

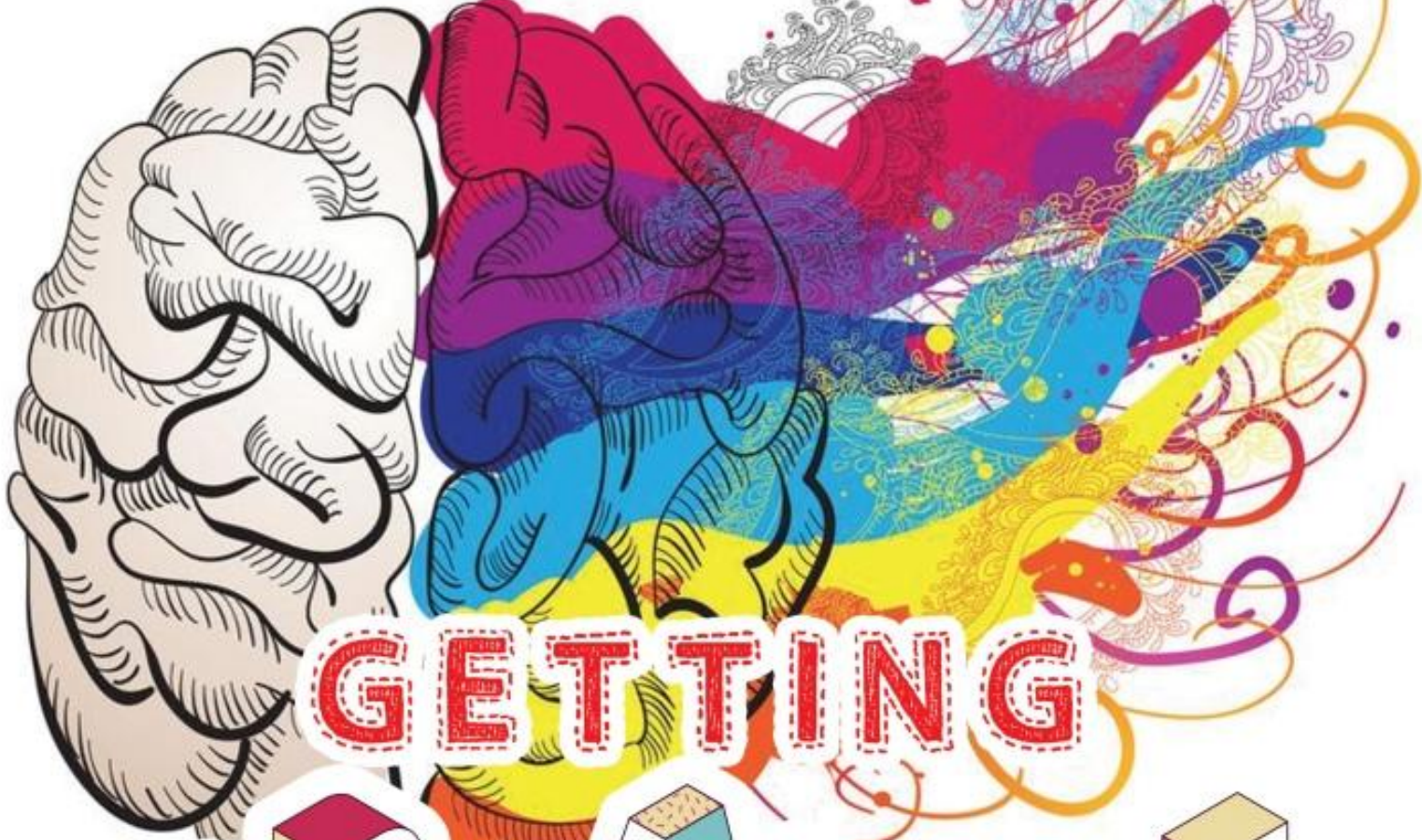
FORCENET E-ZINE

Magazine of the military Veterans in the corporate



**FORCES
NETWORK**

THE NETWORK THAT WORKS



CREATIVE

INSIDE

Stars of Forces Network
Forcenetpreneur
Expatriate Interview
Women Power
Rising Stars
Showcase
Knowledge Bank
Book Review
Matrimonials



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OUR UPCOMING WEBINAR

• Positive Parenting

Key takeaways

- ▶ How to handle stubbornness and ensure cooperation?
- ▶ How to be a catalyst to ensure happiness and success for your child?
- ▶ Understand the factors hampering Child's growth

• Know Your Child with science of Handwriting Analysis

Key takeaways

- ▶ Poor vs Good handwriting
- ▶ Understanding of basic traits (strengths and weaknesses, mental Barriers etc)
- ▶ How to find Child's aptitude and EQ?
- ▶ Signature Analysis



Lalit Panwar ▶ **Amit Batra**

1 hr · 🌐

Hi Everyone.... attended the Amit Batra's webinar on Kids Coaching today and found it extremely useful and powerful session. Shall recommend parents of all kids from 1 yr to 18 yrs to attend and gain the useful insights right from foundation to communication. Great Job Amit....carry on the good work.



Rajiv Ghosh ▶ **Amit Batra**

1 hr · 🌐

Attended a session on parenting by AB, it was quite insightful. Concepts like mentoring your child, setting rules, delegating responsibilities, respecting your child's opinion did invoke my interest and we will definitely implement the same in my daughter's upbringing. Loved the way he explained how right parenting creates an environment which will help the child grow in a positive direction. I highly recommend all parents to attend his webinar.

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From the Editor

Dear Reader,

We have now moved to Unlock 3.0. Kudos to all of us, for coming so far, unscathed, with our patience and perseverance. A lot of invaluable lessons have certainly been learnt in the last few months, which are going to hold us in good stead in the years to follow.

Many amongst us have successfully risen to the challenges that the environment has thrown at us in these trying times. Instead of being despondent, they have been able to discover remarkable opportunities, adapted to the change quickly, and made a fortune. Not necessarily monetary. The gains have also been made in the fields of technological learning and advancements, survival skills, knowledge upgrade, human relations, and much more. A lot many of us also found the opportunity to spend, both quality and quantity time with our loved ones.

This period has also provided us with enough scope to be creative. Being creative means solving a problem in a new way. It means changing your perspective. Being creative means taking risks and ignoring doubt and facing fears. It means breaking with routine and doing something different for the sake of doing something different. It means mapping out a thousand different routes to reach one destination. It means challenging yourself every day. Being creative means searching for inspiration in even the most mundane places. It means you're asking stupid questions. It means creating without critiquing. Being creative means you know how to find the similarities and differences between two completely random ideas. Being creative means you're thinking.

Creativity is a muscle that can be developed with constant exercise and healthy habits. If you want to be creative, do it. Forget the prejudice that creativity is saved for the select few. With a willingness to learn and desire to start, you can be creative. So get going. Creativity takes work, time and energy. Being creative is a lifestyle choice.

What does it really take to be creative? Well, not much. You just need to ask the right questions, not be afraid of failure, and be open and aware. To make it work, become habitual of taking continuous written notes of your thoughts, preferably have a co-working space, and incorporate breaks into everyday work. Frequent travel also aids creativity, as it increases the scope of making contacts and connect with creative people. And most importantly, something which we have forgotten is, listen to soothing music while you work, and unwind by watching funny content.

So, let us pull up our socks, and progress on the path of creativity. It surely helps.

Until next time, cheers to Forces Network - the Network that Works!!!

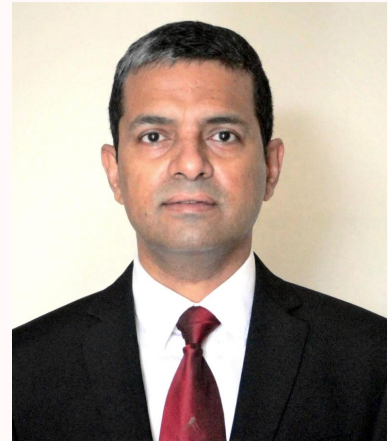
Regards,
Lt Col Ranvir Singh

Stars of Forces Network

A Forces Network Star is a member of the Forces Network who has gone on to achieve glory in the his/her corporate/civilian avatar. The aim of this series is not just to celebrate our successes from the veteran community, which unfortunately we do not do enough, but also to inspire others. The ultimate goal is to set up a virtuous self-sustaining cycle of inspiration leading to more successes in turn inspiring many more.

BY BIDISHA PANDEY

Col Abraham Cherian (Retd), was commissioned into the 52 Field Regiment in 1994. He is an alumnus of NDA, Defence Services Staff College, has served as an instructor at School of Artillery, served as Brigade Major of an Armoured Brigade, as AMS at Military Secretary's Branch at Army HQ, as Colonel General Staff of a RAPID and has also been deputed as a Military Observer for UN at Congo. Post retirement, he pursued Masters in International Business from the reputed Fletcher School of Law and Diplomacy (Tufts University) in US. At present, Col Abraham Cherian is Vice President (Analytics) for Commercial Real Estate at HSBC.



Life in the Army

Col Abraham Cherian studied in Kendriya Vidyalaya at Kolkata, which was located in an Engineers establishment and therefore spotting 'fauji' jeeps and officers smartly dressed in olive greens was very common in that area. He recollects that as having a great impact on his decision to join the forces. Also, the 'commando comics', popular in that era, further kindled his interest. He joined the Indian Army in 1994 after graduating from NDA and IMA and was a part of the 52 Field Regiment. Col Cherian did all major courses including Junior Command course, Long Gunnery Staff Course and Staff College in competitive vacancy, and also served as instructor at the School of Artillery. He was also deputed as a military observer for UN at Congo, and was selected for the Higher Defence Management Course in 2014.

The Big Switch

Col Cherian had made up his mind to switch to the corporate sector while he was deputed at Congo in 2005. That was when he was yet to serve in the Army for the next eight years. When Col Cherian finally retired in 2014, he wanted to go for a complete re-education. He prepared for GRE for a year and secured admission to the MBA programs at both USC Marshall School of Business and The Fletcher School at Tufts University in Boston, United States with generous scholarships, and ended up pursuing Masters in International Business from the Fletcher School of Law and Diplomacy, where he got the opportunity to do study at MIT and Harvard as a cross registrant.

Career Progression

Interestingly, Col Abraham Cherian joined Elsamex India Pvt Ltd at Trivandrum just after retirement before he moved abroad for further studies. At Elsamex, he set up operations for a 50,000 capacity stadium in a leadership role, supervised stadium operations and coordinated the 35th Indian National Games opening and closing ceremony. Later, during his MBA in US, he worked for a startup in health care analytics as a business strategy and marketing consultant at Boston.

Col Cherian returned to India in 2017 due to family reasons and was offered the position of Deputy Vice President to handle three verticals – Product Management (Gold Loan portfolio), Project Management (business projects and setting up a PMO) and the Business Analytics division which he had to set up from the scratch. Col Cherian worked with a team of 14-15 people including two AVPs who handled these functions. Muthoot gave him tremendous exposure and experience, but the company was mainly India focused and Col Cherian wanted to move to a more global environment and role. Therefore, he moved to HSBC as Vice President Analytics - Corporate Real Estate in July 2020.

A Typical Day in the Corporate Life

Col Cherian explains that a typical day at Muthoot started with a brief review of performance of gold loan products, followed by business review with the concerned business heads, working with various stake holders for new product launches, designing campaigns and user acceptance testing. Under project management, he would look into the opening of new branches and technology oriented projects. Analytics involved reviewing new solutions or monitoring performance and adoption of running solutions.

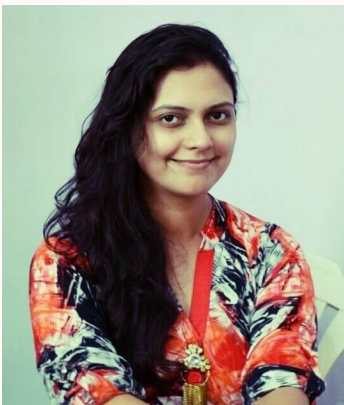


Advice to Fellow Officers

Studying abroad is a dream that many officers have. Col Cherian believes one should plan extensively for such moves, specially the financial part, as a two-year MBA from a reputed university in US would cost around 50 lakhs to 1 crore, and the loan could be a heavy burden on the officer for years. One should always take into account the possibility of returning to India post studies. Employment conditions internationally, specially today, are extremely dynamic and nothing is guaranteed.

As far as a career in analytics is concerned, he advises officers to go for a full time course at a reputed institute like ISI or IIT to get a good understanding of the subject and not go for short courses online if interested in core analytics. In case one wishes to move abroad, MS in Analytics is a great option if one has the aptitude for mathematics and statistics. Analytics management is a good field to explore, if one has a better than basic understanding of analytics techniques.

Broadly, his advice to transitioning veterans is to re-educate and go for business management roles, not only security and administration related roles as is the norm. Armed forces officers are better suited to manage and lead in front end business roles rather than back end support roles.



Bidisha Pandey is a blogger who believes every individual has a story and a lot can be learned from every story. More stories and interviews by her can be read on her blog site www.sassyweekender.com



ForceNetPreneurs

In this series we plan to showcase a few entrepreneur members of Forces Network who have achieved a reasonable degree of success in their business ventures. The aim being to celebrate their success as also to learn from them with a view to motivating more amongst our community to take up entrepreneurship as a full time vocation. Finally – we do need job creators in greater numbers than job seekers.

BY RANVIR SINGH

Lt Col Siddhartha Varma, an alumnus of NDA, was commissioned into 9 Engineer Regiment in 1996. Post his PMR in 2017, he chose to take the entrepreneurial path and now runs the BaseCamp Infra Consultants (OPC) Private Limited, a RERA registered Real Estate consultancy firm based out of Lucknow. They are channel sales partner of the all the big reputed builders of Lucknow, and are also channel partners of RERA registered commercial projects Pan India, including UP, NCR, Nainital, amongst others. They also deal in sale and resale of plots, independent houses, agricultural land, as well as Commercial shops and spaces. He is also active in different business groups like BNI (Business Network International) and TiE (The Indus Entrepreneurs). He can be reached at info@basecampinfra.com



Ranvir: Please tell us about your company and what you are doing at present.

Sid: I run a RERA-registered Real Estate Consultancy firm in Lucknow. My company's name is BaseCamp Infra Consultants (OPC) Private Limited and we are channel partners of all the leading builders of Lucknow and also deal in resale of plots, flats and independent houses. My company is a one-stop shop for real estate and we deal in residential, commercial, industrial as well as agricultural properties. We also facilitate home loans, construction, interiors and all issues related to real estate.

Ranvir: What made you choose real estate as a career after the Army?

Sid: I was very clear about taking the entrepreneurial path post taking retirement from the Army, vis a vis seeking a job. I looked around at various business options including the retail, food and beverages industry as well as distributorship of sports as well as FMCG products. However, I realized that with my background in civil engineering and interest in real estate, I would be more suited to pursuing real estate professionally and lend my unique perspective to buyers as well as investors about both the quality as well as viability of a project.

My family had been investing in real estate earlier too, like buying and selling, for over 15 years, and I was aware of the opportunities and challenges in Lucknow. I also realized that there is a vacuum in the organized real estate consultancy space with mostly the unorganized segment ruling the roost. The bad practices had hurt me individually as an investor too, when I had depended on advice from regular property

agents and realized the wrong decisions taken on a short leave, when it came to disposing off the property.

Ranvir: What are the risks in buying property in an unorganized market, which one should be careful about?

Sid: The unorganized sector looks at defence officers or other investors who do not stay in Lucknow, but only get to visit for short durations, as easy pickings and end up selling something to them that no one else would be buying. People then buy the property at full rates, without any discounts, and when the time comes for selling this property, they are not able to sell it at the prevalent market rates due to some or the other problems in that property which doesn't make it investor friendly. Like maybe, it's South facing, or it's near the STP (sewage treatment plant) or it's too much at the back, or it's the top floor and nobody wants the top floor since it gets very hot there, etc. So, basically, the property agent got you to buy something at the full prevailing market rates at that time, but will not be able to sell it at the prevailing market rates when it's time to sell the property.

Also, there have been times when a property gets stuck due to issues of the builder defaulting, some legal issues with the land or not having the necessary clearances and permits from concerned authorities. This leads to investors' money getting stuck in non-viable projects.



Ranvir: It must have been difficult to start a business that requires both sellers and buyers straight after retirement? How have you managed to establish yourself as a business person in Lucknow and how do you get your customers?

Sid: My father was in HAL, Hindustan Aeronautics Limited, due to which I had done my initial pre-schooling from Kanpur, then a majority of my primary and secondary education from Bengaluru, with a short duration in Nashik too. I finally did my

intermediate from Lucknow and we settled down here post my father's retirement. I joined the National Defence Academy immediately after Class 12 in 1992 and finally took retirement in May 2018, a long 26 years' journey in which my visits to Lucknow were during my annual or casual leaves.

I get my clients from various platforms, mainly from expensive digital marketing campaigns, Property Expos, etc. We are also heavily dependent on referrals from both our existing customers as well as from the goodwill that we have across various networks. I am also an active member of BNI (Business Networking International), Lucknow Region as well as The Indus Entrepreneurs, Lucknow Chapter.

Ranvir: What were your initial concerns as a new entrepreneur?

Sid: Starting a business from scratch was always a challenge, and hence I chose to go through the franchise route and took a franchise of RE/MAX, the world's largest real estate network with presence in more than 118 countries worldwide and with offices in nearly 60 cities in India at that time. It was good to get an international brand name behind me and I value the initial training and education that I received from the RE/MAX resources. I tied up with all the big reputed builders of Lucknow, be it Shalimar, Omaxe, Rishita, Paarth, Eldeco, Azea Botanica, Experion, Pintail, Lucknow Greens, One Oak, Kiara, Chandra Panorama, Emaar, DLF and others. Basically, I have a bucket full of options at all locations all over Lucknow, be it flats, plots or row houses. I am also equipped with attractive commercial projects which are very attractive for the investors. I am also in the space of Commercial Leasing and have been steadily building this aspect of the business too. I am able to offer best rates and schemes to all my investors.

I am connected across cities and countries due to my real estate network and I am in a unique position to offer great investment options and affordable ones, mind you, by even defence officers and other government employees, in places like Thailand, Dubai, Cyprus or even Nainital closer home.

Ranvir: Give us an insight into your Forces background.

Sid: I joined the 88th Course in Kilo Squadron at NDA, and then was in the Cassino Company, with 99 Regular Course at IMA Dehradun. I was commissioned into the 9 Engineer Regiment (Basantar "R"), The Madras Sappers in 1996. I was also part of Op Vijay with 2 Engineer Regiment from 1999-2000. I had my share of regimental tenures and served in diverse terrains, be it in the deserts of Rajasthan, the icy heights of Ladakh or the jungles of Manipur. I was also an instructor and faculty commander in the Madras Engineering Group and Centre, Bangalore. Other than the regimental tenures, I also had the experience of hardcore engineering jobs, when I was posted as the Officer Commanding of a Road Construction Company at Pithoragarh and also when I was the Garrison Engineer (Independent) at Chandipur, Odisha, with DRDO. I was awarded with the General Officer Commanding in Chief Commendation card, for works that I carried out in Bhuj when I was a Company Commander in 9 Engineer Regiment.

Ranvir: What has been your learning curve as a real estate consultant?

Sid: A lot of education comes from learning on the job, hobnobbing with the established business persons who give you a lot of practical and realistic advice that no quick-fix MBA can teach you. I chose to jump directly into business without doing any of the pre-release courses for this very reason, since I was just raring to go.

An entrepreneur's life is pretty uncertain but exciting, you do not have the comfort of having a fixed salary, there may be months without any income, and there will be months with a lot of income. The hard work that you put in, and I say it as it is, if one puts in only 60% of the effort that one puts in while in service, the sky is the limit for your earnings and growth.



Ranvir: What else is keeping you busy besides work?

Sid: I am an avid golfer, I'm fond of playing tennis and billiards, I dabble a bit in photography. I have liked doing some public speaking assignments that come my way. I am a regional trainer in the BNI ecosystem and looking forward to help people as far as real estate sales is concerned. I have also enjoyed my 15 seconds of fame by coming on a news channel as a defence analyst and giving my comments on contemporary defence issues.

Ranvir: What is your vision for BaseCamp Infra Consultants?

Sid: I understand that there is a lot of competition in the space that I have entered, but the space is mostly cluttered by freelancers from the unorganized space who are not even RERA registered. My aim is to create awareness of my presence in the minds of all defence personnel, that they should be aware that Lt Col Siddhartha Varma (Retd) from BaseCamp Infra Consultants is active in Lucknow, and thereafter, offer best rates and schemes to all my investors. The choice to choose me and my company over anyone else is a personal choice that is left to them. My aim is to just create awareness of my presence and the promise to give my clients clear and straightforward advice along with fantastic service.

We are still a young and growing company having completed a little over two years now, and looking to really grow my network, my sales team and my presence in Lucknow. I love the difference that I am able to make in my transactions and am happy leading a team of educated and suave professionals who, like me, share the vision of trust, integrity and transparency in our dealings.

Ranvir: What would your message be for Force Net members who wish to look at this field to pursue?

Sid: It's been great talking to you about my fledgling journey so far and I look forward to share my successes with you and the entire Forces Network, which is of course an extended family. I feel that every Fauji is an entrepreneur at heart, with the ability to work long hours, be on call 24x7, ability to take risks and in the end, enjoy the adrenaline rush once deals get done. Post PMR, being an entrepreneur, the feeling may be comparable to the 'josh' and excitement possessed by a young Captain, or at the very least, the energy and motivation levels that you had as a young Major is the best way to describe the feeling that you will get. You have a skip in your step and a purpose and goal to strive towards. The more you work for yourself, the more you learn and earn for yourself. Real Estate consultancy is not rocket science, but with diligence and transparency, it is a good field to get into, what with a huge vacuum being there of trustworthy broking firms in the current market.

Ranvir: Thanks, Sid. That's a wonder insight you have helped us with.

Sid: All advice to Force Net members as always will be free of cost, and I look forward to serving our community by keeping their real estate investments safe and profitable. My heartfelt thanks too.



Lt Col Ranvir Singh, a product of Rashtriya Military School and an alumnus of National Defence Academy, was commissioned into 2nd Battalion The Bihar Regiment in June 1988. After hanging his boots in Jan 2009, he has contributed immensely as a Corporate Warrior for last 10 years to recognised organisations like IL&FS Technologies Ltd, National Institute of Bank Management of RBI, and MMTC-PAMP India Pvt Ltd. Apart from being a Security & Safety specialist and an Administration expert, he has a keen interest in the field of ever evolving Information Technology, and a flair for writing. He can be reached at ranvirsm@gmail.com

**“CREATIVE THINKING INSPIRES IDEAS. IDEAS
INSPIRE CHANGE.”**

BARBARA JANUSZKIEWICZ

Expatriate Interview

In this series we plan to showcase the achievements of the members of Forces Network who have settled abroad and carved a niche for themselves through hard work, grit and determination. The aim is to bring to fore the mechanics of such transitions, and thereby quell the apprehensions of the larger community in the Network. Learning from each other would help us exploit our true potential in any part of the World. And, it could be beneficial for our families too.

BY BIDISHA PANDEY

Maj Himanshu Bhardwaj joined Rajputana Rifles on being commissioned, and moved out to the corporate world in 2006. He worked in various organisations in India such as Hyderabad Biodiesel, Indus School of Leadership and Altrusia Health, in technology program management and leadership training. He moved to the United States to pursue MS in Information Technology from University of Cincinnati (UC). Presently, he is a Senior Manager at Capgemini USA and works in the domain of Mergers and Acquisitions (M&A).



Bidisha: How has your corporate journey been so far?

Himanshu: I focused on career tracks, which helped me learn and establish core skills for career advancements. I managed technology programs in India and that gave me insights into different dimensions of development, testing, management and account management. I utilized this experience to charter the next steps for my Masters in US.

Initially, I prepared for GMAT with the idea of MBA but high expenses and a generalist program orientation veered me off to a more specialized MS program in US. I applied for few MS programs, which accepted GMAT and after securing scholarships from some of them, chose UC. In the program, I learned core technology such as data analytics, ERP and development domains as databases and .NET. This helped me get few offers from consulting and product based companies. I chose Capgemini as my first choice since it was a senior consulting role.

Bidisha: What are the major challenges you faced in your journey so far and how did you overcome those challenges?

Himanshu: The first challenge was 'Finances'. MBA is super expensive and takes a long time to recoup investment. Second was learning and keeping abreast in technology.

One could become redundant in no time in this domain. For the former challenge, I chose MS and to address latter, I keep training through platforms such as Lynda.com and Coursera in addition to internal company resources.

Bidisha: Did you have a vision in mind as to what you would like to do post your career in the Armed Forces?

Himanshu: I was motivated to plan a transition to Civil services but after appearing in mains and falling short by 15 marks for cut-off, the next choice was to either sit for another 18 months for next attempt or chart out something in corporate world. I chose latter and pursued corporate career and finally made a geographical switch to US.

Bidisha: What were the major highlights of your tenure in the Indian Army?

Himanshu: Army was a great experience. I served during OP Parakram and had experience serving as ADC. In addition, operational experience at LoC helped me shape tactical and strategic perspectives.

Bidisha: What would be your advice to officers preparing for the transition to the corporate world, especially if they wish to pursue a career in technology?

Himanshu: Irrespective of whether you are a techie or a non-techie, you can get into a technical role, if you want to. The industry is willing to hire skilled resources.

It is good to have PMP but we all need to specialize in some domains. This specialization can come through Internships. Ask around on LinkedIn, Forces Network and it is okay not to get paid while going through such internship periods. You will learn and build relations. All that can be used to market your resume.

I am on the board of an Angel Investment company and regularly conduct deal reviews from young entrepreneurs. I see that as another opportunity for officers, where they can leverage internships to gain experience and become an entrepreneur.

One last thing I would say is to get yourself evaluated for your core competency, as that would help you understand what areas you can focus on.

Bidisha: What would be your advice to officers who plan to move to a new country post-retirement? What are the major factors one should keep in mind for the same?

Himanshu: As far as US is concerned, there are three ways one can do this. One is to pursue your Graduate (Masters) degree in US and then look for a job, which would get you your work visa and Green Card subsequently. Second is to join a US company in India that processes your H1 visa and sends you to US. Third is the option to invest in US and get a Green Card. The last option begins at almost \$900K.

US is global economic engine and will continue to remain so in foreseeable future. Jobs and business opportunities are aplenty. Challenge is long term visa. So, one must take that into account and be prepared for rewards keeping in mind the issues one faces intermittently while managing visa renewals.

Authored by Bidisha Pandey, based on interaction with Maj Himanshu Bhardwaj, online and through e-mails.

Women Power

Spouses of Defence Officers have immense potential as individuals. While many of them have already established themselves as successful independent entities, a very large number still has to recognise and exploit their inherent hidden capabilities and worth. In this series we plan to showcase the achievements of such spouses of the members of Forces Network who have carved a niche for themselves through hard work, grit and determination, so as to provide adequate motivation to the others.

BY UDAY K SHRIWAS

Anu Khanna, with Masters in Fine Arts, always had a passion to create very unique and exclusive products in the field of hand dyeing and free hand painting. She launched her online portal by the name of 'Parrot Studio' in 2014 so as to showcase her artwork and make her mark in this field. Anu always strives to satisfy her customers by taking an initiative and thoroughly understanding what they want. More than business it is her passion for this art, which she feels is losing its grace in today's mechanical world. She has created very exclusive and designer art work pieces for many eminent ladies. Her presence is at www.instagram.com/parrot_studio and <https://www.facebook.com/omyanuparrotstudio/>.



Uday: Please tell us about yourself, what you do, and how did you start.

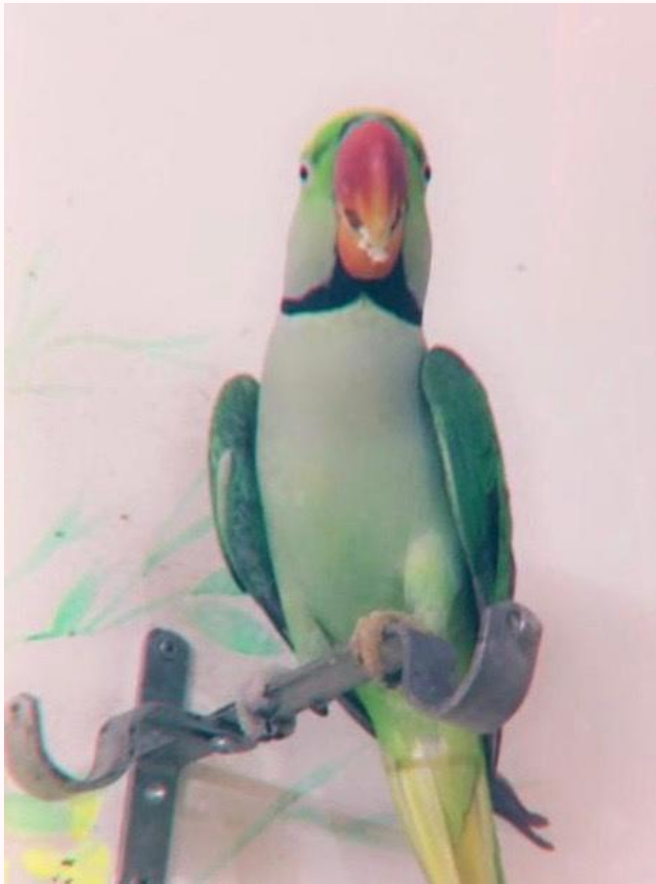
Anu: I have been passionate about free hand painting since my childhood. After finishing my Masters from Government Collage at Hoshiarpur, I started my career as an educationist but used to paint on fabrics during my spare time. One of my colleagues saw my work and asked me to paint a dress for her which was a turning point. The dress I created was not only appreciated by her but numerous other colleagues started placing their orders for various other products. I have been doing this as my love for free hand painting for more than 25 years now but we started our online studio only in 2014.

Uday: Your brand name “Parrot Studio” is quite unique from the products you create, How come, and why so?

Anu: We have a live talking parrot as pet since last 15 years, even before we had our daughter and he is like our first child. He is a family member and we have not travelled by air since last 12 years just because he is not allowed with us in cabin. In fact we only travel to places where we can take him along with us by road. He eats and sleeps with us and is very much part of us.

So when we decided to have a brand name, my cousin Jiten Thukral who is also one of the leading artist in the country and holds exhibitions all across the globe, suggested

to go for a name which is closest to our heart. It was then a unanimous decision and he finally came out with the brand name "Parrot Studio". Our brand logo is also designed by Jiten Thukral.



Uday: What is your vision behind starting your businesses?

Anu: It's my passion for free hand fabric painting which excites me and also hand crafted work like these are getting extinct from today`s world. The new generation might find it difficult to lay hands on such products. It gives me immense pleasure to do something like this out of my passion.

Also seeing the busy life of today's generation, we decided to go for an online studio. Collection of my work is available for perusal and placing of orders on my Facebook page <https://www.facebook.com/omyanuparrotstudio/>

Uday: Did you have this passion even before marriage, or was it something that got ignited after marriage?

Anu: I started creating art work pieces immediately after I finished my Masters. After getting married I used to create work pieces for my clients but went on full throttle after 2013 when my husband took pre-mature retirement.

Uday: What challenges have you faced so far?

Anu: By the "GRACE OF GOD" I did not have to face many challenges as I had my good circle of clients before we went online.

Uday: Would you like to recount the work you have done for some celebrity, and other renowned personality which has been much appreciated?

Anu: I have created very exclusive and designer products for wives of ex VCOAS, E-in-C not only once but many times, many tri-services officers' wives, serving women officers, IPS officers, number of ladies from political background to include ex PMs, CMs and MLAs families. We have clients in more than 25 countries and counting.

I have also created more than 200 free hand painted chiffon stoles single handed for my husband's course Silver Jubilee celebrations in the year 2016.

Uday: What makes you different from other artists and what are the various aspects you focus on while creating your work pieces?

Anu: My art work is different because whatever I create is because of my passion rather than just a business product. All my hand dyed and free hand painted products are created by me alone. A particular fabric is created directly with paint and brush without drawing, tracing/ printing. I have not employed anyone as I feel the personal touch which an artist herself/himself gives to create a product because of their passion will be lacking if someone else is asked to create who works just as an employee. All my products are exclusive and unique and one will never find any two pieces similar.

Uday: Do you only create pieces on you own or do you also undertake customised work as well?

Anu: I also undertake customised work as per requirements of my clients. Whenever a client wants a customised piece, we first get in touch with her/him and get to know their requirements. After understanding their requirements we ask about their budget and then we start our work to give our client the best as per their requirements and well within their budgets. It's always my endeavour to give something or the other to my clients within their budget and keep them happy and in high spirits regardless of amount they pay.



Uday: We have learnt that you are also into hand embroidered and fusion work products as well. Do you those just by yourself ?

Anu: For hand embroidery we have a team. The fabric, designing and colour combination is decided by me. I then tell them what type of hand embroidery has to be done and then they create as per my guidance. I also create fusion art work pieces with work of hand dyeing/free hand painting/hand embroidery as per client's requirements.

Ranvir: Tell us about your experience of creating stoles for your husband`s course Silver Jubilee celebrations and how it all started?

Anu: It was in 2016 when my husband`s coursemates (78 NDA/88 REG/71TECH) decided to celebrate their silver jubilee at IMA Dehradun. Discussions started for souvenirs for officers and then one of my husband's friends asked him to suggest something if we at "Parrot Studio" could create for ladies. He then discussed it with me and we decided to create free hand painted chiffon stoles at no profit no loss basis. The idea was welcomed by the course and I created more than 200 stoles single handed which were all delivered well before/during Silver Jubilee celebrations. Here is a glimpse of those stoles.



Uday: What are your future plans?

Anu: I do not plan and I am someone who believes in “GOD” and would like go with the flow.

Uday: We have heard that you also indulge in philanthropy?

Anu: Yes, we endeavor to do our bit. A part from any of our product’s sale by “Parrot Studio” is kept aside to be used for welfare/uplifting the needy, whatever little we can. This fund is utilised for Martyrs families, child education, taking care of someone’s sickness/surgery. We do make it a point that these funds are allocated every time a purchase is made, spend judiciously and are accounted for.



Uday: How do you plan to tackle the challenges thrown at you in this COVID-19 situation?

Anu: As I said earlier, I do not plan and take life as it comes. Yes, these are testing times but as an Army Officer’s wife I thought to convert this situation into an opportunity. We came out with hand dyed/free hand painted/hand embroidered unisex designer masks for all age groups and they were appreciated and liked by all including lots of defence services ladies. Those were a huge hit especially with kids who were reluctant to wear masks which are readily available off the shelf in the market. I have till date created and sold more than 750 designers masks.

Uday: What advice do you have, especially for spouses of defence officers, who deserve or aspire to be similarly independent?

Anu: The crux of my personal experience through this journey so far is that one should



always live life with her passion. I have always believed in “GOD” and have been true and very professional to my work by giving 200% to whatever I create even if the client is not paying that much just for my satisfaction as an artist.

My advice to all aspiring entrepreneurs will be just live your passion and do not get distracted/disappointed at any stage. There will be people who will never ever appreciate your work, not help you rise or promote your work even if they are in a position to do so, but just keep going. Do not let the creative person in you die at any point in life. If you have any creativity in you, passion for something just keep it alive even if others do not encourage you. Just keep pushing and by the grace of “ALMIGHTY” sooner or later you will find your way.

Uday: Thank you, Anu. It was great to get an insight into your passion and the works.

Anu: Thanks. It was motivating for me too!!



***Capt Uday K Shriwas** was commissioned into the Corps of Signals, and served in various theaters during his service for five years, including in a newly raised RR Battalion. Thereafter he has worked with many renowned Companies, and is now the Relationship Leader with Yes Bank Ltd.*

Rising Stars

Children of Defence Officers have been, and are making a noticeable impact and leaving a distinct mark in various walks of life. It is an outcome of the disciplined, competitive, varied as well as ambiguous environment they get to spend their early years in, which helps to form a very solid foundation for their future careers, adding manifold to their immense individual potential. In this series we plan to showcase the achievements of such children of the members of Forces Network who have excelled in their respective fields through hard work, grit and determination, so that others are able to take useful leads from their experience.

BY RANVIR SINGH

Prasad Kantamneni is the Co-Founder and Chief Education Officer of UXReactor, an award-winning Design Company based in San Francisco. He has been instrumental in growing the company from scratch to a 50-person operation across three countries. In 2019, the company was recognized for their innovation in Design by Fast Company, in respect of their work in the Automotive Sector. And this year they have been recognized by Inc 5000 as one of top 5000 fastest growing companies in the US.

Prior to UXReactor, he worked with companies such as Yahoo!, Honeywell, and eBay. He is also responsible for designing the feature known as search suggestions, something that touches internet users across the world.



Iqbal: Tell us a little about your childhood, family life, and anything of those early years which has had a defining influence in your life.

Prasad: My father was in the Army, and as a standard routine we moved from one place to another in a cycle of 2-3 years. As children, we always cherished such moves, however our parents had a different style of bringing us up. Our Parents would get us admitted in the local school, instead of Kendriya Vidyalayas or Central Schools as other people would. They were more interested in our learning the local languages, cultures and customs, even if it meant failing in the class. Fail we did, each year, and then it was the regular practice of parents requesting the school administration and getting us promoted to the next class. This happened year after year including the 12th standard!

In retrospect, this was the biggest gift our parents could give to us. While we picked up different languages, got aware of various customs and cultures in the process, but it also took away our fear of failure. Thus, we became free from social pressures, and learned to take risks and focus on innovation. Consequently, when I came to US after my graduation, this attitude of being unafraid of failure helped me adapt to the new culture like a fish to water.

I have realized that this adaptation to Volatile, Uncertain, Complex and Ambiguous (VUCA) environments is greatly missing in most people, because they cannot handle ambiguity, when there is ambiguity all around. So, the biggest liability during my upbringing, actually became the biggest asset when I turned professional.

Iqbal: What motivated you to enter the field of Design?

Prasad: While growing up, my failures forced me to introspect a lot. I started getting into self-improvement programs and trying to understand as to why and how these programs worked. I started learning psychology even before I entered the college. During that period, I came across this psychological principle related to habit, which conveyed that a habit is like an onion. Layers keep getting added as you repeat a habit. However, when you wish to do away with a habit, it is an equally difficult task as many layers would need to be removed. Definitely, it is going to take at least half the time you took in forming it, if not more.

So, I had to get rid of the habit of failing, and started analyzing how to go about it. So, during my years of graduation, I formed a strategy. I decided to focus on one subject at a time, and top my class in that, even at the cost of failing in other subjects. This worked, and gave me the confidence that the habit of failure can be reversed, and ultimately I changed my habit. At the same time, I got into studying handwriting analysis, and even wrote a software program for it. I did B.Sc. in Computer Science, and while in the first year of doing my MCA, I took the decision to migrate to the US, to do a Master's in Computer Science Engineering.

The University that I went to, is close to one of the largest Air Force bases, with a lot of defence related research being done at the university. One day, one of my professors took a look at my resume told me that you are not a computer person, rather you are a Human Factors person. I had not heard about this field earlier. Nevertheless, on being suitably guided, I took a course in Human Factors Engineering in the same university and enjoyed it a lot. Consequently, I decided to change my major to Human Factors Engineering, where I was funded to support human performance research with the Air Force Research Laboratory (AFRL). This involved a lot of work in Human Performance Simulation and Logistics. And, finally I qualified as a Human Factors Engineer. My thesis was focused on search assistance technologies that anticipated what someone would look for. The technology at the time improved Google search performance by 60%.

Post-graduation, I was picked up by Honeywell Research Labs as a Research Scientist, and was engaged in their R&D Lab dealing with lots of interesting projects related to defence establishments, NASA, Smart homes and the like. It was a great period of learning for me. Unfortunately, in 2011 I lost my job due to the 9/11 crisis. When the situation normalized, someone at Yahoo! Search Came across my Master's Thesis, and I was invited to join the team as a Research Lead responsible for Design.

Ranvir: Your parents seem to be ahead of their times in the way they brought you up. What points would you like to share with parents of today? And, also do psychometric tests help in aligning the child to his career?

Prasad: Most parents today work in the fire and forget mode. They resort to the use of psychometric tests, and expect that the child will improve with some counselling. What is required, is that they provide the essential psychological safety to their children so they can Experiment, Fail, and Learn.

Psychometric testing is a starting point. Parents need to take time to understand the results and tailor strategic interventions to expose their children to maximum opportunities in a psychologically safe manner. Despite all my failures, I still remember my mother telling me every day that I was smart and could do whatever I set my mind to. During my school days, I worked as a door to door salesman for Ceasefire extinguishers, and I hated the activity. If nothing else, it at least helped me realize, that I am not cut out for sales. Today, it is not about marks, degrees and certificates. It is about exposure, being innovative, building emotional resilience and the ability to handle ambiguity, which is going to define success.

Psychometric tests define how an individual is going to perform in a safe zone or an ideal environment, however it gives no idea how the same individual is going to react in an unsafe zone or unfavorable situation. Today's generation needs to be given opportunities for experimentation, which will not only make them experienced but also attune them to accept failures. It will also help them evaluate what they are comfortable and uncomfortable with. This can then be used to guide their careers and personal growth.

Uday: Tell us about your career and working life. And, how did you get to set up UXReactor.

Prasad: I worked in the US between 2001-2011, with companies such as Honeywell, Yahoo!, eBay, and Google. During the time, my designs were seen by hundred of millions of people. I was able to productize my Master's thesis into the Search Assistance technology - which all of you use when you search (it's the suggestions that come up as you type in the search box).

In 2011, My wife and I decided to take a three years break and work with a nonprofit venture involving villages in Northern Andhra Pradesh. After this stint, My brother and I decided to start our own company focused on designing complex enterprise products. So, we and created the UXReactor Design Studio in 2014.

It is one of a kind company, and has made a mark for itself in very short span of time. Since the work we are engaged in is exclusive, we felt the need to train our employees before onboarding. For this purpose, a parallel captive academy was also started in 2014, where the selected students go through grueling six months training akin to that of the Navy Seals, with very high pressure, high stress and high

deliverables. At the end of it, the successful students are absorbed, while the unsuccessful ones also get immediately picked up by other technology companies.

It is to be noted that our selection criteria is very stringent. In the six years of our existence, we have selected just about 70 students, out of 45,000 applications, out of which 10-15 failed out.

Iqbal: What drove you towards your stint with the nonprofit organization, what insights did you get there, and how were you able to apply those to your business?

Prasad: I was driven by intellectual curiosity towards this nonprofit stint. It was like expanding the boundaries. After having launched a product that touches more than 2 Billion people every day, and helping Yahoo! capture 5% market share from Google at the time, the question was what next! I needed to do something more challenging and impactful.

In my opinion, the biggest problem in our country of billion people, is social development. So, I decided to apply the design principles to bring a change in rural communities. Having tasted success in the US, I thought I knew everything. Fortunately, I was quickly jolted with the reality that there are many people who are doing great work, and probably doing it even better than me.

I started with the aim of social entrepreneurship, but soon migrated to providing leadership skills through computer education in rural communities. We trained more than 1600 people in 2 years where my teaching faculty were exclusively 6th, 7th, 8th, and 9th standard students.

It was a wonderful journey, which started from the villages and led to me being invited to join the National Digital Literacy Mission – where I got the opportunity to see policy making at a National level and network with leaders in Bureaucracy, Corporations, NGO's and innovators on the ground. It gave me a very holistic perspective of policy making and execution at a national level.

The core lesson for me here was that India has a lot of smart and innovative children, but our education system systematically destroys these smart children and creates risk averse and fearful adults. Secondly, I was convinced that using Design Thinking you can change mindsets and can be effectively used for social development.

These lessons have been applied leveraged for training in our Company. We avoid recruiting from IITs and NITs and focus on recruiting recent graduates for attitude and aptitude regardless of degrees or age. Our youngest being 17 years old. Still, we are probably the first Design company with a base in India to win the FAST Company Award last year. Companies like Adobe, IKEA, and Google feature in the list of this award. This year we were named to the 2020 Inc 5000 list (as one of the top 5000

fastest growing companies in the US) – a list that once included companies such as Microsoft, Timberland, Vizio, Intuit, and Chobani.



Uday: Could you briefly tell us something about approach you have adapted for selection of employees in your organization?

Prasad: We follow a methodology inspired from the Armed Forces. We test our future team members on multiple criteria which is not about the Degree they hold. They are evaluated on factors like raw intellectual ability, grit, perseverance, curiosity, leadership, empathy etc. Most of the time it is a seed inside from the beginning or it is not there. It is like this that you are either cut out for the Armed Forces or you are not.

During evaluation, our candidates are put through a process similar to the Situation Reaction Test of SSB interview of Armed Forces. That is a time when the candidates may display their ability to handle pressure and still keep their composure and also bring out the best even in times of uncertainty. We ask them lots of ambiguous questions so we can get insights into their ability to learn, prioritize, and solve problems. We do not care about failure. We care about how they react to it. Other important aspects for any of our team members are humility, candor, trust, growth mentality, professional maturity, and work ethic. Behavioral testing and attitudinal parameters are a great way to finding the right candidate.

Ranvir: So, you must be facing this challenge of poaching and attrition. How are you dealing with it?

Prasad: Unfortunately, yes. We mitigate it by having using a three-pronged approach:

- People: We select people who share our value system and are motivated about building their careers over seeking a fat paycheck.
- Process: Students have to enter into a three year bond before they can join us – this ensures that parents and students are equally serious. Our salaries are higher than most companies, and that the average salary increments amount to 20%+ year over year (the industry average for 2019 was 9.7%). We have a 360-degree career management system starting with a mentor for every team member, to sponsoring them for advanced degrees and educational programs in top notch schools including Harvard Business School, and BITS Pilani.
- Environment: We empower individuals to take decisions and work independently. Most of the company Processes and Policies are defined and set by a group of five team members (Super 5) – who are nominated by their peers on a rotating basis. Of-course, it also helps that we work exclusively in the international markets and have a client list that most people would give an arm and a leg to work with.

That said, sometimes despite our best efforts, team members will have their own reasons for breaking their bond, or poaching may happen. This is unavoidable. What is important, is that we focus our energies on the people who decide to make their careers with UXReactor rather than the people who decide to leave.

Uday: Do you think defence officers are suited for such opportunities, and how should they prepare themselves for it?

Prasad: Compared to their counterparts in the civil, the defence officers are better suited to deal with the VUCA environment. They are trained for it, they have frameworks for resolving problems, understand team work innately, and are execution focused. When any task is assigned to them, they immediately set out to execute it without worrying about the impossibility of it. It is completely opposite in the civil environment – where people struggle to start for fear of failure.

On the flip side, when someone comes out of the services they get a terrible shock because of the chaotic nature of civilian life, and get unbalanced. Also, in the civil world there is a constant need to upgrade and prove yourself progressively as your expertise is not taken for granted, the need for which seldom arises in the defence forces. Once you have done a course well, it stays with you till the end of service. Even if you change units, that course report continues to carry weight. Hence, any one desiring to transition, should keep this at the back of the mind and be mentally prepared and geared up to upgrade his skills and qualifications regularly for a progressive future.

Iqbal: How do you think we can use design thinking or any of these principles of design for a successful military to corporate transition?

Prasad: It is important to create an experience map to understand what a defence officer goes through in terms of mindset changes during their career. Each of these

changes bring with them unique needs and opportunities that can help people. For example, when someone is contemplating retirement, they may be worried about what is on the other side, so the opportunity is to do webinars that inform them about different career options. Conversely when someone is closer to retirement, they are more worried about building the necessary skillset to succeed, so the opportunity would be to provide training opportunities in marketable skills. If thought through deliberately one would find many valuable opportunities and tailor solutions accordingly.

Also, you should consider a substantial Membership Fee and then strive to provide equal value in terms of guidance and support. You should also consider creating an Ace Club, of about 1000 members which might approximate to 18% of your members, and then create dedicated systems and programs to help them. There should be specialized programs for this Club focused exclusively on getting them to the best possible outcomes. This approach will show demonstrable success to everyone, and bring you closer to your goals and aims for the group.

Ranvir: Going forward, what are your plans for the future?

Prasad: One thing I am passionate about is putting India on the global Design map. To this end we are working on several Initiatives. I will be joining the Board of Studies at a couple of universities. We are building a platform where Design institutions can interact with industry leaders to develop training best practices.

One a more immediate note, we will be rolling out our proprietary design education platform for Engineering and Design students at select universities – in the second half of August. Using this platform, institutions and students will have access to global case studies and training modules.

We believe that this will significantly upgrade the quality of design education available to students in India.

Iqbal: Any regrets in life?

Prasad: No. I have always believed to let bygones be bygones. Regrets are too costly, since they paralyze you for a long time to come.

(Authored by Ranvir Singh, based on the video interaction with Prasad by Iqbal, Ranvir and Uday.)

Stars In The Making

Children of Defence Officers have the capability to excel in various fields, owing to their extensive exposure resulting from frequent transfers and change of stations. They possess very high adaptability skills, and immense potential as individuals. In this series we plan to showcase the achievements of such children of the members of Forces Network who are on the path to carve a niche for themselves through hard work, grit and determination, so as to provide adequate motivation to the others.

BY UDAY K SHRIWAS

Isha Rachel Hembrom, daughter of Col Pratim K Hembrom is currently pursuing Fashion Communications from National Institute of Fashion Technology in Mumbai. She has always had a very keen interest in creating art and drawing, taking inspiration from things around her. Apart from being a self taught artist, she is also a singer and loves to play musical instruments. You can find more of her work on her Instagram handle [@izzrachel](#)

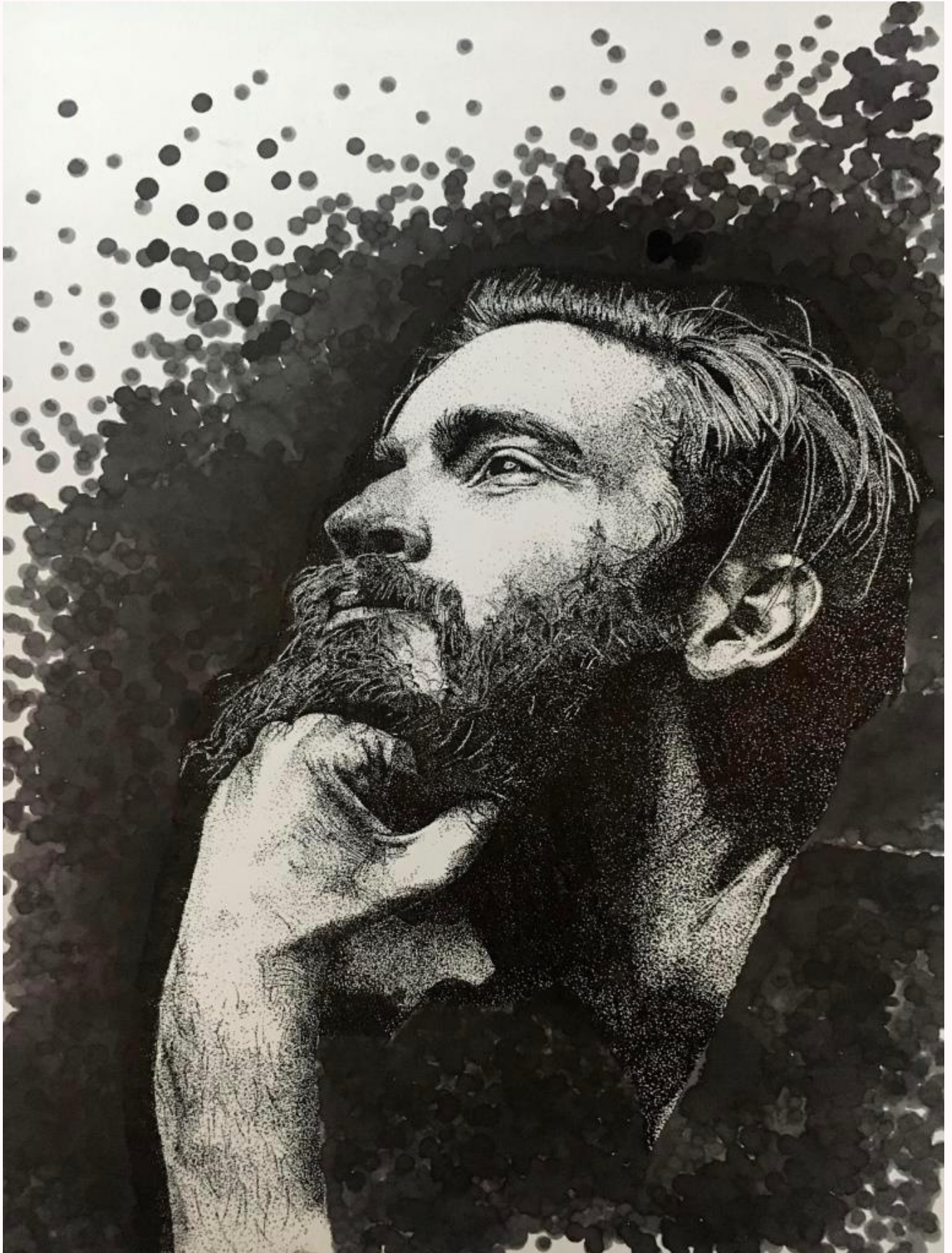


Here is Isha, with her story....

I made this portrait (on the following page) of a Swedish YouTuber, popularly known as 'Pewdiepie' aka Felix Kjellberg. He is one of the top YouTubers in the YouTube community with over 104 million subscribers. He has been making videos everyday for the past ten years and since day one his number of followers has never stopped growing.

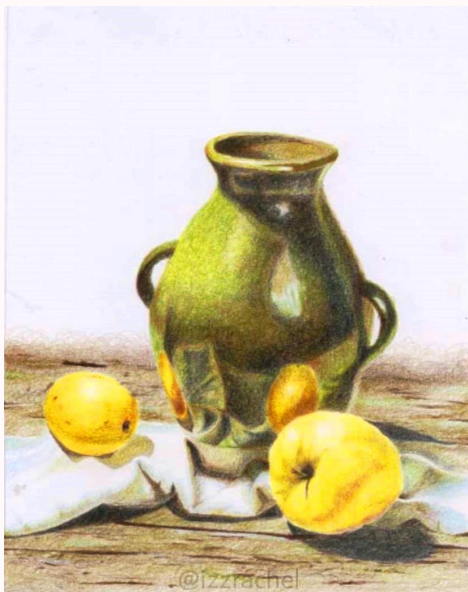
I have been following Pewdiepie since I was 13 years of age. He was very popular around 2013 amongst teenagers and obviously amongst my peers too. He has been a big part of my teen years and a majority of my wit and humour comes from him. Some time in June 2017, Pewdiepie started this YouTube series called LWAIY, where he created a submission page on Reddit for his followers, so that he could connect personally with them. People could submit anything related to music, artwork, animations, sculptures; literally anything, and if they were good enough, they would get a chance to be featured in his video. He still continues to do this series and likes to have a personal space with his followers.

I'm entirely self taught and have not taken any professional classes. Growing up, I used to observe my father painting. He is a naturally gifted painter and extremely good at it. I was always mesmerized by how he created masterpieces out of nothing. Although, as a child I've been decent at drawing and painting but never took it up seriously until



Dec 2018 when I decided that I wanted to take up Design as a career choice. It was then that I started sharpening my skills and got better at it.

In Jan 2019, one of my friends pushed me to use my skills and create something to submit to Pewdiepie's page. Although I was skeptical about posting my work on the internet, I knew that if I was going to do something, it had to be something intricate and different. I love taking up people as my muse and capturing their emotions on a blank canvas. It was decided that I just had to make a portraiture.



(Art with Colour Pencils, and Water Colour)

BEHIND THE PORTRAITURE

At college, we had recently been taught about a technique called - stippling or pointillism where small dots of colour are used to form an image. It's a very exhausting technique that requires a lot of patience and a brief understanding of tones and shades. I took a picture of Pewdiepie from an old photoshoot for reference, made the basic outline with pencil and then started with the dots. I used micron pens that ranged from 0.005 to 5.0 mm. Since I had college going on, it was only in the after hours that I could work on it. It took me almost about a week to finish the portraiture.

Fast forward to Jun 2020, I finally decided to put up my work and submit it online. Overnight I got thousands of likes and comments, people from all around the world appreciating my work! Currently the post has over 28k likes and 700+ comments. When I woke up the next morning I was overwhelmed by the response my artwork had received, mostly because I did not expect it. It was unimaginable to be recognised by so many people.

The next question was - will the artwork make the cut into the next video? I waited for two days, he did not drop the video. By the third day, I decided to not expect and be happy with the response alone. Fourth day, at midnight, my phone started blowing up with texts and calls, I had no idea why. To my surprise, the artwork did make the cut

to the video. World's top YouTuber, mentioned my artwork, displayed it to his 104 million+ audience and appreciated it. I was too ecstatic and very thankful to everyone who appreciated my work. You can find the video here <https://youtu.be/sak-taOOyYg>, wherein my artwork is at display at 16:34.

Consequent to having received so much love and appreciation, it motivated me to keep getting better and better. I plan on experimenting more with different mediums and create more of such works. Keep creating, you never know which one of your works might make the cut.

(As narrated to Uday K Shriwas on phone and through e-mail)



Knowledge Bank

Delivering Projects for Japanese Customers - A Unique Experience

BY IQBAL SINGH, PMP

Introduction

After an enriching 20 years with the Indian Army I was fortunate to have got an opportunity to work in the technology industry in my second career. Here one got a platform to serve global customers, work with professionals across the world learning from each other it has been an extremely educative and enriching journey. Out of my 12 years of corporate experience I worked in global delivery for more than 10 years I must admit that it has been an enriching experience handling customers globally. While each region comes with its own uniqueness, nuances and cultural context, having served customers across almost all regions of the globe, in my experience I found that delivering to Japanese customers was most challenging. I have seen many “good” resources failing to succeed in Japan projects.

Hence I wish to share my experiences of global delivery to Japanese customers. Just as a background, these pertain to my experience being part of a Global Delivery Center of a telecom giant based in India.

Typical Challenges Of Global Delivery

Before we look at Japanese customer’s delivery needs and challenges it is pertinent to briefly capture the typical challenges in remote global delivery irrespective of the region being served. I shall not delve into details of these in my article, as they are common across all geographies.

- Time Zone Difference. This entails calls with region beyond the local business hours. The problem is most acute with North America (NAM), Latin America and APAC regions, with either late night or early morning calls.
- Language Barrier. Especially pronounced in the Francophone countries, Latin America, China and Japan.
- Remote Delivery. The almost near absence of face-to-face contact makes the job of delivery more challenging.
- Cultural Context. This can be quite crucial ranging from very direct communication from NAM, to subtle communication in Europe, and to almost no direct communication or communication via silence in Japan.

Japan - An Overview



An island nation which remained isolated for most part of its almost 3000(+) years of history. Japan comprises of 6582 islands, has a population of nearly 126 million and it's major religions are Buddhism, Shintoism and Confucianism. Japanese is spoken by 98.5% of the population – it represents a pretty homogenous culture in contrast to many other nations.

Japan's geographical isolation, small size and a relatively large population have resulted in people living in close physical proximity to each other. This has led to a feeling for working in groups, caring for others feelings/ well-being and to be aware of relative social status of individuals. Besides frequent natural calamities like earthquakes, typhoons, tsunami and floods have fostered a great respect for nature coupled with a deep desire to live in harmony with it.

In Japan's history they have had very limited contacts with foreigners until the end of nineteenth century. They first came in contact with the Chinese in the 4th century AD, in the 1600s Europeans brought Christianity to Japan. However in 1635 an Edict was imposed which ordered the country's closing up, forbidding the Japanese from travelling overseas and from returning after having lived abroad. For nearly 250 years Japan was officially closed to the outside world.

Japan was officially opened to the world in 1868 when the Meiji Restoration began in Japan – this laid the foundation for the industrialization and modernization of Japan. The Meiji dynasty laid the foundation which led to Japan becoming a superpower in the early twentieth century. In the WW-I Japan fought on the side of the British however in the WW-II Japan joined forces with the Axis powers. With the atomic bombing of Nagasaki and Hiroshima Japan surrendered in Aug 1945.

Starting in the early 1950s, Japan progressed on the path of rapid industrialization with an extremely strong focus on quality. In the 1970s Japan captured the global auto markets unseating USA, it became the second largest global economy in the world after the USA – a spot it held for 40 years till 2012, when China overtook Japan.

Cultural Context



(A Torii (literally bird abode is a traditional) Gate – the Japanese gate most commonly found at the entrance of or within a Shinto shrine, where it symbolically marks the transition from the mundane to the sacred)

- Collectivism. As opposed to individualism characterized by western societies Japanese by culture are integrated into strong, cohesive groups which throughout people's lifetime continue to protect them in exchange for unquestioning loyalty.

- Long Term Orientation. This refers to the ability to accept delayed gratification. It has been proven by research that the Long Term Orientation Index in Japan is quite high as per global standards.

- Power Distance. Japan has a power distance index of 54 compared to 77 of India and 104 in Malaysia (highest) as per Hofstede's research. Lowest scores are in Austria – 11, Israel-13 and Denmark- 18.

- Uncertainty Avoidance. Japan culturally has an inclination towards uncertainty

avoidance and risk aversion. This could explain the creation of rules and regulations coupled with a very strong process orientation.

- Saving Face (Mentsu). A crucial aspect society is a belief that turning down someone's request can cause embarrassment and loss of face to the other party. They never criticize openly, their strong disagreements could be couched in very polite words which could be misleading to the non-Japanese. Seeking feedback can become a great challenge due to this norm.

- Hourensou. This implies frequent reporting, touching base and discussion. This is evident in projects where frequent reports are expected.

- Genchi Genbutsu. Getting your hands dirty to identify or solve immediate problems—even senior leaders are not exempt from this. This may manifest in even senior management camping in office at nights during very critical project phases like migration, etc. Maybe mistaken as micro management by outsiders.

- Ringseido. Decision making by consensus. Equal opportunity for managers and employees in decision making. This can result in very long meetings 12- 20 hours till a consensus is reached. Decisions can also change. This can be quite unsettling for the non-Japanese – those long never ending meetings.

- Social Harmony. This is a key societal norm. Unwilling to hurt anyone – in my experience I have seen this results in the urgency of a project situation not being understood by non- Japanese because it may not be couched in explicit language. To quote an instance a Japanese saying “ Is it possible for you to finish this task by tomorrow ?” this would amount to an Indian equivalent of “ You damn well need to get this task done by tomorrow come what may”.

- Communication via Silence. In Japan silence is also communication. Silence maybe absence of speech but it is a powerful tool of communication in Japan. Due to the concept of social harmony they rely on facial expression, tone of voice and posture to convey what they feel. Most Japanese maintain an expansive expression while speaking, one needs to look for non-verbal cues like tilting of the head, scratching the back of the head , inhaling through clenched teeth, scratching the eyebrows, etc. In his 2007 paper “ The cultural significance of silence in Japanese communication” Takie Lebra identifies 4 dimensions of silence in Japan – truthfulness, social discretion, embarrassment or defiance. However silence is always ambiguous and generally for foreigners it is very difficult to understand its true meaning therefore one should watch out for non-verbal cues and facial expressions, sulking and prolonged eye contact.

Top Customer Expectations

- Long Term View. Japanese customers want to develop long term relationships with their partners and vendors. Vendor evaluation process can be long and tedious. They

look for stability in a partner and a long term commitment towards customers.

- Trust Is Foundational. Due to their risk aversion tendency one needs to prove that one is not a risky choice. Getting trust from Japanese can be a long drawn out process - you need to gain it literally inch by inch, also a strong track record of success is a must. Trust is even more important than a contract - which for most Japanese is a mere piece of paper. This is a key aspect which really needs to be understood and imbibed if one wants to succeed with Japanese customers.

- Quality Is All Encompassing. While it is evident that the customer expects top quality the key difference that needs to be understood is that quality is not merely limited to the product or service. Quality is all pervading and includes everything right from your turnout, written/verbal communication, personal interactions, compliance to processes/ safety instructions. In my experience I have faced escalations titled as poor quality which detailed that one of my team engineers while visiting the customer premises in Japan failed to wish good morning to another engineer from another competitor company!

- Single Point Of Contact - SPOC. Japanese customers do NOT like interacting with multiple teams or departments. Instead, they like to go through a SPOC. This helps maintain consistency and smooth coordination. This becomes a necessity in a Systems Integration (SI) projects where apart from your own R&D/services teams you may have multiple 3rd parties. Frequent and unnecessary changes in SPOC will not be appreciated.

- Immediate Positive Responses. It is important to acknowledge if not respond to each and every email, message or chat conversation at the earliest. There is also an implicit expectation that the response must be positive. Saying "NO" impulsively is not recommended - at least say that "we will try " or words that effect before you finally conclude and express your inability.

- Honouring Commitments. Deadlines or delivery dates in Japan are sacrosanct, strict drop-dead dates. This is absolutely non-negotiable, also you can expect that deadlines to be quite challenging. Meeting commitments will help you build trust with the customer - that too over a long period of time. Everything else hinges upon trust in Japan.

- Comprehensive and Complete Follow-up. The usual practice of sales person vanishing after the sale is made by handing off to the delivery team is not appreciated in Japan. Post sales follow up is expected and important- this would also help you generate follow on business. Similarly delivery project teams are expected to support in operations if any issue crops up.

- Continuous Improvement. This is expected every time, each time and ALL the time, it is important that this reflects in your attitude as well. In case of any outages or delivery issues be ready to own up responsibility rather than passing around the buck -

which will be strongly disliked. For every issue/outage customer expects a very detailed Root Cause Analysis (RCA) using Ishikawa diagrams, etc and subsequent improvement. RCA meetings could run across days, sometimes weeks.

- Inter-personal Relationships. This is the key to succeed in Japan. While modern technology can be impersonal the customer expects face-to-face communication mostly. In remote delivery video conference can be a good substitute. The more opportunities you get to put your face in front of the customer the better it is for you and your business.

- Accessibility. Japanese work long extended hours including weekends on many occasions. In case of an emergency issue at an unusual hour it is best to let them know whom and how to contact. Alternate backup contacts is also a good idea. They do NOT like surprises.



Japan is a right mix of the modern co-existing with the traditional

Key Lessons Learnt In Global Delivery Serving Japanese Customers

- Customer Is God. In Japan customer relationship and customer service are extremely, extremely important. At times project delivery would be expected to commence even before the release of the Purchase Order (PO) from the customer. The project end date is decided even before PO release – even if you as delivery feel the timelines are unrealistic do not expect anyone (Sales/Account team) to seek a review from the customer. It is best to start earliest and stick to the project deadline.

- Quest For Perfection. The Japanese quest for perfection leads to scope creep and delays in the requirements sign off. It is best to sign off requirements in phases, whatever has been agreed be signed off. This would enable starting off work on these. Suggest use agile project management by running short sprints of maximum 4 weeks or lesser.

- Speed Of Execution. While decision making maybe a long drawn out process once decision is made project execution happens at break-neck speed. Be ready for long extended working hours including on weekends at times.

- Extremely Strong Process Orientation. Following processes is as important in Japan

as the project outcomes. Sometimes these may seem extreme (no process deviations even when you are running against the clock in a project) to the non-Japanese but it is best to follow them. Project documentation is also expected to be comprehensive and updated at all times.

Communication – a Big Challenge. Firstly san (a honorific in Japanese, just like we have jee in Hindi) needs to be suffixed to the last name of all persons in Japan including the customer name, else it is construed as being rude. Due to Japanese reticence and lack of fluency in English this is a very big challenge, even more pronounced in a remote delivery. Obtaining direct honest feedback can be quite a challenge. Also due to Japanese politeness and partly due to how it is conveyed the urgency of the project is not understood by non-Japanese engineers. Another aspect noticed is that a social interaction with the Japanese helps a lot, especially alcohol seems to un-inhibit them and they share the real feedback after a few drinks! You can get more feedback in a 2 hours social interaction than a full week workshop.

- Orientation To Japan. In my experience I found that due to the vast cultural differences, uniqueness, extreme politeness and a 24 X7 work ethic it is best to organize an orientation workshop for engineers proceeding onsite or working on Japan projects to cover the soft aspects of delivery. This practice served us very well.

Impact On Project Management and How to Manage

<u>Ser No.</u>	<u>Knowledge Area</u>	<u>Cultural Impact</u>	<u>How To Manage</u>	<u>Remarks</u>
1.	Integration	<ul style="list-style-type: none"> - Need a SPOC especially in a large program - Strong process orientation - F2F communication 	<ul style="list-style-type: none"> - E2E Program Manager be nominated and even an E2E Architect preferably - Ensure PM/ Architect is onsite for the requirements workshop / Project Kick Off and in the Acceptance testing phase - Prepare a comprehensive Project Charter and a detailed Project Management Plan 	<ul style="list-style-type: none"> - PM and Architect must win over the confidence of the Japan team earliest by successful execution - Roles and responsibilities must be explicitly documented.
2.	Scope	<ul style="list-style-type: none"> - Quest for Perfection. Scope creep 	<ul style="list-style-type: none"> - Use agile methodology - Frequent reviews with key stakeholders - Do reviews over video conference in remote delivery 	<ul style="list-style-type: none"> - Show intermediate results to customer - Make review Meetings minutes and follow-up to closure
3.	Time	<ul style="list-style-type: none"> Project end date non-negotiable 	<ul style="list-style-type: none"> - Internally get a Risk Order and start asap - Plan for time for detailed documentation and processes. - Ensure punctuality 	<ul style="list-style-type: none"> You simply cannot let the project delivery date slip – absolutely NO

<u>Ser No.</u>	<u>Knowledge Area</u>	<u>Cultural Impact</u>	<u>How To Manage</u>	<u>Remarks</u>
4.	Cost	Cost discipline is a must	Keep a risk buffer for uncertainties. In case of a systems integration project plan adequate effort for integration testing	In case of presales better to involve delivery teams or at least take their inputs
5.	Quality	<ul style="list-style-type: none"> - All encompassing - Upper limit of defects percentage needs to be committed upfront to the customer - Continuous Improvement 	<ul style="list-style-type: none"> - Orientation training for the team - Very strong design reviews and regular monitoring & control - Display evidence of continuous improvement, automate relentlessly to eliminate scope for human error and drive efficiency 	<ul style="list-style-type: none"> - <u>Quality mindset</u> is important in the team. - Quality needs to be inbuilt right from the presales stage onwards
6.	HR	<ul style="list-style-type: none"> - Project team selection is crucial - Team motivation important 	<ul style="list-style-type: none"> - Not everyone can handle Japan deliveries. Look for energetic and positive minded resources who can withstand stress. - In Global delivery may not be a bad idea to have a dedicated set of resources for Japan projects - Keep the team motivated especially when stress is high and things are not going well 	<ul style="list-style-type: none"> - Japan team may insist on past resources who have delivered successfully - PM needs to be very mature
7.	Communication	Extremely important. Can be a make or break subject	<ul style="list-style-type: none"> - Frequent communication and reporting. You can never over communicate in Japan. - Weekly PM level calls, Biweekly Program level calls, monthly senior management reviews. - All levels must build inter personal relationships with Japan team. 	PM role is key. He must speak with customer almost daily – maybe on chat, phone. Keep the Japan stakeholders engaged and comfortable.
8.	Risk	Risk buffer is a must	<ul style="list-style-type: none"> - Keep a healthy risk budget to cater to changing requirements and unforeseen contingencies - Keep a sharp eye on risk triggers and identifying new unforeseen risks 	Share risk budget transparently within internal teams (<u>account/sales</u>).
9.	Procurement	<ul style="list-style-type: none"> - 3rd Party Management maybe a challenge - Contract is never final – relationship works more 	<ul style="list-style-type: none"> - Be involved proactively in defining scope of work, contract, penalty clauses, <u>etc</u> - At times you may have to seek enforcing of contract clauses 	Try to manage 3 rd party yourself for more effective control

<u>Ser No.</u>	<u>Knowledge Area</u>	<u>Cultural Impact</u>	<u>How To Manage</u>	<u>Remarks</u>
10.	Stakeholder management	Very important to manage and engage key stakeholders	- Identify key influencers and engage them proactively - Do not forget to identify and engage stakeholders negatively impacted by the project	Perception in the minds of key management stakeholders is also important in addition to successful delivery

Conclusion

Having handled the Japan Projects in Global Delivery for more than three years, I can say that while the Japan projects would test your technical prowess, management acumen and communication abilities to the fullest if delivered honestly, sincerely and successfully they are pretty rewarding. After two years of successfully delivering Japan projects I was awarded by the Head of Japan in my company – it was a rare achievement for anyone outside Japan particularly as Japanese themselves work so hard. I found the Japanese to be very fair compared to customers in some other geographies – life is quite simple if you can deliver successfully – you will surely be acknowledged in Japan. Signing off now, I eagerly look forward to my next Japan assignment.



Lt Col Iqbal Singh was commissioned on 19 Dec 1987 into 4th Battalion The Garhwal Rifles. He completed MTech after undergoing the EME Officers Degree Engineering course on Infantry vacancy, and subsequently graduated from the DSSC Wellington. He has over 32 years of work experience mostly in the domain of technology/telecom projects, programs, transition management and delivery management. He has been with a large European Fortune 500 MNC since 2009. He has headed large delivery teams spanning across 13 countries around the globe. The article is written on the author's personal working experience. He can be contacted at iqchucks@gmail.com

“Creativity is seeing what everyone else has seen, and thinking what no one else has thought.”

~ Einstein

Book Review

The People Vs Tech: How the Internet is Killing Democracy: by Jamie Bartlett

BY SURESH CHANDRA

About the Author: At the think tank Demos, Jamie Bartlett is the director of the Centre for the Analysis of Social Media. A journalist and author of repute, he has authored three books namely The People Vs Tech (2018), Radicals (2017), and The Dark Net (2014). A TED talk on Dark Web is interesting and has been widely viewed. He has also presented "The Secrets of Silicon Valley", a BBC documentary. Jamie is a regular commentator on various topics like online social movements, Internet subcultures (like social media racists, cam girls, self-harm communities, darknet drug markets, crypto anarchists and transhumanists), impact of tech on society at large, online extremism, free speech etc.

(Source: Wikipedia: [https://en.wikipedia.org/wiki/Jamie_Bartlett_\(journalist\)](https://en.wikipedia.org/wiki/Jamie_Bartlett_(journalist)))

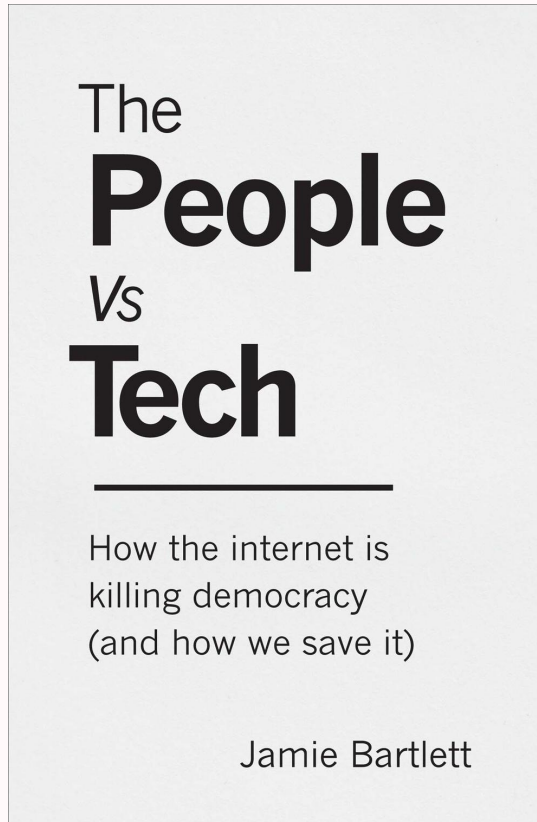
The Book Review

The People vs Tech is a racy 250 pages single sitting read. The single line pitch that summarises the book is that our fragile political system is being threatened by the digital revolution. The Internet was supposed to set us free and aid democracy. The author however shows that exactly the opposite is happening. He offers at most places in the book compelling arguments to support his thesis. Through interviews with key individuals, including employees from Cambridge Analytica, ex-Facebook executives and artificial intelligence start-up founders, Bartlett is able to complement his broad knowledge with first-hand experience of some of the most exciting areas emerging within the fields of technology and politics.

Comprising six concise chapters Bartlett provides a perspective of our current trajectory both as a civilisation and as a society, skilfully combining politics and technology. In these chapters he logically reveals the designs of big tech giants, who though they call for freedom of expression, are actually ones who believe in suppression or stealing of information. Chapter-wise broad issues dealt in the book are:-

- Chapter One - talks about how free will is getting affected by the power of data.
- Chapter Two - focuses on the effect of information overload.
- Chapter Three - shows us the effect of digital analytics on elections - in ways we do not yet fully comprehend.
- Chapter Four - provides a realistic view on an artificial intelligence driven jobless future.

- Last Two Chapters - he addresses:
 - the modern difficulty in assigning monopoly status to technology firms.
 - the risks of a 'crypto-anarchy' future, where crypto-currency is able to circumvent governments on a large scale.



Author: Jamie Bartlett

Publisher: Ebury Press
(7 May 2018)

ISBN: ISBN-10: 9781785039065
ISBN-13: 978-1785039065

Goodreads Score: 3.98 / 5.00 from 983 ratings

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The author highlights six pillars of democracy and shows how unrestricted technology corporations might weaken each of them. These pillars as per him are:

- ACTIVE CITIZENS: Alert, independent-minded citizens who are capable of making important moral judgements.
- SHARED CULTURE: A democratic culture which rests on a commonly agreed reality, a shared identity, and a spirit of compromise.
- FREE ELECTIONS: Elections that are free, fair, and trusted.
- STAKEHOLDER EQUALITY: Manageable levels of equality, including a sizeable middle class.
- COMPETITIVE ECONOMY AND CIVIC FREEDOM: competitive economy and an independent civil society.
- TRUST IN AUTHORITY: A sovereign authority that can enforce the people's will, but remains trustworthy and accountable to them.

The key idea in the book is that in near future either technology will destroy democracy and the current social order, or politics will engrave its authority over the digital ecosystem. "Futurists often talk about 'technological singularity' ... the point at which machine self-improvement sparks a runaway, self-replicating cycle." Bartlett, however, feels what is more likely to happen in the near future is "*moral singularity*" - "the point at which we will start to delegate substantial moral and political reasoning to machines."

Social media is offered to the people as a free service in exchange for advertising. Sophisticated software and data analytics are created and used for collecting a huge amount of personal data to make individually targeted advertisements. This immense and voluminous data about us gathered by these social media giants outstrips our own knowledge about ourselves and is used to manipulate us with political messages.

The network effect - the bigger the network, the better it is - creates monopolies - Google for searches, Facebook for social networks, Amazon for buying things, and so on. As a result, only a few companies end up controlling the technology for the networked planet. This simply implies enhanced economic power to crush competitors or buy them out which in turn means more money to lobby governments and influence legislation in their favour. In addition to enhanced economic power, these giants wield ideological power, to make people and politicians see the world as they do. As Bartlett remarks, "new technologies bring with them a set of values all of their own." The technically possible becomes the desirable, then the inevitable.

The author feels that social media has fostered "tribalism" where the Internet has opened new ways of forming, finding and joining ever-smaller tribes (groups) that we never even knew we belonged to, and stuffing ourselves full of evidence to harden the conviction and raise grievances. Social media permits rapid sharing of unvetted, emotional, and fake content. This unwarranted airing of perceived tribal grievances, Bartlett believes is likely to be used by populist, autocratic leaders who can claim to help alleviate their grievances. It also allows big technology companies who have made these weaknesses a structural feature of how they make money.

Bartlett illustrates lucidly, how Google and Facebook have moved away from advertising to becoming a key tool for political campaigns. Personal data was harvested without consent by Cambridge Analytica to be predominantly used for political advertising. The same has been witnessed across the world. The use/misuse of the digital social networks by political entities is bound to change the political/democratic landscape of our society if it remains unchecked. With respect to data gathering, the author's concern is that personalised targeted advertising eliminates the possibility of common discourse in political elections. Since each person receives their own segmented message. The US elections brought to the fore the role of Russian bots who were injecting disinformation on both sides of the argument reveals the negative effects of digital marketing on election campaigns.

Jamie also shares his views about societal inequality due to impact of artificial intelligence on the job market. He argues that inequality in society will lead to loss of trust amongst individuals thereby reducing innovation and entrepreneurship. He also speaks of 'crypto-anarchy' - a movement that promises to rid the individual of government and provide freedom in one's activities. The potential political implications of crypto currency might appeal to libertarians.

The book ends with the epilogue giving out various ideas to be implemented to reverse these trends. There are a total twenty recommendations to include:-

- Through regulation - over algorithms, bitcoin, political campaigning.
- Through personal responsibility and action like smashing our own echo chambers' by seeking alternative sources and viewpoints.
- Through education - teaching critical thinking.
- Through new responsibilities for tech companies by creating 'new digital ethics' with services designed to 'aid human well-being rather than maximise clicks.'
- Transparency measures where political parties should be required to publish databases of every point, advert and targeting technique they use during an election.

It also includes many ideas for mitigating the impact of AI and automation and addressing inequality (e.g. taxing robots and creating new platforms for unionisation in the gig economy).

The author's writing style allows a reader with no background in technology or politics to rapidly understand the most challenging and complex issues in the field. Bartlett effectively manages to condense the political challenges of technology into his six-pillar framework.

This book can therefore serve as both a foundational introduction to the current technological and political landscape, whilst also providing much-needed clarity to even the seasoned reader of such issues. In my view it is a timely, insightful, and interesting book which was a pleasure to read.

Some Quotes from the Book

"We live in a giant advertising panopticon which keeps us addicted to devices; this system of data collection and prediction is merely the most recent iteration in a long history of efforts to control us; it is getting more advanced by the day, which has serious ramifications for potential manipulation, endless distraction and the slow diminishing of free choice and autonomy."

"Information overload and connectivity has encouraged a divisive form of emotional tribal politics, in which loyalty to the group and anger outrank reason and compromise. While partisanship is necessary in politics, too much of it is dangerous. Political leaders are evolving to the new medium of information – hence the rise of populists who promise emotional, immediate, and total answers. But warring tribes of anchorless, confused citizens is a precursor to totalitarianism."

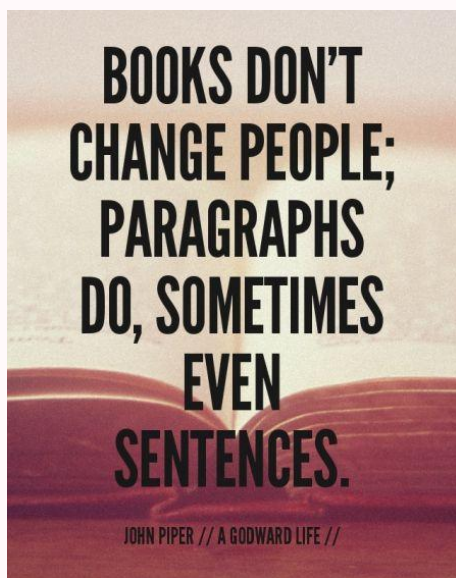
“Donald Trump’s digital campaigning in the 2016 presidential election showed how big data and micro-targeting can win votes. The continuing evolution of these digital techniques will change the type and style of politicians we elect – and more importantly, it will mean more power for rich groups to influence elections in ways we don’t understand.”

“The basics of what this is doing to politics is now fairly well-trodden stuff: the splintering of established mainstream news and a surge of misinformation allows people to personalise their sources in ways that play to their pre-existing biases. Faced with infinite connection, we find the like-minded people and ideas, and huddle together. Brand new phrases have entered the lexicon to describe all this: filter bubbles, echo chambers and fake news. It’s no coincidence that ‘post-truth’ was the word of the year in 2016.”

“Just as Netflix and YouTube replaced traditional mass-audience television with an increasingly personalised choice, so total connection and information overload offers up an infinite array of possible political options. The result is a fragmentation of singular, stable identities – like membership of a political party – and its replacement by ever-smaller units of like-minded people.”



Col Suresh Chandra was commissioned on 11 Jun 1988 in the 94 Field Regiment. He commanded 121 Light Regiment and superannuated from service on 30 Nov 2017. An MTech (CSE - IITD), he has been instrumental in the design and development of the ACCCS / Project Shakti. He was an instructor in School of Artillery and DS, JC Wing, Army War College. He has also served with the Wargaming Centre, SWC and was Col GS (Systems) Western Command. Post retirement he divides his time between mentoring underprivileged kids in Mathematics, Physics and Computer Science of Class XII level, and freelancing as a cyber security and data analytics expert. He is available at sureshchandra@protonmail.com



*A little
reading
is all the
therapy
a person needs
sometimes.*

Stories

Who Is To Blame?

BY DINESH DUTT SHARMA

It has been rightly said, that “Your first guru/teacher/guide are your parents”. What you learn since your birth from your parents and elders at home, is what you reflect in your day to day routine conduct with others.

I still remember, as a child when I had not even started walking and speaking properly, my parents used to educate and teach us to say extend greetings by saying 'pranaam or namastey' or to touch the feet of elders in the family or in our colony or of any one visiting us.

I saw my parents wishing my grandfather both early in the morning and before going to bed. Later, as I grew up, I still re-collect that my grandfather after his morning routine and breakfast would sit in the verandah of the house, facing the main road. Every passer by whether known or unknown used to wish him respectfully and in response he would bless them saying, 'aashirwaad or khush raho.' This culture was the foundation of our up-bringing and inculcated in us humility as well as consideration for all human life.

Unfortunately, today these teachings by, and from our parents/grandparents/elders have got lost in the contemporary times. Though the present generation has evolved as a highly educated society, they are however lacking in the basic skills of courtesy, respect, humility and concern for each other.

I do observe that the younger generation and children of senior classes are only learning materialistic education. This again is the reflection of the teachings at home. The concern is that if at home our own parents are not behaving with respect and not giving due regard to the elders in the family in front of children, then how will they imbibe these values. Even the education system today is somewhat to be blamed as there is no teaching of social ethics in the best of schools.

There is an increasing level of social behavioural abnormalities with a lack of courtesy and desirable mannerisms. The materialistic approach has ushered in an era of self-centred existentialism with total disregard for others. Unfortunately, these weeds are growing stronger everyday as they penetrate their roots deeper and deeper into the infrastructure of our society.

I, stay in a society with an amalgamation of senior citizens, middle aged and young folk. In our routine interaction/meetings, we commonly exchange simple pleasantries and courtesies, but there are invariably some members who take this behaviour as one's weakness. Their attitude reeks of arrogance and simple courtesies are never

reciprocated. Many a times the children cross the seniors without bothering to wish them or giving them right of way. It makes one question their upbringing and the singular lack of grooming.

Recently, on returning back from my office in my car, I noticed that one of the society residents, a neighbour and an acquaintance, was getting some work done in his car. The scooter of the mechanic was parked in such a manner that I didn't get enough space to reverse my car and park it my parking slot. I assumed that on seeing me the individual would ask the mechanic to remove his scooter so that I could conveniently reverse my car and park it. To my surprise, he ignored me and remained busy in getting the car repaired from the mechanic. I suppressed my annoyance and waited calmly. I had to keep waiting for next ten minutes. Once the mechanic left, he too moved away without any regret or apology for the inconvenience caused.

What will such parents pass on to their children, I wonder. We cannot really blame the youth, if we elders cannot teach them by example. After all the youth emulates the example which is held out to them.



Col Dinesh Dutt Sharma was commissioned in to Army Service Corps in 1985. He has served in all corners of the Country and in prestigious appointments. He is presently on his first leg of re-employment.



Matrimonials

Brides Desired

Suitable match is sought by Col Arvind Kohli for his son. The son was born on 11 Oct 1991, and is 5' 11" tall. He has done his MBA, and presently working in an MNC with close to 3.5 years of experience. Father is a retired officer, and working as Chief Security Officer with Sahara. Mother is a home maker. He has a younger sister. The family is settled in Noida. A well educated and even working girl is desired.

Col Arvind Kohli can be reached at +91-9015181091 and kohli.chaitanya@gmail.com for additional details

Suitable match is sought by Col A Teotia for his son. The son was born on 2 Feb 1989, and is 6 ft tall. He has done BS & MS in Computer Science, and presently pursuing Ph.D from MSU. Father is a retired officer, and mother is a home maker. He has a younger brother. The family is settled at Gurugram and Bulandshahar. An educated and homely girl from a respectable family is desired.

Col A Teotia can be reached at +91-9622459523 and +91-9548439368 and teotia2021@gmail.com for additional details.

Grooms Desired

Suitable match is sought by Col Sanjay Srivastava for his daughter. The daughter was born on 29 Jan 1994 and is 164 cm tall. She has worked for Coffee Day Beverages and Cars 24. Now working in Team Promotion. Father is retired and mother is a home maker. Her younger brother is doing BBA. The family resides at Noida. A well settled boy with a pleasant personality, from a Hindu family and aged around 30 years is desired.

Col Sanjay Srivastava can be reached at +91-8288094004 and sansri_13church@hotmail.com for additional details.

Suitable match is sought by Col Sanjeev Gupta for his daughter. The daughter was born on 6 Aug 1993 and is 5' 9" tall. She is BBA, LLB qualified and is practicing in Supreme Court at present. Father is a retired officer, serving as Dean-cum-Director of Manav Rachna University and settled at New Delhi. Mother is a home maker. Her younger sister is working in the Corporate. A compatible professionally qualified boy aged between 27 - 30 years, with height not less than 175 cm, and from NCR Delhi is desired.

Col Sanjeev Gupta can be reached at +91-9559628770, and sanjeevgupta.col@gmail.com for additional details.

Suitable match is sought by Col Rameshwar Gupta for his daughter. The daughter was born on 29 Nov 1994 and is 165 cm tall. she is MA in Mass Communication and preparing for her MBA. Father is a retired officer, and mother is the Principal of an International School. She has one younger sister. The family is settled at Hyderabad. A serving Army/Navy/Air Force officer is desired as a match for the girl.

Col Rameshwar Gupta can be reached at +91-7032861806, and colrameshwar1991@gmail.com for additional details.

Suitable match is sought by Col Ravi D Mudgil for his daughter. The daughter was born on 25 Aug 1990 and is 160 cm tall. She has done her MBA from IIMB, and she is now working as Strategy Manager with Accenture at Gurgaon. Father is working at Noida post retirement, and mother is a home maker. Her sister is an Army officer and married to an officer. The family is settled at Noida. A suitable Hindu boy working as corporate executive is desired.

Col Ravi D Mudgil can be reached at +91-9467800213, and mudgilravi@yahoo.co.in for additional details.

Suitable match is sought by Lt Col Dipankar Sen for his daughter. The daughter was born on 3 Oct 1993 and is 165 cm tall. She has done her MBA BTech, and she is now working as Manager with HDFC at Mumbai. Father is a retired officer, and mother a retired professor is now a home maker. The family is settled at Jabalpur. A suitable boy, aged around 32 years, height not less than 5' 6", have done Engineering and MBA from a reputed institute, and working in a MNC or as IAS officer is desired.

Lt Col Dipankar Sen can be reached at +91-9958777843, and dipankar88@rediffmail.com for additional details.

Suitable match is sought by Air Vice Marshal P K Shrivastava for his daughter. The daughter was born on 6 Feb 1993 and is 165 cm tall. She has done her BE and MBA and is presently a Marketing Manager in a MNC. Father is a retired officer, and presently is the Vice Chancellor of a private university at Bhopal. Her elder sister is married. The family is presently settled at Bhopal. A compatible professionally qualified and well settled vegetarian boy, who is 27-29 years old, 5' 7" to 5' 11" tall and has BE/MBA or working as CA/Doctor, is desired.

Air Vice Marshal P K Shrivastava can be reached at +91-7022530889, and pramodairforce@gmail.com for additional details.



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