

FORCENET

E-ZINE

Magazine for military veterans in the corporate
April 2023, Volume V, Issue 04

ONDC
Open Network for Digital Commerce

TAMING THE TIGER



**FORCES
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FORCENET

From the Editor

Hello Friends,

The Indian Financial year is over and here we are on the first day of the new fiscal offering you our latest Issue of your ForceNet E-Zine Apr 2022. For many of us when we embark on our Transition journey self-doubt and apprehensions pull us down. The Transition journey is not just about the skills upgradation it is also about **Taming the Tiger within** – this happens to be the theme of this Issue.

The mind is a powerful thing. It can be our greatest ally or our worst enemy. When we allow our minds to be controlled by fear and prejudice, it can hold us back from achieving our full potential. But when we learn to *tame the tiger*, we can harness the power of our minds to achieve anything we set our sights on. Fear is a natural emotion, but it can be paralyzing if we let it control us. When we're afraid, our minds gets narrow and we focus on the negative. This can prevent us from taking risks and trying new things. But if we learn to face our fears, we can overcome them and open up a whole new world of possibilities.

The Tiger is a symbol of strength, power, and courage, but it can also represent our inner fears, doubts, and negative emotions. *Taming the tiger* is not easy, but it is possible. It takes courage, determination, and self-awareness. But it is worth it. When we tame the tiger, we unleash the power of our minds and we can achieve anything we may aspire for however outrageous it may seem to us at that point in time. So if you're feeling held back by fear or prejudice, don't give up. You can tame the tiger and unleash the power of your mind. To successfully tame the tiger of fear you need face your fears in the eye and be very mindful of your thoughts.

The journey of taming the Tiger is not an easy one, but it is a necessary one. It requires us to step out of our comfort zones, challenge your limiting beliefs, and take action towards your goals. It also involves learning from your mistakes, seeking feedback and support from others, and cultivating a resilient and growth-oriented mindset. Equals to **Forces Network**.

This Issue we have a wonderful article on the ONDC- Open Network for Digital Commerce. This is touted to be the UPI-equivalent in e-commerce. The article has been authored by Shubhneet Chawla a consultant working directly with the Government of India on the ONDC – so right from the horse's mouth. Several articles on technology including an intro to the role of an Information Security Manager and the pathway to upskilling for the same.

Until next time, cheers to Forces Network – **“the Network that works”**.



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A NOTE FOR THE READERS

This is an interactive e-magazine, with active links on many pages, including the advertisements, which can be used by just tapping/clicking on them.

For the ease of providing a feedback, such links have been provided at the end of the articles too.

Disclaimer: The opinions expressed within this e-magazine are the personal opinions of the authors and interviewees. The facts and opinions appearing in the articles thus do not reflect the views of Forces Network, and Forces Network does not assume any responsibility or liability for the same.

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.

IN INTERACTION WITH IQBAL SINGH

Cdr Bheem Reddy is an Indian Navy veteran of 22 years and founder of Startup with brand name 'Offensive Defense', working in Cybersecurity skill building, consulting and advisory. The startup stems out of his passion for education, providing platform for Young India to build skills, specifically in Cyber security and bridging the large gap in the jobs and skills requirement in the security profession. Endeavors to build a community of security professionals in India, and bring them together for experience sharing, mentoring of young job seekers and actively contribute towards National security, by being a catalyst in the Cyber security domain.



IQ: Tell us something about your background prior to joining the Armed Forces, and your subsequent Forces career. Top 5 Learning from the Services Career?

Bheem: I had joined the Indian Navy through the 10+2(Tech) cadet entry and was part of the 12th batch of the Naval Engineering College (NEC). Was commissioned on 01st Jan 2000 into the Electrical branch of the IN, and served for 22+ years, before taking premature retirement in 2022. While in the Navy, I had spent 8+ years at sea and was fortunate to see 11 different countries on various missions, including a long deputation to Israel. It was professionally very satisfying journey for me, with each appointment bringing in its own challenges and important lessons that shaped my personality and resilient character. I had specialised in the IT sub-branch and I consider myself fortunate to have been part of various transformational IT & network projects, centered around Network Centric Operations and Digital Transformation that IN was undergoing during the last decade.

Five important learnings from my career are:

- Camaraderie and brotherhood unlike anything outside world can even imagine. Very important transferable skill to carry to corporate world.
- Change is the only constant in life.
- Time and tide do not wait for anyone. So, it is up to you to make the best of the opportunities that life gives you.
- Failure is a steppingstone for success, and fortune ultimately favours the bravest. So, don't be afraid of taking risks, that is what you have been doing through your career in the Forces.
- Keeping calm in the face of adversity is the biggest takeaway for me.



Uniform Days

IQ: What was the impetus for you to leave the uniformed service?

Bheem: I have earned a lot of knowledge and much wisdom whilst in service. But I realised that my growth in service is not keeping pace with my ambitions, I was looking for alternate places to fulfil the desire to grow and along the way, earn more. I have always credited myself to have a big risk appetite, so I decided to not only leave the uniformed service, but also to take the entrepreneurship path, with a very strong intent to make my mark on this world and die a satisfied man.

IQ: If I have to ask you about that moment when your heart said that it is time and I want to start my own venture, Please give us details about it ?

Bheem: When I completed 20 years of service, and realized that my career in the Navy is not going any further, I had decided to leave the uniformed service and thought that perhaps I would take another corporate job, and shift to a place closer to my aging parents. But, in my heart, I was against getting tied down to another job, so there was a conflict within me. However, this was the time when COVID pandemic struck, and there was a lot of chaos in the job market. During this time, for about 6 months, I had done a lot of research on the subject that I was passionate about, Cybersecurity education. Here I saw an opportunity and gap in the market, also I happened to meet the right kind of people, some old friends who shared the same passion and vision. These friends later became co-founders in my Startup that's taking shape into an enterprise now. It took about two years of research, negotiations and lot of networking, before I decided to take the plunge into entrepreneurship and start my own venture. So, by the time I got my PMR, the vision, mission and blueprint for the Startup was ready and much ground was covered. This was a head start that we needed to propel the journey full speed ahead.

P.S: One of the most important factors has been meeting the right people, and correct set of co-founders, who share the vision and passion, compliment each other in skills and personalities, for successful Startup journey.

IQ: Please tell us about your entrepreneurial venture? What was the vision behind starting your venture, and thereafter expanding it? Tell us about your co-founders as well.

Bheem: My Startup goes with the brand name 'Offensive Defense' focused in the niche area of Cybersecurity, identifies as Ed-tech and Deep-tech Startup, that branches out in three distinct areas. First being Cybersecurity Skill development (including training, research and certification authority), while second being Consulting & Advisory and the third being Product development in high technology such as Quantum Safe Encryption/ Communication.

Vision of the Enterprise: To become a trusted Global leader in Cybersecurity Product Research and Skill Certification Authority.

Co-Founders: The enterprise has been started with two other co-founders, who come from very diverse backgrounds, and bring in complimentary skills and experiences.

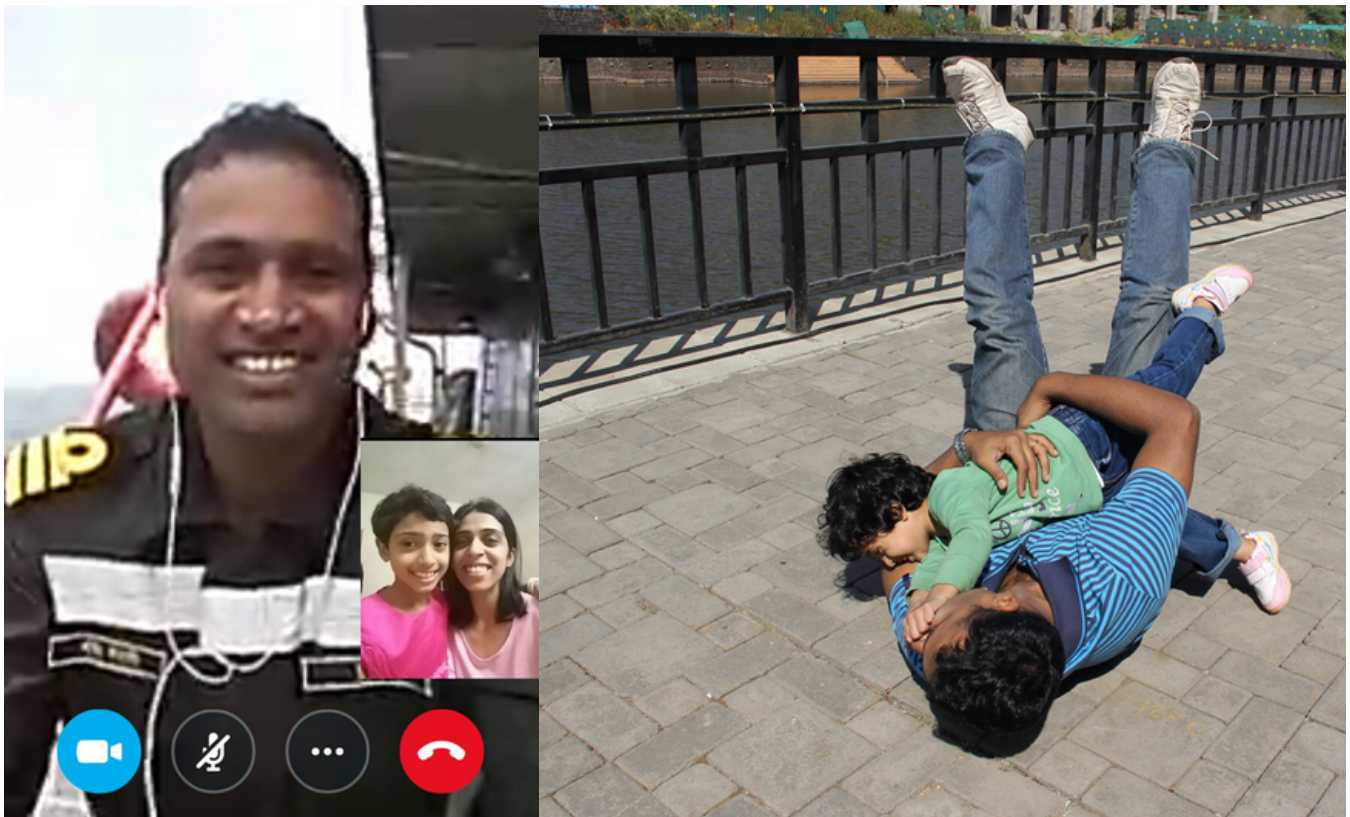
Mr Dominic Karunesudas: He has 20+ years of professional experience in high technology consulting such as cyber security, AI/ML along with media and technology entrepreneurship. He has the distinction of working with the country's premier intelligence agencies in cyber crime investigation and also was a consultant to NSA and PMO. Also, a noted thought leader in Cybersecurity industry and keynote speaker, at various specialized forums.

Mr Arunamoy Roy: Arun is a seasoned technology and program management professional with over 20 years of experience in corporate. He is a tech geek



As An Entrepreneur

and has worked in developing various innovative products for Reliance Communications and lately at Oracle Corp. Before taking to entrepreneurship, he was Senior Director at Oracle, was driving innovation in large & complex teams to deliver scalable technology solutions.



Communication at Sea - Pun intended

When I came back home to my daughter after a long deployment at Sea

IQ: What were the challenges faced in this entrepreneurial journey? And, how did you overcome those challenges?

Bheem: I have come to the realisation that challenges are intrinsic to entrepreneurship journey, and there is no way other than make peace with the challenges and enjoy the bumpy ride. The first challenge that any fauji faces when you hit the civvy street is the conflict within, a self-doubt, for lack of a better word. There is always this inner voice questioning whether you are cut out for this, or whether the risk is worth taking. Startup journey is also about fighting the differences between the co-founders, this I would rate as the second most challenging task. Different personalities, different set of upbringing, varied levels of energy, passion, pressure of performance and budgets, are to be tackled with utmost maturity and absolute control over emotions. A sense of discipline, a supporting family and above all clarity of thought and vision coupled with emotional stability keeps me going and finally taking the challenges head on is the only option that an entrepreneur has.

IQ: Would you like to share the details of your venture , services offered and your strategy behind growing your company forward ?

Bheem: As mentioned in the previous answers, team Offensive Defense is working in three areas, namely Cybersecurity Skill development, Consulting and Product development. We have first focussed on fully activating the Skill certification Authority.

We are offering Advanced Certification courses in Cybersecurity along with career support. Our flagship certification program is coined as Offensive Defense Certified Professional (ODCP). The USP of this certification course is the delivery of content over cloud based 'Cyber Range Simulator' that has 1000+ simulated cyber-attacks and cyber defence scenarios, for development and reinforcement of practical skills among learners. Our series of certifications include the following:

- Offensive Defense Certified Professional – Blue (ODCP-Blue).
- Offensive Defence Certified Professional – Red (ODCP-Red).
- Offensive Defense Certified Bug Bounty Hunter (ODBBH).
- Offensive Defense Certified Information Security Consultant (ODCISC).

We are also offering Consulting and Advisory services, for corporate and Government enterprises, such as Security Audit/ Consulting, Vulnerability Assessment (VA) and corporate training packages.

Strategy: We are taking top down approach of establishing our credentials in the market and following various 'Go to Market' strategies including digital marketing campaigns and offline marketing efforts.

IQ: Where do you operate from, what is your reach, and how do you tackle the challenges usually associated with your business, especially in today's competitive world?

Bheem: The corporate office is situated in Hyderabad at T-Hub (Asia's largest Startup Ecosystem). Brand visibility and establishing as a trusted leader in this niche field is very important, to tackle the competition and also gain the trust of customers. To establish our credentials, we have some remarkable achievements to showcase, such as:

- Recognised by DPIIT, Govt of India under the Startup India initiative.
- Inducted into the NASSCOM Deep tech Club, among the few select Startups in India.
- Incubated at the NCoE (National Centre of Excellence for Cybersecurity), a joint initiative by the Govt of India and DSCI (Data Security Council of India).
- Incubated as a co-working Startup at Telangan Govt's Startup incubator T-Hub.
- Established exclusive partnerships with world renowned Cybersecurity research and skill enterprises such as RangeForce Inc USA, Hack the Box Corp UK, Cobalt Inc USA.

IQ: What is your team like, and how did you build it?

Bheem: We have a team of 22 professionals, including three Founders and two senior mentors. Technical team includes about 10 professionals who have been working in Cybersecurity field with various skill levels, sharing common passion of making cyber world more secure. These professionals are not on full time payroll of the company but are contracted to provide expertise as on required basis, and the team members are mostly based in Mumbai, and are very reliable, and have been held together due to the passion and credibility of the founders, most of whom will eventually be absorbed as full-time employees. We have six interns and two business development managers, for managing sales closures. For a bootstrapped Startup, with budget constraints, we were very clear that we will not be able to afford full time salaried employees for the first 2 years, so we have adopted the strategy of nurturing talent by providing mentorship and utilising the services of skilled professionals by engaging them on project-task basis, with complete replaceability.

IQ: How do you plan to tackle the challenges thrown at you in this VUCA world?

Bheem: The most important lessons that I have drawn from my career in the Forces tend to help me in dealing with various situations. Most of us have been constantly working in the VUCA environment throughout our uniformed career, without knowing the corporate terminology. Most of us also had dealt with Life threatening situations on land, air and sea, and were forced to make decisions, while our men were looking up to us. If each one of us can remember and invoke the same attitude, surviving in corporate VUCA world will be lot smoother, as per my opinion.



Having a supportive family is as important to an entrepreneur as to a Fauji

IQ: How have you found your entrepreneurial journey so far? Could you please share the Moments of Happiness and those moments which really tested you?

Bheem: As cliched as it may sound, my experience with entrepreneurship journey is akin to a roller coaster ride, full of excitement with unexpected twists and turns. I have thoroughly enjoyed my journey; I have specifically enjoyed the conversations and intellectual engagements with various people from diverse backgrounds across the globe, and have come to know of things that I would have otherwise not been exposed to, in my cocooned uniform world or even if I had taken up a corporate job.

Testing moments are when the pressure of performance, budget and schedules gets high, and the challenge is to keep your team together, while maintaining a balanced posture as a leader. Most Startups have failed mainly due to the impatience or immaturity or lack of control of emotions among the founders.

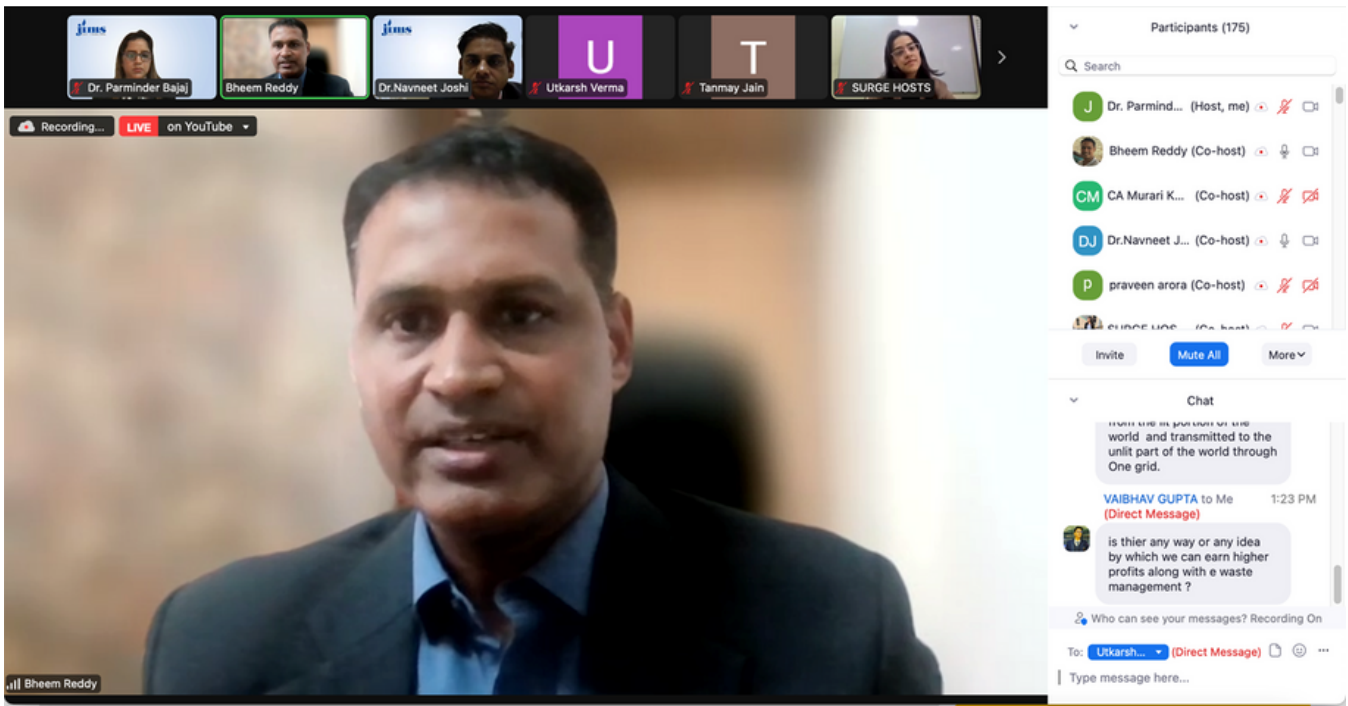
IQ: What are your future plans going forward?

Bheem: Focussing on the vision of my enterprise to become the trusted world leader in my field of concern, and relentlessly work towards this vision. Establishing various verticals and establishing credentials of our brand, and build a successful enterprise, with large market capitalization, to reach 1 billion US Dollar valuation in next 5 years.

IQ: What in your view is the future of Cyber Security?

Bheem: 2022 has been a formative year for Cybersecurity profession, though it has been building up for past few years, with lot of turbulence in the geopolitical scenario and collateral effects in the corporate world and realization of importance of Security in the emerging economies. Whilst hiring in the other tech professions has slowed down, and there are various instances of laying off, Cybersecurity profession has become the most resilient option, for job stability. Recent reports of McKinsie, ISC2, and KPMG have brought out that globally there is a shortage of 3.5 million professionals, whilst some reports have indicated that India has the largest demand of trained Cybersecurity professionals, of about 1.5 million vacancies by 2025, due to growing knowledge outsourcing to India. Also, the average salaries are 1.5 to 2 times higher than the industry average of other tech professions.

This is the golden period for Cyber professionals; and choosing Cybersecurity career may be the best decision for officers and men shedding uniforms, even if you are completely from non-tech background, and irrespective of whether you are SSC, or PC-PMR or superannuation category. Personnel from the Armed Forces have better understanding of the Security concepts like Defence in depth, Layered security, Risk assessment, honeypot (akin to ambush), obfuscation, diversionary tactics etc etc. The only change is to apply them in the Cyber realm, for which organisations like mine, are there to help.



Green IT Practices & Sustainability in IT Industry – Addressing 200+ management students on World Environment Day

IQ: So, what advice would you like to give to the fellow ForceNet members who want to take up entrepreneurship?

Bheem: The skillset required for entrepreneurship are in abundance among each one of us, who have dealt with various situations at land, air and sea. A lot of them were very high-risk, life-threatening scenarios where our decision making capabilities, leadership and motivational skills have been put to test, like none that corporate world will ever come close to. Some of us have put our own life at risk to accomplish the mission. These are exact kind of skills that are required to be successful as entrepreneurs, all that is required is to get out of comfort zone and take risks while working towards accomplishing your mission. If you are honest to yourself about your intent, there's no stopping.



The anchor of my life with the brightest smile possible

IQ: Do you have any other hobbies or interests, which you pursue passionately?

Bheem: I am a passionate Golfer and am pursuing golfing as a hobby, also helps in building professional network.



Iqbal Singh is the Founder of Forces Network. Iqbal is an infantry officer who is today working as a senior tech executive in a Big Tech company. Iqbal apart from two technology degrees has a slew of industry certifications spanning across IT service management, Cloud, AI/ML and Project Management. Forces Network is a passion project for Iqbal – one where he is seeking to create impact and make change happen for good. He is a keen technology enthusiast who firmly believes in breaking barriers to learning technology and making it accessible as well as easy. He has mentored thousands of veterans and guided them on to successful corporate careers in his 15 years of running the Forces Network.

Please provide your invaluable opinion/feedback on this Interview, by clicking/tapping [HERE](#) - Editor



Amit Dalvi

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.

IN INTERACTION WITH IQBAL SINGH

Maj Sanjay Kaushal joined 71 NDA and left the services after five years. He dabbled in multiple things in the private sector including entrepreneurship before finally settling on a career in Information Technology. Sanjay lives with his family in Silicon Valley where he is employed as a senior tech professional.



IQ: Please Let us know something about your background prior to joining the Armed Forces, and your subsequent Forces career?

Sanjay: My dad was in the Navy, so I choose services as a career. I was lucky to be selected for NDA. I left the services very early and joined the private sector in Mumbai before moving to the US. While in Mumbai, I completed my MBA from Jamnalal Bajaj Institute of Management. After moving to US, I worked for some time in the tele-communications sector, I then pursued a masters in Computer Science from Georgia Tech. I continued to work in the technology industry following my graduate studies.

IQ: Please give us details about what you are presently engaged in your professional role and where are you based out of?

Sanjay: I am a tech professional and work for one of the largest health care providers in the United States; Here I lead the finance and operations analytics group. For details check out <https://www.linkedin.com/in/skkausha1/>



Army Days

IQ: Considering you were a permanent commissioned officer what was the impetus for you to leave the uniformed service so early in your military career?

Sanjay: I left the services early on to take care of some family matters. As I was young, I was confident that I could start over in the private sector. The economy was opening up and I thought I could ride the wave.

IQ: Please tell us as to why did you decide to move out of India?

Sanjay: I had school friends in the US, and they influenced my decision to move to US on a work visa. We had started a software consulting company in India. When my business partners moved to the US, I also took a leap of faith and decided to move.

IQ: When you quit the Army, Forces Network did NOT exist then. In hindsight do you feel a forum like this had existed then, then maybe it would have been smoother transition for you? Explain please.

Sanjay: Yes, definitely, the transition would have been much easier. I tried my hands on multiple things before I decided to pursue the information technology path. I did not have guidance from any armed forces network, but my school network helped me. I wish Forces Network existed when I had left the services.

IQ: Would you like to share important learnings as you grew up in the corporate? What are the differences in the work culture in India Vs USA?

Sanjay: Drop the rank and get respect for the civilian work you perform. The tendency of the civilian world is to stereotype you; this can lead to limitations. Don't let these stereotypes drive your decisions - pave your way and get out of your comfort zone.

The biggest difference in work culture between India and the USA is that managers in the US are facilitators of your success and exist to serve their direct reports.

IQ: What are the challenges in immigrating to another country and starting all over again? How did you overcome them. Any advice to others?

Sanjay: The work visa to green card transition is a very stressful and arduous process. I was fortunate to have an employer who efficiently handled all the visa/green related paperwork for me and my family. To navigate the immigration journey, read up on the immigration process, have a network of folks who are in a similar situation, work with a good immigration attorney, and find a good employer.

IQ: If you were to live your second career journey again would you do anything differently? What and why?

Sanjay: I would have tried to come the US on a student visa and would have come to the US much earlier. It's incredibly easy to come on a student visa and start your career here after that.

IQ: What are your hobbies/ passion? In a busy world, how do you pursue hobbies or interests?

Sanjay: I was in the armoured corps and did automobile courses and consequently have a hobby of tinkering with cars. I like to sing and listen to audio books on my walks. I enjoy gardening and fixing up things around our house. I really like technology and I keep myself updated on the latest trends in technology, specifically machine learning and data science. I work from home and save time commuting to the office. I also mentor young people starting out their careers in technology.

IQ: Tell us more about your family?

Sanjay: My family lives in the San Francisco Bay Area. We enjoy the beautiful California sun and love going hiking by the coast or going on road trips. We also like trying new and different cuisines, as the Bay Area is an ethnically diverse place. My wife is an amazing cook, and so our house is popular for the get-togethers that we host for our friends. My daughter and son have followed me and have chosen a career in tech. My wife is a dentist.



Perfect Family



Lt Col Iqbal Singh is the Founder of Forces Network. He is an infantry officer currently in a tech role. He is fond of walking all the talk that he himself espouses, learning new technology, shattering old myths and curating new age training curriculum. Iqbal works with a Big Tech firm based at Gurgaon.

Please provide your invaluable opinion/feedback on this Interview, by clicking/tapping [HERE](#) - Editor

Author of the Month

CAPT SHINU MOHAN

IN INTERACTION WITH UDAY SHRIWAS

Capt Shinu Mohan is an OTA Chennai Alumnus and was Commissioned into 2 Garhwal Rifles in March 2004. He served in Lalgarh Jattan, Sri Ganganagar, Gulmarg, Srinagar and Ferozepur. Post service, he initially joined a USA based Marketing outsourced initiatives company as Operations Manager, then went on to be State Head of Sales for Laminates at Century Laminates. With a subsequent change in domain to IT, he worked in various capacities managing Business Continuity and Risk Management for Hewlett Packard & Cognizant.



His first Self Published ebook is a compilation of Short Stories called “5 Short Stories” released on 1 March 2023 through Amazon Kindle. Shinu was born in Kannur, Kerala and currently resides in Hyderabad

Uday: What inspired you to start writing?

Shinu: Stories have always fascinated me, growing up I had an eager ear for anyone with a good story, with time it got me into reading. The scenarios of times and places far and near became intimate experiences with me immersing into them, somewhere along the way I too began to have stories to tell.

Although there were many stories that came and went within me, it wasn't until 2011 that I put pen to Paper to write the first one, it was a short story titled 'Free Fall' ; about a Paratrooper on a routine training jump taking the leap and finding out his parachute didn't deploy. The story then tells of his thoughts and his life in those fast fading moments. This story is not part of the book that's been released, maybe it'll feature in the future.

Uday: What inspired you to write your first book 5 Short Stories ?

Shinu: Through the years since 2011 I have been writing stories, but that was more as an exercise at creativity than with an intent to publish. Around three years back I decided that it'd be good to publish my first book, but then the epidemic happened and working at Business Continuity the whole thing was a wild ride that took a long time to settle. I had heard about Amazon Kindle Self-Publishing before but had thought that traditional Publishing would be more suitable. However quite recently I dwelled a bit deeper into Self-Publishing and felt it to be an apt medium for a first time author, so that's how the book happened



Officers Training Academy Days

Uday: You have written 5 unrelated stories covering areas of History, Mystery, Humour, Horror and Science Fiction. Why did you choose these areas to write stories upon? Any more details that you can share?

Shinu: I guess it has to do with my interests spanning across genre in literature, I have enjoyed reading from various sources and ideas that emerge for stories come from different baskets rather than one. While exploring ideas I seek anything interesting that necessarily doesn't stop at any boundaries, so the body may be born here, but the mind is global and spirit universal (at least I'd like to think that way 😊)

Uday: Interestingly you have used the nom de plume as Unihis Nahom anadrome (reverse order). Why is that?

Shinu: A long time ago someone said that my name reversed sounded a bit Levantine; I knew that Nahom was a common enough Israeli Jewish name and Unhis sounds mid-eastern with a Muslim or Jewish origin, I found the whole thing humorous and thought it would be a good nom de plume.

Uday: How do you gather ideas for writing a book or a short story?

Shinu: Ideas can happen anywhere, any time and many a times because we may not have the opportunity to jot them down they then escape to the oblivion, even if we were to try recapture them later it would be like recapturing a dream long after waking. Unless one takes the time to develop them to some extent they don't stay in mind for later, so my suggestion for budding writers would be to note down good ideas when they happen or at least try frame a basic structure so that you've that to work with at leisure.

For me some of the ideas have come from interesting scenarios I came across, like the story "Percival and the Lion" the whole story happened after I saw a pic online of a Lion few feet away from a hunter within a small tent with his rifle at an unreachable distance. Something similar happened with "Body to Body Soul to Soul" when I read about celebrity fitness instructors and thought what would be the next major thing in this service be , you could have the best instructors but you still need to do the work to get in shape; so then the idea shaped what if it doesn't stop with taking the horse to water but being the horse and drinking it as well.

Uday: What is your process for creative writing ? How do you go about writing a book? Tell us about how you went about writing your latest book?

Shinu: Creative writing is in many ways like taking a vehicle for a drive, there will be times when the highway runs smooth with open roads and you go top gear and enjoy every moment. Then there are times when there will be congestion, traffic and there's nowhere to go and you progress inch by inch, popularly known as writer's block. There will be times when sights and sounds are familiar , other times when they are not. Through all of them try to persevere and keep driving. There will be days when things will be easy and others when it will not, try to adhere to a discipline to write something every day while writing a story, you can even rewrite or delete the whole section the next day but sticking to it on a regular basis is what I feel as the best remedy for writer's block.

I usually write late into the night, the world outside is quieter, calmer and whatever thoughts/ideas I collect through the day come together more easily.

One mistake most of us budding story writers make is having characters which seem to have the same voice and they all sound like us. For this not to happen it's important to have a clear character outline, how he/she looks , how they live, how they sound, what are their back stories. The more detailed the character the more unique the way they sound and speak within the story. One does not have to write all the details about the character within the story, it's only for the benefit of the writer to understand and voice them accordingly. If it's done somewhat right then the story takes a flow where the characters themselves write the story.

Uday: Is it possible for anyone to write a book or a short story at least?

Shinu: Absolutely! , I haven't as yet come across anyone not liking a good story and most of us enjoy telling stories to our friends and family. So why not give that a larger audience so that they too may enjoy it. We are all story tellers, this was the way history and happenings were recorded through thousands of years before it was written down, it was also how societies and nations came together to form their identities, everyone has some story to tell.

There may be degrees of difference in how good each of us are in storytelling, just the same as one can run 100 meters and then there is Usain Bolt. But that shouldn't deter at all, within all of us are stories, things that we have experienced, experiences of others, things that could've have happened or may happen . The beauty of story telling is that it can go any linear or non-linear direction , there isn't a thing in the world about which a story hasn't been told , so everyone has something to tell

The part of writing it comes naturally to some and with practise to others. My suggestion to whom it seems difficult to write is to enjoy small writing exercises. When free, pick a random word, sentence or scene from a book , a movie , a song and write a paragraph on it. Make it as exotic or common place as you want it to be, remember you are the creator, under your pen or keystroke lies a whole little universe waiting to be born, enjoy the experience.



Cheers

Uday: What are the barriers or blocks you face while writing and how do you overcome them?

Shinu: When one writes a story it goes as a series of scenes and happenings within the mind, as the primary experiencer and witness one is clear about many things, but the same may not translate well or fully into the story, in such instances when someone reads the story they may feel things are disjointed and unclear. It takes some time and effort to develop the skill to see through the reader's eyes, the main part of which is reading and re-reading what you've written, it's an excellent practise at editing and also to see from a reader's point. Here too make things fun and enjoyable rather than laborious, read from the perspective of different people, for

example you could read and see how would your mother or grand mother read and understand it, are there sections which they would need a helping hand to clarify and enjoy the experience. By this I do not mean that one should be very detailed and verbose, not at all, brevity works as good here as in the protocols of radio communication we have used in service. A suggested book for budding writers is Stephen King's "On Writing: A Memoir of the Craft" , where he clearly explains the process of creative writing and one of the key principles is the ability take away as much as possible from what's written so that only the most salient remain.



Road Trip

Uday: Are you having any plans to write full length novels or writing in other categories/genres ? Please tell us about that.

Shinu: I have written a full length novel; it's based on our service ethos of Esprit De Corps and how we take care of our own. It starts in Delhi with the protagonist an Ex Major receiving an unexpected SOS call from his former CO's family. The story then leads to intrigue and fast paced action in Delhi, Dubai and in the high mountains of Uttarakhand, with near mystical shrouded in secrecy 17th Century Western mercenary groups and more forming the base of the narrative. Although I have finished the editing part of it, I as yet haven't planned it's publication

The next book that's ready for publication is a fairy tale for small children in the ages 4 to 8 , it's about a cat who becomes a wizard. I have added Disney type illustrations and such so that it becomes a wonderful story to be read to or ready by children

When it comes to ideas and writing I do not restrict myself to any genre or book type, anything of interest is welcome to become a story through me and such has been the journey so far

Uday: Did you self-publish your book? Can you share the steps involved in self-publishing?

Shinu: Yes, I have Self Published through Amazon Kindle, Kindle provides a user friendly platform through KDP (Kindle Direct Publishing). One can open an account, upload a manuscript and then within few easy steps have the book published. Anyone who is interested to know more about the process may directly contact me

Uday: What is your message to all those people who plan to write a book but never really take up the effort to do so?

Shinu: As with most things, begin light and work up the tempo. Begin by writing a line or a paragraph every day, that much everyone can do. Set aside some time daily for it, begin with five minutes and then as days go by and you find comfort in it increase the time

Initially make a list of things you want as content in the book, underneath each let the details grow day by day. Soon, it will just be a matter of connecting the different headings and subheadings for the full material to manifest



Book name : UNIHS NAHOM : 5 short stories

Publishers : Self Publishing;

Available on: Amazon,

Price : Rs. 0/- (Kindle member) / Rs.247/- (purchase price)

Link : <https://amzn.eu/d/OFkZpFW>



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, like Kingfisher Airlines, IFB Home Appliances, JK Cement, and Yes Bank Ltd. He enjoys working in the field of Marketing, Business Development, Strategy. He also has keen interest in the field of Personal Branding. He is presently working as Regional Head - Honour First (Defence Vertical) IDFC FIRST Bank

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5 Short Stories, A Buffet Spread of History, Mystery, Humour, Horror And Sci Fi

- ❖ Percival and the lion - Strange, unexpected events occur when an American businessman goes lion hunting in Africa
- ❖ Granny 1047ZTX - Ever dreamed of a machine that could whip up any dish you desired? Food for thought- would it be a boon or bane?
- ❖ Something are best left .. - In 1939, did a mysterious old man tell an Austrian Sergeant about the results of 2003 Governor elections in California?
- ❖ At 2079 R - Life of a Lance Naik at a Glacier post
- ❖ Mars Effect - A curious tale of love awaits a newbie at Mars Station 31

Between the covers of this book are fascinating journeys into all the above and more!

Moment In Time

We have started with a Photography section “**Moment in Time**” to provide an outlet for creative side of our esteemed members. The rules for submission are as under:-

1. Forces Network members, spouses and their wards can submit images for publication.
2. No Nudity or Porn.
3. No mention of Mil establishments or unit identity or tac numbers or tail numbers.
4. It's a photography section so no images of various get togethers and social functions will be published.
5. The longer side of image should be 2048 pixels.
6. Maximum 5 images will be published every month. The images must be submitted by 20th of every month.
7. Mention your Instagram ID.
8. **While submitting the following details be submitted along with the suitable Title:-**
 - a. Aperture
 - b. Shutter speed
 - c. ISO
 - d. Camera used
 - e. Lens
 - f. Focal length.
 - g. In case of a mobile click, the same may please be mentioned.

All Photos may please be sent to forcesnetworkz@gmail.com by 20th of every month.



St Francis of Assisi Church, Goa - Panasonic Lumix FZ-150; f/2.8; 1/25 sec, ISO-400

By Lt Col Ranvir Singh



Lion King at Delhi Zoological Garden - Panasonic Lumix FZ-150; f/4; 1/160 sec, ISO-320
By Lt Col Ranvir Singh



Still Water and Undercurrents - Panasonic Lumix FZ-150; f/4; 1/320 sec, ISO-250
By Lt Col Ranvir Singh



City Lights, Gurgaon - Panasonic Lumix FZ-150; f/2.8; 1/4 sec, ISO-1600
By Lt Col Ranvir Singh



Upside View, NIBM Pune - Panasonic Lumix FZ-150; f/5.2; 1/125 sec, ISO-320
By Lt Col Ranvir Singh

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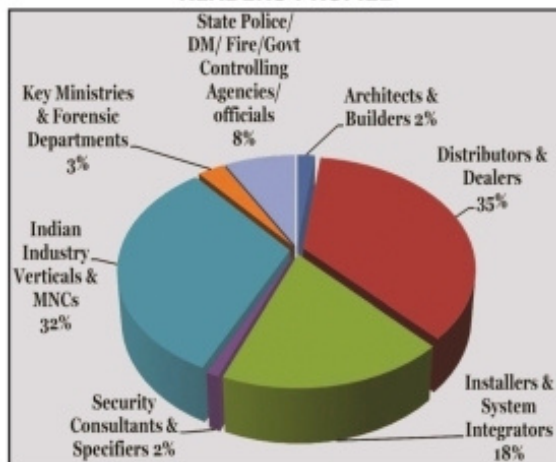
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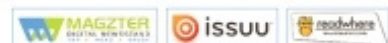
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Tech Corner

An Intro to Roles in Cyber Security: Information Security Manager Role an Exciting and Rewarding Career

BY IQBAL SINGH

Introduction

Information security managers play a key role in avoiding disasters by identifying any weak areas that might make information systems vulnerable. Information security management is the process of protecting an organization's data and assets against potential threats. One of the primary goals of these processes is to protect data confidentiality, integrity, and availability. Information security management may be driven both internally by corporate security policies and externally by regulations such as the General Data Protection Regulation (GDPR), Health Insurance Portability and Accessibility Act (HIPAA), and the Payment Card Industry Data Security Standard (PCI DSS). An Information security management strategy begins by identifying these assets, developing and implementing policies and procedures for protecting them, and maintaining and maturing these programs over time. Information security management includes implementing security best practices and standards designed to mitigate threats to data like those found in the ISO/IEC 27000 family of standards. Many organizations have internal policies for managing access to data, but some industries have external standards and regulations as well. For example, healthcare organizations are governed by the Health Insurance Portability and Accessibility Act (HIPAA), and the Payment Card Industry Data Security Standard (PCI DSS) protects payment card information.



Information Security is exciting career that opens the doors for global mobility

Information security managers assess an organization's security measures such as anti-virus software, passwords, and firewalls in order to identify any areas that might make information systems vulnerable to attack. They also analyze reports generated by the monitoring system to identify anything that may indicate a future risk. Information security managers also manage backup and security systems, look after the recovery of data in disaster situations, and oversee security violation investigations. Often, simulated attacks are carried out in order to test the efficiency of the security measures that are in place. Information security managers also provide training for employees, explaining security risks as well as the need for using strong passwords and protecting data when using mobile devices outside the office. Based on seniority and job function, employees and managers are typically given different levels of access to company data.

Types of Security Management

Three common types of security management streams include:

- **Information Security:** Information security management includes implementing security best practices and standards designed to mitigate threats to data like those found in the ISO/IEC 27000 family of standards.
- **Network Security:** The network is the vector by which most cyberattacks reach an organization's systems and its first line of defence against cyber threats. Network security management includes deploying network monitoring and defence solutions, implementing network segmentation, and controlling access to the network and the devices connected to it.
- **Cyber Security:** Cybersecurity management refers to a more general approach to protecting an organization and its IT assets against cyber threats. This form of security management includes protecting all aspects of an organization's IT infrastructure, including the network, cloud infrastructure, mobile devices, Internet of Things (IoT) devices, and applications and APIs.

Amongst the three, information security management requires the least amount of technical depth as it is majorly focussed on processes, procedures and audits. This role is ideal for people with some technical abilities who can make strategic decisions and apply their skills in high-pressure situations. This seems like a good fit for a veteran's profile. Thus, it provides a gentle segway for a military veteran to enter into the domain of cyber security by entering via the gate of information security. Subsequently with some effort and upskilling the person can smoothly pivot to more technical roles in cyber security.

Skills And Knowledge Areas Required

An information security professional requires technical and managerial knowledge and experience to effectively design, engineer, and manage the overall security posture of an organization. A successful security leader must educate teams across the company on the importance of cybersecurity, while simultaneously handling the eight domains of infosec:

- Security and Risk Management
- Asset Security
- Security Architecture and Engineering
- Communication and Network Security
- Identity and Access Management (IAM)
- Security Assessment and Testing
- Security Operations
- Software Development Security

A Typical Day in the Life of an Information Security Manager (ISM)

Most employers are seeking candidates that have both technical and workplace skills. The ideal person in this role is a thought leader, a consensus builder, and an integrator of people and processes. While the ISM is the leader of the security program, he must also be able to coordinate disparate drivers, constraints and personalities, while maintaining objectivity and a strong understanding that security is just one of the business's activities. It cannot be undertaken at the expense of the enterprise's ability to deliver on its goals and objectives. Typical activities in a day may look something like this:

- Meeting(s) with the system administrator team to discuss the need to audit the organization's domain controllers and other authenticating systems.
- Meeting(s) with one of the software engineering teams to discuss customer data flows throughout the cloud commerce systems (for example).
- Discussions with the HR team to discuss the InfoSec team's involvement in the offboarding process: the use of data loss prevention (DLP) tools, disabling access to departing staff members, preserving data for those on litigation hold, deciding which systems will be placed on legal hold, indicating how departing staff members can retrieve their personal files (which you never supported) from their computers after they're gone, wiping systems to ensure no loss of data, deciding when systems can be placed back into service after legal hold, determining how and when to terminate access for departing staff members. Of course, all these processes change for every country in the world!
- Meetings with the product team to discuss the requirements for Internet of Things (IoT) security in the next version of the company's product. The product team may not be too keen to meet you nor to include security requirements in the next design as their priorities maybe different. However, you need to build consensus and carry people along.

- Risk assessment of third-party vendors. While this should have been done when the org entered into a contract with the third party, but we do not live in an ideal world. Now leadership is asking about our risk exposure. So you need to step in.
- Update the code-of-conduct document with the legal department.
- Present the results of the latest security audit to company leadership, done under the watchful eye of the corporate audit department, and utilizing an external firm.
- Talk with the with the network services manager/ team to review hardening standards as well as the results of the most recent network scans.

Hope you get the drift? The unpredictable nature of information security means that though certain tasks will always need to be completed, such as checking in with the latest security news reports, compliances, audits, etc the next days' events will likely differ from its predecessors.

Certifications & Upskilling Pathway



Certifications lend credibility to your profile

CompTIA Security+

This is a global certification that validates the baseline skills necessary to perform core security functions and pursue an IT security career. This is a baseline cybersecurity certification emphasizing hands-on practical skills, ensuring the security professional is better prepared to problem solve a wider variety of today's complex issues. Security+ incorporates best practices in hands-on troubleshooting, ensuring candidates have practical security problem-solving skills required to:

- Assess the security posture of an enterprise environment and recommend and implement appropriate security solutions
- Monitor and secure hybrid environments, including cloud, mobile, and IoT
- Operate with an awareness of applicable laws and policies, including principles of governance, risk, and compliance
- Identify, analyze, and respond to security events and incidents



Security + is a Vendor Neutral Certification

Security+ is compliant with ISO 17024 standards and approved by the US DoD to meet directive 8140/8570.01-M requirements.

CEH (v12)- Certified Ethical Hacker Certification

This Certified Ethical Hacker-Version 12 (earlier CEHV11) course will train you on the advanced step-by-step methodologies that hackers actually use, such as writing virus codes, and reverse engineering, so you can better protect corporate infrastructure from data breaches. This ethical hacking course will help you master advanced network packet analysis and advanced system penetration testing techniques to build your network security skill-set and beat hackers at their own game. This is a certification by EC-Council that helps information security professionals to grasp the fundamentals of hacking thus enabling them to easily identify vulnerabilities in the network and system infrastructure. One also learns about commercial grade hacking tools & techniques.



CEH Offers a different Perspective to the Security Defender

A CEH recognizes attack strategies, the use of creative attack vectors, and mimics the skills and creativity of malicious hackers. Unlike black hat hackers, Certified Ethical Hackers operate with permission from the system owners and take all precautions to ensure the outcomes remain confidential. Bug bounty analysts are expert ethical hackers who use their attack skills to reveal vulnerabilities in the systems.

Certified Information Systems Security Professional (CISSP) Certification

This is a globally recognized certification from (ISC)2 for information security professionals that covers a broad range of security topics. The CISSP is ideal for experienced security practitioners, managers and executives interested in proving their knowledge across a wide array of security practices and principles, including those in the following positions:

- Chief Information Security Officer
- Chief Information Officer
- Director of Security
- IT Director/Manager
- Security Systems Engineer
- Security Analyst
- Security Manager
- Security Auditor
- Security Architect
- Security Consultant
- Network Architect



Certified Information
Systems Security Professional

An (ISC)² Certification

CISSP can be a Gateway to a Career in Info Security for a Military Veteran

Preparation can be achieved through self-study and using CISSP practice books and study guides, as well as online practice exams. Many candidates also enroll in various CISSP training courses to prepare for the exam.

Certified Information Security Manager® (CISM®) Certification

With a Certified Information Security Manager® (CISM®) certification, you'll learn how to assess risks, implement effective governance and proactively respond to incidents. This is a certification from ISACA. The certification helps to validate the expertise and knowledge of the candidates regarding the relationship between an information security program and the broader business targets. The certification also validates that the candidate has the hands-on knowledge of developing, managing and implementing an information security program for an organization.



CISM can help you move from a Team Player to a Manager

This certification upgrades you on the following domains:

- Information Security Governance.
- Information Security Program.
- Information Security Program.
- Incident Management.

Conclusion

An Information Security Manager is an exciting and dynamic career which has a lot of business criticality associated with the role. The role calls for expertise in a wide array of technical, business, leadership, project management and communication skills. The military veterans by virtue of their military service already possess several of the skills required in the wide spectrum. Also the role is similar in many respects to a military security professional role in that while the concepts remain more or less the same merely the context changes. Accordingly, this provides an good and relatively easier pathway to a career in the Info/ cyber security domain in the industry.

While it may look daunting at first and there would be many a doubt that will arise in your mind. There would be that chatter in your mind of self-doubt that would discourage you from even attempting it. However, **you must tame the tiger of self-doubt within** and overcome it, for success is assured if you pick up the challenge in the right spirit and continue relentlessly. All that is required is some upskilling and adding a few certifications that would lend credibility to your profile and make the switch from military to the corporate easier.



Iqbal Singh is an ex-infantry officer now in a technology role working with a Big Tech firm based at Gurgaon, India. Iqbal started his career with The Garhwal Rifles in Dec 1987 and served in several conflict zones on active military service across Sri Lanka, Punjab, Jammu & Kashmir and Nagaland. He quit the Army in 2008 to pursue a corporate career in technology. He has passion for technology and breaking myths and stereotypes. Iqbal propagates that you can achieve all that you believe in provided you are willing to put in the effort the whole nine yards. That is how the popular concept of ABCT (Any Body Can Tech) was born within Forces Network. Iqbal is also the Founder of Forces Network.

Please provide your invaluable opinion/feedback on this Article, by clicking/tapping [HERE](#) - Editor

Tech Corner

Open Network for Digital Commerce

BY SHUBNEET CHAWLA



India has seen a significant increase in digital commerce over the past few years, with a growing number of businesses and consumers turning to online platforms to buy and sell goods and services. However, the growth of digital commerce in India has also highlighted some of the challenges faced by businesses and consumers in the digital ecosystem, particularly when it comes to digital payments.

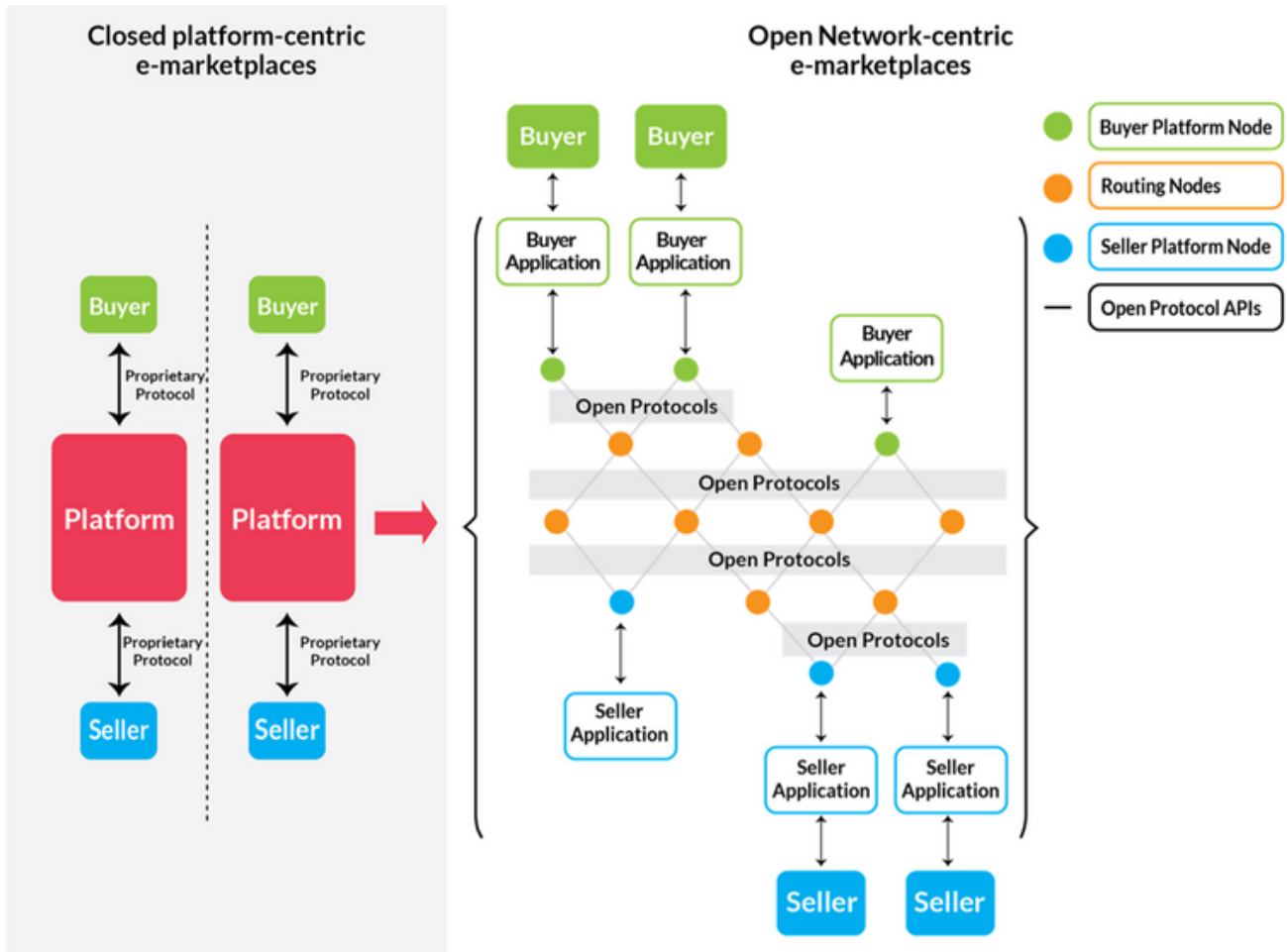
COVID-19 has fueled the growth of digital commerce across the globe. Though digital commerce in mobility and travel services declined, digital commerce in the retail sector saw a rise in the share of total retail sales, from 16% in 2019 to 19% in 2020. This was a result of a spike in business-to-consumer (B2C) sales, particularly evident in online sales of medical supplies, household essentials, and food products. COVID-19 also resulted in increased business-to-business (B2B) digital commerce.

India has emerged as the fastest-growing economy in the world and is expected to be one of the top three economic powers over the next 10-15 years. As per provisional estimates, India's gross domestic product (GDP) at current prices stood at ₹51.23 lakh crore in the first quarter of Financial Year 2022 (FY22)

Reimagining Digital Commerce Built on Open Network

For the overall growth of the digital commerce sector with broad-based participation from buyers and sellers, there is a need to alter the current market structure. At such a juncture, if we want to reimagine the mechanism to bring the participants together with special emphasis on trust, we simply can't turn it into a store of value. It may be very natural to think of a 'platform of platforms' concept, but that too can't eliminate the problem of storage, universality, or trust.

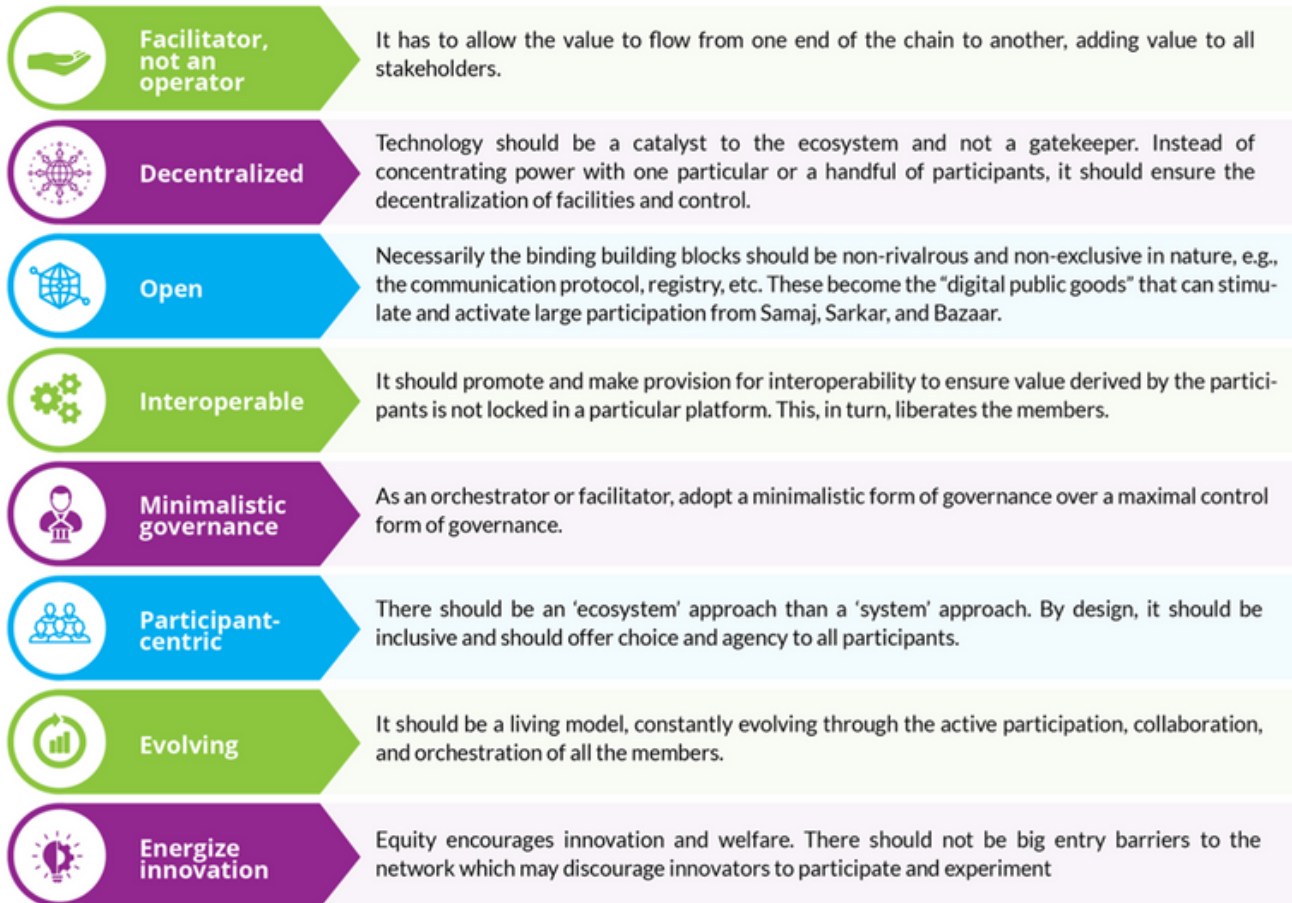
Solving a problem at such a population scale necessitates a paradigm shift from an operator-driven monolithic platform-centric model, to a facilitator-driven, interoperable decentralized network as shown in figure .



Platfo - Platforms to network approach

Principles of building an alternative approach

Solutions that are built to support the enormous growth of digital marketplaces across industries and geographies, should be inclusive in their very core. The plan of such a population scale initiative should be built on a strong foundation as highlighted in figure.



Principles of building an alternative approach

What is an Open Network for digital commerce?

ONDC is a network that enables location-aware, local digital commerce stores across industries to be discovered and engaged by any network-enabled applications. It is neither a super aggregator app nor a hosting platform. All existing digital commerce apps and platforms can voluntarily choose to adopt and be a part of the ONDC network.

In addition, the responsibility for onboarding of sellers and buyers and the management of the end-to-end order lifecycle will also continue to reside with the network-enabled applications. Below image further demystify ONDC

 **WHAT IS ONDC?**

- Market and Community-led initiative
- An open network
- Eliminates the need for a central intermediary
- An enabler for massive digital commerce expansion
- An enabler for broad-based innovation

 **WHAT IS ONDC NOT?**

- A Government Regulatory Body
- An application or a platform
- A central intermediary
- A medium to help digitize businesses

Demystifying ONDC

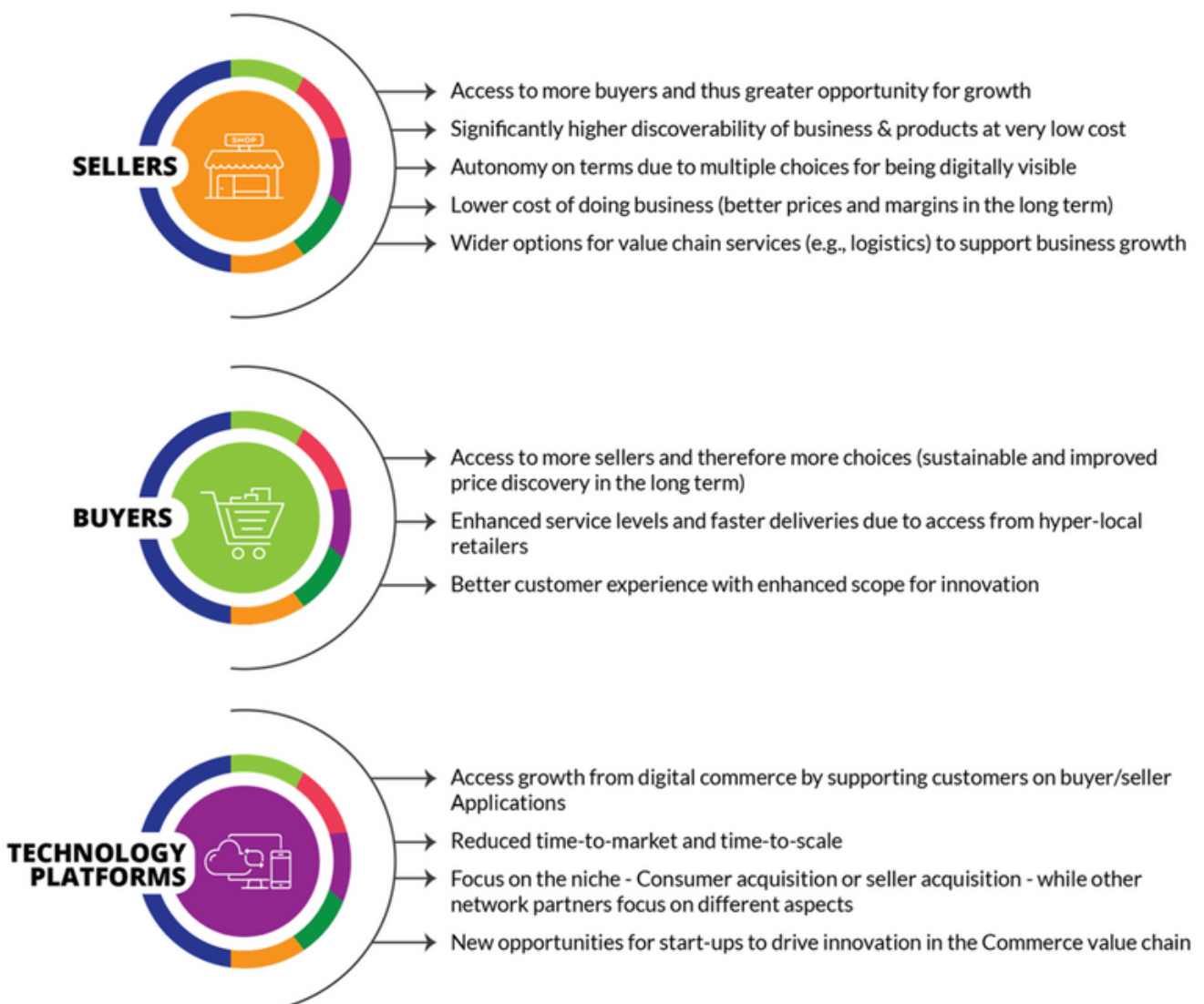
ONDC will enable large-scale democratization of digital commerce in India by providing a level playing field for large and small digital commerce apps and platforms through the opportunity to be ONDC enabled and make buyers/sellers registered with them visible and discoverable.

Enhancing Value for the entire ecosystem

The establishment of ONDC and its role in enabling Open Network would have benefits ranging from the significant increase in the availability of choices to merchants and consumers to the strong financial gains through the increase in business efficiencies and reduction in customer acquisition cost.

ONDC will act as an evangelist for technology platforms by helping them socialize their solutions on customer and/or seller acquisition, experimenting with new business models, providing them greater scope for innovation and value-added services.

Below figure explains ONDC value proposition for various stakeholders in digital commerce value chain:



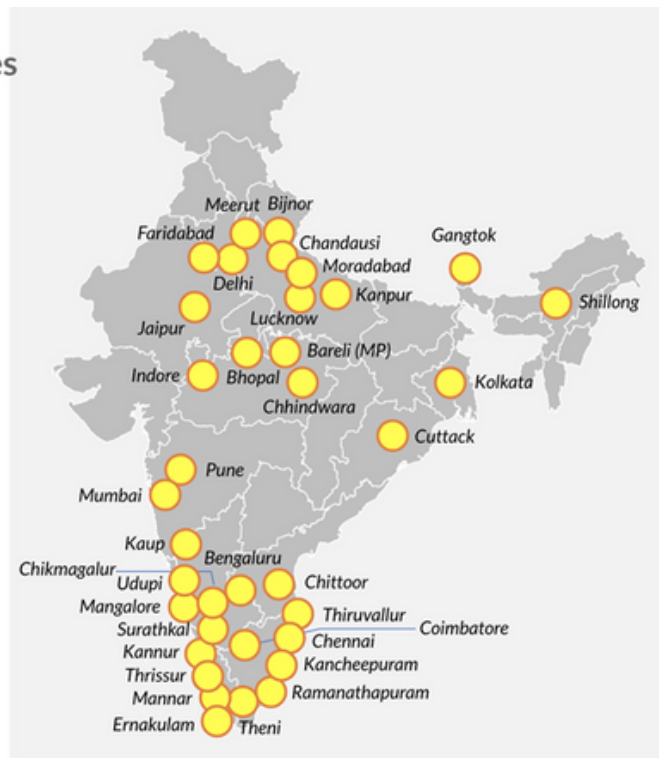
ONDC value proposition for digital commerce stakeholders

ONDC is live with sellers in 172+ cities

172+ Cities and 25000+ Sellers taken live in 4 months

- 6 Retail Buyer NP
- 21 Retail Seller NPs
- 5 Logistics Seller NPs

~15.9 Lakh products available on ONDC



ONDC live across India



Business Reforms





PM Gati Shakti – National Master Plan for multi-modal Connectivity

- A GIS based technology platform to improve multimodal connectivity, logistics efficiency & ensure seamless movement of goods & services



National Logistics Policy

- Aims to reduce logistics costs to GDP and for India to be in top 25 countries in Logistics Performance Index (LPI) by 2030



Open Network for Digital Commerce (ONDC):

- First-of-its-kind open platform opportunity to expand via e-Commerce by connecting with other solution partners



e-Rupee

- 1st official digital currency of India launched



New India Factbook 2022-23

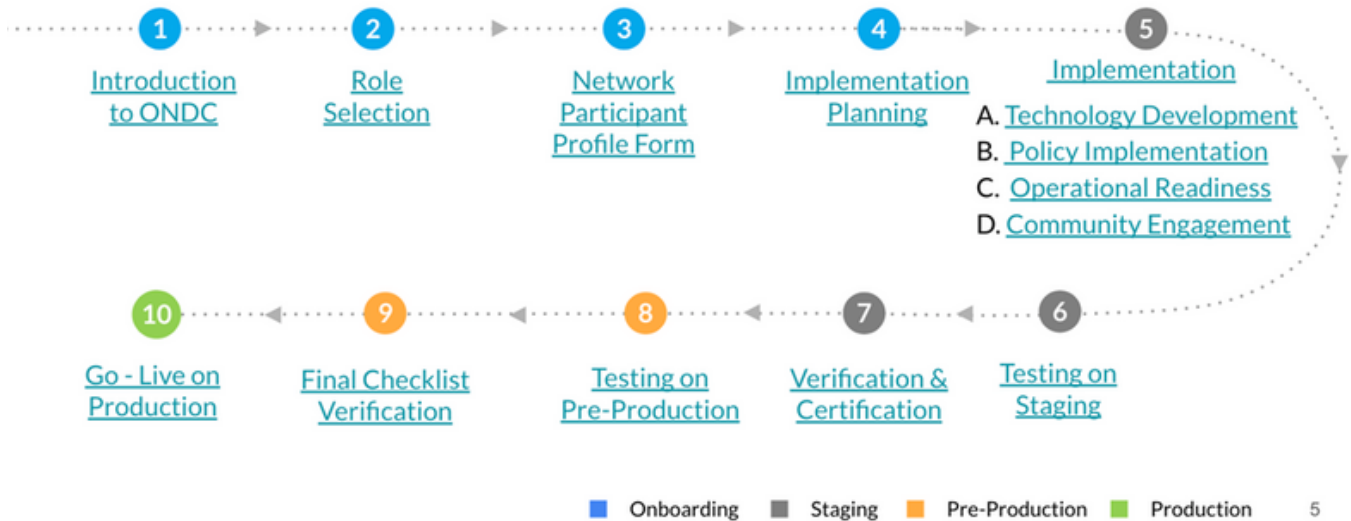
ONDC is one of the key Business reforms with other initiatives that will contribute to the Indian Economy

How to Onboard to ONDC

A Step by Step guide to onboard to ONDC Network ONDC Integration Guide.pptx

Network Participant Journey

The following steps comprise a Network Participants Journey on ONDC:



ONDC Onboarding

Conclusion

An open network for digital commerce has the potential to transform the digital economy in India. It can help bring more people into the digital economy, promote competition and innovation, and make it easier for businesses and consumers to transact online.

However, implementing such a network requires collaboration and coordination between different players in the ecosystem. If these challenges can be overcome, an open network for digital commerce will be a game-changer for the Indian economy.



Shubhneet is a Cloud Solution Engineer - Blockchain Specialist with 6+ years of enterprise Blockchain experience. He has done blockchain Specialization and various certifications on related technologies like Web3.0 and Metaverse. He has been a part of multiple live Projects and POCs with Indian Govt (Niti Ayog), Japan Exchange and US HealthCare and Supply Chain Sector etc. He is also Certified in Project Management from Google and currently a part of Oracle India. Currently deployed at ONDC (Open Network for Digital Commerce) an initiative to democratize commerce by Indian Govt. and working as a Master Programme Manager and Blockchain Specialist wherein he is streamlining Network Operations and working closely with cross functional stakeholders at various layers

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Tech Corner

ARTIFICIAL INTELLIGENCE FOR BETTER HUMAN CAPITAL MANAGEMENT

BY ATUL KUMAR



Background:

Currently Artificial Intelligence (AI) has invaded almost every facet of our lives. From directing us to correct destination to recommending personalized shopping carts, AI impacts everyone, everywhere all the time. Technology industry has been revolutionized like never before and its prowess in powering data-driven decisions is facilitating speed-to-value, helping organizations become faster to market and stay competitive. AI ensures that computers perform a task that requires human intelligence. Machine learning and deep learning algorithms power computers, making them think like humans.

Virtually every industry across the globe - from consumer packaged goods to politics - is integrating A.I. technology into its business strategies. Every industry vertical has adopted AI-driven technologies to improve its functional efficiency. Human Capital Management (HCM), has also been greatly transformed by use of AI.

AI in HCM encompasses several technologies like Machine Learning, Deep Learning, Natural Language Processing, and Big Data to enhance business value during each stage of the employee lifecycle. AI is being used to streamline several HR functions like Talent Sourcing and Acquisition, Employee Onboarding, Career Development, Succession Planning, Compensation Planning, Learning and Development, and several more in an organization.

Human Capital Management

HCM is a set of practices that exceeds the search and hiring a team of suitable candidates for the organization. Similar to any other asset in the success of a company, human capital must be continuously maintained, refined, and polished. HCM is crucial in not only focusing on the organizational need to provide particular competencies but also on acquisition of work, management of workforce, and workforce optimization ensuring its best talent becomes a strategic asset to the organization.

The foundation of the latest cloud-based HCM solutions like SuccessFactors and Workday has originated from human resource information systems and human resource management systems, which were used in the 80s and 90s. In addition, the use of AI in HCM has provided large volume of human resources data points from across the spectrum into a centralized solution.

Scope of AI in HCM

Organizations have realized the true potential of AI and its power of predictive analysis to attract the right talent, deliver personalized onboarding experiences, build employee-specific career development plans, and predict high performers. To exemplify, AI can help companies build advanced models to predict if a candidate is likely to accept the job offer, how long a potential candidate will stay, or when employees could quit.

Using A.I., HR personnel can spend far less time on manual functions such as resume screenings, and more time on the strategic planning of company initiatives like Manpower Planning, which require human insights. AI in HCM utilizes data to assist in natural language processing, and deep learning to capitalize on human resource tasks e.g. it enables employees to make use of virtual assistants for faster communication without overloading HR teams. It has simplified data, modifying it into a format that is easy to read. This data can be used to understand the relation of employees in their workplace and it makes it easy to predict the business's future performance from a human capital point of view. None of this would have been possible without data labeling, which enables machines to comprehend real-world data. For example, because of accurately labeled data, today we're able to convert hardcopy content into digital files, also known as optical character recognition (OCR).

So how can we use AI to bring innovation in HCM processes and make them better practice if not best industry practices? To do that, we need to list out employee lifecycle into phases to identify use cases for innovative and effective human capital management strategies

Use Cases of AI in HCM



- **Talent Acquisition**

Acquiring strong talent and talent management often begins by developing strong employer branding. HR teams - with the help of marketing teams - are continuously developing and showcasing their brand image to attract new talent. However, recruiters often struggle to find the right match for the job simply because of large volume of resumes for each position. Screening hundreds of resumes for multiple positions in the organization against deadlines is tiring, time-consuming and leads to subjective decisions being made.

A great deal of processes that depend on human recruiters are automated when artificial intelligence is used to acquire talents. By leveraging AI for talent acquisition processes, recruiters can use simple keyword searches to find prospective matches between the job profile and the candidate's profile. Machine Learning algorithms can crawl through resumes, searching for specific words related to target skills and experience. Then, they will filter these for the recruiters, thereby considerably reducing the screening time.

Usage of these algorithms also eliminates the risk of subjective interpretation of candidate profiles, often seen during manual screening processes. For candidates who are applying for a vacant position, AI can suggest the right openings based on skill matching, thereby enhancing the chances of having the right fit for the job.

It can also build mathematical models to evaluate the likelihood of a candidate accepting a job offer for a particular vacancy. What is more, AI and computer vision technology can be used to capitalize on time-consuming tasks that pertain to talent acquisition such as interviews and candidate screening.

Some examples of tools being used are:

- IBM Watson's Candidate Assistant Tool which uses technology to scan through keywords in resumes to match potential candidates with the right jobs and helps filter out candidates that don't match the job descriptions.
- Textio's Job Description Tool which helps HR teams persuasively outline a role, and identify biased language that might discourage a qualified candidate.

- **Employee Recruitment**

Effective recruitment is critical towards availability of appropriate pool of resources for the organization. AI can help automate the recruitment process through machine learning and natural language processing systems. Once a candidate is selected, AI models can use KPIs to forecast the possible performance outcome of the candidate. By comparing it with similar resources, hiring managers will be able to make informed decisions on the position being offered. AI can also help in building personalized offers to the candidate, moving away from the 'one-size-fits-all' approach. This would also increase the likelihood of the candidate accepting the offer.

One example of this technology as an AI powered HCM software is "Mya" that automates the candidate lifecycle, people managing and empowers HR teams.



- **Employee Onboarding**

Employee onboarding is perhaps the most critical driver of long-term engagement and a parameter of productivity by the new employee as it sets the tone for their tenure. Effective onboarding ensures that newly hired employee seamlessly integrates into the larger workforce and add real value to their work.

AI can allow employees to be self-sufficient during the onboarding process by automating the paperwork completion process. Digital assistants and chat bots prove to be valuable partners for HR personnel by automatically guiding the new hires throughout the onboarding process. These digital assistants can give real-time and round-the-clock assistance to new joiners, thereby eliminating the need for HR personnel to cater to such requests.

- **Talent Development**

Talent development includes everything from on-the-job training, to performance management, and succession planning. Data from performance reviews and weekly sign-ins provide valuable insights into employee competencies and skills which can then be mapped to their succession plan. AI can assist HR professionals to detect the patterns of their employees' behavior in the workplace through image segmentation and object detection algorithms. E.g. by analyzing employee behavior patterns, HR can decide if they are satisfied with the work environment or whether they feel pressured.

AI can deliver personalized training and learning programs for employees based on their role, experiences, work styles, and career interests. Employees would be more engaged in personalized and relevant learning paths that align with their areas of interest and fulfill their career aspirations.

Effective HCM desires improvement in chances for fair performance management and equal treatment, as a consequence eliminating bias. Leveraging AI has been known to reduce decision-making bias by highlighting data points on various evaluation parameters like employee utilization, employee achievements, training, and organization level contributions to suggest ratings, which can be used by managers to build rating models. This also provides an increase in productivity, employee engagement and job satisfaction.

- **Retention & Separation**

There are certain factors that impact retention more than others. For instance, employee benefits, stock options, and rewards are more likely to impact retention than, say, learning and development. With changing workforce demographics, retention will become more crucial as HR leaders look to justify the ROI of their HR strategy.

Separation is the last stage of the employee lifecycle and presents a terrific opportunity for HR teams to collect valuable data in the form of feedback and exit interviews. Also, past employees are perhaps one of the most important influencers when it comes to your employer brand. Employee stories greatly determine how your organization is perceived by prospective candidates.

AI's ability to monitor and analyze reams and reams of employee data in real-time and provide HR leaders with actionable insights into key talent areas of retention and separation is a game changer for HCM. AI also helps transform HR data to reveal future trends, predict behavior, propensities and future talent needs.

• **Reporting and Analytics**

This is an area that leverages the capabilities of AI and Machine Learning to a large extent. AI-powered BI dashboards provide quick and actionable insights to managers and leaders, enhancing their strategic decision-making capabilities. AI can help managers be proactive in managing their workforce. Based on employee time reporting history, AI models can also predict things like seasonality or periods where departments are likely to experience peaks and valleys of resource effort.

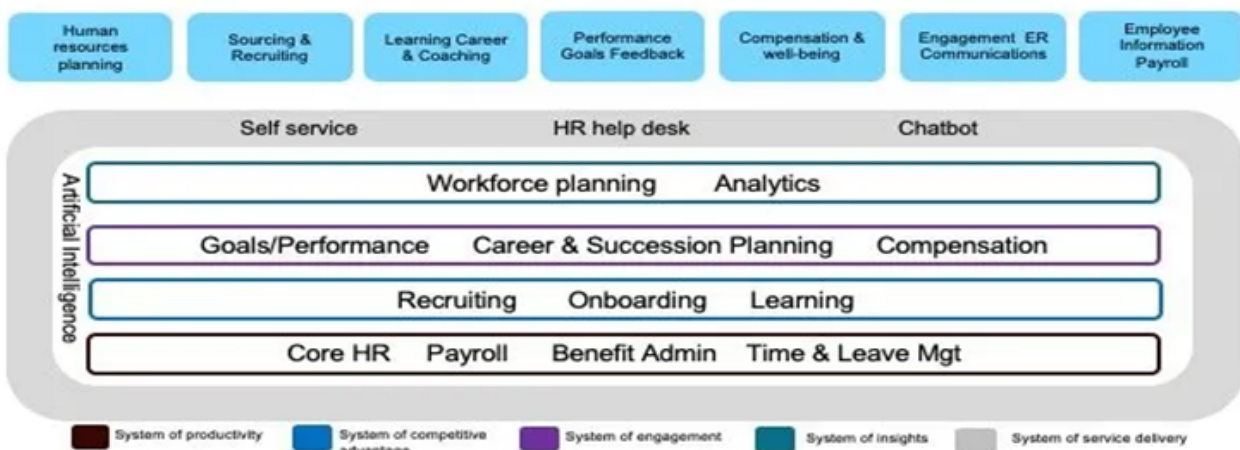
E.g. when trying to forecast overtime, AI reporting allows managers to request additional budgets beforehand, limiting impacts on last-minute budgeting provisions. AI reporting tools can build heat maps to track employee training progress across the organization, allowing leaders to take strategic workforce planning measures to reskill or upskill employees. Leadership teams can also track compliance on various parameters and automate follow-ups needed to close gaps in compliance adherence.

Summation:

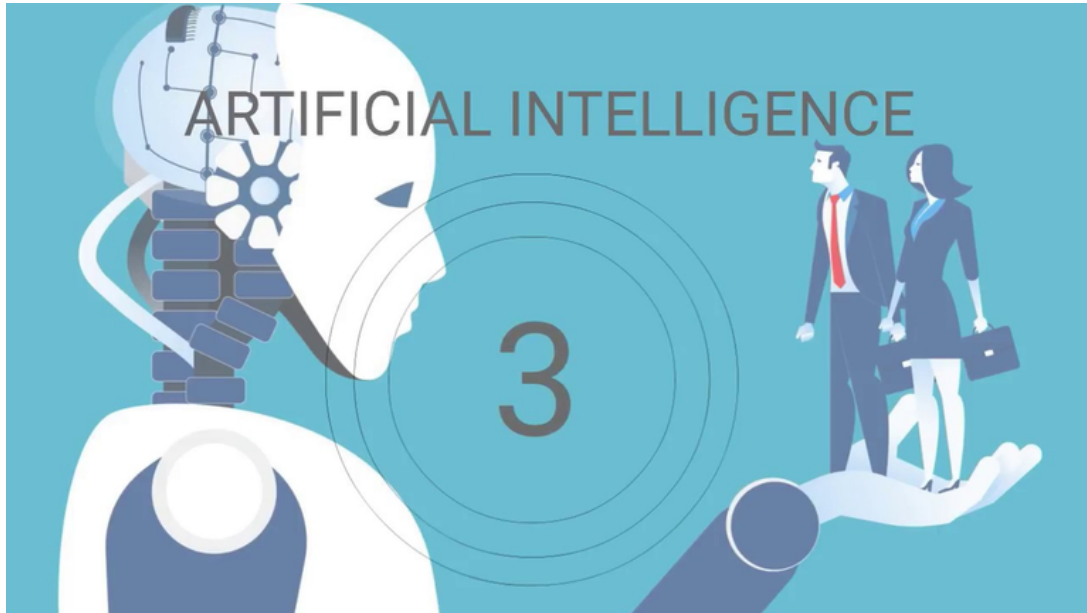
While implementing an AI strategy for HCM is not a difficult task, nurturing the business systems and data elements that allow AI to aggregate and exploit better outcomes requires effort. Organizations should have agreed policy on the fixed labor elements such as budgets, task standards, averaged cost, workload factors and production drivers, all of which are collapsed under AI optimization. Availability and integrity of data is critical as AI does not function in isolation of other systems. Whether in structure or unstructured format, enterprise and contextual AI are then able to apply the appropriate mathematical approach, without human intervention, to achieve smarter outcomes for staffing, scheduling and production decisions. Further most important of all is trust in AI based systems breaking the habit of instinct-first decisions and rely on the infinite data considerations that AI is performing.

New HCM: Augmented Intelligent HCM

New HCM will not only automate but augment human in a transformative way that will allow us to have "human moments" with our employees and customers



AI in HCM empowers organizations to influence employee engagement and their experience every step of their tenure. By tapping into rich data sources and performing advanced analysis, AI can help build future-proof talent strategies and create better workplaces. As employee-centricity becomes a competitive advantage for organizations in the future of work, AI can become the most valuable ally in the war for talent.



Col (Dr) Atul Kumar, psc was commissioned in AOC in June 1988. He has tenanted varied regimental, staff and operational assignments in three decades of distinguished service. Qualified AATO, he is an alumnus of DSSC Wellington and possesses Masters in Science, Computers and Business Management as well as Doctorate in Strategic Studies. He was awarded COAS and VCOAS Commendation Cards for contribution in the field of ERP implementation in the Army and is recipient of Brig Panna Chatterjee trophy (twice) and Brig Rodrigues Trophy awarded by DGOS. His last tenure in army was as Director Application in CICC. Post his army career he has worked in Deloitte India as Director Enterprise Technology for 3 years. Currently he is CEO of a Cyber Security Institute and Principal Director (Digital Transformation) of a Consulting Firm besides working with big consulting firms like Boston Consulting Group and PSUs like NCRTC for business and technology consulting assignments as a freelance Consultant / Advisor/ Mentor. He is a visiting faculty at various colleges like JIMS Greater NOIDA, IMT Faridabad, PGLS Mumbai and IIM Bangalore where he conducts sessions on varied subjects.

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Wisdom Bytes

The Surprising Benefits of Melodrama

BY MEENA ARORA

Lately, I have found myself increasingly interested in theatre and drama. Being someone who relates everything to psychology, I have even chosen to make my PhD thesis about the benefits of psychodrama and creative skills on mental health and self-esteem.

During one of my recent theatre rehearsals, my director suggested that I play my role in a more exaggerated and loud manner. I questioned if this would look too artificial, but he responded that melodrama is actually a suppressed natural behavior in people. Seeing it on stage or screen can be enjoyable because it allows us to express intense emotions that we may not express in our daily lives.



Surprisingly, experiencing melodrama, especially in theatres, can be beneficial for our mental health in many ways:

- **Emotional Release:** Watching melodrama can help us experience intense emotions that we might not express in our everyday lives. This can be therapeutic, helping us release pent-up feelings and reducing stress.
- **Catharsis:** Aristotle believed that watching tragedies or dramas can provide emotional release, and melodramas often have tragic or emotionally charged situations that can provide cathartic relief.

- **Empathy:** Watching melodramas can help us empathize with others who may be going through similar situations. This increased empathy can lead to a greater sense of connection with others and can reduce feelings of isolation or loneliness.
- **Sense of Community:** Going to the theatre and experiencing melodramas with others can provide a sense of community and belonging. This social connection can improve our overall sense of well-being and reduce feelings of isolation.

Therefore, most of the multi nationals are introducing the role plays and melodramatic acting as an opportunity for emotional release, catharsis, empathy, and a sense of community, all of which can have positive effects on mental health and definitely better work performance. So, next time you're with your friends or family, try some stirring acts, and believe me, it will be great fun!



***Sqn Ldr Meena Arora**, is a Certified Life Coach, NLP (Neuro Linguistics Programming) Practitioner & Trainer, Author and Clinical Psychologist (Pursuing PGD in Rehabilitation Psychology, RCI Certified Course). She takes Personal Sessions (One on one's) and conducts Workshops, Group Discussions and Personal Interviews in Schools, Colleges and Corporates. She is also an active Theatre Artist and a Proficient Baker. She believes in following hobbies and good physical fitness regime as the key to best mental & psychological health.*

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THANK YOU - FORCES NETWORK

The Role of Forces Network in My M2C (Military to Corporate) Transition Journey

BY AMAN CHAWLA

I was commissioned in the Indian Navy on 06 July 2009 at the Indian Naval Academy, Ezhimala, Kerala. Earlier, I did my schooling from KV ONGC, Dehradun till 5th standard and later from a private school in a tiny city Mehsana in Gujarat followed by B.E in Mechanical from Anand, Gujarat. During school and college time, I was fortunate to have participated in various zonal and national youth festivals where I won prizes in theatre, dance and elocution. Though I was placed in Tech Mahindra, Pune from college placement, the joining letter never came due to recession of 2008-09 I had multiple interests ranging from flying an aircraft to film making to being a soldier and simultaneously be a corporate czar. Towards this, by the mid of 2009, I cleared the selection for Indira Gandhi Rasthriya Udyaan Academy (IGRUA) for Commercial Pilot License (CPL), National Institute of Design (NID), Ahmedabad for M. Des in Film and Video Communication, call letters from a couple of good B-schools and a letter to join Indian Navy as a Short Service Commissioned officer in the executive branch. I chose Navy and I am proud of my decision.

After gaining the sea legs on various warships for six years, I was again fortunate to have joined small yet effective Naval Int. Now, I could play all those roles which I couldn't as part of my daily schedule and taskings 😊. It was September 2017, when I first heard about Forces Network and I thank Cdr Prasanna Edayilliam for making me join this group. I still remember the first mail I received was about ForceNet Salary Survey. It opened up my eyes and I realised I need to upskill myself as one day I will be released from the Navy and will have to still work and have a great life outside fauj.

In Aug 2018, I attended a physical session of Forces Network M2C Workshop at Delhi. I was lucky to be selected as the candidate who underwent the mock interview at the Workshop. The insights I gleaned from this experience were worth their weight in gold.



Aman Chawla being grilled in the Mock Interview in the Forces Network M2C Transition Workshop at New Delhi held on 19 Aug 2018

Subsequently, I also attended several Forces Network seminars I remember the one held at Pune on 30 June 2019 and another one at Delhi on 25 Aug 2019. These events provided me with much clarity and direction that would NOT have been possible otherwise. The other benefit I could gain from this group is the one of the finest services from the members of Forces Network like Col Sajan (for career counselling), Maj Sandeep (mentoring), Col Srinivas (insurance), Col GS Mundi (Canadian immigration), Capt Vinod Nair, Gopi Sir (Canadian immigration), Col Govila, Col Mahalwar, (investments), Capt Gandharv, Capt Uday (for always being kind to me), Lt Cdr Juglan (mentoring), Col Haldia, Col Vas (HR guidance), Col Nikhilesh, Col Anurag, Col Gurtoo, Capt Uttam, Capt Kanwal, Capt Mayank, Maj Hazra (CPP guidance), Col Jamwal, Capt Manoj (tourism), Capt Satyam (Astrologer) , Capt Manmeet (Healer) , Col Ashish Kumar of Heritage aviation (personal help) and especially Col Iqbal for handholding me throughout my M2C journey.



Aman Chawla attending a Mentoring Session at the Forces Network Seminar at New Delhi 25 Aug 2019

I would like to remember and thank Late Col Sameer Anukul Sir, as he was the first few people who guided me. Apart from professional guidance and services, huge help in terms of guest house bookings, help in distress, itinerary guidance, this group has much more to offer one, it is difficult to fathom. I have attended so many webinars on this platform which made me an informed individual. One such webinar was study in Ireland by Chandy sir in June/ July 2021, which sparked my interest in moving to Ireland. After much self research and seeking guidance from many, me and my wife decided to take a chance and started with our journey for Canada.

As Col Iqbal always says that one must start his/ her transition journey in advance. With his advice, I completed Post Graduate Diploma in Business Management from NMIMS, Mumbai followed by Executive Post Graduate Diploma in Human Resource Management from Tata Institute of Social Sciences (TISS). Later I completed certifications like Project Management Professional (PMP), Certified Scrum Master (CSM) and Lean Six Sigma Green Belt. Later, I received certifications Viz., Certified Ethical Hacker (CEH) and Certified Protection Professional (CPP) as well. I admit that I have not focused on one domain, but this is what I love doing - keeping my horizon not just vertical but horizontal as well.

In Aug 2022, my wife moved to Canada to pursue her MBA and I joined her after getting released from the Navy in Feb 2023. These six months were very difficult for us as a family as our minor son was with me and my wife was separated with her little son. Situation got worsened after getting refusal twice for our visitor visa applications. But now we are together and all that's well that ends well.

After reaching Canada, I started networking on LinkedIn with as many professionals in my geographical area, attended various open-house events, requested people for coffee chats and sought guidance from veterans already in Canada. Instead of clicking connect randomly on LinkedIn profiles, I prepared a 300 word pitch wherein I introduced myself, asked for their guidance and time for a call in brief. Many replied and to my surprise, they were very warm and welcoming. I applied for multiple jobs on Indeed, LinkedIn, company's website's career page and I was fortunate to receive three full time job offers within a month after landing in Canada. I have joined Bank of Montreal (BMO) as a Personal Banking Associate but my hunger for learning hasn't yet quenched and I am all prepared to earn more industry relevant certifications.



Aman Chawla in Canada

I would like to thank my parents and wife for supporting and believing in me, Col Iqbal, my seniors in the Navy and Forces Network for shaping careers of so many transitioning officers. Had it not been for Forces Network my Transition journey may NOT have been so well informed and smooth.

I am available on LinkedIn for connection.

<https://www.linkedin.com/in/aman-chawla-navy/>

**Life is a tiger you have to grab by the tail,
and if you don't know the nature of the
beast it will eat you up.**

~ Stephen King



MEMORIES

SS75 & WS21

We have started with a new section, "Memories" to provide an outlet to showcase course Get-together for Anniversary celebrations. The rules for submission are It has to be course photography for anniversary celebrations.



**To start
SS75 & WS 21 celebrating their 20th Anniversary at Goa.
A Total of 91 Officers Attended the same.**



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