

[REDACTED]

Team

[REDACTED]

1. It is always good to analyze and to look back. People rarely analyze whether it is a good performance or a bad performance. Someone needs to hold the mirror.
2. Don't assume. By assuming that everyone knows everything, why are we doing it, we were victims of the blind leading the blind. My career has always taught me to challenge assumptions and trends and look for something deeper. Superficial knowledge is the most dangerous in leaders and managers. Asking the right questions is a capability worth cultivating
3. This group is large and there are a lot of moving parts [REDACTED]
[REDACTED] We have to cultivate this big picture view of the group.
4. Any business and conglomerate has a lot going on. It's important that we focus on things that matter. Not everything is important but one can trim down the vast amount of variables to a few , ideally five or so. A deep inspection of the five always explains the results.
5. We have an advantage in the group to work across geographies , across sectors. Very rarely will we get the opportunity to learn the business from different angles.
6. Debt is a killer [REDACTED]
7. Costs are a killer in today's disruptive world. The key is to turn as many costs into variable as possible. This is easier said than done but can be done. [REDACTED]
[REDACTED]
8. It is clear that we cannot allocate resources the way we did in the past. Last week I was talking with ram Charan, the management Guru and I asked him why GE was floundering now. He said that Jeff Immelt got the capital allocation process dead wrong and they are paying the price for many bad decisions.
9. We have to get a sharper sense of our competitive moves for the future, especially what can be disruptive.
10. [REDACTED]
[REDACTED]
[REDACTED]

All the best, well done, great job

Feedback welcome

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