



**In this issue...**

- **Develop the Leaders You've Been Overlooking**
- **7 Principles to Inspire Success**
- **Uncommon Sense**
- **10 Signs that a Company Has a Serious Culture Problem**
- **Communicating Sustainability performance**
- **Ways to Stay Young**



*Interactive Talk with Industries and Professionals by H.E. Dr. A. P. J. Abdul Kalam, Bharat Ratna & Ex-President, India.*



*Ms. Cecile Tandeau de Marsac, Global General Manager – HR, Solvay Group sharing her experiences with More than 60 CEOs (with their spouse) on 10<sup>th</sup> June, 2015.*



### Develop the Leaders You've Been Overlooking

*Jack Zenger, CEO and Joseph Folkman ,  
President of Zenger/Folkman,  
a leadership development consultancy*

Individual contributors are a huge asset for every organization. Yet they typically fail to show up on anyone's radar screen for development. We believe organizations are missing a great opportunity to retain these key people, to help them be even more influential, and to prepare a portion of them for key managerial positions in the firm. How could these forgotten resources be benefiting your own organization within the seasons to come? The word leader and most people immediately think of those with business cards that says "manager," "director," or other such lofty title. That is, the people who hold positions of stature within a company's hierarchy, to whom several individuals report, and whose influence comes in great measure from the positions they hold.

But anyone who has worked in organizations knows that there are also people without managerial titles, and who have no direct reports, and yet wield great influence and make critical contributions to the firm. These are the highly professional individual contributors. They may be petroleum engineers in an oil company, software engineers in a technology organization, industrial designers in a toy company, or pilots in an airline. In many cases they have deliberately chosen not to pursue a managerial career. Perhaps they prefer technical work. Or perhaps they want to avoid the budgeting, reporting, and steady round of meetings that management jobs entail.

In some organizations (like, say, the National Football League), their importance is obvious, and rewarded. In the early 1980s, Jack Zenger heard Michael Eisner acknowledge another such group when Eisner was president of Disney. He talked of the importance of taking care of the people in any organization who made unique, pivotal contributions, and who were easy to overlook. "In Disney," he said, "these people are our animators." They conceived the endearing cartoon characters and brought them to life through their craft. Even today, when this work is done with computer-generated graphics rather than laborious drawings, that function remains vital to the organization.

We submit that every organization has such people. It may be someone in product development who without any direct reports, plays an essential role in the selection and development of new products. It may be a key salesperson, who because of some unique connection with customers exerts a powerful influence on the organization's go to market strategy.

In our opinion, these individuals meet the important criteria of true leaders, but they often get overlooked for any kind of leadership development because they don't manage or supervise anyone and aren't thought to need training in management basics like budgeting. Yes, they may be included in the mandatory compliance programs such as safety or data security, but those programs don't do much to advance their leadership acumen or behavior.

We think there's a huge opportunity to provide this group with much of the same development experiences their managerial colleagues receive. For several years, we have conducted development sessions for more than 1,000 such professional, individual contributors. Their response to, and the



outcomes from, these development sessions have been very similar to comparable sessions we've conducted with managers. In particular, we've found that they greatly appreciate receiving the same kind of feedback from others that developing leaders receive in 360 evaluations by their peers, bosses, and direct reports.

While they're not rated by a group called direct reports (since they don't have any), they can receive, and benefit from, feedback from peers, from their boss, and from colleagues in different parts of the firm. Some invite feedback from customers and suppliers. (Perhaps we should call their feedback reports "270s.")

We can see a host of reasons for investing in this group.

**First, investing in their leadership development will make these valuable people *feel* highly valued,** signaling that the organization respects their contribution enough to provide for their continuing development.

**Second, talented individuals are more inclined to stay with organizations when they feel they are *progressing*.** In most large organizations, a similar percentage of this group is eligible for retirement in the next five years as their management colleagues (that is, more than a half), and their departure would be a huge loss for the organization.

**Third, they will enjoy increased success.** These professional individual contributors succeed in part because of their professional expertise, but just as much because of their ability to work well with others, and communicate effectively with other departments and levels of the organizations. Leadership development efforts can make them better team players, improve their communication skills, and teach them to be better coaches, skills that are particularly important for people who, given their lack of formal organizational power, must accomplish nearly everything they do through informal influence.

**Fourth, some of them could well develop into excellent managers,** and they could begin such a transition without a shift in their formal position. There are obvious advantages to identifying management potential before promoting some other valuable contributor who will turn out to be unsuited or unhappy in that role. What's more, as they learn to be more effective interpersonally and become more attuned to the people issues, many with management potential may become increasingly open to managerial roles. Even those who don't will be more apt to adopt some of the perspectives and behaviors of managers—such as being concerned about developing others and not always taking the short-term, expedient path of "Oh, here, let me do that."

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## 7 Principles to Inspire Success

*Kathy Davis*

*During an interview, I was once asked, “What’s the secret to your success in such a competitive field?” The answer I gave is that there really is no secret at all. But, as I reflect upon my life, I believe there are seven principles which have helped guide my journey. And I believe they can help anyone, whether you are a stay-at-home mom, a nuclear physicist...or a designer and writer like me.*

- 1. Believe in yourself.** Always stay true to what makes you **unique** and trust your gut. See your differences as strengths rather than handicaps. And, instead of comparing yourself to others...be **inspired** by them!
- 2. Work hard.** Pure and simple. Ideas aren't worth anything unless you put them to work. You have to be **responsible, dependable, disciplined** and never stop learning or growing.
- 3. Take risks.** It's O.K. to be afraid but you just have to plunge in anyway. This isn't easy, especially when it feels like the tide is against you, but it's just necessary to take risks in order to stay fresh and relevant. You **will** make mistakes but your efforts will also make a difference. Just take a **deep breath** and step out of that comfort zone!
- 4. Keep an open mind.** Be willing to adapt and change when you need to. Adjust your sails to catch that **wind**. Be strong...yet flexible and resilient...like bamboo...and bend rather than break.
- 5. Accept your limitation.** Be willing to ask for help...and be able to say “no”. There's no way you can be everything to everybody all the time! Surround yourself with **good people** and enlist their help when you need it most.
- 6. Treat others with respect and kindness.** That golden rule never, ever goes out of style.
- 7. Never stop dreaming.** Your visions can guide you to great things...but you need to be patient and don't give up on yourself or on an idea that might seem slow in coming. It just might need a **little** more time to germinate and become strong.



### An excerpt from *Uncommon Sense*

by Nido R. Qubein

People tend to order their lives according to “conventional wisdom,” a generally accepted set of principles that may include centuries-old folk sayings or that may have arisen from contemporary experience. These sayings and beliefs have become so ingrained in the public mind that they are often referred to as “common sense.”

In both your business and your personal life, following conventional wisdom is usually the “safe” approach. But, the people who make a remarkable difference in the world are typically those who examine conventional wisdom with a critical eye, using “uncommon sense.”



Most people don't question conventional wisdom. It's just “the way things are.” Others see it as a handy starting place for examining their own values. Using uncommon sense, they often discover wisdom that is far from conventional.

Somewhere along the way, someone questioned conventional wisdom, examined it from all sides, developed new principles, and produced human progress.

Common sense told the medieval world that the Earth was the center of the universe and the sun revolved around it. Copernicus followed uncommon sense to a new understanding of the universe and our place in it.

*Uncommon Sense* is not aimed at turning conventional wisdom on its head or debunking the wisdom of the ages. It seeks, instead, to encourage a creative look at things often taken for granted, to provide fresh insights into old verities.

I have lived long enough to acknowledge the value of wisdom based on generations of experience. I have also lived long enough to know that those who follow conventional wisdom uncritically may end up in a rut that leads nowhere.



So when I hear someone quote an old saying that suggests it's the wisdom of the ages, I start looking for footnotes and often find them with the nuggets of uncommon sense they contain. That sort of skeptical examination has served me well, and I recommend it to those who want to enjoy, discover, and achieve fulfillment in their lives.

The conventional explorer, in crossing a stream, may look at the stones rising from the water as islands of stability in the swirling current. And that they may be. But the creative explorer will stop and turn the stones over to determine whether priceless gems might lie beneath or what veins of gold might be incorporated in their mass.

Ancient adages are like those rocks in the stream, assuring the crosser that it's safe to step here. Those old saws serve a useful purpose. But unless we're willing to turn them over and look at the other side, we may never know what nuggets of wisdom, what omens of triumph, what uncommon principles lie underfoot.

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**In the 173<sup>rd</sup> Book Lovers Forum, Shri Amarjit K. Sahni was invited to give presentation on the book 'BREAKING INDIA' Authored by Shri Rajiv Malhotra, Infinity Foundation, USA at Shree Gattu Vidyalaya, Ankleshwar on 30<sup>th</sup> May, 2015.** The book written by US based author Rajiv Malhotra, after 5 years of research on the subject, has become a sensational release. Book narrates re. India's integrity is being undermined by three global networks that have well-established operating bases inside India: (i) Islamic radicalism linked with Pakistan, (ii) Maoists and Marxist radicals supported by China via intermediaries such as Nepal, and (iii) Dravidian and Dalit identity separatism being fostered by the West in the name of human rights. This book focuses on the third: the role of U.S. and European churches, academics, think-tanks, foundations, government and human rights groups in fostering separation of the identities of Dravidian and Dalit communities from the rest of India.

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*Plenty of kind, decent, caring people have no religious beliefs, and they act out of the goodness of their hearts. Conversely, plenty of people who profess to be religious, even those who worship regularly, show no particular interest in the world beyond themselves.*  
*- John Danforth*

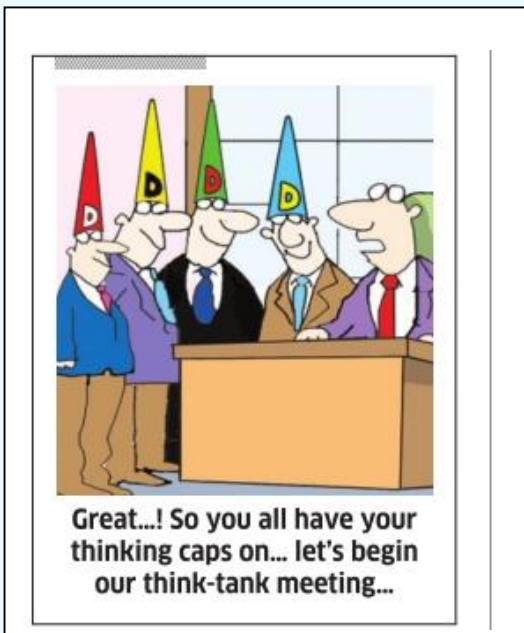


### 10 Signs That a Company Has a Serious Culture Problem

by Shane Atchison, the global chief executive of Possible

Courtesy Ms. Sheela Mistry- Insight Associates

Looking for a job? It always surprises me how few people interviewing at my company ask about our culture. But they should. Over the last several months, we've all seen two cultural meltdowns that got big media play, and neither company came off well. In one, a woman named Julie Horvath resigned from GitHub and took to Twitter to complain about its alpha-male culture. This eventually led to the resignation of the CEO. In the other, a PayPal manager named Rakesh Agrawal began saying nasty things about other executives on Twitter. They tweeted back that he was mentally ill and they hoped he would find the help he needs. No matter what he did, that was not the sign of a happy workplace.



Aside from the unpleasantness, bad cultures are also bad for your career. Successful people tend to work for winners, and a good culture has been shown to drive long term financial performance. Work for a happy place, and you'll likely do better in life.

However, that brings up a question. How can you know anything about a company's culture when you only go for a single interview? Believe it or not, there are signs. As an advertising agency, my company does interviews with dozens of potential clients every year. Over time, we've come up with a list of red flags for company culture. No one of them, by itself, should turn you off. But if you see, say, five of them, you know you have a problem on your hands. Here they are:

**1. They make a big deal out of the Ping-Pong table.** Having a Ping-Pong table is fine; bragging about one is not. Why? The corporate world has somehow equated owning one with having a fun loving-culture. If your potential employers emphasize theirs, it may be a sign they're checking off boxes rather than giving their employees what they really want.

**2. The place is a dump.** Whenever I walk into an office, I look along sightlines. If I see boxes sitting in the aisles and chairs piled up in meeting rooms, I know no one cares about the place. And there is probably a good reason why.





**3. Only the leaders have offices.** We're always leery of a place where everyone has a cube except for the bosses. That usually indicates a hierarchical structure in which management and employees are at odds.

**4. No one talks about culture.** Companies should try to sell you on their culture. If the person interviewing you only wants to talk about your qualifications, ask yourself what she's not telling you about the work environment.

**5. Leadership demonstrates bad culture.** Culture always flows from the top. You may not have a chance to meet senior management, but you can probably track down a video of them. Your initial reaction may speak volumes about how much you'll enjoy working at the company.

**6. Your interviewer talks about excellence.** Every organization strives to succeed. That's a given. A company that emphasizes excellence may also hold its employees to unachievable standards. Rather than focusing on your job, you'll be worrying about your job.

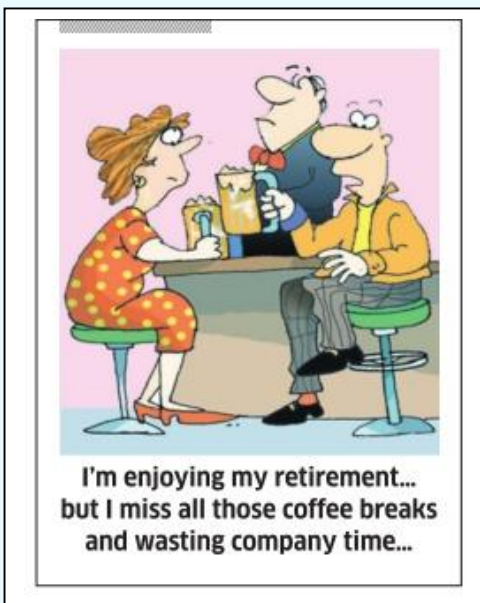
**7. It just seems weird.** A happy workplace should hum. Some people should be up, moving around, and talking to one another. They should not seem bored or stressed. So take a look around, and ask yourself if the average person seems happy or not.

**8. The company values are posted on the wall.** If you see this, don't bother with the interview. Simply find the nearest exit and walk through it.

**9. It's five o'clock, and everyone is buried in work.** If you can, schedule your interview late. Five o'clock gives you a great opportunity to see how a company manages the work-life balance. A few people working late are fine, but some should be heading home.

**10. If they ask you if you have a question, ask this:** "How much time do you spend with your coworkers after 5 p.m., and doing what?" Good answers include having a beer and playing softball.

Bad answers include anything to do with work, unless it happens only occasionally.



A lot of people would say that work should be a place for work and that these days any job is a good one. Agreed. Obviously you should get the job you can if you're having trouble finding one. But if you have a choice of employers, try for one with a good culture. You'll be happier, and your career will thank you.

In fact, the only downside to a good culture is that you'll never become famous for ranting about your boss on Twitter. Then again, that 15 minutes is probably best left to someone else.



### Communicating Sustainability performance

Communicating Non-Financial impacts or Sustainability Reporting is not a new thing now. Many global, regional, national organizations are communicating their sustainability / Triple Bottom Line / Non-Financial performance by various means e.g. through a separate sustainability report, as a part of Annual Financial Report, Directors' Report, etc. While such reporting is crucial for disseminating sustainability information among stakeholders, it is also used as a tool to showcase an organization's adherence to the specific guidelines - defined by external bodies, such as Global Reporting Initiative-GRI\*\* (www.globalreporting.org) and / or by regulatory authorities – (National Voluntary Guidelines-NVG) Ministry of Corporate Affairs, (SEBI-Business Responsibility Reporting-BRR) SEBI, etc.

Producing such report is challenging. It takes a lot of internal data collecting, analyzing, recording and developing actual sustainability report. Organizations, by and large resort to such practices out of statutory enforcement or in some cases... with a view... “everyone else is doing it, so why don't we?” but, in these cases, organizations quite understandably fail to see the actual value of sustainability reporting.

#### Different Conceptions of ‘Sustainability Reports

There are organizations that produce sustainability reports for sharing information with stakeholders and there are ones that are aligned with guidelines / frameworks like GRI. However, in both the cases, the fact is that there is an under-acknowledged gulf when it comes to “how the idea of reporting was conceived and the processes followed to do the reporting”.

Organizations some time produce a glossy report, highlighting its sustainability achievements in their own ways; while sometimes they may do so with reference to / in adherence with GRI or equivalent framework. But in general, such reports exhibit organizations sustainability successes against as defined a metrics-based perspective, describing the actual journey of repositioning the organization.

The first type of reports (without adhering a structured framework), are often marketing-driven documents published for stakeholders and for the society at large; communicating self-professed progress achieved by the organization. With such an approach, the critiques reasonably criticize that such organizations simply provide its own narrative or supposed progress, which leads to futile exercise, except for the supposed and tangible gains in sentiment and brand perception achieved from stakeholder and the public perception / appreciation instead of deriving real value from the reporting practices, aligned with a structured framework like GRI.

However, the very spirit of reporting is neither undermined nor diminished in terms of a benchmarking and continuous-improvement perspective.

#### Benefits of Producing Sustainability Reports?

- ☑ Develop vision and strategy on sustainability
- ☑ Improve management systems, internal processes and set goals
- ☑ Identify weaknesses and strengths
- ☑ Attract and retain employees
- ☑ Connect departments and encourage innovation
- ☑ Raise awareness with the executive team
- ☑ Achieve competitive advantage and leadership
- ☑ Attract investors



### **The Value of Recognition**

- ☑ Enhance reputation, achieve trust and respect
- ☑ Transparency and dialogue with stakeholders
- ☑ Demonstrate commitment to sustainability
- ☑ Enable comparability and benchmarking

### **Objectives of producing sustainability reports:**

- ☑ Accountability/transparency to stakeholders
- ☑ Improving public perception and brand image
- ☑ Improving processes, culture and sustainability technology
- ☑ Achieving competitive advantage
- ☑ Staying abreast of best practices in sustainability performance

While boosting accountability, and staying competitive result in to improving sustainability-related processes, it also helps benchmarking against competitors in terms of achieving Operational Excellence and holistic sustainability.

Let's dive more into the motivation behind reporting and look at why organizations actually do it, what are the key benefits of process and how can organizations derive value from reporting.

### **Why Sustainability Reporting**

Some organizations report with a “Me Too” objective. If the organization is in the stratosphere where all or most competitors / customers disclose their sustainability footprints, it's natural that the organization too feels the need of doing so. However, knowing that reporting is not an end unto itself, the organization must find the value that can be derived from reporting. Since the sustainability performance—and that of the competitors—is publicly disclosed, it pauses a great opportunity for the organization to benchmark progress against them and to strategize its sustainability initiatives – both short term and long term. In other words, Reporting must not be for the sake of reporting or out of pressure but with clear and specific objectives of deriving value from reporting,

**How to do the Reporting?** The reporting process must be based on continuous improvement model. Any organization, planning to adopt sustainability reporting practices, should devise a strategy to discover improvement opportunities, embed policy environment, have systems to measure impacts and data warehousing mechanisms in place, set SMART sustainability goals and embrace widely accepted framework for such reporting.

Most importantly, if the organization is considering reporting or even is doing so, it is essential to determine how reporting can be factored back into its sustainability strategy and to ensure that it derives value from reporting and actually improve overall organizational performance.

*Author: Ms. Sheela Mistry [www.insightassociate.com](http://www.insightassociate.com) June 27, 2015*

*(Ms. Sheela is founder of Insight Associates – a GRI Certified Training Partner in India since 2009)*



### Ways to Stay Young: How to Avoid Diseases and Needless Aging

#### Protect Your Heart

Heart disease is the number one killer of men in the United States. Nothing ages you faster than mistreating your heart. Gain more control over your cardiovascular health by eating a diet low in saturated fat and sugar, working out regularly, and not smoking. For extra heart protection, follow these steps:

**Include Omega3 in your meals each week.** Choose food which are high in heart-healthy omega-3 fatty acids. Studies suggest that eating fish two or three times a week may reduce your risk of heart disease. Omega-3 supplements are another option, but check with your doctor first.

**Stay active during your downtime.** Studies show that people who engage often in leisure-time physical activities, such as taking a bike ride or brisk walk, have a lower risk of heart disease compared with people who pass their free time less actively. Two hours per week of leisure-time activities may decrease heart disease risk by as much as 61%. It just goes to show that playing like a kid can help you avoid aging.

**Meet your daily requirement for magnesium.** Research suggests that men who get adequate magnesium from their diets have a lower risk of heart disease compared with men who don't get enough. Aim to get 400–500 milligrams of magnesium each day.

#### Protect Against Cancer

Cancer is the second leading cause of death in the United States, and men are more likely than women to develop some type of cancer during their lifetimes. Make sure you're doing all you can to protect against cancer by eating a balanced and varied diet, exercising regularly, avoiding common carcinogens, and getting regular health screenings. Start with these risk-reducing tips:

**Supplement your diet with vitamin D.** A lack of the "sunshine" vitamin has been linked to colon cancer, and studies suggest that deficiencies may contribute to other cancers as well. Your body makes most of its own vitamin D from the sun's UVB rays in a complicated process involving your skin, liver, and kidneys. But because you want to avoid too much sun exposure, and foods, even D-fortified ones, may not deliver all the D you need, a daily supplement is good insurance against a shortfall.

Take 1,000 international units (IU) of supplemental D if you are 60 or younger; 1,200 IU if you are over 60. The daily upper intake level is 2000 IU, so anything you take up to that dosage is generally considered safe.

**Fill half your plate with colorful vegetables.** Not only will you eat fewer calories, which helps you keep your weight in check, you will also be closing in on your 9-a-day fruit-and-vegetable goal and stocking up on cancer-fighting nutrients. The brighter the color of vegetables and fruit, the more antioxidants, such as vitamin C and carotenoids, are packed inside. While research has failed to show that individual antioxidant supplements prevent cancer, the combinations found in whole foods may be beneficial. Researchers don't know exactly what nutrient -- or combination of nutrients -- is



responsible for squelching cancer, but most studies show there is a link between eating more fruit and vegetables and a lower risk of lung, oral, esophageal, stomach, and colon cancers.

### **Protect Your Skin**

As your largest organ, the skin protects your entire body, so defending it against environmental hazards, such as too much sun exposure, is extremely important. The sun's ultraviolet rays not only age your skin by destroying elastin and promoting wrinkles but also injure the chromosomes in your skin cells. This damage can lead to skin disorders and cancers that may be life threatening. Take these steps to keep your skin healthy and discover new ways to stay young:

**Schedule outdoor activities in the early morning or late afternoon.** Avoid spending too much time in the sun during peak hours (11 a.m. to 4 p.m.), and steer clear of tanning beds, which emit harmful UVA rays. Apply a broad-spectrum sunscreen, SPF 30 or higher, to your face and exposed body areas 30 minutes before you go outdoors. Also, cover up with a hat, sleeves, and shades whenever you spend an extended period of time outdoors. Even in warm weather, you'll stay cooler and more comfortable if your skin is shaded with light-colored, breathable fabrics.

**Perform routine self-examinations for skin cancer.** Look for changes in the color, size, thickness, shape, or feel of a mole, freckle, or other mark. A new mole, or one that has irregular borders, has variable colors, or is larger than a quarter of an inch in diameter, should be examined by a doctor. Monthly skin self-exams and an annual total body screening by your doctor are important for the early detection of skin cancer.

**Eat carotenoid-rich foods.** Save your skin from sun damage and wrinkles by eating carotenoid-rich foods, such as cantaloupe, apricots, carrots, butternut squash, sweet potatoes, spinach, and other fruit and vegetables that have deep green, yellow, orange, and red hues.

### **Protect Your Mind and Spirit**

Chronic stress can rob you of health and happiness. By hindering your immune system response, stress makes you more susceptible to infection, disease, and other health conditions and can cause wrinkles and other visible signs of aging. Stress also causes spikes in blood pressure, which could cause premature aging of the cardiovascular system. To neutralize these damaging effects, try to identify what stresses you, and then develop strategies to help you cope with these situations. Start with these steps:

**Leave job stress at the office.** A study suggests work stress may be even more detrimental to your personal relationships than work exhaustion is. Close personal relationships help you avoid aging and stay healthy. Before you head home at the end of the day, take a few minutes to employ a stress reduction technique, such as meditation or deep breathing. Also, try taking the scenic route home from work. Research suggests that viewing natural scenery helps reduce tension.

**Set meaningful life goals.** Choose a few goals that will make your life feel more meaningful, and devise ways to achieve them. This can help boost your psychological well-being, which in turn may improve your health.



**Slip some humor-packed pastimes into your weekly schedule.** Whether you watch a funny movie, attend a comedy show, or just share good times with people you care about, be sure to set aside some time for age-reducing belly laughs. Research has credited laughter with not only the power to reduce stress but also the ability to relieve pain, improve immunity, and lower blood pressure.

### **BONUS STEP:**

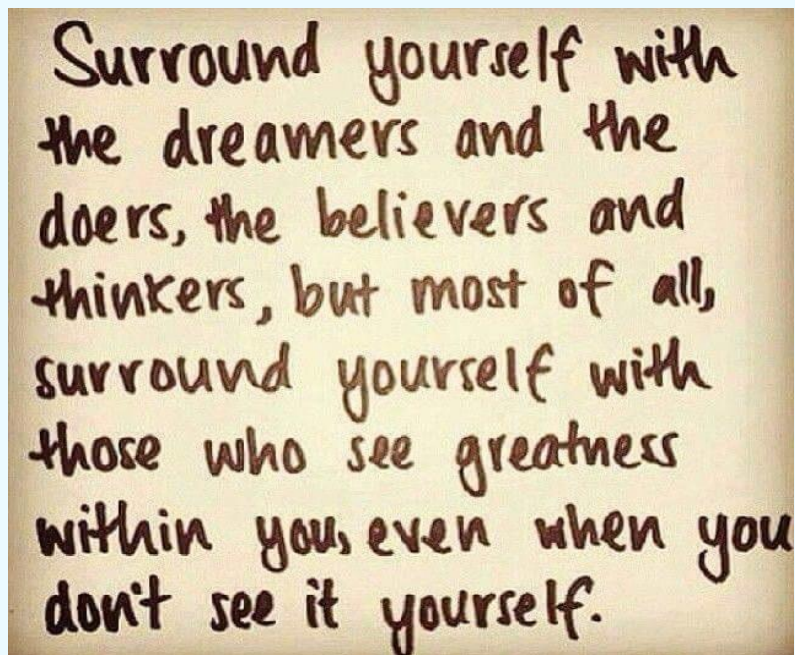
**Actively patrol your health and see your doctors on a regular basis.** Make the most of the time with your doctor, and avoid misdiagnoses by being prepared and informed when you go to an appointment. Write down any symptoms you are experiencing, even if they seem minor. For instance, if you have pain, track when it occurs and how long it lasts. Keep a list of the foods you eat daily as well as any medicines, herbs, vitamins, and supplements you take regularly. Also include information about your chronic conditions and your regular activities. Take this information to your appointment, and discuss it with your doctor.

Follow these steps to avoid aging, and live life to the youngest!

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He who listens to truth is not less than he who utters truth.

*Khalil Gibran*





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# ePanorama

**Bharuch District Management Association**

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Every reader finds himself. The writer's work is merely a kind of optical instrument that makes it possible for the reader to discern what, without this book, he would perhaps never have seen in himself. *-Marcel Proust*

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ePanorama-60

Page 15 of 15