

## Interview with Mr. Chandramouli, Management Consultant, Bangalore, India



**Tomoyuki Kogure (Kogure):** Would you brief the profile and background of yours?

**Chandramouli A.N (Chandra):** I graduate in Mechanical Engineering from National Institute of Technology, Trichy, India. Postgraduation in Business management, MBA from Indian Institute of Management from Calcutta (a premier institute). After that I moved on to work with various Indian and OEM industries located in India in different positions like M/s Tata Motors in Pune, India, M/s Ponds India Ltd (acquired by Unilever), Amtrex Hitachi- M/s LalBhai group (collaboration with Hitachi) and M/s Cooper Bussmann, an American MNC. Then joined as CEO in M/s Makino India, Bangalore and worked as MD in M/s Starrag India, retired in 2017. Even now I am a Board member in Starrag India. Also now, I am sharing my knowledge to startup companies, SMEs, sometimes large corporations. Also contributed to the Industry and society in various positions in Confederation of Indian Industry – CII; Bangalore Chamber of Industry And Commerce - BCIC; Capital Goods Skill Council-CGSC, Aerospace and Aviation Skill Council-AASSC, Quality Circle Forum of India - QCFI etc.. I conducted many Webinars on my own and jointly with Global leaders, on the concerns arising of COVID19 on managing Industry 4.0, Future technologies and Future Job Roles.

**Kogure:** Why don't you share your opinion / perspective about different cultures, like American, British, Japan and Germany?

**Chandra:** Japanese culture is highly process oriented, think dispassionate manner and more time is spent on planning, discussions and consensus arrived across team members. As far as Americans are concerned, they are result or goal oriented culture, set the targets and achieve it. Result orientation means not only leadership and also meeting Management by objectives. More emphasis on achieving result rather than processes. In terms of Germans, they have the combination of Processes and Result oriented approach and also have System oriented culture. They also look for starting stage Perfection. No Kaizen involved, once the product is launched, they allow it run, before any major corrective actions. When it comes to British people, they will learn and adapt the best of world, Lean manufacturing, Management by objectives and appreciate Digital manufacturing 4.0. Indians try to take

best practices and sometimes get confused where to start. Indians are good in generating more Ideas (divergent) but weakness is don't converge into one decision, which affects action. Indians are good in acceptance of uncertainty, whereas it may be difficult for others to cope up with uncertainty. Indians are flexible, so when they are placed in other countries, they perform well and mingle with that society very easily.

**Kogure:** Development in India is more progressive and people look more energetic and motivated. Japan is already developed and very less further development is seen now. The growth of Japan in early stages (mid 1960) is now seen in India, similar emotions and energy

**Chandra:** Yes, may be depends on average age. Indian average age is between 30 to 35yrs. But I can say, excellent revival of Japan after World war, by taking all challenges. Very important culture of Japanese are Customer focus and people/ employee focus, even sometimes without a financial success of business. All Indians need to learn from Japanese about the uncompromising loyalty to their customers and employees

**Kogure:** Now, do you see any changes in Japanese attitude towards customer orientation?

**Chandra:** No change in Original value system, but I understand the younger generation of Japanese, values are not very strong. They are more influenced by American (western) way of looking at things. Like, quick result and not process oriented. Generational gap happening, and respect for people to be improved

**Kogure:** Sometimes, few Japanese think they are very high quality oriented, but they need to work closely with Asian people. Few Japanese are not used to work with overseas people with their attitude, which may be improved. Respect, fairness and adaptability of different cultures are very important in a business



**Chandra:** We can find difference in Japanese attitude between the people who had exposure and /or worked in other countries and only worked in Japan. The Japanese who worked in other countries (especially Asian countries) has broader outlook, better interaction and flexibility in working with others. So I recommend, current generation of Japanese should get good exposure in other countries. It will really open up their mind and become good managers / citizens. May be for young Japanese students, some internship programs (for few months) can be planned in other countries and Japanese employees can have Job rotational programs in other countries. For Japanese companies, transferring any of their employee to other countries (as MD / any senior positions), make sure they interact

directly with local managers / supervisors / shop floor employees rather than depending only on a Deputy Managing Director (DMD), who may be an Indian. This direct interaction, will help in getting firsthand information, good understanding of the real issues which require improvements.

**Kogure:** Yes, it is a good suggestion and good value to the company

**Chandra:** In Japan, you have good practices, like everybody obeys the boss, consensus culture, no one will argue with others, all functions collaborate, team work, strong kaizen philosophy. Whereas other developing countries, these comfort practices may be missing. So, when Japanese posted in developing countries (like India) need to develop their Indian teams on a balanced approach on i) Sense of urgency in implementation, ii) Reliability on implementation and iii) On time delivery to customer

There are few suggestions to Japanese Management on the skills of their Japanese managers, to be posted in developing countries.

Japanese MD's need to have direct access to various levels of management (without buffers like DMD's), like skill of net working for business development in local eco-system. It needs to be assigned in VUCA (Volatile, Uncertain, Complicated and Ambiguous) world. They are also skills like Art of delegation, Control and Empowerment. I find multi-functional exposure / Cross functional exposure important.

**Kogure:** Diversity in culture and globalization skills are required for some of Japanese managers. Okay thank you, bye bye.

**Chandra:** Thank You very much Kogure-san and Surya-san.

**Tips:**

- 1. Japanese culture is highly process oriented, but Japanese need adaptability, and flexibility in the volatile and uncertain world**
- 2. To get to know more about local members, direct interaction with their teams is very important for Japanese managers**
- 3. Current generation of Japanese should get good exposure in other countries**