

[REDACTED]

Sent: Monday, July 11, 2016 8:16 AM
Subject: Week 136 Learnings

[REDACTED]

[REDACTED]

Dear Friend and Colleague,

[REDACTED]

[REDACTED]

People are a crucial part of our journey. We did the people planning for the Sales, Supply chain and HR functions last week. We covered all L8 plus and hi-potential performers in L6 and L7 range. I was happy to see the rigour and the progress we are making as a Company in the people planning area. A good people planning system starts with setting the right objectives, evaluating versus objectives, the display of company values and the ability to champion the company's cause. People planning also helps us benchmark ourselves versus the external world. We have a commitment to you to deliver on a clear career plan incorporating development priorities. Development inputs are being planned, such as Master Classes, Shadow programs, Classroom sessions, external coaches, internal mentors etc. I would urge each individual to take the development plan seriously and work with your LHR and your Manager to sharpen it and identify the best mix of inputs that will help you be a better Manager and a Leader. The discussions were candid and more important honest to the individual and the company. [REDACTED] [REDACTED] When done well, and I know we are doing it well now, the people planning process builds trust and confidence in the company and also throws up areas of focus for us.

I believe we need to think about the concept of collective skills. A collective skill we need is the digital transformation that's happening out there now. All of us need to understand and educate ourselves about the digital impact in our business. The second collective skill we need is the empathy for the consumer and customer.

People planning is an important process to identify our future bench. When I see the recruitment data, we are now recruiting about a third from outside and filling the balance with internal candidates. Our bench has depleted in the last year and we have to build it back. [REDACTED]
[REDACTED] We have to invest significantly more time in capability building. We have taken this for granted and that's not good.

I also got a lot of feedback on my time management note. Thank you for the feedback. I do value it. Time is something all of us have the same amount of and it is up to each individual to maximise the time available. I would hasten to add that you need to manage your time to best deliver the job at hand and I am not dictating any message with my time management mail.

To close, I am happy to see the strong momentum we are seeing with Lays after the addition of extra grams in bag. Lays is our leading brand on many metrics and its growth can only augur well for the business.

All the best, keep winning.

Wr,

Shiv