

CIB on wings



May 2014

**What do we Sow in
our Youth?**

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Initiatives of Change
Caux Initiatives for Business

Our dear readers,

Hello and welcome to the May 2014 issue of CIB on Wings, the monthly Newsletter of Caux Initiatives for Business (CIB).

I am delighted to bring to you an exclusive interview that Dr. Armin Bruck, CEO, Siemens Ltd. Singapore provided CIB while he was heading the India and South Asia arm of the multinational. His sharing provides insights on the transition from a rule-based entity to a value-based entity.

The report on the discussions and deliberations at the CIB Mumbai Chapter's third meeting will keep you updated on the path that a small but determined group intend taking to initiate change.

In addition, a brief write-up on the efforts that are being undertaken in South Korea will also reveal the baby steps that CIB is engaging in to bring industry in that country to explore how business can be carried out ethically while still remaining competitive.

In our efforts to keep you updated as to other IofC activities taking place, we hope that the information you will find on the forthcoming Heart of Effective Leadership Program in Caux, Switzerland in July this year will enthrall you sufficiently to participate. In addition, you can also read of the HEL European Training Program that is being planned from September 19 to 21, 2014.

Finally, we continue to be grateful for the feedback received from you, dear readers. Your interest, suggestions and support has been an immense encouragement to us. It is our hope that you will enjoy reading through this issue too.

Mrs. Ishika Banerjee

We have transitioned from a Rule-based Entity to a Value-based Entity



- An Interview with Dr. Armin Bruck,
Chief Executive Officer, Siemens Ltd.,
Singapore

Dr. Armin Bruck provided this exclusive interview for Caux Initiatives for Business (CIB) to Anil Chopra, VP (SAS SCM-PRL), Siemens Ltd., Mumbai on September 6, 2013 in Mumbai while he was MD, Siemens Ltd. India.

Siemens has come a long way since 2008, after implementing a strong Foreign Corrupt Practices Act (FCPA) program. Can you share some of your good experiences?

Yes, of course. We have come a long way and I feel extremely satisfied with what we have achieved with the implementation of the Compliance Program. We are quite happy to find ourselves as the benchmark in this area and this is acknowledged at various levels - be it the Dow Jones Sustainability Index, Indian business press or European media. The US government has accepted the effectiveness of our program across the globe. Further, this is acknowledged by customers who have placed their trust in our products and solutions! We continue operating our business with renewed strength. I am proud to be part of this transformation.

One of the strong learnings for me personally is the transition to a “Value-based entity from a rule-based entity”.

What did you have to change even when good practices were

already in place?

Cultural change! We had to bring about a lasting impact through change in culture, and not just by creating new rules and additional controls.

Effectively, we only had to go back to the original culture at Siemens. When we told Siemens employees their responsibility toward conducting business in a compliant manner, everyone was clearly against corruption. Nobody wanted the culture where people were told, “Just get the order, I don’t care how!”

Non-compliant behavior by our sales forces is a strict “no go” and in spite of such a strict approach, we have continued to win business regularly!

What do you feel about the impact of the strong FCPA program on the business of Siemens in India in specific and globally on a macro basis?

To my satisfaction, it has made business, for us as well as for our customers and vendors much easier as we have a zero tolerance policy and “we live it”.

Also, it takes a lot of burden away from the employee; they simply concentrate on their job, knowing that the organization and the management will fully back them in case someone demands a non-compliant favor.

Non-compliant behavior by our sales forces is a strict “no go” and in spite of such a strict approach, we have continued to win business regularly! Needless to add, while we have walked away from deals where the order was won clearly through non-compliant practices, there are many other orders of substantial value that can be won without compromising Siemens. Our salesforce is confident about

winning these orders.

With so many corruption scandals hitting our country at regular intervals, what would be your advice?

Just continue, we have a long way to go. I am sure the new generation has the urge to make this change and I am convinced it can be achieved, even if there is a long way to go. It will need “perseverance” – but can be done!

Our self-commitment will make this journey possible and support will come along our way from all quarters.

With tough economic conditions that India is facing, what would you advise the future generations?

Understand and learn from our recent experiences of irregularities for the allocation of Coal blocks or distribution of 2G Spectrum rights, from the past as to where corrupt practices can lead to. The current downturn is also due to the non-compliant actions of a few individuals!



Use social media to talk about it and bring about the change which you wish to make to your lives. Such an approach has the power to motivate the masses and will gather the necessary support to bring about such a change.

Can you name five effective good practices which you would recommend India Inc. to adopt to ensure we see a stronger “clean business” environment?

In my experience, the following has worked for us at Siemens:

- Strong tone from the top
- Implement Value initiatives across the organization
- Make Integrity Pacts with your customers
- Participate through multiple collaborative efforts
- Strictly implement “Zero Tolerance” program



CIB (India) Mumbai Chapter

Third Meeting Report

May 26, 2014

Venue: IofC flat at Kumaram, Worli Seaface

“I am only one, but I am one. I cannot do everything, but I can do something. And because I cannot do everything, I will not refuse to do the something that I can do.”

- Edward Everett Hale

Now take 15 people with the attitude of Hale. It is bound to have an effect. They know that they are just few. They are conscious they cannot do everything. But just because they cannot do everything they refuse to sit back and grumble. These are men and women with a desire to make a difference. This is what one witnessed on May 26, 2014 when the CIB Mumbai Chapter met for the third time in as many months.

Right at the onset, the agenda was clear. The focus was two pronged. The first was to discuss how the youth of today could be educated on the importance of values and ethics in life, be it business or any other activity they take on. The second was to plot a path that the CIB Mumbai Chapter would like to see its efforts take three years hence. With this outline before them, the discussions set with earnest.

As Ms. Anita Sinhai Guha a representative of IBM India Pvt. Ltd. was attending the meeting for the first time, Anil Chopra, Convener of the CIB City Chapter went through the round of introductions.

Following this, Anil then shared with the group the sum and substance that Ms. Asha Varma, Principal, Children’s Academy, Ms. Rekha

Shahani-Jagasia, Principal, Kamla High School and he had been discussing in an earlier preparatory meeting. He captured the essence of a draft content that Ms. Varma had prepared on bringing the



Ms. Asha Varma shares as Ms. Anita Guha, Mr. R.N. Mukhija and Mr. Rajendra Gandhi look on

importance of ethics to school children and teachers. In order to achieve this, they proposed sessions that inculcated values through games and activities. Furthermore as it was evident that a teacher wields an amazing influence in shaping or moulding the minds of the students, the role of teachers in today's society was also deliberated on.

It was suggested that the pilot plan should have content to cover a period of six months in an institution. It was also felt that since children come from different strata of society, modules that catered to each group must be prepared – for children from affluent homes and those from not. At the meeting, it was also discussed how one could go about to reach out not only to the students and teachers but parents too. Anil then sought support from the members to contribute their time and participate in the sessions when they happened. Since schools were on vacation, it was decided that such programs would be initiated from June onwards.

Though Vivek Asrani, MD, Kaymo Fastner Co. showed some initial apprehension about having sessions with school students, these were allayed when Iggy Pinto, Director, CitizenCredit Co-op. Bank Ltd. gave examples of how teaching values in a rural town of Karjat helped the local students there. Vivek then recalled the wonderful workshop they had at Asia Plateau, the

IofC Centre in Panchgani for the boys of an elite Mumbai school.

Taking the idea of spreading the importance of values not only to school children but also to the leaders of tomorrow, Vijay Paranjape, former Group Director and Exec. VP and CEO of Industry Sector, Siemens Ltd. and Rajendra Gandhi, Vice Chairman, GRP Ltd., shared on how the science of leadership must reach management students. While it was recognized that after the 2nd World War, the science of leadership was left out and that there is so much focus now on commercial principles, discussions were held on how career-focused youth of today could be brought to include ethics in their mindset and how this could be taught in a structured manner.

People take ownership in what they believe in hence it was important to bring this important aspect in education properly communicated and packaged. With this in the backdrop, Mr. R. N. Mukhija, Advisor to Chairman, L&T, shared about an NGO, Angel Express in Bandra and Juhu, two uptown localities in suburban Mumbai. This organization was giving tuitions to municipal school children before and after regular school hours. So when the NGO applied for an 80G Income Tax Exemption Certificate, they got it. After two weeks an Income Tax Officer contacted the NGO. He told them how he liked the concept and wanted to share it with others.



To take this further, *1st Row: (L-R) Vijay Paranjape, Akhil Sanghi, Guruprasad Shenai & Mr. Venkatesh. 2nd Row: (L-R) Mrs. Anand and Mrs. Pinto*

discussions were then held on how CIB could plan sessions with Management institutions to prompt and provide inputs so as to strengthen the foundation that most youth would have learnt from the lap of their parents. While Prof. Virendra Shukla, Professor from S.P. Jain Institute of Management and Research, admitted that there were such sessions already being conducted in most institutions it has not been effective because it is not looked at as important. It was felt that if sessions were conducted where senior leaders from business and industry could share to these ambitious minds the importance of ethics and values, students could sit up and take notice.

It was then shared how CIB and IBM India Pvt. Ltd. have agreed with Symbiosis Centre for Information and Technology (SCIT) to conduct

CIB and IBM India Pvt. Ltd. have agreed with Symbiosis Centre for Information and Technology (SCIT) to conduct a day's program with the management students in Pune on July 26, 2014.

a day's program with the management students in Pune on July 26, 2014. Prof. Shukla has also promised to explore with Management Institutes in Mumbai how sessions could be held where senior business leaders be invited to speak. CIB could prepare some sort of a CV or presentation to introduce itself to these institutions.

The next portion of the meeting was then devoted to how the CIB Mumbai Chapter could chart a course for itself. For this Prof. Shukla shared the process of how he would like this to take place. He circulated the paper of process for the vision and explained how the data would enable one to know what one needed to focus on in the next 3 to 4 years. Such a route, he said, would enable one to get a conclusive vision to operate with. He enumerated three steps to this process.

To begin with, in the month of June salient topics could be listed out on which the CIB Chapter should focus. Thoughts of all Mumbai chapter members could then be invited and pooled in. For this, Anil said that he would initiate this through the established communication loop by inviting all to give in their points. In this manner, even those who have not been able to make it regularly to the meetings could be included. The second part of the process was to then create three



(L-R) Dr. R. K. Anand, Prof. V. Shukla, Vivek Asrani and Vijay Paranjape

or four categories (or buckets) and categorise the thoughts collected into these. The third part would then be to take the thoughts that do not correspond to any of the created categories and modify them so as to fit in.

Before the meeting concluded, it was suggested that some members from the Mumbai Chapter should attend the Trust and Integrity in a Globalized Economy (TIGE) July 2014 Conference in Caux, Switzerland. Members also promised to intimate by email the dates they could be available for the various institutional activities that would be planned, the first of which would be an orientation program for the staff of Kamla High School in June.

As most were travelling in the month of May, it was decided that the meeting on the last Saturday of the month would not take place but that the next meeting be scheduled for June 28, 2014. If you happen to be in the city around this time and would like to be a part of the group's deliberations please feel free to contact Anil Chopra on +91-9920803282 or cib.mumbai.india@gmail.com so that he can prepare for you.

The meeting ended with a vote of thanks to Mrs. Asha Anand who by now had clearly made it a habit to so graciously host meetings.

CIB in South Korea

With the hope to facilitate a possible CIB Round Table (RT) in Seoul, Folker Mittag, CIB Germany, made a special visit to South Korea from Feb. 22, 2014 to March 7, 2014 to support Yeonyuk Jeong and the CIB South Korean team.

During this visit, they reached out and met several leaders from business and industry. These included Mr. Joern Elbracht, Legal & Compliance Officer of Siemens Korea, Mr Jay K. Yoo, President of CGN TV and former MP, Mr Man-key Chang, Chairman of Korea Human Development Institute. [Mr. Chang has conducted Business Breakfast Meetings for the last 40 years and has a good network with CEOs in Korea.] They also made a special visit to the Tata Daewoo Plant in South Korea.

As an outcome of this effort, CIB South Korea hopes that at some point it could host RTs as well as possible training programs for managers, titled “Heart of Effective Leadership” (HEL). As soon as dates are fixed, they will announce the dates.





5 - 10 July 2014
Caux, Switzerland

WHAT IS TIGE

TIGE (Trust & Integrity in the Global Economy)

is an annual conference, a community and a global movement driven by the best in individuals' motives. It is a platform for all stakeholders in the global economy, who wish to inspire, connect and encourage businesses and individuals to act according to their core values, and contribute to an equitable society and humane world.

WHO WE ARE

TIGE is a programme of Initiatives of Change (IofC), a worldwide network of people of diverse cultures and backgrounds, who are committed to the transformation of society through changes in human motives and behaviour. It focuses on the vital link between personal and global change.

Heart of Effective Leadership



Heart of Effective Leadership

or HEL, as the programme is often referred to, would be of special interest to those seeking practical answers to questions such as: What purpose can business achieve beyond making profits? How can a leader build a sustainable organisation in which people find meaning through business? What kind of leadership enables a business to be ethical as well as competitive? Where can a leader look for a guiding light to show the way forward in difficult situations? Do followers too have a leadership responsibility?

The training is led by present and past leadership practitioners who have attempted to practice the principles and values of *Initiatives of Change* in business and in professional life.

This programme has trained over 2000 business executives and civil servants in India since 2005. After the acclaim it received during the 2013 TIGE conference it is being offered again. Some comments from previous participants:

"I have personally attended this programme along with my entire leadership team in 2011 and found it of immense value. It has helped me transform myself and helped me build a winning team."- R.Ramesh Shankar, Head HR, Siemens Group, India & South East Asia.

The core facilitating team:

Sudhir Gogate – executive director at an Indo-Japanese JV in India, and a regular course leader of HEL programmes in India

Dr. John Carlisle – A pioneer of collaborative project delivery in the public and private sectors, a member of the Cabinet Office Government Construction Programme and an authority on public service delivery

Dr. B. Lakshmi - Dean, Management Programmes and Director, Centre for Human Development, Administrative Staff College of India, Hyderabad

Kiran Gandhi – HR consultant, leadership coach, and former head of management training at Tata Motors, Jamshedpur

JS Parthiban – A former banker and presently General Manager, Asia Plateau.

Dr. Ravindra Rao – Director, Asia Plateau & former dental surgeon

Heart of Effective Leadership (HEL) – European Training

Develop your Inner Leader

Friday September 19th (3pm) – Sunday September 21st 2014 (5pm)

Villa Maria Seminar Center in Caux (above Montreux), Switzerland

Please register before July 31st to benefit from the early-bird rate

FOCUS

The HEL programme offers this missing dimension of character development, by focusing on:

- Case stories and studies as personal examples to illustrate key ideas
- Relationships – working with people
- Whole person development – head, heart, and hands
- Introspection as a key method for learning and change
- Ethical challenges and decision making
- Actionable outcomes for personal and professional change

LOCATION



Overlooking the stunning Lake Geneva and the Swiss Alps, and located 90 minutes by train from Geneva airport, the Villa Maria Seminar Center is a unique setting for this training programme.

At this location, visionary leaders meet every year at the Caux Summer conferences to gain inspiration for their work and life.

The history of this place and of people making a positive change in the world can be felt throughout the Caux grounds. If this resonates with you, your stay at Caux may bring you strength to continue making an impact in your daily life.

In the historic Caux-Palace across the road, you will benefit from a beautiful south-facing bedroom with balcony and en suite bathroom (with toilet, shower and bath). Formerly a luxury hotel and a home for internees and refugees during WWII, the

Caux-Palace became an international meeting place in 1946, thanks to the generous contributions in time, talent and money of many volunteers.

FEES

The HEL-Europe training programme is a residential course; hence prices include accommodation and food. Register now and benefit from the preferential rate!

	Early-bird fee up to 31 July	Normal fee from 1st August
<u>Sponsored</u>		
Corporate	CHF 1700	CHF 1900
Not-for-profit	CHF 1400	CHF 1600
<u>Un-sponsored</u>		
Individuals	CHF 1100	CHF 1300

PAYMENT

By bank transfer to:

Account No.: 60-12000-4

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Thank you very much for sending me this wonderful Newsletter. As an ardent CIB fan I like every bit of this!

Now, after 35 years of my career with Tata I retire from that assignment and wish to spend time for and with those on a journey which has no two pathways! There only one way. The other is just an illusion. That way is where you see business already and always as a force for good!

I headed Tata's corporate sustainability with 54 companies at their zenith during a period of 17 years! Their path used to always be this one! At Caux I mentioned this in a nugget in what the Founder of Tata said: In a free enterprise, the community is not just another stakeholder in our businesses, but is in fact the very purpose of the existence of our enterprises." (1868)

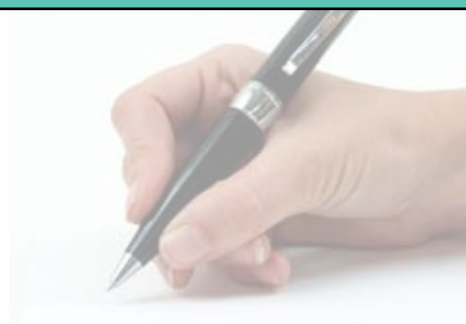
Anant G. Nadkarni, Pune

Thank you very much for this news Letter. It is very informative and helpful to learn from others.

Arun Sutaria IAS(Retd), Ahmedabad

Great work! In specific your insights, content coverage and appropriate context is wonderful. Keep up the good work!

Anil Chopra, Mumbai



Thanks for taking care to send me the CIB Newsletter. May God continue to inspire you all to keep up the great work you all are doing. Keep it up!

How I wish, that we could find some way of 'reaching-out' to larger number of 'families' and 'educators', for spreading/ carrying, the message on 'issues' relating to ethics and values, which need to be imparted to family members and the 'students' at the earliest. Many of them are likely to carry on this message in their own lives and perhaps act as couriers to spread this message.

I will be very happy to be of any use in this regard.

B K Taimni, New Delhi

Another interesting and informative issue. The report on the Mumbai meeting (west) and the Jamshedpur wedding (east) took the cake and the rosogolla.

Pravir Bagrodia, Bangalore

Your CIB on Wings is so much sought after! It has truly taken wings. Many thanks for your great work.

Kiran Gandhi, Pune

