

Bits & Bytes

S&C INDIA CAMPUS NEWSLETTER



From the Desk of Editor

Nandini Raisinghani
Director, Software Engineering

This edition brings you the latest events, innovations, product features, and more.

The cover story is about the visit of our Chairman and CEO, Blake Moret. It is an experience that we yearn for, having him in person and talking about Rockwell's strategy to culture. He breathes the company. It was an honor to host him in Pune. He has promised to come back soon. Wesley Mukai, Chief Engineering Officer, and VP, spent time in India. Having senior executives visit and shed light on various topics is always rewarding. Most importantly, he spent time with the team, partners, and stakeholders. He spoke at the All-Employee meeting, where his passion for product innovation and strategy served as an inspiration. Wei Hu, Sr. Engineering Manager, and Erwin Leong, Engineering Manager, FTDS, spent a week bonding and aligning the team on program objectives. Delighted to have Wei share his career journey and advise our women colleagues on multiple dimensions. He was a great mentor, and the session was successful, my key takeaway is to leverage your unique style and strengths to play the long game.

It is the time of the year when we announce winners of Hackathon innovation efforts for RA India. This year, we added two new feathers to the event: college/university participation and hardware products.

Sports provide a unique environment to foster creative thinking, teamwork, strategy, and innovation. I am sharing my excitement about the S&C Indoor sports tournament. *"Art is both a mirror to human experience and a bridge to new possibilities."* with that in mind we organized a photography competition for India's Independence Day.

Delighted to shine career spotlight on Pradeep KC – Security SME Senior Software Engineer in Analytics. He has shared vivid details on his pursuit, of learning and problem-solving with a security hat on, navigating complex project scenarios, and working in matrix organizations. I highly recommend a read for all young colleagues.

The DEI team led by Monalisa organized a Manager Sensitization program led by Aga Dybizbanska and Medha Jain. The workshop led to open conversation and feedback, which we will incorporate in the next sessions.

Inside

RA India Hackathon 2024

Covered Idea 1: Wireless Solutions for Process Control Networks using Mesh Topology

Photography Contest

Updates on the Independence Day Photography Contest winners and their clicks.

Know Your Colleague

Learn more about Pradeep K C's successful journey as a Security SME Senior Software Engineer.

The Evolution of Artificial Intelligence

Let's explore the evolution of AI from the Stone Age to the Intelligence Age.

Townhall Updates – Blake Moret's Visit to Pune

Subodh Budhkar

Impetus

This quarter marked a significant milestone as we had the privilege of hosting our CEO, Mr. Blake Moret. It was an exciting Wednesday morning on the 28th of August for those in the Hinjewadi campus in Pune. The visit underscored our commitment to fostering a collaborative and transparent culture, and our dedication to strategic growth in the Indian market. The highlights of Mr. Blake Moret's visit were a business floor walk with respective business leaders in Pune and Townhall, wherein employees were fortunate to listen to the inspiring words from Mr. Blake Moret.

Our India Leadership team welcomed Mr. Blake Moret at the Hinjewadi office and other leaders, Mr. Dilip Sawhney, Mr. Wesley Mukai, and Mr. Subrat Sharma. The visit began with a traditional garland welcome to Blake, Wesley Mukai, Dilip Sawhney, and Subrat Sharma followed by a GEBS floor-walk with Suresh S including a visit to the lab.



Ms. Nandini Raisinghani led the floor walk for Software & Control. She shared the journey of setting up the S&C Team in India, the roadmap for the S&C India team, campus priorities, themes for success, and people insights.



Post this, Blake visited the CDM presented by Anand Datey. This was followed by presentations from Pragya Tripathi for GEBS -IT and Dimple Rana (ITD) displaying the strong innovation practices in place.

In the townhall meeting, Mr. Blake Moret shared valuable insights into the evolution of Rockwell, addressing key challenges and opportunities that lie ahead.

The townhall provided an invaluable opportunity for employees at our Hinjewadi office to attend this meeting in-person whereas colleagues from across Rockwell offices in India joined virtually.



During his address, Mr. Blake Moret reflected on Rockwell's journey, where he spoke about the recent supply chain constraints and hardware shortages, particularly in semiconductors.

He commended our team's resilience and adaptability in navigating these complexities, highlighting how our workforce has been instrumental in overcoming obstacles.

He said the future direction of our company is promising, especially with our strategic focus on growth in the Indian market. Our investment in a new plant in Chennai will not only enhance our manufacturing capabilities but also create new opportunities.

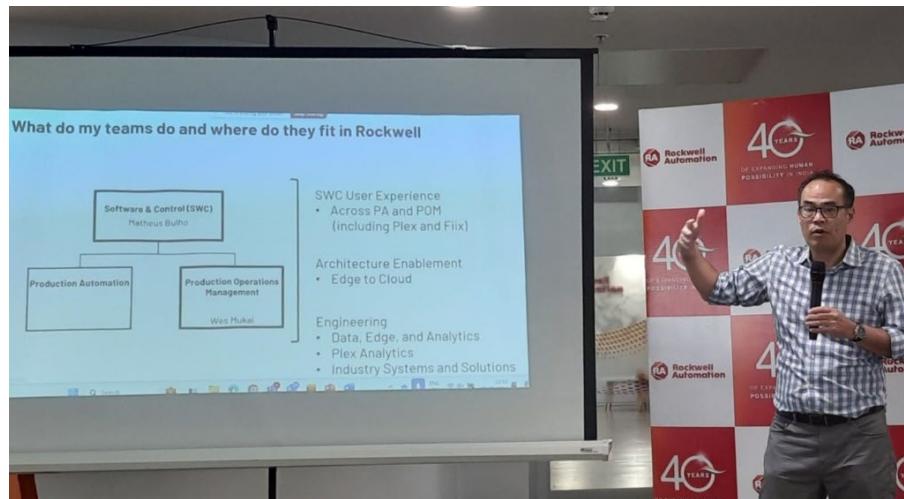
Mr. Blake Moret highlighted the importance of leveraging technology to drive efficiency. He discussed innovations in hardware and software solutions aimed at optimizing data management, enhancing digitalization, and strengthening our cybersecurity measures, all crucial for delivering effective solutions to our customers.

He emphasized about our greatest asset - our people. Local leaders are spearheading initiatives that promote a culture of belongingness and flexibility, essential for fostering innovation and collaboration. By empowering our teams, we can harness their full potential and respond swiftly to market demands.

Finally, he outlined the company's ambitions beyond India, as we aim to penetrate markets across Asia. With a robust pool of software and manufacturing talent, we are well-positioned to leverage our resources and expertise to seize new opportunities in these regions.

As we move forward, let us carry the inspiration and insights shared by Mr. Blake Moret, reinforcing our commitment to excellence and growth within Rockwell Automation.

S&C India All Employee Meeting



We were grateful to have Mr. Wesley Mukai join us for the Q3 FY24 S&C India All Employee Meeting at Pune.

We commenced the All-Employee Meeting with a warm welcome to Mr. Wesley Mukai, featuring a video montage of photographs from his previous visits. This personal touch set a warm and engaging tone for the gathering.

Address by Mr. Wesley Mukai

During his address to the S&C India team (the Pune team attending in person and other teams virtually), Wes shared insights into his personal background, including reflections on his family and kids, his hobbies such as running and hiking, and his interest in sports during his college days.

He articulated the pivotal roles of his teams within our organization and his commitment to a transformational mindset, open collaboration, and servant leadership.

Wes also provided an overview of the company's performance, highlighting financial result for the quarter and operational achievements from Q3 FY24. Further, he outlined the outlook for the coming year and key focus areas as we transition into Q4 FY24 and prepare for FY25

Celebrating Achievements

Following Wes's address, we recognized the outstanding contributions of our team members with a segment dedicated to work anniversaries. Employees who have completed 3 and 5 years with the organization were recognized, and a special acknowledgment was given to Sarat for his remarkable 17-year tenure.

Bits & Bytes Quarterly Edition

The awards ceremony continued with Wes, Subrat, and Abhishek presenting various honors:

Hackathon Awards

Acknowledging innovative contributions to our projects.



Quarterly Awards

These included the Dashing Debut Award, Go That Extra Mile Award, Valuable Gem Award, and Team Excellence Award, celebrating individuals and teams who exemplified exceptional performance.



Sports Awards

In addition to professional accomplishments, we also celebrated our sports enthusiasts.

Carrom Tournament

Winners and runners-up were recognized for their exceptional performance during the tournament.

Table Tennis Awards

Awards were presented for women's singles, men's singles, and men's doubles, highlighting the talent within our team.

Independence Day Picture Award

We also acknowledged creativity through the Independence Day Picture Award, honoring the winner and runners-up for their artistic contributions.

The meeting concluded on an uplifting note, reinforcing our collective achievements and establishing a positive outlook for and get ready for FY 25, let us carry the energy and continue striving for excellence together.



Wes's Bangalore Visit

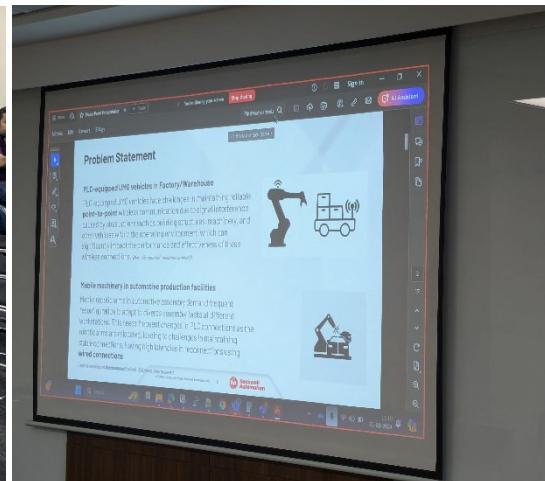
Anshul Nigam

Visits

During the visit to Bangalore from 21st August to 23rd August 2024, Wes engaged extensively with all the S&C teams. He provided valuable business insights into Rockwell, with a particular focus on the S&C product portfolio. Wes highlighted key performance indicators for the current fiscal year, financial metrics, and recent wins. He also shared the long-term vision and strategic roadmap for the S&C business for the upcoming financial year, outlining goals for market expansion, innovation, customer engagement, etc.



Wes emphasized the importance of aligning the S&C product strategy with emerging market trends and customer needs. He discussed potential challenges and opportunities in the industry, encouraging the team to leverage Rockwell's strength to drive growth and maintain a competitive edge. His sessions include interactive discussions, Q&A segments, and collaborative brainstorming to foster a deeper understanding and alignment within the team. Wes also visited the KnowledgeLens office in Electronic City, where he interacted with the KL leadership team. Additionally, he visited Capgemini Bangalore campus, our preferred vendor partner, to explore future strategic engagement opportunities.



Wei Hu, Sr Engg Manager's Visit to India

Piyush Sayani

We were honored to host Wei Hu, Senior Engineering Manager for FactoryTalk Design Studio (FTDS), for a productive and inspiring visit to our India office. He was accompanied by Erwin Leong, Manager, Engineering. Wei & Erwin are based out of Singapore. Wei heads the APAC FTDS investments and Erwin is the Engineering Sponsor for one of the investments. The agenda was packed with meaningful interactions and insightful sessions.

The visit began with a warm meet and greet with the newly formed teams for FTDS in India. This was a great opportunity for team members to connect and align on shared goals and visions.



During the visit, Wei conducted an in-depth review of the product roadmap, providing valuable feedback and strategic direction. The discussions provided valuable insights into the future direction of our projects and highlighted key milestones and objectives.

He also participated in the lab visits with other team members. The teams also went out for Lunch with Wei where he shared some of his personal memories.

The highlight of the visit was the Career Conversation event, where Wei shared his personal career journey. He artfully recounted the milestones and experiences that have shaped his career path, offering insights and advice to inspire our teams. His stories of perseverance, learning, and growth resonated deeply with everyone present.

Overall, the visit was a tremendous success, leaving our teams motivated and aligned for the exciting journey ahead.



RA India Hackathon 2024

Vikas Vyas

Communiqué

Completed the maiden Hackathon successfully. Amazing Hackers! The moment we have all been waiting for is finally here. The results of the RA-India Hackathon 2024 are out, and let's just say, the energy and innovation you have brought to the table have blown us away

FY24 Hackathon Winners

Product Innovation

Process Control using Wi-Fi Mesh

- Reliable & Seamless communication service b/w robotic arms, PLCs & other equipment at plant.
- Redundant network & self-healing. No impact due to poor network or moving objects.

Idea Owner: Arun Kumar Kadarkarai



Arun Kumar Pratik S Gaurav T
Vipin Thomas Rajesh Sharma

Technical Implementation

Digital Twin for Manufacturing

- Digital Twin for training the manufacturing AI model efficiently. Reduce AI deployment time at production line.
- Enhances capabilities for predictive maintenance.

Idea Owner: Prakash Shiraganve



Prakash S Kunal Patil Girisha Magondi
Kapil Wilson Rohit Dusane Nishitha Jain
Rajesh S Sumeet Sandey

Overall WOW

Dynamic UI Creation

- Dynamic UI code generation framework to build standard patterns using configuration.
- Reusable & responsive UI components, dynamic binding & service invocation. Easy integration.

Idea Owner: Sandesh Ghule



Sandesh Ghule

Ideas

- | Objectives | Categories | Points to be considered |
|-------------------------------------|--------------------------|--|
| 1) Process Control using Wi-Fi Mesh | Product Innovation | <ul style="list-style-type: none"> Aligned with Company's Innovation Guidelines Creativity & Uniqueness (Clever, Originality and Inventive) Value Proposition & Future Potentials Productionization & Scalable Automation to the functional/operational processes |
| 2) Digital Twin for Manufacturing | Technical Implementation | <ul style="list-style-type: none"> Strategic Architecture Well-defined Implementation Approach Choice of Technology - new age technologies Better User Experience Complexity addressed |
| 3) Dynamic UI Creation | WOW Team | <ul style="list-style-type: none"> Well Researched Idea & Proposed Solution Rocket Pitch - Well Presented & Informative Time to Market Financial Potential - Return On Investment Multidisciplinary (Teamwork) |

Evaluation Criteria



Wireless Solutions for Process Control Networks using Mesh Topology

Idea Owner: Arun Kumar Kadarkarai.

Team: Pratik Shriniwar, Gaurav Pratim Talukdar, Rajesh Sharma, and Vipin Thomas.

Problem Statement:

PLC-equipped UMG vehicles in Factory/Warehouse: PLC-equipped UMG vehicles face challenges in maintaining reliable point-to-point wireless communication due to signal interference caused by obstructions such as building structures, machinery, and other vehicles within the operating environment, which can significantly impact the performance and effectiveness of these wireless connections.

Mobile machinery in automotive production facilities: Mobile robotic arms in automotive assembly demand frequent reconfiguration to adapt to diverse assembly tasks at different workstations. This needs frequent changes in PLC connections as the robotic arms are relocated, leading to challenges in maintaining stable connections, having high latencies in reconnections using wired connections

Mesh Networking: A Solution for Reliable Industrial Communication

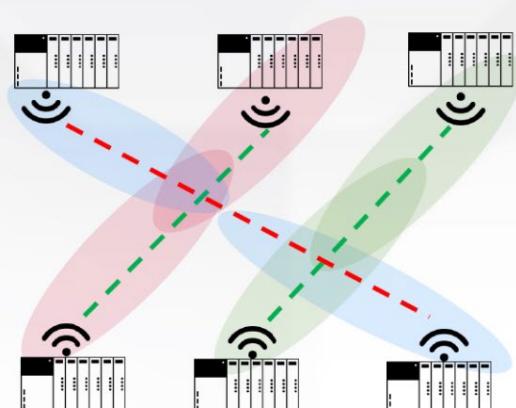
Mesh networking offers a promising solution to overcome these limitations. In a mesh network, devices (nodes) communicate directly with each other, creating a self-healing and redundant network.

PLC-equipped UMG vehicles: By implementing a mesh network among the vehicles and fixed infrastructure, reliable communication can be maintained even in areas with poor signal coverage or when vehicles move between buildings or departments.

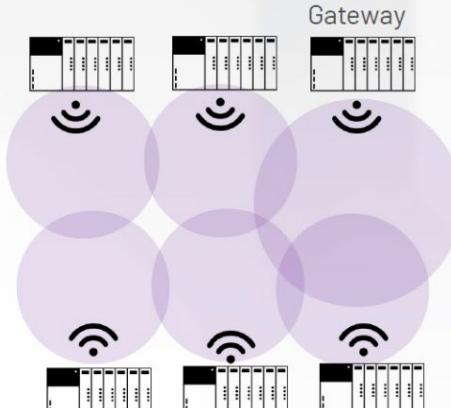
Automotive production facilities: A mesh network can enable seamless communication between robotic arms, PLCs, and other equipment, regardless of their location within the assembly line. This can significantly reduce reconnection times and improve overall system responsiveness.

Point to Point vs Mesh Topology

Point to Point Topology



Mesh Topology





Wireless Solutions for Process Control Networks using Mesh Topology

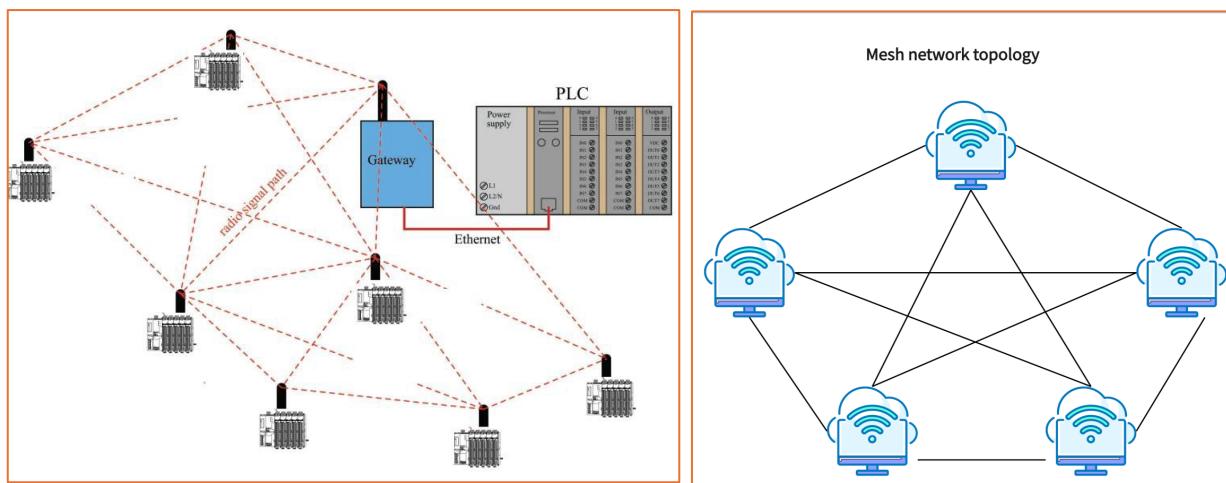
PLC Controller, Gateway, and Remote IO in a Wireless Mesh Network

PLC Controller: The PLC receives data from Remote IO (Sensors and Actuators) through the network. It processes this data based on the programmed logic and sends control signals to actuators. It can be connected to a wireless gateway for communication with the network.

Gateway: The gateway acts as a bridge between the PLC and the wireless mesh network. It converts data between the PLC's communication protocol and the mesh network protocol. It may also perform additional functions like data aggregation, security, and routing.

Remote IO: Remote IO modules contain input and output (I/O) points that connect to sensors and actuators. These modules are located remotely from the PLC, often in hazardous or hard-to-reach areas. They communicate wirelessly with the PLC through the mesh network, eliminating the need for long cables.

Mesh network topology: In a mesh topology, each node can communicate directly with any other node within its range, creating a web-like network. This differs from traditional star or bus topologies



Benefits of Wireless Solutions:

Traditionally, process control networks have relied on wired connections to transmit data between sensors, actuators, and controllers. However, wireless technologies are becoming increasingly attractive due to several advantages they offer.

Reduced Installation Costs: Eliminating the need for cables and conduits can significantly reduce installation costs, especially in large or complex facilities.

Increased Flexibility: Wireless sensors can be easily deployed in areas that are difficult to reach with wires, offering greater flexibility for process monitoring and control.

Simplified Maintenance: Wireless systems are easier to maintain and troubleshoot compared to wired networks.



For more hackathon solutions
in the next edition!

Independence Day Photography Contest

Pritesh More

Photo Fiesta

Rockwell Automation S&C organized an engaging and innovative Independence Day Picture Competition to commemorate our nation's Independence Day. This event allowed our employees to express patriotism by capturing significant moments with the national flag. The competition exemplifies how we honor our nation's freedom and unity.

A Show of Creativity and Patriotism

Participants were invited to incorporate the national flag in distinctive and respectful manners, whether at their workspaces, in traditional attire, or outdoors. The creativity and enthusiasm demonstrated by all

were truly inspiring! From individual photos to group pictures with colleagues or family, our team proudly represented the nation.

Each category highlighted the remarkable ways our team brought the national flag to life, underscoring the day's significance.

We extend our heartfelt gratitude to all who participated, the jury for their time and effort in selecting the winners, and everyone involved in organizing this event. Your contributions made this a memorable celebration of our nation's independence.



Soni Singh



Vidhi Kardani



Pritesh More

S&C Indoor Sports Tournament – A Grand Success!

Pritesh More

Sports

The S&C Engagement Committee recently hosted an Indoor Sports Tournament, an exciting event filled with fierce competition, sportsmanship, and team spirit. The tournament featured a wide range of participants from various teams, and here is a recap of the highlights and memorable moments.

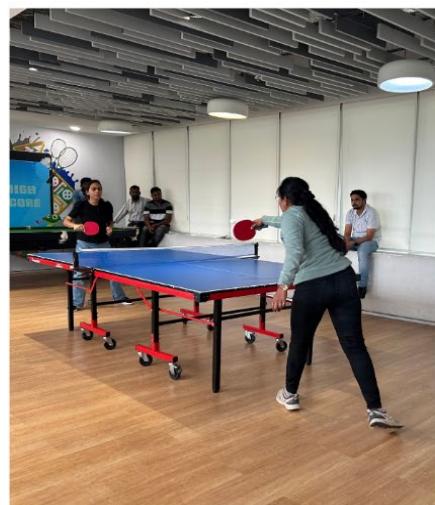
Special Participation by Wes Mukai

One of the most exciting moments of the tournament was the special participation of Wes Mukai. Not only did he join us for the event, but he also took us to the table, engaging in some thrilling matches. Wes's enthusiasm and competitive spirit added an extra layer of excitement to the tournament, demonstrating that leadership comes with a healthy dose of friendly competition!

Live Stream Success

The Table Tennis final matches were streamed live for the colleagues working remotely, allowing everyone to witness the exciting conclusion of the tournament.

Congratulations to all participants, especially our champions and runners-up. A big thanks to all who made this tournament a great success. We look forward to more such exciting activities in the future!





Winners

Men's TT Singles

Winner Ankit Patidar

Runner up Jamir Shaikh

Men's TT Doubles

Winner Pritesh More & Amit Rajput

Runner up Bhartesh Doshi & Prasad Kirpekar

Women's TT Singles

Winner Akansha Bahutale

Runner up Rachna Gupta

Carrom, SB Road

Winner Yogesh Gugale

Runner up Rohit Patil

Carrom, Balewadi

Winner Atul Rajguru

Runner up Vipul Kadam

Path to Success

An Inspiring Conversation with Pradeep K C

Sanjeev Dhurwney

Know Your Colleague

Getting to know our coworkers in our workplace can benefit all of us - as it helps us become more productive by creating a harmonious work environment that caters to individual needs. If we know how our colleagues prefer to work, such as quietly or collaboratively, we are in a much better position to create proper environments.

Taking the time to understand the ideal working conditions for colleagues also boosts their motivation and nurtures trust. Join us for an inspiring conversation with **Pradeep K C** - Security SME Senior Software Engineer.

Absolutely, it's a pleasure to have this opportunity to interview you. Let's dive right in! How do you balance work and life responsibilities?

Rockwell has an excellent work culture, and the support of family and friends plays a key role in achieving a perfect work-life balance. I don't find my job stressful because I am passionate about it. Being passionate does not mean I am always glued to my computer; it means, I am always mindful of my work. For instance, when I encounter a situation, I tend to view it through a security lens. If I see a good practice, I think about how to incorporate it into my work. When I face a problem, I consider it from a security perspective and reflect on how it can be resolved.

There are times when I might need to dedicate more time to work than to family and friends, and other times my family takes precedence depending upon the situation.

By not taking anyone or anything for granted and by respecting the freedom and independence I have been given, I am able to maintain a strong relationship with everyone. These good relationships and cooperation have always helped me in fulfilling both my professional and personal responsibilities.



Thank you for sharing those wonderful tips! What mistakes have you made along the way and what did you learn from them?

'In my role, effective communication is essential. I frequently engage with geographically distributed engineering teams, security, business, and other stakeholders.'

When discussing important topics with one team, it's vital to ensure all the relevant stakeholders are aligned with the decisions or conclusions made.

During the early stages of the last release cycle, everything seemed to be on track, but as we neared the end, things became somewhat chaotic. This made me realize how crucial it is to keep everyone informed of the outcomes of every discussion, regardless of their immediate priorities. Trust me—MoMs are invaluable!

Great! It sounds like you're ready for an insightful conversation. What strategies or approaches have you employed to continuously improve and excel in your role?

I have a clear roadmap for myself, both in the short and long term. Recently, I passed the CISSP exam, which is regarded as the gold standard in my field. Continued professional education is crucial to stay current, so I make it a point to attend 2 to 3 webinars each month on platforms such as BrightTALK, ISC2, and others.



I also make it a priority to learn from others' experiences and reflect on my past mistakes.

Lastly, it is important to discuss the development goals with our superiors. They can offer valuable guidance and opportunities for growth. By diligently aligning myself with business needs, focusing on achieving small but significant milestones, and keeping patience, I believe I can continue to grow effectively.

Awesome! Good to learn tricks and strategies that help you stay driven. Have you faced any challenges or obstacles along the way, and how did you overcome them?

One of the challenges I encountered was the lack of documentation in a legacy project. To overcome this, I listened to old recordings, explored the application, and performed reverse engineering. However, what proved most valuable was tapping into the knowledge of the individual team members to gain deeper insights.

Working in a cross-functional team, I encountered challenges related to differing perspectives and priorities. I overcame this by fostering open communication, actively listening to each team member's concerns, and finding common ground to move forward collaboratively.

Sometimes, we had to deal with undefined requirements. To manage this, we worked closely with stakeholders to clarify their needs and continuously sought feedback to ensure we were meeting expectations.

Overall, these challenges have strengthened our ability to tackle a variety of challenges with a proactive and solution-oriented approach.

I'm sure there's a lot to gain valuable insights from your experiences. What advice would you give to other employees aspiring to achieve success and progress within the company?

With my limited knowledge and experience, I suggest staying current by continuously expanding your knowledge. To focus on strengthening your skills and developing a clear roadmap for your growth. To seek guidance from your superiors and grab every opportunity that comes your way. To understand the

business needs, identify areas where your team requires support, and leverage your skills to make a meaningful impact in those areas.

Thank you for that great advice! Are there any mentors or colleagues who have played a significant role in your success? How have they influenced your professional journey?

I have countless mentors, both within and outside the company. I believe there is something to learn from everyone. Within our team, for instance, I am inspired by Girisha's perseverance, Anusha's agility and attention to detail, and Naveen's commitment to work and calm demeanor, even in challenging times. Many others have offered prompt feedback on areas where I can improve. Outside the team, I have received invaluable insights from Roger Dao, Santanu, and Vinod Nalagangu. I am grateful to Anshul, who regularly introduces me to new people, shares how others are tackling similar challenges, and presents me with new opportunities. Also, Heiko's guidance, his ability to steer the team in the right direction, his unwavering standards, and his recognition of our efforts when we achieve small milestones are all well appreciated.

It's fascinating to hear about your mentors. I'm sure there would be an insightful story for each mentor. What specific accomplishments or milestones are you most proud of during your time with the company?

Security is a team effort, and our success is shared across the entire team. Among my key contributions are the creation of a foundational threat model for our legacy product and bringing to light its overall security posture. We are growing stronger each day by diligently following processes, gaining full visibility, and aligning priorities with business needs. It is only a matter of time before our product becomes one of the best.

I'm really glad I had the chance to talk with you and learn about your journey. 😊 Thank you so much for sharing your story and inspiring us

Conclusion: Continuous learning, skill enhancement, and seeking guidance from superiors are recommended for growth. Understanding business needs and leveraging skills to support the team are key strategies. Security is a team effort, and success is shared. The team grows stronger by following processes, gaining visibility, and aligning priorities with business needs.

We would love to hear your thoughts and learnings from this interview. Let us know via email:

Sanjeev Dhurwely:

SDhurwe@ra.rockwell.com

Pradeep K C:

pradeepkc.pradeepkc@rockwellautomation.com



Manager Sensitization Prog. - Key Takeaways

Monalisa Mitra

Workshop

A manager sensitization program aimed at enhancing leadership skills and fostering a culture of inclusivity was held at the Mississippi campus, Pune, organized by DEI, S&C Pune. Over 25 managers of Software and Control (Pune) attended the event.

Manager Sensitization Program that combines e-learning with an in-person workshop focused on Diversity, Equity, and Inclusion (DEI). This hybrid training is designed to enhance the understanding and application of DEI principles within the organization.

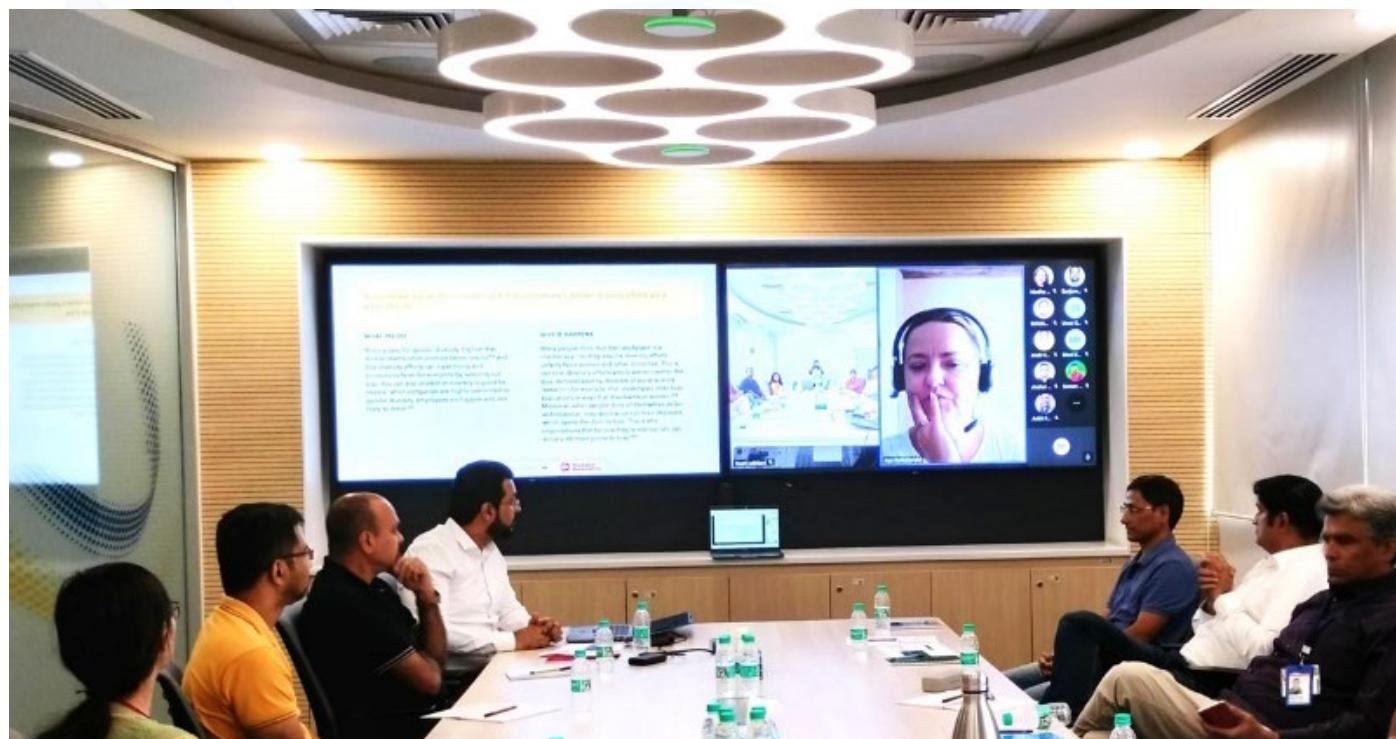
This program's motto is to create a culture where everyone feels valued and understood. By addressing unconscious biases and microaggressions, we empower our leaders to foster a more inclusive environment.

In the contemporary business landscape, effective management plays a pivotal role in attaining our organizational objectives and nurturing a constructive workplace culture.

The Manager Sensitization Program aims to:

1. **Enhance Leadership Skills:** Gain insights into advanced leadership techniques that will help you inspire and motivate your team more effectively.
2. **Promote Inclusive Practices:** Understand and implement strategies that support a diverse and inclusive work environment.
3. **Improve Communication:** Learn how to communicate more clearly and efficiently, addressing challenges and driving team success.
4. **Build Effective Practices:** The training will offer actionable insights into implementing DEI practices that align with our organizational goals and values.

The workshop was led by experts **Aga Dybizbanska** and **Medha Jain**, who facilitated engaging discussions and activities designed to highlight the impact of unconscious biases on decision-making and everyday interactions.



Aga Dybizbanska, Manager, Diversity Equity & Inclusion - EMEA & AP, is a specialist in diversity and inclusion and managerial effectiveness. Her focus on creating inclusive work environments and fostering productive teams will be particularly valuable for enhancing team dynamics and leadership skills.

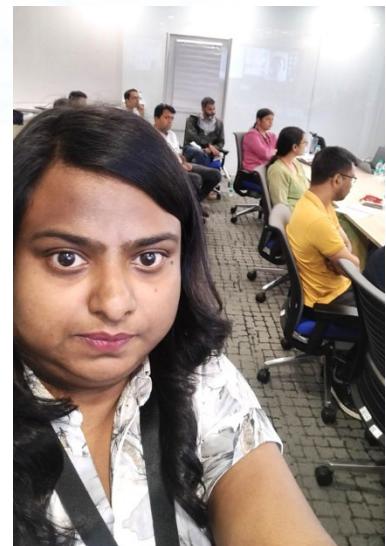
Medha Jain, Regional Manager of Organizational & Talent Transformation, is a seasoned professional with extensive experience in leadership development, talent transformation, and organizational behavior. She brought a dynamic and engaging perspective to the workshop.

Participants explored how microaggressions, often unintentional but damaging remarks or behaviors, can affect team dynamics and employee well-being.

Key sessions included interactive breakouts and role-playing exercises, which allowed managers to experience first-hand the subtle nuances of bias and its effects. Participants also reviewed case studies illustrating the long-term consequences of unchecked biases within organizations.

Feedback from attendees was overwhelmingly positive, with many noting the importance of recognizing their own biases and understanding their impact.

"Effective leadership is not just about directing; it's about listening, understanding, and empowering your team."



We wish to hear back!

Do you wish to share your stories and content or have feedback, suggestions, or comments regarding the newsletter? Please feel free to contact the Newsletter Team.

Thanks to:

- *Nandini Raisinghani*
- *Sudha Krishnamurthy*
- *Bhartesh Doshi*
- *Sarat Shankar*
- *Tanul Karkare*
- *Ninad Kulkarni*
- *Piyush Sayani*
- *Vibhas Mokashi*
- *Paresh Teredesai*
- *Subodh Budhkar*
- *and all SPOCs.*

**THE
EDITORIAL
TEAM***Sanjeev Dhurwney**Ram Kumar Kamisetty**Satarupa Mukherjee**Sampath Kumar Pothuru**Vishnu Das*



expanding **human possibility**®

Bits & Bytes is published by Rockwell Automation India (Pune). It is for RA internal use only.