Christine Lagarde, authenticity is the cornerstone of confidence. She is unequivocal that women must not sacrifice what makes them unique in the pursuit of power. She happily pokes fun at men who interrupt to make their points. Women can and should drive a civilized conversation, she contends. It is more natural, and powerful. At the moment she's busy urging a new female leader of a third world country, who is intent on cutting her nation's costs, to stick with her plan for a

vastly reduced motorcade size. Advisors have told her she will look less powerful—that she should keep the huge fleet of cars. Au contraire, Lagarde told her—dare to be different. And make a virtue of it. And each time this new leader takes authentic steps like that, her confidence will grow.

DON'T AIM TO PLEASE— AIM FOR RESPECT

Being different is, to some extent, part of the story of every highly successful woman. Linda Hudson, the CEO of BAE for the past four years, and first woman head a major defense company, grew up very comfortable being unique. She always played with the boys, and was one of the few women in her engineering program in college. Her most conscientious confidence habit is one that makes many women uncomfortable. She long ago decided she would stop worrying about being liked. She turned her focus toward earning respect. She told us it makes tough decisions easier. She may hurt some feelings in the short run but in the long run, she is earning something valuable.

MAKE UP YOUR MIND—EVEN IF YOU MAKE A MISTAKE

Not all risk-taking involves big, life-changing actions. And while confidence is centered on taking action, it's important to remember that often action is about small-scale, everyday decision-making. Speedy decisions can be a confidence crucible for women, who usually want to get everything "right." Beth Wilkinson, one of the most sought-after litigators in the country, is a consummate risk-taker, and one of the most confident women we know. She is an expert "decider." She learned early on that making the basic decisions quickly, and moving on, not only taught her to learn from failure but also left her mental freedom to think more clearly about the biggest issues. She admits, laughing, that she's become addicted to quick decision-making. "There's fall out. I get things wrong, but I usually learn from it," she shrugs.

JACKPOT MOMENTS

Major General Jessica Wright, the most senior woman in the US military today, is utterly warm, charming and not scared to embrace a feminine style. She's also crisp and assured and not somebody who appreciates dithering. Over her long military career, she's suffered from "spaghetti nerves" like most of us, and has had plenty of confidence building moments becoming a leader in such masculine world. One confidence tip she offered was an early discovery: some of your most challenging moments can be turned to your advantage. Early in her career, one superior told her that he didn't much like females in the military. "About 500 things went through my head," she says, "but what I told him was 'Sargent, this is your chance to get over that.'" Her decision to seize that potentially fraught moment paid off. She gained his respect, and she felt her confidence soar.

PRACTICE MAKES PERFECT CONFIDENCE

Work and repetition can change your confidence game, literally. It starts not with a belief that you are naturally good or bad at something, but rather a belief that you can learn. Chrystal Langhorne is one of the top players for the Washington Mystics basketball team. To watch her on the court today is to see a dazzling blur of athletic prowess and confident moves. Her first year in the league though, she told us, she thought about quitting basketball. Her game was just not coming together. She was in Lithuania for the winter, and decided to focus, in a big way, on her shooting style. She became single-minded, spending hours every day, shooting, and completely remaking her style. What she accomplished was remarkable. She's been an all-star player every year since, and she says that the work, the history of what she accomplished, now lives in her head. With each difficult shot she prepares to take, she tells herself: "I know I can do this. I worked on it."

DON'T RUMINATE—REWIRE

The creation of solid confidence isn't just a brain game. It comes from work and risk and experiences that give us the proof we can keep doing more. Still, our brains don't do us any favors when it comes to confidence. They need to be trained, because they get in the way, big time. We spend a lot of time thinking, ruminating, and dwelling on problems and things that might go wrong. Even brilliant brain experts fall victim to the habit. Laura Ann Pettito, a renowned neuroscientist who is one of the top in her field, who runs a prestigious laboratory supported by Gallaudet University and the NIH, had a debilitating mental habit. She would sit on the bus on the way home each day going over a long list of her failings. It was her mental default mode. But all of the emerging research into the power of brain plasticity convinced her she could and should rewire. Now she forces herself, as she starts her journey home, to focus on three things she did well. Usually, after that, the negative assessments are kept at bay. And she's found her mindset is more open to new challenges and risks.

Source: <http://leanin.org/news-inspiration/8-ways-to-boost-your-confidence-what-no-one-ever-tells-you/>

Work and repetition can change your confidence game, literally. It starts not with a belief that you are naturally good or bad at something, but rather a belief that you can learn



If I could sit down with my 22-year-old self, I would tell her about the sign in the Lean In office that reads, "Proceed and be bold," and I'd encourage her to wake up each morning and do just that. I would admit that boldness has its downsides, like big mistakes and really bad decisions. But I'd assure her that things will work out if she trusts her gut and does everything with gusto.

I would also share the three biggest things I've learned to help her on her journey:

THINK THROUGH BIG DECISIONS BUT DON'T OVER PLAN

There are a handful of decisions in your life that really matter. Your life partner. Your work. The top things on your bucket list. Approach these decisions thoughtfully. Do the research you need to make informed decisions and

"gives" and "gets." Young women often ask me, "Is it OK to move across country with my boyfriend?" for fear it's not a Lean In thing to do. For a meaningful relationship and the right partner, the answer, of course, is yes. But be honest and open about why you're doing it and what you're giving up. If you've left an amazing job behind, say so. Then the next time a big life decision is in front of you as a couple, you can talk honestly about your expectations. Life isn't so much about finding the right balance (few people do) as it is about creating a healthy ebb and flow.

Make decisions with intentionality, but don't fall into the trap of master planning your life. I don't know a single friend who's living exactly the life that she envisioned for herself. I don't think anybody does. If you're comfortable being a work in progress, you'll leave yourself open to more possibilities.

PLAY HEALTHY HEAD GAMES WITH YOURSELF

We women tend to underestimate our skills and credit our success to getting lucky, working hard, and receiving

take the time to think through what's really important to you. It seems so obvious, but if you're not careful, it's easy to shortchange yourself.

Regardless of the decisions you make, understand your

YOU MISS 100% OF THE SHOTS YOU DON'T TAKE

By Rachel Thomas

help from others. As a result, our confidence suffers and we're less likely to go for stretch opportunities. On the other hand, men typically overestimate their skills and apply for opportunities when they meet only a fraction of the criteria. They go for it - and so should you.

Our daughter Haley (you are going to love her!) plays forward on her soccer team. She has very little trouble getting downfield and in front of the goal, but she rarely takes a shot. Yesterday I asked her why she doesn't shoot earlier, and she said because she's afraid that she'll miss.

I reminded her that she has a pretty good kick and asked, "What are the odds of making a goal if you don't shoot?"

"Zero," she said.

"And what are the odds if you do shoot?"

"I'm not sure, but better than zero," she said with a tiny smile.

Exactly.

You can't change the way you feel, but you can change the way you think. And this goes for everyone; women haven't cornered the market on low self-confidence. We all need to teach ourselves to push doubt aside and go for it.

TAKE TIME TO SMELL THE PROVERBIAL ROSES

You are going to do some really great things and surprise yourself along the way. Don't let these moments pass you by. Slow down and relish your successes. Better yet, keep

a running list of them. Sometimes you'll fail, and when you do, it will help to remember what you've already accomplished. Reflecting on what you've done right will also help you identify your strengths, and playing to your strengths is a hell of a lot easier and more rewarding than focusing on your shortcomings.

Learn to pause before turning to what's next. Give yourself - and everyone around you - the time and space to recharge after a big push. You'll be happier, healthier, and better equipped for your next challenge. You'll also be a better leader.

Following this advice won't always be easy, I'd tell my younger self, but stick with it. Resilience pays off-in fact, it's a hallmark of successful people.

As I look out another 22 years, I'm not sure what my older self would say to me now. I suspect she'd tell me a lot of the same things and point me to another of my favorite Lean In signs: "Fortune favors the bold."

Source: <http://leanin.org/news-inspiration/you-miss-100-of-the-shots-you-dont-take/>

You can't change the way you feel, but you can change the way you think.

IMA MEMBERSHIP PROGRAMMES CALENDAR OCTOBER - DECEMBER 2015



IMA Readers Clique: October - December 2015

Book of the Month	Scheduled Date
Scion of Ikshvaku -Amish Tripathi	Monday, October 05, 2015
Bold - Steven Kotler & Peter H. Diamandis	Wednesday, November 18, 2015
Steve Jobs - A Biography - Walter Isaacson	Wednesday, December 16, 2015

IMA HR Forum Meeting: October - December 2015

Topic of the Month	Scheduled Date
Getting Results Without Direct Authority	Tuesday, October 27, 2015
Knowledge Management	Tuesday , November 24, 2015
New Employees Engagement - A 3D Approach	Tuesday , December 22, 2015

IMA Management Film Show: October - December 2015

Movie of the Month	Scheduled Date
The Social Network	Friday, October 09, 2015
Ocean's Eleven	Friday, November 06, 2015
Inside Job	Friday, December 12, 2015

IMA Management Centers of Excellence: October - December 2015

Topic of the Month	Scheduled Date
Basics of Being Professional	Tuesday, October 20, 2015
Visual Basic Intelligence	Monday, November 30, 2015
Clinical Laboratory Management	Tuesday , December 08, 2015



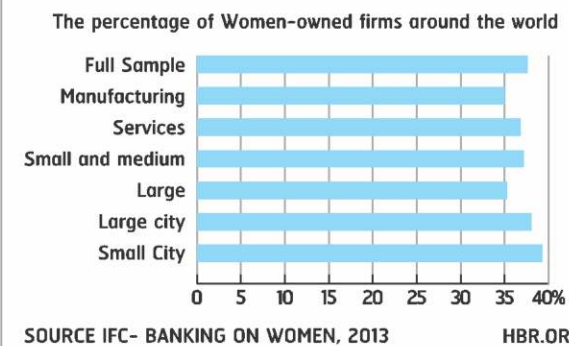
The Global Rise of Women Entrepreneurs

By Jackie Vander Brug

Women's entrepreneurship has hit a media tipping point. The question is: Is it just a passing media fad that will soon be a blip on the radar screen, or is it actually a real, fundamental economic force that's reshaping the world? I think it's safe to say that it's the latter. Women-owned entities in the formal sector represent approximately 37% of enterprises globally - a market worthy of attention by businesses and policy makers alike.

While aggregated data is often challenging to find, the recent Global Entrepreneurship Monitor (GEM) found 126 million women starting or running businesses, and

ON AVERAGE, MORE THAN A THIRD OF GLOBAL FIRMS HAVE WOMEN OWNERS

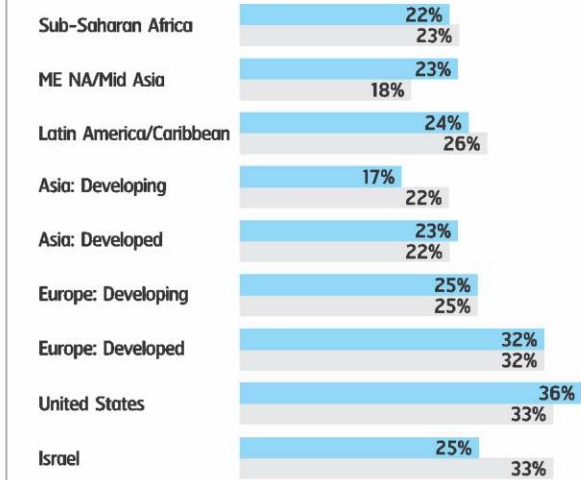


98 million operating established (over three and a half years) businesses. That's 224 million women impacting the global economy - and this survey counts only 67 of the 188 countries recognized by the World Bank.

These entrepreneurs cross the spectrum of micro to high growth - from supporting life to creating wealth. They include hair salon owners, high tech visionaries and everything in between, all making critical economic contributions. Consider three aspects:

PERCENTAGE OF WOMEN AND MEN TOTAL ENTREPRENEURIAL ACTIVITY WITH INNOVATION PRODUCT OR SERVICE BY REGION

In some regions - like the US and developed Europe women entrepreneurs have higher levels of innovation than their male counterparts.



SOURCE GLOBAL ENTREPRENEURSHIP MONITOR (GEM) 2012 HBR.ORG

REINVESTMENT

In emerging markets, women reinvest a staggering 90 cents of every additional dollar of income in "human resources" - their families' education, health, nutrition (compared, by the way, to 30-40% for men. Think of women's increased income and assets as a gender dividend driving family, community and country wellbeing.

JOB CREATION

Beyond their own incomes, 112 million of the GEM surveyed entrepreneurs employ one or more people. 12 million expect to employ up to six people in the next five years. That's 72 million jobs just from this small sample. In countries like Kenya, so called "SMEs" (Small and Medium Enterprises) like this are responsible for 80% of all employment. And in the U.S., more than half of the 9.72 million new jobs to be created in the SME sector by 2018 will be created by woman-owned SMEs.

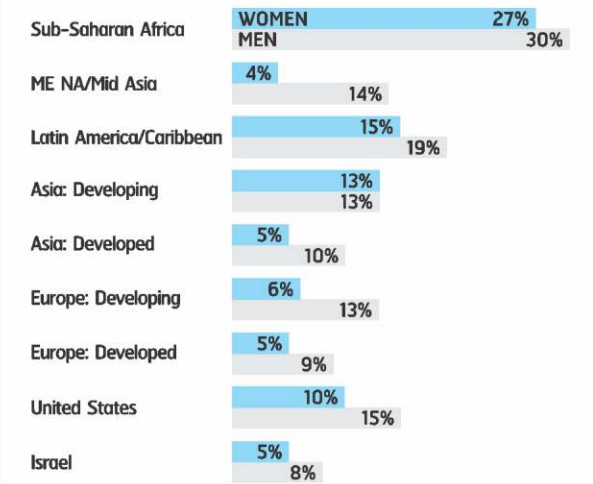
INNOVATION

When defining innovation as "offering products that are new to some or all customers" in some regions - including the U.S. and developed Europe - women entrepreneurs have higher levels of innovation than their male counterparts.

Collectively, women entrepreneurs look different than their male counterparts. Their lower employment

COMPARISON OF MEN AND WOMEN TOTAL ENTREPRENEURIAL ACTIVITY RATES BY REGION

While increasingly a recognized force, women's entrepreneurship still lags behind men's.



SOURCE GLOBAL ENTREPRENEURSHIP MONITOR (GEM) 2012 HBR.ORG

numbers and growth aspirations have historically led to questions of how to "fix" them. But different doesn't mean deficient - or underperforming. For instance, recent Dow Jones research on venture-backed companies in the U.S. found those that were successful had twice the number of women on the founding team. On the other end of the growth spectrum, analysis of a dataset from 350 micro finance institutions across 70 countries indicated lending to more women was associated with lower write-offs and lower portfolio-at-risk. Similarly, I recently met with Sanergy and Copia Global, Kenyan social enterprises using franchise models. They both found that women entrepreneurs tend

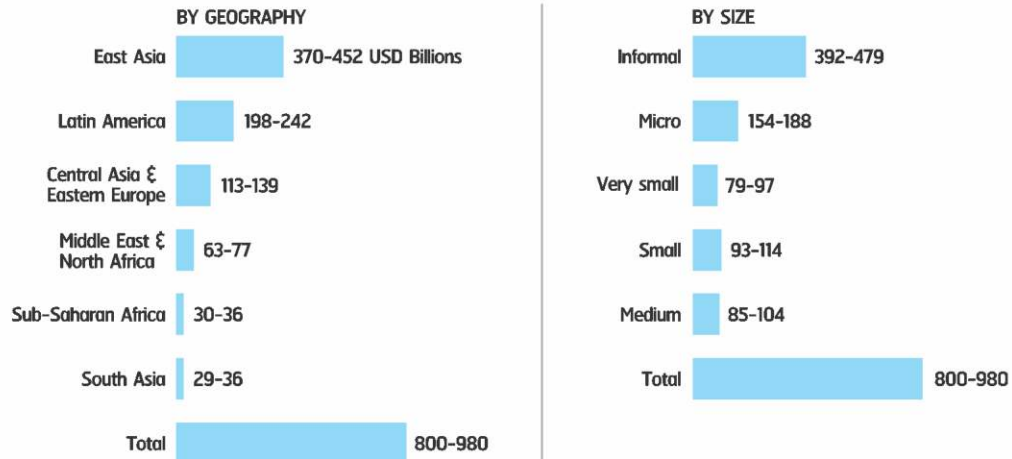
Entrepreneurial activity creates growth and prosperity - and solutions for social problems. And today's trends show that women will be a driving force of entrepreneurial growth in the future.

Words you've been probably pronouncing wrong

PASTA Pass-tah ❌ Pah-stuh ✅	COCOA Kok-Koh-wa ❌ Koh-koh ✅	RASPBERRY Rasp-berry ❌ Raz-ber-ee ✅
QUINOA Keenoh ❌ Keen-wah ✅	JALAPENO Ja-la-peh-noh ❌ Hal-lah-peh-nyoh ✅	
ESPRESSO Ex-press-o ❌ Es-press-oh ✅	ALMOND Aal-mund ❌ Ah-mund ✅	ONION O-nion ❌ Ah-nion ✅
TORTILLAS Tor-tee-las ❌ Tohr-tee-yahs ✅	CARAMEL Car-mel ❌ Kar-ah-mehl ✅	
HUMMUS Hum-iss ❌ Hoom-us ✅	BUFFET Buff-ay ❌ Boo-fay ✅	BRUSCHETTA Broo-shet-ah ❌ Broo-sket-ah ✅

VALUE OF TOTAL MSMEs WITH AT LEAST ONE WOMAN OWNER CREDIT GAP IN EMERGING MARKETS

The IFC estimates that enterprises with at least one women founder are collectively looking for \$1T to grow their businesses.



SOURCE IFC, BANKING ON WOMEN: IFC INVESTMENTS AND ADVISORY SERVICE OFFERING FOR WOMEN-OWNED SMEs, PATIENCE MARIME-BALL, APRIL 2013

HBR.ORG

to be more successful because of their trusted status in the community. Controlling for firm characteristics, research suggests that women-owned firms outperform those owned by male counterparts.

Yet, while increasingly a recognized force, women's entrepreneurship still lags men's in all but seven countries in the world. If women's labor participation were closer to male participation, it would contribute \$1T to GDP in emerging economies - women led businesses are key to this opportunity.

Perceptions of opportunity and capability strongly link to entrepreneurial activity - that is, if you think you will succeed and will be supported, you are more likely to try. In the US and Developed Europe women are 18% less likely to perceive they have the capability to start a business. While the difference is less for developing economies, in every economy in the GEM study women have lower perceptions of their capabilities, showcasing the enormous opportunity for an enabling environment which would boost entrepreneurial activity rates. Foundational to this environment are access to healthcare, education, land rights and affordable childcare. Just as critical are role models and mentors. At Bank of America, we have partnerships with Vital Voices and the Cherie Blaire Foundation, two leaders in training and mentoring emerging women leaders, to help women achieve their full economic potential. Programs like the Center for Women's Entrepreneurial Leadership are innovating in the academic space. We've all seen first-hand the enormous impact of this essential piece of the ecosystem.

But, as participants in these programs regularly articulate, they are insufficient without access to capital and markets. Women who have benefited from education and mentoring are experiencing "capital punishment." For this reason, I was thrilled to join the International Finance Corporation (IFC) in Tokyo this spring for the launch of the first global women's bond (which will be issued in October), \$250M to be invested through banks into women led SMEs. The IFC estimates that enterprises with at least one woman founder are collectively looking for \$1T to grow their businesses.

Smart companies are watching this trend. They see that women - including the billion women entering the formal economy as employees and entrepreneurs - will dictate their business success. Coca-Cola sees five million women entrepreneurs as part of its global supply chain by 2020. Wal-Mart understands the power of women-led firms to innovate compelling products. It au perceives the 50% of Brazilian entrepreneurs that are women as a core market, and other members of the Global Banking Alliance for Women think similarly. And all firms should realize that in the war for talent, women are increasingly seeing entrepreneurship as a compelling alternative if a career path appears stunted.

Entrepreneurial activity creates growth and prosperity - and solutions for social problems. And today's trends show that women will be a driving force of entrepreneurial growth in the future.

Source: <https://hbr.org/2013/09/global-rise-of-female-entrepreneurs>

IMA Open House Session

IMA organized an Open House Session on the topic "What India can learn from China" on Friday, August 7, 2015 at Pritamlal Dua Sabhagrah, Indore.



IMA Evolution for Excellence

IMA organized a one-day workshop on "Customer Relations Management" for the corporate people on Friday, 7th August 2015.



A Rendezvous - An Exclusive CEO Dinner Meet

IMA organized a Rendezvous with India's Leading Economist Dr. Omkar Goswami on Tuesday, August 25, 2015 at Hotel Radisson Blu, Indore.



IMA Reader's Clique

IMA organized a book discussion on the book "THE ALCHEMIST" by Paulo Coelho on Wednesday, August 12, 2015 at IMA's Meeting Room, Indore.



IMA Open House Session

IMA organized an Open House Session on the topic "Managing Foreign Assets & Succession Planning in your Current Business" on Thursday, August 13, 2015 at Pritamlal Dua Sabhagrah, Indore.



IMA Exclusive Workshop on Advance Tally ERP.9

IMA organized an Exclusive Workshop on Advance Tally ERP.9, with hands-on on "Accounting with Tally ERP.9" on Monday, August 17, 2015 at Shri Nakoda Infrastructures Pvt. Ltd.



IMA Management Film Show

IMA organized a Film Show on one of the classics of Indian Cinema "Do Ankhen Barah Haath" on Tuesday, August 18, 2015 at IMA Meeting Room.



IMA Training @ Doorstep

IMA organized its Training @ Doorstep a one-day Workshop on "Taking People Along: Managing by Persuasion" on Friday, 21 August, 2015 at MAHLE Engine.



IMA Evolution for Excellence

IMA organized its Evolution for Excellence, a one-day Workshop for the corporate people on Friday, September 4, 2015 at Hotel Sayaji, Vijay Nagar, Indore.



IMA Management Film Show

IMA organized a Management Film Show on the famous Hollywood movie "The Devil Wears Prada" on Friday, September 11, 2015 at IMA Meeting Room, Indore.



IMA Reader's Clique

IMA organized a book discussion "Playing It My Way", Autobiography of Mr. Sachin Tendulkar for management professionals and students. The program was organized on Wednesday, September 16, 2015 at IMA's Meeting Room.



IMA Training @ Doorstep

IMA organized its Training @ Doorstep series, a one-day Workshop on "Assertiveness skills: Communicating with Authority & Impact" on Wednesday, September 16, 2015 at Cummins Turbo Technologies India Ltd.



IMA Training @ Doorstep

IMA organized Training @ doorstep, a one-day customized Workshop on "Taking People Along: Managing by Persuasion" for Indore Composite Pvt. Ltd., Pithampur on Sunday, September 20, 2015.



IMA Center of Excellence

IMA organized Center of Excellence (COE), on the topic "Accelerate Profitability, Growth: Leading Through Organization Lifecycle Transitions" on Wednesday, Sep 23, 2015 at IMA Meeting Room, Jall Auditorium, Indore.



IMA HR Forum Meeting

IMA organized its HR Forum Meeting, on the topic "How to Turn HR Expenses into Profits" for management professionals on Tuesday, September 29, 2015 at IMA Meeting Room, Jall Auditorium, Indore.



IMA Students Chapter

IMA organized its Students Chapter Program at Acropolis Institute of Technology and Research.



THE KEY TO HEALTH IS WITHIN

I have seen some of the impossible things you've done for people when they weren't well. Is there something else to staying well beyond doctors and medicine?

SADHGURU: If we look at our body, we were not born the way we are right now. In your mother's womb you started as two cells, then you came out as a baby and now you have become so big. How did all this happen? Whatever is the fundamental force that is creating this body - the basis of creation, which you refer to as the Creator - is functioning within the body every moment. The manufacturer of this body is inside. If you have a repair job to be done, would you like to go to the manufacturer or the local mechanic? If you had access, you would go to the manufacturer. If you've lost access, you go to the local tinker. I am not trying to belittle medical science, but if you had access to the source of that which creates this body, definitely every problem that you generate within the body could be handled.

There are two kinds of ailments: infectious and chronic. Infectious ailments happen because of an external invasion. You must go to the doctor. Don't meditate on it! But 70% of ailments on the planet are self-created. Why I say self-created is because it happened from within you.

This body is essentially programmed for health. So why would it turn against you? Because somewhere, you are not keeping it happy. You must pay a little more attention. There is a systematic way of paying attention to this, because everything in this body was created from within. When that is so, you can also easily fix it from within.

For the things you create from within, running to the doctor is of no use. The medical profession can only help you manage chronic ailments; they can never rid you of them. When you are creating it, how can they rid you of it? Every day, they will put more chemicals into you but every day you will doggedly create more disease within yourself. Unless you change that basic pattern, health will not happen.

When it comes to a chronic ailment, the root cause for it is always on the energy level. As you have a physical body, you also have an energy body or Pranamayakosha. This is the energy infrastructure over which the physical substance comes together as a human body. If your energy body is disturbed - whether because of the atmospheres you live in, the food you eat, the relationships you hold or because of your emotions, attitudes, thoughts and opinions - this naturally manifests physiologically and psychologically.

The basic premise in yoga is that if your energy body is in full flow and properly balanced, there can be no chronic disease. If people are willing to do a certain amount of sadhana to balance and activate their energy body, they can definitely be free of all chronic ailments. Yoga is a means to build a pathway to the manufacturer so that health is not your business, it is his business.

Source:
<http://iheartintelligence.com/2014/10/15/emotion-heat-maps/>

If people are willing to do a certain amount of sadhana to balance and activate their energy body, they can definitely be free of all chronic ailments.



24x7 Spirituality

Sadhguru: Once, a group of students were raising funds for some community work and they happened to knock on a particular door in the neighborhood. An 88-year-old lady opened the door. She asked them in and they explained the work that they were doing for the community. They told her the different options that they had through which she could contribute to the work that they were doing. And then they said "You can make a pledge for the next three years. You don't have to pay it all up front." She said, "At my age, I don't even buy

unripe bananas. Making a pledge for three years! No way."

A person on the spiritual path should be like this - you don't even have time to buy unripe bananas. You have got to be in a hurry. Once a little laxity comes, it will take lifetimes. If you are in a hurry, it is very quick.

In your life, there may have been certain moments of extreme intensity and ecstatic states within you. Just imagine life like this - whatever is the peak experience that you have touched in your life, not necessarily in yoga but anywhere in your life, if you could stay there constantly every moment of your life, do you see how free you would be from the many little things which nag you and pull and push you all the time? You may not have touched the highest peak, but whatever peak you may have touched, even at that peak if you lived, you would be free from so many things that bother you on a daily basis. Nothing would really be a problem in this world.

FUNCTIONING LIKE THE DIVINE

Right now, it is just in a few moments here and there that something really worthwhile has happened. The rest of the time, we have given ourselves to simple processes of the body. The body knows only two things - self

preservation and procreation. It does not know anything else. It will either run after security or sexuality. That is why money and sexuality has become so important to people because they are just living as biological entities. Nothing else has touched them.

But if you reorganize the energy in this body, this same body can be transformed in such a way, that it can function like the Divine. The whole science of idol-making is based on this. India is one place where they went into elaborate systems of idol-making. This has been misunderstood by other cultures. People think that certain cultures are worshipping some doll as a god. No. People are very much aware that it is we who create the shapes and forms.

If you look at it from the standpoint of modern science, we know today that everything is the same energy, but everything is not the same in the world. For example, the food that you eat, see how nice it is, how much you long for it, how much you care for it. You don't know when to stop because it is so good. This food that you like so much, the dinner that you eat today, tomorrow morning, see what has happened to it. It is the same stuff, isn't it? But you don't want to go anywhere near it. This same shit, if you throw it on the land, the day after tomorrow once again it becomes food. It is the same energy. But you cannot say that both are the same. They are the same essentially, but in your experience and the way it relates to the world, it is not the same thing at all.

This same energy can be like an animal or it can function like the Divine. I am not talking about you as a being, I am just talking about the body itself. The physical body itself can be transformed into a divine entity if we just reorganize our systems in a particular way. The science of idol-making means, they create a certain form with certain materials, and energize it in a certain way like a human being is built. Different idols are made in different ways, but they relocate the chakras in certain places to make it into a completely different possibility.

For example, between the full moon day and the new moon day, each of the nights in-between would be so different in your experience. Today, we are all living with electric lights, so you don't know the difference. Suppose you lived on a farm or in a forest where there was no electricity, every night would be very different because the moon comes up at different times and it has different shapes and forms. But it is not a different entity. The same moon is having different impacts at different times. Just a little rearrangement, see what a difference it has made.

Similarly, if you re-arrange the energy system in the body, this body which is just a mass of flesh right now, can become a divine entity. The whole system of yoga is oriented towards this. Everything that we are doing is in that direction. Gradually, if you give it sufficient attention

and practice, you will see that this body is no longer just craving for self-preservation and procreation, it has become something else altogether. Though it is a physical thing, though it is biology, it need not be limited to the physical. It can function and operate in a completely different dimension. Its very presence can become different. It is from this context that many yogis who made their bodies in a certain way, allowed people to worship their bodies. They themselves would not be there in the body, but they let people worship their body because the body has become like a divine entity, because it is a reorganized energy - completely engineered. It is no longer just a biological entity.

STEADY APPLICATION, CONTINUOUS RISE

Once these energies begin to transform themselves, certain changes will happen. The problem with people is, they are always aspiring for something to happen to their life. They are bored with what is there. But if anything new happens, they have a fear about it. This is like wanting to drive your car with the hand brake on - it does not work like that. If you want to drive, you must take off the brake. If you don't want to drive, you should not get into the car at all.

If it is off and on, off and on, it will take lifetimes. It needs a little steady application, where it is a continuous steady rise, so that in a couple of months or a year, you should find a significant difference in the way you are. You must keep it on steadily - 24 hours.

What does spirituality being "ON" mean? "Does it mean I can't go to the office? I can't be with the family?" You must make everything into a spiritual process. Talking to someone, working in the office, every single activity, every breath that you take if you make it into a spiritual process, you will see within a few months, you will be in a completely different space where your presence will be cherished in the world - not just by human beings, every other being will respond. Even animals and plants will respond to you in a wonderful way.

Source: <http://www.ishafoundation.org/blog/sadhguru/masters-words/24x7-spirituality/>

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THE CHEMISTRY OF PEACE

Sadhguru: All of us need peace in our lives; it is our wish. You wish to be in peace, but the mind is agitated, so, mentally you have no peace. Suppose you lose your peace, naturally, first you will have a quarrel with your husband or wife. As it progresses, you go and yell at your neighbor. As it progresses further, you yell at your boss.

The day you yell at your boss, everyone knows you need medical help. Yelling at your husband, wife or neighbor may be perceived as normal because everybody is doing that. Yelling at your boss would be taking it too far.

Now you are in a situation where you have to go to a doctor. He gives you a tablet. Once the tablet goes into your system, you became peaceful – at least for a few hours. When some chemical is put into the system, at the level of the body and mind, agitation leaves and a little peace sets in. So, peace is a sort of chemistry within the body. Similarly, every emotion has a type of chemistry. Whatever the feeling is, it will have a corresponding chemical system within the body that will adjust with it. If we are peaceful, a peaceful chemistry is there within us. Or, if we can create that kind of chemistry within us, automatically, peace is there within us. In yoga, we approach it both ways.

With the right kind of practices, we can bring about a change in our internal chemistry and bring it to a particular level, so that whatever be the situation, we will always be in peace. Right now your peace is a slave to the external situation. If the situation is conducive to you, you remain in peace. If the situation is not okay for you, there is a problem. Only when your peace is not enslaved to the external situation, and your inner self remains the same no matter what the external situation is, then we can call it yoga. In other words, you can say that yoga is the science of creating the right kind of chemistry.

If you have the right kind of chemistry, being peaceful and joyful is the only way – it cannot be any other way. To be peaceful and joyful is not the end of life, it is the beginning of life. If you are not even peaceful, if you are caught up in your mental nonsense, you have not started living yet. Being peaceful or joyful is the most basic requirement. Even if you want to enjoy your breakfast or dinner, you must be peaceful. If you are agitated, can you enjoy your dinner? No. Being peaceful is the very beginning. But today, people go about propagating that the highest dimension of one's life is to have peace of mind.

Unfortunately, because large populations of the world have not made this beginning, there are people propagating it as if it was the ultimate in life. It is so unfortunate that the so-called spiritual people are going about telling people that to be peaceful is the ultimate. To be peaceful is the most fundamental thing. This is not enlightenment or God. This is the “A” of life, not the “Z” of life. It is the very beginning.

Source: <http://www.ishafoundation.org/blog/lifestyle/health-fitness/chemistry-of-peace/>



THE BIOLOGY OF SMART GROWTH

In Gita, we find the concept differentiating deha (body) from dehi (soul). Everyone's body is different, but everyone's soul is the same. Science presents us with a similar thought at a cellular level. All the cells in our body look different because they produce different proteins, but they all contain the same DNA.

So the cell on our skin is the same as the cell on our tongue. But each one looks different under the microscope as each one is responding to a different micro-ecosystem and has to deal with different challenges as it goes about doing what it is supposed to do. Yet each cell, be it on the skin or the tongue, contains the same information. In an organizational sense, we can say that every cell has the same capability and capacity yet performs differently depending on what the organization wants them to do.

The age of specialization led to over-specialization and we had experts who could do one thing not another. But increasingly, with value being placed on start-ups and innovation, the world is moving towards generalists. There is a great demand for leaders who can do different things at different places and different times. To use cellular language, there is need for talent who know to produce different proteins depending on what is required. They know when to focus on tasks, when to focus on targets, when to pay greater attention to emotions and when to focus on finance. In other words, they are adaptable.

In the Puranas, Vishnu is adaptable. When born in a royal family, he behaves royally. When raised by cowherds, he behaves as a commoner. He knows what to be, when. He is sensitive to the ecosystem and responds as per need. Adaptability is one quality that is key to success.

But there is another quality that needs to parallel adaptability. And that is empathy. How sensitive is a cell to other cells around it? When a cell grows respecting the boundaries of neighboring cells we are in health. When a cell grows disrespecting the boundaries of neighboring cells we are in cancer.

Often in organization, we hire talent and some of these talents are highly adaptable, so they rise up the corporate ladder, able to work in different departments, in different geographies, in different roles, doing different tasks. But then a problem arises: inter-personal relationships. They do not know how to work with others around them. Either they are too dominating or too submissive or they do not know how to engage with the other in equal terms, which involves mutual exchange.

Suddenly, there is tension. We forget that those around us are as capable as us, but they express their talent differently. Or they have complementary talents that are perhaps not openly discussed, as we are too scared to share our inadequacies. Or there is fierce competition between two people and so neither really helps the other for fear they will lose the promotion. Thus an atmosphere of hostility is created, in the absence of mutual support. In other words, cancer.

We can put great posters out there that we have to work as a team. But that need is defined on basis of organizational goals. In cancer, despite having the same DNA, as all cells, the cancerous cell ignores the overall objective of the body, and focuses on its own growth. Cancer is often the result of the cell being used to excessive abuse: as in case of smoking or chewing tobacco or skin cancer when exposed to too much sun. Sometimes organizations to create abusive ecosystems, that makes talents forget about the team or the organization, and simply protect themselves. They grow at the cost of others. Thus organizations nurture cancer, and wonder what went wrong when things collapse.

Source: <http://devdutt.com/articles/leadership/the-biology-of-smart-growth.html>



SOUND SMARTER BY DROPPING THESE 10 WORDS FROM YOUR VOCABULARY

With almost all human communication being digital these days, it is important to choose your words wisely. There are words that we all commonly use that we don't even think about that can create misconceptions and flat-out make us sound simple in the head. In most cases, it is not what the word does by itself, but what the word takes away from the overall statement. Here are eleven words to keep in mind the next time you are writing something that matters.

Very

Very is one of those words that is, well, very easy to overuse. Basically, if you are using an accurate adjective you shouldn't need a qualifier. Instead of saying something like, "I am very excited", use a better descriptor like, "I am ecstatic." "I am very hungry," sounds better as "I am famished." Eliminating this verbal "short-cut" also allows you to be more specific. For instance, instead of saying, "it's very hot", be specific: "it is 105 degrees outside." This is one very easy change to make in your writing that can have a big impact.

Honestly

By saying "honestly" before a statement, you are implying that nothing else you've said prior to that statement is honest. An exception to this rule would be if you've just made a sarcastic statement, and are clarifying or correcting yourself. Honestly, I struggle with this one too.

Maybe

Straddling the fence in life is annoying enough, don't do it in your writing. Focus on the point that you are making or the statement you are trying to convey, and stick with it. Taking shortcuts in your writing makes you sound like you don't care about whatever it is you are talking about, and maybe you don't - but don't expect anyone else to, either.

Literally

This is a word that drives me crazy when I see or hear it being overused or used incorrectly. Most of the time when people say "literally" they actually mean "figuratively." We have all heard someone say something like, "I literally thought I was going to die." No, you didn't - you figuratively thought you were going to die unless your life was in actual peril. This one literally drives me crazy.

That

The problem with the usage of "that" is that it is often unnecessary in the sentence. One easy trick here is to read a sentence with the word "that" in it, and then see if the sentence sounds better without it. Often times you'll find that you can re-write a sentence with the word "that" in it, and end up with a better sentence. For example, the original title of this article was "11 Words to Drop from your Vocabulary that Make You Sound Smarter." Can't break my own rule in the title, right? That would be absurd.

Never/Always

Using the word always locks you into whatever statement you are making. Unless it is truly something happens 100% of the time, be more descriptive when making statements about occurrences. One instance where always is okay is when giving specific commands. "Always" check for this one. The same goes for "never".

Really

Even when this word was trendy in the mid-90's, it was annoying. "Really" is just about the laziest way to emphasize a verb, adverb, or adjective that exists in the English language. Again, lazy writing gets a lazy response. Spice your writing up with vivid words, and accurate descriptors. It will really help your response.

Amazing

Amazing is a word that is defined as "causing great surprise or sudden wonder". Considering that amazing is synonymous with wonderful, startling, incredible, marvelous, astonishing, remarkable, miraculous, staggering, and mind-blowing - it is a word that is severely overused. Remember, if everything is "amazing", then technically nothing is. It is amazing how often I see this one.

Just

It's a filler word and it makes your sentence weaker, not stronger. Unless you're using it as a synonym for equitable, fair, even-handed, or impartial, don't use it at all.

Stuff/Things

These are the two most generic words you can use as descriptors. Take the time to explain what you are talking about. Unless, that is, that you are trying to be purposefully vague, which no one likes.

IMA TRAINING CALENDAR

IMA Evolution for Excellence October 2015 - March 2016

Categories	Scheduled Date
Stress Management	Tuesday, October 06, 2015
Create Your USP	Friday, November 20, 2015
Good to Great	Thursday, December 03, 2015
The Big Impact of Small Changes	Thursday, January 07, 2016
Decision Making - Taking Right Steps	Tuesday, February 16, 2016
Personality Management	Friday, March 04, 2016

Training @ Doorstep October 2015 - March 2016

Categories	Scheduled Date
Relation Management Skills using Emotional Intelligence	Tuesday, October 20, 2015
Confronting with Difficult People	Thursday, November 26, 2015
Developing the High Performance Team	Thursday, December 17, 2015
Communication Skills	Thursday, January 21, 2016
Accepting the Change	Thursday, February 25, 2016
First Time Managers	Friday, March 18, 2016