

THE YOUNG MANAGER'S HANDBOOK

**FUTURE-PROOF
YOUR MBA!**



THE HINDU GROUP

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BusinessLine

The four Cs for meaningful growth



SHIV SHIVAKUMAR

Group Executive
President – Corporate
Strategy & Business
Development,
Aditya Birla Group

*Build capability, stay committed,
collaborate, and embrace change*

You are entering the workplace at a time when things are changing at a rapid pace. You will start your career in a world that's pulling apart with a few global powers flexing their muscles. And, in this world, India has a significant role to play on the global stage. Your business school degree will get you your first break, but thereafter, you will need something more than the degree to propel you forward.

I would offer four words, the 4 Cs, for your consideration – capability, commitment, collaboration and change.

The business school degree is like primer on a wall before it's painted. It is the first coat. The first coat will last, at best, a few months, before its sheen needs to be enhanced with knowledge from the real world. You will need many new coats of capability to get better. You will have to learn something new almost every day.

Over the next few years, digital will be the cornerstone and the foundation of every company's operations – big or small. You will need to work with robots, with machine learning and artificial intelligence in

every aspect of your job, more than any generation before you. So, the generation before you will not be able to coach you, you will need to build your own capability. Like in cricket. The MCC cricket manual was written with the test match in mind, there is no manual for the 50-over game or the T-20 game. People playing T-20 are writing their own syllabus. So, learning new capabilities in the digital space will be an absolute must for you. You will write new rules.

Commitment will be a different concept in the future. Very few people will be in a situation where their first job will be their last one. This situation will be rare. Loyalty will be at a premium. We live in a world where neither employers, nor employees, are loyal for life. So, it is important that you are committed to the organisation from the first day to the last day you work for it. Commitment also means that you bring your best energy to work, and apply that best energy to every task assigned to you. Commitment means that no one ever doubts your focus. It means that you must be a company man or woman every day you work there.

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We live in a world where parochialism is the order of the day. This is leading to more strife and less progress for all concerned. No one can achieve anything on their own in a super-connected world. There will be very few roles in any organisation or industry where individual brilliance will win the day. Learn to collaborate with people in your team, with other department employees, and with your eco system.

Collaboration means that you look for a win-win approach versus a win-lose; or worse, a lose-lose approach. A collaborative way of working starts with empathy, your ability to think of options for the other person and giving the other person the confidence to trust you to keep your end of the bargain. Collaborating with others will build a healthy network of connections that will open doors for you in the future.

Finally, change. Change will be a constant word in your world. You will see more change in the next ten years than the generation before you saw in their whole career. You will need to change and you will need courage to handle the changes every day. You will need courage to change jobs, to call it quits when you feel your talent is being wasted and unutilised to its potential. You will change jobs, you will change geography, you will change functions, you will change some relationships.

Colleagues will change regularly. You will feel that there is nothing called permanent in life, and you will not be wrong. Don't seek permanence. In some cases, you will trigger the change and, in some cases, someone will initiate the change. Whatever happens with change, it is important that you look forward and don't look back. There is no point in ruminating over the past, a past that is best forgotten fast. So, look ahead and plan for tomorrow, don't fret about what you missed, worry more about what you could miss if you didn't show the courage to chase the change.

Whatever happens with change, it is important that you look forward and show the courage to chase it

As you start your career, it is important that you change your mindset. You have a first-class degree from a fast growing country, one that aims to influence and impact the world like never before. Imbibe this change in your thinking.

So, build new capability, stay committed every day, collaborate with all who matter, and have the courage to embrace change.