

CIB on wings



Leading the Knowledge Worker

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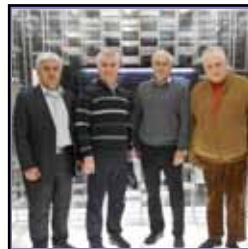
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June 2014

In the last several issues we have attempted to bring out the talks of various Speakers, so that for the benefit of those who could not make it to the CIB 2013 Conference, a flavor of the event could be derived. While for those who could make it, we have been hoping that these talks have served as a renewed encouragement.

In this June issue of CIB on Wings we have provided for you the talk given by Arun Wakhlu, Executive Chairman of Pragati Leadership Institute, Pune. Mr. Wakhlu has been a source of inspiration to the several people who have heard him. In the talk he gave at the CIB 2013 Conference, he spoke candidly on the Knowledge Worker.

As part of our attempt to keep you updated on the happenings at CIB, we have included a report of the meeting that took place in Flensburg University, Germany; snippets of the Indo-Japan Business Workshop that is being planned in India in November 2014; a report of the CIB (India) Working Group Meeting held in Pune and some news of the activities that CIB teams in a couple of countries and regions in India have shared.

Once again, you have not ceased to encourage us by your response to these Newsletters. It brings us great delight when we hear how so many are being benefitted from this publication. We have included the responses that we received from the May 2014 issue. We hope you will enjoy what we have brought to you in this one too.

Happy Reading!

Mrs. Ishika Banerjee

Leading the Knowledge Worker



Arun Wakhlu is the Executive Chairman of Pragati Leadership Institute, Pune. A spiritually inspired and professionally skilled community working with leading clients in 22 countries, Pragati Leadership works to unfold sustainable value for all stakeholders.

Author of the award winning book “Managing from the Heart”, Arun has published more than twenty eight papers and co-authored two other books, including a “Manual for Creative Teachers”. He has helped pioneer the concept of “Wholesome Development” and “Wholesome Leadership” aimed at working from joy for prosperity with peace.

A very hearty good evening to each one of you! I am extremely delighted that we’re having a relaxed an informal kind of conversation cause I’m looking forward to a lot of interaction.

I want to share something I overheard a few days ago... One dog was telling another dog that there’s some good news. So the other dog asked, “What is it?” The first dog said, “The good news is that they say THE WORLD IS GOING TO THE DOGS!!!”

I don’t know if business has something to do with this cause. If you take the 150 top economic entities of the world; you stack up corporations versus countries and if you make a list, 60% of those are business organizations. Example: Wal-Mart stores have revenue that is greater than the GDP of 174 countries, including Sweden, Saudi Arabia and Venezuela.

If Facebook was a country, it would be the 4th largest country in the

world. The reason why I'm mentioning this is that Corporations are very, very important to the planet right now and the shift is moving away from traditional business to knowledge workers. The largest and most valuable companies in the world today are knowledge companies, like Google and Facebook, to name a few. I heard yesterday that Twitter is now more valuable than Facebook. Twitter has no machines, factories, chimneys... just knowledge working. So that's the importance of knowledge working.

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Coming back to working, in Sweden, the word for 'work' and 'business' is '*närande liv*'. It

means nourishing life. So businesses and work are meant to nourish life. This means that when I go into work, I become tired, sad and *närande liv* is meant to nourish me and I am happy and charged when I go back home. It's supposed to be like that... but is it? A question often asked in our programs is, "Is business for life or is life for business?"

Today's business doesn't nourish people. Let me give you some statistics – There is a, "state of the global work place employ engagement" study that galloped us every year and they do this study in 140 countries. They ask people how happy they are, how engaged they are, etc. The '2013 employment engagement insights for business leaders' say that the worldwide level of employ engagement, where we say that these people are really engaged and enthused, is 13%. ONLY 13%! So something is seriously wrong somewhere. I go into organizations and ask what the attrition level is... 40%, 50%? "100%!" is what they say. That means that every year the whole work force has changed. When we calculate how much that costs? Five months of your salary is what it costs to replace one person. If you calculate what 40% attrition comes to, most HR people fall of their chairs.

So there is a huge issue and taking on from what Folker Mittag said, we

are looking for solutions and the way ahead. But before we go forward, the one thing I'd like to say is that the whole idea of motivating people is manipulative. Life is meant to flourish / be successful / thrive. It's natural! So why is it that we have to motivate a knowledge worker, why do we have to lead a knowledge worker? I think something is flawed and I'd like to propose to this gathering that the flaw is in our paradigm of work and leadership.

It's almost like you have to bring a person to do something that they wouldn't and then you have to motivate them and incentivize. Does this mean that our work process has gone away from how life wants it to be? Is there something wrong in the way we structure work? Something we need to rethink?

A lot of things happen in a deficiency driven way rather than being abundance inspired. We all have strengths. Can these strengths unfold and blossom like a sunflower or tulip? But when you want to make a sunflower into tulip, then you have to manipulate them, motivate them.

So coming back to a few points and I think it's an urgent matter because 80% of our time is spent at work.

ACTION POINTS:

- i) Give people a higher sense of purpose, starting with personal purpose. Ask a person what is the one gift that is waiting to be expressed, what does life want from you?
- ii) Connect that to a larger purpose for the corporation. Your corporation has to be life affirming. You can't nourish a snowball in a furnace. The corporation itself has to have a higher purpose that inspires the soul.

iii) **Autonomy:** Knowledge workers love autonomy. For example, Google. Autonomy is to create opportunities for conversations, connection, co-creation. We can create 'open spaces' where people can just gather and have conversations. Because conversations on things that you deeply care about create self-organizing.

iv) Keep people's emotions in good shape because knowledge workers are more emotional workers. This can be done through appreciation, gratitude, etc. It is more likely that people will be found to be innovative, entrepreneurial and engaged.

I shall conclude with this – Help people grow and connect with their higher purpose of life.

A big thank you to each one of you for being here. Namaste!

ATTENTION PLEASE!

The CIB Mumbai Chapter Meeting which was originally scheduled for June 28, 2014 has now been advanced by a week to June 21, 2014.

The meeting would begin at 4:30 pm.

Venue: 3, Kumaram, Worli Seaface, Mumbai

RSVP - Anil Chopra: +91-9920803282

Indo-Japan Business Workshop

Caux Round Table (Japan), IofC Japan and Caux Initiatives for Business are planning a business workshop from November 13 to 15, 2014 to discuss issues related to Corporate Social Responsibility. The Workshop is to be held at Asia Plateau, the beautiful training and conference Centre of IofC India and is titled, “Collective Impact towards Sustainable and Humane Development”.

During this time business representatives from business and industry would deliberate on how each perceives CSR; the challenges they face in prioritizing and implementing CSR and the inclusion of global CSR trends into its activities.

While it is planned so that business representatives from Japan and India can look at these vital issues that industry can play in the upliftment of society and other stake-holders including the environment, the Workshop is open to business representatives of other countries too.

The Japanese delegates, while in India, will use the opportunity to visit a few industries in Mumbai and Pune - establishments that provide goods or services to Japanese companies. They also hope to spend time with a couple of NGOs to witness the work they are doing. These field visits would take place from November 10 to 13, 2014.



CIB (India) Working Group Meeting



L-R: Sudhir Gogate, Luis Gomes, Anil Chopra, TP Mukherjee, Allan Burby, Kiran Gandhi and Sarosh Ghandy

Members of the Caux Initiatives for Business Working Group in India met for a whole day in Pune on May 22, 2014 to discuss various issues and activities that CIB intended to take up.

While the Indo-Japan Business Workshop to be held in November this year was one of the key points on the Agenda, the members also discussed the proposed Conference on Business Ethics that Symbiosis Institute of Information and Technology (SCIT) was planning with IBM and Caux Initiatives for Business.

Besides these, members heard the news that the Conveners of the Mumbai and Pune Chapter shared as well as the CIB activities that were taking place in some parts of the world.



International Week: Flensburg University of Applied Sciences



Vice President Prof. Dr. Martin von Schilling at the opening

In order to deepen the relationship between Partner Universities, 26 participants from 14 universities met in Flensburg, (the most northern city of Germany) to discuss the challenges under the new ERASMUS programme initiated by the European Union (EU). The EU supports this exchange programme for students, lectures, common curricula and mutual recognition of degrees – not only financially.

The delegates from Denmark, Estonia, Finland, Germany, Lithuania, Poland and Turkey experienced from the beginning the culture differences in their area of the world and the challenges not to be able to use their mother tongue for communication. Flensburg was the right venue as it is right on the border which was disputed for centuries between Denmark and Germany. The healing of the past and the treatment of minorities can be seen as they now commemorate one of the biggest battles between the two countries together.



Delegates from Turkey, Dr. Uwe Szyszka & Folker Mittag

Folker Mittag (CIB Germany) used this environment to add his experience as an international businessman as well as one of the organisers of the CIB conferences in India. Private interactions were used to learn more about the different approach for tertiary education in different countries. Two professors from Flensburg had attended the last CIB conference at Panchgani, India in November 2013. During this week, it was a special pleasure for Folker to welcome the first three exchange students from Symbiosis Institute of International Business (SIIB) in Pune who will study there under the ERASMUS umbrella for one semester.

The next international week is planned for 2016 or 2017 to further deepen the co-operation between universities so as to provide a better understanding of different cultures and habits on a continent which grows together.

Folker Mittag, Photo's Copyright by Mr. Gatermann and Dr. Uwe Szyszka, Flensburg



In serious discussions: Mrs. Mathilde Portela, Lucas Munoz from Spain and Folker Mittag

CIB Activities in Various Regions

News as provided by the reference persons of each CIB International team

South Korea:

From Yeon Yuk Jeong



In the May issue of CIB on Wings, we had mentioned of work that had commenced in South Korea with the hope to facilitate a possible CIB Round Table (RT) in Seoul.

The work has progressed further with a visit that Folker Mittag, CIB (Germany) and Luis Gomes, CIB (India) are presently engaged in with Yeon Yuk Jeong, Convener of CIB (South Korea) and his team since May 26, 2014. A report on their visit will be provided in the August 2014 issue of CIB on Wings.

Mumbai Chapter:

From Anil Chopra

The following activities are being carried out at the Mumbai Chapter:

- Monthly Chapter Meeting.
- Planning for developing a VISION for the CIB Mumbai Chapter.
- Working on the project to initiate some efforts at various schools to improve ethics/values of children, teachers and parents.
- Working with Prof. Virendra Shukla, KJ Somaiya Institute of Management and Research, Mumbai for developing some activities at



management schools in and around Mumbai.

- Planning for the participation at the Conference Board Meeting in Mumbai.
- Planning for participation at the IBM-SCIT-CIB Conference on Business Ethics late July.
- Planning for participation at the American Conference Institute (ACI) conference late November.
- Re-initiating some efforts with the Big Four Audit firms to partner with CIB.

Pune Chapter:

From T P Mukherjee



The following activities are being carried out in the Pune CIB Chapter:

- The team has been working to include more foot soldiers to carry the movement forward.
- The second Chapter meeting is planned for June 6, 2014 at the Symbiosis Institute of Computer Studies and Research (SICSR)

Auditorium in Model Colony from 5:30 pm onwards. Captains of Business and Industry in Pune for a Conversation with Maj. Gen SCN Jatar (Ex-Chairman of ONGC Videsh Ltd.) on “Ethical Leadership and Living”.

- IBM-SCIT-CIB joint conference planning is in progress, with Prof. Shaji Joseph. Periodic conference calls with the IBM team is the key preparation feature of this activity.
- An activity to sensitize the trade union in industry is being planned.

- Each One-Reach One – an initiative to make personal rapport with the participants and interested members of CIB is another of the activities taken up.
- Finding Success stories by broadening efforts of outreach at various levels is another activity the Pune Chapter is engaged in.

Activities from TIGE, UK

Mark Goyder, who spoke at the CIB conference in Panchgani in November 2013, gave an excellent TIGE Talk at 24 Greencoat Place in London recently.



As told by Michael Smith

An excellent one-day TIGERoadshow (Trust and Integrity in the Global Economy) was held in Edinburgh on May 7. The event was hosted by the law firm Tods Murray's Women in Business network. The audience of some 60 people were two-thirds business women. Scotland newspaper carried an article quoting from our opening keynote speaker, Lady Susan Rice, the MD of Lloyds Banking Group, Scotland. She spoke about the need for integrity and conscience in banking. Other speakers included the renowned Texan business author Margaret Heffernan; the Scottish businessman David Erdal who is Britain's leading advocate of employee owned companies; Tony Bradley, the Director of the Social and Ethical Enterprise Development Centre at Liverpool Hope University's Dept. of Business; and Ian Monteague, the director of FARE (Family Action in Rogerfield and Easterhouse), a poor and run-down neighbourhood in east Glasgow, where he and his team are rescuing young people from the drugs culture and helping them to find jobs. All very moving and stirring.

Thank you very much for this newsletter.

I am keen to join some of the activities of IoC but I am fully devoted to our school project hence I am unable to join for some time.

Arun Sutaria, IAS (Retd), Gujarat

What I am saying I am sure you have thought of so please do not mind me stating the obvious.

As you may be aware Grampari [www.grampari.org] is having a one month residential programme for poor girls from remote villages. They are bright enthusiastic young women. However, because of their terrible condition and with schools being too far away, they are often not able to continue after Class 10.

Looking at how malnourished they are with some of them eating bhakari (a flat bread made of cereal) or rice with just watered chilli powder and salt, it makes me feel industry should really look at tackling poverty. Maybe through CSR activities it is happening but I hope CIB will focus on this issue of tackling poverty and some practical ideas could be worked out during the conference so that CSR activities could become a really effective means of reaching the needy.

Mrs. Jayashree Rao, Panchgani



Let me candidly admit that I didn't find time so far to read the articles of this issue. At the same time I wanted to let you know how appreciative I, and many others with whom I interact, am of your work. It's such committed work which has kept our country going despite so much of decline in every walk of life.

Atmaram Saraogi, Kolkata

Great news indeed! Appreciated.

Mike Muikia, Nairobi

Thanks as usual for a great issue of CIB on Wings.

Interesting to note that the Mumbai CIB team is time travelling. They already had their meeting on May 26, 2014. *(The date of the meeting was to read April 26, 2014 but was erroneously typed as May).*

Tapan Parekh, Mumbai

OBITUARY

It is with sadness that we share the passing away of the father and grandmother of Joseph Karanja, Kenya. Joseph's father left this world on March 10, 2014 barely three weeks after his grandmother passed on.

Joseph is the Convener of the CIB National Team in Kenya

May strength and peace be with the family at this time of loss.