

LESSONS FROM THE CORPORATE WORLD by Amit Chandra, Managing Director, Bain Capital; and Board Member, Akanksha and GiveIndia

This session would be very useful to those who would like to get an insight into the innate features, both micro & macro of corporates and how they function, flourish & become successful. These factors can be applied & replicated to schools, NGOs and organizations from other sectors.

Concrete Strategies I walked away with:

- All Sectors have different influencing segments & you need to understand and study the basic traits, an organization needs to succeed
- Corporate strategies and approaches can be replicated in schools and educational organizations as they have greater impact on society

Discussion Questions raised during the session:

Here are some questions that stimulated a discussion amongst the participants of the workshop. I have included some of the participant's responses as they served to guide the discussion too. I hope that these questions help trigger your thoughts on the topic.

How are teachers being trained in India? What training programs are available for teachers & principals?

Holistic training given, which does not meet long term objectives

What drives success & scale?

To understand that better we will take a look at diverse sectors and companies to explore their core traits and features

Name 1 Company in each sector below & name distinguishing features in each company that makes it so special

Sectors

IT - INFOSYS

- Strong mission & vision
- Leadership
- HR practices
- Operational excellence
- Training
- CSR - value creation

Banking - **HDFC**

- Leadership

- Customer focus
- Strategic focus
- Credibility

Engineering - **L&T**

- Execution & operational excellence, focus on quality
- Goal definition
- HR practices
- CSR – work in the community

Telecom - **BHARTI**

- Risk taking
- Strategic focus – they outsource most of their functions
- Vision & mission
- Operational excellence par global standards
- Customer focus

Conglomerates - **TATA**

- High Values
- Mission & vision
- Trust & community approach
- HR – culture building, team work, leadership development
- Product innovation
- Quality
- Customer focus
- Brand value
- CSR

I have consolidated the common factors prevailing in the above sectors

- Mission and goal
- Leadership
- Strategy & execution
- Operational excellence
- HR – culture, training, leadership development, goal setting, recruitment and talent, succession planning
- Measurement – feedback & customers focus
- Sense of community

How do corporates decide which CSR activity to adopt?

It is very de- centralized. Most companies adopt / adapt to local approaches that surround them. Decisions are very often taken by leaders and has a very top down approach.

Companies like Infosys has trained millions of people and benefits from the outcome. Perception of a brand is defined by the cause it supports.

What is the difference between having good leaders and leadership development within the organization?

HR strategies, mentoring programs and organizations like TASS develop good leaders. Several Tata companies run massive workshops for leadership training

Mckinsey's survey across the world on (i) Best in class education system (ii) Worst in class education system

- Found 2 simple things – exceptional teachers & administrators make all the difference
- There is a visible gap between a good teacher and a good principal
- The limited span of influence in managing capabilities
- A big change by limiting teacher student ratio

Study done in USA on existing reports & researched data to consolidate the defining attributes of performing schools

- Leadership – is about many things, a good teacher may not be a good leader or vice versa. Both need improvement and constant development
- Strategy and planning - Focus needs to be on outcome and driving it by trying to get a buy in by all concerned
- Optimizing operations - Some aspect require creativity and some simply need standardization and replication
- HRM – to maintain high standards, collaborate and find ways to work different situations, lastly people development by giving & receiving proper feedback and subsequent time spent training
- Measurement – a very critical aspect, to assess what is required externally & allocate responsibility internally
- Community - how to engage the parent community and others concerned