



ADITYA BIRLA CAPITAL

PROTECTING INVESTING FINANCING ADVISING

LEADING THE CHARGE FOR NEXT GENERATION

Fresh Line of Thought



CEO Take
It is always fascinating to be with young blood. This is my third year at EY, and I really enjoy spending time with young minds outside my organisation.

How they Picked the Young Leaders

GAJANI I'm looking for clarity among the candidates. Do not expect them to be well researched but expect them to communicate their thoughts clearly. I am also looking for diversity of thinking. I'm not looking at someone with narrow thinking.

GUPTA While selecting candidates, first is conviction of thoughts. Then the point analytical reasoning. Other two attributes are multi-faceted experiences and a holistic, well rounded personality.

Question Sample

GUPTA asked a winning candidate, "Had Trump hired you for his election campaign, what would be your advice to him?" The candidate responded, "He needs to deploy an inclusive strategy and try to 'tone down'."

Candidate Take

The candidates were very humble and friendly yet had a vibrant aura of independence. They made me feel very comfortable so that I could be my best while interacting. It was a great experience talking face to face with leaders of this stature."
AKASOOP BHADRA

Courage Under Fire



CEO Take
We have to learn from some of these kids. I love engaging with youngsters because they are the target audience and unless you listen to their voice, you will not know the real customer proposition.

How they Picked the Young Leaders

DARUWALA For me, the passion or fire in the belly is number one. There are enough intellects in the world. It is the hunger and passion that distinguishes a future leader. I also look for a 'can-do' attitude, logical thinking, clarity of what they want to do and who has clarity of role model.

Question Sample

DARUWALA If you were CEO of a company, how would you go about establishing a quality culture?
AKCARWALA What would give you passion and excitement 10 years down the line?

Candidate Take

I was really impressed about the level of homework the CEOs had done, as in that they had read up my CV and knew what they want to ask. The questions were very deep. The interaction was friendly and they put me at ease right at the outset.
NEHRA AKCARWALA
ZABIN DARUWALA
INDIAN INSTITUTE OF MANAGEMENT ROHTAK

Fun Moment

One candidate had done a PowerPoint presentation on PepsiCo. On being asked if PepsiCo was a good brand ambassador for Pepsi, he said, "Not really for a better product."

Good Head on their Shoulders



CEO Take
Leaders are never presented with very clear choices. The snus often falls on them to make tough decisions, many of which sometimes border on the edge of ethical and unethical. It is a difficult tightrope to navigate.

How they Picked the Young Leaders

RISHI I thought their cognitive skills had been very thoroughly tested in the stages so far, so what I was looking for was emotional steadiness... their levels of empathy and their ability to socially engage with and motivate people. One of my focus points was to judge whether candidates had an ability to fundamentally connect with others.

Question Sample

RISHI Looking back at your life after 15-20 years, how many jobs would it be necessary to move across before you can truly say that you're settled?
DUBE When do you consider a better leader in today's new environment - Ratan Tata or Cyrus Mistry? And what would be your reason for choosing one over the other?

Fun Moment

The candidate was asked whose life she would rather be - Donald Trump or Rahul Gandhi in a hypothetical situation. Neither option sounded particularly exciting to the candidate, but he admitted that both could do with quite a bit of coaching on the skills!

SCROLL OF HONOUR

ET YOUNG LEADERS B-SCHOOL EDITION

- AMOGH SATHY** Indian Institute of Management, Mumbai
- ANANT SABOO** Symbolix Centre for Management Research, Mumbai
- ANWESHA PAL** Indian Institute of Management, Bangalore
- CHAITANYA KANSAL** Indian Institute of Management, Bangalore
- GANESH S K** Indian Institute of Foreign Trade, New Delhi
- GOVIND HARIDAS** Indian Institute of Management, Kochi
- NIGIB SHARMA** Indian School of Business, Hyderabad
- NAVATI SHARMA** Indian School of Business, Mohali
- PRATEEK CHAUDHARI** Institute of Management, Technology, Ghaziabad
- RAHUL KUMAR** Indian Institute of Management, Kochi
- REEMA GHOSH** Indian Institute of Management, Pune
- ROBIN GUPTA** Indian Institute of Foreign Trade, Kolkata
- SANIL KURKURJA** Narayana Institute of Management Studies, Mumbai
- SHALINI SRIVASTAVA** Indian School of Business, Hyderabad
- SHRUTI RAVINDER** Indian Institute of Management, Bangalore
- TANUJ SHARMA** Indian Institute of Business Management, Pune
- TRISHA AGRAWAL** Indian Institute of Management, Bhubaneswar
- TRISHA ROY** Indian School of Business, Mohali
- TUSHAR SHARMA** Indian Institute of Management, Mumbai
- WINGA DUA** Narayana Institute of Management Studies, Mumbai

Methodology

The third edition of the Economic Times Young Leaders B-School programme was launched on August 22, 2016, with the Aditya Birla Group as the Presenting Sponsor. Assessments final year, full-time postgraduate students studying in any business school in India on their potential to become future leaders. We received over 2,000 entries from B-schools this year. Students cleared three rounds of assessments during the course of this programme before they met the CEO panel.

Gems of a New Generation



CEO Take
The workforce is changing. The days of telling people what to do are gone, you have to make your ideas, their idea.

How they Picked the Young Leaders

Clarity of thought, ability to work in a team and confidence in what they were choosing in the young leaders. Clear said some candidates had had good and great clarity of thought. "While clarity of thought is good, execution and strategy is important."

Question Sample

CAIRI asked a candidate who had once set up a startup of fruit juices, what he would do differently now to increase his productivity. He also asked the candidate if ethical issues were a problem while working with vendors in his startup.
GHOSH asked a candidate what he had learned from his seniors and what he took away from it. He also asked what an employer brand was and how a candidate would build it.

Fun Moment

Clear said with one candidate, who was talking a lot about how CEOs may not have time to hear them out entirely on their business model if they bumped into you in a lift, and how he must sum up what he wanted to say, quickly. Judges were amused by a candidate who wanted to start his interview with a song.

Brave New World

CEO Take
The level of talent is really good. Candidates are aware of and able to hold their own on a wide range of issues. They are ambitious and realistic at the same time, otherwise one tends to get blindsided. I asked them what they would do if a genie granted them three wishes and, for most, it wasn't about themselves, but their parents, women at large and broader social issues.

Question Sample

Fast forward to when you are 80 years old. How would you look back on your life if you had done everything right?

If you had as much capital as you wanted and as much talent as you wanted to acquire, what kind of business would you like to set up?

Candidate Take

I take part in a lot of competitions and what separates EY, I, B-schools from them all is the sheer comprehensiveness of the entire exercise. It's a great experience."
SAHIL KURKURJA, NARAYANA INSTITUTE OF MANAGEMENT STUDIES, MUMBAI

How they Picked the Young Leaders

Different candidates were asked the same set of different questions but the responses were strikingly similar. The clarity of thought, communication skills and how well the candidates

Fun Moment

The entire process really tested our resilience and was very educational. A lot of very relevant questions were asked during my interview and the panel discussion. It was extremely insightful. I learnt a lot.
TRISHA AGRAWAL, IIM Bhubaneswar

Special Moment

One candidate, Chetan Patil, spoke about wanting to set up a library at the college he had passed out from, mentioning how he had asked friends and acquaintances to donate books for the same. Srivastava handed him his business card and said from that day in touch - their company had a CSR budget, he said, and would be happy to fund the library.