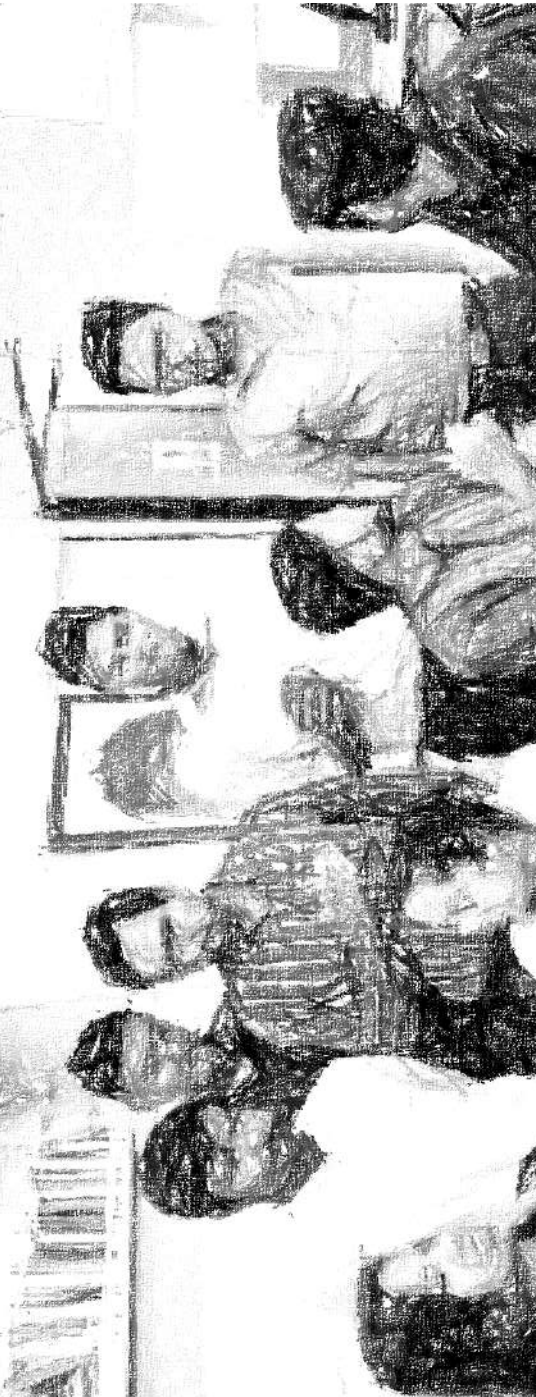


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# POINT ONE PERCENT

What We Know And We Know, We Don't Know



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## Aidias Consulting Group Newsletter

[pointonepercent@aidias.in](mailto:pointonepercent@aidias.in)

Issue no.3  
August 2023

# We Know What We Know We Know What We *Don't* Know

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Know Our  
Team 



## *We hear You*

“I watched the clips of the interview with Ms. Richa Singh Deb Gupta of Fortis. Very well conducted. Just a bit of improvement is required on the acoustics front. Also listened to the experts’ podcast. Brilliant and insightful.”

-- **Rajnish Gogia, COO, Luxor International**

“The subject of motivation is intriguing – carrot or stick, tangible or intangible, intrinsic or extrinsic. No one-size-fits-all solution; adaptation is key. At Toyota and Aisin, the focus is on "Good Thinking leads to Good Products," fostering "Good People" for success. Initiatives like Quality Circles, Kaizen, and Shop-floor Empowerment thrive. Amid industry disruption (electrification, emissions), leadership change aims for continued triumph. Your insights are appreciated..”

--- **KG Mohan Kumar, CEO & MD Aisin Automotive India**

“Saw the Subrata/Ramesh discussion. Please take this as constructive criticism. It was great but incredibly long! My attention span was seriously challenged.”

- **Vijay Ramchandran, Independent Consultant; Ex Marketing Head - Citibank**

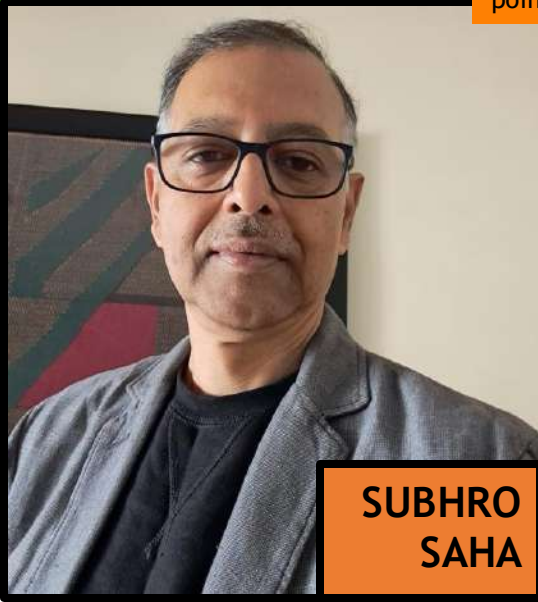


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SUBHRO SAHA

# LETTER FROM THE EDITOR

## AUTONOMY GIVES YOUR TEAM WINGS

Iconic American rock star Janis Joplin's words, "Freedom's just another word for nothing left to lose," resonate with employers worldwide. Granting employees autonomy cultivates commitment and productivity. In the post-pandemic era, autonomy is crucial, encompassing freedom of thought, speech, and action. This flexibility, seen post-Covid, benefits engagement, performance, and retention. As dictatorial leadership fades, organizations embrace autonomy, fostering a happy, innovative team. Hierarchy blurs, bosses become guides, and ideas flow. Autonomy is the new norm, enhancing workplaces. So why do we call our newsletter Point One Per Cent? Because that's about all we believe we know about the universe and also what we know that we don't know. In other words, we don't know too many things and are not even aware of them. Happy reading and keep the conversation going. Do send in your suggestions and queries to [pointonepercent@aidias.in](mailto:pointonepercent@aidias.in)!





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“VERBATIM”



REFLECTIONS



WHAT'S  
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## ‘BUSYNESS’ DOESN’T MEAN BUSINESS

Independence at the workplace is a much-discussed subject these days. So, who is supposed to provide this autonomy at work? It has to be provided by the leadership. But if the leadership provides independence, does the team accept independence? The answer, more often than not is an emphatic “No”.

The team members are often loathe to accepting independence because they have a variety of reasons to feel insecure. They would feel insecure about taking a decision, not sure if it's the right or wrong one.

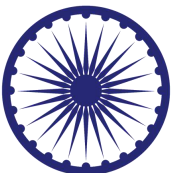


**FROM THE FOUNDER'S DESK**

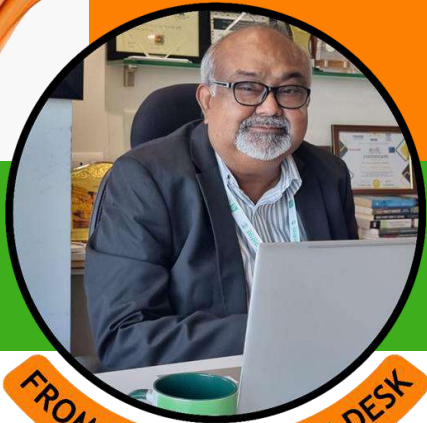
The default mindset would be to only act on a decision emanating directly from the leadership or get the decision vetted by the leadership/manager before putting it into action.

### INDEPENDENCE AT WORK

What is independence at work? It is actually a culture and the culture stems from the first principle which is that the leader should not feel insecure about giving up power. He should rather subscribe to the philosophy that if I empower my team members, I actually become more powerful. That is point One.



...contd. next page



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**FROM THE FOUNDER'S DESK**

...from previous

Secondly, how do you create that independence? Does it mean that anyone can do anything and everything? No. Then the whole system will collapse. What you need to do is create a framework of operation which has to be understood clearly by each and every team member and the expectation setting from each other has to be done based on the boundaries of that framework.

Now what happens as a leader if you don't do it? You will be busier doing things that you should not be doing and should delegate instead. So, you will have a higher degree of "busyness" but that does not necessarily translate into business.

## **KNOW YOUR TEAM BETTER**

What is the most important task for you as a leader? I think you need to map each and every member of your team on a 3-dimensional matrix. The two dimensions are the skill of the person and the will of the person benchmarked against the requirement of the role he/she is performing. That is the 2/2 matrix and the third dimension is the person's career aspiration. He/she may be very high on the skill and will indices, but doesn't have a burning career aspiration.

When I was with a large media house, I was a much sought-after senior resource in my domain across the country. However, I never had the aspiration to become the CEO of a media major and was also constrained by my need to remain in Kolkata to take care of my ailing parents. So, I decided to move on and start my own venture. This is the 3-dimensional matrix that has to be understood and based on that understanding, each individual must be dealt with.

## **HAVE YOUR TEAM'S BACK**

Last but not least, one has to provide a safety net for people to become independent at work where outcomes are important. The efforts in terms of quality and quantity to achieve outcomes are far more important. As a leader, you must be comfortable with granting your team the liberty to fail in what they are trying to do. Your team members will only try their hand at something tricky when they know you have their back.

That is real empowerment and you will get a lot more business done, without an uptick in your own "busyness" index.

**Deepak.**





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B. Patwari

**THE  
GUEST**

**BIMAL  
PATWARI**

Co-Founder & CEO of  
Pinnacle Infotech Solutions

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THE GUEST



**A DIFFERENT PERSPECTIVE IS ALWAYS WELCOME**

*Bimal Patwari, Co-Founder & CEO of Pinnacle Infotech Solutions, a global leader in BIM solutions, spoke to Aideas Founder Deepak Pramanik on the top line of 'Independence at work'. Here are excerpts from the interview:*



**#1 On what Independence at work means to him:** When we hire people, it's always with the intent to take the company to the next level. I was fortunate to have committed and experienced people around me who could take decisions independently. To me, independence at work means once a company firms up its strategy and defines the job role, we need to give them the authority and decision-making power so that they can realize their true potential and help propel the company to the next level. **To know more click on the icon..**







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**#2 On how much his IIT and IIM experience contributed to greater autonomy at Pinnacle:** I think they have different contributions in providing different experiences to me as an entrepreneur. IIT boosts your confidence because if you get into IIT, you feel you can do anything. You get a totally new perspective. IIT not only gives you academic excellence but there are so many qualities that you learn -- it teaches you teamwork and how to collaborate. It teaches you analytical skills, and the ability to evaluate options and situations. At IIM, they teach you how to do business. You are exposed to HR, to finance, to operations, to marketing and international finance and much more. I think it really broadens your horizon. It teaches you to run an organization and tells you about the roles of others in that organization. **To know more click on the icon.**



THE GUEST

**#3 On the need to delegate responsibility in family-run businesses:** A lot of family-owned businesses are transitioning today and it is very important that they study the success and failure stories. In a traditional family-run business, decision-making is mainly centralized. In today's world to be a successful family-run business, you must decentralize. The Aditya Birla Group is a perfect example of this. They have totally decentralized their business structure. They hired different divisional heads for each industry and they gave them authority and space to fail and learn. This is important in decision-making. The organizational structure needs to be developed according to the vision of the company as you transition. **To know more click on the icon.**





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#### **#4 On whether homogeneity makes granting autonomy easier:**

It's true that by qualification, most of us are architects and engineers. I wish we could bring in more diversity but then we have people in various departments who come from very diverse backgrounds. The user interface is a critical factor for success. So, we have hired people who can think like users. Most definitely, we need people with different perspectives, and as we grow and mature more, we will diversify more for sure. That's why we go to different parts of the country looking for talent and globally I think more than 50 nationalities are represented in Pinnacle today. **To know more click on the icon..**



**THE GUEST**

#### **#5 On the challenges as an entrepreneur to grant such independence:**

It was a big challenge to trust people with big responsibilities initially because you are so emotionally attached to every action of the company that you want everything to be perfect. However, once you start delegating and seeing people performing, then you start releasing the throttle, and accepting it becomes easier. When I was surrounded by the right people and they took up those challenges and performed better than me, I realized this is the only way forward and giving autonomy is the only way to grow globally. I also fathomed that this culture has to begin with me and as the entrepreneur, I must show the way. **To know more click on the icon..**



Sumeet  
Singh Arora



Deepak  
Pramanik



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# THE EXPERT'S PODCAST

With

Deepak Pramanik  
& Sumeet Singh  
Arora



***HR HAS NO ROLE  
IN PERFORMANCE  
ENHANCEMENT.  
AGREE OR DISAGREE?***

*Click above to know more...*



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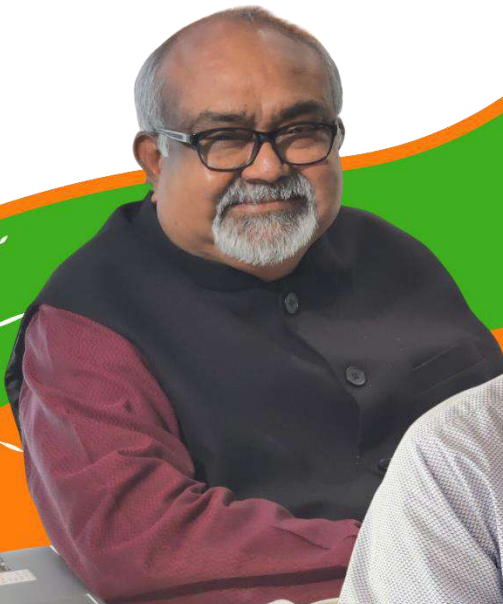
**WHAT COULD BE THE  
4PS FOR ENABLING  
PERFORMANCE?** *Click to know  
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**YOUR PURPOSE WILL  
HELP YOU GET MORE  
OUT OF YOUR LIFE.**

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**WHAT IS IN THIS FOR  
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**WHEN YOUR TEAM MEMBER *DOES NOT AGREE.*** *Click to know more...*

**NEWTONS 3RD *LAW* FOR ENABLING PERFORMANCE.**

*Click to know more...*



**DOES *YOUR POTENTIAL KEEP CHANGING?*** *Click to know more...*





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**HOW PASSIONATE ARE YOU ABOUT *PASSION*?**

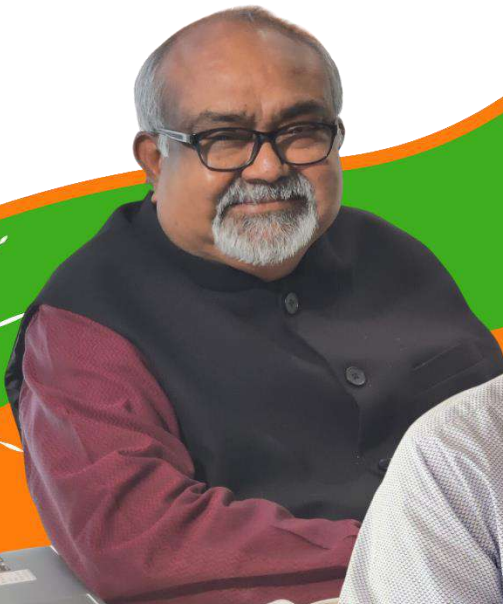
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**CAN A *MANAGER* CREATE *PASSION* IN TEAM MEMBERS?**

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***PUT ON YOUR MASK BEFORE ASSISTING OTHERS.*** *Click to know more...*





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**WHEN FORWARD IS CONTINUOUS.** *Click to know more...*

**HOW OFTEN DO YOU MONITOR YOUR PERFORMANCE?**

*Click to know more...*



**ACCOUNTABILITY IS NOTHING ABOUT ACCOUNTS.** *Click to know more...*

**FINALLY, IT IS ME AND MYSELF.** *Click to know more...*



DP



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“

### **2nd Five: (2009-2013)**

With more team members who are experienced and bring diverse capabilities to the team, the overall confidence enhances to pursue business possibilities which one may not muster the courage to approach as a ‘one-man’ army.

”

“

### **1st Five: (2004-2008)**

The higher the value of engagement in consulting business, the greater is the vulnerability of getting discontinued in case of slowdown in business. It is prudent to have more consulting assignments with smaller remuneration to navigate through choppy business scenarios.

”

**THE LEARNING CURVE**



**4th Five:  
(2019-2023)**

Transparency in corporate communication, especially to attract talent, helps. It is not about the compensation for the position, as much as the declaration of the compensation package while announcing the job opening, which attracts talent who are interested more in what they do than how much they earn. Such talent grows very fast in the organization and assumes leadership sooner than later.

**3rd Five:  
(2014-2018)**

‘The chicken or the egg first’ dilemma is unhealthy for business growth and expansion. Hiring suitable manpower only after securing business is self-defeating. At least one or two key personnel must be recruited before announcing any new initiative.



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## “**VERB@TIM**”

Independence is about self-reliant inter-dependence

“I have worked with the Toyota Motor Corporation for a significant part of my career. The values and beliefs at Toyota have influenced me greatly in my work ethics and approach to work and life. When I was asked to share my thoughts on the topic-Independence at work - my first response was that Independence is about self-reliance. At Toyota, our focus on quality of manufacturing is uniform irrespective of the place of manufacturing, in the sense that our commitment to customers and their varied expectations is the same across the globe. Moreover, we have always believed in ‘inter-dependence at work rather than independence at work’. This is important because independence may make people feel that they can be free to do what they want to and end up working in silos whereas inter-dependence fosters teamwork which helps us achieve superior outcomes. Self-reliance - which we define as an individual’s ability to deliver performance expected of the next person in the process, leads to an effective inter-dependence, since we respect and value every person’s contribution in achieving the collective goals of the organization. Moreover, our proximity to the customers have ensured that we have a better understanding of local customer behaviour and requirements, build capability to develop and manufacture products (and services) that address their needs with minimal support from our principals and affiliates elsewhere, thus enhance our self-reliance. We have always believed in empowering our team members at all levels to develop this self-confidence and foster a sense and application of working in teams that depend on each other. To us independence at work is about self-reliant individuals and teams that are inter-dependent on each other, to take the organization to even greater levels of excellence, continuously.”

K G Mohankumar  
CEO & MD  
Aisin Automotive India



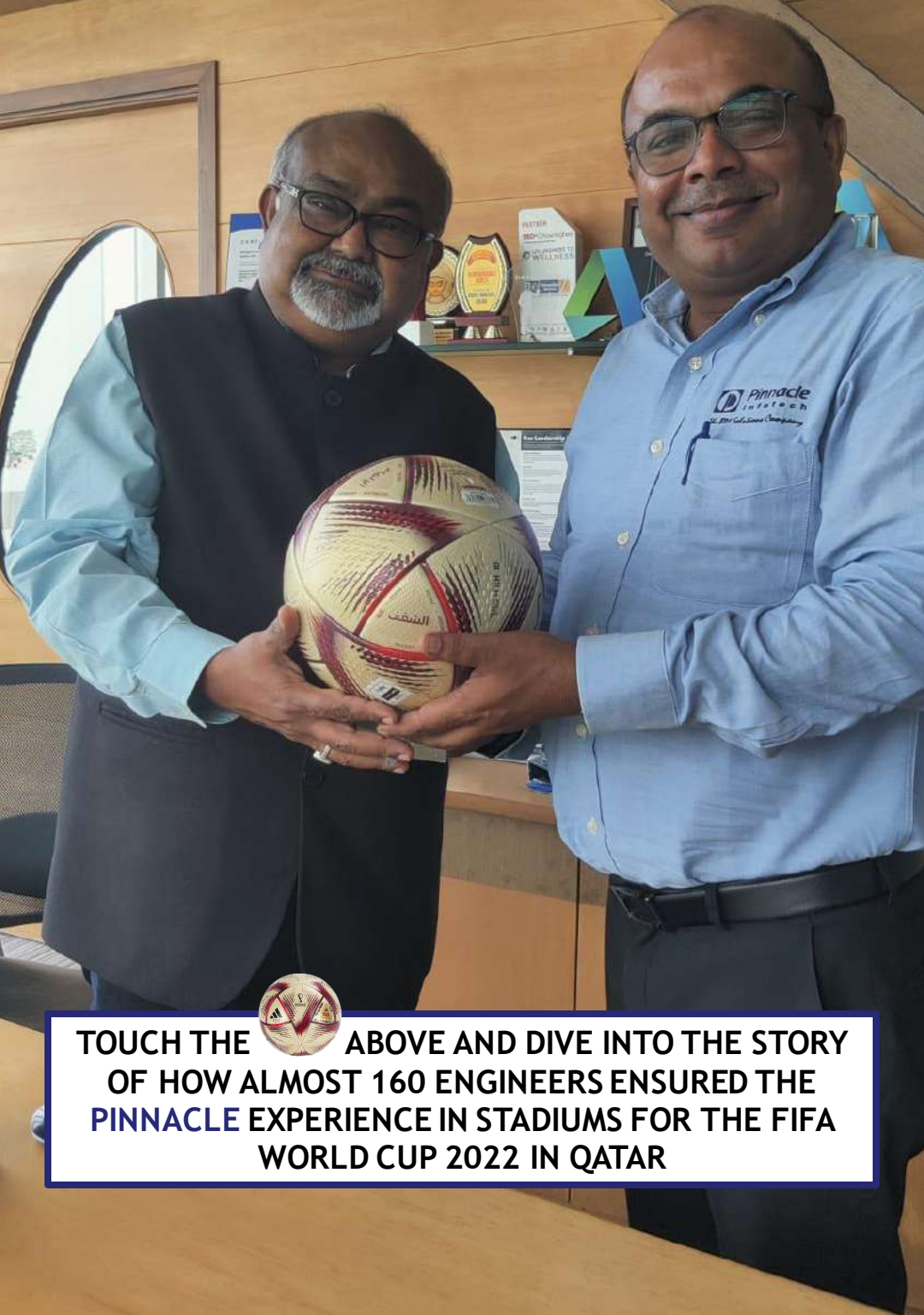


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**TOUCH THE  ABOVE AND DIVE INTO THE STORY OF HOW ALMOST 160 ENGINEERS ENSURED THE PINNACLE EXPERIENCE IN STADIUMS FOR THE FIFA WORLD CUP 2022 IN QATAR**



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# REFLECTIONS

*Qatar. Pinnacle. FIFA 22'*



*Palsons Derma, Kolkata*



*Pinnacle, Madurai*



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## WHAT'S NEW?

**SEED ACADEMY**  
English Speaking Course

It is extremely satisfying to see the development of the first of batch of students who have enrolled for the Spoken English batch of SEED ACADEMY. These students who could only think and speak in Bengali when they started their journey with us, today very happily tell us in English that they feel sad about the fact that the program is coming to an end.

We are further encouraged by receiving the first order for a corporate batch of 18 students from a 650 crore-plus travel services firm. Even before the first class was completed, our course co-ordinator received an encouraging email of appreciation due to the thorough enjoyment of the participants. The same organization has supported us with the next batch of 18 students who will be learning English in Hindi.

They have candidly admitted that they will miss the classes. The entire credit goes to our team of content developers and trainers and also the co-ordinator of the batch who has ensured a seamless, enjoyable experience.

The participants have admitted that they were excited about the classes beginning but feel that the classes have ended suddenly, leaving them yearning for more..



We believe we have been able to initiate an important endeavour which should help all those corporate organizations who may have technically qualified manpower, however, need support for developing their English-speaking skills in order to face the customers. We are on the verge of launching an artificial intelligence tool which will help the individual participants to practice their spoken English with feedback from the tool. We look forward to more support from corporate organisations to make their team members feel more confident by speaking English confidently..





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CO-CREATION IS OUR  
PHILOSOPHY OF LIFE AT AIDIAS



Like last time, we are again reaching out to all of you who would like to send us articles from your respective domains that could then be featured in Point One Per Cent. We now have this group on LinkedIn called POINT ONE PERCENT, which is all about sharing knowledge and there, we would like you to participate and share from your knowledge bank (anything that could be useful) so that we can benefit from our common pool of wisdom and awareness. The core premise of our newsletter is to create a two-way street for conversation. So, let's start sharing.

Please send us your inputs, thoughts and articles which you would like to feature in Point One Percent at [pointonepercent@aidias.in](mailto:pointonepercent@aidias.in)





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