

FORCENET

E-ZINE

Magazine for military veterans in the corporate
March 2022, Volume IV, Issue 03



TURNAROUND



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FORCENET

From the Editor

Dear Readers,

I am happy to share this month's Edition. We have chosen this month's theme as **Turnaround.**

Turnaround means "an abrupt or unexpected change, especially one that results in a more favourable situation". We all make decisions every day. However some decisions or actions become the catalyst for a turnaround of events in our lives. Turnaround is such an event that a new era dawns for the better.

The cover page shows four such turnaround events in our history. Be it the 1983 Cricket World Cup win which turnaround cricket in India, or Mary Kom winning her world title to pave way for the North-Eastern states becoming the epicentre of Indian sports especially for women. Wg Cdr Rakesh Sharma becoming the First Indian in space which propelled ISRO into another league. All of these are classic examples of Turnaround.

In Forces Network we help the officers to bring a turnaround in their lives, when they transition from the uniform to civil suits. Any Body Can Tech (ABCT) a training program which has transformed and turnaround lives of many officers who otherwise would have underutilised their true potential.

It must be realized that Turnaround cannot be a one-off event in one's life. One must stretch one's boundaries of capabilities by learning new skills, upskilling, unlearning and hone one's talent in order that we can serve the humanity to our fullest with our best selves.

With that thought, wishing you constant turnaround for the better in your lives!

Happy Reading!

Until next time, Cheers to Forces Network – the Network that works.



Yours Turner.

Capt. Rajesh Nair

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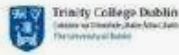
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[A NOTE FOR THE READERS](#)

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.

Star 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.

IN INTERACTION WITH UDAY K SHRIWAS

Squadron Leader Kapil Kumar Jha retired from Air Force as the Battery Commander for SAM-III, He is an IITian and IIM Certified Professional with 21+ years of diversified experience in the field of Leading Defence Unit Operations, Managing Mass Deployment Telecom Infra Projects, Heading Operations of Manufacturing Plants, Managing Strategic Business Units.

Currently he heads the biscuit manufacturing plant of Britannia



Uday: Tell us something about your background prior to joining the Army, and your subsequent Army career?

Kapil: I was born in a famer family in a small village of Bihar- adjoining Nepal. I lost my father at an age of 11 years. My Mother along with 2 elder brother brought me up and gave me courage to crack IIT Entrance. I did B. Tech. from IIT Roorkee and then Joined Indian Air Force in 2002.

In Indian Air Force I was assigned to lead the fleet of then most sophisticated Surface to Air (SAM) missile system - Pechora. My Primary role was to Head the Tactical Operations Centre - Combat & Tech Flight, which comprises of heavy electromechanical equipment, Radars, Missiles, DG Sets up-to 200 kW and few hundreds of Russian Specialist vehicles. As a commander of combat unit my role was to achieve strategic goals along with formulation of operational strategies, coordination between different operating units and controlling tactical operations.

The portfolios which I held during AF Career was:

Battery Commander: Technical and Operational command of Missile Launcher, DG Sets up-to 200 kVA, Special Purpose Vehicle (SPVs).

Flight Commander: Lead team of 300+ specialised air worriers, who looks after O&M of Radar systems, Missile Assembly lines, Launching Systems, Power Generation and Distribution Systems, Special Purpose Vehicles, Flight Administrations.

Senior Technical Officer: Lead Team of Flight Commanders.

Command Auditor & Examiner: Audit the systems for operational preparedness of units. Train and test the operational capabilities of commanders & air worriers.

In a nut shell my 10 years of Air Force life enabled me with theoretical and practical skills set in Operations Management, Maintenance Management, Training, Administration, Supply Chain Management, Project Management, Event Management and Crisis Management. Having been posted to 6 different locations across India, I had exposure to all kinds of pressure situations and managerial challenges requiring out of box solutions and innovative ideas.



With Team of SAM system

Uday: Give us an understanding about your role and what you are presently engaged in?

Kapil: I am in a senior leadership role in Britannia. Currently heading one of the biscuit manufacturing plant. as the Unit Head, I am Accountable for whole gamut of operations of the Unit, just like a CO of Armed Force Unit. Co-ordination and maintaining Harmony among different teams and team leaders is primary challenge. Managing good Industrial Relation between workers, officers, managers and external stakeholder such as Govt. Officials, Workers Union, Politicians and Bureaucrats is also a bigger task. Culture building have been a key success factor for me to turn around a sinking factory into the profitable factory.

Uday: How did you prepare yourself for the military to corporate transition?

Kapil: In Air Force, there was a competency categorization system for all officers of SAM system. In this system every officer need to acquire the minimum competency category level that is "Cat-C" and then maintain it by renewing it every year. The ladder is Cat-C to Cat-B to Cat-A. Since there is no monitory reward / punishment for upgrading these categories, most of the officer choose to remain in Category-C as per their comfort. I started up-skilling myself since 2006. By the end of year 2009, I was certified Cat-A which very few gets. Post this achievement I became the Command Examiner and a core member of Command Air Staff Inspection (CASI) team. This role

gave me confidence of managing multiplication operations. Apart from the internal training and up-skilling programs, I also started doing professional courses like MBA and Project Management. By Jun-2011, I had completed my MBA and Project Management Certification. In the month of July 2011, I enrolled myself in IIM Lucknow for GMP Program. This Program gave me lot of confidence to enter into corporate world.



Being felicitated for my achievement

Uday: What were the challenges faced during your transition? How did you overcome the challenges?

Kapil: Transition from a century old, fool proof, robust and stable defence services to a volatile and dynamic corporate environment was not an easy task. There was a big fear of acceptance, fear of performance, fear of adaptation, and nevertheless fear of sustenance. Major challenge was to compete with the people who was already experienced in his profession from long time.

In Services we have been groomed as a complete package, where as in corporate people are SME (subject matter experts). In services the armed force officer's are "Jack of all trades but master of none". Truly speaking being a complete package, service officers has an extra advantage of managing things in better way. The EQ is more important than IQ for a leader, and that we have been taught in the forces through OLQs (officer like qualities) behaviour. In Fauj we have been motivating people under us without giving any monetary hikes, and these traits only comes from our better EQ skills.

Our OTOS (always remains on top of situation) habits makes us successful outside. We have been trained to do the things now, whereas outside general attitude is "will do it". Our OTOS approach is the key factor which makes us different from the others. Being Loyal towards Organisation makes us different from civvies.

Uday: How has been your experience in the corporate domain so far?

Kapil: Corporate has its own system of finding and rewarding potential talents. Achieving the KRA is merely a number, but if you wish to go up in corporate then you have to become a complete package. There are lot of internal politics in companies, which we are lacking. But over a period of time we have acclimatized to it. Our mission based approach makes us successful outside. Experience in corporate journey so far have been Mixed, Where sometime I was victimized and sometime appraised and rewarded for Good work.

As of now my experience is corporate been excellent. The Air Force tagline “Sky is the Limit” is equally fit outside as well. Showcasing of your good work is equally important to make you stand in frontline.

Uday: Academy Training teaches us a lot and it prepares us for our future life. What has been your biggest take away which has been really a big lesson even as you take up challenges in corporate life?

Kapil: Yes Academy teaches us lot of traits and skills, but if we talk about biggest take away it is the **TEAM SPIRIT**. If you succeed in building a cohesive and loyal team, your 80% work is done. Building a team starts from the trust building through “service before self” attitude, which we have learnt in Fauj Academies. I remember the Academy days when entire team (in Air Force Academy, we used to call it “Squadron”) was being punished for any mistake by any of the team member. The sense of team belonging within us was developed during training days. This principle equally works in corporate, but it takes time to build a culture, as there is no formal group training like academies and lot of inter-organisational employee movements happen. But if you built a sustainable team work culture then it remains there for longer time even if employee change their company.

Uday: How important is it to understand your own expertise and then to work towards up-skilling in that domain so as to have a Better Outing in corporate? Also you have been part of Forces Network, how has that helped you in your Transition?

Kapil: In Armed Force we have been excelled in resource management. We always had to adjust ourselves and our requirements according to available resource. We are known for the local innovation in the fauj. In services we were “Jack of all trades but master of none”, but one thing was sure that we were experts is crisis management. Expertise in Operations management along with these two management skills Resource & Crisis from armed force were the key things which made me to excel in corporate as well. The mission based approach i.e project way of doing operations, where every assignment has a definite start and end point gave another boost to my excellence.

I am amongst the early members of Forces Network. Joined this group in Nov-2011 when I was pursuing management course from IIM Lucknow. Fortunately I had been a part of a group lunch in DSOI Gurgaon where I met lot of senior and experienced veterans from all three forces and came to know the potential of this Network. This group is unbeatable and unmatched. In one line I can say this group is Cooperative, Collaborative, Caring and keeping Core values and ethos of Armed Force intact in civvies as well. The fraternity feeling is working fantastically well.

Uday: Turn Around are stories of great courage, self-belief and wisdom. Please share the story about the Turn Around you brought in your Factory. Do mention 5 takeaways which you feel really proved important while you took your factory from being nowhere to be one of the best?

Kapil: I joined one of the Britannia Factory in north east in year 2018. This is a legacy factory of Britannia, where lot of old age practices were running. The IR issues was like routine things in the factory. I would narrate one such beginning milestone which started turning the lahe-lahe (everything works slow-slow) culture into productive work culture in this factory.

During my very first month of joining there was a minor Assam Band. In the Morning by the time I reached to factory, all workers went back from factory without informing me. I was shocked on reaching to factory. When I enquired about it, I came to know that it was a general practice over here. Fortunately next month there was another Assam Band. That day I reached factory early in the morning and instructed my HR manager and security person, not to allow anyone to go out, as we are not supporting the Band. That day I had to face lot of resistance from internal and external unions for running the factory. I was firm and explained them since we are not part of any political group, we do not support the band, and thus we will be running factory unless any govt. authority orders us not to run the factory. If people are not willing to work, then no work no pay policy will be applied. That day even after lot of rift, factory run for full shift and since then there has not been a single instances where factory operation got affect due to such type of bands and lockouts.

This was just one of the Case. There were number of bold decisions / actions / behaviour corrections which had been decisive to turnaround a non-performing factory into a number one factory in over 2 years. To name a few good practices which I started here, Built a Good team, Synergised teams for thinking of common goal, removed the compartmental thinking. Developed the Managers to see the broader perspective instead of departmental thinking. Developed automated data reporting tool which presents the KPI every day to everyone. Imbided the sense of belongings into the staffs. Started a flexibility in work culture.



Achievements

Uday: What are your future plans and do you have any special Goals? And how are you preparing for achieving them?

Kapil: I see myself as a CEO of a big company in next 7-8 years. There is lot of skills set yet to learn and few skills to unlearn. I am diversifying my career so that the final goal can be achieved easily.

Uday: You have been to the IIT and then joined Air Force, which is a rare thing. Please take us through those moments when you took this decision?

Kapil: You are right, being an IITian, hardly any one thinks of joining armed forces. But I got inspiration from my wife. This is a story apart, I got married in my final year due to my family constraint. During the campus selection process, I was selected for Telco Jamshedpur, however I decided to pursue further study for IAS/IPS entrance exam. While I was preparing for the entrance in Delhi, my wife once visited me. We together made plan to visit Dehradun and Massorie, where one of my cousin brother was posted in Army. We stayed 3 days at his residence. By seeing the life style of my brother, my wife got quite impressed. When we came back to Delhi my wife showed her desire, whether I could join army. Fortunately we saw an advertisement in employment news for Indian Air Force direct entry program. I applied for the same, went through full cycle of EKT and SSB and Medical and finally got selected for Short service Commission.



My Motivator, My wife

Uday: Do you have any other hobbies or interests, which you pursue passionately? And how?

Kapil: I have always been into unique sports like Swimming & Rowing. Due to non-availability of infrastructure everywhere, I developed hobbies of learning & creating IOT application tools. I used to take classes on these developed tools in own as well as other organisation.

Uday: We all have had great mentors and coaches in our Lives? Would you like to talk about them from your Journey in Fauj and in Corporate?

Kapil: It is very difficult to name one, because we have been working in very refined culture, where each seniors, peers and subordinate has to work under similar circumstances. Yes there are many seniors in Air Force, who have actually influenced my thinking and behaviour, in personal and professional life. On personal front I must adore both my elder brother, who patiently took charge of our family after death of my father and never let me realized that I am fatherless. Till today whenever I am in deep trouble I take some breather from my brothers.

Uday: Top 5 Qualities that you feel are very important for excelling in the corporate world?

Kapil: There are few qualities which was OK in Armed Forces, but it does not works in corporate, because of structural difference. In fauj mostly seniority come by virtue of length of service, and few fauji officer used to quote his seniority in corporate as well, believe me it doesn't work in corporate until you have the competency within you. Few qualities you must possess to succeed in corporate like OTOS (on top of situation), Mental Agility, Interpersonal Relationship, Good Networking, Transparency and Loyal to your Organisation.

Uday: One question that you think every officer should ask himself/ herself while preparing for his/her career after Fauj?

Kapil: Every armed forces officer have gone through a robust process selection, training and postings. All military leaders are groomed and trained to have few common traits like Lead by Example, Know your Job, Team Spirit, Loyalty to the Organisation, Physical and Moral Courage, Capacity to Take Decisions, Mission Planning with Given Resources and Its Execution. So they should understand that they were in the best organisation of the world. They have to utilise these learned skills in the corporate worlds. Only thing that is required, is to present these military days achievement in civil language. That means you are having most of the leadership quality which many civilians does not have, but your first entry is important. Choose the domain where you think you have been best.

Uday: Your views on the role played by Family, Friends and Well-Wishers in the Transition and in future assignments?

Kapil: As I mentioned in earlier Question, Transition from a century old, fool proof, robust and stable defence system to a volatile and dynamic corporate environment was not an easy task. There would be fear of acceptance, fear of performance, fear of adaptation, and fear of sustenance. Major challenge would be to compete with the people who was already experienced in his profession from long time.

Self-confidence was a key booster during transition days. Family has definitely played an important role during my transition, as I had to be outside for months together. Most importantly the IIM Group was fantastically good during transition. They taught me how to write a CV of Fauji officer which is suitable for corporate. I believe other than Govt organizations there must be a few cohesive groups of veterans established to provide structured support to transiting military personnel initially and subsequently.



Family Time



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

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

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 UDAY K SHRIWAS

Capt Karan Singh Yadav is an Alumni of Officers Training Academy. He was commissioned in to 9 Raj Rif in March 2003. During his tenure he served in high altitude areas, and on the IB before his final posting at Raj Rif centre. He was awarded the COAS commendation for a high altitude rescue of his team mates during the Nun expedition in 2007 which was a joint Indo - Kazakhstan Army expedition and Medal of Solidarity by the President of East Timor for successful conduct of events under the 'City of Peace' events in 2010. He has a Bachelors in Computer Applications and did is Diploma in Business Administration from MDI Gurgaon and also holds a certificate in Leadership Principles from Harvard Business School. He is currently General Manager with Guala Closures, East Africa.



Uday: Please tell us something about your background prior to joining the Armed Forces and your subsequent Forces career?

Karan: I come from a military background with a rich military history going back to five generations and hope it continues. My father is from Corps of Signals and my Fathers elder brother Commanded 16 Garhwal Rifles. Did majority of my schooling at Mayo college Ajmer and after completing my Bachelors degree in 2001 I gave CDS and joined OTA the same year. Subsequently joining 9 Raj Rif in 2003, *I got relegated from SS 74 to SS 75 due to a fracture.* My Military career was a very satisfying one both professionally and personally. Soon after my YO's and Commandos I was tasked to do course at HAWS to be part of the Raj Rif Mountaineering team, where we attempted Mt. Kamet and Abi Gamin in 2005 (Unsuccessful) Mt. Nun in 2006 (Successful) and Mt. Chaukhamba (a retrieval mission). All these mountains were above 7000 mtrs therefore planning and execution played a very important role. I think these expeditions prepared me for life in many ways such as, a small step in the right direction was more important than not taking one at all and no matter what the odds a calm and composed mind could steer through any storm. So after 5 years in Olive greens I left the forces while I was posted as an instructor at Raj Rif Centre not because I was not happy in the forces but because I wanted more from life.



Training Days



Last Picture in Uniform

Uday: Please give us details about what you are presently engaged in your professional role?

Karan: I am currently the General Manager for Guala Closures East Africa and responsible to run the complete business here. Founded in Italy in 1954 Guala Closures Group is today a multinational leader at international level in the production of non-refillable and aluminium closures for spirits, wine, olive oil & condiments, water and beverages. It operates in 5 continents through 30 production plants. It markets its products in more than 100 countries. Our plant is based in Nairobi the capital of Kenya and from this plant we service clients based out of Kenya, Tanzania, Uganda, Rwanda, Burundi and still expanding. Our specialty is making Non refillable tamper evident plastic closures and as a ref in India the caps for Royal Stag, Imperial blue and international brands such as Jonnie Walker and Absolute Vodka and many more are made by various Guala Closures subsidiaries.

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

Karan: Its an interesting question and I am sure everyone has his or her reasons, but I constantly felt that after 5 generations in the military and having seen nothing but the military it was perhaps time to venture outside and see what else the world had to offer. Honestly joining and donning the Olive green was certainly my dream and I always tell people that I already had my dream job and what I do now is just a bonus. My last posting being in Delhi where I also had the opportunity to meet my school friends was perhaps a major deciding factor to take the risk and being young I was 27 when I left in 2008 March, and unmarried made the decision easier.



Mount Kamet Expedition 2005

Uday: Please tell us about your vision as you prepared for your second career after Army?

Karan: The first thing I knew I needed was some guidance which I got in ample from ex Army officers who had joined the corporate and were based in Delhi, second was to speak to my course mates from SS 74 who were now leaving and many of them were landing placements from IIM Indore, MDI Gurgaon etc after completing these management courses which were sponsored by the Army on the hiring trends, certainly wish that the Army, Navy and Airforce sends non technical officers to these institutes for full time degrees just like Technical officers go to IIT's and lastly enough funds to pay for these courses and enough funds to give competitive exam if it came to that and join a full time professional course in a reputed Indian institute. With all the three above done I joined MDI Gurgaon in April 2003. Even while at the institute it is important to keep networking and talking to seniors and mates in the corporate.

Uday: What challenges you faced in this new journey? And, how did you overcome those challenges?

Karan: Not necessarily challenges but let's call them learning. I knew one thing for sure that I would not let anyone ever say anything bad about the forces because of my behavior or actions. I had to observe things very keenly and minutely and I certainly never said no to anything which soon stuck with me in a good way and I guess I became dependable for my colleagues very quickly where ever I went.

My first professional stint was with an Australian Logistics company in East Timor where I joined as a logistics manager and left them in 2012 as supply chain manager. It was always a good feeling as how much my Aussie colleagues trusted me and I in turn ensured delivery. A multicultural environment can sometimes be daunting

specially if you come from a developing country to a developed country where certainly things are done a bit differently and to be honest a bit better. One has to constantly observe, absorb and ask the right questions. Another very important lesson I learnt was that “assuming” was a very dangerous thing and with a few experiences I soon learnt to check and recheck.

Uday: Would you like to share important learnings as you grew up in the corporate?

Karan: Unlike the Military in the corporate people have different motivations, personality traits and melting points/stress points. If one aspires to be a leader patience along with empathy is the name of the game and if one can get a good mentor it's the perfect recipe for success. Challenges will come in different forms such as unprofessional colleagues, bad bosses, raw material stock outs, project delays, financial penalties and contractual obligations. Everything has to be handled and tackled head on with patience, empathy and the right attitude and since we come from the forces, people expect you to show leadership therefore don't let them down.



On Top of Kilimanjaro

Uday: What is your team like, and how is it working in a place - a new country, full of different cultures and individuals from varied backgrounds?

Karan: Currently my team is all Kenyan which is an initiative from Guala Closures Group but in the previous company where I was the Group Commercial Manager, we had 21 different Nationalities such as English, Dutch, French, Italians, Filipinos, Indian's and many more. Honestly after my first stint with Toll (Australian company) I have never looked back. Coming from a Military background taught me to find a professional approach to every task and relationship. No office politics, respect to all, equal delegation of duties and timely reprimands.

Uday: How do you tackle the challenges, especially in today's competitive world?

Karan: I think the key to tackle a challenge is gain enough experience therefore giving you a good reference point. If you do not have experience, seek help/opinion as soon as possible from friends, colleagues, mentors or a subject matter expert.

Uday: What's the most important factor for any Forces Officer to settle down and succeed in any place outside India?

Karan: As I have mentioned before that even outside once people know you are from the forces expectations rise. My advice would be to make sure you rise to the occasion and deliver. Luckily in the forces we have all been exposed to so many situations that if one looked back there is no way one will not succeed. On the matter of settling down, well that comes easy as most of us are used to moving places every couple of years but certainly depends on the country as well. Most of the good cities in Africa are very easy to settle down, cities like Nairobi, Kampala, Kigali, Lagos, Cape town, Jo burg, Accra and Luanda are good cities on the continent.

Uday: How do you find your corporate journey so far?

Karan: Like any journey with its ups and downs I can now say it has been satisfying but having said that it is not yet end of the road for me as I aspire for more therefore more ups and downs on the way for sure but what is life without some fire, ice and dynamite.

Uday: What are your future plans going forward?

Karan: I certainly want to end my corporate journey in India if possible, after all home is home and I would like to spend those days amongst my mates but as I mentioned my journey is not over yet. At 41 I am gearing for bigger challenges

Uday: There must have been great lessons during this tremendous journey. Can you share a few examples from your experience?

Karan: As saying goes life is a lesson:

1. The first and a very important lesson I learnt in my professional life was to get on the ground and convert theory into practicality. I remember we were on the IB and how my company commander later CO took WD wire and made me measure the defensive positions in a section for sighting it and then an entire company. I cannot describe to you how empowered I felt after that exercise. To this day any project we do I personally go on the ground to see how things are working, what men and women on the ground are facing and how our machines are performing.

2. **Connect with your staff:** We were doing projects in Somalia, South Sudan and Mozambique. It was always important for me to go meet everyone and eat with them and chat with them. It was nothing but a morale booster and making sure that the management is concerned about them and is there for them.

3. **Time between family and work:** We are a young family with a four year old. Its important to have this work life balance specially when both of us are working. There can be a lot of conflict if there is no understanding therefore do not take every argument too seriously else it will affect your professional life and family life, a few compromises will go a long way in ensuring a healthy relationship.

4. Lastly no matter how difficult or bad the situation stay calm. We had labour union issues and they knew when to hit us as there were some important deliverables to be met. I had to go in, as the man incharge refused to go since he was scared, a couple of hours later a compromise was agreed upon and things went well from there on.

Uday: So, what advice would you like to give to the fellow ForceNet members who want to take up similar corporate profile?

Karan:

- Firstly, there is no dearth of talent specially a mix of both technical and leadership skills in the Indian defense forces. My advice to all is that after leaving they must do a professional course if possible, to align oneself to the corporate lingo. There are plenty of executive courses available at reputable institutions and this helps with upskilling. In the Military the various courses that we do serve the same purpose and since you are leaving the forces invest once properly and reap the benefits.
- Secondly please do not limit yourself to admin or security jobs, I feel military leaders can fit in to any sector. I have been a commercial manger of an Engineering firm, logistics firm and also managed a cold storage before going in to manufacturing. I also know of Military officers doing amazing things and none of it related to their career in the Military therefore be open to everything.
- Lastly, I would love to see more of our veterans opening their own businesses and helping other veterans. I have noticed that businesses owned by veterans do very well due to the good will and faith of our public in the armed forces

Uday: Any important projects undertaken by you over these years?

Karan: In 2014 my firm was awarded a project which was to become the largest wind farm in Sub Saharan Africa. We were EPC contractors for a big part of the project. The project also entailed installation of 364 wind turbines which I believe was a world record in terms of number of turbines installed in a single project in northern Kenya at that time. Out of 6 or 7 contractors we were the only contractor that finished the project in time and budget. Was a proud moment for us.



The Wind Farm in Northern Kenya

Uday: I am aware that you are really fond of workouts and fitness. How do you pursue hobbies or interests so passionately?

Karan: Oh yes I love to stay physically fit and active. When I came to Kenya in 2012 I started off with Squash and running then due to a former knee injury I shifted to cycling in 2017. Now it's a mix of running, hiking, cycling and weight training. I think its important to stay and eat healthy and find some time between our busy lifestyles for these activities. The key is to get in to a routine and not change it come what may and with time it gets easier to manage. Even when travelling doing a few pushups and skips in the morning before leaving the hotel can go a long way.



Nairobi Marathon



Keeping Fit

Uday: Everyone has an event in life which becomes the turnaround. What was the turnaround event in your life?

Karan: Having our baby in 2017, it was after 9 years of our marriage.

Uday: Tell us more about your family?

Karan: My wife name is Karnika . She is presently the Associate Partner- Business Consulting & Research at Intellectap Advisory Services Private Limited (Intellectap) in Kenya. My daughter Mishka is 4 years old.



With Family



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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ForceNetPreneur

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 UDAY K SHRIWAS

Lt Col Romil Barthwal is an alumnus of NDA, IMA, IIT, IIM. He was commissioned in 13 Dogra on attachment during OP-Vijay, Kargil. He has been officer commanding in Ranchi, Chakrata & Ambala. An Everest, paratrooper, Half Ironman, Super Randonneur, Ultra marathoner all this while being a soldier. He is the partner/chief climbing officer in India's top high altitude mountaineering company Boots & Crampons, which conducts treks & expeditions in 5 continents. He did the Masters in IT from IIT-KGP. Has participated & trained teams for the Army Adventure challenge cup & Army ultra marathon team. He has delivered motivational, leadership & Corporate training to top corporate, educational institutions.



Uday: Tell us something about your background prior to joining the Armed Forces, and your subsequent Forces career. What are the Top 5 Learning from the armed forces Career?

- **Romil:** I joined NDA as a cadet after 12th from Delhi's top school "Sardar Patel Vidyalaya", Lodhi Estate. My Army career was a dream run wherein I lived each day full of passion, be it infantry days during the Kargil War at the LoC or development of simulators for IA. I got the opportunity to train the army team during the Army adventure Challenge cup and lead the Army ultra marathon team in the world's toughest high altitude race the La Ultra. Icing on the cake was surely having 100% summit success on Mt Everest in 2019.



Army Days

The top 5 learning are:

- In Army everyone is a brother officer and there is always help/guidance & support available. Just need to ask.
- Hardwork pays eventually. It surely does. Just need to hang on, even if it makes little sense, believe in the process.
- Everyone fails in the short term, but a winner bounces back after every failure. That's the ONLY difference.
- Life is not a sprint but Marathon, do NOT burn out. Learn to enjoy each day and not wait for eternity to start living.
- You are as good as the team or people around you. So choose your company accordingly.



On Top of Mount Kun

Uday: You have been a passionate officer and an equally passionate Mountaineer? Give us a glimpse of this part of your life and how it all started in army?

Romil: I believe The Almighty has a plan for everyone and once the opportunity knocks the door we should not be caught wanting...

I never dreamt of climbing Everest till 2018. My first expedition as a Gentleman Cadet in 1998 was a disaster. But my love towards challenging the limits was and is, still there. Being horrible in running didnt bother me and I continued training and led teams to army adventure challenge cup with historic results, was team captain for the army ultra marathon team, did long distance cycling, Boston marathon etc so when the opportunity came to lead team to everest, i grabbed it.

Uday: What is your special attachment with Mt Everest? And 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 ?

Romil: It is said that an everester's life can be divided into 2 distinct parts, before and after Everest. The whole process of climbing is life changing, hence special.

i led the Special Forces team to the top. I realised life after leading them, wont be same again. After the climb i realised i had to be in mountains and believed that others should also experience the same feeling and hence the thought to build Boots & Crampons, to make people dream & realize them.

Its more of sharing love experienced during climbing and the feeling of standing on top of the mountain totally battered, sweating, bleeding, in tears with a smile.



Army Mountaineering institute, Siachen

Uday: Please tell us about your entrepreneurial venture ? What was the vision behind starting your venture, and thereafter expanding it?

Romil: B&C is not about climbing but changing lives of people. I always feel i have never done any work, ever. Army is never a job but life and now B&C is no less. Its excitement and passion in every possible way.

Our aim at B&C is to share the army values & learnings with people who have the guts to change the status quo in their life.

B&C is synonymous to mountains and spirit of adventure. We are expanding to more mountains climbs & treks. We have presence in 5 continents and have led major expeditions with great success.



The Everest Base Camp

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

Romil: B&C has been an extremely challenging and yet fun journey. I left the army in the midst of Covid and the adventure industry was very badly hit. Continuing with the fauji mindset of #BashonRegardless we have been running back-to-back expeditions around the world in the past 2 years. Apart from this the challenges faced were

- Having joined NDA in 1994, it was not easy to transition to the outside world after 26 years. Entrepreneurial journey is lonely space and its important to have a reliable business partner, veteran mentors, people to fall back.
- Networking and meeting people was a challenge considering Covid times and thus we were quick to go with the flow on zoom and other platforms. Meeting diverse group of people gives new ideas, learnings and opportunities.
- In the initial days of startup the people who join us are not joining B&C they are joining due to the person in charge and it is important to have a brand. Once people join us and see the difference we offer, it becomes easier. Hence focus should be on having a personal brand and then following the values and learnings of army.
- Aim was to be a giver and not taker and thus win friends who become an extended family.

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

Romil: B&C is India's top high-altitude climbing company. We provide treks and expeditions for all ages. We believe if someone has a dream to climb mountains we have the ways to make the dream come true. We offer basic level to extreme level treks @ mountain climbing expeditions. We have MoU signed up with Nehru Institute of Mountaineering for upskilling the mountaineering training & awareness.

Our strategy is to cover all the major mountains all around the world. From easy ones to the most difficult and challenging mountains all around the world. Right now we have presence in 5 continents and we hope to expand in all 7 by 2023.

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

Romil: Mountaineering is all about trust on your guide, sherpas & teammates. A slight mistake and there are no second chances. We follow strict SoPs for all our climbs. Our team selection is thus based on technical acumen, certifications, experience, and TRUST.

Most of our team members have come through the word of mouth and we are very selective in taking people on board. We offer internship to ascertain the person and letting the individual see the suitability in our company and then we take a call.



Training for Everest

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

Romil: We operate from Hyderabad and Delhi. Ours is an asset-light company and post-Covid we have shut down our office. All our teammates work from home or anywhere. Mostly our office is in mountains and those are safer places covid or no covid.

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

Romil: In the peak of Covid, we took multiple teams to Africa, Russia, Nepal, Himachal, Uttarakhand & Ladakh. We believe that if we take all the precautions and are strict with regards to safety, everybody understands and the results have been phenomenal. Fortunately, the population of a country is the factor wherein even if a minuscule of the population believes in us, our job is done.

Uday: How have you found your entrepreneurial journey so far? Could you please share the Moments of Happiness and those moments when it was really demanding and you dug deep and faced the situation?

Romil: Our journey has been really exciting (thats the purpose of life). Everyday there have been many failures and once a while something has clicked and that's what entrepreneurship is. Every day we jot 10 ideas, all fail and then the next day we work on making something happen.

There has been a lot of support from close friends and veterans. That's one thing which gives us the satisfaction of people trusting us.

Everytime we climb a mountain we see lot of people overcoming their inner demons and setting new thresholds for themselves. The happiness in their eyes on reaching the summit and taking pic with the tricolor is truly satisfying and makes us so proud.

Mountaineering is a very risky activity and we have had some real close calls as well. One such incident was during one of climbs in Uttarakhand where an individual had a narrow escape from the summit camp back to road head and to the hospital. Have never bothered about self as much as i was, while doing his rescue from the mountain.

Uday: Any important expeditions undertaken by you over these years? And what are your future plans going forward?

Romil: All the expeditions undertaken have been important, as safety and summit have been our prime concern - in that order. Making sure the team reaches the summit safely. On a personal level reaching the highest point in Europe Mt Elbrus, Russia, and making new climbing friends, and building a climbing community. I Am a BIG proponent of travel. learning by travelling is many times more rewarding than reading through books.

The culture, traditions, mindset and wisdom is very rewarding. The person who finishes a trek with us is never the same who started. Our trekker children have won Pradhanmantri Bal Veer Puraskar twice and have delivered lectures during Tedd talk.



B&C Team on top of Mount Kala Pathar, Nepal

Uday: There must have been great lessons during this tremendous entrepreneurial journey. Also the role of family members in life of an entrepreneur? Can you share your experience?

Romil: Oh Yes, everyday is a new challenge, new failures, new learnings, new experiences. Its like testing the limits and developing resilience. Life is surely busier than ever, but exciting and fun.

There are extreme challenges faced regularly and a strong family support plays an important role in discussing the way ahead or handling home affairs, as the startup work is very time-consuming and is 24X7.

Uday: Also please share some information about your visits and interactions as you travelled to countries abroad to climb and on joint expeditions. Any Coach, mentor you would like to talk about?

Romil: The support from the indian embassy abroad has been very encouraging. Be it the DA in Russia or the DA in Brazil, it is unbelievable how our fauji community comes forward whenever asked for assistance. One such instance was our RTPCR test on our way back from Nepal we would have missed our flights for sure had the DA Nepal not come to our rescue,

Uday: Few insights you would like to give to the fellow ForceNet members who want to take up entrepreneurship?

Romil: The term is very fancy and IN thing but its lot of hardwork. Do it ONLY & ONLY if you love it, if one believes in the work. Do NOT copy others, if you really want to excel none can stop you if you are committed.

Forces network is an amazing platform and lot of help and support is available, we see that everyday. I still remember, as placement head at IIML i connected with Forces network and was advised by Capt Uday to follow my passion. Transition is a difficult time and its a lot like Fog of war, support, slight nudge & advice from veterans gives a lot of confidence to the officers, as it did to me.

Our community is so big and there is always help available, so only thing one needs to do is ASK.

Uday: We know that Mountains are your first love but do you have any other hobbies or interests, which you pursue passionately? And how?

Romil: I have just one simple funda in life as taught in NDA, either don't do a thing, which happens in most cases. But when you do then do it to the best of abilities. It happened to me repeatedly be it IIT KGP, Boston marathon, everest, cycling or anything...

Don't get disturbed by Noise, give heart & soul to one thing and do it with perfection. So right now my focus is to make people believe that treks and climbs are for everyone. We have led 6 to 72-year-olds to mountains and if others can do it, so can you.

Other interests include giving talks on leadership conducting corporate training and sharing army learnings with the outside world. The best bonded teams are in the army and there is surely learnings which can add tremendous value to the world outside.



On Top of the World

Uday: Tell us more about your role models?

Romil: Role model, mentors... have been really lucky in life. After all the hardwork its important to be lucky...I got some great friends and well wishers in my life. Considering various endurance sports I have had the privilege to participate I met many passionate people. While in the Army I met many role models superiors from my First infantry CO, Col HP Singh, 13 Dogra to my first Officer Commanding Maj Madhumohan and then Col Shashangan Nambiar. I have been blessed to have had the privilege to serve with them. They taught me empathy, sincerity towards work and commitment. I learnt how to enjoy the process called life and not wait for results.

In marathons I had not one but whole group of Hyderabad runners, west Delhi runners to guide me and handhold me to achieve the best. In mountaineering, I had coursemates like Vishal Ahlawat to look up to and my gang of 103 regular to inspire me in every step. I also am lucky to have a partner like Bharath in Boots & Crampons always available to discuss and correct me whenever we take any wrong turn. There are so many inspiring people who join us and turn winners after every climb, they push us to excel and never get into comfort zone.



With Family

Uday: Please tell us about your family?

Romil: My wife is a director in B&C. My elder daughter Aaron is in Class 11th at DPS RK Puram and my younger daughter Aranya is in class 5th at Mount Carmel, Dwarka.



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

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

Unicorn in Making

In this series we plan to showcase budding entrepreneur members of Forces Network who are in their start of journey. The aim is to support and guide young entrepreneur within our community, with a view to motivate them for achieving greater success. Yes – we do need job creators in greater numbers than job seekers.



Fixpapa in Jaipur is one of the leading businesses in the Computer Repair & Services. Also known for Mobile Phone Repair & Services, Laptop Repair & Services, Computer Printer Repair & Services, CCTV Repair & Services and much more. Established in the year 2018, Fixpapa, is a top player in the category Computer Repair & Services. Over the course of its journey, this business has established a firm foothold in its industry. The belief that customer satisfaction is as important as their products and services, have helped the company garner a vast base of customers, which continues to grow by the day. It is known to provide top service in the following categories:

The Journey of 'Fixpapa'

"The summit is what drives us, but the climb itself is what matters". As the hardest mountain to climb is the one within, a Fauji knows very well how to climb it. It is the nerves of steel and determination like a mountain which makes a Fauji! And it is rightly said that once a Fauji; always a Fauji!! Here is my journey from learning "F for Fish" to "F for Foxtrot" to "F for Fixpapa".

Fixpapa Pvt. Technologies Ltd. is a journey of climbing the mountain within; For this journey is full of adventures, challenges, struggles, enthusiasm. The journey of a Fauji to become an entrepreneur is equally adventurous, fulfilling and demanding, for it demands same qualities of leadership, exhibiting teamwork, dedication, commitment, discipline & sacrifice. The learning so far has been that entrepreneurship is not just about doing business; it's about transitioning into reality a unique 'business with a purpose'. The purpose of establishing 'Fixpapa' is to meet the need of the hour, to fix all the IT gadget related issues including their repair, service & maintenance. 'Fixpapa' was established with a vision to create the most trusted platform for IT gadgets solution and provide a quick and hassle free door step service delivery to its customers.



Our Office

The Ideology behind 'Fixpapa'

Having served the Indian Army and upholding the vision to serve the society, there was a constant inner urge to create a 'business model with a purpose'. Success stories of others Officers who had created their own destiny in the world of business inspired me deeply. With passing years, this urge became more intense. But what, how and when were unanswered until my own I-phone broke down. Whereas getting it fixed from the apple store would have cost me at least 25k, my search for a reasonable cost effective service solution made me realize that there were no service models or platform to provide IT gadgets service solutions at a fixed reasonable cost. The already existing local vendors who provided repair services of this kind offered their services at a cost ranging from 3k to 18 k and that too without warranty. Moreover, there was no major service provider for other IT gadgets such as PC/Laptop/Printers/CCTVs. The market research clearly indicated the gap in this service sector. The need to have a service provider for this sector got triggered during the COVID 19 pandemic phase as by and large everyone including school & college students, households, employees and employers, doctors & patients, administration and entertainment, as well as the digital economy has become more dependent on the IT gadgets. Studies show that last two years have seen a mounting demand of IT gadgets as well as its service & repair requirements. The desire to do 'business with a purpose' encapsulated within this unique business model where we can provide the best and the most trusted service platform to our customers for all their IT service solutions. 'Fixpapa' has ensured that service or repair of your precious IT device is just a click away.

The Magic lies in the Name- FIXPAPA

When I met Chetan Saini, the co-founder of Fixpapa in 2020 knowing him just as my brother's friend, he had already envisaged the idea and the name of Fixpapa. Deeply influenced and impressed by the business idea, I immediately got convinced with its unique name and the value it holds. The idea behind 'Fixpapa' is to fix all the problems related to IT gadget with the same degree of trust which one puts in one's

father (truly called Papa). As a father can fix all the problems and he can be trusted completely, 'Fixpapa' was created to fix all the service, repair and maintenance related problems of IT gadgets. It has successfully justified the essence of its name by delivering the trustworthy service- the trust one can hold in his/her father.

Challenges in our path

Doing business is not a path of roses. The success path is full of thorns and stones which needs to be walked upon; and needless to mention, the path is quite long. Conceptualizing a business idea is easy but transitioning it into a reality is quite challenging. Our business model had unique challenges. Just to mention a few-

- **Developing the technology platform-** The App developed in 2018 was non-functional and had become outdated full of bugs and malware. As Fixpapa is an app and web based service delivery business model, the first challenge was to develop a unique app which is customized according to our requirements and meets our business vision. It was quite a struggle to find right people who can help us revive our previous app or create a new app. Again, luckily we met Saurabh, a brilliant young mind and an alumni of MNIT Jaipur, who helped us to revive and launch the Fixpapa app in April 2021.
- **Operations-** Another biggest challenge was to get going at the operational front. This business model requires a team of dedicated, committed & experienced field engineers who not only knew their job of servicing and repairing the delicate IT devices, but were also trustworthy. Hiring and aligning the team, the field engineers, the business associates and the staff to look after the operational side of the work were major challenges in a business like ours. The team and the people behind any business can either make or break the business. Even after working from home during the pandemic, we ensured that we bring together the best team and engineers to provide doorstep service solution with full safety.
- **Pandemic The 2nd Wave-** While the Fixpapa app was launched in 2021 and the company had started receiving calls for service, the second wave pandemic hit and unexpectedly, turned out to be more fatal than the previous wave. This badly hit the growth prospects of the business also. Situation was quite uncertain as the government had imposed many restrictions on our service related private vendors. Seeing other start-ups breathing their last and shutting down badly due to the pandemic was both demotivating and discouraging.
- **Permissions from the State Government during the pandemic-** During the second wave of the pandemic, the Government had put restrictions on the functioning of the market players including the private vendors within our service sector within the state. Restrictions were imposed on the mobility of field engineers due to which it was difficult to upkeep the most important mandate of

our business i.e. to provide door step service solution to our customers. It was quite challenging to reach out to the state government and be heard. We approached local IT hardware association and drafted a letter to the CMO to get permission to start the operations again.

- Creating a trusted service platform-** Trust cannot be bought or taken; it has to be earned. Fixpapa aims to create a trustworthy service platform where the costly IT devices of customers needs to be delicately taken care of, responsibly handled & serviced/ repaired and handed over back to them after servicing with utmost care. Earning & winning the trust of the large customer base is possible only when one does the business with utmost integrity and honesty and sticks to the commitment done to the customers. We faced initial challenges once we started serving customers as they were afraid to handover their devices to repair. We had to visit location of customer 4-5 times to complete the service call. Gradually, our customers got convinced that we mean their satisfaction. Over the period of time, there spread a word of word of mouth about our quality & committed services and hence, we started gaining trust with our customers.
- Investment & Funding** – Envisioning a business model of this size where we can cater to the needs of the online customer base requires a huge investment and funding. We started scouting for funding. However, we realised that we are getting drifted and should focus on operationalizing business on our own. So far, the founders have managed the expenses involved in building Fixpapa on their own as well as have managed the funds through friends & families. However, it can grow further only if investors believe in the same vision and agree to provide funds.

The Model- How Does Fixpapa Serve?

This unique service model is committed to give its customers a quick, hassle free and trusted service in just four simple steps. The best service experience is just a click away and can be booked directly through the app or web. These simple four steps will provide the best of the care to your precious IT gadgets which have become our lifeline in the present times-

1. Book a service on web/app
2. Certified technician visit your location at the requested time slot
3. Repair at door step
4. Payment and Service Warranty issued



Our App

Journey So Far-

Fixpapa began its operations in the end of May'21 and it grew with every passing month since then. The company had grown very fast by end of Jan'22. Presently, the business is operational in almost all the main cities across Rajasthan with a strong network of our team members giving their services right at the doorstep of the customers. The following figures indicate our journey so far-

- 10,000+ Android app downloads
- 4327+ customers registered
- 1215+ repair services
- 1089+ product/part sold
- 80L+ Revenue
- 13+ clients with AMC contracts

Team behind 'Fixpapa'

The success story of any brand is written by its team members. The more focussed, dedicated, committed & hard working the team is, the better written is the success story! 'Fixpapa' is the brainchild of its founders Mr. Chaitan Saini, Mrs. Vartika and Maj Ashish Trivedi.

Maj Ashish Trivedi : Born and brought up in a middle class family, I come from the Blue city, Jodhpur, Rajasthan. After completing my engineering degree from Nagpur, a very close friend of mine suggested me to fill the form to join the Indian Army. Never thought earlier of joining Army as a career option, destiny introduced me to Indian Army, Officers' Training Academy not simply as a career, but as a way of life. The attributes instilled in the character and life of a Fauji during the training days seeps deeper into his skin. Discipline and determination become concomitant to a Fauji for life. After serving Indian Army for five year and few big brands like Bharti Group, Reliance Jio, National Law University, Jodhpur of corporate sector for next 10 years, earning a holistic experience of working closely with different Ministries, industries, sectors, local & state governments and after gaining substantial international exposure while working with Confederation of Indian Industry (CII), my inner & innate desire to venture into the idea of doing 'business with a purpose' finally came into shape with 'Fixpapa'. While there are other competitors in the market providing similar services, 'Fixpapa' exhibits the commitment & trust of a Fauji.



Mr Chetan Saini- Born and brought up in Jaipur, Rajasthan, Chetan is a B Tech in IT. Immediately after completing his degree, he started working for CISCO in Gurugram but realised that doing a job for and under someone is not his cup of tea. He saw an opportunity in growing IT hardware service and sales market and started his own firm in 2006. After working almost a decade he realised that the 'after sales' service and maintenance market requires intervention with technology integration. He started working to develop a technology stack with his friends but it never worked out and that venture closed within a year. Being passionate about his work, he wanted to create a unique tech integrated platform in his business to serve the end customers better. His vision saw the day of the light in 2018 when he developed and launched the first such platform through his own savings. However, in the absence of right partners, team members and ripe market condition, he could not grow this business platform further. Well, as it can't be said that does the walker chooses the path or the path chooses the walker; Chetan and me were destined to meet in 2020. We discussed the concept of Fixpapa and our partnership hit instantly. We decided to grow it together



Vartika Saini - Born and brought up in Kota, Rajasthan, she holds M Tech in Computer Science. Vartika is not only the business partner of Chetan but also his life partner. Both Chetan and Vartika have envisioned 'Fixpapa' and conceptualized it together. She takes care of business development and growth of the company.

Core team- Our Pillars of Strength

- Gorky - B.E. (IT), MS Software Engineering (SJSU, CA, US) Experienced Tech enthusiast with 14 years of experience in developing backend, frontend and testing tools for various startups in Supply chain, Telecommunication, HealthCare, Multimedia and Sports software domains. He is chetan's close friend and joined us to develop Fixpapa Technology completely.
- John - is a M Tech in Software systems from BITS Pilani. He holds 14 years of work experience and currently working in the US. He has worked with MNCs like Infosys, Oracle, Société Générale etc. He supports Gorky in aligning our Tech strategy.

- Jaipal - A true workaholic and committed person, Jaipal holds the responsibility of the Strategy, Planning & Execution of all Digital Marketing initiatives at Fixpapa. He holds the dual degree of B E (computer Science) and MBA from the prestigious IIM Indore (2010 batch) with more than 14 years of experience in digital marketing.
- Dharam - DS as we call him is a religious person at heart and very down to earth soft spoken personality. He is BCom and MBA. Having 14 years of complete operations experience with various MNC's and running his own company for almost 2 years, when we approached him first time, he got impressed with the idea and joined us without even discussing his salary. He takes care of our complete Operations on ground.



Party for Team efforts to achieve 10,000 app download

Our Vision Ahead-

As per the counter point survey, India's after-sales market is expected to reach \$5.3 billion in next four years, by 2024. As it appears to be quite promising, our vision is-

- To be a pioneer in the field of IT hardware & allied service sector and provide the most trusted platform and warranty services to our customers.
- To ensure outstanding quality services, value for money and gain customer confidence.
- To offer a range of customer-oriented, post-purchase services - aimed at repair, maintenance and sale of refurb IT hardware products.
- To develop FixPapa as an app-based on-demand service provider and position itself as a hybrid intermediation platform for Installation, repair and replacement services
- To reach 1 million customers by 2025
- To generate more than 1 lakh direct and indirect Employment.
- To create physical network of Technical Entrepreneurs in each district of India.

So, next time when your lifeline, your IT device needs to be repaired or serviced or installed, don't bother your papa; rather call Fixpapa! We are just a click away to give you a satisfying and enriching experience.

We are a team of passionate and dedicated young entrepreneurs, committed to serve the customers and do the 'business with a purpose', in case you are interested to join us in our vision and in our journey by investing in the company, **we are looking for investments and are open to collaborate with veterans to grow our business.**

Reach us at: www.fixpapa.com or download Fixpapa app from Android or iOS app store to book services and give us opportunity to serve you. Our service request number is 8896544448.

Please mail your valuable suggestions and comments in my personal inbox. I can be reached at at@fixpapa.com or +919650364222.

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



Amit Dalvi

ADVERTORIAL - From Hum Fauji

The Hum Fauji Initiatives Money Talk



IS 100% SAFE RETURNS FOR RETIRED PEOPLE ACTUALLY AN INVESTMENT MYTH?®

There are any number of websites, articles and experts extolling the virtues of realigning your asset allocation to 'safer' avenues as one inches towards his retirement. Some go to the extent of advocating a 100% debt portfolio the day one retires. Many arguments are advanced in favour of this shift – emotional ones ('need to protect one's life-long savings'), pseudo-logical ones ('cannot afford to lose even a single paisa now as the earning are much reduced while expenses only rise') and even medical reasons ('cannot afford to have another stress-point in old age'). But the truth actually lies far away from these appeals.

The biggest threat to the retirement corpus, painstakingly built up over the years, is inflation and income tax. Inflation eats into the purchasing power of this corpus and thus, there is a need to ensure that this money earns at least as much as inflation to retain its value. Similarly, taxation ensures that, if you are in say 30% bracket, a 6% FD actually gives you just 4.2% post-tax return. Thus, if the average yearly inflation is 6% while our post-tax returns on this corpus are only 4.2%, then effectively Rs 10 Lakh corpus will have a purchasing power of only Rs 8.34 Lakhs after 10 years. To elaborate this point, if something costs Rs 10 Lakhs today, it will

cost approximately Rs 17.9 Lakhs ten years later at an inflation rate of 6% per annum. However, with a 4.2% post-tax return, your money would have grown only to Rs 15.08 Lakhs during that period. You may feel that your corpus has grown 79% in 10 years, but actually it can buy lesser number of thing 10 years later than now. Thus, instead of increasing in value, it has actually lost its value over time. This has happened due to the tendency to go in for absolutely safe instruments which have actually given negative effective returns and made your money lose value.

Second threat is the fluctuating interest rates. Safety net instruments are primarily fixed interest ones. But, almost all of them have defined term maturities like Senior Citizens' Savings Scheme (SCSS) or Post Office MIS (POMIS) and tenure Fixed Deposits. Only PPF has longer tenure but with stringent withdrawal regime. The issue of reinvestment will always come up after the maturity period. Since interest rates too have their own cycle, it is not necessary that interest rates will be high at the time when your matured money has to be reinvested.

Third issue here is the very long investment periods

for the retired people. It is well-known that equity-linked investments give the best returns over long period and their 'riskiness' declines over a period of time. Some analysts also quote statistical data to show that Indian equities become almost risk-less after 10 years of consistent equity-related investing. Most of the faujis retire at the ages of 54-60 years. Taking life-expectancy to be around 85 years, almost a quarter of a century has to be lived consuming the retirement corpus. If this is not long period, then what is? Then, it does not make sense for such people to keep off equity related investment avenues for meeting their needs in later part of their living years.

If that be so, what should a retired or retiring person invest in? The best solution for such a person would be:-

- Instead of looking for investment solutions at the word go, look for your balance requirements instead, which should guide the kind of investments to make. Look at your pending financial liabilities and a pragmatic assessment of your monthly expenses, including medical needs, over the rest of your lifetime.
- Short-term needs beget a comparatively safer investment solution which is not dependent on the vagaries of financial instruments. Thus, the money required for next 3-5 years should not go into equity or real-estate related instruments. They should go into fixed return investments like bank/company FDs, SCSS, POMIS, debt mutual funds etc, which are sure not to erode your capital though the returns may be lesser.
- Longer term requirements, generally 5 years onwards after you retire, should go into equity-related products. Prefer equity mutual funds over direct investment in stocks unless either you are very confident of your stock-picking prowess or have a very reliable stock advisor. These equity instruments should progressively be switched to debt products one year's requirement at a time so that your next 3-5 years' financial requirements remain in fixed income avenues at all times.
- Avoid Real estate – it will not meet any of your post-retirement requirement in any manner.

- Gold actually is just a hedge against inflation. It simply implies that it is not likely to create long-term wealth for you since its returns are likely to just about match the inflation rate. One may have a small exposure to it though, typically about 5% of your money, mostly in the form of SGBs, Gold ETFs or Gold Mutual Funds.
- Insurance is a neglected area by the retired or retirees. If there are dependents or liabilities which need your financial protection umbrella even after you retire, do take or continue your life insurance policy till that requirement exists. The best product here is a Term Insurance Plan for you.



Happiness is to see your brand on TV on the REPUBLIC DAY



“BHEESHAM KIL NECHU DEAD AT ANY PRICE. IT IS THE BREATH OF LIFE. WHAT WOULD A MAN NOT PAY FOR A LIVING?” -MAHATMA GANDHI

This Republic Day we got few features during the parade. It was a sheer moment of joy and pride, here's a glimpse.

Contact us.

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Tech Corner

Tête-à-tête WITH SACRED GEOMETRY

REENA SABET DAHIYA

Ever thought about the hieroglyphs in the pyramids? Why were they used? How were they developed? Why certain shapes radiate a particular energy? How do we change the perception of someone basis a particular shape? Can we invoke luck and wealth with specific pattern?

Humans have a tendency to see patterns everywhere. Patterns in the stars, patterns in architecture, nature, DNA and the list goes on. A pattern is a regularity in human-made design, naturally occurring design or in an abstract idea. Literally Speaking, the elements of a pattern repeat in a predictable manner in any specific design to be called as a pattern.



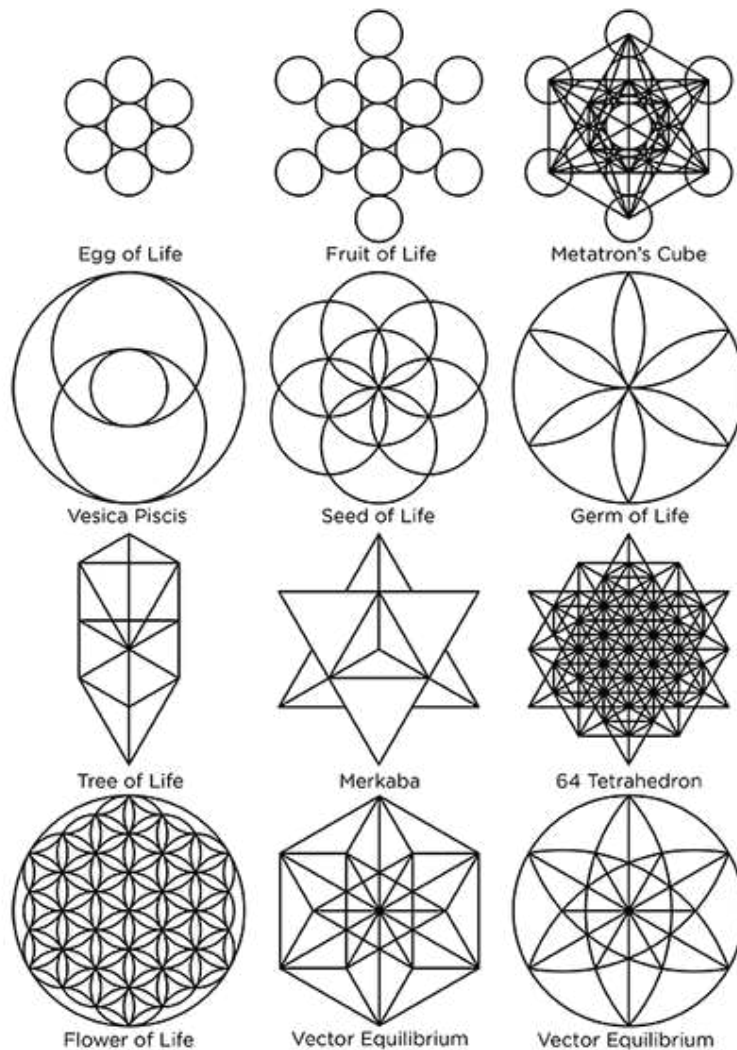
A geometric pattern on the other hand is a kind of pattern formed of geometric shapes and is typically repeated. Come to think of it if we could make patterns work for us.... Seems like a far-fetched idea, but thru Sacred Geometry we can create a pattern/ design and make it work it for our own good.

The basic question here is what is Sacred Geometry?

To a math enthusiast the topic of geometry is always sacred, a person scared of math; well the topic will always arouse the feeling of divine intervention (Sacred). The good news however is, we don't have to be great at math, sacred geometry is the science where we use particular shapes and develop a pattern or a symbol out of it. Which in turn would help the end user attract abundance, prosperity, positivity, safety and much more. As we all know Geometry is the study of spatial order, in reference to shapes and their relationship with each other. In the early days Geometry was used to explore the way the universe was ordered and it sustained.

Sacred Geometry is known to be as the blueprint of creation and the genesis, the origin of all form. It is considered an ancient science that explores and explains the energy patterns that create and unify all things and reveals the precise way that the energy of creation organizes itself. It is said that every natural pattern of growth or movement comes back to one or more geometric shapes.

Sacred Geometry Shapes



These sacred shapes and forms have been used traditionally in art, architecture and meditation for thousands of years. This science which explores geometry and the metaphysical realm is used even today for planning, decoding and yes not to forget developing art and craft.

The most common shapes anyone can see in nature is the honey comb, the shell of a snail The shape of a leaf etc. All These shapes can be further broken down into simpler basic shapes, numbers and ratios. These are also thought to be the building blocks of the universe. Specific shapes were also believed to invoke the deities and ward off evil.



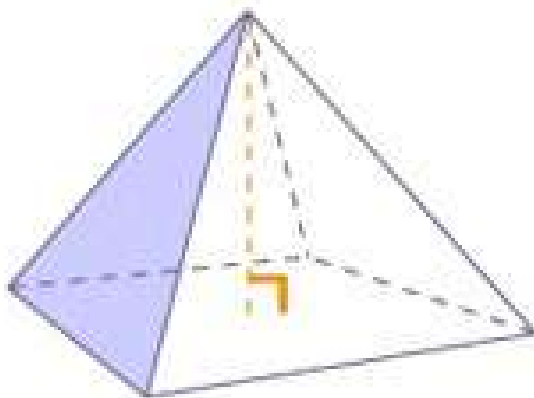
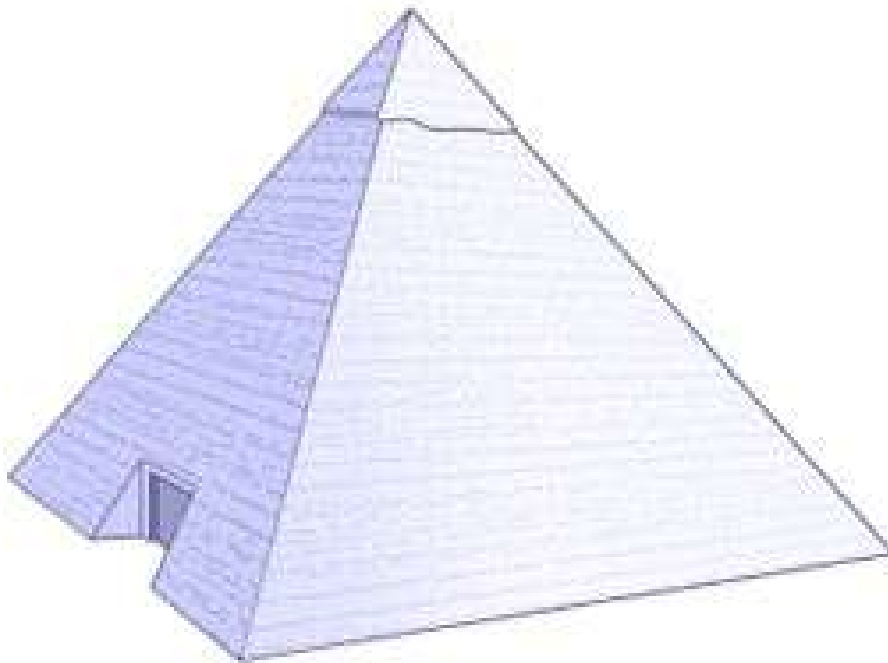
It would not be wrong to say that this science was considered to be a window into the mind of the curator. Sacred geometry also reveals a very interesting fact about nature/ universe that everything is connected.

As stated earlier these patterns can be found everywhere in nature from the basic shapes to the more complex shapes like the snowflakes. These shapes are sometimes visible to the eyes or to the subatomic levels like the constellations to the DNA.

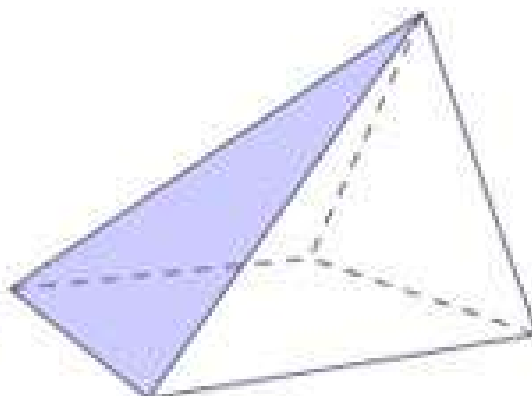


Have you ever thought why you are attracted to a particular design? how can so many other people be attracted to or repelled by that? Why are you compelled to look at it again? why do you feel positive, negative or connected to it? How can so many people get attracted to a mere design? It could be a simple logo to a rangoli or a pattern in a tie or mandala art you just finished coloring. We see this science in action everywhere. From the Pyramids, to the olden temples to the mandalas or from rangolis, to tattoos, or the humble evil eye. Come to think of it just a triangle, to a collection of rectangular shapes to concentric circles with a dot (evil eye). The explanation would be Sacred geometry at play.

Let's just try to experience this a little more closely. Ever thought why the pyramids were an equilateral triangle? With the apex at the exact center of the shape. Reason would be the center of the pyramid concentrates all the energy and passed it thru the various chambers, making it concentrated and humming with positively charges particles.

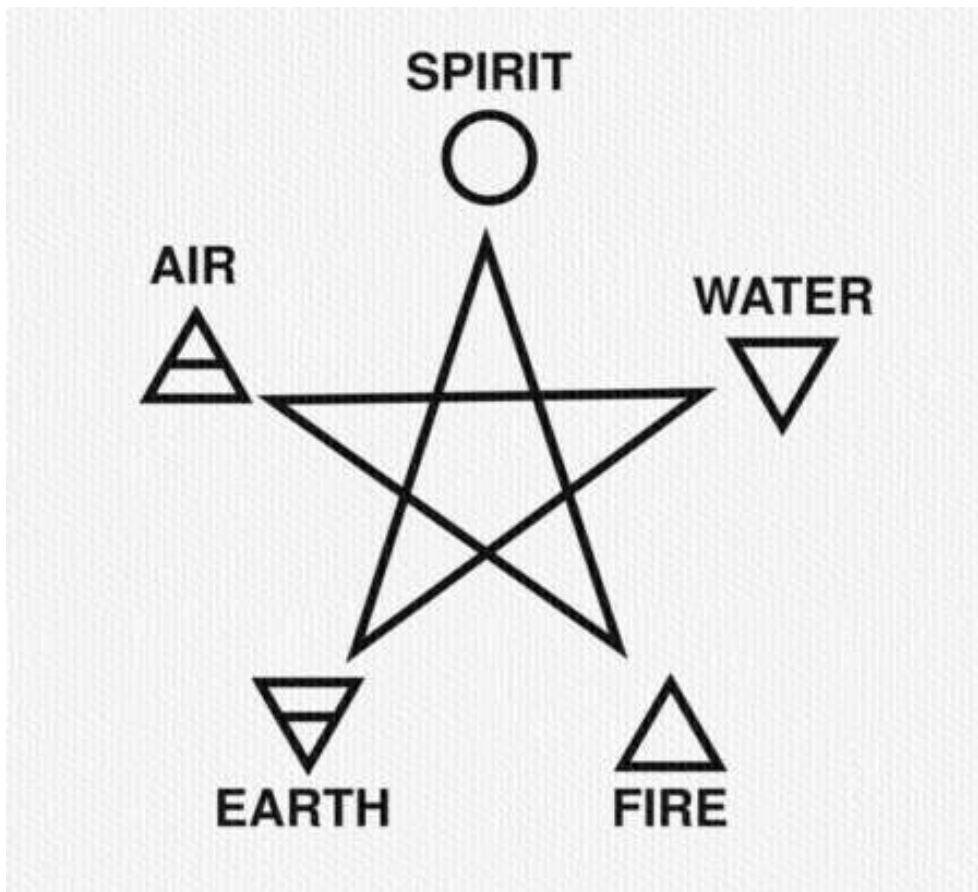


right pyramid



non-right pyramid

Every thought why we give a star for good work? Why not a triangle or a square? It is because the five-pointed star symbolizes the five elements of life in perfect balance, namely the Earth, Fire, Water, Air and Ether.



In some traditions God has been symbolized as a circle. The perfect shape which doesn't have a start or an end. Just an infinite shape. Same is the case with the symbol of infinity... it just is never ending.

Now imagine this science working for you!

Including these patterns or shapes which are dating back in time, into our everyday life and work. Attraction, positivity and abundance is sure to happen. What we say is when we know we have to undertake a particular task, if that is done in sync keeping the salient features and aspects in mind, we be rest assured of success.

Here I would like to share a success story of a client, where we created his brand identity using this ancient science. The earlier brand image was not in sync with the work he did, and the color palette was also not complimenting the design or the idea. We changed the logo and used the central idea of the Sri Yantra as the base of logo. Some adaptations were done to the pattern and the color Bottle green and Gold was used. Gold symbolizing luxury, wealth and opulence. Whereas green color connected with money, abundance, and the ideas of fertility.

The Feedback we got from the client was, earlier it was difficult for him to get a basic appointment with a client. As a wholesaler his visiting card or the brand did not portray the trust factor much needed for growth of his business. But with the changed logo and some improvisations in the printing process he was able to crack deals which were pending for a long time. He was able to secure business and connect with people which was difficult earlier.

This was achieved because the designs which are developed thru this specific science has a perfect balance between the form and the space. In the end I would like to quote "Plato Geometry and numbers are ideal and have an ideal language which can be used further to decipher the universe". This can be associated to shapes and elements. Lastly references can be seen and extracted from the architectural prowess and art development which dates back as long as the 3rd century BCE.

So, let's start squaring the circle and change our ideology about our ancient science and its unlimited power.



Ms. Reena Sabet Dahiya was born in an Irani Baha'i family at Fujairah, UAE and later married to an Indian Army officer. She is a global citizen in her approach towards life as well as her work. Reena is a Bachelor in fine arts, with commercial arts and graphic designing as her forte. She's a voracious reader and has over 15 years of experience as a Graphic Designer. She is the Director Creatives at Doodleboxx Design & Communications. Reena has studied Sacred Geometry and is a certified practitioner. She's been artistically integrating the unique Sacred Geometry concepts in her designs and the results have been marvellous to say the least

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

Author of the Month

ROHIT AGRAWAL

IN INTERACTION WITH RAJESH NAIR

Lt Col Rohit Agarwal an alumni of NDA, he served in Indian Army from 1989 to 2010. Post his premature retirement, he is engaged in the dual pursuits of Training and Writing. He works as a Learning and Development consultant for domestic and global organizations including the World Bank and the Bird Group. He is a certified Master Trainer for World Bank's International Finance Corporation, and has trained over 300 trainers in India and overseas. He is also a mentor in Cherie Blaire Foundation's program for mentoring women entrepreneurs He blogs regularly on his own blog Swordarm.in



Rajesh : Tell us something about your background prior to joining the Armed Forces, and your subsequent Forces career?

Rohit: I was a typical forces brat. My dad was in the army as well, and I studied in 11 different schools – mostly KVs. My brother joined NDA when I was in 6th grade, and that became my ambition too then onwards. I succeeded and joined NDA after Class 11th. I was commissioned to 74 Armoured regiment and during my tenure held many appointment including ADC to Army Commander, G3 in sugar sector and at the Military directorate.

Rajesh: You are a leading writer in the country and have written 7 books, what motivates you?

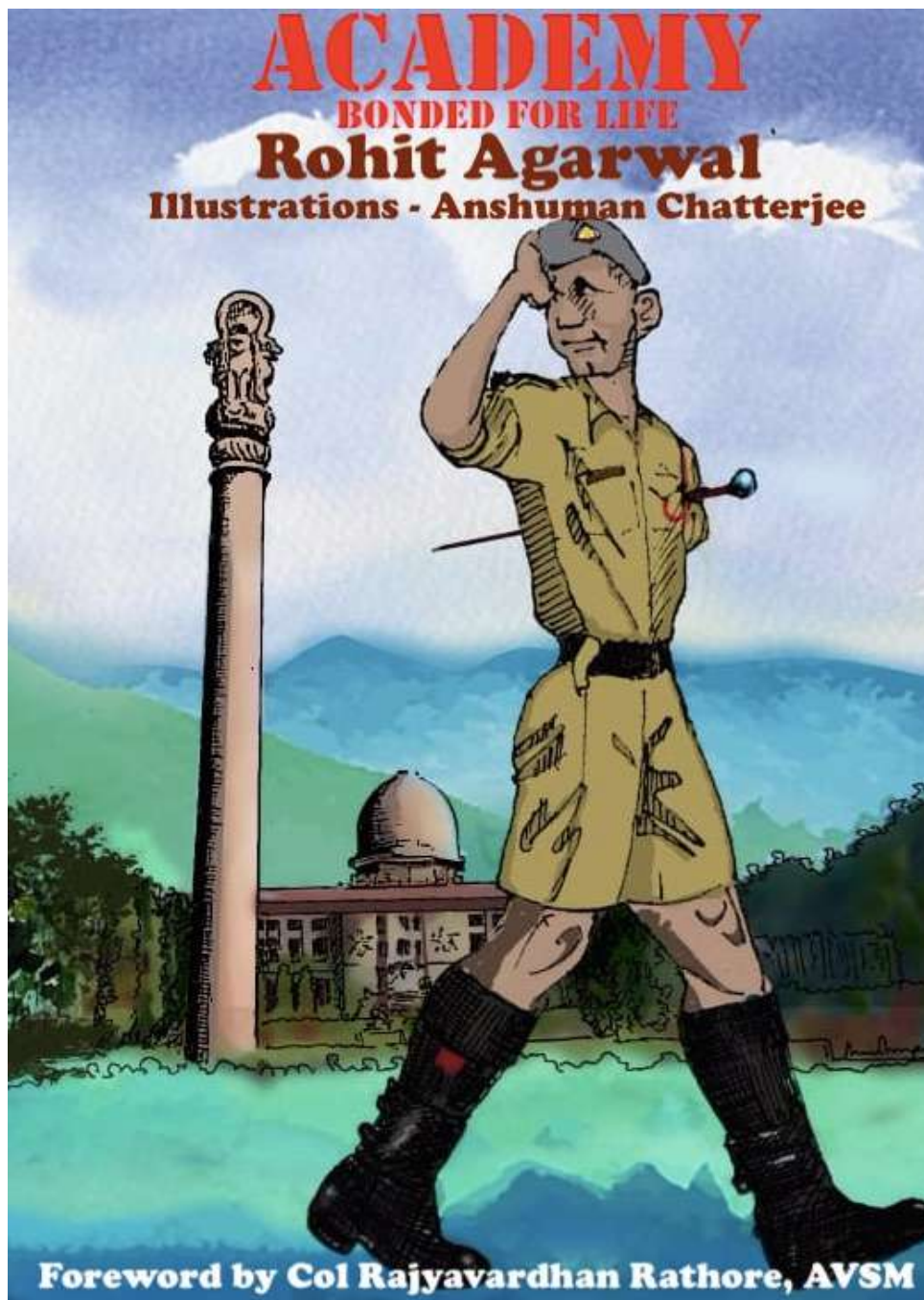
Rohit: Leading author would be a gross overstatement. But yes, I have written a few books. I think the thrill of seeing your printed book in your hands, or better still, at a bookshop is what motivates me.

How I started writing was for a different reason. When I left the Army one of the careers I was interested in was journalism. I discovered that there was a huge entry barrier for someone 40 years of age and with 20 years of service behind him as I didn't have the credentials to enter at a parallel position and I didn't want to start at the bottom. So it occurred to me that one way of establishing credentials and credibility is to start writing. I started with a blog, and went on to write the books. While I didn't become a journalist, I do write for numerous portals and publications.

Rajesh: Your Last book tell us more about it?

Rohit: My last book was “Academy – Bonded for Life”, which is a light hearted look at a cadet’s journey through NDA. It is loosely based on my own experiences, and brings out the incredible bond that those 3 years in the academy help us forge, not only with our coursemates and contemporaries, but with anyone who has ever passed out of the same portals.

Its about How young boys, barely out of school, learn to cope with a grueling military routine, gradually transforming into young military leaders. Where bicycles ride you more often than you ride them, and horses take a perverse pleasure in throwing you off. Bonds of friendship are forged on the hot furnace of concrete floors in the battalion area, cemented over Swiss rolls in the cafe.



Rajesh: What were the challenges you faced while writing it?

Rohit: I have written 3 genres – One fiction, One humours memoir and rest Military History. Challenges for each are different. For the fiction, which is about an imaginary scenario where a military coup takes place in India, I had got stuck on how to end the story. In writing the military history books the challenge is that there aren't adequate personal accounts by officers and men who fought in various wars. Even the regimental war diaries and histories are very sketchy and hence getting authentic and interesting stories becomes very difficult.

Rajesh: Please share brief about the book content?

Rohit: I have mentioned about my latest book "Academy - Bonded for life". The other book are:-

- **To the Edge and back: 1962 Indo - China War:** Written with the lay reader in mind, this book avoids military jargon and can be easily followed by readers without any prior knowledge of military matters . It is suitable for students, youth and others who are interested in learning more about the dispute and the war. The book traces the historical background of the boundary dispute and the slow build-up of mistrust, suspicion and acrimony between India and China. It documents the course of the battle, where the robust junior leadership and steadfastness of the Indian Jawan are the two factors that stand out as saving grace amidst the overall disaster.
- **Delhi Durbar 1911:** In 1911, British King George V's desire to be crowned as the Emperor of India saw thirty sleepy villages of Delhi transform into a tented city with all modern amenities for the stay of the British royal couple, Indian maharajas, rajas, and top British officials. King George V became the first reigning monarch to visit Britain's most coveted colony, India.
- **Riding the Raisina Tiger:** A Frictional book about Gen Ajay Raghavan who is looking forward to retired life. A series of unexpected events propel him to the position of the Army Chief. He gets into confrontation with the Prime Minister who is trying to survive in power amidst massive corruption scams and popular protests. When he learns that the government is planning to enter into an agreement with Pakistan that would be irrevocably unfavourable to the country and the army, he decides to take things into his own hands
- **The Brave men of War - Tales of Valour 1965:** "Brave Men of War – Tales of Valour 1965" contains stories of some of the brave warriors who fought the 1965 Indo Pak War. Published under the aegis of Centre for Land Warfare Studies by Bloomsbury, the book was released on the 50th anniversary of the war. (Includes a Hindi version)

- **In the Line of Fire:** A collection of posts by the author, on Swordarm over the past five years or so. They are mainly about matters military, with a sprinkling of political opinion thrown in. The common thread that binds all of them is that these are what the author have, at some point, felt strongly about.

Rajesh: Whats your future plans?

Rohit: I plan to write more fiction. Currently I have two books in the pipeline including the Official History of Indian in WWI being published by the Ministry of Defence.

Rajesh: Any suggestions to officers from Forces network if they want to pursue on similar lines?

Rohit: I wanted to move away from the beaten path of Security / Admin or even HR. I did a SWOT analysis and based on that decided that I want to do something in the knowledge domain. Research suggested two fields – training and journalism / writing. I worked towards building credentials in both through working freelance and building a body of work, gaining experience. From training I also graduated on to consulting, which is a great option for forces second inninger's.

My suggestion would be to take some time in deciding what you really want to do while planning for your second innings. Then work towards building credentials in that field, instead of chasing anything that comes your way. This may take some time but in the long run it will be rewarding.



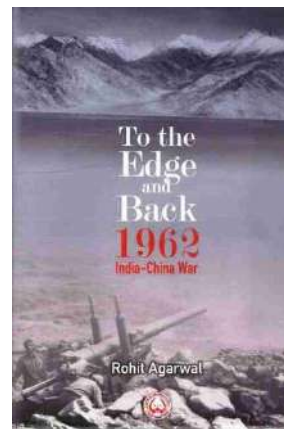
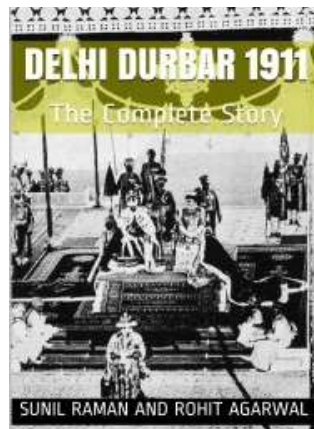
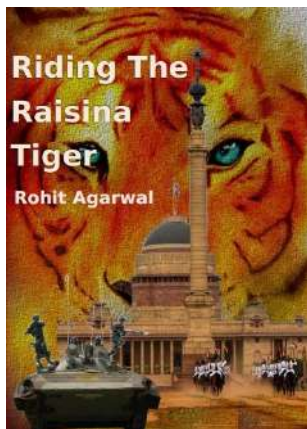
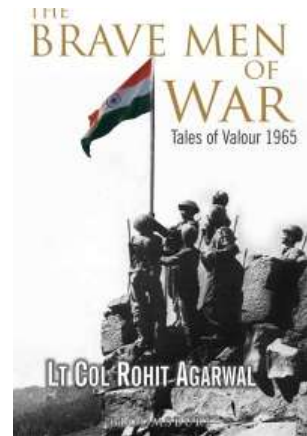
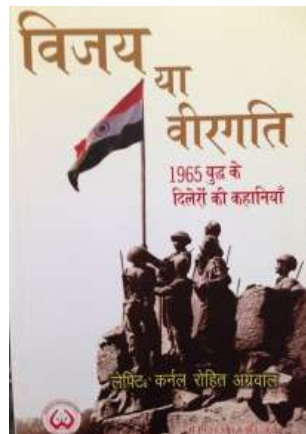
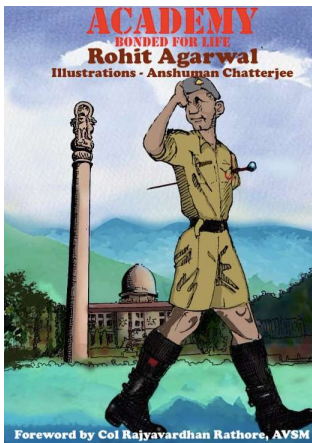
Rajesh: Family & Mentors play an important role in onces success. Tell us more about your family and mentor?

Rohit: My family – wife, son and daughter – are my biggest support system, and I am grateful to God for them. I consider every boss, every colleague as a mentor as I have learnt something or the other from everyone.

Rajesh: How do one contact you for guidance, help or suggestions?

Rohit: I would be happy to respond to anyone who I can be of help to. My email ID is aggi74@gmail.com Details about my work and books are on my website <https://rohitagarwal.in>

Book Details:



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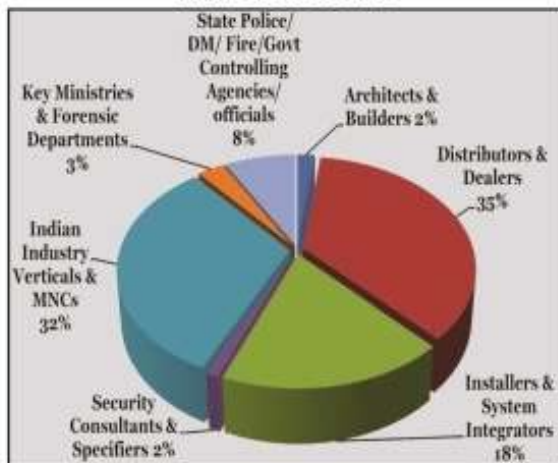
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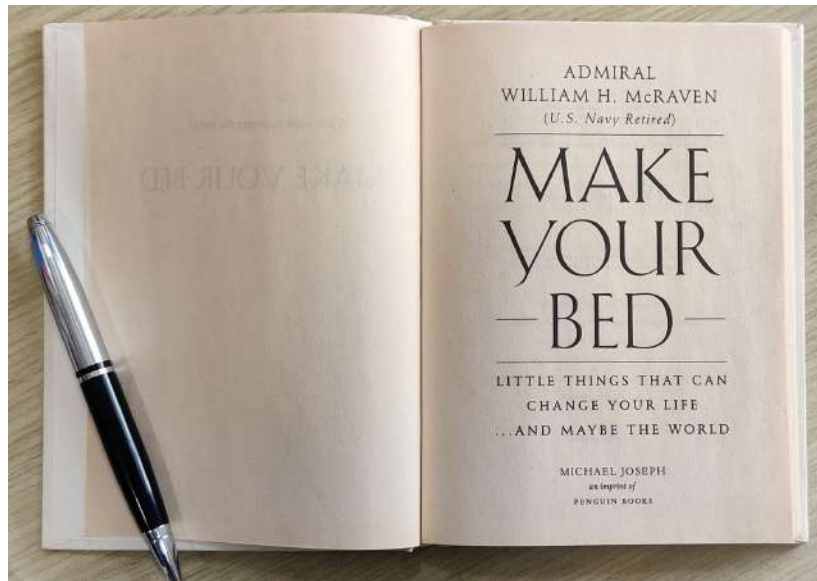
Make Your Bed: Little Things That Can Change Your Life...And Maybe the World – Admiral William H. McRaven

BY ARUN HARIHARAN

About the Author



Admiral William H. McRaven (U.S. Navy Retired) is the #1 New York Times bestselling author of *Make Your Bed* and the New York Times bestsellers *Sea Stories: My Life in Special Operations* and *The Hero Code: Lessons Learned from Lives Well Lived*. In his thirty-seven years as a Navy SEAL, he commanded at every level. As a Four-Star Admiral, his final assignment was as Commander of all U.S. Special Operations Forces. After retiring from the Navy, he served as the Chancellor of the University of Texas System from 2015 to 2018. He now lives in Austin, Texas with his wife, Georgeann.



On May 17, 2014, Admiral William H. McRaven of the US Navy (McRaven spent 37 years as a Navy SEAL, became Commander of all U.S. Special Forces and led the operation that vanquished Osama Bin Laden), addressed the graduating class of the University of Texas at Austin on their Commencement day with the tag line "If you want to change the world, start off by making your bed". Taking inspiration from the university's slogan, "What starts here changes the world," he shared the basic principles he learned during Navy SEAL training that helped him overcome challenges not only in his training and long Naval career, but also throughout his life; and he explained how anyone can use these basic lessons to change themselves-and the world-for the better. Admiral McRaven's original speech went viral with over 10 million views and I myself would have heard it quite a few times- not just because it was truly inspirational in a very earthy way but also since I could connect with it personally.

Building on the core tenets laid out in his speech, McRaven authored this little book in 2017 (all of 130 pages) through which he recounts tales from his own life and from those of people he encountered during his military service who dealt with hardship and made tough decisions with determination, compassion, honour, and courage.

I'm sure most of us (all who have donned the uniform) will be able to identify with what McRaven says. If you read this book and look back- all the cabin cupboard inspections in the academy, the spit and polish on the shoes and the accoutrements etc- all will make great sense since they had a larger purpose of ingraining in all of us the basic management principles of effective soldiering, leadership and keeping the mind uncluttered.

Admiral McRaven speaks of 10 steps to follow "if you want to change your life or maybe the world." I won't list the steps here however, I will say that I was very 'taken' by this book and the Admiral's experiences, as well as those who served with him. The book is only 12 short chapters long but is loaded with life-changing information that can lead 'any' individual to find purpose and self-worth in improving their life and the lives of others

While the rules are simple, the more critical among us may say too simple, the captivating stories Admiral McRaven shares, anecdotes from his Navy SEAL training, should leave you in awe and definitely a little wiser. He shares the fundamental life lessons he acquired through harrowing circumstances that are simple truths which anyone can apply to face the challenges of life. And don't we all make life way more complicated than it already is?

Told with great humility and optimism, this timeless book provides simple wisdom, practical advice, and words of encouragement that will inspire readers to achieve more, even in life's darkest moments.

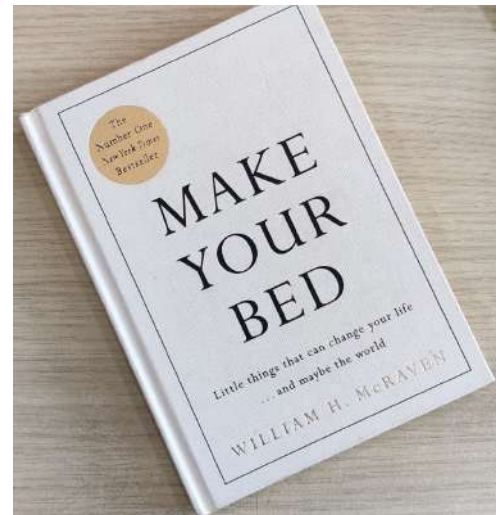
This book is definitely worth a read with its succinct, yet powerful messages whereby this accomplished soldier reveals the values that have shaped his life and that can be guiding principles in yours.

P.S: For those who have not heard Admiral McRaven's powerful 2014 speech, I have attached the You Tube link for the same below:-

<https://www.youtube.com/watch?v=pxBQLFLei70>

About the Book:-

Title: Make Your Bed: Little Things That Can Change Your Life...And Maybe the World
Author: Admiral William H. McRaven
Publisher: Penguin Randomhouse UK
Pages: 130
Cost: Rs 399.00



Col Arun Hariharan a Corps of Engineers officer, took premature retirement in 2013. He is a senior corporate professional with a large telecom company and lives in Gurgaon. Arun is a voracious reader with a lot of interest in history, archaeology and occult. His weekly column on light hearted stories of his experiences in the military was published in Hindustan Times from 2011-2014 and he is currently a columnist with the Hindu Businessline. Arun is also a prolific blogger and maintains blogs for his short stories, travelogues and on his family heritage. He is also passionate about photography and dirtying his hands maintaining his motorbikes

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Wisdom Bytes

Top Leadership Skills for Managers

BY MANISH SHARMA



From a Soldier's Diary

I have served for more than two decades as an Artillery officer in one of the finest armies in the world- the incomparable Indian Army. I consider it as my privilege that I got an opportunity to be part of such a proud and professional organization which got hold of me as a carefree graduate and transformed me into a tough soldier.

It has been a roller coaster ride during which I gained tremendous insights into the value system prevalent in the forces and why they do what they do. And I learned some great leadership skills that I would like to share with my audience:

1. Be a Magician.

Your team must know that the buck stops at you - that when they approach you with their problems, they will definitely get a solution. The way you talk to them, the way you listen to them, the gentleness with which you channelize their efforts, your sense of humor especially when the tide is not in your favor, your mere presence as a mature and caring person- in short, your aura as someone who commands their respect and rules their hearts- that's what turns you as a leader into a magician. Remember, you are not there to cox and cajole your team, you are there to inspire and energize.

2. The Invisible Leader.

Nelson Mandela practiced invisible leadership. Due to his mammoth efforts, South Africa won its independence. His team members finally reached their destination and thought they did it but he was the bridge over which they walked to embrace their goal. That was his success. He spent 27 years of his life in prison under inhuman conditions, cut off from the world. But he continued to command great respect from his countrymen. He was not there among them but his presence was felt everywhere. He was an invisible leader.

3. No Micro Management.

A leader should focus on macro issues and once he has explained them to his team, he should trust and leave the execution to the junior leadership. A leader should not practice micro- management as it curtails the initiative of his team. This leads to an outcome most bosses are not familiar with- effortlessness. This aspect assumes all the more importance in a Work from Home (WFH) scenario where freedom of action at the managerial level is the key to efficient organization of time and resources.

4. Broad Shoulders.

When your team fails, let the blame fall on your shoulders. When they succeed, let the credit go to them. In addition, always praise publicly but criticize in private. Preserving the dignity and self-respect of your teammates is your utmost responsibility.

5. Lead from the Front.

No-one prefers double standards. If you ask your team to work on a holiday, you must be seen around. If your team is going without dinner, so must you. This helps you come across as a strong and fully integrated individual who believes in practicing what he preaches. This automatically turns you into a lighthouse whom everyone trusts and follows willingly.

6. Catching the Bull by the Horns.

Tough situations offer excellent opportunities for growth. You just need courage to take initiative, negotiate the first few hurdles and stand there like a rock. Remember, when the going gets tough, the tough gets going.

7. Think it through.

Well thought out is well executed. Plan and include all angles. Do not forget to plan for unforeseen contingencies. As Albert Einstein said: If I had an hour to solve a problem, I'd spend 55 minutes thinking about the problem and five minutes thinking about solutions.



8. Nailing it down.

Never start a project or task without deciding on its scope, timeline and the authority required to execute it. The last point is significant when working on cross-team projects. The SPOC (single point of contact) must always be defined for any project who should be fully accountable for its success or failure.

9. Transforming Failure.

Dealing with failure in an objective and fearless manner is an important part of a leader's mental makeup. He looks at failure as one of those events that prepare him for the ultimate success. This is the real test of a leader's character. Your ability to rise from the ashes and hold your head high during adversity is what distinguishes you from ordinary mortals.

10. Nourishing the Fighter.

It is always the man behind the machine who makes all the difference. Therefore, you should focus on nurturing your team members not only professionally but personally as great human beings too. Shape their character. Fuel their imagination. Encourage their creativity. Give your team the confidence that they can and they will.

11. Camaraderie.

You should cultivate an intense bonding with your subordinates, ordering them around is not enough. It is this sense of belonging that would see you through all storms. When required, correct them. And if the occasion so demands, celebrate. Never hesitate to show them your human side. Never hesitate to connect with them at a deeper level.

12. Let Truth be told.

Develop the courage of conviction to speak the truth. Beating around the bush never helps anybody. While you are expected to express yourself in a polite and professional manner as a manager, be firm since your meekness is not going to serve the organizational interest. Therefore, let the truth be told, always.

13. Bridge the Gap.

Let the left hand know what the right hand is doing. Let there be no communication gap between various individuals or departments. You must create processes and systems that are transparent and methodical. That indeed is your job as a manager.

14. Be Proud.

Be a proud contributor since your sense of pride transforms the quality of everything you do. You are not doing a mere job anywhere. It's your life. Give it your best and the best will certainly come back to you.

15. Chetwode Revisited.

The honor of the organization you serve, comes first.

The welfare and honor of your subordinates, comes next.

Your own comfort and welfare come last, always and every time.



Lt Col Manish Sharma is an alumnus of the prestigious Officers Training Academy, Chennai. Subsequent to bidding farewell to arms in 2011, he worked in senior leadership roles with Corporates (IT) and Academic Institutions (Management). He is a prolific writer and motivational speaker with two books of fiction to his credit. He also writes a blog on Creative Writing at: <https://discoverthewriterinyou.blogspot.com/>

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Leisure

The War Never Gets Over!

BY GAUTAM VIJAY

'Little Boy' on Hiroshima and 'Fat Man' on Nagasaki - It took two atomic bombs to end World War II, killing 100,000 to 200,000 innocent people, but did it stop there? No. Over the next few months, the after-effects killed another 200,000. Whenever there is a war, someone wins, and someone loses. But even after the war is long over, ordinary people continue to suffer.

Something like this - I too witnessed.

I was posted at the Military Hospital in Kargil, and it was a bright sunny day with routine OPD, patients queuing up, getting examined, taking medicines, and going back. Along with me, Maj. Jha (Surgeon) and Maj. Dua (Anesthetist) were also there. We were having a good day so far cracking jokes on each other - until we received a distress call. There was a mine blast at one of the road construction sites, and a laborer was severely injured. The field hospital was 3 hours away, so we had sufficient time to prepare the operation theatre. Land mines are laid down to deter enemy movement and intrusion into our territory. They are uniquely savage in warfare, remaining on the ground long after the conflict.



The Savage of War

Me: *“Sir, mine blast, now?”*

Jha sir: *“These are the 1999 mines.”*

Me: *“But, how come now, it’s been ten years!”*

Jha sir: *“Both the enemy and we laid there, but when the war got over, we could not retrieve all, and every summer when the snow melts, some of these mines flow down and consume innocent lives.”*



As per the telephonic conversation with the medical officer who attended to the patient, severe splinter injuries and fractures were there. He did what best he could do to stabilize and evacuate the patient.

Jha sir: *“Get the surgical instruments for Amputation as well, in case we need them.”*

Mines being active and killing people even after a decade, possible upcoming amputation surgery - all this made me anxious, and then someone shouted, *“Saab, patient aa gaya.”*

The staff rushed towards the ambulance to get the patient inside - He was a young kid groaning in pain, wrapped in bandages all over his body, faintly responding to verbal cues - his condition was not good at all. Dua sir did the pre-op check and put him under general anesthesia. As I waited for the patient to get sedated, restlessness kicked in. A young boy came here to earn extra money to support his family; God knows what will happen to him in the next few hours.

Every surgery I was part of earlier, we knew the outcome, but this was the first one where I was clueless about what would happen. The moment we got a go-ahead from Dua, sir, we removed the bandages. As we progressed, the extent of the damage became visible: swollen limbs, burnt and charred superficial skin, penetrated splinters, and what not! Jha sir: *"Is bechare ko pata bhi nahi ki iski life ke sath kya hone wala hai"* I asked him, *"Sir, aise kyu keh rahe ho?"*

He was, of course, more experienced than me in seeing such cases, and so he said, *"Mine fata hai beta, nuksaan bahut hoga, dua karo ladka zinda bach jaye."*

I started taking out the superficial splinters from his legs, thighs, arms, and forearms. Dua sir kept a close watch on his vitals and guided us for any fluctuations while Jha sir examined and assessed the damage to limbs.

Jha sir: *"Kafi kaatna padega"*

Me: *"Kafi Kitna, sir?"*

Three toes from each foot Two fingers from left hand & Three fingers from right hand – total 11 out of 20, such was the damage. We were cutting them out one by one for the next hour or so, suturing and sealing the remaining portion. I cannot explain how it felt every time we removed each part just to discard it. When done, I checked on the vitals.

Dua sir: *"Gautam, can you please check the pupils?"* This is done when the procedure is complete and anesthesia starts weaning down.

I walked towards his head end, cautiously held his forehead in my hands, examined the facial area and the closed eyelids. The moment I lifted the eyelid, something bizarre happened that I could not even comprehend. *"Sir, please come; something is wrong with the eyes."*, I shouted. Dua sir came running, and as he lifted the eyelids, it became worse; something gel-like was leaking out of the eyes. Dua sir: *"His both the eyes have burst."* There was complete silence; after almost 3 hours of surgery, this was the last thing expected to be happening to this kid.

Dua sir: *"Kare koi aur bhare koi, sach me aisa hi hota hai"*

Jha sir: *"Issei acha to khatam ho jata."* It may sound harsh or emotionless, but believe me, we three and the nursing staff were all flooded with emotions. We felt so helpless and incapable.

Life is so strange, and how quickly it turns its course. That morning, he was fine, went for his routine daily work of removing debris & preparing road tracks. Who would have thought that he would end up picking an old mine out of the stones and that by 7 pm, he would end up like this?

Someone helped someone enter into a territory that is not theirs, someone fought with them to push them away, they both laid down mines to deter each other - but who is still living under a constant threat of a blast? For me, thankfully this was just one such case, but imagine the number of innocent lives that would have been lost till now.

That night we didn't eat, didn't talk to each other, just went to bed praying the boy was able to live a somewhat comfortable life.

Pray was all we could do.



Maj. Venkat, myself & Maj. Jha (From left to right)



Maj (Dr) Gautam Vijay - An SSC Medical Corps officer served at Drass, Kargil, Siachen, and Badmer from 2008 till 2013. He had a close escape from an Avalanche in the Glacier and was awarded COAS commendation card for rescuing 9 soldiers out of it and later 2 pilots off a Heli crash. Was part of the expedition to Mt Bhagirathi in 2011 and a Camel Safari expedition in Jaisalmer. Took release in 2013 and went to the US to pursue higher studies. Post studies he has been part of the corporate world - into Operations Management for last 7 years, recently joined Infosys Pune as Senior Consultant in their Healthcare Domain.

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