

# CIB on wings



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Initiatives of Change  
Caux Initiatives for Business

# Editorial

Dear Readers,

Caux Initiatives for Business is very pleased to carry three reports on the activities it has been involved in.

In this issue, the CIB Pune Chapter updates us on all that they as a team have carried out in their city. The Report from the Mumbai Chapter shares a bit of what they discussed at their last monthly meeting.

In addition, there is a brief write-up of the initiatives that took place in Kenya so as to strengthen the CIB Nation in that country.

In our effort to keep you updated, we hope you will find this month's CIB on Wings informative.

Happy Reading!

*Editor*





# CIB Pune Chapter

## The Journey of Round Tables

**D**ear Captains of industry,  
Greetings from the CIB - Pune Core group.



CIB - Pune's Core group has met a few times recently to take stock of the journey over the last few years with captains of industry in Pune via a series of Round Tables (RT). It

is gratifying to note that these RTs have helped us learn from one another, and also affirmed our faith in the principle that “not only can business be conducted ethically, competitively and profitably, but there isn't any other better way of sustaining a business”.

We are happy to share a brief recap of the major milestones of our exciting journey with you. In this note, we propose a way forward to the RT fellowship of business leaders, keeping in mind the learning and the core purpose of Caux Initiatives for Business (CIB), italicized above.

### *Key Milestones*

#### 1. CIB-Pune Round Tables - A Unique Forum for Captains of industry

The first CIB-Pune Round Table (RT) was held at Tata Management

Training Centre (TMTC), Pune on 30 January 2013. Since then we have completed seven RT engagements! At the first four of these RTs we focused primarily in the area of handling challenges in conducting business ethically in our city. The exploration was punctuated by a healthy cross-pollination of ideas resulting in raising the collective wisdom between leaders from (a) business organizations, (b) social sector organizations and (c) heads of business schools. A common thread we explored during this phase was “Are we willing to change ourselves to change business?” What seems to have emerged from the RTs is a ‘community of practice’ of business leaders in Pune who continue to share their journey in business committed to a set of personal and business values. It has been heartening to hear some truly inspiring stories from some of you driven by your deep conviction to operate business ethically, even in the face of great odds & daunting challenges. Mr. Farhad Forbes (of Forbes Marshall) who co-hosted the Pune RT twice has also spared personal time to guide the Core group in its endeavors, and has thus led the way in more ways than one!

## 2. From Ideas to Action



At the fifth RT co-hosted in March 2016 by Mr. Shishir Joshipura, MD of SKF India Ltd, he introduced a reflective question “What keeps us awake at night?” After a time of sharing, many who had participated in earlier RTs expressed

a need for the RT platform to move beyond experience sharing to a bias for common action. A project was initiated at that RT to commence a “trust building dialogue” between business leaders from Pune and key government departments (at state level) to facilitate ease of doing

business. Mr. Unnikrishnan, MD of Thermax and Dr. Dhapte, a director of YASHADA, Pune volunteered to lead this initiative, with the support of a steering group from among RT members.

In June 2016 at the sixth RT, hosted by Mr. Unnikrishnan, MD of Thermax Ltd., the theme shifted to “The Role of Top Leaders to sustain ethics in business”. This RT led to the initiation of a second ‘action project’ titled “Giving Voice to Values” (GV2V). The project was conceived with the aim of building a framework for evaluating the ethical health of an organization. The same it was felt could be used by RT leaders to identify areas of strength as well as improvement in their respective organizations. A steering group for this project was subsequently formed under Mr. Manish Deoghare, Director of BMC Software, supported by Mr. Mohan Nair, MD of Ensigns Ltd and the project lead CIB- Pune core group’s own Anant Nadkarni. The steering group subsequently developed a survey questionnaire and enlisted the involvement of Symbiosis Centre for Information Technology (SCIT). The SCIT team was led by Prof. Shaji and a few students to ‘test run’ the survey instrument with nine small and medium sized companies (SMEs), drawn from the logistics, defence, precision, plastics, automobile and the service spaces.

At the seventh CIB-Pune RT, in December 2016 co-hosted by Mr. Pradeep Bhargava, Director, Cummins India Ltd the RT conversation





moved into the ‘Care for People, beyond compliance’ zone of business ethics. Pradeep Bhargava challenged the gathering by stating: “Let us not treat caring as giving, but as returning to society what was loaned from it.” It was a clarion call to the RT fraternity to adopt an approach of inclusive growth which more humanely serves to carry along those who are at the bottom of the societal pyramid, with a deeper and heightened level of human consciousness. The ‘GV2V’ team presented a summary of its survey findings at this RT under the theme of “Value Creation”. The assessment methodology developed by the GV2V team was greatly appreciated by all present. It is noteworthy that at least eight leaders (in the feedback) recorded their intent to have a similar values assessment survey (GV2V) conducted in their organizations.

### *What captains of industry have helped accomplish in the CIB-Pune chapter?*

In reviewing the lessons drawn from the RT journey, the CIB-Pune Core group has identified certain areas of learning we have experienced, which we share with you:



- The RTs have served our fraternity well in creating a small but significant network of business leaders in Pune, an affinity group of hearts and minds committed to conducting business ethically. This affinity group has greatly valued the opportunity the RTs have provided for exchanging experiences informally and learning from one another.
- The CIB-Pune Chapter has been most fortunate in having these RTs co-hosted most graciously and sustainably by business leaders such as you and the organizations you lead. We feel this sponsorship is our greatest strength in Pune. However, we reminisce that the themes of successive RTs have tended to be ‘stand-alone’ ones, repetitive to an extent and sometimes lacking in an integrated coherent direction. We also carry the impression that most RTs have ended in a ‘feel good’ factor, without switching on the excitement and activism to delve deeper in exploring the impact on business from ethical behaviors’ and practices, either at the personal or the institutional level.

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- Most RT members had expressed a clear desire to go beyond experience sharing so as to engage in common action, basis a deeper consciousness. Two “action projects” were initiated in response to this desire – a) Industry & government - trust building dialogue and b) Giving Voice to Values (GV2V).
- We stand confronted with a common challenge. Many RT members find it difficult to spare the minimum amount of time the “action projects” require for launch, takeoff and sustenance. Moreover, even we the CIB-Pune Core group members find it challenging to keep ‘stirring the pot’, since each one of us like many of you are tied up with other competing commitments.



- We recall the mission of CIB that stems from the foundational philosophy of Initiatives of Change (IofC). This core belief seeks to challenge us individually to regularly practice silence (quiet time) to habitually look within ourselves for inspiration and guidance. When we do this we are better equipped to recognize and hold ourselves accountable constantly for where we ourselves need to change to be more effective change agents/leaders. Driven by this insight we feel that moving forward, the role of the CIB-Pune Core Group is to facilitate thought leadership with a focus on values & ethics, leaving the onus for “action projects” in the hands of business leaders who participate in RTs.

The GV2V survey framework which was recently developed and tested by a team comprising of CIB-Pune RT members, now presents a simple Self-Assessment tool for RT Members to adopt with different facets of the emerging trend of ‘Value Creation’, beyond merely the financials. The CIB-Pune Core group recommends that members adopt this process which is aligned to requirements of business sustainability and is comprehensive. The CIB-Pune Core group may be called upon for guidance on how to deploy this process, if required.

In this context we are confident basis feedback collated from the RT



in December 2016, several leaders who have evinced keenness to engage with the GV2V platform, will raise the flag in this endeavor.

A recent SEBI circular in February 2017 mandates the requirement for organisations to demonstrate their capacity for Value Creation. It indicates the direction regulators are pursuing on sustainability disclosures.

- As this journey continues, it would be very exciting for members in our fraternity to recall the insights that have emerged some of which might open up opportunities for your respective businesses. Should you be willing to share specific actions taken within the Company in this regard (for the larger good) we shall serve to disseminate these with the larger audience - more as a way forward in creating a repository of such experiences.

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*The onus falls upon each of us business leaders  
to play our part in meeting the community's  
expectations in a sustainable way.*

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### *Charting the Way forward*

The CIB-Pune Core group opines that the Government in recent months has taken a lot of initiatives to simplify regulations and put in place mechanisms to support honest business. The onus falls upon each of us business leaders to play our part in meeting the community's expectations in a sustainable way. We may like to focus future RTs in a direction that explores how this could be done at the level of each enterprise.

With warm regards and best wishes,

*Kiran Gandhi, Sudhir Gogate, Anant Nadkarni, Allan Burby & Sanjiv Mehta  
CIB-Pune Core group*

# CIB Mumbai Chapter

## Meeting Report



Caux Initiatives for Business maintains as its objective the need to encourage business persons, that it is possible to be competitive while running one's business and still be ethical. An MD from a small-scale industry in Mumbai

often tells his listeners, "To me, being ethical has been the best business strategy." Businesses have now begun to realise that steps in this direction is the key to a sustainable business. With this as the backdrop, S. Venkatesh, Convenor of the CIB Mumbai Chapter and Head - Risk & Internal Control, Siemens Ltd. led yet another of the numerous meetings the Chapter has been conducting. It was heartening to see how many persons attended the meeting held on May 13, 2017.

Gathering together at Kumaram, the IofC flat at Worli Seaface, Venkatesh began by sharing new reports related to ethical issues that companies grappled with. In an effort to show how some firms paid the price for their unethical decisions, he included news about:

- How the Government of India slaps \$1.55 billion penalty on a few reputed firms for migrating natural gas from another company's blocks.

- How pharmaceutical companies were asked to deposit Rs.294.84 crores (nearly Rs.3 billion) against demand notices issued by Government of India for overcharging patients for Scheduled Medicines.
- How a multinational company voluntarily declares its finding fraud in procurement areas between the period of 2004 and 2011.



V e n k a t e s h then initiated a discussion on the difference between a deontologist and a teleologist. Defining the two he said, “Deontology is duty-based ethics. It addresses the

motives behind the actions, right or wrong, instead of the results. It is based on an individual’s duty or obligation towards each other, all living things, and the environment, based on moral beliefs and values. It teaches to treat others the way you want to be treated by them. On the other hand, Teleology or consequentialism is results-oriented ethics. It focuses on purpose of each action and whether there is a good intention or meaning for same. It examines past experiences to figure out results of present actions. While deontology is man’s absolute duty towards mankind and how it prioritises over results, teleology is based on the results of an action and on whether it produces greater happiness and less pain.” The reason for the two terms being discussed was evident to





all. The discussion that ensued was very absorbing.

Venkatesh then updated the forum on the upcoming CIB events that were planned. He first spoke of the CIB Business Workshop that was being held

at the Indian Merchants' Chamber at Churchgate on June 6, 2017 at which renowned CEO and TED talk speaker, Ms. Margaret Heffernan, was to speak. He also shared of the CIB CEO Conclave and Biennial International Conference that is being planned at Panchgani in February 2018. Extending a warm welcome to the conference, Venkatesh requested members to block their dates from February 5 to 8, 2018.

The group then deliberated on a few key points that would facilitate and promote a sustainable organization:

1. Ethics means standing up for principles, irrespective of worrying about the ensuing consequences, which may invariably be unfavourable in the short run.
2. Being ethical is about individuals respecting moral principles, values, rules and the law in its "true form and spirit".
3. The new Companies Act in the Indian law now mandates reporting of frauds to the Government. This would go a long way in steps being taken towards detecting and ensuring reporting frauds—thereby taking a positive step towards building up a more ethical organization.

4. Reporting of minor and major unethical incidents, in day-to-day life should be enhanced to ensure steady progress towards building an ethical society.

5. And finally they reminded themselves the importance of the individual's value system. For as one said: 'Organizations' are 'compliant' and 'individuals' are 'ethical'.

Immediately following the meeting, one from the team posted to his fellow-group members how insightful and interesting the meeting was. He said, "A truly fantastic meeting today. A big thank you to all for their inspiring and valuable views! Interaction with senior experienced people and learning acquired from people from all walks of life truly makes CIB the institution it is today. CIB has always and will always continue to influence people." He then went on to thank Venkatesh for the meeting and Dr. and Mrs. Anand for their kind hospitality, a motion that all at the meeting resonated.



# Initiatives in Kenya

## Strengthening a CIB Nation

CIB aims to engage individuals in honest conversations on the broad issues associated with globalization and the role that the individual can play in bringing positive changes in business and economic life. In order to take this idea ahead, I visited Kenya in 2013. I met various industrialists and businesspersons who instantly wanted to be part of the larger precept of CIB. Unfortunately, things did not quite work out as planned. Therefore, the effort to revive the CIB Kenya chapter began on May 24, 2017. A friend's daughter in Nairobi hosted me.

Our attempt was to form a core team to drive this initiative and involve industry in the dialogue to improve its effectiveness through integrity. In order to fulfill this, help from the local team was necessary. Therefore, Joseph Karanja, an old IofC friend, came over to discuss the way forward and plan how to make best use of our time there. We started by meeting Johnson Mwakazi, a dynamic media person running his own Company.

As Mwakazi got to know more about CIB and its efforts, he arranged for me to meet members of the Kenya National



*James Mageria, Chairman, Karen Hospital*



Chamber of Commerce and Industry (KNCCI). He himself agreed to be part of the CIB core team.

Another key person was Dr. James Mageria. Mageria is the Chairman of the Karen Group of Hospitals, which is one of the largest hospitals in Kenya. He is also part of a 'Think Tank'. The members of this group are many top industrialists, businessmen and influential people from the government. Joseph and I were invited to join them at their breakfast meeting for about forty-five minutes. However, as the discussions went on, they got so involved, interested and excited with the whole idea that the meeting continued for more than two hours. Together we discussed the possible shape, structure and sustainable activities of CIB in Kenya.

Mageria agreed to go through the Constitution of CIB and sign the MOU. His main concern seemed to be sustaining the movement since in his previous attempts, industry Heads had asked him what Industry



*Ashwin Patel, Senior Partner, Ashwin Brothers*

could gain from aligning themselves in this. They wanted long-term interactions at different levels to continue to bring about a mindset change for all levels in Industry.

Ashwin Patel, Chairman of IofC, Kenya, whom we met next, expressed the same thoughts. He also wanted a sustained effort to continuously engage business & industry the

way we do in India for bringing about worthwhile change.

Faced with this challenge, we met another old friend, David Bernard-



*(R to L): David Bernard-Stevens, Dr. Amit Mukherjee and Ms. Ruth Jepngetich Bernard-Stevens*

Stevens, an ex Senator from the US who has settled down in Kenya to bring about mindset change, through training people at all levels.

Through International

Peace Initiatives, a multinational organization, he has established a Training Centre in Meru, outside Nairobi.

With this in our kitty, we went to the KNCCI. When asked why we wanted to bring change in Kenyan Industry, we expressed how we were pained to see that Kenya was importing most of what the common man used, including used clothes and shoes, while assembling cars and mobile phones in Kenya. We also wondered whether any efforts were being made for import substitution, which has given India a huge advantage and created a huge market. This has also enhanced the purchasing power of the common man by providing more jobs and opportunities to earn.

George Klondo, CEO of KNCCI and Kassim Were, their Manager for Trade, Research & Policy, wanted to know more and bring a delegation to CIB, 2018.

Next, I was invited to attend a Breakfast Meeting of some of the leading thinkers for Kenya. It was a joy to meet some who I had met earlier

and remembered our rendering of the 'Gap Song'. I had to do it again and it got recorded for airing over the Nairobi media. Out of the many I met that morning were Morompie Ole-Ronkei, Chairman of the Talta Taveta University; Mr. Gabriel Odhiambo Achayo, a very popular Student Leader in Kenya; Mike Harries, CEO, Karamaini Estate; Samuel E. Owen, an influential Church Leader and Charles K. Mwiti, CEO, Lindberg Co. which also has a Travel business. Charles decided to bring as many from the group to CIB 2018 through his Agency.

We were then invited by another old friend Ms. Joy Mbaabu, who runs an Institute to train Entrepreneurs, mostly women. She wants to bring a delegation to CIB 2018 too. And, she knew Charles Mwiti, who she entrusted to make their travel arrangements. They requested to be shown some industries in the Pune area.

With all these happenings, we met our good old friend Bedan Mbugua, CEO of an Agricultural Company and the Africa Head of a Health



*Bedan Mbugua, Director, Herbal Garden Ltd.*



Product importing company. He is a very respected person in Kenya because of his stand on honesty, even opposing the President, for which he was put in jail for long terms. It has not broken him at all. He is still ready to go! In fact he not only wanted to be a member of the core committee of CIB, but wanted to kick start the process by asking Safaricom, the largest company in Kenya, to nominate their top brass, whom he knew, for a training program in Meru.

To wrap up all these, we had another meeting with Dr. James Mageria and Ashwin Patel. Both wanted more people to be involved in rolling CIB out in Kenya. So, we fixed a meeting, on my way to the airport, with James and Mike Muikia who is a young, dynamic, media person. He makes documentaries for Institutions and Corporate Houses.

Mike agreed to work with Joseph to co ordinate future action and chase up on all the leads we have. They have the blessings of James, Bedan

and Ashwin, along with the support of David's Training Program at Meru.

The last I heard they had convened their first Core Group Meeting to assess the training program and start rolling it out to get the active participation of Industry.



*(R to L): Joseph Karanja, Dr. A. Mukherjee, Mike Muikia*

The rest is in God`s hands!

*Dr. Amit Mukherjee*

*India*