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Sent:
Subject:

Wednesday, January 15, 2014 3:18 PM
Learnings from week 5

[Redacted]

Dear Friend and Colleague,

I hope you are fine and doing well. Many colleagues are getting back after a well-deserved rest and holiday. Someone mentioned to me that this is the best time for a break for Beverages people since the summer break coincides with the best season for the category. I had my longest flight last week. A dense fog last Sunday saw my flight diverted from New Delhi to Lucknow. I landed close to midnight in Lucknow. I was lucky that there was a PepsiCo system in place to help me. Manish Muley, Primmy and Sanjay were my saviors! We took off on Monday at 2:30 pm and landed in New Delhi 21 hours after we took off from Bangalore!

[Redacted]

First, why is Diversity needed in an organization? Diversity has proven to be the best enabler to Innovation. Every organization needs Innovation to separate itself from the commodity and competitors. Innovation is the only route to superior consumer traction. In the past, people saw diversity as a ratio of men to women in the organization and nothing can be farther from the truth. Diversity is the ability to attract and retain people from various disciplines and backgrounds. The combination of thoughts and ideas from different backgrounds and disciplines sparks innovation. Diversity also helps a company to break the stereotype mold. So, Innovation depends on Diversity.

Next, inclusion and what it means to us. [Redacted]

[Redacted] The most inclusive organizations don't have a hierarchy that comes in the way of achieving progress and use language that is inclusive. Structure divides people but people unite structures. We have structures to maximize the potential and depth of the function or unit, but that very maximization should not create a disadvantage elsewhere in the organization. So, every leader has a role to unite the structure in the company. Our language has to be empowering, enabling, open and should never create fear or resentment. Commitment increases sharply with the right language in an organization. Inclusion drives speed and hence responsiveness.

All of us need to commit to innovation and responsiveness [Redacted] The commitment has to come from leaders at every level and will be seen and felt by the larger organization via the behaviors. A change takes 21 days and a habit 66 days according to change gurus. I want us to commit to these at the earliest.

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Take care, all the best

