

# 'Visionary leaders needed to drive trade'

TIMES NEWS NETWORK

**Chandigarh:** In an effort to develop visionary leadership in the manufacturing industry, Prof Shoji Shiba, recognised throughout the world as a leading expert on 'breakthrough' management, was at the CII-LM Thapar Centre for Competitiveness for the two-day facilitators' workshop organised by the CII northern region headquarters. Speaking to the participants, Shiba said, "Indian industry is moving at a speed that is three to five times ahead of many developing and even developed countries. This requires a pool of visionary leaders to drive the manufacturing sector forward".

Towards this end, CII plans to launch the Visionary Leaders for Manufacturing (VLFM) programme in August this year. "The programme is aimed at cre-

ating a pool of 200-250 visionary leaders over a three-year period. It will focus on skill building and will have only a 30% lecture component, while the balance would be for implementing the concepts in respective companies," said Sarita Nagpal, head of manufacturing services, CII while speaking at the workshop.

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The 25 participants were exposed to the 'five-step discovery process', a breakthrough management tool developed by Shiba. During the programme, the participants learnt how to use the language of report, learned observation skills and also visited a factory. This is the methodology proposed to be used for the VLFM programme.

According to Shiba, "A visionary leader must have the three eyes of the Buddha - the eye of control, the eye of incremental improvement and the third eye, that of foreseeing the future".