

Winter..
..is here.

THE PINE CHRONICLE

News, Views and Creative Expressions

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FACULTY DESK

Is Reverse Mentoring an Untapped Resource?

"I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel" – Maya Angelou

Reverse mentoring as a powerful employee development tool has been widely recognized in the corporate organizations. The foundation of reverse mentoring takes into consideration junior employees (mentors) with enhanced leadership skills and organizational knowledge benefit senior employees (mentees) through direct interactions. There has been an immense attention being given by human resource development practitioners in deploying reverse mentoring as a tool in harnessing talent development practices in addition to contribution towards innovative workplace behaviors as well as in devising social equity and diversity & inclusion-based initiatives. Traditionally mentoring has been referred as a kind of developmental relationship in which a senior experienced person enlightens the path of a junior less experienced person through the provision of socio-emotional mentoring (e.g. *unconditional acceptance and confirmation, role-modelling*) and *career-mentoring functions (e.g. challenging assignments, greater exposure & visibility)*. It is interesting to note that the nature of the type of mentoring forms whether as psychosocial or career mentoring has been found to remain intact even during the facilitation of reverse mentoring.

Yet, the facilitation of reverse mentoring has remained a major barrier right from the implementation stage for the organizations and requires

ABOUT NUKSA

Nuksa The Pine Chronicle is the monthly news magazine of IIM Shillong.

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a substantial attention. Let's have a comprehensive look at the key attention points:

1. **Game of Expertise Vs Power:** Key expertise or knowledge of an individual is a crucial asset to the growth of any organization. Being a strategic asset, growth across the organizational ladder is many a times contingent upon the extent to which an individual well utilizes his key expertise in a requisite domain. This is equally helpful in accomplishing an appropriate hierarchical powerful position. Yet, the people in the quest of maintaining or intending to attain a powerful position engage in something called knowledge-hiding behaviors which in turns becomes detrimental to the display of positive display of mentoring in any form. Overall, intentional withhold of knowledge whether senior-junior dyads/ junior-senior dyads or peer-peer dyads is a major barrier to the successful implementation of reverse mentoring programs.
2. **Cultural context:** Many a times, both mentors and mentees hailing from the cultural context of 'high power-distance' nations/ organizations feel a sort of discomfort in managing reverse developmental relationship and associated career/organizational benefits. Given such a situational context, an inclusive leadership based on greater participation of employees at all levels during the key decision-making times can actually contribute towards creation of an environment of better practice of reverse mentoring.
3. **Mindset:** A mindset that focuses to imbibe cross-domain/ cross-functional knowledge and learning with an emphasis on multigenerational competencies can prove to be conducive for the nurturing of a reverse-mentoring relationship. Along with this, mindset striving for an openness to change without showing any resistance and knowledge-sharing can actually help many of the senior positions who are facing a career-plateau stage.
4. **Learning & Goal-orientation:** A sound learning and goal-orientation can instill a sense of working with those with fresh thinking or diverse skill-set. In this regard, a creation of gender-inclusive environment such as gender-diverse teams can better prepare and drive organizations for reverse-mentorship programs.

In sum, definitely there is a possibility of many other key pointers

that can add value to the successful launch of a reverse-mentorship programs. The need of the hour is to think about the extent to which one can be flexible enough to work with people coming from altogether different spectrum. As well as comfortably able to sail through the complex environment emerging from the varied opinions, thought-process of the similar/ opposition groups. Probably, even though all are governed by choice-making at hand but can organizations and people operate with a kind understanding of pursuing the organizational goals together and that they would lose some and win some?

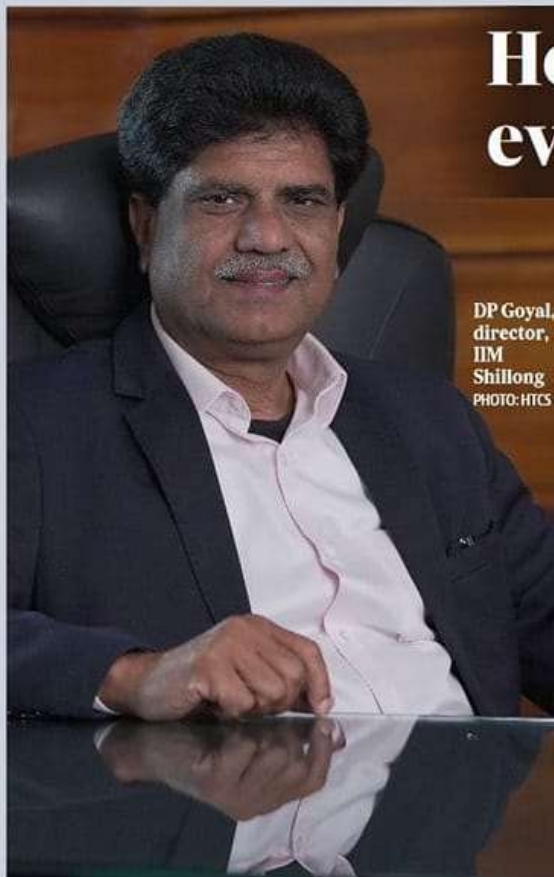
“The delicate balance of mentoring someone is not creating them in your image, but giving the opportunity to create themselves – Steven Spielberg”



Prof. Ridhi Arora

TIMELINE

Director of IIM Shillong, Prof. DP Goyal in conversation with Hindustan Times. The interview is also available at <https://www.pressreader.com/india/hindustan-times-gurugram-city/20221203/281668259000860>



**DP Goyal,
director,
IIM
Shillong
PHOTO: HTCS**

Holistic approach helped in evolution of IIM Shillong

An acclaimed academician, professor DP Goyal, director, IIM Shillong, who joined the institute in early 2019, has over 35 years of experience in teaching and various leadership roles. He says, “The institute has evolved as a global centre of excellence in the education sector with its holistic approach.”

What is IIM Shillong doing to internationalise Indian education sector?

We have signed 16 MoUs, two of which are with ALBA Business School in Greece and EADA Business School in Barcelona. We are in the process of finalising four more with business schools in the US. We’re also running a credit exchange plan that allows for students exchange programmes with top business schools in the world.

How is the institute contributing to the development of the

Northeast region?

As Meghalaya is the only state among the eight northeastern states to have an IIM, it is our duty to work towards the betterment of the region. We have developed a centre for policy research and analysis and an incubation facility, which caters to all eight states. We’re also encouraging the youth in the region to launch start-ups.

Is IIM Shillong doing anything to promote language, cultural diversity?

IIM Shillong has partnered with numerous international universities to offer participants exposure to international programmes, which will help them gain new perspectives and comprehend the dynamics of managing businesses in a variety of

macroeconomic environments in a VUCA world. These programmes help students develop awareness on cultural and communication diversity, and to understand the region’s economic, business and geopolitical environment. **HTC**

International Collaborations

Prof. D P Goyal, Director of IIM Shillong visited the University of South Florida Muma College of Business.



9th International Conference on Sustainability

In keeping with the institute’s mission of sustainable development, the Indian Institute of Management (IIM) Shillong inaugurated its ninth edition of the three-day International Conference on Sustainability, also known as SUSCON IX on November 3.

The conference was held in hybrid mode with participants from all around the world attending both online, as well as physically at the Institute’s Umsawli campus.

To advance a holistic developmental paradigm, the theme of SUSCON this year was themed “Collaboration, Compassion and Co-Creation.” The goal of SUSCON is “to bring together the brightest minds working on sustainability from across the world.”

Programmes

An MDP on **Project Management & Leadership, for Officers of the Assam State Service Commission** was conducted by Dr. APJ Abdul Kalam Centre for Policy Research & Analysis.



The participants of the **Certificate Course in Advance General Management conducted by IIM Shillong** visited Umsawli Campus & had interactions with faculties as a part of their one-week "Campus Immersion Program."



As a part of the module for 1-year Certificate Course on "**Advance General Management**", the participants from the ongoing first batch visited Umsawli Campus.



15-day Programme to discuss ways to end discrimination against Women

Discrimination Against Women Pakhwada by IIM Shillong inaugurated

A 15-day programme, viz. **Discrimination Against Women Pakhwada** was launched on Friday by the Indian Institute of Management (IIM) Shillong. Thematized on 'Inclusion: Building Relationships with Respect and Dignity', the 15-day programme will feature leaders from industry, government and society, who will examine various ways and means to eradicate discrimination against women.

The Presiding Officer, Internal Complaints Committee, Prof. Vishakha Bansal, during the programme, touched upon the context of the theme of the programme and contended that any relationship between men and women has to be based on a solid foundation of mutual respect and dignity.

The inaugural programme was also attended by Director General of Civil Defence & Home Guards Idashisha Nongrang as the Chief Guest. After inaugurating the programme, Nongrang spoke about how society and societal values play and are a critical factor in mainstreaming women. She added that true women empowerment can be realised when people's thoughts are positive and inclusiveness of women is accepted.



Informing that India currently has 56 statutes to bring about and further strengthen women empowerment, Nongrang also suggested that everyone should be aware of the same.

She contended that doing so will then educate people on women's rights.

Director of IIM Shillong, Prof. DP Goyal, on the other hand, put forth his thoughts on how women are today contributing in all spheres of life and at all levels. He also informed that IIM Shillong, in collaboration with the Government of India, has started a number of programmes to empower women.

The audience at the ceremony also watched a video on women's empowerment initiative in IIM Shillong.

The following day witnessed a Panel Discussion on "**Inclusion: Building Relationships with Respect and Dignity**" as part of the ongoing "Discrimination Against Women Pakhwada. The panel discussion was well received and highly interactive.

Corporate Alumni Workshop

WHAT TO EXPECT FROM THE BANKING INDUSTRY AND WHAT THE INDUSTRY EXPECTS OUT OF YOU?

Corporate Alumni Workshop: What to expect from the Banking industry and what the industry expects out of you?

ALUMNI COMMITTEE PRESENTS

CORPORATE ALUMNI WORKSHOP

"What to expect from the banking industry and what the industry expects out of you?"



MR. HARSH BHARDWAJ
PGP 2009-11
Chief Manager
Aditya Birla Finance



MR. UMAMAHESWARAN BS
PGP 2009-11
VP. Large Corporates Group
Kotak Mahindra Bank

27TH NOVEMBER 10:30 AM ONWARDS

On November 27th, 2022, the Alumni Committee of IIM Shillong organized its first corporate alumni workshop for PGP 22. The event was graced by stalwarts of the banking industry, esteemed alumni, Mr. Harsh Bhardwaj (PGP 09-11), Chief Manager at Aditya Birla Finance, and Mr. Umamaheswaran B S (PGP 09-11), VP of Large Corporates Group at Kotak Mahindra Bank, who enlightened the batch on the topic, "What to expect from the banking industry and what the industry expects out of you?"

The session saw a healthy interaction between the speakers and 120 aspiring students trying to get a deeper insight into the banking industry and address their reservations about the field. The alumni kicked off the session by sharing stories about their time at IIM Shillong and then dove into business. Some important topics covered during the session were the broad division of the banking industry, specialist roles in the sector, and what skills are suited for each role. The session revolved around how the banking industry looks and why should a person enter it.



Kurukshetra 3.0

The wits, the rivalries, and the skills; A perfect dance to battle for glory! Kurukshetra 3.0, the intra-Institute biggest e-Sports event of the year, gave us some nerve-racking moments. Ten sections fought it out in various e-sports and games on the PC and mobile platforms. The mobile games included 8 ball pool, Call of Duty, and Poker, while the PC games included CS GO, Valorant, Chess, FIFA, Smash karts, and Cricket07.

The event was held from the 15th to the 18th of November, 2022, with more than 250 participants. Dracarys (Section D from PGP-22) won Kurukshetra 3.0 with 22 points. Aatank (Section A PGP-22) were runners-up with 16 points, and Dhurandar (Section D PGP-21) came third with 11 points.



A fun and sporty atmosphere, along with an intense passion for all the e-sports and games ensued as the event went on. Breathtakingly close finishes and astonishing individual performances amid perfect team play were the highlights of Kurukshetra 3.0.

The event celebrated the spirit of e-sports and games in this digital age and gave us an opportunity to experience some high-stakes contests.

METIER

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OFF BEAT

There shall be equal opportunities for work!

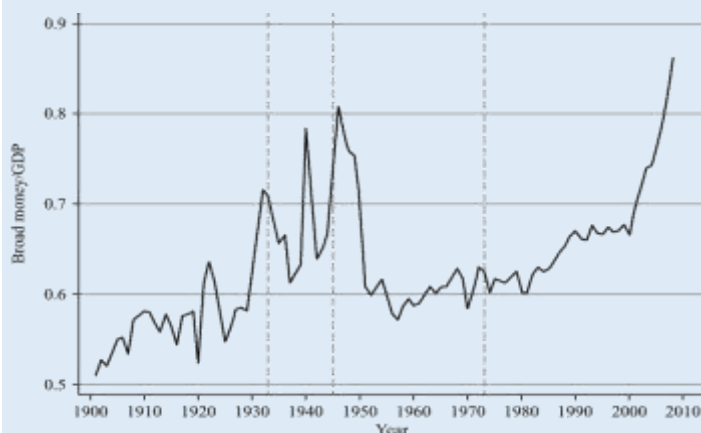
We are the largest democracy in the world, having the longest-written constitution. Article 16 of the Indian constitution clearly says that the state, while appointing to a state-run office, shall never discriminate against a citizen based only on religion, race, caste, sex, descent, place of birth, residence, or any of them. While all of this looks glorious in terms of state employment, the state fails to do its part in the sphere of private employment. After the LPG (Liquidation, Privatisation, and Globalisation) reforms, the private sector in India bloomed like an orchid in India, with the decreasing role of the state in the private sector now taking India on a higher growth path. The million-dollar question is, "Will the growth be sustainable?"

The answer is simply a big No, Bù in Chinese and Nien in German. Why you may ask so, here is why Workforce in India is quite disparate. There are multiple factors that come into play, some of which are rural, urban, income (low, medium, and high), region, caste, and gender. Factors such as those mentioned above are detrimental to the total inclusion of women in the workforce, which is detrimental to growth in the long term. Let us look at the example of the US; women's labour force participation was merely just 20 percent of all women were "gainful workers," as the Census Bureau then categorized labor force participation outside the home, and only 5 percent of those married were categorized as such (Of course there is a significant contribution of married women towards GDP but to keep our discussions safe we are not touching that factor).

We can clearly see (Refer to figure) there was a noticeable bump in GDP from the period of 1909 to 1950 when women's participation in the workforce increased to 50%. In India, it is just 25% now for a nation of 135 Crore people imagine what a 50% participation would do to our GDP.

Reference for Image -

https://www.researchgate.net/publication/322561541_Have_we_been_here_before_Phases_of_financialization_within_the_twentieth_century_in_the_US



The private sector in India can be the vanguard in this area. Still, in the private sector, hiring women employees is biased. Women employees are conceived as unproductive and incapable of leadership. They are considered a liability when they become mothers and are often preferred last on the list of promotions to the top posts. This needs to change if India needs to become a 5 trillion dollar economy. The corporates must take a proactive approach to this problem. One way can be mandating 50% of women employees in the companies. Another can be mandating creches in each office to help women take care of their babies while at work and enabling WFH for women. The stakeholders should mandate 50% of women on the board. This would genuinely engage the women workforce across the verticles of a corporate. There is no doubt that without women's participation in the workforce, especially in the private sector, the high growth rate will not be sustainable. Like Martin Luther King Jr, I, too, have a dream, A dream where women are equal to men in every aspect. Where women are not discriminated against if they are married or not, if they have a child or not. Where a woman's leadership is equally trusted to that of a man's leadership. Where they are equally preferred for a top position. Where the top law-making authority of India also has 50% of representatives as women.

Shubhang Mehta

ODE

The Resolve

Defeated by fate yet unmarred by spirit
The Phoenix rises again
To take the world under its spread
To spread its wings far and wide

The myriad trenches and troughs
Have failed to taint the soul
The hopes fly high though ages have passed
The hunch for victory still so familiar

Not a wink has come its way
In the unending pursuit into the unknown
The unstoppable sense of purpose
Has strived and struggled and stayed

The blood runs warm and agile
After all the winters that could have
Chilled the spine and jailed the belief
That is the storm before the calm

The haunting souls lay perched at each corner
The skies have rained fire tirelessly
The wings are charred and the body fragile
And then the lack of a habitat to resort to

