



**Convocation Address by Mr. D. Shivakumar, Group Executive President-ABG,  
20th April 2018.**

Good evening Mr. Parekh, Chairman of the Board, Dr Banerjee, the Dean, Board of Governors, the innovative faculty of the Institute, excited graduating students, joyful parents, proud spouses, ladies and gentlemen.

Good evening and I am delighted to be here.

A few days ago, Mr. Gopalakrishnan, my ex -boss and mentor called me and asked me to do this convocation address. Even though it was at short notice, I mustered my courage to say yes and decided to put my heart into getting this right. So, that's why I am here on your very special day.

I called the Dean, Dr. Banerjee and told him that I would talk about 'Courage and Heart' and he said that the SP Jain motto has been Courage and Heart for the last two years. What a coincidence!!

So here I go on Courage and Heart.

'One man /woman with courage makes a majority' said Andrew Jackson, the seventh President of the USA and Lady Diana Spencer said 'Do Only what your heart tells you to do". Today's business and society need significant portions of both, courage and heart.

This institute is a great example of Courage and Heart. It showed courage when it moved out of the University system. It showed courage twenty years ago by partnering with NGOs for summer internship. It shows heart by working with underprivileged students and it is showing heart in having a unique management degree for women who have taken a break. That's a lot of courage and a lot of heart. You are a unique, awesome institute.

As individuals, all of us crave to be courageous. I have seen courage displayed almost on a daily basis by some people and in some people, I have never seen courage. In my career I found it difficult to define what courage is, but I could easily recognize courage when I saw it.

What would I tell you about courage and heart as you start your careers? There are four possible combinations of Courage and Heart.

The first is someone who has the courage but does not have the heart. The second is someone who has no courage but has the heart. The third is someone who has no courage and no heart and the fourth is someone who has both courage and heart.

As you start your career, you will see all four types in an organization and each type will have its own unique fan base. Let's look at the four groups:

The first group: Someone who has courage but no heart. This person would be labelled **BOLD, RECKLESS, WARRIOR, or RUTHLESS**. This group has high self-confidence, is action oriented and fearless. They have unshakeable conviction. This type of person would be task oriented and would do everything to get the job done. Organizations tend to support this lot when they are pushed to a corner or want a turnaround. This type of manager invariably burns his team out and too many of them in an organization creates a toxic atmosphere. To this type of leader, all I say is the mind forgets, but the heart always remembers.

Let's look at the second group, someone with no courage but has a lot of heart. The label for this person will be **KIND, SYMPATHETIC, EMOTIONAL**. This person does not display courage for a variety of reasons – possible lack of confidence, overbearing boss, seeking security and maybe preferring collaboration over confrontation. They are good listeners and compassionate. This group is normally well liked and they are non-threatening. This group is a great sounding board. Showing heart is both a strength and a vulnerability in this group. For this group, showing heart is living beyond the values. This type of leader is liked but not seen as an inspiring role model.

Now the third group- No Courage and No heart. This group can be labelled **INDIFFERENT, REBEL** without a **CAUSE** or a **CYNIC**. I have always wondered why organizations tolerate this group. This group is a cancer that needs to be weeded out in any team. They are good to hang around for a laugh or for the lampooning they do of the boss and the organization. This group does not inspire anyone in the organization. This group cribs about everything without finding an answer to anything. I believe this group fears accountability. Don't ever become a member of this group through your career. My health warning for you - **CYNICS** are injurious to your career.

The fourth Group: People with Courage and people with heart. This is an ideal combination and I am sure that our deepest individual desire is belong to this group. This is what I label the **RESPONSIBLE LEADER** or **ENLIGHTENED LEADER** or **PURPOSEFUL** leader group. In any organization, Leaders have a title that the organization gives them, e.g. Director, e.g. VP, e.g. GM etc., however this group which has courage and heart has huge followers and leadership is bestowed on them by the people. The Buddhists call this enlightened leadership and there are three elements to enlightened leadership – **WISDOM, COURAGE** and **COMPASSION**. Your accumulation of wisdom does not stop today, it starts today. You

will need a different set of capabilities every few years. Invest in life long curiosity. Curiosity killed the cat but it will give you 9 promotions!!

This group is not a brash group, this is an authentic group. There are a number of people who are great role models for this group.

Nelson Mandela would be a great example of a courage that did not seek revenge on people who imprisoned him for 27 years. That is a rare courage and a rare heart that forgives someone who has done your life so much harm. Mandela courageously united a divided South Africa. Mandela also courageously stepped aside after his term as President. A Mandela quote on courage always buzzes in my head – ‘Courage is not the absence of fear but the ability to overcome it’.

Rahul Dravid is another person who would be a great role model in this group. Dravid displayed courage not by being aggressive or via bold behavior but by being firm and good. He showed us decency and an aspect of a gentleman’s courage in a game that has stopped being gentlemanly. He played his heart out for India from opening the batting to keeping wickets and now coaching the Under 19 team and accepting the same prize money as the average support staff member. That’s amazing heart and courage.

There are a number of parents here. Your parents showed a lot of courage and heart as they nurtured you through school, college and life. Parents have fierce pride in their children and their hearts always beat for their kids. We cannot thank them enough.

All of you are wonderful human beings, what will hold you back is a fear of ‘something’ as you start your career. I will discuss four fears with you.

The fear of being Junior: I had a number of fears at the start of my career and I realized that they were not letting my inner courage show. As a junior member, I wasn’t comfortable expressing my views in meetings. I realized that I was afraid of looking foolish or inadequate in meetings. I took away the fear in the early part of my career by coming to meetings really well prepared and knowing all the numbers and details. This let me speak up at any point and let me answer any question that was asked. A few good meetings added to my courage and courage bred courage. If you are prepared, then don’t let fear hold you back.

The fear of CHANGE: Every Change situation you are in has an opportunity and a risk. Evaluate the risks and think more about the opportunity. I have found through my career that risk does not mean danger, risk means there is a probability of failure attached to it. I have seen leaders paralyzed by the slightest risk and their answer was counterproductive – they want more and more analysis. The extra analysis always drains energy and hence courage of people. Stay optimistic and you will be courageous. Procrastination is the worst

behavior in a situation, you let yourself and the team down. My view - Take responsible risk.

The third is the FEAR of REJECTION: We want to be liked and hence we end up trying to do things that pleases people or make's one popular with people. This fear makes us put on a game face and not be authentic. This typically happens when we are asked to lead a new team. We fall into this trap to get quick acceptance of the team. A good career is not built on being popular but on being authentic. Being authentic means being you and not trying to be someone else. Authenticity inspires people. People who watch us closely can figure out if we are authentic or not.

The fourth and last is fear of Transformation: There are many inequalities in this world and you are not going to solve them immediately. Wherever you can, drive transformation. In a fast -changing world, companies need to transform, society needs to transform and individuals need to transform too. Transformation needs both courage and heart. You transform others by showing heart, giving them respect, listening to them, valuing their feedback. Leading with a heart means connecting with everyone who matters and earning their respect and trust.

To sum up,

You are a rare, talented lot. People will give anything to be in your situation today, sitting where you are with a successful degree. You are one of India's best. Have the faith and the courage to succeed. As you progress be good and do good. Formal education makes us use more of our mind to look at everything. Use your heart too, you will make a big difference. If you have courage and a heart, you will go far.

I want to end with a quote from Walt Disney- "All our dreams come true if we have the courage to pursue them"

Go pursue your dream!! A big dream needs a big heart!!

Thank you.