

21st World Congress on Total Quality
January 28-30, 2011 - Mumbai

Leading 360^o Transformation Through iTEAR

PLENARY SESSION III
Panel Discussion on

**Fostering, Mentoring and Leveraging Gen Y to Deliver
India's Demographic Advantage**



Prof. Poonam Kumar
Chairperson,
Mega Ace Consultancy

Friday, January 28, 2011

**21ST WORLD CONGRESS ON
LEADING 360° TRANSFORMATION**
28-30 January 2011, Hotel Leela Kempinski, Andheri (E) Mumbai, India

PROGRAMME*

Theme: Leading 360° Transformation through i-TEAR

FRIDAY, 28TH JANUARY, 2011

Registration		08:30 hrs
Plenary Session - I		0930-1045 hrs
Opening Session	Leading 360° Transformations through i-TEAR (innovation, Transparency, Engagement, Accountability, Responsibility) <i>"Only when we have wiped the tears off every poor have we arrived as a nation"</i> <i>Mahatma Gandhi</i>	
Welcome Address	Dr. Graham Wilson , Leadership and Organisation Development Specialist, UK	
Opening Remarks	Justice P N Bhagwati , former Chief Justice of India, Chairman, 21 st World Congress Steering Committee	
Chairman Address	Justice M N Venkatachaliah , Former Chief Justice of India and National Chairman, Institute of Directors	
Inaugural Address	Ola Ullsten , former Prime Minister of Sweden	
Theme Address	Dr. Madhav Mehra , President, World Council For Corporate Governance, UK	
Keynote Address	R. Bandyopadhyay, IAS , Secretary, Ministry of Corporate Affairs	
Special Addresses	Ram Jethmalani , Member of Parliament & Senior Advocate, Supreme Court of India Dr S Y Quraishi, IAS , Chief Election Commissioner of India	
Tea/Coffee		1045 -1115 hrs
Plenary Session - II		1115-1215 hrs
Keynote Session	Transformative Leadership for Inclusive and holistic Transformations	
Keynote Speakers	Arun Maira , Member Planning Commission Srivatsa Krishna, IAS , IIT, Madras/ IIM-B Research Scholar, Ex- The World Bank Group V Vaidyanathan , Vice Chairman & Managing Director, Future Capital Holdings	
Plenary Session - III		1215-1330 hrs
Panel Discussion	Fostering, Mentoring and Leveraging Gen Y to Deliver India's Demographic Advantage	
Moderator	Rt Hon Baroness Verma , Minister in Govt. Whips office and House of Lords Spokesperson for International Development , UK	
Panelists	Prof B L Mungekar , former Member, Planning Commission H S Kohli , Advisor, Reliance Industries Ltd Andrew Dakers , UK Corporate Responsibility Campaigner and Analyst.	

M Ramadoss, Chairman & MD , New India Assurance
S Hazara, Chairman & MD , The Shipping Corporation of India
Prof Ms Poonam Kumar, Chairperson, Mega Ace Consultancy, India & UK
Vandana Saxena Poria, OBE, Chief Executive of Get Through Guides
Maryam Alfalasi, Secretary General, Dubai Quality Group
Amit Kalyani, Executive Director, Bharat Forge Limited

Lunch		1330-1430 hrs
Plenary Session – IV	Triggering An Explosion of Innovation	1430- 1545hrs
Panel Discussion	<ul style="list-style-type: none"> (a) Developing a learning organisation (b) Learning to celebrate failures as badges of honour and unleashing the hidden energy (c) Leveraging diversity, dissent, dialogue and disclosure (d) Combating the culture of coziness, short-termism and groupthink (e) Legislation and enforcement of a tough competition regime (f) BOP driven innovations for sustainable future 	
Panelists	<p>Arvind Jadhav, Chairman & Managing Director, Air India Ravi Kant , Vice Chairman, TATA Motors Manoranjan Mohapatra, CEO, Comviva Maj Gen TM Mhaisale, Commander Technical Group, (EME) Keshav Murugesh, Group Chief Executive Officer, WNS Global Services</p>	
Tea/coffee		1545-1600 hrs
Plenary Session - V	Building a Low Carbon Future - PROACTIVATE - A Holistic Model of Sustainability	1600-1730 hrs
Keynote Speaker	Jeremy Leggett , Founder & Chairman, Solarcentury	
Panelists	<p>Dr. Harish Kumar Ahuja, Joint Secretary , Dept of Power, Govt of Delhi Pradeep Chaturvedi , Advisor, FAO Prof Vladimir Smorodin, Director, Weather, Climate and Environment Management, LLC Rakesh Bhargava, Chief Climate Officer, Shree Cement Ltd Sarah Davidson, Vice President, Coalition for Green Capital</p>	
Plenary Session - VI		1730-1830 hrs
Panel Discussion	Why reforms have failed to empower the POOR?	
Panelist	<p>Role of Media T K Arun, Columnist, Economic Times NDTV Profit</p>	
Plenary Session – VII	Golden Peacock Awards Nite	1900–2130 hrs
Chief Guest	His Excellency Mr. K Sankara Narayanan , Hon’ble Governor of Maharashtra	
Chairman	Justice P N Bhagwati , Chairman, Golden Peacock Awards	
	Presentation of Golden Peacock Awards-2010	
	<p>Golden Peacock National Awards for Quality Golden Peacock National Awards for Training Golden Peacock Awards for Business Leadership</p>	
Dinner		2030 hrs

SATURDAY, 29TH JANUARY, 2011

Plenary Session – VIII	Only The Truly Transparent Will Survive Transparency and Ethics for Sustainability	0900-1000 hrs
Moderator	Lt Gen Surinder Nath, PVSM, AVSM (retd) , former Chairman, UPSC & VCOAS	
Panelists	Jitesh Khosla , IAS Officer on Special Duty, Indian Institute of Corporate Affairs Rajiv Bansal , IAS Joint Secretary, Ministry of Heavy Ind & Public Enterprises S Mahalingam , Chief Financial Officer, Tata Consultancy Services B P Rao , Chairman & MD , BHEL Peter L. Walker FCIPR , Senior Consultant, PIELLE Consulting Ltd, UK N Raghuraman , Sr Editor , DNA	
Tea/Coffee		1000 - 1015 hrs
Plenary Session – IX	Building a Sustainable Financial Future for Gen Next & Raising the Bar of Accountability	1015 – 1130 hrs
Chairman	Ratnakar Gaikwad, IAS , Chief Secretary, Govt of Maharashtra	
Keynote Speakers	Shailesh Haribhakti , Chairman, BDO Consulting Sanjay Anand , Chairperson of SOX, GRC and IT-GRC Institute, USA	
Panelists	Bhargav Dasgupta , CEO & MD, ICICI Lombard General Insurance Dr. Arif Khurshed , Senior Lecturer in Finance, Manchester Business School, University of Manchester, UK Dr Luis Bello Morais , Gerênte, Perfect Wave, Lda, Lisbon V B Sant , Director General, National Safety Council Arun Hariharan , President Quality & Knowledge Management, Reliance Capital Dr Manu Kulkarni , Prof Emeritus, SIT, Tumkur, Jayant Kawale , Chief Executive Officer, Bharat Forge Ltd	
Plenary Session – X	Building an Intense and Constructive Engagement - Power of Social Networking	1130 -1210 hrs
Keynote Speakers	Dr. Graham Wilson , Leadership and Organisation Development Specialist, UK Niall Dunne , Managing Director , Saatchi & Saatchi Dr. Stephen D'Silva , Director, Jamnalal Bajaj Institute of Management Studies, Mumbai.	1130 -1145 hrs 1145 -1200 hrs
	Questions and Answers	1200 -1210 hrs
Plenary Session – XI	Delivering a Holistic Transformation – Role of Film and TV	1210 – 1300 hrs
Keynote Speakers	Yash Chopra , Chairman, Yash Raj Films Shyam Benegal , Prolific Indian Director and Screenwriter Govind Swarup, IAS , former Principal Secretary Culture, Govt of Maharashtra	
Plenary Session – XII		1300 -1330 hrs

Presentation of Golden Peacock Awards for the Year 2009

Special Address	Sustainable Financial Strategies for Delivering Inclusive Growth Ajith Nivard Cabraal , Governor, The Central Bank of Sri Lanka Chairman, SAARC Governors Forum and Alternate Governor, IMF	
Lunch		1330 – 1415 hrs
Plenary Session – XIII	Quality in Education and Healthcare – Developing the Human Resource Dr Rajan Saxena , Vice Chancellor, NMIMS University	1415 - 1600 hrs
Keynote Address		
Speakers	Rooshi Kumar Pandya , Corporate Workshop Leader Dr C R Chavan , Associate Professor & former Director, Jamnalal Bajaj Institute of Management Studies Dr Kailas Chapatwala , President – HR, Ispat Industries Dr S Gopinadhan , Director, MSN Institute of Management & Technology, Kerala Prof Nandini Vaidyanathan , Co-founder and Mentor, CARMa (Creating Access to Resources and Markets), Kapil Khandelwal , Independent Director, Strategist, Advisor & Investor in Health & Education	
Tea/Coffee		1600 -1615 hrs
Plenary Session – XIV		1615 -1800 hrs
Panel Discussion	Corporate & Public Governance – Why is the gap between promise and performance widening? (a) Realigning the moral compass of the boardroom (b) Role of the board in transformative leadership (c) Managing risk to secure and enhance corporate brand (d) Strategizing and embedding sustainability agenda	
Panelists	Rajni Kant Patel , MD & CEO, Reliance Next Exchange Prof. Colin Coulson- Thomas , University of Greenwich, UK R B Kabra , President, HSIL Ltd Dr Indrajit Dube , Assistant Professor, Indian Institute of Technology Kharagpur Rajesh Kothari , Managing Director, AlfAccurate Advisors Pvt Ltd V. Subrahmanyam , former DDG , Ordnance Factory Board	

SUNDAY, 30TH JANUARY, 2011

Plenary Session – XV	Learning lessons from the best in class - Corporate Quality And Innovation Management ---Case Studies of Top Performers Winners of Golden Peacock National Quality Awards-2011 1. Ashok Leyland Ltd 2. Bhilai Steel Plant , SAIL 3. GlaxoSmithKline Consumer Healthcare Ltd. 4. WNS Global Services Pvt Ltd. Winners of Golden Peacock Innovation Management Award-2011 1. TATA Consultancy Services Ltd	0830-1015 hrs
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2. ITC Grand Central, Mumbai

Tea/coffee		1015-1030 hrs
Plenary Session - XVI	Best Practices In Training, Coaching and Mentoring ---- Case Studies of Top Performers	1030-1200 hrs
Chairman	Lt Gen I J Singh, AVSM, VSM , Director General of EME, Army HQ	
	Winners of Golden Peacock National Quality Awards-2011	
	1. IBM Global Process Services	
	2. TATA Motors Ltd,Pune	
	3. Larsen & Toubro Ltd, Electrical and Automation Operating Company	
	4. Punjab National Bank	
	5. ONGC Ltd , School of Maintenance Practices	
	6. Durgapur Steel Plant, SAIL	
	7. Reliance Industries Ltd ,Hazira Manufacturing Division	
	8. NTPC Ltd , Power Management Institute	
	9. SVKM's Narsee Monjee Institute of Management Studies	
	10. Engineering Staff College of India	
	11. National Academy of Defence Production, Nagpur	
Plenary Session – XVII		1200-1300 hrs
Chairman	Quality & Sustainability - Building a New Era Dr. Giridhar Gyani , Secretary General , Quality Council of India	
Speakers	Prashant D. Nasery , Projects &Quality Manager –UAE& Oman, The Kanoo Group, Dubai, UAE	
	Sunil Bahri , Chief Executive Officer ,Kaizensox Consulting FZE , Dubai	
	V N Choudhury , ED- Corp Planning and Business Excellence, NTPC Ltd	
	K D K M Sarma , Quality Management Consultant	
Valedictory Session – XVIII	Valedictory Session	1300-1400 hrs
Presentation of Summary & Recommendations	Dr. Graham Wilson , Leadership and Organization Development Specialist, UK Andrew Dakers , UK Corporate Responsibility Campaigner and Analyst.	
Chief Guest	Hon'ble Ajit Pawar , Deputy Chief Minister, Govt of Maharashtra	
	Presentation of Golden Peacock Awards for Innovation	
Closing Remarks	Dr. Madhav Mehra , President, World Council For Corporate Governance, UK	
Lunch		1400 hrs

* subject to change

Excerpts of the Paper presented by Prof. Poonam Kumar Chairperson, Mega Ace Consultancy India & UK at the 21st World Congress on Total Quality - Leading 3600 Transformation Through iTEAR held on January 28-30, 2011 in Mumbai at the Panel Discussion on “Fostering, Mentoring and Leveraging Gen Y to Deliver India's Demographic Advantage”.

One of the critical questions that we face in India today is how are we going to harness the latent capacity of our youth, mentor their skills and foster them so as to leverage their capabilities to add further thrust to India's economic growth?

India is reaching a "tipping point" where the huge number of young workers entering the labour force could unleash major economic gains and at the same time throw up new challenges. As India prepares to benefit from this emerging demographic profile, a key question that baffles us is the potent risk that lies beneath this inherent advantage.

The unemployment rate in India is pegged at 9.4 per cent during 2009-10, according to the Union Labour and Employment Ministry. As per government statistics, about 40 million persons are unemployed in India.

The unemployment rates are estimated at 101 and 73 out of 1,000 persons

in the rural sector and urban areas, respectively. Of the 620 million economically active youth aged 15 to 24 years, 81 million were unemployed at the end of 2009 -- the highest number ever.

For a country beginning to emerge on the global stage, these millions of youngsters, all impatient to join the workforce and turn enthusiastic consumers also leading to savings and further investments as well. As Nandan Nilekani, Chairman, UIDAI puts it “this 'demographic dividend' could, in fact, determine how much of India's superpower potential the nation is able to realise”. For instance, China made a great economic leap forward when it reached the tipping point in the early 1980s. Experts on the subject have already cautioned us, pointing out to the fact that the demographic advantage which India shall have in the coming decades could soon become a demographic disaster if not managed well. The risks are huge but the advantages that it can generate are even greater.

After all, a skilled workforce is what India Inc would require if it wants its top-line to grow rapidly. And a sustained growth of the corporate sector will determine whether India will remain in a high growth trajectory or not.

Having said that, I must agree with a recent Deloitte survey conducted among Gen Yers which terms them as a 'restless generation which is a challenge and at the same time a huge opportunity for enterprises'. The survey presents Gen Yers as future oriented and confident; optimistic in outlook and opportunity driven. But the survey also presents Gen Yers as being highly restless. A generation brought up in an era of rapid technological advancement are understandably bound to be so.

With India set to house the world's largest working population by 2030 the question of demographic dividend is at the centre of the discourse in India's growth story. Studies indicate that the population in the age group of 15-24 grew from around 175 million in 1995 to 190 million in 2000 and 210 million in 2005, increasing by an average of 3.1 million a year between 1995 and 2000 and 5 million between 2000 and 2005. In 2020, the average Indian will be only 29 years old, compared with 37 in China and the US, 45 in West Europe and 48 in Japan. Put in perspective this data on the emerging demographic trends indicate that over the next two decades, India's working-age population could increase by 240 million - four times the entire population of Britain.

However, demographic dividend can be turned into real gains only if the working-age population can find productive jobs or entrepreneurial opportunities to create new jobs. Government policies that help create conducive macroeconomic conditions are important for the growth of productive and rewarding jobs. A healthy degree of flexibility in labor markets and openness to trade are other policy areas that can help reap benefits from the demographic dividend.

A higher share of the working-age population, who save more than they consume, can potentially lead to an increase in the savings of an economy and provide the required financing for investment. However, to encourage savings and to allocate them efficiently requires a healthy macroeconomic environment, a sound financial system, and good governance to ensure the safety and profitability of savings.

The demographic dividend along with the right policy environment can thus help create a “virtuous cycle” of sustained growth. Policymakers in countries with demographic dividend have a window of opportunity for exploiting the potential of the working-age populations.

However, experts agree that this window is unlikely to be open for long. Not implementing the right set of policies can potentially turn the demographic boon into a curse, in the form of high unemployment and social unrest.

Accordingly to the India Labour Report 2009, a conducive labour situation could help push the nation's per capita income to a USD 4,100 by 2025. However as the report points out a radical reform of the country's labour market ecosystem (including labour demand, labour supply and labour laws) is required for converting individuals into productive people comprising the workforce.

Interestingly, various studies have revealed the lop-sided nature of India's growth story and the development challenges that the country could face. It is expected that between 2010 and 2020, UP, Bihar and MP would see the percentage of their population in the 15-59 age group increase by 40 per cent, though they would only enjoy a 10 per cent rise in income. During the same period, Maharashtra, Gujarat, TN and Andhra Pradesh would account for 45 per cent of the rise in GDP, but less than 20 per cent of the addition to the total workforce in the age group of 15-59.

Achieving inclusive growth is therefore the key to reap the demographic dividend. Asian tigers like South Korea, Taiwan, Hong Kong and Singapore as well as China have been good examples of the use of the demographic dividend advantage. They maintained full employment rates and for decades invested heavily in quality education and in the productivity of the workforce.

So with nearly 12.8 million Indian youth entering the job market every year, the moot question is whether India is ready to make the numbers work in its favour.

The challenges of educating India's young population are vast, and critics say the country is falling far short. The Right to Education Act for children aged six to 14 is in place, but schools and teachers are not in place to implement the law. The country has a literacy rate of just 65 percent, lagging far behind many other developing countries. Neighbouring China's literacy rate is 90.9 percent, while Kenya's is 85.1 percent.

On the other hand, despite industry leaders complaining about the shortage of quality engineers, a recent study has shown that India has surpassed China, Japan, South Korea, the US and the UK with an impressive 10.4

per cent increase in the number of graduate engineers. While China recorded a 9.9 per cent increase in the number of graduate engineers, South Korea's progress was 5.9 per cent. Whereas, UK trails far behind with 3.9 per cent and the US has registered a negative growth of -1.0 per cent.

However, the fact is that the skill distribution in the country is unevenly placed across states makes it imperative that industry and government cooperate at a pan-Indian level. According to the 2009 India Labour Report while 15.5% of the youth in Kerala are provided formal training, the corresponding number in Bihar is a measly 0.5%. In fact, the Industrial Training Institutes and Industrial Training Centres set up shortly after Independence have failed to keep up with the kind of skill demanded rising in a rapidly growing economy. These very resources if harnessed correctly could be the backbone of skill development effort.

The National Skill Development Corporation set up as a public private partnership (PPP) to address skill development, aims at industry leading from the front in closing the skill gap. The government's National Skills Policy has given NSDC the mandate to set up sector skills councils to ensure that the supply of labour meets the industry standards. The NSDC

is an attempt to move away from the supply driven model to a demand-driven skill development model.

The key to obtaining the demographic dividend is not just the level of skills in the workforce but the availability of jobs. There would be no point having more skilled people if they cannot find jobs.

According to a study undertaken for the National Skill Development Corporation, the skill gap in 21 critical sectors until 2022 is 244 million and the addition to the labour force in that period is about 120 million, so clearly jobs will be available. The effort must be to bridge the gap between labour supply and employability. Despite the private sector benefiting the most from this exercise, the response from it has been unenthusiastic so far. Industry as a whole has been a little short-sighted in the matter, they are afraid that if they put in their resources in training a particular group of workers, they run the risk of them getting poached. But things are changing now, and industry is beginning to look at the need for skill development as a collective problem.

With $\frac{3}{4}$ (three fourth) still earning less than 2 dollars a day India has a long way to go to reach the levels of income that would guarantee its citizens a

decent lifestyle which meets their basic needs of food, clothing and shelter.

The economy of India has posted an average growth rate of more than 7% in the decade since 1997, reducing poverty by about 10 percentage points. However, social cohesion may well be affected if economic gains are not more inclusive and the benefits of employment are not shared by all.

Experts have been pointing out to a crisis that is emerging. We have millions of youth the world over seeking to be gainfully employed and on the other hand we have skill shortages and difficulty to find the right manpower that corporates are facing. According to reports only a quarter of all graduates are employable and about 80% of job seekers in employment exchange are without any professional skills. The problem lies in quality and not quantity of manpower. Virtually every industry from IT, Retail, Finance, telecommunication, manufacturing and biotechnology is struggling to find the right kind of skilled workers and managers to fit into their expansion plans.

Bridging this skill gap calls for out-of-the-box thinking and developing creative skills. The need of the hour is to harness resources to build a thriving, dominant vocational education and training system that can play a significant role in reducing this skill imbalance. These include

developing industry-oriented certification programmes for our youth based on global benchmarks and best practices aimed at creating a globally recognised pool of manpower resource in the country

Socio-economic growth that the country wants can only be achieved through inclusive growth. The essence of inclusive growth is job creation and developing a pattern of enterprises that will create employment. The need of the hour therefore is also to focus on fostering more entrepreneurs and more enterprises particularly in sectors such as agriculture, food processing, light industries, textile, garments, leather, and gems and jewellery.

The large numbers of young people present a potent advantage for the country, helping turbo-charge its rise and productivity. As young consumers not tied to previous patterns of spending and saving, they are helping drive India's dynamic domestic market. They are also fuelling entrepreneurship across the country - both as small business owners and as heads of larger firms that are charting new territories and delivering innovative new products and services. Some of India's largest companies today are in fact firms that emerged in the 1980s and are helmed by young leaders.

I would conclude by saying that the advantage of fostering and leveraging the capabilities of our next generation is tremendous and our failure to do so would mean throwing away the gains and the position of being an economic powerhouse. India's strength is not just the GDP growth but its demographic advantage which if harnessed well would contribute substantially to achieve the country's full economic potential.