



Some Selected Feedback

"The stress on fundamentals is so good that the participants are bound to become visionary leaders. Professor has gone in to the details of giving participants feedback on how to sit, how to speak to the media, how to give comments on a presentation etc., thus building a strong foundation. And when the foundation is strong the building is bound to be strong and lasting. The participants have started applying what they have learnt; on their own initiative they invited about 30 engineers on a Sunday to practice and diffuse what they have learnt."

COO, Industrial Products Division, Godrej & Boyce Co Ltd.

"The VLFM programme is designed to develop unique skills amongst leaders to enable them to transform India's manufacturing sector and take it to the next leap of growth. Through this programme a strong cohesive learning community is being built whose members share experiences and evolve unique solutions to meet future challenges"

Participant of Batch 1, Sona Koyo

"The training structure for Visionary Leaders through this programme is designed to provide a TOTAL picture of the business process. The importance of viewing a business by keeping the BIG M picture in mind is well understood through this training. The vast experience of Japanese experts in their respective subjects and sharing their knowledge with the participants is the highlight of training. Application of the lessons learnt through visits to industries and five step discovery process analysis is a practical learning method illustrated by VLFM programme."

Participant of Batch 1, BOSCH

A visionary Leader or a top manager must know the finer nuances of art, understand global cultures and be able to read body language. The VLFM Programme includes cultural evenings and sessions with Art Historians and Wine Tasters.



A unique VLFM Centre has been created at Mumbai under Prof. Shiba's guidance.



The VLFM Programme is a successful industry, academia, government partnership and has received tremendous support from the Government of Japan.



The VLFM Programme is working towards building a national level learning community whose members learn from each other. "The participating companies for Batch 1 include Anand Group, Ashok Leyland, BOSCH, Brakes India, Crompton Greaves, Godrej Group, Kirloskar Bros, Kirloskar Oil Engines, Sona Group, TechNova Imaging Systems, TVS Motors, Ucal Fuels, Vardhaman Group"



The **VLFM Programme** is a path breaking programme aimed at creating a critical mass of Visionary Leaders for India's manufacturing sector. The programme forms a part of the Joint Co-operation Agreement signed by the Prime Minister of India and the Prime Minister of Japan in December 2006. Guided by Prof. Shoji Shiba, it is the first time in India that government, industry and academia have come together to work towards the transformation of India's manufacturing culture. The partners in the programme include:

- Confederation Indian Industry
- Japan International Co operation Agency
- National Manufacturing Competitiveness Council
- Indian Institute of Management, Calcutta
- Indian Institute of Technology, Kanpur
- Indian Institute of Technology, Madras



Confederation of Indian Industry

The **Confederation of Indian Industry (CII)** works to create and sustain an environment conducive to the growth of industry in India, partnering industry and government alike through advisory and consultative processes.

CII is a non-government, not-for-profit, industry led and industry managed organisation, playing a proactive role in India's development process. Founded over 112 years ago, it is India's premier business association, with a direct membership of over 7000 organisations from the private as well as public sectors, including SMEs and MNCs, and an indirect membership of over 90,000 companies from around 362 national and regional sectoral associations.

A facilitator, CII catalyses change by working closely with government on policy issues, enhancing efficiency, competitiveness and expanding business opportunities for industry through a range of specialised services and global linkages. It also provides a platform for sectoral consensus building and networking. Major emphasis is laid on projecting a positive image of business, assisting industry to identify and execute corporate citizenship programmes. Partnerships with over 120 NGOs across the country carry forward our initiatives in integrated and inclusive development, which include health, education, livelihood, diversity management, skill development and water, to name a few.

CII's theme of 'Building People, Building India' puts the spotlight on Human Resource Development: making people more efficient, entrepreneurial and innovative, to make India and Indian industry even more competitive, across all sectors of the economy and all sections of society, at all levels – Global, National, Regional, State and Zonal.

With 62 offices in India, 8 overseas in Australia, Austria, China, France, Japan, Singapore, UK, USA and institutional partnerships with 271 counterpart organisations in 100 countries, CII serves as a reference point for Indian industry and the international business community.

Contact Details/Venue for Programme

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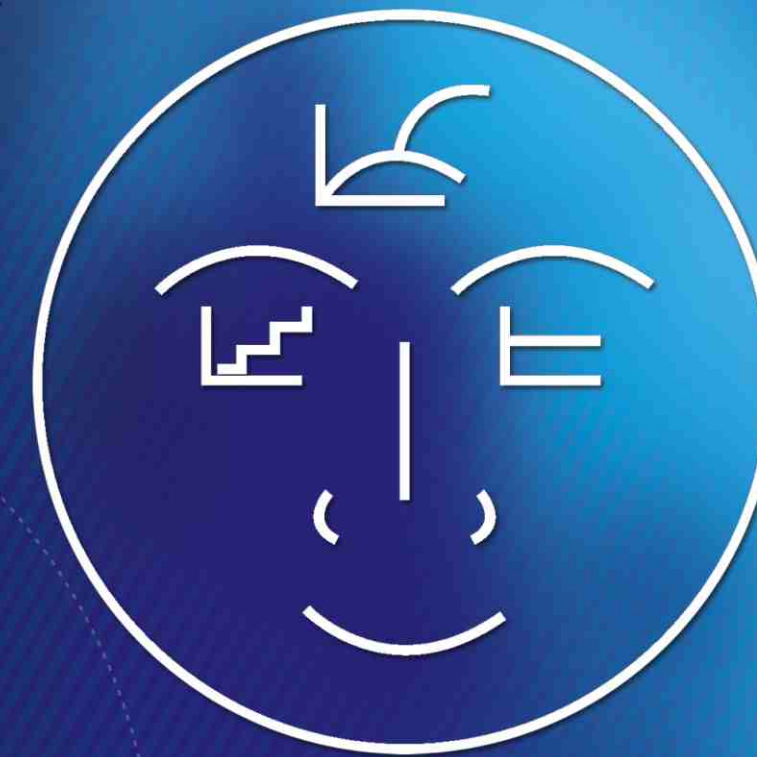
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Visionary Leaders for Manufacturing Programme

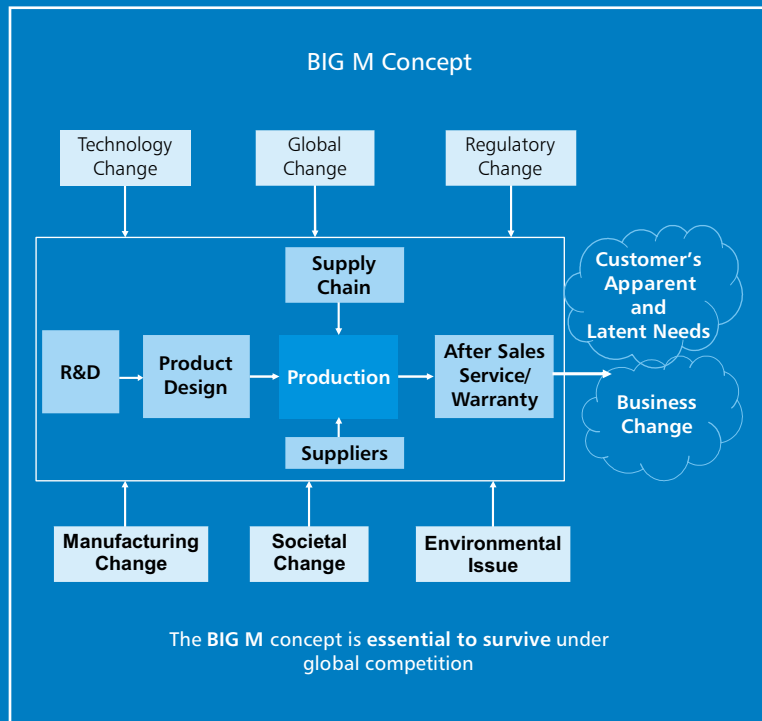


CALL FOR NOMINATIONS

**Batch 2
July 2008 to May 2009**



Confederation of Indian Industry



Background

Until recently a large number of Indian manufacturing companies focused only on production – the small m. However, to compete globally Indian manufacturing companies must focus on the BIG M concept - enlarging their scope for value addition and developing a systemic thinking capability dovetailed with a strategic mindset. Given the fast clock speed and the need to develop competitiveness in the manufacturing sector, the industry will need to develop Visionary Leaders through adoption of Breakthrough Management skills.

To enable companies to recognize this need and to make Indian managers familiar with the BIG M concept, Confederation of Indian Industry (CII) last year launched the Visionary Leaders for Manufacturing Programme.

Prof. Shoji Shiba, a world-renowned authority in Breakthrough Management is personally guiding the programme. The first batch participants from the programme received overwhelming response and recognition from the industry.



Prof. Shoji Shiba, Professor Emeritus, University of Tsukuba, Japan and Advisory Professor, Shanghai Jiao Tong University, China, was also the Adjunct and Visiting Professor at MIT from 1990 to 2004. In 2002, he was awarded the Deming Prize for Individuals and nominated as member of the International Academy for Quality in 2003. He has published his book titled "Breakthrough Management" in Japan, India, USA, China and France.

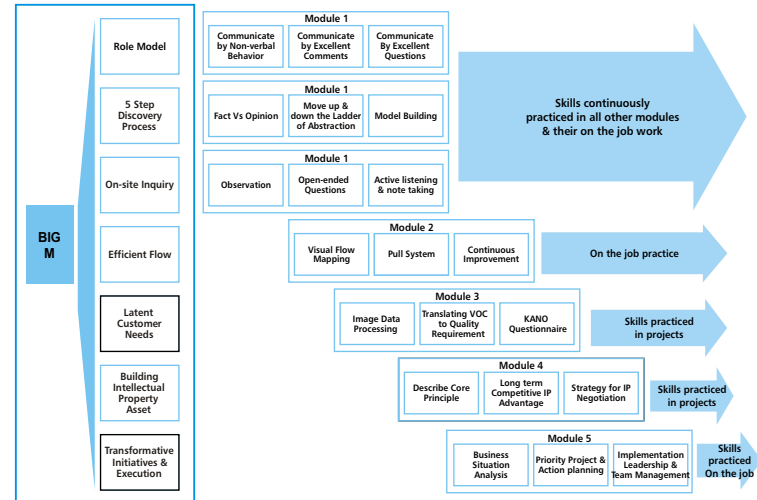
Having decided to dedicate his time to India in 2004, Prof. Shoji Shiba formed a Learning Community of manufacturing companies along with CII. In 2006, Prof. Shiba decided to participate in the transformation of Indian Manufacturing sector towards becoming more competitive and to create a unique 'Indian Way'. The culmination of this decision is the VLFM Programme.

Apart from Professor Shoji Shiba, other proposed faculty in this programme includes Japanese experts, Indian industry experts and faculty from IIT Kanpur, IIT Madras, IIM Calcutta and CII.

Programme Objectives

The VLFM Programme is focused on enabling companies to embrace the BIG M concept and on skill building. The programme aims to transform efficient managers who are strong in execution into visionary leaders who are noble minded, can foresee the invisible problems of the future and are skilled to manage current and set up future businesses. The programme and the methodology of intervention are designed to develop breakthrough leadership and Holistic Human Capabilities. The objective is to create a shared dream for India's manufacturing sector that will fuel the growth of the individual, the organization, the industry and the economy.

Five modules integrate to give Breakthrough Leadership & Holistic Human Competencies



Structure of the Programme

- 1 Core Sessions**
 - a Concepts and Skills inputs
 - b Classroom Exercises
 - c Insights by Experts
- 2 Application to Real Life Situations**
 - a Production Plant Visits
 - b Market and Field Visits
 - c Interaction with Leaders
- 3 Developing Human Capability**
 - a Video Recording of participants & Feedback
 - b Mutual Learning among VLFM Community
 - c Holistic Grooming during Night Sessions



Every Module is led by at least one more Japanese expert besides Prof. Shiba who share experiences, best practices and implementation methodologies.



Mr. Jamshyd Godrej, Dr. Surinder Kapur and Prof. Shoji Shiba have dedicated time and resources to the programme.



The programme is focused on skill building. Breakthrough Management tools learnt are applied to real situations faced by organizations both during the Modules as well as through Homework.

Benefits to the Participating Company

The participants learn during every Module. They gain not only in terms of subject knowledge but also acquire the very critical leadership skills. The stress on fundamentals is so strong it helps transform participants into Visionary Leaders. The participants get skilled in tools essential to put the company on the strategic growth path.

The participants from the VLFM Programme are able to see the hidden and unknown challenges and apply the tools learnt during the programme. The participating companies consider these managers as having the capability to lead challenging tasks and see the future.

The participating companies automatically become members of the VLFM Learning Community, comprising the alumni of the VLFM Programme.

Benefits to participants

Since the programme is focused on skill building, leadership skills form an integral part of the pedagogy and intervention methodology. The participants develop a systemic thinking process, are able to approach situations through the BIG M perspective and mature into leaders capable of taking on larger responsibilities and a leadership role.

The findings of the Review undertaken at the end of Batch 1 have revealed that the participants are now more focused, have developed the capability to listen and to apply the tools learnt during the programme. Most of them are being considered for challenging assignments by their organizations.

Prof. Shoji Shiba would certify the participants on demonstrated skills and results achieved in the companies. The participant must go through all five modules to qualify.

Programme Structure

The programme comprises 4 one week modules and 1 two weeks modules held at an interval of 5-6 weeks. The programme has been structured keeping in mind the following:

- a The participants to the programme are expected to be senior managers, who mostly find it difficult to be away from their place of work for long stretches.
- b The 6 weeks interval gives participants time to implement learnings at their place of work
- c The gap also gives sufficient time for participants to manage their work before they come back for the next module

Proposed Programme Schedule

Module 1	Orientation & Breakthrough Management Objective: Introduction to Visionary Leadership Content: 1 Introduction to VLFM 2 Leadership Session including Role Model 3 5 Step Discovery Process (5SDP) 4 Plant visit to apply 5SDP 5 Showroom visit to apply 5SDP	July 20 to 26, 2008 (Group A)
		July 27 to Aug 2, 2008 (Group B)
Module 2	Contemporary Manufacturing Systems Objective: Focus on Efficient Flow Content: 1 TPS – Introduction and Leader's Role 2 Implementation of TPS 3 Plant Visit 4 Exploring Spiritual Leadership	Sep 15 to 21, 2008



Each module includes a plant tour and a visit to a mall or a shop. participants apply Observation Skills learnt during the programme to the plant visits and present their learning's to the host company.



Every module includes sessions with senior leaders who share with participants success stories and leadership experiences. Speakers range from leaders in the industry to art historians to speakers on Chanakya.



As a part of holistic development, participants organize morning exercise sessions, karaoke sessions and team building exercise. The participants are also given training on how to sit, how to give good comments and how to speak to the media.

Programme Fees

Rs. 3.00 lakhs. Advance payment of fees is to be drawn by demand draft / cheque in favour of "Confederation of Indian Industry-For CII Naoroji Godrej Centre of Excellence" payable at Mumbai. This includes fee towards 4 modules of one week each and 1 module of two weeks, course material, veg lunch/dinner and tea/coffee during the day. It is a non residential course. The fees does not include the cost of travel, boarding and lodging in Mumbai for the modules nor that for Japan and other locations within India for the plant visits planned during Module 5. Service Tax of 12.36% is payable by the participating company on the full fee amount.

Module 3	Product Design and Development Objective: Focus on Latent Customer Needs Content: 1 Attractive Quality Creation 2 Product Concept Creation 3 R&D Success Story 4 Patent Strategy 5 Mall Visit – Find the latent customer need	Nov 2 to 8, 2008
Module 4	Strategic Management & Financial Management Objective: Focus on Building IP Assets Content: 1 Key tools for strategy building 2 Finance in Business 3 IP Strategy 4 Patent Strategy 5 Transformation of Company – Case Studies	Dec 21 to 27, 2008
Module 5-A	Plant Tours – India Objective: Develop the BIG M Perspective	One week in February, 2009
Module 5-B	Plant Tours – Japan Objective: See Indian Business from Outside View	Dates yet to be decided

Profile

Profile of participants

- The senior executives are expected to be of noble mind and must be willing to contribute to their companies and the Indian Manufacturing Industry.
- They should be ready to take on challenging roles on completion of this programme.
- While it is desired that the nominees have an engineering background, the most important aspect is their commitment to their companies and the Indian manufacturing industry.

Profile of Companies

The nominating companies are mostly large to medium sized manufacturing companies. The companies and the CEOs need to be committed to the growth of the individual as well as being committed to the growth of the organisation. To gain maximum benefit of the learning's from the programme, the companies are requested to assign challenging jobs to the participants once they graduate.

Criteria for Nomination

- At least two senior executives, as it is not possible to begin the internal change process with one person.
- The participants will be expected to submit a personal statement of their dreams, both for themselves and their organisations.
- The participants should be committed to continuing in the manufacturing sector and with the nominating organisation.