



Caux Initiatives for Business

Asia Secretariat

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CIB e-Newsletter



Editorial:

Welcome to this August issue of the CIB e-Newsletter! The countdown for the CIB 2013 has begun!

The Secretariat is delighted with the various things that are happening in the run-up to the November Conference. The List of Proposed Attendees is steadily increasing with several interesting delegates; a spectrum of experienced Speakers, each able to contribute to make the deliberations significant; the list goes on. But sufficient it is for us to tell you that we are excited and we believe that the days you spend with us will not only be meaningful but memorable as well. This is what we are working towards and this is what, with your support, we could deliver.

Apart from updates on the preparation to the Conference, we have included a few sentences on a couple of our Speakers and reports about the regional visits that our team mates have made to Germany and to Caux, Switzerland. We have also added a bit about the venue, providing you with information on some of its unique features and short stories.

If you still have any names of persons you feel will benefit from a Conference like this, please feel free to get in touch with us and we shall invite them on your behalf.

We hope you will enjoy this issue and will let us know your views which we could include in “Letters to the Editor”.

- Ms. Neha Mukherjee

What is CIB? – In Brief

“Fighting Corruption” and “Living by Values” have been reduced to slogans these days! We talk about them, debate their pros and cons but when it comes to practicing them – we tend to look the other way!!



Business and Industry is the most important constituent of our society and in our communities. It has the ability and resources to fight corruption on the one hand but also to feed corruption on the other. No other constituent of society has both the financial resources and also the influence over large groups of people as does Business and Industry. Some of us set-up programs to fight corrupt practices but their compliance is usually based on rules, dos and don'ts, and punitive action on the delinquent. Such programs tend to be short lived as people build up resistance to and innovative ways around the rules. While working through rules may be effective in the short term, there is a need to influence people to work through values if the program is to be sustainable.

Caux Initiatives for Business (CIB) is a program established by Caux Foundation, Switzerland and derived from Initiatives of Change (IofC) which believes that it is possible to conduct business and run industry, ethically, and still remain competitive. We do not accept the contention that profits can only be made through financial impropriety, and unfair business and labour practices. In fact, we strongly feel that while such unfair practices may result in some short term gains, they end up destroying the business fabric over a period of time.

Initiatives of Change works to create a hate-free, fear-free and greed-free environment, initially in business and industry, the community and in society, and ultimately in the Nation. We start with the premise that people are basically good and want to do that which is right and fair. It is external forces in the community and society (environment), which influence them to act otherwise. By making people aware of the good in themselves and the potential that they possess to do what is right and fair, a great number of individuals at all levels in organizations, from worker to top management, have become more responsible and better human beings, thus benefiting their organizations. **They have chosen to become part of the solution rather than being part of the problem!**

Vision

The vision of Caux Initiatives for Business is derived from that of its parent organization, Initiatives of Change, namely that of creating a hate-free, fear-free, greed-free world. A world where business people believe that it is possible to be Competitive and Ethical at the same time and where the role of the Organization is to care for and nurture all its stakeholders, more wholesomely.

Mission

CIB seeks to strengthen the motivation of care and moral commitment in economic life and thinking in order to create jobs, correct economic and environmental imbalances, tackle the root causes of poverty and reduce the economic gap between the haves and the have-nots.

Objectives

- To promote a culture of honesty and integrity in the workplace;
- To equip people with practical tools, grounded in a moral and ethical framework, for use in their places of work;
- To empower and inspire individuals to make a difference where they are;
- To refresh people with insights and best practices drawn from various cultures, religions, and experiences;
- To create an environment where business people can engage in honest conversations and actions about topics relevant to business life today and into the future;
- To help business and industry create an environment congenial to the prevention of industrial strife;
- To challenge people to think beyond their own experiences and to envision a society where business is a collaborator rather than a competitor;
- To develop practical and creative solutions to seemingly intractable problems, such as poverty, environmental degradation, unemployment, and corruption;
- To ensure that the benefits of globalization are available for all;
- ‘Create Trust and Build Bridges’ between business, governments, social organisations and society.

An Interview with Sarosh Ghandy, Director, CIB in Caux, Switzerland:

Sarosh J. Ghandy, Executive Director for more than 20 years of TELCO (now Tata Motors) and later on Managing Director of TELCON, has a strong people orientation value and co-founded the IofC Centre for Training in Ethical Leadership. During the ‘Trust and integrity in the global economy’ conference, he gave us his point of view on ethical leadership and how it can be practised.



What has been your motivation to engage with Initiatives of Change (IofC)?

My main engagement with IofC was, initially, to try and bring around a change in my work force in TELCO. In the 1970s we had a tremendous amount of alienation between our managers and our workers. At that time IofC was starting what they called ‘the industrial programme’ in Panchgani, which aimed at bringing about understanding between managers and workers. I started sending some of our staff there. They began to understand each other and appreciate the priorities and pressures on each side, and back at work it brought about a lessening of tensions on the shop-floor.

What do you understand by ‘ethical leadership’?

Leadership is basically how you deal with people: How you motivate them, how you get the best out of them, how you get them to want to work with you rather than having to work for you. To my mind the word ‘ethical leadership’ is a pleonasm – you can only be a leader when you are ethical. If you are unethical, you can never build the trust of the people. Then you may be a manager, but you are not a leader. However, you have to be both a manager and a leader – it is a question of balance.

Why is training important?

I used training to get more involvement of my workers in their day-to-day work, which I think benefitted TELCO quite considerably. We have this misguided idea that all good ideas come only from managers, but actually, the amount of creativity that can be generated from your workers is fantastic! And it also adds to their happiness: It is a tremendous motivation when they see their own ideas being used.

Is ethical leadership reconcilable with the pressure to make profits at all costs?

Look at it like you look at a football game: You can compete and still be sporting. Likewise, you can be very competitive and still be ethical. In fact, most people who have tried being ethical found that rather than becoming less competitive, they become more competitive. It is like the universal law of nature which says, 'The more you give, the more you get'.

Do you have any advice or visions for economic leaders in the world today?

We think too much in terms of money. If we were to try and lead people, and give of ourselves to develop them and take care of some of their problems, instead of just managing them, we would have far less problems than we have today. This is the main reason why I keep emphasising the aspect of developing yourself as a better human being: Only then you start thinking of how you can give to others rather than take.

Ms. Mirjam Beeler

(<http://www.caux.iofc.org>)

A Personal Reflection on the CIB Bangalore Round Table:

Being a Corporate Athlete with Ethical Leadership

We all want to be successful winners in our professional world. But how do we measure success? Is personal profit the only measure? Does the end justify the means? In a world with much disparity between the “haves” and the “have nots”; where global financial disasters are triggered by greed; where there are repeated “9/11s” and global warming creates life endangering calamities, can we afford to turn a blind eye or lie low?



In essence, this is what the Round Table in Bangalore on Ethical Leadership, organized by CIB, addressed. It was heartening to see the engagement of all at the Round Table and the focus on possible initiatives and solutions that could address ethical leadership in business.

Re-inspired by the discussions, I personally reflected on how we conducted our

business and how we could promote ethical leadership. Being an organization in the business of people development in the corporate arena, we have now created a new program addressing ethical leadership in the corporate world called the “Corporate Athlete Program” – CAP. This creates awareness and leverages the ideas and valuable thoughts that emerged from this Round Table and translates them into Ethical Leadership initiatives that can be implemented in the corporate world of today.

The Take Away Benefits of this program are –

1. It recreates awareness of what we value from a holistic macro level systemic approach focusing on how individually one can take the lead towards ethical leadership.
2. It refocuses on organization’s vision, mission and espoused values of ethical leadership.
3. It addresses the individuals inner purpose, passion and motivations and the positive and negative consequences of ones behaviour and actions.
4. It facilitates a rediscovery of self strengths and potentials that can empower us towards taking the lead in initiating change where required.
5. It helps us to learn and build our capability towards holistic ethical leadership, benefiting from endeavouring to reach an “Ideal Performance State” as an individual, an organization, a society and the world.

This is just a simple one day program to trigger inner reflection and kindle initiatives towards ethical leadership at an individual and corporate level. Of course we would be happy to conduct this program for any organization that would want to engage in it to promote ethical leadership for themselves.

With great appreciation of all our dear friends that continue to support and work with Initiatives of Change, and in this case especially for the Round Table initiatives, my warmest gratitude and best wishes for fruitful outcomes.

Ms. Leni Mathews

MD, Emmpower, Bangalore

Unique Features of Asia Plateau:

In the previous issue of the newsletter, you read about the outer beauty of Asia Plateau, our Conference venue.



This time we want to tell you about the beauty of the thought that has been put in to make this place different from other conference and training centres around the globe.



Most of us want to see things change around us (for the better). We, here, believe that Mahatma Gandhi got it right when he said, “Be the change you want to see in the world”. We believe that in times of quiet we can seek ‘inner inspiration’ to not only correct what is wrong in ourselves, but also do what needs to be done to improve situations around us. For these times, we have several beautiful spots to take such times of ‘quiet’.



Wash up by Army Personnel

In situations of conflict, many solutions come when we are willing to discuss on the basis of “Not who is right but what is right”. Cosy discussion rooms and lounges provide for such a setting. These rooms have been witness to several stories of reconciliation.

We also believe that ‘all work can be all play’. Work in the kitchen and then in the wash up is all fun for us.

A common feature of Gandhiji’s ashram was the Multi-faith Prayer. At Asia Plateau, this is conducted every Tuesday at 6:30 pm. It is a time when everyone staying in the Centre - people from different religions, castes or creeds - come together to pray. You will also get an experience of the Multi-faith Prayer before breakfast on November 08, 2013.



Multi-faith Prayer in the Foyer

Supporting CIB Initiatives in Germany:

On the invitation of hosts Folker and Monica Mittag, Luis Gomes spent valuable time in Germany from June 13, 2013 to July 10, 2013 and during this visit, he also spend some time on June 18, 2013 in Denmark. Here’s a brief account of his time supporting Folker Mittag work on CIB initiatives in Germany:



Prof. von Schilling (L) and Prof. Szyszka (R) with Luis and Folker

1. Flensburg University of Applied Sciences, North Germany: Took a one and a half hour class for the Business Administration students of the university on the subject



Bro. Markus (L) and Bro. Helmut (R) with Folker

“Personal ethics, CIB program and culture”. It was an interactive time. The students were open for discussions and questions because many of these students attended internships earlier in other countries.

2. Meeting with CIB 2013 Delegates from Germany: Had the opportunity to also meet three of the four delegates from Germany enlisted by Folker and who have registered for CIB 2013. They include Prof. Dr. Martin von Shilling, Vice President - International Relations and Prof. Dr. Uwe Szyszka of Economics & Business Admin. Dept, both of Flensburg University of Applied Sciences and Bro. Markus, Accountant (Retd.), Kloster Volkenroda. Also planning out for them, other visits in India after CIB 2013.

3. Liaison with Siemens H.Q.: Together with Folker, liaised with Siemens A.G. (H.Q., Munich) for collaboration between CIB in South Korea and Malaysia and Siemens in their respective countries. to support business and industry on their journey of “being ethical and yet being competitive”; enlistments of delegates for CIB 2013 & International HEL Programs at Panchgani and other programs.

4. Meeting with two backgrounds with German alumni of CIB: We spent some time with Bro. Helmut Roskopf, Partner, Roskopf & Partner, Germany and David Steingruber, Designer, Berlin, who attended CIB 2005 and CIB 2011 in India respectively.



David Steingruber with Folker and Luis

5. Quality Time: Spent quality time in reflection with Folker Mittag on the overall work of CIB; preparations for CIB 2013; etc. During this visit, Luis also attended Folker’s 70th Birthday Celebrations; met Germans friends based in Berlin whom he had known in Goa through Indo German Friendship Society, Goa; apart from enjoying various German food and seeing many historical and world heritage sites.



Monica and Folker Mittag

One central theme with Folker and Monica were daily - readings, reflection, prayers and sharing thoughts; quality time and humour.

6. Travelling: For this programme, Folker and I travelled roughly 5,000 kms. across the country by car. Luis was able to understand more about German history & why Germany is one country with two backgrounds and experiences.

Steering Committee Meeting:



On August 09 and 10, the Steering Committee held several discussions, some with individuals and others collectively. At this time, various points were considered – Speakers and the slots they would fill; the Program Schedule including a parallel optional ladies program and all the other plans following the main Conference and the need of producing reading material under CIB publications. What makes these meetings special is the fact that busy executives and people, who have much skill, take the trouble to spare the time, travel distances and contribute wholeheartedly by bringing their wisdom and experience to help plan for the Conference and the future of CIB.

CIB International Conference 2013

The fifth International Biennial Conference of CIB will be held at Asia Plateau, Panchgani, India. The theme for this Conference is “ECONOMIC GROWTH - Possibilities amidst Challenges in making it Sustainable and Humane”.

The Program Agenda is as follows:

1. **Main Program** – 4.00 pm on Nov. 07 to 2.00 pm on Nov. 11, 2013

If you had received an earlier version of the Invitation, please note the revised dates of the Main Program.

During these days there will be four Plenary Sessions and three parallel Panel Discussions on the sub-themes:

- Obstacles to Growth in the absence of Good Governance
- Leading the Knowledge Worker
- Business Beyond the Bottom Line – The Key Purpose for Business

2. **Optional Ladies Program** – running in parallel with the Main Program from 2.30 pm to 6.15 pm on Nov. 08 to 10, 2013.



3. **Post-Program** – November 11 to 13, 2013
This starts after lunch with an outing to Mahabaleshwar or a nearby place. On Nov. 12, one can sit and witness business and industry leaders address 150 to 200 Post-graduate Business Management Students from 9.30 am to 4.30 pm and a possible visit to Grampari (Asia Plateau’s Rural Centre) later that evening. On Nov. 13, 2013, we will organize an outing nearby or something which the group requires. The post program will conclude by lunch on Nov. 13, 2013 and we can help organize an outstation program for those interested to visit Pune, provided we receive this request before September 12, 2013.

4. **International Heart of Effective Leadership Program** – Nov. 12 to 14, 2013

The HEL is a program specially designed for senior level leaders in organizations with a responsibility for leading change. It has been conducted for the last eight years where over 1000 senior corporate and civil service leaders have participated. Learning in the program is based on sharing, discussing and reflecting upon leadership examples and experiences. Feedback indicates that the learning applied has helped delegates become more effective change-leaders.

The facilitators of this workshop have seen that when there is sound ‘inner-governance’ at the heart of leadership a leader is more effective in bringing about real change. Inner governance gives a leader greater capacity for transformational compassion and a quality of life others can trust. It also opens up an inner spring of unending inspired strategies which can bring about lasting all round change.

This program is now scheduled to be held immediately after the main CIB Conference from November 12 to 14, 2013 with an opportunity for International and Indian delegates to participate. Should you be interested in participating, please write to us and we will send you details of the program.

5. **Out-station Program** – November 13 to 15, 2013

This could be a tailor-made program depending



on the group's needs. It has been primarily devised for delegates coming from overseas. The visit would involve places in and around Pune (a city 100 kms. from Panchgani). Some suggested options are:

- Institution Visits
- Factory Visits
- Jadhavgad Fort Heritage Hotel & Museum
- Japanese and other Gardens
- Cultural Evenings
- Rural Programs
- Museum
- Sinhaghad Fort
- Pune City Tour

Depending upon the number of delegates making request; logistics of transport and accommodation (according to delegate's budget) will be organized. To help us prepare well, it would be important that we know your plans and what you would like to participate in before September 12, 2013.

We would be grateful if you could please fill in this information by copying the following URL onto your browser and submitting the Registration Form.

<https://docs.google.com/spreadsheet/viewform?formkey=dGdublpXUTQ3alR5WXJJZ0RzOG5vQ1E6MQ#gid=0>

Books on Business and Ethics :

Launch of Book - Mark Goyder, author of the book 'Living Tomorrow's Company' and Founder of the London think-tank, 'Tomorrow's Company' is also one of the Speakers at a Plenary Session of the Conference. He will be launching his book in India while speaking at his session.

Other Books - More books on ethics and business will also be available at CIB 2013, where some authors may even autograph their books.

Nuggets of Some Speakers:

Mr. B. Muthuraman, a Padma Bhushan Awardee (the third highest civilian award in the Republic of India and is given to recognize distinguished service of a high order to the nation) is also the Vice Chairman of Tata Steel Ltd. and Chairman of Tata International Ltd. has agreed to give the Keynote Address at the Inaugural Session on November 07.



Luc Gnacadja, the Executive Secretary in the United Nations Convention to Combat Desertification has agreed to speak at the Conference in his private capacity. He would bring with him valuable knowledge and experience especially in the field of environment. Recognizing the environment as one of the key stakeholders in sustainable growth, we have planned a Plenary Session to deal with this subject and believe that persons of the likes of Mr. Gnacadja would contribute significantly to the proceedings.



Speakers:

Current Update on Speakers:

Letters of Invitation have been sent to various Speakers. Here is some information of persons who have confirmed to speak at the Conference, as on date.

Inaugural Session:

Keynote Address – B. Muthuraman, Vice Chairman, Tata Steel Ltd. and Chairman, Tata International Ltd.

Plenary Session:

1. **Ms. Anu Aga**, Director, Thermax Ltd.; Member of Parliament, Pune
2. **Dr. Armin Bruck**, MD, Siemens Ltd., Mumbai
3. **Tushar Girinath (IAS)**, Revenue Secretary, Govt. of Karnataka, Bangalore
4. **Mark Goyder**, Founder Director, Tomorrow's Company, London
5. **Harsh Jha**, Former MD, Tata Metaliks Ltd., Jamshedpur
6. **Shishir Joshipura**, MD, SKF India Ltd., Mumbai
7. **Anup Mukerji (IAS Retd.)**, Former Chief Secretary, Bihar
8. **Anil Swarup (IAS)**, Special Cell in the Cabinet Secretariat, Govt. of India, New Delhi



9. **Suresh Vazirani**, CMD, Transasia Bio-Medicals Ltd., Mumbai

10. **Hironori Yano**, Chairman, IofC (Japan) and Senior Advisor, Central Nippon Expressway Company, Tokyo

Panel 1: Obstacles to Growth in the Absence of Good Governance

1. **Kishor Chaukar**, Chairman, Tata Business Support Service Ltd., Mumbai
2. **Shishir Joshipura**, MD, SKF India Ltd., Mumbai
3. **Sunil Mathur**, Executive Director and CFO, Siemens Ltd., Mumbai
4. **Ms. Joy Mbaabu**, Executive Director, Amani Communities Africa, Kenya
5. **Her Excellency Dorothy Ndit**, Deputy Governor, Embu County, Kenya

Panel 2: Leading the Knowledge Worker

1. **Rohan Narse**, Author of 'In Search of Silence'. Former Goldman Sachs Investment Banker, London
2. **Vijay Paranjape**, Former Cluster Head (South Asia) - Industry Sector & Member of the Managing Board, Siemens Ltd., Mumbai
3. **K. R. Upili**, Former Group Head - Human Resources & Member of the Managing Board, Siemens Ltd., Bangalore

Panel 3: Business beyond the Bottom Line - The Key Purpose for Business

1. **Noriaki Adachi**, Company Auditor and Director, IofC (Japan)
2. **Prof. Hiroshi Ishida**, MD, Caux Round Table - Japan; Professor, Kwansai



Gakuin University; Tokyo

3. **Mohan Joseph (IAS)**, Additional Secretary, Ministry of Corporate Affairs, Govt. of India, New Delhi

4. **Mamoru Takahashi**, Vice-Chairman, IofC (Japan)

5. **Hironori Yano**, Chairman, IofC (Japan) and Senior Advisor, Central Nippon Expressway Company, Tokyo



Plenary Session on Environment:

1. **Luc Gnacadja**, Executive Secretary, United Nations Convention for Combat of Desertification, Bonn

Post Program: for Post-Graduate Management Students

1. **Adil Malia**, Group President (HR), Essar Group, Mumbai

2. **Vijay Paranjape**, Former Cluster Head (South Asia) - Industry Sector & Member of the Managing Board, Siemens Ltd., Mumbai

3. **Ramesh Shankar**, Executive Vice President and Cluster HR Head – South Asia, Siemens Ltd., Mumbai

4. **Suresh Vazirani**, CMD, Transasia Bio-Medicals Ltd., Mumbai

We are still awaiting confirmation of some speakers from India as well as overseas and will update you of the same in the next e-Newsletter.

Delegates:

We are happy to inform you that attendees for CIB 2013 are slowly building up. Further lists of names are expected from Japan, Kenya, Europe and other places apart from India. These names will be included in the attachment of our CIB e-Newsletter of September 2013.

For details of the List of Proposed Attendees as of date, please see attachment. If your name is still not on the list and you wish to be with us at the program, please drop us a line or register after copying the above link to your browser.