



WHEN EXPERIENCE AND YOUTH GET TOGETHER: Panelists at the ET Young Leaders B-School edition strike a pose with the winners. Ajay Srinivasan and Vivek Gambhir, both members of the jury, are not present in the picture

ADITYA BIRLA GROUP PRESENTS  
THE ECONOMIC TIMES  
**YOUNG LEADERS**  
B-SCHOOL EDITION

**CEOSPEAK**

**SANRUPT MISRA**

CEO  
Carbon Black Business, Director – Group HR, Aditya Birla Group

Work is part of life. I do not want to create a balance between the two of them as if they are different poles. My concept of work-life balance is: Does my organisation give me the freedom, opportunity, time to pursue and attend to anything important to me?



**HIMANSHU KAPANIA**

MD, Idea Cellular  
You can be working either as a professional or in your own company, but you can only be successful when you operate as an entrepreneur. You have to be true to yourself



**SAUGATA GUPTA**

MD & CEO, Marico  
Managing uncertainty and ambiguity is going to be a skill set. I would say what is most important in today's world is managing oneself and being resilient.



**DEV BHATTACHARYA**

Group Executive President (Corporate Strategy and Business Development) and Business Head – Solar Power & Ecomm, Aditya Birla Group  
In the next five years, you'll be destroying more jobs, and creating entrepreneurial environments will be 24x7 opportunities for you. The question of looking for balance will go out of the window for some time. This world is going through such churn. Be prepared to commit yourself 24x7.



**SANJAY RISHI**

President, American Express South Asia  
I think what we're hearing from millennials which I didn't see in my generation is that we want downtime. They want it not because they want to be goofing off but because they want to refresh and renew to give more back to work.



**KRISHNA KUMAR**

Vice Chairman & Managing Director, Philips India  
Do not worry about the VCs. The core is really about what problem you are going to solve and what impact you are going to create in solving that problem. Stay focused on that and the VCs will follow.



**DILIP GAUR**

Deputy MD, UltraTech Cement  
Clarity of purpose is much more in this generation – they know what they want and how exactly it is to be done. They have what we didn't. You have far more career choices.



**VIVEK GAMBHIR**

MD, Godrej Consumer Products  
I don't like the word 'balance' as that implies both have to be equal. The reality is that this is individually driven. It will change depending on what stage of life one is in. Can you create an empowering culture where people have the flexibility to work when they want to, and give of their best?



# CEOs RAISE A TOAST TO MILLENNIAL POWER

The Who's Who of Corporate India hit fast forward to examine what a world with entrepreneurial energy and technological prowess will look like, peppering it with old-world wisdom on taking progress at a steady pace and achieving work-life balance. They also acknowledge that they have a lot to learn from the younger generation

**E**ight top chief executives from Corporate India fielded questions from 36 finalists of the inaugural ET Young Leaders B-School Edition. They discussed entrepreneurship, work-life integration, startups, leadership, diversity and challenges millennials face with the leaders of the future. Prior to the discussion, four panels comprising two CEOs each interviewed the candidates and picked the 19 who made it to the ET Young Leaders B-School Edition 2014. Edited excerpts from the discussion anchored by ET Now's Sandeep Gurumurthi (SG).

**SG: What did you learn from the interactive session?**

**SAUGATA GUPTA:** One of the important things we learnt is clarity of thought. A lot of people are making informed career choices and stepping out of stereotypes and comfort zones. We are excited about this. A lot of people want to make a career in India – not like 10 years ago, when all you did was study for four years and think of going abroad. People are far more confident and make better choices.

**KRITI JAIN (ISB, HYDERABAD):** How do you as leaders in your organisation set up a culture where employees can maintain a decent work-life balance? Is that even a concern? How do you prioritise between maximising employee output and maintaining a work-life balance?

**Responsibility**

**"Today there are PMs at 40. There is a lot more acceptance of young people taking positions of responsibility"**

**SANRUPT MISRA:** Work and life are not two different parts in my script. My concept is: Does my organisation give me the freedom, opportunity and time to attend to anything that is important to me? Work-life balance to me is not about leaving office at 5 pm, getting those weekends off or taking a vacation. Does my organisation have the sensitivity and responsiveness to give a young mother time off when her child is unwell? Is my organisation be supportive of me attending to the little needs of life assuming I am productive? If we can create that kind of environment then we have offered a work-life balance.

**VIVEK GAMBHIR:** I don't like the word 'balance' as it implies both have to be equal. The reality is, this is individually-driven, and will change depending on one's life stage. Can you create an empowering culture where people have the flexibility to work when they want to, and give of their best? A lot of companies mandate certain work hours, not working on Saturdays or checking email on weekends – these are superficial ways of dealing with a complex situation. As long as the culture enables every individual to give of their best, they will achieve the equilibrium they are looking for in life.

**SWETHA JAYARAMAN (IMT, GHAZIABAD):** Recently, Facebook and Apple offered IVF options to women employees to retain them and provide growth opportunities. Are such initiatives ethical?

**SANRUPT MISRA:** When adults make a decision, it is nobody else's business to make a value judgement on whether it is ethical or unethical. For organisations like ours, if you create a flexible environment where people's needs are met, I think you have played your part in supporting their life goals, professional or otherwise.

Why only IVF, someone may have lost hair and wants a transplant. Why not support that?

**SURAJIT MAHAPATRA (SYMBIOSIS):** A lot of millennials are going in for entrepreneurship. Is it possible to balance work-life balance, rapid career growth and contribution to society?

**HIMANSHU KAPANIA:** You can be working either as a professional or in your own company, but you can only be successful when you operate as an entrepreneur. You have to be true to yourself. You don't have to look at the outside world to create a balance. Our styles of balance can be different, but we have to be successful to achieve our career goals. That's only possible when you set objectives and goals – personal and professional.

**DEV BHATTACHARYA:** Either you have a job or satisfaction – you can't have both. If you really want to do something you'll find the time to do it. Digitisation will turn your world upside down – it will create entrepreneurs and jobs will be lost. Five years from now, people won't be looking for jobs – there won't be too many of them. You'll be destroying more jobs than creating them, besides creating entrepreneurial environments – those will be 24x7 opportunities for you. The question of looking for balance will go out of the window for some time. This world is going through a churn. Be prepared to commit yourself 24x7.

**VIVEK GAMBHIR:** There's a distinction between becoming entrepreneurial which you can do in many jobs, versus a full-time career as an entrepreneur but in your mind, you're torn between work-life balance versus being an entrepreneur, perhaps you may not be cut out to be an entrepreneur. Your work has to be your calling. If you're going to start your own venture, for a few years it will be all-consuming.

**HEMANT GUPTA (ISB, HYDERABAD):** As compared to non-millennials, where are the millennials going wrong? Do they run the risk of burnout early in their careers because they want to over achieve?

**SANJAY RISHI:** The only thing that separates me from you may be a little experience, but the core capabilities on which I built that learning, you have in ample measure. The millennials are smart in that they want to pursue multiple things and know can't achieve everything at the same time. We're hearing this question more and more about work-life balance because people feel this is important. It always helps companies to put a well-articulated policy in place. What we're hearing more and more from millennials, which I didn't see in my generation, is that we want downtime not because we want to be goofing off but because we want to refresh and renew so that we can give more back to work. If you recognise and build programmes around that you can harness tremendous energy for the good of the organisation. Some companies harness that downtime for community development projects.

**SG: Are millennials aiming too high?**

**DILIP GAUR:** Clarity of purpose is much greater with this generation. They have far more career choices, and that makes them more ambitious. Decide what you want in life and pursue it. We had limited choices and knew

**Knowledge**

**"We need to work on converting knowledge into insight. That is what everybody has to do: Gen Y, Gen X."**

what exactly we were chasing.

**SANJAY RISHI:** The world is getting increasingly digital. This is not a skill we grew up with; you have grown into that environment. That is going to define the future because the paradigm of every business is to go to where customers are going. The game changer will be that we can learn a whole lot more from the millennials. Hierarchies and egos have to give way to a far more democratic use of information so both sides benefit.

**SG: How do you deal with a situation where a young bright management student from a premier business school aims to be a CEO at the age of 30? Is that being overambitious?**

**SANRUPT MISRA:** Sometimes we get carried away with titles like 'CEO'. I can set up a mom and pop shop and make myself the CEO or I can be the CEO of a company with a huge balance sheet. It is not about being the CEO or how fast you can get there.

The question is, by getting an opportunity did you do something meaningful that made a difference either to your customers, or to your employees or to society? What did you do with that title and position? You have more opportunity, you are better equipped, and have better technology to explore all these opportunities faster. But the mistake you should not make is to get carried away by things like 'be called a CEO by the end of life' or becoming the CEO before you turn 30.

Do not chase mundane goals in life but make them more purposeful. Certainly do not make the mistake of believing that Googling information is equivalent to having insights, thinking that having 2,000 people following you on Facebook is equivalent to having meaningful relationships or believing that all those who are old and grey have lost their relevance in this world or the organisation. Think of how to leverage that. Bring your youth and energy and combine that with experience and wisdom to create something better – a better world, a better business, a better system – that should be the purpose.

**SG: The learning curve for millennials has considerably shrunk, would you agree?**

**SAUGATA GUPTA:** Yes. What is also important is that we are also living in a VUCA (volatility, uncertainty, complexity and ambiguity) world and managing uncertainty and ambiguity is going to be a key skill set. Therefore I would say what is most important in today's world is managing oneself and being resilient. You could be very good at managing business or people but maturity comes with managing oneself. Sometimes it is good to experience failure and learn from it.

**SANRUPT MISRA:** One thing many of you might not know is, I appeared for my LLB semester exam a few days ago. Those are opportunities in plenty today with the flexible system of education, which we did not have.

**DILIP GAUR:** Doing and learning are different. I don't know if the learning curve has come down, but there is more knowledge. But then again, knowledge and insight are different. We need to work on converting knowledge into insight. That is what everybody has to do – GenY and GenX. The conversion rates may be faster now.

**DEV BHATTACHARYA:** Today there are prime ministers at 40 and presidents at 45. The world has changed. There is a lot more acceptance of young people taking positions of

responsibility. When I started my first job with Tatas, I couldn't enter any meeting room. Today youngsters are sitting in front of chairmen and arguing. We have to be prepared for the fact that it is a flatter world. We have to accept the fact that people can pick up information from the internet in five minutes, which we took 10 years to pick up. You cannot hold information as a source of power anymore. So wisdom and maturity that we talked about is going to take time but everything else is there.

**VIVEK GAMBHIR:** One wonderful example is that of Bill Clinton. He became president at a very young age, and people were speculating, "now what?" He has already become the world's most powerful leader. It is remarkable how he has instilled a much stronger sense of purpose and the kind of impact he has been creating. His

**Entrepreneurship**

**"The world is changing rapidly. If I want to be part of the curve riding the change, entrepreneurship is the way"**

post-presidency years have been nothing short of inspiring for everyone else in the world.

**SALONI DOSHI (ISB, HYDERABAD):** Many of us will take up a job after B-school. Ten years down the line, if we want to start something on our own, what are the challenges we will face, and how difficult will that switch be?

**DEV BHATTACHARYA:** If you want to be an entrepreneur and think you have the drive and the desire, start now; 10 years is too long. A decade ago, I would never have imagined that the digital world would create so much havoc. When Myntara came to us for investment five years ago, we had a hearty laugh. Entrepreneurship is something you have to imbibe and think about. The world is changing rapidly, but you have to decide whether you are going to be part of the change or be a follower. If I want to be part of the curve riding the change, then entrepreneurship is the way to it.

**KRISHNA KUMAR:** I do not think there is a correct time or right moment to enter, it just happens to you. The important thing is, do not worry about venture capitalists (VCs). The core really is about what problem are you going to solve and what impact you will create in solving that problem. Stay focused on that and the VCs will follow. Whether you are being an entrepreneur or an intrapreneur like most of us, you will make it big in any case.

**BRAHMI SHAH (WELINGKAR INSTITUTE OF MANAGEMENT):** What matters most in today's world – productive result or stressed employee producing those productive results?

**SANRUPT MISRA:** Stress per se is not a bad thing. There is productive stress and dysfunctional stress. We do not want anybody to go through dysfunctional stress. A little stress always brings out the best in us. In our anxiety to deal with stress, let's not throw the baby out with the bath water. A person who says he or she is completely stress-free is either a 'rishi muni' or is lying. No one is without stress. But we all have different abilities to manage stress.

**DILIP GAUR:** In the best companies, there is productive stress, and that is good – it leads to excellence. But that should be driven by passion and the will to create an impact.



Sanrupt Misra regales a young leader



Young leaders revel in their moment of glory



A young leader makes a point about entrepreneurship



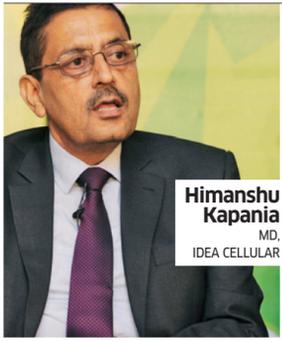
Two young leaders run a parallel line of discussion



Saloni Doshi from ISB Hyderabad beams at the guidance she receives

# YOUNG GUNS FIRE THEIR WAY INTO CEO HEARTS

## DIVERSE GROUP



**Himanshu Kapania**  
MD,  
IDEA CELLULAR



**Saugata Gupta**  
MD & CEO,  
MARICO

### Question sample

**HIMANSHU KAPANIA:** You'd led the table-tennis team. What has been your leadership learning from sports? What do you think about the controversy about Sanskrit replacing German?  
**SAUGATA GUPTA:** Suppose you had to do a South Indian version of McDonald's. How would you make it successful? Does the Indian education system encourage clones?

### Question sample

**SANJAY RISHI:** Asked most candidates what they would do to solve the top three problems facing the country if they became the PM  
**DEV BHATTACHARYA:** How do you respond when you lose?



**Sanjay Rishi,**  
PRESIDENT, AMERICAN  
EXPRESS SOUTH ASIA



**Dev Bhattacharya,**  
GROUP EXECUTIVE PRESIDENT  
(corporate strategy & business devt) & business head - solar power & ecommerce, Aditya Birla Group

### CEO Take

"The overall experience was very good. Initially, we thought it would be an assembly line, but later we got a fresher, a naval engineer - a diverse group of candidates. What also stood out was that some with high-profile CVs did not meet the standard, whereas others without those, showed a lot more promise"

"It was an extremely talented and mature set of individuals. Only one or two were not clear about their path. That's where the variability was. Otherwise, the standard was high"

### Candidate Take

The interview was smooth and the questions were directed not only to test my knowledge but also towards my point of view and my ability to recommend solutions. The panel tried to gauge my train of thoughts and I hope I was able to convince them  
**SURAJIT MOHAPATRA, SCMHRD 2013-15**

### How they picked the Young Leaders

Not a single question was repeated and the chemistry between the two bosses was apparent in the give and take between them. Both were vocal about the confusion among youngsters today, who were taking career decisions under "tremendous peer pressure", without any thought to what interested them. Both were looking for clarity of thought. Kriti Jain was picked because of her communication skills, clarity and quick-thinking abilities, while Rahul Sahu was pronounced as star material: conceptually strong, level-headed, with great leadership talent. Surajit Mahapatra was picked by Kapania for his forthrightness, honesty and integrity; Saugata Gupta thought he had a clear thought process about his choices and a good understanding of people. Abhishek Gupta was praised by both for his clarity of purpose, communication skills and confidence. Tanya Mehta, again, they felt, had clarity of thinking and despite being a fresher, had a holistic understanding of subjects.

### Fun Moment

A candidate when quizzed about which her dream company was, looked at Saugata Gupta and said: "Sir, I know you head Marico." Gupta, amused, was quick to reassure her that he was simply there as a judge, and it would be no problem at all even if she mentioned some other company's name as her dream one.

## GREAT ACHIEVERS



**VIVEK GAMBHIR,**  
MD, GODREJ  
CONSUMER  
PRODUCTS



**AJAY SRINIVASAN,**  
CHIEF EXECUTIVE,  
ADITYA BIRLA FINANCIAL  
SERVICES

### CEO Take

"Outstanding set of candidates. Very humbling and inspiring to see how much they had achieved in a such a short span."

"India is going to be a very exciting place when this new generation gets into positions of leadership, because this generation brings a confidence and attitude that will take us farther than we can imagine."

### Candidate Take

"They made me very comfortable. Both of them being such big business leaders were very humble. Their jovial side made me very comfortable. Ajay, truly made me feel very special by sharing his visiting card with me"  
**AVIRAL AGARWAL, JAMNALAL BAJAJ INSTITUTE OF MANAGEMENT STUDIES**

### How they picked the Young Leaders

It was a panel of two prominent CEOs from two different sectors yet completely in sync with one another in the traits that they were looking for in tomorrow's leaders. The five traits Gambhir used to pick the winners were degree of self-awareness (did the candidate have a realistic sense of strengths and weaknesses), growth mindset, curiosity, determination and results track record. Srinivasan, who was on the same page, also looked for drive, people skills, decision making styles and temperament of the youngsters. Stuti Pandey of XLRI, Jamshedpur impressed the two CEOs with her spontaneity, self-awareness and clarity of purpose. While Aviral Agarwal from Jamnalal Bajaj Institute of Management Studies made it to the final list through his strong sense of ambition and well-roundedness. Saloni Doshi of ISB impressed both Gambhir and Srinivasan with her entrepreneurial ambition and can-do attitude. However, there were some areas where both panelists felt there was room for improvement. Gambhir felt that structure and clarity of communication in some candidates could have been better, while Srinivasan felt that he didn't always get a clear sense of passion, either for a cause they were willing to dedicate their lives to an interest or a hobby that absorbed them fully. Also, he was disappointed to see not many had interests outside of work or a belief that being a complete human being makes you a much better manager.

# SCROLL OF HONOUR

## ET Young Leaders B-School Edition

- |   |   |  |
|---|---|--|
| <b>ABHISHEK AHUJA</b><br>Indian School of Business, Mohali                                      | <b>KUNAL KAKKAR</b><br>National Institute of Industrial Engineering, Mumbai | <b>SHUBHAM AGARWAL</b><br>International Management Institute, New Delhi                          |
| <b>AVIRAL AGARWAL</b><br>Jamnalal Bajaj Institute of Management Studies, Mumbai                 | <b>MAZHAR HOSSAIN</b><br>Institute of Management Technology, Ghaziabad      | <b>SMRITI SRIVASTAVA</b><br>Mudra Institute of Communication, Ahmedabad                          |
| <b>AVNEET SIKKA</b><br>Management Development Institute, Gurgaon                                | <b>MITALI BHANDARI</b><br>Indian School of Business, Mohali                 | <b>STUTI PANDEY</b><br>Xavier School of Management, Jamshedpur                                   |
| <b>BRAHMI SHAH</b><br>Prin L N Welingkar Institute of Management Development & Research, Mumbai | <b>NISHU GUPTA</b><br>Indian School of Business, Mohali                     | <b>SURAJIT MAHAPATRA</b><br>Symbiosis Centre for Management and Human Resource Development, Pune |
| <b>JAGANNATH MISHRA</b><br>Xavier Institute of Management, Bhubaneswar                          | <b>RAHIL SAHU</b><br>Indian Institute of Management, Lucknow                | <b>TANYA MEHTA</b><br>Management Development Institute, Gurgaon                                  |
| <b>KRITI JAIN</b><br>Indian School of Business, Hyderabad                                       | <b>SAHITYA VEERAVALLI</b><br>Faculty of Management Studies, New Delhi       | <b>VASUNDHARA JAIN</b><br>Xavier Institute of Management, Bhubaneswar                            |
| <b>SALONI DOSHI</b><br>Indian School of Business, Hyderabad                                     |   |  |

## Methodology

ET Young Leaders B-School Edition was launched to identify and recognise leadership talent in B-Schools. The B-School edition of ET Young Leaders with the Aditya Birla Group as Presenting Sponsor launched in September 2014. The program assessed final year, full-time postgraduate students studying in any business school in India on their potential to become future leaders. A total of over 10,000 candidates applied and they cleared three hurdles during the course of this program before they met the CEO Jury. The first one was an online assessment of logical, verbal, and analytical skills; and the second, online assessment of managerial competencies; The candidates carried out live projects in the shape of business issues from retail businesses of Aditya Birla Group. A total of 36 candidates made it to the interview round where the CEO jury comprised - Himanshu Kapania, MD, Idea Cellular; Saugata Gupta, MD & CEO, Marico; Dev Bhattacharya, group executive president (corporate strategy and business development) and business head, solar power

and ecommerce, Aditya Birla Group; Sanjay Rishi, president, American Express South Asia; Krishna Kumar, vice-chairman and managing director of Philips India; Dilip Gaur, deputy MD, Ultratech Cement; Vivek Gambhir, MD, Godrej Consumer Products; and Ajay Srinivasan, chief executive, Aditya Birla Financial Services. A total of 19 Young Leaders qualified to find a place in the ETYL list. Aspiring Minds, an expert in testing students on their employability were assessment partners for the early phases of the programme. The programme engaged with over 50,000 students across the country through the website and social media (Facebook, Twitter, Google Hangouts) apart from email, mobile, on ground events et al. The onground engagement included the series of 'life lessons in leadership' hosted at top B-school campuses engaged with over 1,600 students, with heart-warming tales of people who have surmounted odds to scale heights in their chosen career patch.

### Live Project Evaluators

- Siddharth Shekar Singh,** Associate Professor of Marketing, Indian School of Business
- Prashant Mishra,** Associate Professor of Marketing, IIM Calcutta
- Ashish Hemrajani,** Founder and CEO, Bigtree Entertainment
- Poornima Vardhan,** Founder & CEO, 335TH
- Nilay Arun,** Founder and Director; Cadence Trading
- Neville Wadia,** Managing Director, Altitude Synergy
- Rajeev Raja,** Founder & Soundsmith, BrandMusiq
- Akshay Verma,** Co-Founder & Director, Skillhippo
- Anjan Chatterjee,** Founder & Managing Director, Speciality Restaurants

### Fun Moment

Not exactly fun, but it was surprising how candidates (both men and women) used "he" to describe leaders. "I would have thought the younger generation would have been more inclusive in their mindsets," says Gambhir.

### Question sample

**VIVEK GAMBHIR:** If someday someone is to write your obituary, what would you want to be written about the life you have spent?  
**AJAY SRINIVASAN:** If you were Narendra Modi, what would you do for India in the next six months?

### Question sample

**DILIP GAUR:** You have worked in the Air Traffic Control room and are studying management and finance. What advice would you give to loss making airlines to make a turnaround?  
**KRISHNA KUMAR:** You have worked in the online gaming industry. Which companies today in that industry will you invest in and why?  
If Narendra Modi asked you to take part in a big way in clean India campaign, what steps would you take?

## STRAIGHT TALK

### CEO Take

"The candidates were very strong on cognitive skills. One area they could benefit from greater coaching is conflict management. The ability to leverage different viewpoints to find common ground is what separated the winners from the rest"

"The candidates were outspoken, looked you straight in the eye and stood their ground. They were well informed and had a view of what they wanted to do in life"

### Candidate Take

The jury members were very smart and knowledgeable. They could gather critical insights on a person through the manner in which they asked questions. Meeting them was very inspiring.  
**MAZHAR HOSSAIN, IMT GHAZIABAD**

### How they picked the Young Leaders

**SANJAY RISHI:** I was looking for executive presence, composure under pressure, authenticity and clarity. I think a majority of the candidates displayed these in abundant measure, while a few did not. The critical difference was the ability to counter an opposing viewpoint from one they held. The winning candidates were more open and leveraged this to find common ground while the others just got defensive.

**DEV BHATTACHARYA:** I was looking for clarity of thought and perspective, creativity and originality, adaptability and willingness to learn.

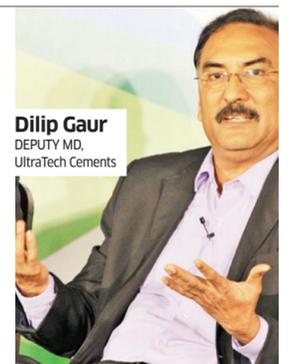
### Fun Moment

Sanjay Rishi asked one of the candidates to show his cool dance moves on a Bollywood song while another, when asked, "What keeps you up at night?" replied 'Movies!' "Sadly," he said, "dads rule but moms are taken for granted. I asked some people who their role model was and they all said: 'My father, because he did XYZ...' What about your mother? I asked, 'Oh she's you know, my mother. I mean like, that's her job right?'"

## HIGH ON ENERGY



**Krishna Kumar**  
VC & MD,  
PHILIPS INDIA



**Dilip Gaur**  
DEPUTY MD,  
UltraTech Cements

### CEO Take

"I liked the 'eagerness to make an impact' and the self awareness young leaders demonstrated. They are clear on the path they want to choose for themselves. It is great to see ambition, maturity and clarity going hand in hand. Experience and exposure will surely widen their lens"

"They were very high on intellect, energy and enthusiasm. Keeping an eye on the big picture they had the ability to drill down micro details. Many candidates, though extremely perceptive and intelligent, tended to get swayed by superficial analysis"

### Candidate Take

"The panel was very humble and gave me a lot of time to talk. They made me think about my work and industry, and ways to overcome the industry challenges. Helps us look at the bigger picture."  
**NISHU GUPTA, ISB MOHALI**  
"Had a wonderful discussion with CEOs. Interview was mostly general to assess my thought process and know about my past achievements. Good experience overall. Came to know about the areas where I need to improve. Thank you ET for this wonderful opportunity."  
**KUNAL KAKKAR, NITIE, MUMBAI**

### How they picked the Young Leaders

**KRISHNA KUMAR:** The jury rated all candidates on 4 key criteria, and evaluated them for their 'early' potential as business leaders. Winners were picked from the toppers based on the ratings received by each candidate. It was fantastic to see the IQ and EQ demonstrated by the candidates during the evaluation process, and the 'real world' understanding. The future for corporate India is bright.

**DILIP GAUR:** Based on their ability to see the big picture, de-clutter, simplify and analytical skills, clarity of purpose.

### Fun Moment

One candidate asked the two CEOs to give their views on: Narendra Modi or Arvind Kejriwal as leader. Krishna Kumar stumped a candidate by asking him why he maintained a goatee. The candidate tried to explain how it helped him portray a relaxed attitude. Kumar assured him the question was not a decider for the event but he was just curious since his firm (Philips) is into the male grooming industry.

Photos: Bharat Chanda and Nitin Sonawane

Reporting: Anumeha Chaturvedi, Devina Sengupta, Prachi Verma, Rica Bhattacharyya and Sreeradha D Basu

