

*"Success isn't just about  
what you accomplish in your  
life; it's about what you  
inspire others to do."*

# e - PANORAMA

ISSUE - 12

JUNE. - JULY. '22

# BDMA

**BHARUCH DISTRICT  
MANAGEMENT ASSOCIATION**

AN ISO 9001 : 2015 CERTIFIED ORGANIZATION

**Anybody who's  
really successful  
has doubts.**

— Jerry Bruckheimer



[www.bdma.in](http://www.bdma.in)



Time management is really personal management, life management, and management of yourself.  
– Brian Tracy



## ISSUE COVERS...

- President's Message
- Events' Highlights - June & July 2022
- Articles

## FROM THE DESK OF PRESIDENT... ..



Dear Friends,

I would like to take this opportunity to thank all for appreciating us in every endeavor that we undertake. This issue, our focus was on MDPs focusing on "Behaviour Based Safety," "Process Safety Management," and "Asset Integrity Management." We celebrated "World Music Day" on 21st June 2022 under "Art & Culture Forum." We had a grand certificate distribution ceremony for XLRI certified HR Course. We also conducted Two days' webinar on "Changes in CSR rules and its impact on companies" and also grand successful one-day workshop on Finance & Taxation with 82 participants attending the events on 23rd July 22.

We also managed to receive active participation in Finance & Taxation Forum with 2 webinars, MSME Forum, CSR Forum, BE Forum, HR Forum, CEO Forum, Women's Forum, EHS Forum.

I would also like to urge all industries to keep supporting with participation in various training programs, Forum Meets. We are planning various exciting programs lined up in the pipeline and also request all to keep giving us feedback to improve our services. We are open to all the ideas coming to us to plan new endeavors.

I also encourage various corporates and individuals to be a member with BDMA.

Thanks & Regards,

**Harish Joshi**  
President, BDMA

## EVENTS' HIGHLIGHTS

### JUNE 2022

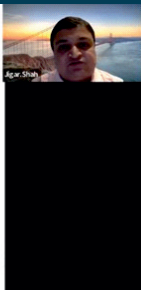
04<sup>th</sup>  
JUNE

#### FINANCE & TAXATION FORUM MEET

Finance & Taxation Forum organized a webinar on topic 'Recent Decisions in GST'

##### ISSUES

- In case of import of goods on Cost, insurance, and freight (CIF) basis, the foreign shipping line is appointed by the foreign exporter for transportation of goods to India.
- The Ocean freight is paid directly by the foreign exporter to the foreign shipping line.
- The importer does not have any direct connection/agreement with the foreign shipping line.
- Vide Entry 10 of Notification 10/2017 – IGST (R), the importer was made liable to pay tax on the above transportation services provided by the foreign shipping line.
- The vires of the above RCM entry was challenged before the Hon'ble Gujarat High Court on the primary ground that 'importer' is not the recipient of service in case of CIF Imports.



Guest Speaker Mr. Jigar Shah addressing the Finance & Taxation Forum

BDMA's Finance & Taxation Forum organized a webinar on topic 'Recent Decisions in GST' on 4th June 2022. Mr. Jigar Shah, Partner, Lakshmikumaran & Sridharan Attorney – Ahmedabad was the esteemed Guest Speaker for the Finance & Taxation Meet. He discussed various points on judgments given by court relating to amendments in GST. The session was well received by around 40 participants.

11<sup>th</sup>  
JUNE

#### MDP ON 'BEHAVIOUR BASED SAFETY'

'Behaviour Based Safety'



Dr. H L Kaila with the participants at BBS training on 11th June 2022

A Management Development Program was organized on topic 'Behaviour Based Safety.' Dr. H L Kaila, BBS Expert, Director – BeSafe from Mumbai was the esteemed facilitator. He discussed as to how one can develop capability to implement BBS in their responsible organizations, and keep doing observation daily for spot-correction of at-risk Behaviours. The program was attended by 42 employees from various industries.

### JUNE 2022

21<sup>st</sup>  
JUNE

#### ART & CULTURE FORUM MEET ON WORLD MUSIC DAY

'Mehfil' celebrating World Music Day



Glimpses of the 'Art & Culture Forum' Meet

BDMA's Art & Culture Forum conducted a 'Mehfil' celebrating World Music Day by getting various young artists from the world of Music together. Mr. Viraj Bhavsar, Ms. Mansi Desai, Ms. Khushi Solanki, Ms. Bhakti Mehta, Ms. Sanjana Mehta, Ms. Bhavya Joshi, Mr. Manan Trivedi, Mr. Vraj Joshi, Mr. Riddhish Patel, Mr. Alaap Kapadia, Mr. Shlok Nandurbarkar, Ms. Kruti Bhatt, Ms. Pratibha Khuman, Ms. Heli Barot and Ms. Bansari Bhatt were the eminent artists who graced the event. Ms. Maurika Leuva Banker and Mr. Ankur Banker moderated the event. It was attended by more than 75 participants and was highly appreciated by all as this kind of program is rarely done in Bharuch.

22<sup>nd</sup>  
JUNE

#### TWO DAYS TRAINING PROGRAM

'Process Safety Management Basics'



Mr. Shobhan Mehta along with participants @ the MDP on "Process Safety Management"

A two days training on 'Process Safety Management' was organized on topic 'Process Safety Management.' Mr. Shobhan Mehta, having almost 30 years experience in Operations, Technical, Safety Training, etc was the facilitator. He discussed in detail about what is process safety, safety contact and understanding the Hazards and 14 PSM elements. It was a notable session and was well appreciated by around 16 participants.



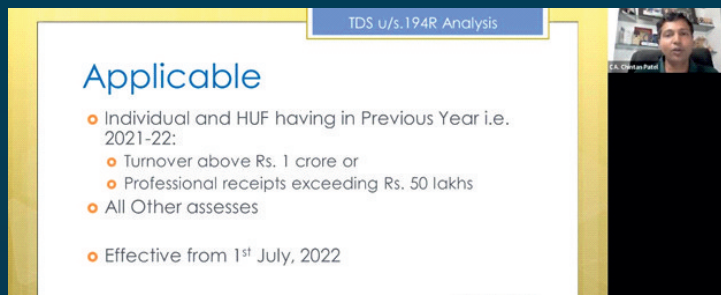
## EVENTS' HIGHLIGHTS

### JUNE 2022

25<sup>th</sup>  
JUNE

#### FINANCE & TAXATION FORUM MEET

Finance & Taxation Forum Meet was organized on topic 'TDS'



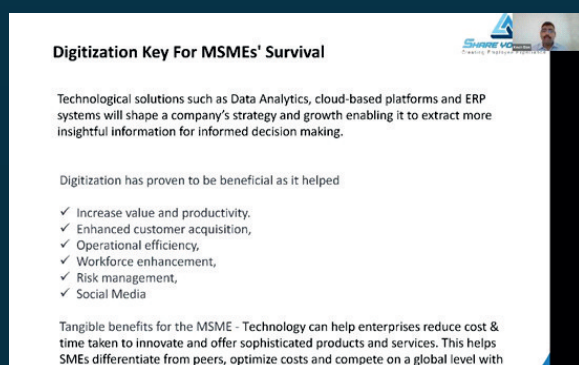
Mr. Chintan Patel addressing the Finance & Taxation Forum on "TDS"

Finance & Taxation Forum Meet was organized on topic "TDS (on benefits or perquisites) under section 194R as effective from 1st July, 2022. Mr. Chintan Patel, Partner – Naresh J Patel & Company, Chartered Accountants was the Guest Speaker. He discussed on points like the requirement of new provision, guidelines provided by CBDT circular dated 16th June 2022, TDS requirements in various scenarios and so on. It was knowledge filled session and was well appreciated by around 44 participants.

27<sup>th</sup>  
JUNE

#### 5th MSME FORUM MEET

'Digitization & HR Analytics for business growth'



Mr. Kevin Dias addressing the 5th MSME Forum Meet

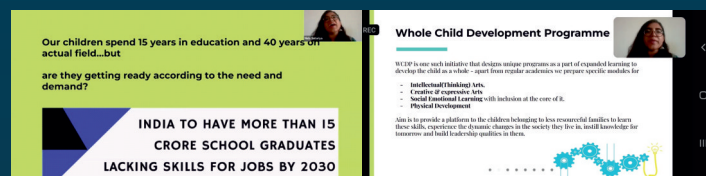
5th MSME Forum Meet was organised on 27th June 2022 on topic 'Digitization & HR Analytics for business growth.' Mr. Kevin Dias, Founder and CVO, ShareYourHR was the guest speaker. He discussed in detail about the importance of 'digitalization,' how to plan digitalization, how to analyze employee data and how to use it build people strategy. The meeting was attended by around 25 participants and well received by all.

### JUNE 2022

28<sup>th</sup>  
JUNE

#### 20th CSR FORUM MEET

"Unleashing the Potential for Sustainable Development"



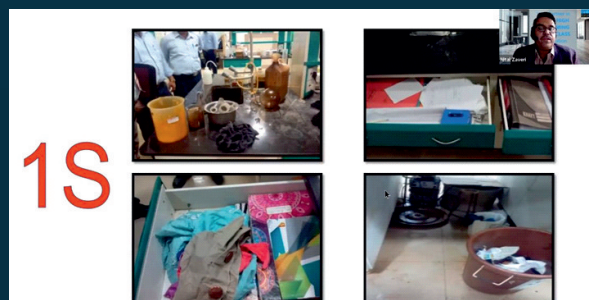
Ms. Nida Sutaria addressing 20th CSR Forum Meet

20th CSR Forum Meet was organized on topic "Unleashing the Potential for Sustainable Development". Ms. Nida Sutaria, Director & Co-Founder, Aasmaan Foundation was esteemed Guest Speaker. She discussed about how Aasmaan Foundation helps underprivileged children by providing basic facilities in terms of education through sponsorships, also helping them score better in their exams, motivating them to aspire to succeed in their career path. The session was well applauded by all and attended by around 25 participants.

29<sup>th</sup>  
JUNE

#### BE FORUM MEET ON 'SHOP FLOOR EXCELLENCE'

'Shop Floor Excellence'



Mr. Nital Zaveri, Director – Concept Business Excellence addressing BE Forum Meet

Business Excellence (BE) Forum Meet was organized on topic 'Shop Floor Excellence.' Mr. Nital Zaveri and Mr. Sushil Macwan, Directors, Concept Business Excellence, Vadodara were esteemed Guest Speakers. They highlighted about how an organisation can achieve excellence to enhance the business. They also discussed that there are various key areas that bring shop floor excellence to life like standardised work, routine accountability habits etc. The session was well received and appreciated by 30 participants.



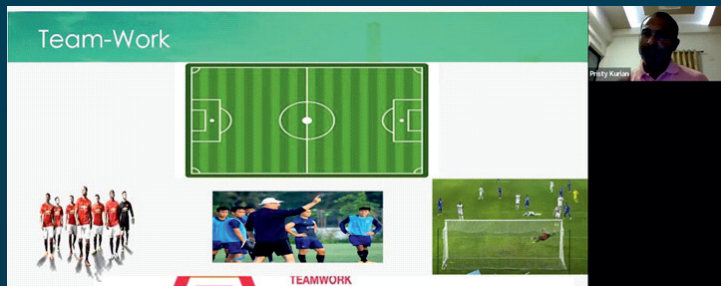
# EVENTS' HIGHLIGHTS

## JUNE 2022

30<sup>th</sup>  
JUNE

### 66th HR FORUM MEET

#### 'Employee Engagement and Motivation @ Deepak Phenolics'



Mr. Pristy Kurian, Plant Lead- HR presenting @ 66th HR Forum Meet

Our uninterrupted -66th HR Forum Meet was organized on topic 'Employee Engagement and Motivation @ Deepak Phenolics.' Mr. Pristy Kurian, Plant Lead – HR, Deepak Phenolics was esteemed Guest Speaker. He discussed about how at Deepak Phenolics, HR keeps employees motivated through employee engagement by identifying their needs, rewards and recognition, fun activities & team work excellence to enhance the skills leading to promotions and increase in payscale. The session was well received and appreciated by 35 participants.

## JULY 2022

01<sup>st</sup>  
JULY

### CEO THINK TANK FORUM MEET

#### 'Contemporary Trade Policy Changes and Shifts - Key Perspectives'



Guest Speakers Dr. Rajiv Arora and Dr. Rahul Singh addressing the CEO Think Tank Forum Meet

BDMA organized a Physical Meet on topic 'Contemporary Trade Policy Changes and Shifts - Key Perspectives' on 1st July 2022 through its CEO Think Tank Forum. Dr. Rajiv Arora, Additional Director General, Directorate General of Trade Remedies, Ministry of Commerce and Industry, New Delhi and Dr. Rahul Singh, Joint Director General of Foreign Trade, Vadodara were the esteemed Speakers for the meet. They both discussed various points on trade policy changes and shifts through various case studies. The session was well received by around 35 participants.

07<sup>th</sup>  
JULY

### MDP ON 'ASSET INTEGRITY MANAGEMENT'

#### A Management Development Program was organised on topic 'Asset Integrity Management'



Mr. Paresh Haribhakti with the participants at 'Asset Integrity Management' training

A Management Development Program was organized on topic 'Asset Integrity Management.' Mr. Paresh Haribhakti was the esteemed facilitator. He discussed as to how to do Risk based Inspection and highlighted on various points like Introduction to AiOM- Asset integrity and optimization management, Remaining life assessment and fit- for- service, FMEA- Failure modes and effects analysis etc. The program was attended by 14 employees from various industries.

CountryLiving

**“Self-belief  
and hard work  
will always earn  
you success.”**

—VIRAT KOHLI

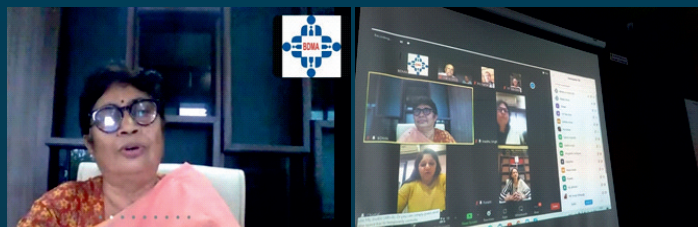
## EVENTS' HIGHLIGHTS

### JULY 2022

09<sup>th</sup>  
JULY

#### BDMA'S WOMEN'S FORUM ORGANIZED IT'S FORUM MEET

"Mera Bharuch Pyara Bharuch"



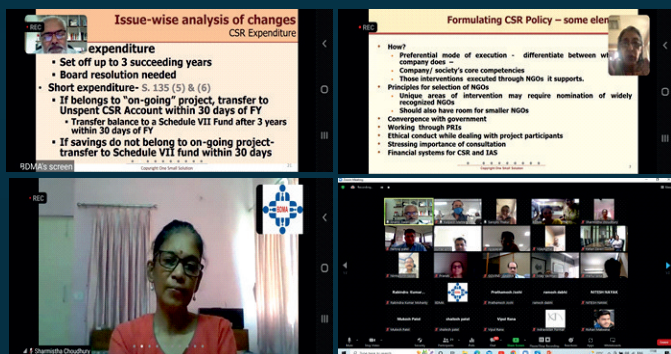
Ms. Minal Dave addressing the Women's Forum Meet

BDMA's Women's Forum a organized it's forum meet in Hybrid Mode on topic "Mera Bharuch Pyara Bharuch." Ms. Minal Dave, Associate Professor at Shree Jayendrapuri Arts and Science College, Bharuch was the Guest Speaker. She discussed in detail about history of various places to visit in Bharuch (one of the oldest city) through stories. It was attended by around 25 participants virtually and around 15 participants physically at BDMA premises.

14<sup>th</sup>  
JULY

#### 2 HOURS FOR 2 DAYS WEBINAR ON CSR

"Changes in CSR rules and it's impact on companies"



Mr. Anand Mohan Tiwari, Ms. Sarojini Thakur, Ms. Sharmitha Choudhury at the Two Day Webinar on CSR

A two days webinar for nearly 2 hours per day was completed on topic "Changes in CSR rules and it's impact on companies" through Zoom platform. Facilitators from One Small Solution – Ms. Sarojini Thakur, IAS (Retd.), Chief Consultant; Ms. Sharmitha Choudhury, Concurrent Head – Training, Mr. Anand Mohan Tiwari, Chairperson – Shroff Foundation conducted two days webinar. They discussed in detail about CSR rules and how it impacts companies to do CSR projects within their respective areas. It was a noteworthy session and was well appreciated by around 45 participants.

### JULY 2022

21<sup>st</sup>  
JULY

#### WOMEN'S FORUM MEET ON 'WOMEN'S HEALTH'

'Women's Health'



Dr. Vandana Dammani addressing Women's Forum Meet on "Women's Health" in Hybrid Mode

Women's Forum Meet was organized in Hybrid Mode on topic 'Women's Health.' Dr. Vandana Dammani, Ayurved and Panchkarma practioner was the Guest Speaker. She discussed in detail about various ayurvedic remedies that can be used at home by Women for good health. It was knowledge filled session and was well appreciated by around 16 participants physically at BDMA premises and 15 participants virtually.

23<sup>rd</sup>  
JULY

#### A ONE DAY WORKSHOP ON FINANCE & TAXATION



Various dignitaries at the Workshop on 23rd July for our Finance & Taxation Forum



## EVENTS' HIGHLIGHTS

### JULY 2022

A one day workshop on Finance & Taxation was organised on 23rd July 2022 at Hotel Lords Rang Inn, Bharuch. Topics discussed during the workshop were as below :

- 1.GST Audit Assessment by CA Rahul Patel - Managing Partner, P M Patel & Co, Chartered Accountants, Ahmedabad
- 2.Controversies and Remedies under GST by Adv. Charanya Lakshmikumaran, Partner, Lakshmikumaran and Sridharan Attorneys, New Delhi
- 3.Recent change in TDS provisions under Income-tax regulation – TDS on benefits and perquisites (S. 194-R), TDS on e-commerce transactions (S. 194-O), and TDS on purchase of goods (S. 194-Q and S. 206-C) by Adv. S. Sriram, Partner, Lakshmikumaran and Sridharan Attorneys
- 4.Amendments in Schedule III & CARO effective from F.Y 2021-22, Founder and CVO, ShareYourHR was the guest speaker by CA Chintan Patel, Partner – Naresh J Patel & Company, Chartered Accountants, Ahmedabad

The workshop was attended by around 82 participants and well received by all.

25<sup>th</sup>  
JULY

#### 67th HR FORUM MEET

#### "Round Table on Engaging HR Professionals in the District"



Various dignitaries along with participants at 67th HR Forum Meet

67th HR Forum Meet was organized on topic "Round Table on Engaging HR Professionals in the District" addressed by President Mr. Harish Joshi, Chief Executive Mr. Jayesh Trivedi, Forum Chair Dr. Sunil Bhatt and Forum Co-Chair Mr. Manthan Joshi where discussions about various training programs & webinars that can be conducted in future under HR domain was done. They also distributed certificates for the XLRI certified course on "Redefining Employee Relation in context to New Labour codes." The session was well applauded by all and attended by around 20 participants.

### JULY 2022

28<sup>th</sup>  
JULY

#### 21st CSR FORUM MEET

#### "Vidyasaarathi - An Online Scholarship Portal."



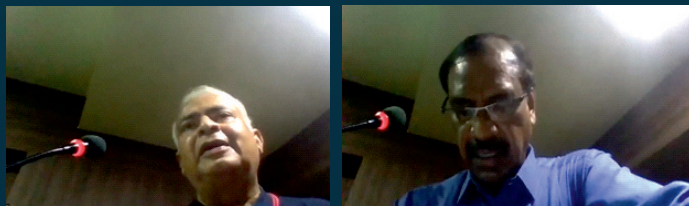
Mr. Ashish Gupta addressing the 21st CSR Forum Meet

The 21st CSR Forum Meet was organized on topic "Vidyasaarathi - An Online Scholarship Portal." Mr. Ashish Gupta and Mr. Rajdeep Mukherjee were esteemed Guest Speakers. They discussed as to how Vidyasaarathi helps students through their CSR scholarships. The session was well received and appreciated by 15 participants.

28<sup>th</sup>  
JULY

#### EHS FORUM MEET

#### "Learning from Mistakes & Disaster"& "Innovations in Early Gas Detection for Fire & Life Safety."



Mr. Alak Jha & Mr. D. C. Chowdhary at EHS Forum Meet

EHS Forum Meet was organized on Hybrid Mode on topic "Learning from Mistakes & Disaster"& "Innovations in Early Gas Detection for Fire & Life Safety." Mr. Alak Jha was esteemed Guest Speaker and Mr. D. C. Chowdhary was the Keynote Speaker. They discussed how one learn from mistakes and disasters at industries and also about early safety measures to detect gas leakage. The session was well received and appreciated by around 7 participants physically at BDMA and 100 participants virtually.





# 7 Ways to Stay Resilient in Uncertain Times

When I reflect on 2020, I think of the uncertainty we all felt — pandemics, politics, war, inflation and recession. Historical events were piling up, and navigating them at the helm of a business was challenging to say the least. Problems changed at a faster pace. The market was insecure. No one knew what tomorrow might bring or if we would have to make tough decisions. The future looked so bleak.

As we navigate another wave of uncertainty, I feel more prepared to handle it. Still, I empathize with younger leaders experiencing the tight roller coaster of ups and downs that I did only a few years prior.

As leaders, we might prefer to focus internally on our business, but in today's uncertain world, we need to look outside much more than usual. With no way of fully controlling outside influences, continuous resilience is the only way to keep up. Leaders who embody this attitude in their everyday work, company, leadership, team, and, most importantly, themselves have a better chance to succeed.

Here are seven ways to be continuously resilient

## 1. Embrace change

Resiliency is the ability to bounce back from challenges and adapt to unexpected circumstances. To build it, you must anticipate and embrace change. Founding a startup already comes with constant change. As a company goes from 50 to 100 to 500 people, it will change, and so will the way to manage it. There will be competition, lawsuits, a lack of funding, too much funding, expansions, technology, highs, and lows. Add in multiple global events, and the change only increases. Embrace it — don't resist change or get upset about it. As a four-time founder, I'm ready for any change, making adapting to it more accessible.

## 2. Focus on what matters

Problems come up so fast these days that after solving the top problems, new ones creep in right behind them. Targeting priorities in such a constant flow of change can feel like a game of Whack-A-Mole. A flow of prioritization and reprioritization ensures you always tackle the things that matter, even when they're constantly changing. To stay successful today, companies must continually iterate around their top priorities and reevaluate that list with care, thought and intention while ensuring they work hard on the right things.

## 3. Empower people with the instruments of change

Leaders who empower their teams to make decisions in real-time give them greater flexibility to adapt in the face of constant change. If everyone on my team said, "Let's wait and discuss with Mario what he thinks our priorities are," before every decision, they might end up waiting two weeks just to get on my calendar. That pace doesn't work. If I enable my team with all the correct data and the framework I use to determine priorities, they can understand what I would do if I was there and make the right decisions themselves. Communicate priorities, objectives and values loud and clear so everyone can act confidently despite constant change.

## 4. Show your team they matter, too

Keeping up with team mental health and wellness is critical during uncertain times. I remember when some of our people came to me wondering if a company kickoff was too expensive now that we've grown from 50 to 500 team members.

I reminded them of our first company objective — happy people with a healthy and diverse culture. This is the framework that would determine our priorities. With so much uncertainty, people's happiness can be hanging on by a thread, so I gave the company my full support and told them it was necessary. Nurture team happiness and a commitment to employee health and wellbeing because prioritizing employees makes them want to keep overcoming hurdles for the company's health.

## 5. Take no ownership over stress

Letting go of stress lets us embrace change easier. Cultivate a sense of calm. Sure, water is leaking into my house, and I got a bad deal on the ugliest rental car, but while I could complain about these inconveniences, I never let them stress me out. I was at a hotel when this guy started screaming at the front desk attendant demanding a room upgrade because his room had ants. I had to hold in my laughter. It served him no purpose in getting stressed about it except maybe aging faster. A week down the line, none of it would matter. Instead of taking on stress when things bother us, practice resilience and try letting them go.

## 6. Allow mistakes

Let people make mistakes and learn from them. We can get the tactical, day-to-day efforts right or wrong, and it still trends in the same direction. A client once became aggressive with me, and I lost my cool.

After I left, I realized I probably said the wrong thing. I emailed the client and called an all-hands meeting to explain to everyone how I screwed up. I told them we'd get another chance to win the next one. Six months later, that client spent a few million dollars with us and became one of our top ten customers because we owned up to our mistake and were persistent in rectifying that relationship.

Related: [Never Underestimate the Power of Adversity: How Hardship Builds Resilience](#)

## 7. Seek out the advice of great leaders

I advise any founder to find leaders they respect and admire to be an advisor. If no one comes to mind, come to me. I'm happy to mentor young leaders because I know how valuable this kind of guidance was for me over these past few years.

One of my mentors, John Chambers, our board member, investor and friend, recently repeated the same line to me as he said back in early 2020: "This is the moment when successful companies break away, and the others fall to pieces." In uncertain times, reaching out to mentors for their experience and new insights can be the advantage companies need.

Uncertainty is the word we use to describe how continuous change makes us feel. It makes us feel weird and not entirely in control. To drive forward in the face of uncertainty, we need continuous reprioritization to tackle what matters most. The more we work through change and uncertainty, the stronger we become to tackle the next. Just take a deep breath, relax and deliver your best each day.



# 5 Social Media Tips to Grow Your New Business

When it comes to building a brand, social media remains one of the best tools in aiding a business in reaching its target audience. The medium builds brands, provides customers with information about their debut, and gives them a chance to provide feedback.

The term "viral" is used to describe produced content that is widely shared across many platforms. It all brings a lot of good (and/or bad) attention to a brand and can help reach new audiences if done the right way.

Here are a couple of key tips for burgeoning businesses looking to build their presence across all online options.

## 1. Know your platforms

There are many different social media categories that all have their own uses with different audiences. Make sure you understand each platform, what type of content goes on it and what crowds you should corral. The most popular include Facebook, Instagram, Twitter, TikTok, YouTube, LinkedIn and Snapchat. Your business may be suitable to have a presence on all or only some of these options.

## 2. Keep posts brand-focused

Write about your business and things that relate to it. Social media is a very good way to make you visible to your audiences. However, if you are commenting on other accounts or posting controversial missives? Audiences see that and it can have a negative impact on your image. Make the page about your product, period.

## 3. Create relationships

Being social simply means responding to comments, liking posts from other accounts, following different people, etc. It shows that your page is more than just an advertisement for your business but that you care about your followers.

Engagement can also mean asking questions and commenting on posts and pushing users to interact with you. Ask for feedback from users, which is useful insight in understanding your customer better. Being active can also help you find other businesses, like yours, and create a community. The more engagement your page shows, the more other people will interact

## 4. Organic growth is always important

Although users may be impressed by a page that has over 100,000 followers, if the posts are only getting 1,000 likes it's clear that the followers were bought and are fake. That is just one-way users can easily tell when a page purchased followers to make themselves look more popular than they really are.

Every page has to start somewhere and although you may not gain thousands of disciples overnight, it is better to slowly gain a genuine audience than having people who have no interest in ever becoming a customer. Building a real herd of loyalists is hard, and sometimes disappointing when the numbers are not climbing insanely fast, but the more genuine your presence is online, the more attractive it is for real users to engage. In this medium, slow and steady still wins the race.

## 5. Create original content

Every day, companies put out new content, trying to outdo their competitors and bring more attraction to their business. This can be anything from a picture to a short video to a podcast. There are countless ways to produce appealing views that are relevant to your business. Making sure your page is filled with original images and videos can help make you more recognizable.

It's telling that a recent survey, conducted by Propel Software, of 2,000 American adults found that 51% claimed a great social media experience, (such as fast replies or funny posts) would convince them to give the brand a try.

Platforms are constantly growing and evolving, so as a new business, you have to jump in and get right into building up your pages.

## 3 Expert-Backed Strategies for Staying Calm in Times of Confrontation

The fact is, confrontation can turn us into someone we don't like. Blood rushes to our head, our pulse races rapidly, and all of a sudden we blurt out something to a colleague or client we immediately regret.

In the heat of the moment, we become impulsive — on the defense. Remaining calm seems like some faraway utopia — one where everyone acts reasonably.

"At times like this, you might wish you could hit that reset button and have a do-over," writes Harvard Business Review contributor, Amy Jen Su. But as she also notes "It's not easy to stay cool and engaged when things get heated in meetings, negotiations, or difficult conversations."

Some people will avoid confrontation altogether; others will lean into it and make situations far worse. But for entrepreneurs, having a level-headed approach is key for maintaining a harmonious workplace and cultivating positive relationships.

I've been CEO of my company, Jotform, for 16 years now. In my early days, I would cower from conflict, choosing avoidance instead. But here's the thing about growing a business: Confrontation isn't just a given, it's a constant. You can only avoid it for so long.

If you're struggling to keep yourself from erupting in anger and staying calm during conflict, I have some suggestions that have worked for me over the past decade based on research and personal experience.

The art of staying calm in times of confrontation  
"Aytakin, what you're saying just doesn't make any sense!" My associate, Matt, looked more than a little flustered. We normally saw eye to eye on projects, but this one seemed to push both our buttons. My first reaction was to feel offended and on the defense. Here was a colleague refusing to see my point of view and at the same time, raising his voice.

When I first began my startup, my immediate response would have been to challenge him or over-explain myself. I've learned a lot since those initial days.

Now, I understand that staying calm during heated moments isn't about appeasing the other party just to keep the peace. It's also not about firmly standing your ground and blurting out something equally offensive.

Believe it or not, the art in staying calm lies primarily in empathy. It took me a long time to grasp this concept. But bear with me: Empathy allows us to humanize the other person so that we can take better stock of the situation.

"Empathy is not about agreement. Nor is it the same as giving in, being passive, or allowing the other person to mistreat you," writes Jen Su.

She adds: "Recognize as you make more room for emotion that you are actually helping to discharge it. By allowing the other person to vent, you also gain access to other important facts, assumptions, and constraints at play — all critical information for bridging the gap between you and the other person."

Learn to manage your triggers

Many of us are unaware of when we're feeling threatened. When we perceive an attack, we're much more likely to respond irrationally. The key to staying calm during confrontation then, is to recognize our triggers.

Dr. David Rock of the NeuroLeadership Institute explains that there are five main "social threats that act as potential stressors."

These include:

Feeling like your competence or expertise is being undermined  
Being micromanaged

Seeing a situation as unfair

In retrospect, I now understand that my associate, Matt, felt like his capabilities and ideas weren't being taken into account — causing him to lash out.

I, too, have had moments like this. (I believe we all have at some point).

It's easy to talk about managing our triggers, but the fact remains that it's easier said than done. To override our impulses, experts recommend pausing or taking a few deep breaths before responding. Even grabbing a glass of water can give you the space needed to give yourself a chance to think things through and have more productive conversations.

Always convey respect

There is not one single person I know who hasn't said something that at some point they regretted. But according to Jen Su, it's important that we communicate respect even when faced with disagreement. "The reality is that we are not always going to agree with our colleagues," she says. "However, disagreement does not have to come with disrespect."

Some of her recommendations that have been personally helpful to me are using phrases such as:

"I've always valued your judgment and opinions."

"In listening to your thoughts, I'm having a hard time getting myself comfortable moving in that direction."

"I think we're having a difference of opinion."

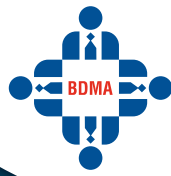
Be accountable

As I said before, I believe remaining calm in the face of confrontation lies in our ability to empathize. Ultimately, we want to build bridges, not burn them down.

If you end up losing your cool, take ownership of your side of things. Acknowledge shared perspectives and that you're open to listening more closely. As Jen Su wisely puts it "While we can't change what's already happened, we do always have the choice to reach out, connect with others, and demonstrate a more constructive and committed 'Take 2.'"

I can't travel back through time and take back my exchange with Matt, but I make it a point now to put all of the above strategies into practice. Not only has it strengthened my relationships at work and at home, it also reminds me that as leaders, we need to be humble and conscientious when it comes to all of our interactions.





# Learning New Skills Without Boundaries: 13 Ways To Improve Your Learning Process

When the pandemic uprooted millions of employees worldwide, many struggled to adjust as they were forced to shield themselves from COVID and the economic repercussions.

## Employment Levels Dropped

As employment levels dropped and some saw their hours and wages slashed, the need to acquire or learn new skills suddenly became the mainstream niche among the millions stranded at home. In addition, youngsters in the lower school grades were no longer in school, sending parents searching for alternatives to learning and arranging for Zoom upgrades.

As many businesses halted operations for most of the early months of the pandemic — many others quickly pivoted, innovated, and did a deeper dive into work. Sadly — for many businesses, there was a mass exodus and layoffs. Employers and employees alike had few choices but to leverage new knowledge to help advance their careers and increase productivity. The upside? Out of necessity, our world became boundaryless — and that's a good thing.

In addition, managers looked for ways to keep remote teams inspired and engaged during a time when work-from-home was considered something entirely new for millions of employees.

What have we learned from the 1.7 million hours of learning? In April 2020, at the height of the pandemic, LinkedIn reported that people watched more than 1.7 million hours of learning content. The unheard-of number was three times higher than the recorded 560,000 hours of learning content streamed in January 2020, just before the pandemic hit American shores.

With thousands of online or e-learning courses, adults across most regions of the world suddenly found a new interest in a mirage of topics that helped them advance their careers or leverage the opportunity to secure new skills before re-entering the workforce.

## Cost-effective e-learning — hopefully, forever

The flexibility, accessibility, and cost-effectiveness of e-learning are now a lasting trend that is outliving the pandemic. Although some but not all employees may have access to tools and resources provided by formal high educational institutions, online learning courses are being seen as an excellent alternative that encourages and educates employees as they progress in their careers.

With lockdowns now a thing of the past and more employees slowly but surely returning to the office, how can one learn new skills with a busy and packed schedule?

As some employees juggle both family matters and professional careers, here's a look at 13 ways to improve the learning process to get the most out of online learning.

### 1. Set realistic goals

The first step to learning new skills or undertaking an online course is setting realistic goals. Most importantly, your goals can be driven by the type of skills or courses you want to learn.

For instance, if you're looking to learn to code, whether Java or Python, consider how long it will take you to complete a course.

Be realistic for the win-win

If you notice that a course will require you to spend at least seven to ten hours per week, be realistic regarding the amount of time you can set aside to complete the requirements.

Additionally, when setting goals, be mindful of what you want to learn. If you're looking to learn as much as possible, whether it's IT or digital marketing, see how much you can fit in your daily schedule to get through all your work.

### 2. Start simple

Being new to something takes time to master, and while it's true that "Rome wasn't built in a day," the same goes for learning an entirely new skill.

Complete the beginner's course, first

If you've never encountered this line of work, or have some basic knowledge, start with a beginner's course before jumping headfirst into complex work.

Not only will starting from scratch save you a lot of energy and time, but you'll be able to build a roadmap towards achieving the end goal — honing your newly learned skills.

### 3. Use the 80/20 rule

Known as the 80/20 rule or the Pareto Principle, it allows you to identify 20% of the work that will help you to achieve 80% of the results.

Some simple examples of where the Pareto Principle can be seen in real life are:

20% of a tree carries 80% of the fruit or,

20% of students contributed to 80% of the final exam mark.

For this instance, where you're finding the time to learn a new skill, you will slowly realize that 20% of the work can be found over and over in practice. Once you have grasped 20% of the work or theoretical aspects, you can apply the rest of the 80%.

You can also see it as applying 20% of your time, each day accumulating over a more extended period which can help deliver roughly 80% of the final results.

In a recent Forbes article, experts found that the Pareto Principle can be used to stand out in the crowd, especially in sectors or industries that have recently become heavily saturated.

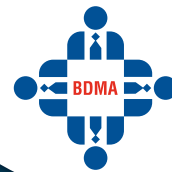
### 4. Find potential barriers

For many adults who are jumping back into studying, whether part-time or full-time, some barriers may stand in the way of achieving a particular educational milestone.

Decide how you will fix the barrier

For instance, for some employees, a barrier may be that their daily commute to and from the office consumes a lot of their time, which could be spent on their studies. Another potential obstacle could be undertaking too much study work in a short amount of time, which can lead to burnout or losing track of your goals.

Whatever the barriers, whether physical, mental or perhaps even financial, identify where these might come from and how you can overcome them before taking up too much online learning work.



# Learning New Skills Without Boundaries: 13 Ways To Improve Your Learning Process

## 5. Break up your studies

A new skill can take years, if not decades, to master, and for someone moving towards a new direction in their career, you want to be the best you can be at a specific skill.

What a lot of employees tend to do, is break up their studies or skills into categories or sections which they can complete over time.

Another benefit of breaking up your studies is that it allows you to maximize your time more efficiently; this can be applied to both employees working remote or in-office.

## Complete your work in smaller chunks of time

This means they can focus on smaller work portions instead of having to overcome significant obstacles all at once. Then, little by little, as knowledge and new skills start to build up, you'll be able to see the bigger picture come to life.

## 6. Use your new skill on the daily

Most of us had to learn how to ride a bicycle or drive a car at some part of our lives, and the same rule applies when it comes to learning new skills.

Over time, you might notice how your newly adapted skills allow you to complete specific tasks or manage new projects. This is an excellent opportunity to apply it in your daily life.

"There is more than one way to skin a cat." This means finding what works for you.

The best way to explain this is when learning a new language. Let's say you're learning French or even Turkish; as you go about your day, see how many objects you can name in your newly discovered language. Sitting in traffic, read the number plates out loud, or see how far you can count. Going grocery shopping, write all the ingredients you need in French.

There are many ways in which you can acquire a new skill by simply applying it to your everyday life. And yes, even if it's something more hands-on, there are ways you can practice without it having to take up a lot of your time at home or in the office.

## Add your schedule to your Calendar for the best results.

The trick is to set aside enough space in your schedule to get through the work efficiently yet diligently. If your new skills will be used to land a specific job or as a way to change career paths, you want to see how much you can fit in at once. The quicker you get to work through as much work as possible, the easier it will be for you to start using it in practice.

## 9. Choose quality over quantity

As we mentioned, a lot of the time, we tend to rush things off so that we can get them done quicker. And while this might work for some things, it's not always the same for the times when undertaking a new challenge.

Don't think of it as "I have to complete ten courses this year" or "If I read five books every month, I'll learn much quicker."

## How do you plan to remember?

It's not about who can complete the most courses or read the most books, but who can remember and recall all the facts and knowledge they have encountered over the last couple of months.

Choose the quality of work over the quantity you are looking to consume.

Then, as you become more comfortable with a particular topic, or concept, you can slowly but surely start applying it either in your daily life or at work, whatever works best.

## 10. Practice makes perfect

What does it help you plan to learn all these new courses and read through an endless amount of material but never practice or utilize the new skills you've learned?

Practice makes perfect, and there's no better way to put it. There's no need to go out into the real world and immediately apply what you have learned. If you're a risk taker like that, then definitely see how well you can get it done. For those of us who want to play it a bit safer, practice your new skills as you progress. As you encounter new concepts, terms, or ways to improve, you can apply them throughout your daily exercises.

## 11. Learn to deal with mistakes

A lot of the time, and we're all somewhat guilty, we tend to think we shouldn't make any mistakes when learning or undergoing some form of training. But unfortunately, this is where many of us tend to get it wrong.

Learning, for the most part, comes from making mistakes, whether it's big or something minor.

When making mistakes, you expose yourself to many different ways you can do something. This is a valuable real-world skill. If your code doesn't work the first or second time, with expanded learning — you realize you need to change up a few things. If you notice that your online ads don't perform as you'd expected — see where you may have missed some steps or protocols.

There's a lot that one can learn from simple errors. No one is perfect — and those minor mistakes really help us learn a lot quicker and sometimes more efficiently than sitting in front of books or reading from your computer screen.

## Watch for the "ah-ha" moments.

However, when reading from books or on the computer — we can pay special attention to areas where we might not have experience and watch for those "ah-ha" moments that say we have hit on the solution we have been seeking to a problem.

## 12. Be serious about your studies

Yes, at first, it might seem like a simple online course you can complete in one week and add the certification to your resume. And while this is true in some cases, it shouldn't be something you should be doing.

## Know what your end goal is.

If you're willing to monetize your new skills, it's time to start taking it a bit more seriously. Thousands of employees are simply doing courses to add it to their resume in the hopes of an employer spotting their elaborate list of qualifications.

On the other hand, if you're not going to take learning a new skill more seriously, you're never going to get it done, perhaps even lose interest in the field completely.

Be more serious about the skills you're willing to acquire; in due time, it will become part of your routine and perhaps even your career.



# 3 Ways to Overcome Adversity and Succeed in Life

I think we can all agree one of the most universal experiences we face as human beings is adversity. As leaders, team members and entrepreneurs, we all have stories about how we've come through challenging times — including me.

I had just moved to China to take on the role as president of Yum! China, at a time when the business was suffering a sharp decline in sales. I had to turn things around — and fast — but the context presented quite a few challenges. The company was a \$6 billion business with a level of complexity significantly different from my previous roles. Among the nearly 400,000 employees in China, I was only one of five non-Mandarin speakers. And every meeting, every email and virtually all communications were in Mandarin.

I was stressed out about the responsibility both to the large team there, as well as the adverse impact of the China-based business performance on global operations. At times I was worried about failure, too, but I couldn't let the anxiety paralyze me. I had to find ways to power through the challenges. Fortunately, over time, I have been on a journey to nurture a positive outlook on life and work. It's helped me to overcome adversity at various times in my life, and it served me well during this situation, too.

Studies have shown that at least two-thirds of adults have lived through some form of adversity, and the way we react to difficult situations has a lot to do with our upbringing, our personality and our outlook on life. I've almost always chosen to see the sunnier side of challenging circumstances — embracing a growth mindset and looking for silver linings in the form of opportunities to learn.

Here are three ways entrepreneurs can overcome negative thinking, cope with challenging times and leverage the strength and stamina to come out on top.

**Go to where the rubber hits the road**

Back in China, it would have been all too easy for me to become paralyzed by the barriers along my path. For example, to gain insights and learnings, I took a different route from the meetings and emails I couldn't understand. I hit the road, going straight to the frontlines, spending time with the restaurant teams to see if I could uncover the problem at its source.

In spite of the language barriers, I visited our restaurants in over 25 provinces in China. What I discovered there eventually led me to the solution I needed. By building relationships with our employees and restaurant managers through the universal language of smiles and gestures (and thanks to the help of amazing colleagues who doubled as interpreters), I was able to develop trust and a network of people who helped me to recognize what had gone wrong — and what we needed to do to fix it.

It was a feat I never could have accomplished sitting in a boardroom or reading emails in my office. To this day, it serves as a powerful reminder to never be afraid to get outside your comfort zone and face a challenging situation head-on.

**Find your supporters and ask them for help**

It's true that entrepreneurs and business leaders often shoulder a lot of pride. But it's so important not to let pride get in the way of success. Asking for help and support is one of the most important things we can do when adversity gets us down.

Surrounding ourselves with allies is one of the best ways to succeed in life — and in business. Entrepreneurship can sometimes feel like a lonely road, but it doesn't have to be. Running a company with a co-founder, connecting with a mentor or coach, or creating a network of people who can come together to help raise us up — in good times and in bad — makes the inevitable ups and downs of business much more manageable.

I learned this firsthand: I was able to turn to the chair and CEO of Yum! for encouragement and support when I needed it. His counsel helped me feel less alone when I struggled with the complexity of the business and the weight of responsibility. He remains my mentor to this day, and I'll always be grateful for the support he offered. In parallel, I sought to learn and build relationships with a number of my colleagues there, too. Many of those relationships remain strong today, even over WeChat.

**Put your oxygen mask on first**

In the examples above, and throughout my career, there have been instances when I did not sleep well and was not my best self during the day. We need to be healthy to cope with ongoing stress. I can attest to the invaluable connection between a healthy body and a healthy mind, having undergone my own health journey in the past year. Through the pandemic, I doubled down on healthy habits encompassing a plant-forward diet, mindfulness, sound sleep and regular exercise.

With the focus on health and wellness brought on by the last several years, never have there been more reasons to put our health first. A U.K. government study showed 80% of respondents were inspired to change their lifestyle last year thanks to the pandemic.

I've written before about other essential habits for healthy entrepreneurs, because I truly believe we cannot be productive if we're not putting our wellness first. And much like the importance of charging our positivity battery, it's also crucial to take the time to build up our stamina and a deep well of resilience.

In business as in life, setbacks are simply inevitable. Success in the long term requires the ability to pick yourself up, dust off and keep moving forward. As Rocky Balboa famously said, it's not about how many punches you throw, but how many you can take and keep standing.



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“I don't believe in taking right decisions.  
I take decisions and then make them right.”  
~ Ratan Naval Tata



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