

Date: 10/28/2018 6:00:47 PM

Subject: Week 43 learnings

Changing ahead of the curve

Dear All

This week I met a number of our employees plus customers at the launch of three new innovations. All of them were effusive in their praise for ABG and what they saw as change in the company. It is interesting that they were goading us onto more change and faster change while some of us are slow to change. I was thinking about teams and societies unwilling to change and what happened:

1. Indian hockey: Indian hockey was the undisputed leader till the 1970s. then the game switched to astro turf, more of a power game and a fast game. India continued to rely on individual skill and dribbling when dribbling didn't matter so much in the new rules. We took 25 years to come back. In the last few years, we are finishing in the top 3, yesterday we were declared joint winners in Pakistan in an Oman tournament.
2. The advent of T 20. England started the concept of T 20 and India picked it very fast and introduced the IPL in 2008. This gave enormous opportunity for India talent to flourish with the international talent. Our players lost fear and became brave in hitting the ball all over the park. India has got arrogant now and does not allow its players to play in other leagues. This will hurt their development. We are also not taking part in the new T 10 format. It is always good to experiment a little to figure out how something works and what needs to be done. That bit if change is important.
3. Football: the old coached and players told you that ball possession and passes were important indicators of winning matches. This world cup proved this old theory on its head. This world cup was lost by people with higher ball possession. It was won by teams who had a surprise element and counter attacked fast. This world cup was won by relentless attack in the last 20 minutes of the game where more than 25 % of all goals were scored. This is a fundamental change in the way the game is being played.
4. Microsoft would never partner with any other organization before. Today, they have partnerships with all their eco system partners. This has made Microsoft more valuable today than before.
5. Ten years ago, Nokia had 40 % global share of the mobile phone market. Nokia refused to adopt the Android eco system and stayed with Windows despite many signals that this was wrong. They are coming back today but lost precious 8 years in between.

This happens a lot in companies too when people do not sense the need to change and actually feel that what they have done so far will take them forward. This happens because they fear a loss of control, they fear the challenge of learning something new, they fear that they might not look smart. These are challenges yes, but personal challenges does not mean that the change will stop.

A way to deal with this is to learn, constantly experiment, have tolerance towards failure, track the changes happening and accept that we need to think about the future and not worry about the past. Learn from the past but do not become a victim of the past.

So let's try and change ahead of the curve and set a new benchmark for ABG.

Wr

shiv