

**Institute of
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India,
Delhi**

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November 16-30,
2009



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Consulting Institutes [ICMCI]

Dear Reader,

Changing weather...changing times...and the feeling of further changes round the corner...makes change the only constant factor in the world of Academia, Business and Consulting.

Someone said, "Every time I find the meaning of life, they change it." Denis Waitley said, "Change the changeable, accept the unchangeable, and remove yourself from the unacceptable." Profound philosophy! Well, If you don't create change, change will create you.

Whatever, we say, Change is a good subject for many of us consultants to earn our livelihood.

Our ABCeMag also changes into an interesting age. It turns 16 with this issue. Thank you for all your support, feedback and encouragement. We may keep changing but something surely will remain constant for us, "Alag Tewar, Alag Flavour."

Cheers,

Rajiv Khurana, CMC, FIMC

Chairman
IMCI Delhi



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Energy-Synergy through Coal

Energy is central to the life of people; be it in the fossil form or in its modern form of electrical power. Even some global wars have been fought till recently to gain supremacy over hydro-carbon reserves as a means of long term sustainability over others. Harnessing of coal and fossil fuels for generating the most flexible form of energy i.e. the electrical power, is central to faster economic development, as the per capita consumption of electrical energy is one of the measures of QOL (quality of life) as well as the development level of a country. For instance, Indian planning commission has projected power demand of 1392 BU by the end of 12th plan period (2016-17) from the actual consumption of 690 BU during end of 10th plan period (2006-07), i.e. nearly doubling the generation. Such concern for faster economic development and enhanced industrialization, has led most countries to exploit their fossil fuels which not only diminishing the limited and non-renewable coal and other mineral reserves & endowments, but also adding to the GHG emissions which means global warming/ climate change and disturbing the ecological balance raising another set of global concerns. Hence the issues of Energy Security coupled with Sustainable Development are of utmost concern to all the nations including India, for which a series international & national level summits are being organized by the political leaders & professionals. As a result, there is renewed emphasis on finding alternate sources of energy particularly renewable sources of power like, solar, hydro, bio-mass, wind, sea-wave power etc, apart from focusing on traditional aspects of energy conservation, better demand-side management, and efficiency in generation & distribution etc as major initiatives of Energy-Synergy.



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S A Khader

A productivity & competitiveness consultant and a consultant trainer, with life-time association with indian productivity movement

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It is estimated; about 27% of the total world's commercial energy supply is met through coal. In contrast, in India the coal based power generation amounts to 63% and the remaining 37% is contributed by Hydro (25%), Nuclear (3%) and Renewable (9%). About 80% of coal produced is diverted to generation of electricity. . But, currently, the demand for power coal is so much that 40 million tones of power coal is imported on an average per year. Despite all these, there is acute shortage of power availability due to ever-increasing demand for faster economic development.. Thus, the efforts in the area of Energy-Synergy should be primarily focused in coal based power generation and also coal production. There is an urgent need to augmenting the supply of Clean Coal to power and other sectors, Productivity of Captive Mines and Private Coal companies as well as issues related to development of Coal-Blocks that are of uppermost concerns in the minds of policymakers, CEOs & executives of coal and fossil fuel sectors. Further there is an urgent need to recognize the place of pride that coal industry should legitimately deserve and its connected human resource for their contribution in sustaining energy generation & supply and maintaining security. The trails and tribulations and hard work in bringing the black gold to the service of the society; can be imagined only by those, who have an exposure to the working conditions in the underground and open-cast mines and also have access to the quality of life a coal worker leads. There should be unique measures by the government for strengthening the role and contribution by the coal industry and by the civil society in evolving schemes for the recognition of the unique contributions made by the coal-worker.

In this scenario of near ferocious approach to ensuring energy security in the country as well as globally, the consultants - both technical and management, have immense potential of business generation; be it in enhancing synergy in the effective use of expensive form of energy or augmenting the supply of better quality coal through production optimization and P&Q initiatives or supporting the efforts in the area of renewable and optimizing power generation in its major options of hydro, nuclear vis-à-vis thermal mode.

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ADDRESSING YOUR CUSTOMERS...



Rajiv Khurana
CMC, FIMC

International
Management Trainer
and Consultant,
Author, Newspapers
Columnist,
Photography
Enthusiast

Sitting in the reception area of any company can be fun, at times. I had been sitting in the reception of this big MNC for over 10 minutes while the big executive was struggling for time to meet me at the appointed hour. Reading old magazines and looking at the receptionist can be a good past time too! Life around was routine until there walked in an old man. Old from MNC standards. He must be struggling to look younger than his approximate 55 years of age. He introduced himself as Anand Prakash Mathur and wanted to meet the Vice-President of the company in connection with some quotation which his company had received. The twenty something didn't look up and spoke to the concerned person on the intercom, "Anand has come to meet you." Keeping down the handset she murmured in her heavily accented tone, "Look Anand, the Veepee is busy. Wait for sometime."

My wife has been an ardent follower of Ridge Forester and his clan in The Bold and The Beautiful, for years. I know that the father-in-law is called by the first name in the US of A. Copying the same practice amongst the MNCs' in India is a matter of common practice too. Adopting the same for your customer was indeed an over-extension of the cultural liberty, I thought. I looked on with more interest like R.K.Laxman's Babuji. Surely, this old man, sorry, the gentleman, didn't like her approach. He swallowed his momentary expressions. While sitting down on the sofa next to her granite table, he enquired, "Are you Satish Gupta's daughter Pooja? He talked about you. We work together." Suddenly everthing changed. The tranformation looked similar to any hindi movie where the duet singers stop dancing around the eiffel tower and enter gracefully into the birla mandir. "Oh, Namaste Uncleji! Kaise hain aap. Kya lenge, Chai ya thunda?" she said. All of a sudden, an oasis had appeared in the desert.

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“Accept diversity”, “Recognise cultural sensitivity” etc. are modern day sermons of western management. Yet, what we try to practice in corporate India is aping something that is totally a no-no in our own ‘sanskars’. How would elders react in our society if you do not address someone older than you just by four years as, “Bhaiya, Dada or Paa ji...”? Is calling someone by the first name wrong? NO. Provided you follow the golden rule of etiquette, DO UNTO OTHERS AS THEY WOULD WANT YOU TO DO UNTO THEM. As part of culture building, the American or European MNCs have consciously built-in the first name addressing practice. In their culture, this is a symbol of equality, openness and informality. There is nothing wrong at all if the executives of the same company follow this practice amongst themselves. But outsiders are outsiders. They may not know your culture. They may not like your practice. Why take the risk of calling the visitors or customers like that unless you have their consent? Once they give their consent, they adopt the golden rule too. Until then, play safe. Addressing someone formal is not old fashioned or less progressive. You can’t term all sirs, madams, Misrajis’ and Kapoor sahibs belonging to the by-gone era. Check-out what Japanese and Koreans are doing. Don’t...and just Don’t jump on to the first name if you belong to an MNC Bank, travel, credit card, or cell-phone company or are trying to market your time share wonder scheme or selling your hotel’s health club. Your customer may not like your sounding over-familiar on the telephone too. A formal start is not all that bad until your customer gives you the clues to call him by the first name. If you overlook this basic courtesy, you won’t get a second chance to make your first impression with all Bhatnagar Sahibs’, Bhallajis’ and Mr. Adhikaris’. This applies to Ms. Kejriwals’, Ms. Malhotras’ and Ms. Nigams’ too. However, even at 70 plus, I would still remain, Rajiv...

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Tips for CONSULTANTS

Occasionally a prospect asks about my best and worst consulting engagements. I have a great one and, regrettably, one that didn't turn out as well as I had hoped. Is there any way to polish up the bad one?

Not every prospect asks the question but we do owe them an answer to the real question they are asking. That question is "if we use your services for the project we have talked about, where are the risks and (of less interest but asked for balance) how might you surprise us in a good way?" They are really not as interested in the specifics of your past work unless it affects them (which is logical).

Consequently, avoid the temptation to select the same "best" and "worst" engagement to relate to all who ask. Offer the prospect a choice of one or two of each to discuss. You will have a good idea of what the prospect is thinking but lay out the choices with an explanation. For example, say, "In this case, the client was bought out in mid-project and we were never able to complete the engagement as designed' or "In this case, we ran into a tough relationship with one of the client's managers who kept changing the contract scope." This is an opportunity to show the breadth of your ability to adapt to a difficult situation. The alternative is to pick a story that doesn't help the client understand your abilities.

Tip: You would be better prepared by creating an assessment of each of your projects. For each project, summarize the problem, solution and result as well as a description of "what went well" and "What went poorly." This is great education for your professional development. It would also be interesting to add to the "what went wrong" a prescription of what you would do *now* to resolve the problem. How does this differ, now that you are older and wiser, than how you reacted originally?

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[Institute of Management Consultants USA](http://www.imcusa.com)

Thank you,

Mark R.
Haas CMC, FIMC

Editor
Tips for
Consultants
and
President
Research and
Organization
Management,
Inc., USA

For your
concurrence to
print the tips in our
ABCeMag
regularly.

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Tips for CONSULTANTS



I cringe every time we are asked to deliver our consulting report to clients. Inevitably, they expect a briefing package and Power Point slide show. Are there some better ways to deliver these reports?

Power Point is just a technology. It is not the reason these presentations are so deadly. It is how you use it that causes angst. There are two strategies. First, if your client requires Power Point, make it less dreadful. The approach is logical: keep slide decks as thin as possible, use as few words possible per slide, use images that support your verbal presentation (not replace it), have a great roadmap so everyone knows where you are going, and practice a lot so the transitions and flow is smooth.

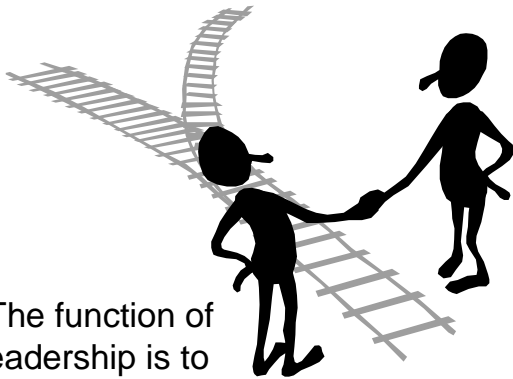
Second, don't do it. Look for alternative presentation approaches. This is a challenge because the nature of findings is analytical and traditionally presented in a linear fashion. I have seen incredibly powerful and memorable presentations with nothing other than photographs. Each image represented the theme of the point being made and none were originally intended to be used in a business setting. You'll have to get your client on board with this approach, but if the presentation is to be more than a data dump.

Tip: You should take Power Point's reputation to heart. Whether it is using a better storyboard (e.g., Beyond Power Point) or non-boring technologies (e.g., streaming video, Flash, and other multimedia images), it is you, not Power Point, per se, that is being judged.

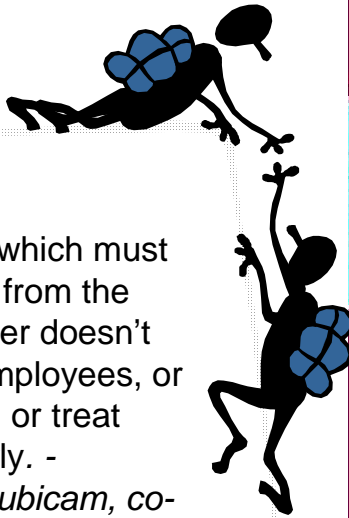
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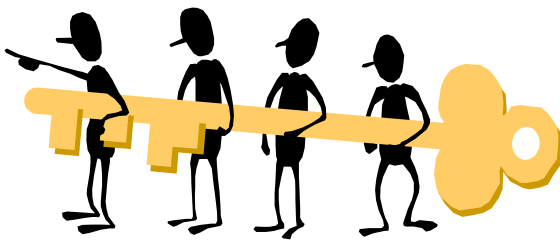
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The function of leadership is to produce more leaders, not more followers. – *Ralph Nader, consumer campaigner*



A company which must hire leaders from the outside, either doesn't hire good employees, or doesn't train or treat them properly. - *Raymond Rubicam, co-founder of Young & Rubicam*



Leadership is the quality that transforms good intentions into positive action; it turns a group of individuals into a team. – *T Bone Pickens, founder of Mesa Petroleum*



Leadership Ideas For Today

Extracts from the gift book- **LIFT**, pending print, by - **Rajiv Khurana, CMC, FIMC**



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The International Council of Management Consulting Institutes is the global association of national management consulting institutes from around the world. These national institutes administer, in accordance with world class standards, the international "CMC" certification [Certified Management Consultant](#) earned by individual professional management consultants.

More details: icmci.org

IMCI

The Institute of Management Consultants of India (IMCI) is the apex body of management consulting professionals, being the only registered institute of established management consultancy firms and practicing individuals in the country.

Constituted in 1991, IMCI was formerly known as the Management Consultants' Association of India (MCAI), which was founded in 1963.

In 1989, IMCI became the first Asian organisation to be accepted for membership of the International Council of Management Consulting Institutes (ICMCI), the global apex body of Management Consulting Institutes. ICMCI has 46 member countries in the world.

The Executive Secretariat of IMCI is located in Mumbai. The Institute has regional Chapters in Ahmedabad, Bangalore, Calcutta, Chennai (Madras), Delhi, Hyderabad, Mumbai (Bombay) and Pune.

CMC Designation

IMCI endeavors to raise the standards of management consulting by awarding Certified Management Consultant (CMC) designation to individual members who have passed a qualifying examination and have met the profession's standards of competence and ethics. The CMC designation implies international recognition to worldwide standards.

More details: imcindia.co.in



Code of Professional Conduct for IMCI members

Minimum Guidelines

Confidentiality

A member will treat client information as confidential and will not take personal advantage of privileged information gathered during an assignment, or enable others to do so.

Unrealistic Expectations

A member will refrain from encouraging unrealistic expectations or promising clients that benefits are certain from specific consulting services.

Commissions / Financial Interests

A member will neither accept commissions, remuneration or other benefits from a third party in connection with recommendations to a client without the client's knowledge and consent, nor fail to disclose any financial interest in goods or services which form part of such recommendations.

Assignments

A member will only accept assignments for which the member has the skill and knowledge to perform.

Conflicting Assignments

A member will avoid acting simultaneously (in potentially conflicting situations) without informing all parties in advance that this is intended.

Conferring with Clients

A member will ensure that before accepting any engagement, a mutual understanding of the objectives, scope, work plan and fee arrangements is established and any personal, financial or other interests which might influence the conduct of the work are disclosed.

Recruiting

A member will refrain from inviting an employee of a client to consider alternate employment without prior discussion with the client.

Approach

A member will maintain a fully professional approach in all dealings with clients, the general public and fellow members.

Code of Professional Conduct

A member will ensure that other management consultants carrying out work on the member's behalf are conversant with and abide by the Code of Professional Conduct.



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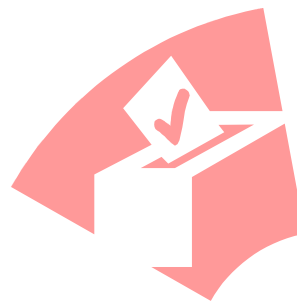
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