

## BULLETIN OF THE ROTARY CLUB OF BOMBAY

### From the President's Desk



The past week has been filled with exuberance, first with the Assimilation - Mini Fellowship hosted by the gracious Samir and

Alpana Chinai at their residence, and then of course, the much-awaited Fellowship at Goa, which proved to be a wonderful opportunity to bond over delicious meals, lush-green locales, and also to welcome Rotarians at my home there.

RCB's association with the Rotary Club of Porvorim for the Rotary Rain Run 2016 was a great example of how we can leverage our strengths in creating greater awareness for Rotary as well as work in unison towards a common goal.

Finally, as Dr. Agle rightly pointed out, ethical leadership is all about the way you treat people, and that brings us to the very reason why we are a part of this wonderful journey.

*Handwritten signature*

## Ethical Leadership: It's About The Way You Like To Treat People

"Never doubt that a small group of thoughtful committed citizens can change the world; indeed, it's the only thing that ever has". Being a bit of a historian, I realized that anthropologist, Margaret Mead

was right! Whether it is about changing the world for good or for evil, it requires only a small group of committed individuals... and I know that you (the Rotary Club of Bombay) are that small group! I'm aware of some of the things that you'll be doing to change the world for the better, and I'm very impressed and thrilled, as I know that this statement is true!

From my recently published book, the Business Ethics Field Guide - written along with Aaron Miller, a colleague from Brigham Young University and Bill Rourke, a wonderful retired executive from Alcore Corporation - my first message on ethical leadership is



that, if one wants to be great at something, no matter what it is, intentions are not enough; you have to work at it. Skill building is necessary as well. For instance, if you were given the opportunity to represent India at the next

Olympics, say in gymnastics, you'd probably think I have a lot of work to do. I have a lot of skills to develop, a lot of training to go through.

Therefore, if one wants to be a leader, there are two things that a leader needs to do. This is based on a wonderful article written by Abraham Zaleznik in Harvard Business Review, in which he talked about leadership vs. management, and how both functions are critical for a good organisation. He further states that as a leader of an organisation, you don't have to have both the qualities, if you have both it would be wonderful, but most people have only one. Therefore, if you

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### Forthcoming Events

• August 9, 2016	Prof. Radhashyam Girdharadas, The George Washington University - Authentic Leadership
• August 16, 2016	No Weekly Meeting
• August 23, 2016	Ms. Meera Borwankar - D.G. BP R&D - Fearless Policing: An Art & Science
• August 30, 2016	Mr. Sanjay Bhatia, Chairman, Port Trust of India - 'How I Used Yoga to Improve Productivity In Large Organizations'

have one, you can find someone who can complement you with the other. However, both functions are critical for an organisation to succeed. The first one is leadership. Leadership is about creating a vision for future. For example, if you want the people to work hard and get to a destination, they have to know where the destination is. So the job of a leader is to make that destination very clear, and make it into a destination that people really want to get to. The leader has to create a vision of what the organisation is trying to do, and do it in a way that is motivating to people and creates change.

Management, on the other hand, is about creating stability. And in order to have a stable organisation, you need to have someone to manage the budgets, control systems as well as schedules. And so management is also critical. However, there is a third skill that we don't nearly focus enough upon, that needs to be developed, i.e. the ability to identify the values of your organisation, and also to deal with situations where there are value conflicts - because they happen often, almost everyday! And while most of my students don't appreciate it while its taught in class, but once they are in business, they realise how important it is to be able to handle such situations.

Like life, business too is a wonderful adventure. It has beautiful vistas. However when we go out on adventures there also dangers. You need someone to guide you through some of those challenges. You need a survival guide. In my research and while teaching executive MBAs, I've looked at the kinds of dilemmas that people face in business, and have classified them into 13 fundamental ethical dilemmas, providing guidance on each of those in my book. They are as follows:

1. Being asked or told by someone in a power relation to you to do something unethical - This by far the most common
2. Deciding how to act in a situation where the interests of two roles you occupy, are in conflict with one another - i.e. a conflict of interest issue
3. Having suspicions of wrongdoing without enough evidence.
4. You make a promise of some sort,

and the world changes relative to that promise.

5. You are somehow tangentially involved or see something unethical occurring in your organisation - Should you intervene and try to stop it?
6. Sometimes your job requires you to sacrifice personal values that are not general to the public - So when should you sacrifice those values and when should you never give up?
7. You've done something, or are accountable for something wrong now what do you do? - Repair.
8. You or your competitor has an unfair advantage
9. Organisational rules sometimes get in the way of you doing ethical things! - When is it appropriate to break a rule?
10. Deciding when to provide mercy.
11. Using questionable means to bring about justice - Sometimes, there is no right and wrong; it is only wrong, and the question is which one is less wrong. War is a good example of that.
12. Deciding when it is appropriate to disseminate or not share information - Allowing someone to continue with an unfounded understanding.
13. Deciding how much loyalty to give - While loyalty is a good thing, it can only be taken to a certain level after which we should not be loyal. In my book, Bill Rourke talks about the importance of being loyal to principles as opposed to being loyal to people. One of the ways to build your skills in ethical behaviour is to look at the problem and try to identify which of the 13 classifi-



cations it belongs to. This is because once you can identify what kind of principle, it will be easier to find a solution.

For instance, several years ago, I received a large package of Omaha steaks packed in dried ice from Dow Jones Company just before Christmas. And the reason why I received those was because, Dow Jones (then) owned the Wall Street Journal, and since I was the Kats School Liaison with them, and also the person responsible for deciding which newspaper to be bought for the faculty and the students.

So was I spending my money? No, I was spending the school's money. I could have chosen the Financial Times, The Economist, or the Business Week, but I chose the Wall Street Journal as I thought they were the best. So which of the 13, ethical dilemmas is this?

This is a conflict of interest, as I'm playing two roles, i.e. the role of Brad Agle who likes steaks, and that of Dr. Agle, whose job is to be objective in spending University of Pittsburg's money on choosing the right publication. The reason why it categorises as conflict of interest is because I do not want anybody to think I was working for the benefit of my personal interest.

So one of the measures that we use on conflict of interest is that, if this incident is revealed on the news and I ate all the steaks, next year when I chose which publication, would anyone wonder that I chose the Wall Street Journal because it was the best, or because they sent me steaks. I never want anyone questioning my integrity. Conflict of interest is one of the opportunities for you to set a higher bar. I've had a lot of people arguing with me on this one saying that they are just steaks, not a big deal. But if you want to be an ethical exemplar, you cannot do what everyone else does. You have to set a higher bar for yourself, and so the steaks went to the food bank. Then I sent a letter to Dow Jones requesting them not to send me anymore gifts, and that I would choose the best, and so if they continued to make Wall Street Journal the best publication, I would continue to buy it.



Thus, there are many things that you can do to become an ethical leader. However, to develop a reputation as an ethical and honest person, you must: Work diligently at your job: The most ethical obligation you have at work is to do the job for which you were hired. There's no way you can be an ethical exemplar, if you do not even do what you're hired to do.

Make sure that your activities are seen so for the benefit of others: Most of us know that when we go to work it is to get a paycheque or earn money. However, with some people, you will realise that it's the *only* reason they are there. So, if you develop a reputation, wherein you are not only out for yourself but care about others as well, then that reputation will protect you when you make a mistake. This is because, we all make mistakes sometime. Whereas, if you have a reputation as someone who's only out for himself, people will say, they did that 'cos they are only out for themselves.

Without being self-righteous, be the person that people know, who cares about the subject: Be the person who reads about the wonderful things done by the company or the code of ethics and encourages others to do so without being self-righteous. Creating such a reputation will enable people seek your guidance, because you are the person who can lead them by identify the ethical issues. Learning a little bit can make you an expert in an area which people have no expertise at all. If you do that much work, you can become the field guide for other people.

#### Q & A

**Rtn Ashok Jatia:** In your example of the steaks, would it be a better idea, if I would have made my wife happy, ate the steaks and then elected for the financial times?

**Dr. Agle:** There's a part of the story that I have to tell you. To keep peace at home, I did slip out one steak for my wife.

This is an area, which can be difficult, but not always. Certain skills can developed only by learning specific skills. That way, things that we used to say 'that's OK', would now be 'well, now that I have a better understanding, I should do them differently'.

**Rtn. Nandan Malushte:** I recently met someone from the US intelligence community, and he mentioned that the most successful people in business, especially post MBA, had one of the three 'M's before the joined the MBA course - the three M's being Military, McKinsey or Mormon. I found it intriguing as I felt the military was relevant, as it matured you, it may be put you through leadership opportunities and so on and so forth. And similarly, one could think about what McKinsey might do for you. But I'm wondering about the Mormons, and since you are from Brigham Young University, and a chair donated after a Mormon. Is it that having an ethical framework makes you a successful businessperson in the long run?

**Dr. Agle:** I love that question. It's a difficult one, as we have examples all around us of people who've actually been unethical in business and who have become successful, and

there are lots of those. So if all you're interested in is business success, it is possible to do it through unethical means, but it's also possible to do it through ethical means!

A lot of people think that anytime anyone made a fortune, someone committed a crime. I don't believe that. I can give you loads of examples of ethical people who've done very well in business. So is it possible to be ethic and successful? Absolutely! Is it possible to be unethical and successful in business? Absolutely! So more importantly, it's all about whether you want to be ethical or not, because it's a choice. However, research shows that being ethical is a little more effective, and successful in business than being unethical, but not by a lot. I choose to be ethical. So what is ethics about anyways? It is about the way we treat other people! That's fundamentally what ethics is. So would you rather treat people right or treat them wrong?

At the end of the day, you have to decide where you'd like to be - most people would obviously like to be ethical and successful. The question you would have to ask is, would you rather like to be ethical and unsuccessful or unethical and successful. That is where the real line needs to be drawn.

Finally, the biggest benefit of ethical behaviour is that those who live by ethical principles and are true to their values, have much better health. Therefore, I wish you the same blessings that I have in my life!

# Goa Fellowship: Of Great Times And Fond Memories!

**A**midst the magic of rains, Goa transforms itself into an ethereal beauty. With rivers joyfully overflowing with their rushing streams, trees dancing to the tune of the winds, and mountains and fields covered with a verdant green carpet, welcome you to a land of unique experiences. And that is what this fellowship was all about.

**Day 1:** Our Goan revelry started just hours after our arrival, with a delicious meal at Fisherman's Wharf. Its aesthetically embellished interiors in rich Indo-Portuguese style décor and furniture, provided an ideal setting for a relaxed dining experience.

**Day 2:** The first half of the day was dedicated to sightseeing, be it the famous cartoonist, Mario Miranda's shop or some of the old churches that define Goa. We met for lunch at Baba's

Wood Café, right across the Miramar beach in Panjim.

Our evening at the 200-year-old Casa Batra turned out to be the highlight of this trip. Set in an old palatial Portuguese heritage house, it reflected the warmth and hospitality extended by our host, Ambika and Dr. Mukesh Batra. Complete with live music, singing, dancing and a sumptuous diner, we called it a night.

**Day 3:** Our last day started bright and early. We reached well in time to cheer the participants of the Rotary Rain Marathon, organised by the Rotary Club of Porvorim. Prizes were distributed by RCB President Dr. Batra and an MLA from Porvorim. Finally, the combined brunch with members of RC Porvorim, proved as a perfect example of Rotary camaraderie. A truly memorable fellowship!



Above: Glimpses from the Mario Miranda Store.

Left: Lunch at Baba's Wood Café, Panjim

Below: During the heritage walk, at St. Francis Xavier Church in old Goa





Above: An evening to remember at Casa Batra.

Left: At the Rain Marathon in Goa organized by the Rotary Club of Porvorim and supported by RCB. Seen here are Rotarians from both the clubs. Around 2000 people participated in this fund-raiser for Women's Health and Education, and 1500 free mammography forms were distributed.



# Rtn Samir Chinai Hosts Assimilation - Mini Fellowship

Rotarian Samir Chinai and Rotaryanne Alpana were the warm and gracious hosts as the Assimilation Committee held its first Mini-Fellowship of the year, on Wednesday, July 27, (at the Chinai residence at Worli). Over 40 Rotarians and their spouses, including President, Dr. Mukesh Batra, and our most recent members Vivek and Amisha Himatsingka were treated to live music, cocktails and delicious home-cooked appetizers and dinner.

An already-entertaining evening was taken to the next level after dinner as a few tunes were belted out by Nandita

Patodia, President Dr. Mukesh, IPP Dr. Sonya Mehta and Malini Agarwalla, as well as dancing by Malti Jain and Khurshed Poonawala that left everyone transfixed.

A big thank you to Samir and Alpana for having us at their home and hosting such a wonderful event.

The Assimilation Committee plans to organize such mini-fellowships once a month for the rest of the year and invites members who would like to host such events to contact Chairman Mahesh Khubchandani.



Alpana Chinai and IPP Sonya Mehta are given an extra pair of ears by Khurshed Poonawala



Jamshyd Vazifdar thanking Samir and Alpana Chinai on behalf of the Assimilation Committee



(L-R) Hosts Alpana and Samir Chinai, Bomi Framroze, Malini Agarwalla, Meera Alreja, Preeti Mehta, Natasha Treasurywala and IPP Dr. Sonya Mehta



Guests enjoying the lovely dinner spread



Rtn Khurshed Poonawala and Malti Jain



Spontaneous karaoke by Nandita Patodia and President Dr. Mukesh Batra

## Project Update - Bhavishya Yaan

August seems to be an action-packed month for the Bhavishya Yaan Committee - beginning with the Bhavishya Yaan Annual Day and then with 'Taare Zameen Par'.

The Bhavishya Yaan Annual Day is slated to be a momentous one wherein 127 students will be awarded for the successful completion of SSC and each of the BY schools will be performing a skit on various social causes. The event will be presided by Mayor, Ms. Snehal Ambekar as the Chief Guest, and President, Dr. Mukesh Batra, as the Guest of Honor.

'Taare Zameen Par', scheduled on the 13th August, is a drawing competition organized by the Rotary district 3141. In this competition 509 Bhavishya Yaan students across five schools will be participating.

**Bhavishya-yaan**  
A Commitment to a Brighter Future

**ROTARY CLUB OF BOMBAY**

Please join the President,  
Rotary Club of Bombay,  
**Dr. Mukesh Batra**

To felicitate the Bhavishya Yaan  
SSC Students of 2016

**At NMJ Municipal Secondary School,**  
NM Joshi Marg (Delisle Road),  
Near Bawla Masjid, Mumbai 400011  
On Wednesday 3rd August, 2016 at 4.30 pm

**Ashok Jatia**  
Director  
Bhavishya Yaan

**Satyan Israni**  
Chairman  
Bhavishya Yaan

**ROTARY**

**KALPANA BANERJEE**  
Chair, In Camera Committee, 2016

27th July 2016

To,  
Dr. Mukesh Batra,  
President,  
Bombay Rotary Club,  
Mumbai

Dear Dr. Batra,

Greetings & Congratulations. I am glad to note you are taking over as President of RC Bombay, one of the best Rotary clubs in the world - and that's no exaggeration. I write as someone who knows a bit more than others.

I will be following your work this year with personal interest. Let me know if I can help at any time.

By the way, the Gateway is a bulletin and I always read thoroughly every week. It is one of the best magazines that I get amongst the hundreds every week.

Warm Regards,  
*Kalpana Banerjee*  
Kalpana Banerjee

## In Camera Fellowship - The Way To Art

**In Camera Committee**  
Invites you to

An interactive talk  
By  
**Kalpana Shah**  
On  
**The Way to Art**  
Over  
**Wine & Cheese**  
On  
**Wednesday, August 17<sup>th</sup>**  
At  
**6.30 PM**  
At  
**Tao Art Gallery**  
The View, Ground Floor  
Dr. Annie Besant Road,  
Worli, Mumbai - 400015

**R.S.V.P.**  
Rekha Tanna - 98210 22987  
Vrinda Rajgarhia - 98201 25480

Limited Seats Available. Please Register in Advance.

### About Kalpana Shah:

Kalpana Shah is a self-taught artist, a collector and the owner of Tao Art Gallery. She has curated several prestigious Art shows in India as well as in New York, London, Tokyo and Singapore. Having done several solo shows in Mumbai, Delhi and Ahmedabad, she has also been actively involved in charitable projects like 'Jungle City - Edinburgh and Charity Art Auction by Nanhi Chhaan Foundation.

In fact she believes that art cannot be viewed in isolation but as having a cohesive relationship with life itself.

## INTERNATIONAL NEWS

### Apply To Serve On The Rotary International Committee

Would you like to contribute further to Rotary by serving on a committee? Each of the Rotary's committees comprising Rotarians from around the world, works with the organization's leadership to ensure efficiency and promote the goals and priorities of the strategic plan.

The Audit, Communications, Constitution & Bylaws, Election Review, Finance, Global Networking Groups, Joint Young Leadership and Alumni Engagement, Membership, Rotaract and Interact, and Strategic Planning committees are searching for qualified candidates for openings in 2017-18. Most committees involve at least one mandatory annual

meeting as well as correspondence which may include email and webinars.

To be considered for a committee appointment, visit [on.rotary.org/committeeapplication2016](http://on.rotary.org/committeeapplication2016) or email: [committeeappointment@rotary.org](mailto:committeeappointment@rotary.org) for an application form. The application deadline is August 14, 2016.

## ROTARY CLUB OFFICERS

### TRUSTEES 2016-17

Rtn. Dr. Rahim Muljiani  
Rtn. Arvind Jolly  
Rtn. Arun Sanghi  
Rtn. Dr. Adi Dastur  
Rtn. Dr. Mukesh Batra  
Rtn. Dr. Sonya Mehta  
Rtn. Ramesh Narayan  
Rtn. Jagdish Malkani  
Rtn. Meera Alreja

### OFFICE-BEARERS 2016-17

President	Dr. Mukesh Batra
Immediate Past President	Dr. Sonya Mehta
President-Elect	Ramesh Narayan
President Nominee	Jagdish Malkani
Honorary Secretary	Manish Reshamwala
Joint Hon. Secretary	Framroze Mehta
Hon. Treasurer	Meera Alreja

### DIRECTOR: RAMESH NARAYAN

Membership & Info	PP Nowroze Vazifdar
Membership Development	Pradeep Chinai
Club Trainer	Deepak Kapadia

### DIRECTOR: MUDIT JAIN

Fellowship	Ritu Prakash Desai
Assimilation	Mahesh Khubchandani
Sergeant-at-arms	Roda Billimoria
In-camera	Rekha Tanna
Attendance	Bipin Kapadia

### DIRECTOR: ANUJ ARENJA

Fund raising	PP Sandip Agarwalla
Program	Poornima Advani
PR	Vineet Suchanti
Bulletin	Hoshang Billimoria
Social Media & Website	Murad Currawala
Sports	Jamshyd Vazifdar

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Legal Aid	Natasha Treasurywala
Vocational Training	Sunny Pariyaram
Scholarships	Zinia Lawyer
Rotary Public Awards	Shernaz Vakil

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ADMC Talwada	PP Dr. Sorab Javeri
HTEC Talwada	Dr. Rumi Jehangir
Yoga	Sitaram Shah
Cancer Aid	Madhusudan Daga
RCB Clinic - Cotton Green	Manoj Patodia

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Environment	Manoj Patodia
Asiatic Society	Aditya Somani
Nutrition	PP Dr. Zerxis Umrigar

### DIRECTOR: RAVINDRA FOTEDAR

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Senior Citizen	PP Ashish Vaid
Women's Empowerment	Dr. Rajeev Narvekar

### DIRECTOR: SHIV DEV GOROWARA

The Rotary Foundation	PDG Gulam Vahanvaty
Youth Exchange Programs	Vijay Jatia
Atlanta convention 16-17	PP Nandan Damani

### DIRECTOR: JAIDEV MERCHANT

Interact	Bipin Vazirani
Rotaract	Mehul Sampat

### DIRECTOR: JAGDISH MALKANI

District Thrust Area	Alok Sekhsaria
District Coordinator	PP Pradeep Saxena
E-Administrator	Bimal Mehta
Rotary Service Carnival	PP Harry Singh Arora

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**Consulting Editor : Krupa Ghandhi**  
E-mail: krupaghandhi@gmail.com | +91 9819269039

## NEXT WEEK'S SPEAKER

# Dr. Radhashyam Giridharadas, Adjunct Prof., The George Washington University

**D**r. Shyam Giridharadas is an Adjunct Professor of Strategic Management at The George Washington University School of Business. After 25 years of experience in top management consulting at McKinsey & Company and Prism Consulting International (a firm he founded), Dr. Shyam Giridharadas has re-oriented his professional endeavors towards teaching.

At George Washington School of Business he has taught courses on Authentic Leadership - a course that he developed - and Developing Consulting Skills to the Global MBA students. He will pioneer offering the consulting skills class in the on-line MBA program starting in May 2015. He also conducts a Consulting Practicum for students to tackle a current, important consulting project for local-area clients. He teaches Managing Human Capital in the

World Executive MBA Program and has taught it in the on-line MBA program as well. He is also a faculty member on McKinsey & Company's internal leadership programs on Engagement Leadership and Client Leadership.

Before coming to the United States in 1977, Shyam worked as a Marketing Executive at Tata Engineering handling their exports of trucks and buses to Africa and the Middle East. Dr. Giridharadas obtained his doctorate in management at Case Western Reserve's Weatherhead School of Management in May 2009. He received his Bachelor of Technology in Chemical Engineering from the Indian Institute of Technology, Bombay (1972), a Diploma in Business from Xavier Institute (1974) where he received the ICI Best Student gold medal, and an MBA from Harvard University (1979).



## Birthday & Anniversary Greetings



**Ajay Piramal**  
3rd August



**Manjeet Kriplani**  
4th August



**Sabira Merchant**  
4th August



**Bharat Kumar Taparia**  
5th August



**Darabshaw Davar**  
7th August



**Camelia Panjabi**  
7th August



**Priyanka Doctor**  
8th August



**Hormazdiyar Vakil**  
8th August

10th August - Dr. Sorab Javeri  
11th August - Prof. Indru Lawani  
11th August - Navroze Vazifdar  
12th August - Venkat Ramaswamy  
14th August - Jayesh Jhaveri  
15th August - Dr. Shailesh Raina

## Rotaryanne

2nd August - Avaan Vakharia  
8th August - Dr. Rajani Daftary

## Anniversaries

3rd August - Ghanshyam Sheth  
5th August - Hiren Kara

## Statistics for last week's meeting

Members	103
Guest	00
Rotaryannes	00
Rotaracts	01
Total Attendance	104