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**Sent:**  
**Subject:**

[REDACTED]  
Monday, June 22, 2015 12:08 PM  
Week 80 learnings

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Dear Friend and Colleague,

[REDACTED]

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I will cover two things this week: An address I made at a Harvard leaders program in Mumbai [REDACTED]  
[REDACTED]

Harvard Business School and the Harvard School of Public health ran a Harvard Leaders retreat in Mumbai on 17 th , attended by about 30 Harvard Alumni, most of them CEOs and CXOs. The topic of the discussion was the approach to emerging markets, Is sustainability possible in poor countries, and how do we grow talent for a future world from emerging markets. I was humbled to meet Rosabeth Moss Kanter, former editor of Harvard Business review and a popular author. She co- ordinated this discussion.

I used examples of our water positive balance story and the farmers program we do. I spoke of the eco system we have built to help the 24,000 strong farming community involving banks, technology, relevant farm equipment innovation. The thrust of my argument was :

1. A business cannot be rich in a society that is poor.
2. Being a good society citizen is the best thing a business can do to earn unstinted trust.
3. The poor in any country don't want charity, they seek dignity. Brands do give people dignity, brands build belongingness and a community.
4. Talent is not a onetime tick, talented employees must always strive hard to be labeled ' talented' every year.
5. Talent without significant performance and benefit to the company is not talent.
6. Talent is scarce in emerging markets like India and will continue to be scarce.
7. A company must invest to build capability across the company and not in a few select individuals. That's the best sustainable route to winning the war for talent.
8. Talent that is adaptable is far more precious than talent that's set in one mold.
9. Talent flourishes in a company with high accountability. Accountability is related to the trust people have in the company system to be fair in calling performance.
10. A leaders day job is to help people realize their best every day.

- [Redacted]

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I would love to get your feedback.

All the best,

Shiv