

CIB on wings



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Which Way?

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Initiatives of Change
Caux Initiatives for Business

Our dear readers,

While business houses in India have been preoccupied through March closing their books of accounts, others like me have been busy opening new books. Insistent colleagues have written a bit of this recent development in the following pages.

Memories of the CIB Conference held from November 7 to 11, 2013 at Asia Plateau, Panchgani still lingers, despite the fact that months have rolled by since. This is why in this issue, we thought we should give you an opportunity to read excerpts of the speech given by B. Muthuraman, Chairman, Tata International Ltd., Vice Chairman, Tata Steel Ltd. and Padma Bhushan Awardee. (*The Padma Bhushan is the third highest civilian award in the Republic of India and is awarded to recognise distinguished service of a high order to the nation.*)

The CIB Mumbai Chapter moved strongly on to its second meeting, discussing ways to encourage people that it is possible to do business ethically while still remaining competitive. We have brought you a full report on the deliberations that took place in the IofC flat on Worli Sea-face, Mumbai and how they plan to take their Chapter forward.

In addition, we wanted to let you know of other events that are to take place in the IofC calendar – programs for Educators and Families. We thought this will be useful information to you or anyone you know who may wish to participate.

Finally, we were truly overwhelmed by the feedback we received from you, dear readers. You have encouraged us greatly and have only deepened our resolve to give the best to make Caux Initiatives for Business a meaningful and vibrant platform of change.

Happy reading!

Mrs. Ishika Banerjee (née Neha Mukherjee)

Is Economic Growth the Sole Purpose of Business?

Excerpts taken from a speech given by B. Muthuraman, Chairman, Tata International Ltd. and Vice Chairman, Tata Steel Ltd., at the Inaugural Session of the CIB 2013 Conference

It's been only three hours since I've arrived Asia Plateau but it feels like I know a lot about this place. This is because over the last 40 years, ever since Rajmohan Gandhi visited our college, IIT Madras, in the 60's, I have been hearing about Panchgani.



I feel the theme of this Conference is extremely apt because in our world, business and industry are babies. They are only about 400-500 years old. In a world which is millions of years old, businesses are still evolving. Many of their practices, ethos, and philosophies are still developing. In all these years, business has been the main engine of growth – economic growth, prosperity, etc. If you were to draw a graph of the world GDP on Y axis and the number of years on X axis, you will find that the world GDP is actually flat for many thousands of years. So we see that most of the world's economy was created only 400-500 years ago.

But is economic growth the only purpose of business?

Businesses have created enormous wealth for humanity, made people richer and has been the prime engine of growth. But all this has come with ills. Inequality in every field has increased. But this is not the worst outcome. The worst outcome, in my view, is the way the business organizations seem to want to succeed! Once it was known that business was the main creator of wealth, more and more businesses came up. Initially it was more local, but now it is mostly global. This

has resulted in more competition. We all know that when competition comes, every business house wants to succeed and the moment there's competition, crowd and pressure on the system, people tend to do wrong things. People often forget the fundamental principles of business organizations. There was a survey done by the Royal Beck Shell. They analysed long living companies and concluded that companies which have been an integral part of the society around it has survived.

Tata Steel has had its challenging times. Tough decisions needed to be made. But how? By the year 2000 we made necessary changes. Soon we had become the most efficient steel company in the world and also the lowest cost producer of steel in the world. In order to achieve this, many initiatives were taken. But I would like to mention the most challenging one – manpower reduction!

During 1992-93, Tata Steel had 78,000 people working to produce 2 million tons of steel. This number had to be brought down to about 35,000 in a span of 10 years. This was done in a very unique way. The union leaders were called along with many other decision makers and it was suggested that a

voluntary retirement scheme should be started. In this scheme, an employee can choose to leave

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the job but will continue to get his usual salary till the age of sixty. Apart from this, he and his immediate family will get medical facilities and in case of death of the person, his family will continue to get the salary. They were also allowed to retain the company quarters and would be given an amount for rent if they wished to shift out.

This humane way of manpower reduction has become a model for many other companies. And though initially we were losing money, the company slowly started doing well and we recovered.

Another example was that of land acquisition. In Orissa when Tata Steel was acquiring land, our people went to take the consent from each and every house. This took us 3 years and the cost we had to pay was almost 10 times more than what any other company would



pay but we still did it. We also made sure that a proper rehabilitation township was built. This township had schools, hospitals, parks and every facility that the people staying there would need. We even made sure that the neighbours stayed together. In addition, one member from each house was given employment.

The Tata's are known to be sustainable, competitive and humane in their approach for more than 100 years of their business. They have become financial crisis and was in a bad state. So we appointed a consultant from Boston. They spent about a year with us and produced a detailed report. The last page of this report was very interesting as it said that the company will close down very soon if the policies and systems are not changed. Dr. J.J. Irani, the then company head, was bold enough to show the report to many of us including the Union leaders. And since we made the necessary changes, by the year 2000 we had become the most efficient steel company in the world and also the lowest cost producer of steel in the world.

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The Tata's are known to be sustainable, competitive and humane in their approach for more than 100 years of their business. They have become a global force in industry today. There are many more such examples but I will end with these.

I do hope to come here more often and share more experiences and hear from others. I thank Sarosh Ghandy for giving me this opportunity to be here.

CIB (India) Mumbai Chapter

Second Meeting Report

March 22, 2014

Venue: IofC flat at Kumaram, Worli Seaface

The 'Sanskar' (values) that defines people is what makes a 'Sanskriti' (civilization).

In life, we must be courageous to take a stand for what we believe is ethical and right. People will accept you.

Such statements defined the spirit of the second CIB Mumbai Chapter Meeting that was held on March 22, 2014 at the IofC flat, Kumaram on Worli Sea-face, Mumbai. The meeting was attended by 12 persons, some of whom were participating for the first time. It was also heartening to see many who were present for the Inaugural meeting last month, make the effort to come again. There were several who had phoned saying that they eagerly desired to be present but could not and looked forward to the next meeting in April. All this was of great encouragement to a fledgling, young group trying to make a difference in a world of greed and selfishness.

After a brief word of welcome from Anil Chopra, VP (SCM-IM),



Siemens Ltd., Mumbai and Convener of the CIB Mumbai Chapter, the meeting began with a couple of inspiring stories from Prof. Virendra Shukla, a Professor from S.P. Jain Institute of Management and Research, Mumbai.

Prof. V. Shukla (left) and V. Paranjape

In one of these stories, he recounted his experience in the Aditya Birla Company when all employees were

expected to sign a Code of Conduct. He shared how on reading this document he came across the statement that one would not give or take anything for illegitimate reasons. The word “illegitimate” troubled him; his conscience immediately questioning if it was alright then to give or take amounts for “legitimate reasons”? He mustered up boldness recognizing that he could face consequences as a result of his action and added the word, “legitimate” to the statement. Needless to say, this hand-written addition came to the notice of the Chairman of the company who called Prof. Shukla to his office and commended him for his stand and courage. Highlighting the reason for the story, he said that it was important for every individual to take a stand for what s/he felt was ethical and right.

When we do this he added, people will accept the stand you take. However he also cautioned that one

**Values and ethics start with parenting.
To have its desired effect in society,
this must begin with parents teaching
their children by example.**

must be prepared to face the consequences, more often negative than not, as a result of such a stand.

Supplementing this story, Anil Chopra shared his own recent experience with a notarized document and another with renewing his driver’s license saying that there was often temptation to give in to what one called “speed money”, an amount given to help get work done quickly without having to go through the cumbersome, time-consuming process that one otherwise needs to go through to get work done. He reiterated what Prof. Shukla stated, that if we are convinced that the path of change in bringing ethics into our life and work is with our decisions, then we must be willing to take a stand and prepare to face some amount of discomfort that would eat away time and effort.

Ms. Asha Verma, Principal of Children’s Academy, Mumbai brought in

another aspect of humaneness in work ethics. She said that though the written rule in her school was that an applicant for a school bonafide certificate must wait four working days for the document, the same could actually be given in just 15 minutes. Stating that in order to relieve parents of the burden of having to return a few days later to collect the certificate she instructed the office to provide the document immediately.

“Values and ethics start with parenting,” said Prof. Shukla. “To have its desired effect in society, this must begin with parents teaching their children by example.” This thought was reiterated by Mr. Guruprasad Shenai, a Partner in InSync Training and Consultancy, Mumbai who also added that in the past the focus was on Knowledge, Training and Attitude, in that order. Today the need is reversed where attitude has become a priority.

Following this, Rajendra Gandhi, Vice Chairman & MD, GRP Ltd., Mumbai shared how the emphasis of education in business schools today was to teach the students the science of management while the

actual crying need was to impart to them the science of leadership. He amplified by saying that unless this begins at a personal level and reflects in our experiences, such leadership will be hard to come about. Crowning his sharing beautifully, he said,



“The ‘Sanskar’ (values) that defines people is what makes a ‘Sanskriti’ (civilization).”

Vijay Paranjape, former Group Director and Exec. VP and CEO of Industry Sector, Siemens Ltd., Mumbai while sharing his experience in the multi-national company said that in 1999, bribing was an accepted norm and though on the personal front there was no compromise,

on the business front, it was an accepted policy. However, after the great debacle the company suffered, that policy has now changed to a zero-tolerance one. He shared with a great sense of pride of how this change was effectively implemented at all levels in the company and how successfully the company has retained its market share, without making any compromises.

Outcome of the Meeting:

Three distinct outcomes were espoused in the meeting. These were:

1. Vijay Paranjape offered that in the next meeting, he could continue with the thought where Rajendra Gandhi left off by preparing a brief session on the immediate need for “Teaching Science of Ethical Leadership, instead of just Science of Management” at our Business Schools.

Education in business schools today teaches students the Science of Management while the actual crying need is to impart to them the Science of Leadership.

2. Taking further the outcome of the Chapter’s Inaugural Meeting to carry the message of ethical living to schools, it was suggested that in the intervening period between now and the new academic year, a module must be prepared that would focus on three categories – Students, Parents and Teachers. Anil Chopra offered to, with the help of the Chapter members, prepare the content and structure of the module over the next four weeks. The film, “Be the Change” that was widely used by a couple of organizations including the Public Concern and Governance Trust (PCGT) could be one of the features in the content. In order to make the 22 minute documentary more interactive, it was suggested that it be split into parts so as to allow for discussion. Ms. Rekha Shahani-Jagasia, Principal, Kamla High School, Mumbai agreed that her school could be used as a pilot for the initiative.

3. To give direction to the CIB Mumbai Chapter, a part of the April meeting would be to draft a Mission Statement, list out its objectives and graphically visualize the way forward. Prof. Shukla offered to help in this process. Anil Chopra invited those present to fill in the CIB Membership forms and send them to the Secretariat. To increase participation, it was felt that officers from Mumbai Corporation of Greater Mumbai, the municipal body in the city and others could also be invited to the meeting.

The thought of inviting resourceful and experienced persons in various fields to advice and counsel the members was another point that was remembered. The names of Prasad Chandran, BASF and S. S. Puri, Retd. Director General, Anti-Corruption Bureau were among others suggested in addition to that of Julio Ribeiro, former Director General of Police.

Next CIB Mumbai Chapter Meeting

It was agreed that the meetings should continue on a monthly basis. The next CIB Mumbai Chapter meeting is therefore planned to be held at 4:30 pm on April 26, 2014 in Kumaram, Worli Sea-face. If you are in Mumbai and can attend, please **contact Anil Chopra at cib.mumbai.india@gmail.com or +91-9920803282** so that he can prepare for you. Once again, Mrs. Asha Anand took pains to ensure that a delightful spread was placed on the tea table. Dr. and Mrs. Anand were thanked for so graciously hosting the meeting.



Neha weds Debarshi

The Mukherjee residence in Cozy Nook, Jamshedpur was abuzz with joyous activity from the dawn of 2014's third month, as the countdown to March 7 began. Hectic preparation, streaming guests, happy chatter, all these and more marked the closing moments when Neha was to tie the marital



knot with Debarshi Banerjee. And then arrived the Day! – when an overwhelming number of friends and family had converged from different states of this vast sub-continent into the beautiful little Steel town founded by Jamshedji Tata to show their love and support to the Mukherjee family.

The day began with the “Haldi Ceremony”. Later that afternoon at the nuptials 800 people gathered to witness the couple go around the fire seven times before they were pronounced, “man and wife”. At the reception, one could see many friends, old colleagues and past acquaintances meet, for many after a long gap of several years; laughing, chatting, hugging and back-slapping. Between mouthfuls of rasgollas and mishtidoi one could hear happy conversations in Bengali, a little Gujarati, a load full of Hindi and of course the language of the queen.

Amit and Sumita Mukherjee looked on top of the world as they saw their radiant daughter stand beside her prince charming. They watched as their little girl readied herself to begin a new chapter of her life in West Bengal's second largest city, Asansol.



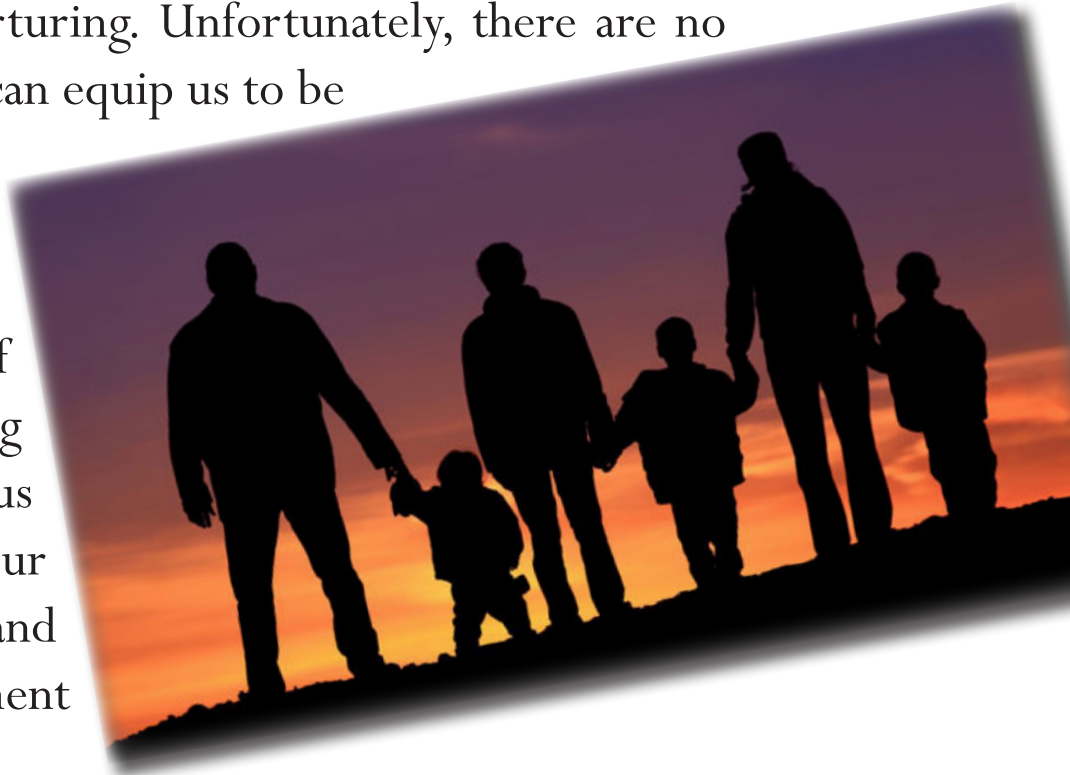
A contribution by CIB colleagues

Program for Families

About the Program:

Stress and struggles of daily survival in today's world, put much strain on the family system, which is struggling to survive and remain relevant in these modern times. And thus the trail of broken relations, loneliness and sorrow follow. It therefore becomes essential to relearn the art of loving, giving and nurturing. Unfortunately, there are no finishing schools that can equip us to be good householders.

However in Initiatives of Change, we follow the effective method of fellowship and sharing of experiences. Let us Come Together, in our respective families and reaffirm our commitment to Stay Together.



What happens at program?

The program will include the sharing of real life experiences by socially concerned citizens, who believe that people can change when inspired by a higher purpose. There will be group discussions and interactive sessions to enable the delegates to participate and exchange insights. It provides a unique, informal, caring and inspiring environment in serene natural surroundings. It is action-provoking. The sharing of new perspectives found and initiatives taken by many previous participants have helped transform difficult situations at work, at home and in community.

Where?

Asia Plateau, the training and conference centre of IofC in Panchgani.

Program Dates:

May 8 to 11, 2014

Contribution:

Rs.5000/- + 12.36% Service Tax per person

Rs.3000/- + 12.36% Service Tax for child (5-12 years)

For Registration:

Contact – Parag Shah 9923199310 or e-mail: parag.shah@in.iofc.org

Program for Educators

‘Education Today, Society Tomorrow’ (ETST) are conducted every year for Educators. The objective of the workshops is to bring about positive changes in the way an individual thinks, learns and interacts, leading to holistic improvement in the educational scenario in India.

The workshop addresses all the relevant domains of the teacher:

Teacher as a change maker: Ability to be a catalyst for change in one’s city country and the world.

Teacher as a person: Ability to manage oneself.

Teacher as a facilitator: Ability to innovate and upgrade one’s skills to improve classroom interactions.

Teacher as an administrator: Ability to lead and manage an organization.

Workshop Methodology:

The workshop is essentially participative. Case studies, songs, films,

group discussions and group work are the means of learning used. Nature is at its best here and its picturesque beauty creates a perfect setting.

Participant Profile:

Educators/administrators at every level, from the primary to the tertiary are welcome.

Parallel Children's Workshop:

A parallel program for children (5-12 years) of participating teachers will also be held.

Resource Persons:

Educators with proven credentials as well as those who are renowned in the field of corporate training will comprise the faculty.

Venue:

Asia Plateau, Panchgani, the training and conference centre of IofC.

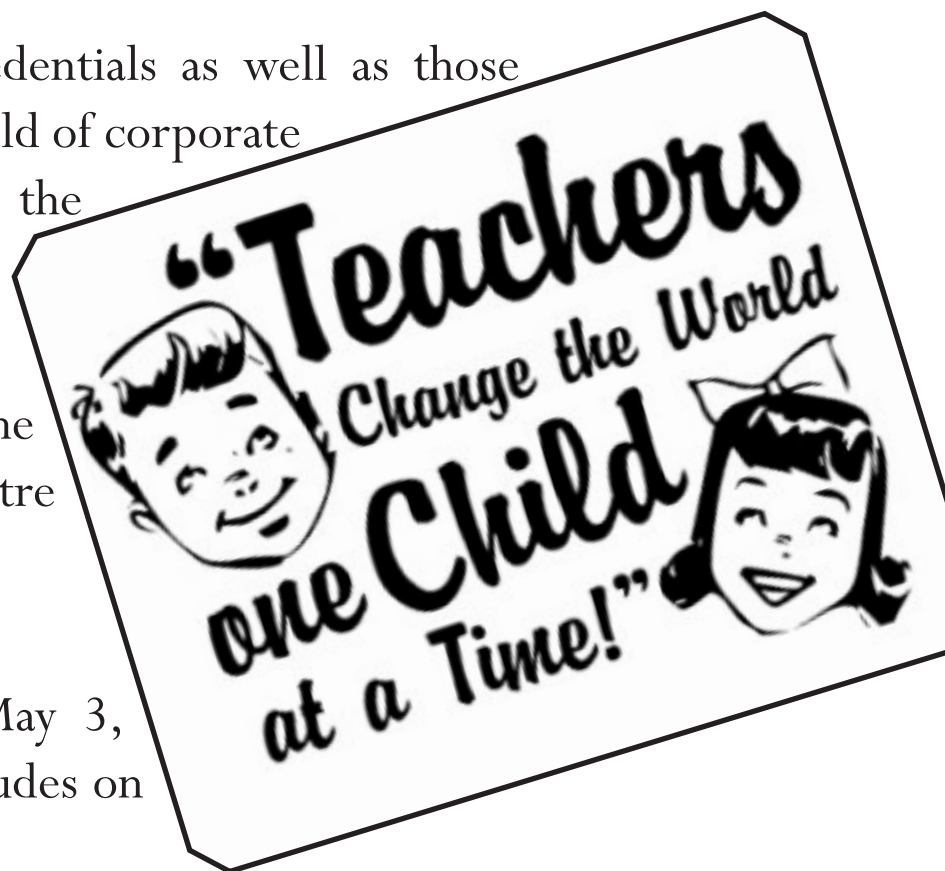
Program Dates:

The program begins on May 3, 2014 at 2:30 pm and concludes on May 7, 2014 by lunch.

Contribution:

A subsidized contribution of Rs.7000/- per participant to cover the cost of accommodation, meals, training, course material and Mahabaleshwar visit. The contribution for Children would be Rs.3000/- per child, if accompanied by a parent participating in ETST and Rs.3500/- per child for other children.

Contact – Parag Shah 9923199310 or e-mail: parag.shah@in.iofc.org



Feedback

from CIB on Wings - March 2014 issue

Thanks so much for the Newsletter. I have been a little busy so this was the first one I read properly. Superb work! Perfect balance of text and pictures. Good content. The writing is always great.

Lovely to see the smiling faces of the working group of CIB India. I didn't even know there was such a group but glad to have interacted with everyone except Allan at last year's CIB conference.

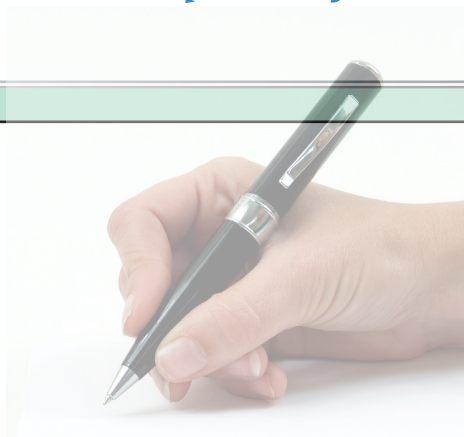
Jitesh Shahani, CHINA

Thank you for the well designed and written newsletter. I do appreciate your efforts to make this newsletter an instrument of fine reading and a catalyst of change. Keep up the good work!

Mrs. Sandra Rasquinha, Pune, INDIA

Thanks a lot for sending me the Newsletter for March. My compliments for the way you are not only organising the activities but also the tremendous effort bringing out the Newsletter to keep us informed.

Pratap Narayan, New Delhi, INDIA



Excellent news and compilation of news and articles!
Really appreciate the efforts of the team.

Your last issue mentioned about Mr. Ghandy's visit to our school and the students feedback; believe me, it was a joy reading that too. Keep up the good work. The Mumbai Chapter Meeting at Kumaram was also enlightening with everyone sharing their experience. A lot to learn!

Mrs. Rekha Shahani-Jagasia, Mumbai, INDIA

Thank you for the highly informative Newsletter. I love both the format and content. Keep it up!

Ms. Joy Mbaabu, KENYA

E-Newsletter - "CIB on Wings" has been very well brought out. The coverage of CIB Mumbai Chapter meeting is very exhaustive and interesting. It would perhaps be better if names of all 18 participants were also listed. Some group photographs could also be expanded to make faces recognizable. Please keep up this excellent e-Newsletter.

JS Oberoi, New Delhi, INDIA

