



Contents

Message from the Director

Highlights - April – July 2022

Upcoming Programs

New Books in the TMTC Library

Insights & Perspectives

The Learning Post Quiz

MESSAGE FROM THE DIRECTOR

Dear Colleague,

The human psyche is infinitely complex, which means new research comes out every day that helps illuminate why we are the way we are. And while some psychological studies provide us with banal facts, others are truly enlightening. One that caught my attention, quite recently, is based on a series of experiments from the University of Pennsylvania. This research surmises that, "if we have a plan B, our plan A is less likely to work." This research found that volunteers who thought of a back up plan before they started work on a task, did worse than those that hadn't thought of a plan B. What's more, when they realized they had options, their motivation for succeeding the first time around dropped. The researchers stress that thinking ahead is a good idea, but you may be more successful if you keep those plans vague.

I found this intriguing. If, for a minute, we were to assume this to be broadly true under all circumstances, then it indirectly does reinforce the fact that those leaders who stay focused in a dedicated manner on accomplishing

their objectives or vision tend to be far more successful in doing so, than those that may have exit options or back up plans. And I daresay, that this would have an almost direct bearing on how their subordinates plan and perform.

As we look around the Tata Group, whether it is going through our archives at the TMTC campus in Pune, or reading the various stories and anecdotes that abound, there is a lot of empirical evidence of purpose driven leaders and organizations within our ecosystem that seem to be able to build formidable institutions that stand the test of time. And they are in turn succeeded by equally resolute leaders that carry the torch and build on the incredibly solid foundation of a strong sense of purpose, of a code of ethics and of an existential *raison d'être* which is about much more than running a great business.

To understand how these things work, we at TMTC continue to bring you various thought leadership and information-rich articles and research pieces. Whether they are in the form of quick to read and easy to assimilate articles in this newsletter, or more



primary research-oriented studies in the Research Quarterly.

We thank you for your continued support, and invite your active participation in contributing through your ideas and suggestions or sharing of your organization's practices that could help further the cause and course of the group.

Happy Learning!

Warm regards,

Anand Shankar

Director, TMTC & SVP, Group HR

HIGHLIGHTS FROM APRIL - JULY 2022

'Time flies when you're having fun', they say, and the last four months have certainly flown by for us at TMTC! We have begun to host programs on campus regularly, launched several significant programs in both virtual and in-person mode, and in the process seamlessly and quickly moved once again to keep pace with yet another shift – this time from offering 100% online programs to now a hybrid model, with faculty and participants located at TMTC as well as other parts of the world.

Along the way, we delivered as many as 52 programs, for more than 2500 learners from across 70 Tata companies!

Over the past couple of years, one of the requests expressed often by participants of many programs, including our flagship leadership development seminars, was to have an opportunity to meet each other in the physical world. At the same time, one of our tenets at TMTC is that learning and upskilling must never stop on the journey to leadership. To fulfill those twin objectives, we curated in-person meets at TMTC for the alum of recent cohorts of the **TGELS**, the **TGeLS** as well as the **Blue Mint**, and another one in Mumbai, at the Harvard classroom at the Taj Landsend, for the alum of the TGSLs. In June, 30 alumni of the past six editions of the TGELS that were conducted virtually, gathered at TMTC for an immersive and reflective three days, to imbibe new perspectives on key attributes of leadership such as Executive Presence and **Purpose-Driven Leadership** and learned how technology can be leveraged to bring about social as well as business transformation and to build scale. They also experienced the exciting new world of the **Metaverse!**

43 participants of the TGeLS similarly came together at TMTC in July. They enjoyed spending time together on campus, even as they acquired new tools to **understand their inner selves better**, to build their own **personal brand**, experienced the Metaverse, and built perspectives on **Digital Transformation & megatrends of sustainability**.



The June edition of the **Tata Learning Experts' Forum** was held in Mumbai. Prof Arvind Chandrasekaran of the Fisher College of Business (OSU), addressed Tata Learning Leaders on the subject of "Future Proofing".

We also hosted the first cohort of 40 "**Blue Minters**", a select group of early-career talent who met at TMTC for their graduation ceremony from the exclusive 6-month leadership development journey they have been on and that is delivered by us in partnership with the London Business School.

July saw the launch of three important programs. One, on **Understanding Public Policy for Business**, helped participants appreciate the critical role that the policy environment plays

for any business, and helped them learn how to engage with the policy-making machinery to anticipate, collaborate and support the formulation of policies and regulations. Delivered in collaboration with the Harris School of Public Policy, Chicago University and Indian School of Public Policy (ISPP), the program included expert speaker sessions by eminent ex- IAS officers and Tanmoy Chakraborty, Head of Government Relations, Tata Sons Ltd.

The other two new programs that we introduced last month are capability development interventions for HR leaders in our group companies.



"The Phoenix Encounter", a TMTC Talk in Mumbai by Dean Sameer Hasija and Prof V Padmanabhan of INSEAD

In an environment which is leading to business transformation on many fronts, and as the pandemic resets many work practices, there is a call to transform our approaches to managing our human capital. The **Tata Senior HR Leadership Executive program** (offered in partnership with Judge Business School, Cambridge University, Deloitte and IIM Bangalore) & the **Tata Future HR Leaders Program** (offered in collaboration with ESSEC, France, AON and SHRM) are designed to address this urgent need. Over 60 HR leaders from across the group are participating in these programs, which will ultimately help our HR talent contribute to and collaborate more effectively with business.



In the spirit of the TCS vision of 'Inclusion without Exception' as part of its Diversity & Inclusion initiative, its Analytics & Insights team engaged with 12 successful global women leaders, requesting them to share their insights and experience journeys to inspire and influence our women workforce for leadership roles.

These nuggets have been curated into the '**Real Leaders, Real Stories**' Coffee Table Book, which summarizes the personal journeys and exceptional career achievements of these women leaders from diverse walks of life including corporate, the academia, and NGOs.

TMTC had the privilege of hosting the release of the book on 28th July. In the picture, left to right : Dr. Preeti Ramdasi (Partner, Ecosystems & Alliances, TCS), Mr. Dinanath Kholkar (SVP & Senior Vice President and Global Head of Partner Ecosystems & Alliances, TCS) Ms. Lila Poonawalla (Industrialist and Founder, Lila Poonawalla Foundation) Mr. Firoz Poonawalla, (Industrialist and Founder, Lila Poonawalla Foundation) Ms. Chhaya Lakkad (Social Activist) Mr. Anand Shankar (Director, TMTC)

Peter Sondergaard of Gartner pointed to the critical role of analytics when he said, "Information is the oil of the 21st century, and analytics is the combustion engine." Our analytics program suite has therefore been building data literacy through educating on the fundamentals of analytics, the knowledge and tools for sense-making from different kinds of data, as well as equipping Tata leaders to be able to make future-ready decisions through the use of advanced analytics.

We continue to enhance our existing offerings as well. Notably, one of our flagships, the TGELS which continues to be refreshed each year to ensure relevance and impact, now includes sessions on Purpose Driven Leadership, Executive Presence and Professional Networking.

And our webinar series, Learning Latitudes, continues to draw enthusiastic participation from colleagues across the group, with almost 20000 attendees in these past four months for our weekly sessions on topics as diverse as the benefits of sleep; leadership lessons from the world of Rugby and mountaineering; and what it takes to build great brands. The most-loved session in the series this year was the one that was held to mark the 118th birth anniversary of Mr. JRD Tata. Wonderfully led by Harish Bhat, Brand Custodian, Tata Sons, it featured three young Tata leaders who shared their learnings about the leadership of people, from the life of Mr. JRD Tata. The insights were both uplifting, inspiring, and served to strengthen pride in being part of the Tata group, as so many of those who attended, affirmed.

To learn more about our programs, please write to csethi@tata.com or pmascarenhas@tata.com If you would like to view a recording of any **Learning Latitudes** sessions, please log on to www.tmtctata.com to view the recordings.

NEW BOOKS IN THE TMTc LIBRARY

(For a review, click on the title of the book)

The Story of Tata: 1868 to 2021

by Peter Casey (Penguin Random House, 2021)

2030: How Today's Biggest Trends Will Collide and Reshape the Future of Everything

by Mauro F. Guillen (St. Martin Press, 2020)

The Phoenix Encounter Method: Lead Like Your Business Is on Fire!

by LanC Woodward, V Padmanabhan, Sameer Hasija (McGraw Hill, 2021)

([Click here](#) for the podcast of a book interview between Prof Hasija and the BCG Henderson Institute)

Designing Organisations: Why it matters and ways to do it well

by Naomi Stanford (Economist Books, 2022)

Coaching: The Secret Code to Uncommon Leadership

by Ruchira Choudhary (Penguin Random House, 2021)

UPCOMING PROGRAMS

(For more details, please write to pmascarenhas@tata.com)

Strategic Sales and Customer Management (22nd -24th August)

This program will benefit Sales Managers and Key Account Managers from B2B organizations. Delivered in partnership with expert faculty from Mercuri India who are leading specialists in this domain, the program is designed to help participants develop a strategic approach for focused market development; sell solutions in a consultative way; plan, monitor and manage sales efforts more systematically; and apply hunting and farming Skills effectively as needed for the context.

Leadership Communication – Creating Impact – The Strategic Way (1st to 19th September)

The program is thoughtfully designed by TMTc in partnership with expert faculty from IIM Bangalore, to address the needs of early-senior or senior level managers for whom their ability to communicate effectively with senior leadership, peers, subordinates and ecosystem partners is a key level of their success. It will help participants enhance their understanding of effective communication strategies, hone their communication skills and ultimately help them elevate their impact and influence with stakeholders within and external to the organization.

Winning through Alignment of Business Strategy & Financial Acumen (19th September onwards)

The program will help develop the ability to link strategic choices and financial metrics, to develop a value-creation approach to making business decisions, and to learn how to activate financial levers to enable effective strategy execution. The program will be taught by Dr Prashant Kale (Jones School of Business, Rice University), and Dr Shantanu Gokhale (TMTc).

LEADCUBATOR – Leading People & Change in the New Normal (3rd October onwards)

A lot has changed about the world as we knew it just two years ago, with many profound shifts that call for new paradigms in leadership. This program, to be delivered in partnership with faculty from ISB Hyderabad and TMTc, is therefore designed to help leaders think anew about how to lead others, nurture talent and create an environment where their teams can flourish. Participants will take back valuable inputs to power their personal development, to lead with empathy, manage stakeholders and lead change in the new normal.

INSIGHTS & PERSPECTIVES

It's Time to Break Up with Burnout. Here's How.

Across the globe, individuals, organizations, and communities are experiencing increased stress and uncertainty – and as a result, employees are dealing with burnout at unprecedented levels. Those approaching or experiencing burnout may feel physical symptoms, cynicism about work, emotional exhaustion, and reduced performance. This article by the **Centre for Creative Leadership** talks about the six things senior leaders in organizations can do, to help create the conditions for colleagues to overcome burnout and “burn bright” instead. To learn more, [click here](#)

Customer Experience in the Age of AI

Companies across all industries are putting personalization at the center of their enterprise strategies. We are now at the point where competitive advantage will be based on the ability to capture, analyze, and utilize personalized customer data at scale and on how a company uses AI to understand, shape, customize, and optimize the customer journey. The authors of this article in the **March-April issue of the Harvard Business Review** explore how cutting-edge companies use what they call *intelligent experience* engines to assemble high-quality customer experiences. To learn more, [click here](#)

How Smart Tech Is Transforming Nonprofits

The use of smart tech by social service agencies and other nonprofits exploded during the pandemic -food banks deployed robots to pack meals; homeless services agencies used chatbots to give legal and mental health advice; and fundraising departments turned to AI-powered software to identify potential donors. While smart tech helped scores of nonprofits to pivot to suddenly remote and digital delivery of programs and services at the start of the pandemic, it may also enable them to turn the page on an era of frantic busyness and scarcity mindsets to one in which nonprofit organizations have the time to think and plan — and even dream. To learn more, [click here](#) to read the complete article in the **Harvard Business Review**.

Meet the four forces shaping your workforce strategy

Four forces have shaped workforce strategies at key moments throughout human history—and they're at it again, say the authors of this article in **strategy+business**. In fact, taken together, the forces offer a framework to help companies understand the interplay between workforce strategy, business strategy, culture, and technology. The article highlights how companies are navigating the interplay of the four forces to help create a more future-ready workforce, and then lay out some practical steps that leaders can take in their own workforce planning. To learn more, [click here](#).

The Neuroscience of Customer Experience

Product and consumer experience teams are increasingly using neural insights to determine what consumers really value, what brings them joy, and what reduces or eliminates

their pain and frustration. The payoff? Smart product design that provides extraordinary experiences, boosting customer loyalty and profitability. To learn more, [click here](#) to read the full article in the **Summer 2022 issue of the MIT Sloan Management Review**.

Getting Strategy Wrong – and How to Do It Right Instead

Too many companies equate strategy with hitting financial goals, says Prof Rumelt of UCLA Anderson School of Management in this article in the **McKinsey Quarterly**. They underestimate, he goes on to say, the difficulty—and the value—of the real thing which is to identify, face and resolve challenges through three strategic skills - judgment about which issues are truly important and which are secondary; judgment about the difficulties of dealing with different issues; and the ability to focus, to avoid spreading resources too thinly or trying to do everything at once. To learn more, [click here](#) to read the complete article

How the Metaverse Will Remake Your Strategy

As digital technologies move to the next stage of advancement—the metaverse—there are two questions companies should ask, say the authors of this article in **BCG Perspectives**: How will the metaverse change our business? And how can we get ahead of the change and shape it to our advantage? They go on to discuss what it is, the some of the productive use cases that it enables, how companies can participate in the eco-system that is being created, and how to build metaverse capability. To read the full article, [click here](#)

THE LEARNING POST QUIZ

Send your responses to manthony@tata.com, to win a gift!

1. We usually think of strategy in terms of objectives. However, an article in this newsletter advises against beginning with goals, when thinking about strategy. What does the author suggest doing instead? What does he say is the most crucial element of strategy?
2. What are haptic gloves, and where are they used?
3. Which company recently launched plant-based meat products under the brand name “Simply Better”?
4. An article featured in this newsletter, names two laws comparable to Moore’s law, that are driving increases in telecom bandwidth and spectrum. What are these laws? The second of these laws is named after an inventor. What did this person invent?
5. In a first for India, a leading travel portal now offers a voluntary opt-in to ‘fly carbon neutral’ to all domestic flight passengers. This option is available via an e-link in the e-ticket. Which is the travel portal that offers this option?