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**THIS STORY IS FROM JANUARY 6, 2021**

# Managers must delegate, be 'growth hackers' to succeed

TNN / Jan 6, 2021, 04:00 IST

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**Managers must delegate, be 'growth hackers' to succeed**

By Pankaj Bansal (https://timesofindia.indiatimes.com/topic/pankaj-bansal)

Dear manager,

Are things not that great at work now? Are you in the middle of chaos, with ambiguity clouding your vision of future? Well, don't worry — you are not alone. What you are experiencing is a certain 'mid-level' crisis, which is an after effect of Covid for most organisations. And while the current phase might seem never-ending, there is a way

blame-signal-
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out.

**Poll**

Do you see India Inc reporting healthy Q1 FY 2024-25
earnings?

◯ Yes

◯ No

◯ Can't Say

And who else can get through this phase with flying
colours than you?

Our days are full of countless notions and stories that we
keep hearing about 'transforming business models', 'new
face of workforce', 'workplace dynamics' or 'standard is
contagious'. These are just words or notions, but they
come to life only when a manager (as we call it) decides
to pick 'the agenda' as a mission. And even as the work
world faces a tectonic shift, the new breed of managers
will keep this theme up.

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(https://tracking.trdunicorn.online.com/8b9fadd7-a9ff-4eee-86ae-9232f00576cb)

"Idea of excellence is attractive to most people and
inspiring to some," the writer John Gardner had said in
1961. The future would belong to an amazing bunch of
people who would outgrow the title of 'manager' and make
it lose its relevance, rather than losing relevance
themselves. The new managers would be the 'growth
hackers' in the true sense, as they would be hacking the
new ways of work and still standing strong. Sounds
interesting? Let me tell you the 'five to thrive' mantra of
such growth hackers:

1) Expected to 'aggregate' team members who are full-
time/part-time/gig/flexi. A massive shift from managing
permanent staff to 'on-call' or 'outcome-oriented work
contracts'
2) Expected to 'delegate
(https://timesofindia.indiatimes.com/topic/delegate)' and

**FINANCIAL CALCULATORS**

enable teams working from home so that micro-

management can be put to rest

3) Expected to 'liberate' and drive the people agenda of inclusivity and engagement. Traditional engagement models would be put to test as the employee's 'right-now' mood is tested here and now than an annual survey. Finding joy, energy & meaning is a real conversation and aspiration of the workforce

4) Expected to 'innovate' through digital solutions for better productivity and customer experience. Every company today has become a 'tech' company

5) Expected to 'celebrate' the 'cross' of targets. The highest common factor is the business unit or department or line of business, but the lowest common unit of target measurement and actions still culminates at the managerial layer hence organisations will peak through managers or growth hackers

Yes, these are difficult times. You represent over 20% of the total workforce, but don't get your dues vis-a-vis expectations. In most cases, you get overshadowed by the influential CXOs. As the writer Elif Shafak had said, "An ocean is walking behind a lake." But please don't forget you are the 'core' of this human body called organisation. Toughest to build, but most effective in delivering results. You, the growth hackers, are the ones defining the new craft of work that has to be focused on purpose and meaning. It sounds hazy as we cannot visualise the role of the new version of a traditional manager, but that is the case with any transformation.

Even in battlefield, the prince asked his guide charioteer (Bhagvat Gita chapter 2, verse 54): Sthita-prajnasya ka bhasa samadhi shasya kesava ("What is the behaviour of one who is equanimous and steady in intellect? How does he speak, and what is his language?")

Well, I might not be as eloquent as Krishna, but here are what I could visualise as the five elements that demystify the new face of a growth hacker (https://timesofindia.indiatimes.com/topic/growth-hacker):

1) Entrepreneurial to the core: They would be the captains of their own ships. As organisations wake up to devolve power through formally stated documents and decision matrix, empowerment will become real. Growth hackers will build their team members — the owners of their work and not like a boss breathing down the neck, or OKRs (objective and key results), which are reviewed weekly and acted upon daily.

2) Inclusive in mind: A casualty of the three main unwritten rules of corporations. First, hierarchy in teams will get buried, and squads will emerge. Second, growth hackers will not live life in cohorts of gender, ageism (we call them millennials and Gen Z and Gen X), religion, race

call them millennials and Gen Z and Gen X), religion, race, LGBT & seniority, therefore equality will determine growth,

and people will be as good as the last delivery they have done. Finally, what is being said will become more important than who said it. This is how growth hackers will define the new code of D&I (diversity (https://timesofindia.indiatimes.com/topic/diversity) and inclusion (https://timesofindia.indiatimes.com/topic/inclusion)).

3) Building growth pivots within teams: Almost everything has to be reconstructed, recreated, and not for the sake of it but to find newer growth pockets even if they are at the cost of cannibalising your current offering. You do not want to be the last company making camera rolls. This is only possible in smaller and agile entities, therefore either subsidiaries or small business units with self-sufficient squads. This approach will create growth-oriented functions within organisations that apply innovation to find and discover the true potential of the products and the people.

4) Integrate rather than balance: When the scholar Warren Bennis eluded to the philosophy of a 'deep generalist' having a longer run than 'narrow specialists', he probably was referring to the year 2020. If there is one thing that the last nine months have told us, it is that we need more of 'deep generalists'. Context is more important than ever, and while a specialist might bring in the knowledge, it's the context and wisdom of applying that knowledge which creates the right impact. Come to think of it, is work not part of our life? If yes, then why will we not integrate the two rather than balancing them? It is this realisation that would help a growth hacker would cover this journey from K (knowledge) to W (wisdom).

5) Digital champions: Last, but not the least, as the growth hackers take on the new world of work, they will do so with their own special digital tools. They will not be scared or sceptics of what the right kind of digital tools can do for them. Be it intelligent collaborative tools, customer experience insight tools or connected systems — growth hackers will champion them all. And that's good news for the companies that are working on building these products. We all know how Slack enabled the first breed of digital champions by introducing digital collaboration. Growth hackers will create many such interesting stories. In one of his commencement addresses, tech pioneer Steve Jobs (https://timesofindia.indiatimes.com/topic/steve-jobs) had said, "The heaviness of being successful was replaced by the lightness of being a beginner again, less sure about everything. It freed me to enter into one of the most creative periods of my life." Same is true for the managers of tomorrow — the growth hackers. They need to move from workplaces to workspaces, focusing on performance

from workplaces to workspaces, focusing on performance management to focusing on productivity, focusing on

compensation to focusing on wealth, focusing on output & efficiency to focusing on outcomes & experience.

And they have to do all of it with a bit of fun and flair. As the famous Urdu poet (https://timesofindia.indiatimes.com/topic/urdu-poet) Faiz said, "Kuch ishq kiya, kuch kaam kiya" (some bit of love and some bit of work).

So, you decide, who you want to be? Managers or growth hackers. But if you want to get out of this 'mid-level' crisis, there's not much of a choice...

Love,

Pankaj Bansal

(Co-founder & CEO, PeopleStrong (https://timesofindia.indiatimes.com/topic/peoplestrong))

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# Drive innovation from the front: Master the art of tech leadership with MIT xPRO's Post Graduate Certificate in Technology Leadership & Innovation program

SPOTLIGHT / Updated: Jun 3, 2024, 12:07 IST

The integration of technological know-how with strategic leadership skills has become indispensable for success in a fast-evolving, technology-driven age. Industries worldwide are undergoing unprecedented digital transformations,

propelled by advancements in technology such as artificial

intelligence, blockchain, and the Internet of Things (IoT).
These innovations are reshaping business models,
customer experiences, and even societal interactions at an
unprecedented pace.Whether it's leveraging blockchain
technology to revolutionize financial services or harnessing
the potential of IoT to drive sustainable urban
development, the opportunities for innovation are
boundless.
(https://executive-ed.xpro.mit.edu/technology-leadership-
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xPRO's Post Graduate Certificate in Technology Leadership
& Innovation (https://executive-
ed.xpro.mit.edu/technology-leadership-and-innovation?
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program addresses this pressing need by offering a
comprehensive curriculum designed to empower
professionals with the skills and knowledge required to
emerge as future technology leaders. Through real-world
case studies, interactive simulations, and hands-on
projects, participants gain practical insights into the latest
trends, tools, and techniques shaping the future of
technology.

**Did you know?**

AI could contribute up to $15.7 trillion to the global
economy[1] in 2030, more than the current output of
China and India combined.

According to a recent study, 85% of global CEOs[2]
believe that technology will significantly change
their business landscape over the next five years.

By 2025, it's estimated that there will be over 75
billion connected devices worldwide[3], driving the
demand for tech-savvy leaders who can navigate
the complexities of the IoT landscape.

This is also leading to a rise in demand for visionary
leaders equipped with the right blend of technical
expertise and leadership acumen to spearhead
organisations and lead them to success in the future.
The (https://executive-ed.xpro.mit.edu/technology-
leadership-and-innovation?
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MIT xPRO's Post Graduate Certificate in Technology
Leadership & Innovation (https://executive-
ed.xpro.mit.edu/technology-leadership-and-innovation?
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program covers the collective wisdom of over 15 esteemed
MIT faculty members, who have distilled their expertise on
key technology accelerators, organizational strategy, and

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(https://timesofindia.indiatimes.com/business/
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leadership principles into a comprehensive nine-month curriculum. Through a blend of pre-recorded videos, interactive discussions, assignments, quizzes, and activities, participants embark on a transformative learning experience beyond traditional boundaries.

**Key program highlights**

The (https://executive-ed.xpro.mit.edu/technology-leadership-and-innovation?utm_source=timestoi&utm_medium=affiliate&utm_campaign=times_toi_article_spotlight&utm_content=2( Graduate Certificate in Technology Leadership & Innovation (https://executive-ed.xpro.mit.edu/technology-leadership-and-innovation?utm_source=timestoi&utm_medium=affiliate&utm_campaign=times_toi_article_spotlight&utm_content=2( highlights reflect the program's commitment to deliver a holistic learning experience that blends theory with practical application:

1. Application of learning through a Final Capstone Project & Simulation on Strategy and Management: Participants can apply their newfound knowledge and skills to real-world scenarios, culminating in a final capstone project that serves as a testament to their mastery.

2. Weekly live office hours with Q&A (Learning Facilitator-led): Interactive sessions provide a platform for participants to engage with faculty and peers, facilitating dynamic discussions and knowledge sharing.

3. Access to cutting-edge technologies and concepts from MIT: Participants gain insights into the latest technological advancements and emerging trends directly from the forefront of innovation at MIT.

4. Earn a certificate from MIT xPRO: Upon successful completion of the program, participants receive a prestigious certificate from MIT xPRO, validating their expertise and commitment to excellence.

5. Six-week simulation on Strategy & Management: A dedicated simulation module enables participants to hone their strategic decision-making skills and navigate complex management scenarios.

**Program schedule**

The program (https://executive-ed.xpro.mit.edu/technology-leadership-and-innovation?utm_source=timestoi&utm_medium=affiliate&utm_campaign=times_toi_article_spotlight&utm_content=2( is composed of components that coalesce to form the perfect foundation for the technology leader of tomorrow. Through this program, the participants learn how to establish technology as one of the key pieces of their business strategy, explore the multiple facets of innovation and technology trending across the world, understand how to implement the solution, and imbibe a culture of continuous innovation to produce more such revolutionary tenets and create the perfect team and organization of tomorrow.

The program modules cover many topics, including

technology strategy, innovation management, and organizational leadership. The curriculum includes

decision-making for executives, problem-solving for complex systems, the future of technology: AI, ML, Quantum Computing & AR/VR, creating value through innovation, strategic thinking for the organizational leader, leadership to drive change.

**Key takeaways of this program**

In modern business, staying ahead demands more than just keeping pace—it requires the ability to anticipate and navigate complex systems with agility and foresight. The MIT xPRO (https://executive-ed.xpro.mit.edu/technology-leadership-and-innovation?utm_source=timestoi&utm_medium=affiliate&utm_campaign=times_toi_article_spotlight&utm_content=2 Post Graduate Certificate in Technology Leadership & Innovation (https://executive-ed.xpro.mit.edu/technology-leadership-and-innovation?utm_source=timestoi&utm_medium=affiliate&utm_campaign=times_toi_article_spotlight&utm_content=2 equips participants with the knowledge and expertise to excel in this environment. Here are the key takeaways that participants can expect from this transformative program:

1. Analyze complex systems or processes and create new models using system thinking and architecture.
2. Understand the key features and types of radical innovation, along with strategies for execution.
3. Formulate organisational strategy based on the structure of their team and product.
4. Use innovative leadership techniques to foster an innovative culture in your organization.
5. Evaluate emerging technologies such as artificial intelligence, augmented reality, virtual reality, quantum computing and their business applications.

**Who is this program for?**

The program is best suited for a diverse range of professionals, including:

1. Managers with at least 10 years of work experience: Individuals seeking to prepare for the next phase of leadership, especially in technologically empowered industries/departments.
2. VPs or CXOs/C-suite level executives: Leaders tasked with implementing innovation to drive organizational performance and efficiency.
3. Individual contributors: Professionals keen on understanding the latest technologies and trends to stay ahead of the curve in their respective roles.
4. Entrepreneurs: Visionaries looking to leverage transformative technologies and solutions to propel their ventures to new heights.

**Program details**

Program Starts: 27 June, 2024
Program Fee: INR 3,85,000 + GST

Duration: 9 Months, Online | 4-6 hours per week
Seize this opportunity to unlock your full potential and

shape the future of technology-enabled leadership with
MIT xPRO's Post Graduate Certificate in Technology
Leadership & Innovation. Click here (https://executive-
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and-innovation?
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for more details.

### ABOUT MIT xPRO

*MIT xPRO's online learning programs leverage vetted content from world-renowned experts to make learning accessible anytime, anywhere. Designed using cutting-edge research in the neuroscience of learning, MIT xPRO programs are application-focused, helping professionals build their skills on the job.*

### ABOUT EMERITUS

*Emeritus is committed to teaching the skills of the future by making high- quality education accessible and affordable to individuals, companies, and governments around the world. It does this by collaborating with more than 50 top-tier universities across the United States, Europe, Latin America, Southeast Asia, India, and China. Emeritus' short courses, degree programs, professional certificates, and senior executive programs help individuals learn new skills and transform their lives, companies, and organizations. Its unique model of state-of-the-art technology, curriculum innovation, and hands-on instruction from senior faculty, mentors, and coaches has educated more than 300,000 individuals across 200 countries.*

***Disclaimer: This article has been produced on behalf of Emeritus by Times Internet's Spotlight team.***

Sources:

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*2. https://www.pwc.com/gx/en/issues/c-suite-insights/ceo-survey.html (https://www.pwc.com/gx/en/issues/c-suite-insights/ceo-survey.html)*

3. https://www.researchgate.net/figure/Internet-of-Things-IoT-connected-devices-from-2015-to-2025-in-billions_fig1_325645304 (https://www.researchgate.net/figure/Internet-of-Things-IoT-connected-devices-from-2015-to-2025-in-billions_fig1_325645304)

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**THIS STORY IS FROM JANUARY 6, 2021**

# Parliament session in 2 parts from January 29; Budget on February 1

PTI / Updated: Jan 6, 2021, 09:10 IST

Finance minister Nirmala Sitharaman (center) is likely to present the Union budget on February 1

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NEW DELHI: The Cabinet Committee
(https://timesofindia.indiatimes.com/topic/cabinet-committee) on Parliamentary Affairs (CCPA) has recommended that the Budget session
(https://timesofindia.indiatimes.com/business/india-business/budget) of Parliament be held in two parts from January 29 to April 8, and all Covid-related protocols, including the shift system are likely to be followed as was done during the monsoon session.

According to the committee's recommendation, Part 1 of the Budget
(https://timesofindia.indiatimes.com/business/budget) session would be held from January 29 to February 15, and Part 2 from March 8 to April 8.

**Poll**

Do you see India Inc reporting healthy Q1 FY 2024-25

earnings?

◯ Yes

◯ No

◯ Can't Say

President Ram Nath Kovind (https://timesofindia.indiatimes.com/topic/ram-nath-kovind) would address the joint sitting of the two Houses of Parliament (https://timesofindia.indiatimes.com/topic/houses-of-parliament) on January 29, a Friday, and the Union Budget would be presented on February 1, sources said citing the CCPA recommendations.

The Economic Survey would be tabled in the Lok Sabha on January 29 after the President's address, the sources said.
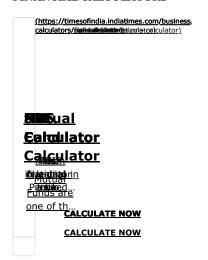
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# Indian economy expected to contract by 9.6% in 2020-21: World Bank

PTI / Jan 5, 2021, 22:59 IST

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WASHINGTON: India's economy is estimated to contract by 9.6 per cent in the fiscal year 2020-21, reflecting a sharp drop in household spending and private investment, and the growth is expected to recover to 5.4 per cent in 2021, the World Bank (https://timesofindia.indiatimes.com/topic/world-bank) said on Tuesday.

In its Global Economic Prospects (https://timesofindia.indiatimes.com/topic/global-economic-prospects) report, the World Bank said that the informal sector, which accounts for four-fifths of employment, has been subject to severe income losses during the Covid-19 pandemic.

**Poll**

Do you see India Inc reporting healthy Q1 FY 2024-25 earnings?

◯ Yes

◯ No

◯ Can't Say

"In India, the pandemic hit the economy at a time when growth was already decelerating. The output is estimated to contract by 9.6 per cent in Fiscal Year 2020/21, reflecting a sharp drop in household spending and private investment," it said.

"In India, growth is expected to recover to 5.4 per cent in 2021, as the rebound from a low base is offset by muted private investment growth given financial sector weaknesses," the bank said.

The informal sector, which accounts for four-fifths of employment, has also been subject to severe income losses during the pandemic. Recent high-frequency data indicate that the services and manufacturing recovery (https://timesofindia.indiatimes.com/topic/manufacturing-recovery) are gaining momentum, the report said.

"In the financial sector, non-performing loans were already high before the pandemic," it said.

In Pakistan, the recovery is expected to be subdued, with growth at 0.5 per cent in fiscal 2020/21. Growth is projected to be held back by continued fiscal consolidation pressures and service sector weakness," it said.
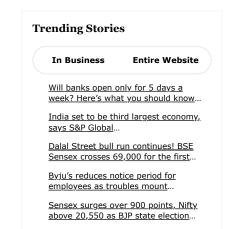
In the rest of South Asia, the economic impact of Covid-19 has been somewhat less severe but still significant. Economies that depend heavily on tourism and travel have been especially hard hit. That includes the Maldives, Nepal, and Sri Lanka, the report said.

"Regional economic activity is estimated to have contracted by 6.7 per cent in 2020, led by a deep recession in India, where the economy was already weakened before the pandemic by stress in non-bank financial corporations," the World Bank said.
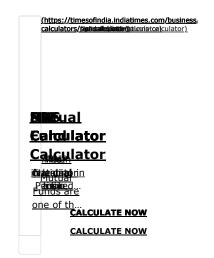
In Bangladesh, which had been one of the fastest-growing emerging markets and developing economies prior to the pandemic, growth is estimated to have decelerated to two per cent in FY2019/20.

In Pakistan, growth is estimated to have contracted by 1.5 per cent in FY2019/20, reflecting the effects of localised COVID-19 containment measures as well as the impact of monetary and fiscal tightening prior to the outbreak, the bank said.

South Asia is projected to grow by 3.3 per cent in 2021. "Weak growth prospects reflect a protracted recovery in incomes and employment, especially in the services sector, limited credit provisioning constrained by financial sector vulnerabilities, and muted fiscal policy support," it

sector vulnerabilities, and muted fiscal policy support," it said.

The forecast assumes that a vaccine will be distributed on a large scale in the region starting the second half of 2021 and that there is no widespread resurgence in infections, it added.

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Maharashtra (https://timesofindia.indiatimes.com/city/mumbai/maharashtra-election-results-2024-live-updates-lok-sabha-general-election-poll-result-2024-winner-real-time-vote-counting-bjp-shivsena-ncp-uddhav-thackeray-supriya-sule-ajit-pawar-eknath-shinde-ujjwal-nikam-nitin-gadkari-piyush-goyal-/liveblog/110680527.cms)

West Bengal (https://timesofindia.indiatimes.com/city/kolkata/west-bengal-election-results-2024-live-updates-lok-sabha-general-election-poll-result-2024-winner-real-time-vote-counting-bjp-tmc-congress-abhishek-banerjee-rekha-patra-mamata-banerjee-suvendu-adhikari-mahua-moitra-yusuf-pathan-adhir-ranjan-chowdhury/liveblog/110681225.cms)

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