

NO TIME TO BE YOUNG

30 Insights into Generational Empathy from The Seenager,
Senior Teenager

Neerja Singh



INDIA • SINGAPORE • MALAYSIA



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Dedication

*For my millennials Aqseer and Asawari
who taught me generational empathy*

*For their grandparents Harnek and Nirmal
who did not need the lesson*

For Harpal who is a natural

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Foreword

I met Neerja Singh during the Annual Professional Speakers Summit 2020 in India.

Neerja won most of the contests at the summit and it felt, winning was her natural trait. That is when I heard about her passion for addressing the growing generation gap and the need for generational empathy. A topic that rarely gets spoken about.

When the Professional Speakers Association of India PSAI, announced a 30 day Video Challenge, Neerja not just participated and won the contest but also demonstrated why she is the authority on the topic of “Generational Empathy”. Each of her videos had flow, deep research, experience, and conviction.

I am happy that Neerja is publishing the transcripts as a book.

I believe in today’s fast-paced world, generation gap and generational empathy are topics that need everyone’s attention. Neerja in her book not just covers important topics but several tough ones that have been left untouched for decades. Her insights and perspectives on the generation gap will make you think and introspect.

Neerja’s book is a significant step forward in starting a dialogue to bridge the generation gap and inculcate generational empathy.

Sharat Sharma

Author | High Performance Coach | Sales Strategist |
Professional Speaker on High Performance and Sales |
PSAI 30 day Video Challenge Lead

Good Faith Belief

When I was 11, I would be on the cordless with my bestie at the time, chatting away for hours on end, we had an elaborate ritual for who hung up first. Then came the dial-up, then T9, then my first Samsung slide-phone and now, I just want my cordless phone back thank you very much.

There's a generation gap every five years south of 30 (my age) now, it seems to me. I have no idea how to relate to Snapchat, or the language of my 25 year old friends. That the priorities of folks, 5 years apart these days seem so stark to me, the kid that chose to give up a career in law and set up her own therapy practice while having two mental illness diagnoses is testament to the difficulties thrown up by these compounding, accelerating changes to our every point of reference.

And while I am bamboozled by the language the kids these days speak, and their obsession with Instagram or what have you; I can only imagine how bewildering it must be for the 60 plus, surveying a landscape littered with youths inseparable from their smart-phones, making meaning of the world by stubbornly refusing to engage with more than their curated version of it.

I suppose there is something to be said about the difference in core life values between what Mum is calling Boomers and Zoomers, and it's an intriguing notion that this is the first true generation gap we've seen here in India. I don't know about that, but I can say I'm glad she's spent so much time thinking about this; because it shows the way in parenting kids that befuddle us, craze us, make us question ourselves and how we live our lives. It shows us the power of thinking from their PoV

in an informed manner, and tackling the divide with empathy, curiosity and a good faith belief that these kids must have some reason for acting the way they do. We're going to need to remember these basics going forward.

Cheers, Mum!

Aqseer Sodhi

Intergenerational Dialogue

I learned about my designation as a Millennial 10 years ago, about a month after leaving India for college. The description and vocabulary sounded rigid and foreign at the time but wound up being adopted in part, either consciously or by osmosis.

That's the kind of force generational trends exert in these times.

“Millennial” has been shorthand for some great, some ridiculous and some dated notions shorn of context. And that's too bad. Caricatures don't evoke empathy.

This is a genuine attempt at intergenerational dialogue with more than one demographic trying to makes sense of changes afoot. It's like my mum, grandmum, niece, and I are in one room exchanging notes on how we're adjusting to our smartphones and why it is or is not different this time around from that period of time that we used the telegraph/landline/brick phone-in and what's next.

Best, Mum!

Asawari Sodhi

Acknowledgements

Sadhana Atri

We were House Captains together at St Francis Convent High School, Jhansi. Sadhana's first night out was at my home, those days it was not common for young people to be visiting each other's places.

Through my father's transfers around the country, Sadhana's own relocation to the United States and my Air Force vagabond life after marriage we have remained each other's sounding boards, cheer leaders and inspirations.

Sadhana is an exhibition artist, photographer and a resourceful teacher of great integrity. Like me, she gets high on company. She has an eye for color, style and substance. I am in awe of her talent for creating special moments, those spontaneous bursts of self-expression, celebrating the now.

A highly committed teacher, Sadhana has poured herself into her instructional space, teaching to the "whole child". Through life's passages, the occasional knocks, the ambiguous times, our friendship has thrived.

I have the most vivid memories of days spent at her home in Sipri Bazar, it was my safe space when I needed to step back from myself. Sadhana moves in joyous spheres of expansion, creating happiness along the way.

Thank you Sadhana for being my soul sister.

Sitara Maruf

Sitara has worked as a media director, journalist, and science writer in the United States. Now she writes stories and produces episodes for Lighter than Air - Flight Magazine.

www.ltaflightmagazine.com

Deep conversations at the Pune Gymkhana bus stand, long rides on the Pashan road astride a chocolate colored Hero Majestic Moped and watching the Indo-Pak cricket match together, Sitara is my bestie since our Fergusson College days.

From being bright, brave and beautiful at 21, we have continued living in the same vein, challenging each other with our feisty pursuits.

Hugely talented, a people's person and with a hunger to create, Sitara is blessed with the spirit of sharing and caring. She is constantly reading, writing, and upgrading.

It's been 37 years since we last attended class together but our intercontinental conversations can still set us off into peals of merriment.

Thank you Sitara for hearing me foam at the mouth on the generation gap. Thank you for speaking your mind. Thank you for being my friend.

Preface

I did not think India had the makings of a real generation gap. Our deep rooted family values and the power of Bollywood images over our subconscious would never permit a generation to go non-conformist and carve a distinct identity for themselves, I believed. I was proved wrong.

There is a generation gap today the likes of which has never been seen before, it is at a visceral level. Unlike the boomers and millenials of the USA, the generational shift in India is less uniform, more covert and largely unacknowledged. A fundamental disenchantment with families seen as enmeshed ecosystems is very present and finds expression on Quora strings or in standup comedy or within circles of close friends. But on the surface, it finds refuge in a self-description called “modern but traditional”.

Unlike my generation, the young today have greater opportunities for experimentation. They are armed with a vocabulary that holds up personal choice and liberty as a fundamental virtue. But then, there are the grandparents just living to attend their grandchildren’s graduation ceremonies and marriages. This is a time of ambivalence in families. It is an era of tremendous confusion. An entire generation is struggling to define itself in a globalized, Americanized, traumatized world order. And at least two generations before them are standing by in the wings, waiting for a cue they secretly fear may never come.

Two personal incidents in 2013 brought home to me the shattering distance and disconnect that exists between generations today. My attractive, all rounder, highly educated 23 year old daughter went into depression and suffered a severe

quarter-life crisis. And a MIG 21 Bison fighter jet crashed during landing in Barmer district of Rajasthan, killing the 25 year old pilot. Depressions happen but this was my daughter and it was the suddenness and the unexpectedness of the episode that threw us completely out of gear. Crashes happen but the reason this time was sleep deprivation and social media addiction. These were incidents unheard of, at that time.

Our young are taking longer to become economically and socially independent. There are the new phenomena of women empowerment, institutional uncertainty and the sexual revolution in India. These create friction and disquiet both at home and at work. It does not help that my generation of Indians did not anticipate the mental colonization of our young. We neither prepared nor presented a rational and convincing enough alternative to the global (read American) content that young urban Indians consume on their smart phones in these times. Careers, life-plans, engagements, the entire montage of human life seems to have become short-term and transactional in nature.

This book has come out of a thirty day lockdown video challenge assembled by the Professional Speakers Association of India under the direction of Sharat Sharma, Professional Speaker on High Performance and Sales. From among thirty eight participants, the author won the challenge for consistency and quality of content. The effort over thirty consecutive days added up to 205 minutes of videos available on <https://www.youtube.com/c/NeerjaSingh> examining generation gap in thirty different areas ranging from technology, society, politics, sports, science, philosophy, business, sexuality, work to consumption.

The time for this dialogue has come.

This Seenager is ready to listen.

Neerja Singh

The Never Before Generation Gap

“The children now love luxury; they have bad manners, contempt for authority; they show disrespect for elders and love chatter in place of exercise. Children are now tyrants, not the servants of their households. They no longer rise when elders enter the room. They contradict their parents, chatter before company, gobble up dainties at the table, cross their legs, and tyrannize their teachers.”

I didn't say it, you didn't say it either, God forbid. Socrates said this in the 5th century BCE.

You are right. Generation gap is an evergreen subject but what we are seeing today is a generation break.

Consider this, it took the west 70 years to come up with the Free Speech Movement, the Hippie phenomenon and the sexual revolution. In India we went fast forward with Tinder, All India Bakchod and Section 377 in ten short years.

Boomer parents between 45 and 63 years and their millennial kids 20 to 37 are frequently in a standoff, the kind you see on the Wagah border. The soldiers stamp and glare at each other and that is communication, but in many of our homes today, there is a cold and silent retreat.

I don't remember shut doors in my childhood home. Every member would come to the dinner table three times a day. Our parents called out good night from their rooms. Good night Honey, good night Money, good night Ruby. When guests came over, every one stepped out to greet them and pitch in with the biscuit-namkeen routine.

Kids don't want their parents to show off their 'Ba Ba Black Sheep' anymore, they don't enjoy speaking with *tayya tai* or *mama mami* on phone, they would rather not join family events and trips.

I understand. Young people need privacy to watch pornography and smoke pot and vent their angst about the state of the world. Yes yes yes, we boomers had our blue films too but one VHS would be screened for a bunch of people, almost like chamber music. Today, millennials carry their community everywhere with them.

Disruption is taking place in generation old fundamentals. Who ever heard of children divorcing their parents? When did organization heads and CEOs begin to look like caricatures? How is it that in the process of befriending the millennials, the boomers are losing credibility and relevance? We maintain the appearance of normalcy like good Indians but there is drama within our homes and offices. And watch out for an exit policy should you linger longer in a dependent state around your children, you know what I mean.

Look at our millennials, they are aghast that we did not plan our finances and do not have passive income. They don't understand our work-life imbalance. And we don't see the sense in so much chilling. We wonder why they are so low on patience and distracted all the time.

So let me ask you, has your child blocked you on social media? Is there a suggestion that you seek therapy? Are you plugged enough into their reality and their vocabulary?

My guess is that like the typical boomer, you are not handling differences well. Let me guess. You are either complying, attacking or withdrawing. None of this will help. Our young need us to be confident and strong and offer something worthwhile so we can all live productive lives.

I can help the generations get to know each other better. I have survived, thrived and lived through a nightmare of a generation gap. We all deserve to be kick-ass teams. We cannot, should not miss this bus.

This Seenager is ready to listen.

India's Unled Millennials

“Yuva shakti devo bhava.” Our PM used this phrase during his videoconference address to a youth convention in Karnataka.

But if you were to receive an India Today survey in your inbox asking you to name the champion of our times, let me see. A corporate tycoon, a shiny entrepreneur, a mega filmstar or a celebrity cricketer? Well guess what, it is the millennials of India who win hands down, there has been no competition worth its name. You don't think of them because you don't see them and you don't see them because they have not waited for any leader. Who else, come on, who else has shown any spunk in the year gone by and on their own?

Our country has the world's largest generation of young people in human history, it's a UN report. More than 600 million young people, less than 25 years of age, no other country holds this rich a seed stock. This year their share is 34.33 percent of the total population and we are projected to hold that position for another 20 years.

This living, breathing, aspiring segment could be the rocket fuel to lift off India's economy and social harmony. The question is, are boomers making enough strategic investments in youth-centric policies? Us parents, are we nudging our millennials to engage in civic and economic affairs? Will our educational institutions get off their high horses long enough to cultivate critical thinking?

If we want the young to become problem-solving producers, creators, entrepreneurs, change agents and leaders of the future

we have to first and foremost stop indulging in our recreational worrying. We hold them back with our fear, with our antique life lessons, with our pet query “*Beta, kuchh khaya? Kya khaya?*” Can we get off this perpetual crisis about a crisis default mode? Our parenting has to grow beyond food, sweaters and 27 missed calls.

Stop. Please stop. The things you worry about do not scratch the surface. This generation is battling deeper demons. They are like that diwali *anaar*, the fountain cracker that is half lit but can’t make up its mind. You remember, you would go close, give it fire, it would begin to hiss then keep hissing in spurts but not sparkle up completely. Of course there is flashpowder inside them, there is anger and energy, we don’t want it to simmer and singe and die inside. What we want is the splendor of their multicolored light?

Will our millennials light up the world? Take a look. What are the political, economic and social events that have been the markers for them? 1981 to 1996, India transitioned from a closed economy to an open one; colour TV came in 1982, Rajiv Gandhi and 1984 brought both a generational shift and some light reforms. The big-bang liberalization followed in 1991. That makes the millennials India’s first non-socialist generation, the first to have consumption encouraged, not curbed. Now don’t go getting all starry eyed because the demographics are dismal; a majority of the young population is rural, one-third have not crossed primary school, only 10–12 percent are graduates, and most who work are in casual labour or petty self-employment, with salary earners in the minority.

The one segment that can transform the sheer number of young people into an asset is the urban Indian millennial. But it’s the rare among them, like my girl, willing to “disappoint” their parents or take the big leap out of the comfort of their parental support to become innovators and entrepreneurs. Thousands of

others remain prisoners to the expectations of their parents, in most cases survival based where the responsibility of their not so privileged families lie upon their young shoulders.

Imagine a generation with no beacons of hope. Who is the Indian millennial to turn to for guidance? Companies are not fast enough to modify and resonate with their values and aspirations. And let's face it, Indian society comes across as annoyingly racist, infuriatingly penny pinching, maddeningly intrusive to the millennials.

My work is to bring this inter-generational friction out of the echo chambers where it is currently raging.

Our *Roohafzah* days are over. You will have to season it with lime today.

This Seenager is ready to listen.

Corporate Uncle Beti Inc.

An AI 611 was on ground in Jaipur, preparing to fly to Delhi. The commander, who happened to be younger than the co-pilot, turned to him and said, “Uncle, can you jot down the take off flight data?” How do you think the co-pilot responded, “Who you calling Uncle han?” There was almost a scuffle. DGCA ordered corrective training, anger management classes and a psychometric test for the co-pilot.

East is east and the west is west, and ne’er the twain shall meet. Are the thirty plus chalk, to the twenty-something’s cheese? Does young mean an upstart and old slow? These labels can create stereotypes that can get negatively reinforced when the staff is working under pressure.

A young work force is taking centre stage in most industry today. In the IT services, entry level age is as low as college undergraduates. There is bound to be some degree of seismic activity. To start with, while boomers worked and retired in the same company, attrition dominates the millennial’s work culture. How do you tame the ‘I-get-bored-too-quickly’ generation? What’s your company’s compelling employee value proposition? No no no, one is not talking of salaries.

Younger people have more expectations of the job. They ask for improving skills, changing roles, global exposure, fast-track growth and transparent communication. And with all of this, they may still not be emotionally connected with their workplace. They are perfectly within their rights to take a break from you after a few years of saving up. And they do!

There are other telling differences. While the boomers probably met the top management only once in a while, the onus

is on the seniors today to approach the juniors and bridge any gap. Boomers may also find it a struggle to report to Generation X at times. Perhaps you feel redundant when a new computer code is introduced and you are asked if you are ok with using the program. It really is for the company to see if the mid-level employee needs to learn the latest computer program? Their skills could instead find use in participative management.

From an agrarian economy to manufacturing and then services, this generational shift at the workplace has been rapid. India Inc. is embracing the new generation workforce with much enthusiasm but the middle level senior employees may describe this preference for the younger workforce as verging on blatant partiality. There have been cases where leave was denied to a senior manager to be with his ailing mother but granted to a younger colleague whose child was unwell and the nanny played hooky. The 40 and 50 year olds are a bit stuck here, they have children who are no longer teenagers but still need attention and there are also the senior parents to care for.

Can companies ignore the senior, experienced hands? It is true that giving examples to younger generation of what and how they worked may not be relevant any more to the customer needs, opportunities, competition or the social environment. But smart organizations at times engage with a senior experienced professional not just for their talent but also for the loyalty factor. Their long standing credibility, maturity and wisdom inspires the trust of managers and superiors while at the same time setting an example to the younger team members.

And really, how old is old at the workplace? Professionals have been known to work well into their 70s. Retirement age is now just a statistical number. Talented, fit and hardworking employees can go on and on. Do companies have policies to improve engagement levels of this generation?

How does a company involve and engage a multigenerational work force? Shadow programs, super skills, reverse mentoring, there are ways and ways.

Adapt and evolve or resist and go extinct, that is our choice in this 'now'.

The commander of Flight AI 611 should have addressed his co-pilot as "Sharma Ji". Or "Sir"? Or just "Sharma". Maybe "Aneesh"! Or "Hey"! What do you say?

This Seenager is ready to listen.

Their Demons

Ria is 23 years old. She is an attractive and accomplished young woman. A professional degree, generally supportive parents and the freedom to choose her own path. But she has also done two stints in inpatient therapy, one for suicidal ideation and the other for alcohol dependence.

Sidharth is a software engineer at one of India's best tech companies. His is a dream job. He has a girl friend and parents who are very proud of him. But he is also in the habit of using the smart drug modafinil and snorting cocaine. He is overworked and has trouble sleeping.

How do the two promising young millennials with such seemingly good lives end up in these terrifying situations? Well, simply put, Ria and Siddharth are anxious. They may not have any medical diagnosis as yet but they are anxious and fearful. They are anxious about money, they are anxious about their social life, they are anxious about climate change and are probably beating themselves up on a loop, with questions like:

Am I doing enough?

Am I good enough?

Do I have a chance?

Do I even have what it takes to make it?

Can I sustain a life for myself and my family the way my parents have?

Look, these are two smart, strong, kind, fun, funny, loving and caring young people. They want to make a difference in the

world but are afraid they may not find their way. And this is where generation gap has the potential to cause even loss of life.

My guess is their families think OCB paper is chart paper. And when depression or dual diagnosis starts to roll in and it will in time, the boomers around them may typically, also think of it as a character flaw and dismiss it as psychological weakness. The thing is, they would be wrong in blaming it on laziness either, these are workaholics. Now families caught up in these unexpected and unfortunate circumstances are known to seek spiritual healing but not a professional assessment and treatment.

Remember, half the workforce today is made up of millennials. How aware are we of their state of mind? Let me begin with a disclaimer, not every millennial suffers from anxiety or the same degree of anxiety but the numbers are swelling and telling.

Why does answering a phone for instance trigger disproportionate anxiety for so many of them? Why do crowded offices trigger panic attacks for some? Why do a large enough number find it difficult to negotiate public transport? Why does strict dress code get under their skin so much? Why do they dislike being photographed in public, quite a few of them?

It is not just custom and culture causing angst. World events have intruded on vulnerable psyches with religious scandals, corruption, terrorist attacks, child abductions, murders, rapes and celebrity deaths rocking their sense of safety, security and certainty. Of course, there has been the intensive, over-involved but confused parenting. Is it any wonder they are plagued by over thinking, perfectionism, excessive expectations, a harsh inner critic and an obsessive need to achieve?

Remember Zaira Wasim. The 19 year old, who won a National Award for best supporting actress in Aamir Khan's

Dangal? She came out on Instagram twice some time back. The first Instagram post was to share that she has sometimes popped 5 anti-depressants everyday, faced anxiety attacks, was rushed to the hospital in the middle of the night, been restless and sore from being told, 'You're too young to be depressed' or 'It's just a phase'.

The second time, it was to announce her decision to quit films. Her last one was with Priyanka Chopra, "The Sky is Pink". She ended her post by saying that she wants to take a break from everything including her work, her school, her social life and especially social media. "Please remember me in your prayers", she added.

Anxiety is the millennial's natural response to an environment that older generations were lucky enough to avoid. These are trying times. This generation has the talent and the energy but the older generations need to set up the stage for them. We must acknowledge their anxiety, show compassion and inform ourselves on emotional well-being. It is every generation's spiritual, moral, species-specific mandate to leave behind one that is smarter, healthier and more productive than them. Are we?

This Seenager is ready to listen.

Psychological Safety

One day, Sushant's lady boss arrived at work on a bicycle instead of her usual driver driven car. He was all of 22 years old and had just finished his joining seminars. He felt torn. Should he ask what happened? Would it be considered okay to mention it at all?

Sushant had just begun to absorb the small, unwritten rules of the corporate world. He was learning to analyze and navigate what he could or could not say, what he could or could not do.

There is always some risk at work, a lot at times, depends on the culture too, we agree on that? How much of yourself can you safely 'let go' at work? To what degree must companies allow people to be themselves at work? Do you feel you can take interpersonal risks by speaking out at work or disagreeing with a colleague without the risk of them feeling threatened, called out or shown down and you being embarrassed, rejected or even ostracized? If your answer is yes, you are in a space of "psychological safety".

This feature is a new generation thing. In our days organizations were run by fear. Today, we are talking psychological safety being better than even talent. This term "psychological safety," was originally introduced in 1999 by Harvard Business School Professor Amy Edmondson, Ph.D. But it is said to have taken off after a Google study carried out in 2016 which found that "the better performing teams were not those with the more capable or talented members, but those which excelled at working together. In turn, the better predictor of a good team turned out to be its psychological safety, an internal guide."

Think of it this way, we already are in a space of uncertainty, basic shifts and job insecurity. Psychological safety can be great for engagement and commitment. Look around you. Companies still have brutal sales meetings and the offsite events to get back at the bosses in. But some are beginning to think comfort culture on site, at the workplace so that employees do not feel the need to hide behind anonymity while raising issues.

Psychological safety is not necessarily directed top down; it is something very subtle and deep. It depends on group norms that are not necessarily written down or explained out loud. Some groups just arrive at consensus better. Maybe their leaders are more open to questioning, accepting and correcting mistakes, or encouraging junior members to express opinions. None of these things will appear in an official work contract but they are all crucial to creating a safer environment.

Now what would the conversation of a safety professional look like with different generations? With the traditionalists, talk about formal ways to share their knowledge, either through volunteering with outside groups or mentoring other workers internally.

With the boomers, invite them to lead safety-related process improvement projects and end with, “How else could we do this?”

With Gen-Xers and their suspicion of institutions, don’t talk but show up mentally and physically every day, and then share that you expect them to do the same for each other.

With millennials, put their efficiency to work. Give them a “find it and fix it” program and let a millennial lead. Once done, remember to celebrate.

Gen Z, I don’t know them yet.

There is a story of a successful Google manager who asked everyone in his team to share something about themselves.

No Time to Be Young

He went first: “I think one of the things most people don’t know about me is that I have Stage 4 cancer.”

What’s your disclosure?

This Seenager is ready to listen.

Devil's Dhania

If you see someone outside a cigarette shop in Delhi, holding a leaf of paper against the light, don't presume it is a currency note. It could be that they are checking for the watermark of authenticity on rolling paper, what with China flooding our market with cheap imitations. Smoking a joint has become as socially acceptable as having a beer. What are you doing ...shhshhhhh? Young people say it is a democratic, egalitarian weed loved by everyone, not just the musicians.

But boomer parents like me are influenced by the stigma associated with cannabis. It is a "*dum maro dum, mit jaaien hum*" bias. Our mind is made up, we do not want any debate. In fact until recently, most of us did not have a clue what it even looked like. We now know a bit about the eye-drops for red eyes, the namkeen packets disappearing from our pantry, about the 'Hasher's Street' in Paharganj and the neighborhood paan shop.

How do you bridge this gap between what one generation thinks cannabis is and does with what another generation says it actually is and does? One says that legalization will encourage young people to smoke up, the other says it will control sources and protect people. One says that it is green and natural and part of the "Indian spiritual tradition", the other says there is compelling medical proof that hash can be habit forming. One says it is a sleep aid, appetite enhancer, anxiety and pain reliever, the other believes it can often lead to behavioral abnormalities, memory damage and compromised social and occupational abilities.

Malawi in South Africa has become the latest country to legalise recreational use of marijuana for personal consumption. All over the world, cannabis industry, like a sleeping giant is gently waking from its slumber. But in India, the 1985 Rajiv Gandhi NDPS, Narcotic Drugs and Psychotropic Substances Act holds. This puts traditional *bhang* and *ganja* on the same level as smack, brown sugar etc. In 2018 however, the Uttarakhand government gave permission to cultivate nonnarcotic hemp. This gave India a partial role in the global \$1 trillion industry, of which Europe, America and China have long been a part.

It's true that both the major strains of the marijuana plant: *sativa* and *indica*, are native to India. During the monsoon in fact, the plant grows wild in gardens and campuses.

But pot is a different drug today than it was a generation or two ago, well, a boomer would argue. Its two main components, THC or tetrahydrocannabinol that gets you high and CBD or cannabidiol that regulates the high, have been manipulated into proportions designed to give you a higher high. The THC concentration is up and the non-psychoactive CBD is being all but bred out. There is also a third element, the cannabis sativa seed oil or hempseed oil which is said to have therapeutic and medicinal uses.

One has always wondered, what were Alia Bhatt and Sidharth Malhotra's characters in the movie "Kapoor and Sons" sharing in the loo? In one scene the grandsons are up to something suspicious with the granddad (Rishi Kapoor). Later, while going to bed, Grandson 1 tells Grandson 2: "*Pata nahin Dadu itna achha maal kahan se laaye*". How about the four female leads in Veere Di Wedding? What were they puffing?

From Coca-Cola to Corona, the world is appropriating India's tropical plant. They reinvent *bhang*, make billions in the process while we stay statue with no political, moral or judicial stand

on it. Let's get busy instead with cow dung soap and cow urine shampoo; they are now available on Amazon. Let's pretend we have never heard of this thing called cannabis!

Silence on crucial issues can turn tricky. And boomers probably would not mind the sleeping giant of *Cannabis Indica* continuing to sleep in India, the land of its birth.

This Seenager is ready to listen.

Always On

She was a go-getter. Within a year of joining the media organization where she worked as a writer, she was handed her first promotion, a rare happening. But what was even more unusual was her pattern and style of work. There would be weeks of productivity, when she would turn out articles with passion and cheer. Then without warning, all of a sudden, out of nowhere, her chirpiness would suddenly fizzle into spells of depressive lows. The sun would literally set on her lovely face and darkness would descend. She would hurl accusations at everyone around and be angry a lot. As she swung between manic highs and lows, her co-workers puzzled and then decided, she's "mad".

When I was growing up, private sector barely existed and Dad and Mom would play 'rummy' and 'paplu' at home, after Dad's office hours I mean. But as per one study today, 42.5 percent of the employees in the private sector of corporate India suffer from depression or some form of anxiety disorder, that's almost every second person, and one reason is the growing "always on" work culture. Nearly 38 percent of working women in India are said to show signs of psychiatric morbidity compared to only 26 percent of the women who don't work. How come?

I am sorry but my generation didn't grow up with the same knowledge and understanding of mental illness the current generation has. We used words like "getting excited" or "being agitated" for psychological distress. While we are quick to notice a physical injury, we are quite likely to neglect the first signs of mental illness, both at work and at home. Some of my generation with backgrounds in mental health would be able to

pick up the different signs and symptoms of mental distress. But for most baby boomers or early Gen X parents, mental illness education was limited and stigmatized.

It is a dangerous way to be operating with no reference points when, adjusted for population size, India ranks first in the incidence of mental disorders. The World Health Organization estimates that India will suffer economic losses amounting to 1.03 trillion dollars from mental health conditions between 2012 and 2030. No prizes for guessing the reasons. Job insecurity, challenging projects, ambitious targets, tough deadlines, heavy performance pressures and the much-dreaded appraisals. Add to it bullying, discrimination and harassment, an overtly competitive or hostile company culture, office politics and long working hours. I left out family-related or financial problems and there, we have a fertile breeding ground for mental illnesses and disorders. Are we talking workplace or a darkplace here?

Boomers, most of them have never had a panic attack or a depressive episode. It is difficult to empathize with the millennial's psychological war zone but this is the time to make an effort to learn and help. The cost burden of mental problems is enormous.

Depression shows comorbidity with other health problems including cardiovascular disease and diabetes. Typical symptoms of depression amongst working professionals include mood-swings, anxiety, agitation and apathy; insomnia, difficulty in waking up in the morning, lethargy and drowsiness, lack of interest in daily affairs; over-eating, or conversely, loss of appetite, unexplained aches and pains in the body; and increased consumption of alcohol, tobacco, absenteeism, unplanned off and 'presenteeism'...the act of showing up at work sick, injured, overly fatigued and not operating at the normal levels of productivity.

An important first step would be to reduce the stigma associated with admitting any sort of mental distress. A second step would be to recognize mental problems as “real” diseases like cancer or heart disease. And please, boomers, doubting Thomases, this is not about shamming; neuroimaging studies show changes in the physiology of the brain diagnosed with depression. Mercifully, the third step was taken by the Indian Mental Healthcare Act that came into effect in 2017. This act has prompted the Insurance Regulatory and Development Authority of India to mandate insurers to offer mental illness as part of the normal health policy in 2018. Cheers to that!

And please, let’s not go losing our minds, please, can you imagine a bigger human tragedy?

This Seenager is ready to listen.

#i<3u2boomers

Is the Corona virus a kind of a generational conflict? The young are asking, how is it that governments and communities are able to respond so radically to a crisis that seems to affect more of the old when they have been going so slow over a climate crisis that affects more of the young?

But really, a global pandemic isn't just a boomer thing or a millennial thing. It affects Gen Xers, Gen Zers, and it'll affect the generation that comes next, Generation Alpha. Just the same, if a recent poll is to be believed, those under 30 years old are most concerned about the virus, 43 percent of those polled are "very worried." Only 21 percent of those 60 or older are as concerned.

Now boomers have been through plenty and they mostly have their shoot figured out, so they soldier on with their typical attitude of invincibility. It is the Generation X that is experiencing the brunt. The older of them have their elderly parents and middle-school kids to worry about, in addition to themselves. Millennials are a bit stuck in the middle. While the senior of them have kids of their own and well-established careers, the younger are just a few years out of college and in the initial stages of their careers and they still have a predominantly individualistic mindset, like those of Generation Z (mid 90s onward). They are not normally accustomed to thinking about how they are a greater part of a larger whole.

Speaking of the children, this is going to be a formative experience for them, no doubt. And no matter how all of this plays out, they are going to be dealing with this for a long time to come. Corona virus will be one of the most significant contexts

for the generation coming up right now, that will be the Gen Alpha born 2010 to 2025 and the post-coronavirus era babies, what will we call them, we have run out of alphabets.

The virus is proving humans wrong in so many ways. Look at us. There were things we considered impossible less than a month ago. We now know that large-scale state intervention is possible even though that could turn scary in a post-pandemic scenario. The crisis has reduced pollution. Drastically.

A long term global radical rethink is already underway on the necessity of public health care, an all-round slowness and austerity, I mean India has known this all along. Part of this reordering also includes greater solidarity between generations as they rally and glimpse a common economic cause. There is a new value to sharing resources and caring for your neighbors. The physical distancing is in fact bringing people closer socially and emotionally and mentally.

In today's new normal therefore, here is what we could all continue to do. Boomers, choose your words and actions carefully to inspire Gen Xers and millennials and then get out of the way so they can execute.

Gen-Xers, you were born for this moment. Resilient, pragmatic, focused on the end result, you are hyper-protective of your children, go get things done right through and beyond COVID-19.

Millennials, you have been pure and judgy and chomping at the bit for the opportunity to make the world a better place, this is your adult moment as you rise to the call for personal sacrifice and teamwork. And don't worry about your emotions, we will help you process them.

And you spring breakers Gen Z, you guys stick to your YOLO memes and sit on twitter making fun of boomers ok. You calling Corona Miss Rona and Boomer Remover *haan?*

You just wait. You will soon go from your #okboomer to #i<3u2 boomers.

This is Crisis Era folks, the 'Fourth Turning'. The time for "*Om bhairavaya nama*".

You guys think this COVID-19 stands a chance against all of humanity?

This Seenager is ready to listen.

Radioactive Fingers

Last year around this time, there was a standoff between India and Pakistan. Now, Indian actor Priyanka Chopra, also Unicef Goodwill Ambassador since 2016 tweeted that February: “Jai Hind #IndianArmedForces”. Later that year, a Pakistani-American woman attending a beauty conference featuring Chopra in Los Angeles called her a hypocrite. She said, “You are a Unicef ambassador for peace, and you’re encouraging nuclear war against Pakistan. There’s no winner in this.” This online crisis led to a demand for Chopra’s removal from her UN role.

This is an example of the new cancel culture or outrage culture or call-out culture. It is a modern internet phenomenon. Anyone, usually a celebrity, read brand, who says or does something questionable or problematic, may face social boycott and end up losing their reputation, fan following and money. The judgment is quick and there is no room for dialogue.

Does cancellation have any tangible or long-term effects on the lives of the cancelled? There is debate on that but it is important for all of us in the professional world to understand and appreciate this phenomenon. A new change is coming on in society. There is a court of swift public opinion on twitter that is asking for more accountability from celebrities and companies. Back in our days, we put velvet vocal cords, rhyming skills, money, music, acting talent and good looks on a pedestal of moral purity. My grandmother *Beeji* worshipped Bata slippers, Macleans toothpaste and Balraj Sahni.

But what are the issues that young people are cancelling? Abuse, discrimination, violence, injustice, corruption, industry-protected violence, and institutional oppression. Now what’s

wrong with that? Critics are calling it smartphone activism. Just make noise and sit back. Some have called the social shaming scary. It has been referred to as a cold, tribal, simplified way of thinking. There is also a view that cancelling instead of counseling does not leave any room for growth. It has been described as the equivalent of putting a band-aid on a bullet wound.

At an Obama Foundation youth activism event during October last year, former US President Barack Obama raised the issue that cancel culture is toxic. “This idea of purity and you’re never compromised, and you’re always politically ‘woke’ and all that stuff,” Obama said, “you should get over that quickly.”

But what really goes on in the minds of those quick fingers that cancel? When influential celebrities make an off-handed, racist, homophobic or sexist remark, it can make a fan’s real life experience more concrete. So how does a marginalized person react? She exercises her right to be heard and cancels them. If the powerful stand to lose influence as a result of the cancelling, well the marginalized groups have been cancelled in reality since forever, simply because they exist. And one might ask, how do tweets compare with genocides, ex-communications, executions, assassinations, political imprisonments, and official bans in the past? Cancel culture is a product of an unequal society. It is an expression of angst and exhaustion at society’s injustices.

What happens when brands are cancelled by consumers? How do companies monitor an online crisis that comes out of a generational shift? Do they understand the context and the nuances involved? Before taking a stand on an issue, do brands ensure complete alignment across their businesses?

“For last year’s words belong to last year’s language,” T.S. Eliot wrote, “and next year’s words await another voice.”

This Seenager is ready to listen.

Winging Wonders

“I couldn’t seem to find my passion. I’m not sure if this is my passion.”

“I am going to quit because I feel like I’ve stopped learning here.”

“I’m still young, so I can afford to make mistakes now, right?”

“I don’t know what my purpose is.”

“I’m afraid I’ll never be able to make it.”

The millennial’s view on the job market differ starkly from mom, dad, grandma and grandpa. Here is how it goes. Boomer: my paycheck. Zoomer: my purpose. Boomer: my satisfaction. Zoomer: my development. Boomer: my boss. Zoomer: my coach. Boomer: my annual review. Zoomer: my ongoing conversations. Boomer: my weaknesses. Zoomer: my strengths. Boomer: my job. Zoomer: my life. Boomer: jobs in the government, military, and public sectors. Zoomer: own business.

Now think Nelson Mandela, Mother Teresa, Mahatama Gandhi; did they organize their lives around self-fulfillment and bucket lists? They did what they felt they had to do. Now think the Indian Idol reality show. Should we really all follow our passions?

If you were to hear some motivational speakers out there, it is as though you will die if you don’t find your passion. There is a perception that when passion comes the heavens will open up and one would wake up each morning with birds singing and glitter coming out of the mouth, that work will not feel like work at all, because work that feels like work is only for losers. Well I have bad news; most people don’t really find their passion.

And boomers, in case you are wondering what this passion is, it is a “state of total immersion in a task that is challenging yet closely matched to one’s abilities”. It is what people sometimes call ‘being in the zone, in the flow.’ A lack of passion for millennials can quickly lead to burnout. They find it difficult to sustain peak performance if they don’t love what they do. While baby boomers and Gen X, live to work, millennials work to live.

The millennial generation is now the largest, and also the most disruptive. Even though they are highly intelligent, idealistic, diverse and ambitious, they also come across as distracted, entitled, disengaged, lazy and hard to manage. Many of them hate their jobs. According to a 2016 Gallup poll, 71 percent of them aren’t engaged at work meaning only about three in ten are emotionally and behaviorally connected to their job and company. Another 16 percent of millennials are actively disengaged, meaning they are more or less out to do damage to their company and at least 60 percent are open to new job opportunities. They have an unrealistically high expectation of what their day-to-day work lives should be like, they want career advancement in months vs. years, there is a social media overload that distorts reality and employers are not providing them compelling reasons to stick around.

This is a challenging time for corporate leadership, infrastructure and culture. We are at a stage where company leaders are typically baby boomers on the cusp of retirement, they may be ill-prepared to learn and adopt rapidly changing technology used by their workforce. How then can companies ensure success with a generation of workers that is like no other to date? Retention strategies therefore matter as much today as attraction strategies. A disconnected, distant management with shaky lines of communication to their staff, will not be able to

see the issues as quickly, or may miss the issues altogether. A true generational gap if ever there was one!

The way millennials like to work is vastly different than years past. Agile stories, scrums, hackathons, accelerated group learning, leveraging small, nimble teams powered by collaborative technology, high accountability, and a culture of appreciation and recognition.

For the millennial, it's quite simple: Purpose, Passion and Praise.

So what's your opinion on doing what you love versus doing what pays well? But why do we have to choose?

This Seenager is ready to listen.

Alarming Frontier

Now did you know that the acceptance rate at Massachusetts Institute of Technology (MIT) is 9 percent? Harvard has an acceptance rate of 7 percent and the acceptance rate for students in our AIIMS is less than 0.1 percent. Logically, anyone who is sharp and lucky enough to get in should be on cloud nine. Well then, why does India's most 'elite' student community feel insecure and scared and agitated on a day-to-day basis?

To understand what may be going on with our millennials and zoomers, please watch Abhay Kumar's 'Placebo', available on Netflix. It is a documentary that is part-actual footage and part-animation and the subject is student-suicides in India. The film was shot on the grounds of the All India Institute of Medical Sciences (AIIMS) in Delhi and was completed in 2014.

I would strongly recommend 'Placebo' to everyone. To students who are burning the midnight oil in our country even as I speak, in Kota or wherever and may be in danger of losing their minds and identities. To Indian parents who may be entirely focused on their child's future, forgetting to create an environment at home in which their child can open up to them. To other adults, like professors or mentors or bosses or relatives who find it convenient to wash their hands off young adults the moment they stop fitting the ideal script.

This is an alarming new frontier. The latest available data from the National Crime Records Bureau says that a student commits suicide every hour in India. The world's second most populous country has one of the highest suicide rates among those aged 15 to 29. These suicides begin in school; continue in college right into the late 20s. Academic stress, highly

competitive admissions to prestigious institutions and the whimsical job market are all contributing factors. Add to this the fear of disappointing their ambitious parents and falling behind their peers.

What were we like in contrast? There was way lesser self-awareness, less insecurity, and fewer comparisons to others. Kids today are exposed to the stimuli that fuel these comparisons every single day. It is right there, in their pocket or close by, waiting to remind them of their “imperfections,” real or merely perceived. Imagine this diminishing of their minds, bodies and social capital entering the consciousness as a constant flux, the terrifying notion that they are not good enough, that they may be unloved or worse, unlovable.

Indian adults need to stop going into denial mode and issuing defensive statements like, “My young has no such problems!” We have to bring this issue out of the cloak of vague shame. There may be fears that we might be planting the seed of an idea there. Well historically, there may have been a time when we could protect our young from that degree of hopelessness but that time is quite long gone.

Knowing she has someone to talk with, someone who is open, non-judgmental and not too afraid, is precisely what the millennial suffering suicidal thoughts most needs. That “suicide fog” can sweep over a young person in the wake of a bad test score, or fear of a disciplinary issue, or an aftermath of a sudden breakup. So, ask if she is okay and be receptive to the answer, especially if it is a no.

It is a mighty parent that has the presence of mind to use all of the tools at her disposal to help her child regain a sense of safety and well-being.

This Seenager is ready to listen.

Millennial Masculinity

There were repeated headlines in Dec last year, you remember, about rape talk over group chat, in a top ranking International Baccalaureate (IB) school. Eight students, some of them in leadership positions, were suspended for the horrific content of their WhatsApp chats. The transcripts were violent and sexually explicit.

And you are right, it is not just girls but many teenage boys and young men are sexually assaulted too but the perpetrator is a boy or a man in all reported cases. And there is agreement by now that this is not about sex, it is about power, and conquest, and proving oneself a “man.”

There is this model of masculinity that was exemplified by older generations, the idea of the “conquest” of women and racking up numbers of girls with whom they have hooked up... well, guess what, that idea has begun to ring hollow to many millennial men today, bless them and they are reinventing masculinity. The idea that men shouldn't express emotion, be sensitive, or show vulnerability is fading.

Look at the irony. The past 50 years have redefined what it means to be female all over the world. We are telling our girls that they can do anything, be anyone and they are absorbing the message, outperforming boys at every level. And the boys ... they are running behind. And the reason? It's no longer enough to “be a man”, in fact they no longer even know what that means.

While women have begun to benefit from decades of conversation about the complexities of womanhood, in all its forms and expressions, men have not had help with navigating towards a full expression of their gender. In the wake of the

#MeToo movement, and the use and abuse of the phrase “toxic masculinity” many of them in fact, likely feel insecure, unsure, and ashamed. They are unclear about what masculinity looks like, as there is such a fine point put on what it should not be. So who will define “positive masculinity” for young men?

Good Men Project® is a glimpse of what enlightened masculinity might look like in this century. I looked for a parallel in India, but did not find one. The project was founded by Tom Matlack in 2009 to collect stories about the defining moments in men’s lives. He found that there was a moment when each man woke up, looked in the mirror and said ‘I thought I knew what it meant to be a man. I thought I knew what it meant to be good. And I realize that I don’t know either.’

Today, less than a third of men aged 18 to 29 report feeling “completely masculine” compared with 65 percent of baby boomers. It is not uncommon to see many men choosing a fruit juice over a beer, meditating instead of watching the news in the morning, journaling their feelings instead of gaming.

Influential millennial business leaders like *New York Times* Bestselling Author Lewis Howes are paving the way for this new model. He says in his book “The Mask Of Masculinity” that taking off the “masks” men traditionally wear can lead to more success, wealth, and fulfilling relationships.

So what does modern masculinity look like? Self aware, non-conformist, non-nasty-competitive, kind, self-reliant, vulnerable, values driven and motivated to grow.

To come back to our story, do the young know what defines sexual assault, what causes it, the impact on the victim, and how to prevent it? Is the idea of consent clear to everybody out there? And can our young come to us, to you and me, in the wake of sexual assault?

This generation is poised to carry the mantle of a new way of thinking, a deeper sense of humanity and kindness and gentleness toward one another. Would you and I support these notions in them?

This Seenager is ready to listen.

Heir or Spare

In 2018, Indian family-owned companies delivered an average of 13.9 per cent annual returns compared with 6 per cent returns generated by their non-family-owned peers. According to the Credit Suisse Family 1000 study done that year, India ranked third in terms of the number of family-owned businesses. But what made India stand out was the fact that more than 50 per cent of the top 30 best performing family-owned companies in Asia, excluding Japan, were from India.

Family companies focus on the long term, they have more money and provide a sense of stability. Family businesses in fact, are the backbone of Indian economy. Their role in nation building, wealth creation, employment generation and contribution to the exchequer is very significant. But like family businesses across the world, they are at the crossroads today. And one major reason is the heightened generation gap, especially when it comes to succession planning.

The transition from one generation to another has always been a potential fault line in the family firm, but never more so than now as the 'baby boomers' get set to hand over to the 'millennials'. Some of the biggest issues are contrasting values and views, a number of critical 'gaps' that continue to divide the two. To quote Henrik Steinbrecher, global middle market leader at PricewaterhouseCoopers, "The world has changed out of all recognition since the current generation took over, and the pace of change can only accelerate in response to global megatrends like demographic shifts, urbanisation, climate change and new technology."

The three key gaps in family run businesses are generation, credibility and communication. On one hand, the next generation has to maintain the founding culture and tradition and on the other, they have to cope with disruptive challenges. Members of the current generation often comment that their children aren't sufficiently entrepreneurial and aren't prepared to put in the long hours they did to build the business; while their children are wishing their parents would embrace the possibilities of new technology, and be more receptive to new ideas. Baby boomers apparently have a propensity to overestimate how well they have been running the business, while also doubting the capability of the next generation to meet the standards that have been set.

PwC did a survey of 200 next generation family members likely to take over the reins in 21 countries worldwide. According to the findings, the next generation is ambitious, with 86 percent wanting to do something significant and special. Around 80 percent have big ideas for change and growth while 59 percent say gaining the respect of their co-workers is the biggest challenge.

One of the most fundamental obstacles to smooth succession is also what different generations believe makes a good leader. The younger generation in family businesses are moving away from the steady expansion and maintenance-oriented approach of the past. They prefer younger professional teams, speed of doing things, heavy dependence on technology and huge onus on performance.

Globally, only 12 percent of family firms make it to a third generation, and only 1 percent beyond the fifth. Our Tata group is about 152 years old.

So then, how is the next generation sorting their shoot? They either become stewards who focus on protecting the

profitability and long-term sustainability of the family business. There are the intrapreneurs who set up their own venture within the family business, often with family business backing. The transformers who look at driving change in the firm and the fourth are the entrepreneurs, who set up their own venture outside the family firm.

They are young, but the business millennials have come of age quickly.

Is there a business house out there in need of an intergenerational empath?

This Seenager is ready to listen.

Excluded Majority

Millennials do not participate in the political process across nations. Their voter turnout is low. They are skeptical of how democracy works and feel turned off by politicians and parties. The term for it is political apathy. And the reason for it is under-representation in the parliaments.

In India there has been an increase in political awareness of the young. They are engaging with political issues through social media and online forums. And even though political parties have talked skilling and employment, according to one survey, at least a quarter of millennials are skeptical about the authenticity and the legitimacy of the voting process, the electronic voting machine (EVM) in particular.

A vicious cycle is in place. Because they do not participate, parties and candidates do not cater to their interest. Because they do not show up to vote, parties do not bother to nominate younger candidates. An inadequate representation makes them even more indifferent to the representative system. They find that their agenda is neglected and the candidates bear little resemblance to themselves.

The average age of the Indian population is 27 years and that of the Indian MP is 57. The age difference is of more than a generation. Studies show that on an average, a mere 10 percent of sitting MPs are 35 years and lower. Kira Peter-Hansen, from Denmark, is an unusual case. She is just 21 and was still studying at university when she was elected to the European Parliament. She is the youngest person ever to sit as an MEP and her number one aim in office is to push for more action on climate change. The Green MEP said it would be “hard” travelling by plane to

her new place of work while still trying to protect the climate. “Politics is really hard, you can only do small steps and await a bigger change but if you have the possibility to change things... you have to do it,” she said. Ever heard that language before from a pre-cable politician?

A petition is doing the rounds for reserving 30 percent of seats for the youth in the Parliament. A rare piece of literature on age representation in the political sphere describes our young citizens as an ‘excluded majority’. Although the age group 18 to 35 is three times more present globally than the age group 60 and above, it is the seniors that are two, three, four, or even five times more represented.

How do you explain the dominant presence of the elderly in legislatures? Do they possess a ‘natural superiority of talent’?

Yes, Plato had argued more than two thousand years ago that the philosophical maturity of leaders does not happen until the age of 50. Does this hold in the 21st century when it is the young who have pushed increasing education, globalization and the digitalization of the world?

Ideology and policy preferences change with age. Gen X might favor lower taxes, whereas the millennials might favor higher spending on education and welfare. While the young want a focus on gender equality, climate change, poverty, unemployment, over population etc. the boomers and traditionalists are still dealing with age old issues of casteism, religious intolerance etc. European youths are more supportive of policy proposals related to same-sex marriages, in comparison to older people.

The minimum age for an MP in India is 25. If this were to be lowered across the world, the share of young legislators would likely increase. Age quotas are still in their infancy; if more

countries would implement legislated age quotas, the share of the young MPs would certainly increase.

Does the plea for youth reservation in Parliament strike a chord with you?

This Seenager is ready to listen.

Tattoo Divide

Now nothing exemplifies a true generation gap more than a tattoo. Just 10 percent of those over 40 years old admit to having one while nearly half (54 percent) of millennials have either got a tattoo, dyed their hair an untraditional color or undergone a body piercing in a place other than their ear lobe and gender is not really a factor.

To a millennial, the idiosyncrasy of a tattoo is part of its appeal. Nothing is quite as personal or individual. Tattoos are a ‘Defining Mark’. There are stories behind those tattoos. Most tattoos have meaning, and generally it represents an important moment in a person’s life.

Ask a boomer? They are innately wary of tattoos; they tend to think that the wearer is a ‘rebel’ or is trying to make a particular statement. They associate a tattoo with rebellion, criminal activity, or gang membership. Tattoo wearers are perceived to be less honest, motivated, and intelligent; there are negative feelings about visible ink on prospective employees. You can get AIDS and you cannot donate blood, check out those myths.

As late as 2016, tattooed applicants were rated significantly less “hirable” for customer-facing jobs. But in 2018, a survey of more than 2,000 people carried out by the University of Miami found that there seems to be no significant correlation between body art and employment or earnings.

The times, they have changed?

Welcome to the new-age workplaces where tattoos are no longer a kiss of death. The millennial generation is wearing

its individuality on its sleeves and India Incorporation is not only getting inked but also becoming more accommodative. Starbucks, for instance. The American coffee chain, which has long had a strict policy against visible tattoos, recently changed its policy, allowing customer-facing employees to sport them anywhere but on the face.

Even the U.S. Marines now allow recruits to have visible tattoos anywhere but the face, because when tattoos were banned, the organization found it was losing out on good candidates. The Indian Army has a tattoo policy in place which came into effect from May 11, 2015. A tattoo in the wrong place or of the wrong size can get you barred from entry into service.

India has a rich history of tattooing, for medical reasons, spiritual transformation, even as a sign of strength, courage and virility. The Mer community of Gujarat has a proverb that says even if one is deprived of all things in the world, no one can take away their tattoos. The traditional designs of tribes like Gonds, Santhals, Konyaks that were vanishing are being revived by some in the urban tattooing community, to a small extent.

And of course we have our desi Romeos, risking their lives for love, paying roadside tattooists to ink their girlfriends' names on their bodies, images of gods are the other favourite. Interestingly, there is a story of an urban millennial who bartered her way through Europe for two months, making handpoked tattoos in exchange for food, accommodation, transport and even a second hand phone when she lost hers in Berlin.

There is one boomer who really does not find tattoos attractive. Guess who? Until 2015, he owned the Miss Universe Organization. "I don't understand what's going on with the tattoos. I would certainly not want it. I would not want anybody that I'm close to, to have it," he reportedly said in an interview to American media.

No Time to Be Young

Now look, I don't have ink on me. Does that mean I am intelligent, hardworking and sincere? Should ink brand a person?

This Seenager is ready to listen.

Petri Dish Learning

An article in the March/April 2019 issue of the Harvard Business Review describes a new generation learning that most of us are experiencing right now.

When it comes to business and leadership development, there is only one question begging an answer. Are the annual training budgets justified? It's a moot question given that the industry is going through a minor earthquake right now. On the one hand, leadership development has never been more urgent and on the other, organizations feel cheated at the big bucks they pour into the training of their current and future executives.

It sounds like a cliché to say that the environment is volatile, uncertain, complex, and ambiguous today but the fact is that the leadership skills and organizational capabilities it demands are vastly different from those of the past. Are problems not being solved on more collaborative platforms? Do we not see a digital “adhocracy” out there? This means that individual initiative counts and employees across the board will often need to make decisions that align with corporate strategy and culture. It doesn't make sense therefore to direct skills only at the executive.

Until now, the traditional executive education has usually resembled an MBA program. Strategy development and financial analysis skills have been high up there and relational, communication, and affective skills (related to behaviors and attitudes) down there. It is an open secret that “lifelong learning” is never really fully achieved because executive education is episodic, exclusive, and expensive. Well, there is a new generation

answer in town and it is called the personal learning cloud. The PLC is a growing mix of online courses, social and interactive platforms, and learning tools from both traditional institutions and the upstarts, the wannabes.

Expectations are that the PLC will fix the three gaps that make the current leadership development disjointed. First gap is motivation: organizations invest in executive development for their own long-term good, but individuals participate to enhance their skills, advance their careers, and even move on. Second is skill dissonance: there is a mismatch between the skills that executive development programs build and those that companies require to thrive. The third gap is in skills transfer: it seems a rare talent to take what one has learnt in the classroom and apply it to one's job.

The “personal learning cloud” (PLC) has the potential to redesign these learning experiences. One can select components from the PLC and tailor them to the needs and behaviors of individuals and teams. The PLC is flexible and immediately accessible, and employees can pick up skills in the context in which they need to be used. Welcome all to the new generation, 21st-century form of on-the-job learning.

All that remains is the management of the emerging PLC for the good of both the firm and the individual. The PLC is emerging as a networked learning infrastructure and the sun is beginning to set upon the standard classroom-based programs for executive development. From the previous generation of a prepackaged one-size-fits-all material, we now have fast, low-cost corporate universities and in-house learning programs in the same way that platforms such as Facebook and Instagram facilitate the formation of discussion groups. It is the “petri dish” that fosters the rapid growth of learning communities.

The components include MOOCs (massive open online courses) on platforms such as Coursera, edX, and Udemy,

corporate training and development ecosystems from LinkedIn Learning, Skillsoft and on-demand, solution-centric approaches to leadership development from the likes of McKinsey Solutions, McKinsey Academy and there are the talent management platforms such as SmashFly, Yello.

The demand is for executive education that is customizable, trackable, and measurably effective. The demand is to connect learning needs and learner outcomes to recruitment, retention, and promotion decisions. The demand is to have prescriptions and proscriptions actionable every day. The demand is to make learning the same as doing. The demand is to develop leaders with the skills to do the right thing, at the right time, for the right reason, in the right way.

Go ahead, have your say!

This Seenager is ready to listen.

Sanskari

There is a modern horror show in India that fascinates the international community; it has such great shock value. You guessed right, it's one of the most intrinsically Indian concepts. Arranged marriages. Self-arranged, love-arranged, semi-arranged but arranged na!

Most zoomers tend to think of arranged marriages as a throwback to a time when marriage was basically a business. This socially conscious generation is likely to see it as a casteist, patriarchal and archaic institution. It's a different matter that they most likely will end up in one and there are reasons. They have too many options at times but not the right ones. Parent-sanctioned dating saves them some band width. They could be on a rebound from a failed relationship. Perhaps they have experimented with different people and are done exploring. Maybe they simply trust the judgment of their parents.

Notwithstanding, there is a certain something that is not cool and not done about the concept of arranged marriages. There is a whole buzz about this demonized institution. But what are its core characteristics? To clarify, arranged marriages are not forced marriages. Yes, they are a social act and not entirely personal and individual. They are also designed to work within the framework of an extended Asian family.

Arranged marriages you will see are not about setting two people adrift together. Families walk along through the ups and downs. An arranged marriage begins on a note of commitment rather than the pitch of pheromone intensity. Love, sex, mutual respect, affection and friendship happen over time. There is

no dating game involved or any insecurity over transience. In general, that is.

India has the world's lowest divorce rate but the reasons usually offered are that women don't have a voice in a patriarchal culture or that we pick *sanskar* over happiness, or that the legal process is long and it becomes a case of morality over legality and of course there is the religion that holds it to be a '*saat janmo ka saath*'.

Truth is that in this age of online dating and love affairs leading to marriage, there are more than 1,500 matrimonial websites alive and kicking in the country. Arranged marriages are continuing to happen with some modifications. The soon-to-be son-in-law is at times practically a son already. Fancy a tiny matter of planning a multi-generational family holiday that includes the boomer's parents and parents-in-law. Darling daughter calls and puts the fiancé on speaker phone, "Hey, can I come along for the vacay too?" How to explain to the grandparents now? Double trouble na.

Two years ago, an app called Inshorts carried out a poll on live-in relationships. The survey was viewed by 1.4 lakh netizens of which 80 percent belonged to age group 18 to 35. And of these, 80 percent voted in favor of live-in arrangements. Even though the government legally recognizes it and no there is no statute yet, the law is not clear so far, this is a delicate subject in Indian homes, frowned upon.

I feel for my generation. We have a foot each on two boats, and they are drifting in two directions. And I have to say, our own feelings are mixed. We are caught between a new, global India and the familiar traditional India. Maybe I am underestimating my parents' generation. Maybe many, if not most are aware of what their grandchildren are up to. Maybe they prefer to keep their opinions (and any disquiet) to themselves. They are, after

all, a generation that has weathered and withstood a lot. It is a testimony to the resilience of my generation also that we have internalized this radical shift with grace, more or less.

At the end of the day, whether it is love or arranged marriage, we take a leap of faith and hope our young thrive and flourish. What matters is that they not be forced into this decision and tie the knot only when they feel ready.

This Seenager is ready to listen.

Modern Elders

A 150 of Silicon Valley's biggest tech companies have faced more accusations of age bias over the past decade than racial or gender bias, would you believe it? They have an Age Discrimination Employment Act of 1967 but that did not prevent two-thirds of their workers between 45 and 74 years from claiming they have seen or experienced ageism. Just to clarify, India does not have any codified law on age discrimination; the only protection available is under common law.

There is a new "ism" in town. It's called Ageism, defined by the World Health Organization (WHO) as the stereotyping, prejudice and discrimination towards people on the basis of age. A 600 million people are 60 and older in the world and this number will double by 2025. Ageism is the most common form of prevalent prejudice today. It is different from race or gender prejudice because it represents bias and discrimination by members of one group against members of a second group which the first group will one day join.

What does ageism look like? When a 70-year old lady says, "Depression is a part of the process of ageing", that is ageism. When an elderly father complains about being a 'burden' on his children, that is ageism. When an older employee is shifted to lesser roles as a way to "bide his time" until he retires, that is ageism. When a physician perceives a senior as a bed-blocker and stops short of giving him a diagnosis, that is ageism.

The stereotypical image of the elders is that they are frail, ill, dependent and incompetent, that they are less efficient, productive and healthy than their younger counterparts,

that they are technologically inept, resistant to change, less innovative and adaptable.

Young adults may harbor an anxiety for their own future aging which has them attributing the elder with all the negative stereotypes that they fear will describe their own futures. While the young need an accurate understanding of the phases of the life cycle, the elders need to address a successful outcome for their aging process that will involve self-esteem, self-efficacy, and locus of control.

We have marched so briskly from the industrial to the tech era, that there is now a strong bias towards digital natives. In many industries today, 35 may feel “old” and yet you might continue to work full-time until you hit 75 and beyond. This is the paradox. Baby boomers enjoy better health than ever, remain vibrant and stay longer in the workplace, but feel less and less relevant. There is a fear of becoming increasingly invisible, or even being cast aside.

We’re living longer yes, but power is moving younger. The average age of founders of unicorns is 31, and the average age of their CEOs is 41. Many of them have little experience or guidance to run companies that are scaling quickly. And as yet, there is no microwave in the market for leadership skills! The answer may lie with some baby boomers and Gen X who lack in DQ (digital intelligence) but make up for it in accumulated EQ (emotional intelligence). The older workers with their wisdom and experience, specialized knowledge, and unparalleled ability to teach, coach, and counsel could pair with the ambitious millennials to create businesses that are built to endure.

The Modern Age needs the Modern Elder. Someone who marries wisdom and experience with curiosity, a beginner’s mind, and a willingness to learn from those younger, someone who grows whole, not just old.

Ageism is a subtle yet powerful discrimination. Robert Neil Butler who coined this term said, “Ageism is a preventable but silent and repetitive killer.” October 1 has been marked by the WHO as the World Elder Day. The eventual arrival of elderhood is a condition that unites us. It’s like any other type of diversity.

What does Robert De Niro overcome in the Hollywood comedy, ‘The Intern’? Ageism. Do you have a similar story?

This Seenager is ready to listen.

Feelings Economy

If your job involves thinking for a living, what happens when machines are able to think for you? The first generation AI disrupted the market for physical jobs. The second generation AI is getting set to disrupt the market for analytical jobs.

Does it mean that the knowledge economy is in a state of terminal decline? Projections are that a caring, sharing, collaborative or emotional economy is coming, a way of conducting business that will involve people and their relationships.

Four key forces are said to be contributing to this shift.

Depersonalisation happens when sophisticated technology treats us like a number, or a machine and not as a person with intellect and emotions. How frustrating is it when we are forced to navigate a maze of interactive voice response systems, you just long to talk to a real person.

Saturation happens when the volume of useful information is growing, the 'signal to noise ratio' gets worse and it takes intense effort to find information that matters.

Acceleration happens when we have an abundance of time saving devices but no time. Complex global linkages and interconnections accelerate our daily exposure, we are always on.

Fragmentation happens when you feel closer to someone online in another part of the world but completely disconnected from your immediate neighbors. There is a sense of belonging to everywhere but nowhere.

What are these feeling tasks we are talking about?

- Developing and building teams
- Guiding, directing, and motivating subordinates
- Establishing and maintaining interpersonal relationships
- Assisting and caring for others

See these skills have always been important; it's the value of these skills that will soon be of unprecedented importance. Also, these are tasks that machines will take decades to learn.

So then, what are the implications for the job force? Your next co-worker may be a computer and you may have to help it do the right thinking while you focus on communicating in your organization. It will be on you to optimize job and task allocation across people and your company's artificial intelligence capabilities. You will be hiring for people skills more and hard thinking skills less. You may have to revisit your brand strategy to make sure you're creating and appealing to the customer's feelings.

Yes, you've got to tune in, not just to your feelings but those of your co-workers, your boss, your clients and customers. In 2006, feeling skills were only 8 percent important for the job of a biochemist or a biophysicist. By 2016, they accounted for 25.5 percent of importance because now the scientists were expected to train and teach others. A financial analyst today uses AI-powered tools for analytical work, so what's largely left to do is to hold the client's hands and to reassure them about stock market dips.

The 10 high touch industries are projected to be social services, sales, personal care and service, managers, food preparation, education, health care, protective services and business and financial operations. By 2036, most professions will value building work relationships and coordinating with colleagues more than "thinking tasks" like processing or data

evaluation. The vocabulary will change. We say people are our greatest asset, we will begin saying relationships are our greatest asset. Managing by objectives will become managing by meaning and purpose. Mind share will become heart share. Leadership will be more about character than vision, and successful organizations will focus more on social contribution than profit. Your personal value will be the size of your heart, not the size of your ideas.

There will be other shifts. Leadership will be a core competency for every employee; people will have to lead themselves before leading others. This may give the edge to women for their emotional intelligence. Imagine the “people” person becoming more valuable than the anti-social tech geek. What use is the greatest idea in the world if you can’t get other people to act?

The feelings economy will impact all roles and this will have implications for the education systems and Human Resource Management (HRM) strategies. The genie is out of the bottle but in India, even with government funding and industry participation, we are just at the starting point of AI. The NITI Aayog page says it has been left blank on purpose. But need we worry about feelings, *bhaavnaayein, jazzbat? Bahut hai*. India Incorporation, get ready for FRO: Feelings Relationships Outsourcing.

But what if we have underestimated the ability of AI to simulate emotional intelligence?

This Seenager is ready to listen.

Emotional Bank Account

There was a time when parents knew what was best and teachers knew even better. But in a matter of a decade, a massive transfer of authority has taken place from these worthies to their young. Granted that guilt, manipulation and control are still the emotional property of Indian parents but zoomers really are the first generation to have experienced the liberalization of Indian parenting.

So is all hunky dory then? Are parents feeling heard? Or do they find it all frustratingly ineffective? Are the young receptive to the inputs their parents like to give them “for their own good”?

It’s no secret that the “parent card” is all but gone. Parenting power is a regressive, medieval, politically incorrect concept today. You will need a substitute! Please open and operate the Emotional Bank Account. In the confusing culture of mixed messages we raise our young in, this crucial concept can be your key to effective nurturing. Your balance in the Emotional Bank Account, or EBA, is effectively an indication of the accumulated goodwill in your relationship with your young.

If things are running smoothly and your relationship feels resilient to any minor bumps, your account is in the plus. If, however, you feel disconnected and the communication is either one-way or distressing, the EBA is likely in the red.

Don’t lose heart. EBA is flexible, pliable, and forgiving. The balance can be shifted with any deposit or withdrawal. A hasty judgment from you, a lengthy lecture, or a misplaced punishment...these will count as withdrawals. A generation ago,

these were called parenting mandates but the environment is changing so dramatically and rapidly, we simply cannot afford unnecessary withdrawals from the EBA. A positive balance here will beat nearly every other factor in parenting.

Now, how to deposit into the EBA? Connect. Play. Laugh with your child. I know. There is no time. Find the time. Make the time. Learn about their world, the music they like, the video games they play, the social media they favor, the netflix serials they follow, their politics, and so on. Do it without judgment, with true curiosity and the connection will get smoother. But if you go looking for trouble under the pretence of connecting, wanting to compare your child's performance with her cousin's or criticize her crowd and affiliations or snoop on her posts online, your EBA is sure to dip. You may have to do some of this if you sense that your child's well-being, health, or safety is in jeopardy but that is for another time.

Work on the connection. You have to rediscover the connection you broke out of fear, the fear that if you do not bear down and control your child; he or she will wind up in danger. But see, with so many elements of her life pulling down her sense of self-worth as it is, it is precisely that positive balance in the EBA, that will vaccinate her against danger.

The kids today already know how disdainful you feel. They are self-aware and likely over-judging themselves. Their world is harsh enough as it is. What they need to know is that, despite anything they feel about themselves, anything they may do incorrectly, and any poor choices they make, you are there for them, 100 percent, unconditionally. Your relationship with them will be their port in the storm of adolescence, extending to 25 years and beyond today.

Daniel Goleman, author of Emotional Intelligence, and Dr. John Gottman, a prominent expert on relationships, discussed

the ratio of positive to negative interactions necessary to maintain a good working relationship and it is five to one, five positive interactions for every negative interaction. An Unconditional Positive Regard from the parent is what will provide the kids a crucial layer of protection.

What's yours? The ratio.

This Seenager is ready to listen.

Cord Cutters

Ladies and gentlemen, Gen Z, 16 to 24, is coming of age and their expectations of entertainment experiences are high. The traditional sports will have to evolve if they want to retain attendance and viewership. You see, it would be a mistake to believe that Gen Z will automatically grow to love the same sports as their parents and grandparents. As a matter of fact, not only do their tastes differ, they consume sports differently than older generations.

Cricket, basketball, American football and motorsports are already evolving their rules and formats to improve the pace of play, reduce commercial break times and minimize timeouts. But there is a new dilemma with Generation Z: they are more interested in individual athletes than teams or leagues. Their loyalties shift as personalities move around throughout their careers. Cristiano Ronaldo has three times as many social media followers on Instagram and Twitter as his combined teams.

This selective, multitasking audience appreciates basketball, football, surfing, field hockey, extreme sports and mixed martial arts, more than baseball and golf. They also prefer shorter, snackable content over entire games or matches. Interestingly, Gen Z places loyalty on brands with social values that align with their personal beliefs. They are also open to changing team fandom. Their team need not be from their own geographical area. The one thing this group isn't willing to pay for is content unless it is of real quality. They're the cord cutters, internet over expensive cable, and they're very good at finding the most affordable ways to stream content.

There is this myth that Generation Z consumers have short attention spans which is why short-form videos, bite-sized newscasts and podcasts came up. However, this is also the generation that is capable of spending countless hours binge-watching entire seasons of shows on subscription video on demand (SVOD) services. No, it is not the attention span, it's about the quality of content, interactive opportunities and the overall entertainment experience. They can view gaming video content continuously, not playing, but watching others compete and commenting in real time for one, two, three to four hours at a time.

Some sports management companies have begun to provide stage breaks and split-screen commercials. They are speeding up games by reducing the down time between innings and during pitching changes. And the PGA Tour has relaxed its fan policy to allow smartphones along the course to capture videos and pictures for sharing on social media.

Generation Z are also twice as likely to be sports streamers as their older counterparts. These cord cutters will forego subscriptions and physical media. And the market is responding by turning to digital-only editions or eliminating print publications altogether. Social media platforms have gotten into the sports distribution business by delivering highlights, behind-the-scenes content and even full games.

Generation Z is also the force behind the festivalization of sports. Event producers are adding features like concerts, food festivals and shopping to give live sports experiences a festival-like atmosphere. Upgrades include more flexible seating or standing viewing options and diverse, affordable food and beverage options. Since they have to share the live event experience, a good Wi-Fi connectivity and mobile phone service is also a must.

It is not over yet. They like a tech tie-in more than the older counterparts. As a result, many traditional sports leagues are making efforts to integrate esports competitions and online gaming into the entertainment experience. Formula 1 launched its esports series in 2017 and has expanded it since.

Generation Z is 23 percent more likely than ages 25-69 to have used or to intend to use renewable energy. Their interest in social responsibility and sustainability is high, they are the driving force behind new sponsorship categories, including rideshare services like Uber and Lyft, and online marketplaces for home sharing. Airbnb recently signed a multiyear deal with the International Olympic Committee (IOC) to provide accommodations to host cities through 2028.

So it turns out that Generation Z is actually energetic, super-selective and engaged; just not always engaged with the same things that older generations have focused on. Are you nostalgic at the disappearance of the hard-core sports fan?

This Seenager is ready to listen.

Perfect Pain

India has about 426 million millennials today and they have higher expectations of themselves and others than the previous generations.

There is a Morgan Stanley report covering 1980s to 2016, it says the drive to be perfect in body, mind and career among today's youth is increasing compared to prior generations, and it may be taking a toll on their mental health. This is the first study of group generational differences in perfectionism. And even though it was carried out on American, Canadian and British college students, the findings apply in the Indian context. The authors Thomas Curran, PhD, University of Bath and Andrew Hill, PhD, York St John University measured three types of perfectionism: self-oriented, or an irrational desire to be perfect; socially prescribed, or perceiving excessive expectations from others; and other-oriented, or placing unrealistic standards on others.

So there you have it. Not only do you want to achieve, you are overly critical of yourself and others. Now this perfectionism can be normal or adaptive which is good in measured doses or it can be neurotic or maladaptive. Normal perfectionists will set realistic standards for themselves. Neurotic perfectionists will have unrealistic expectations of themselves, not in line with their abilities or potential or commitment. A 2012 study conducted with students in the University of Delhi found that neurotic perfectionists reported higher levels of depression.

All over the world, Asians show higher levels of neurotic perfectionism, as compared to the other ethnic groups. One major reason is their core value of "family recognition

through achievement”. Appreciation is conditional in these circumstances and perfectionism is not just accepted, it is encouraged and reinforced every step of the way. Young people start to feel that perfectionism is necessary in order to be safe, socially connected and of any worth.

There are social media comparisons. Where is the line between enhancing and faking the enhancement? The presentation has become more important than the real. As the gap between the real self and the portrayed self increases, and this becomes a constant state, it can cause depression. There is the rise of meritocracy, placing a premium on young people to strive, perform and achieve in modern life. There is the fear of social embarrassment and rejection. Once upon a time, there was a limit to socialization; today, influence is arriving from distant, varied and many a time, unknown sources. And there is no value-laden counter advice coming from anywhere.

We have a condition here that accounts for the highest deaths among the most productive age group. Perfectionism has to be addressed. The young are striving to be the best among their peers without knowing how much they can push themselves. They need help to understand and accept that each person is unique and the best one can do is work on one’s own strengths.

Yes, we all know the solution. It is simple. Create an environment where there is acceptance and the celebration of differences. It’s easier said than done.

Every workplace, every home has at least one perfectionist boss or teammate or parent. A ‘workaholic’, ‘fastidious’, ‘micromanager’, ‘demanding’, and quite proudly so. Dot the i’s and cross the t’s. But can there ever be a perfect criteria of perfect work? Excellent yes, but perfect! Does perfectionism imply chasing high standards? But high standards can be achieved without being perfect, no? Does perfectionism make

for a successful leader? Won't that make him discontented and disparaging of others? Intolerant.

Perfectionism in any form will leave you and me or others suffering. Let's strike it off our blue books and don't sweat it, the cross does not have to be perfectly drawn. We do the best we can. In the best way we can. Nothing less than that is acceptable. And nothing more is needed.

Yes, no, maybe, in a while?

This Seenager is ready to listen.

Woman Enough

In 2016 the CEO of Plan International, Anne-Birgitte Albrechtsen did something unusual to celebrate the International Day of the Girl. She persuaded leading public figures like the President of Nepal and the President of the National Assembly of Ecuador, to step aside for a day so that over 300 girls and young women in more than 50 countries could step into their shoes. These 'leaders for one day' called on governments around the world asking them to tear down the barriers that denied them their rights.

This exercise demonstrated how different the world could be if more women were to take up positions of leadership for more than just one day.

An Indian law paved the way somewhat for this new generation scenario. The 73rd Amendment to India's constitution, ratified in 1993 that drastically increased female leadership, also helped save the lives of approximately 900,000–1,800,000 baby girls born between 1992 and 2004. And what was this new law? The amendment required Indian states to develop rural political bodies at the village, block, and district levels. Each level had to reserve one-third of all political seats for women.

How did this save the baby girls? Two things could have happened. Female leadership could have improved the survival of vulnerable girls by shifting policymaking towards female interests such as health or fertility. Another explanation could be that the visibility of female leaders enhanced the female status within a society, thus improving the care daughters received at home.

The impact of female political leaders goes beyond their policies. There is a role model effect. Public exposure to women at the top has been shown to reduce social bias and improve living conditions for women. Studies have shown that female political leadership increases the likelihood that a woman is elected again, that crimes against women are less likely to go unreported, and that parents state higher aspirations for their daughters.

In both rural and urban areas this happens when female leadership is most visible. Look at this, there is no evidence that it was any policies enacted by female politicians that saved our baby girls. Apparently, just being exposed to female politicians was enough to challenge a generationally entrenched preference for a son.

The finding that the visibility of powerful female leaders can improve distorted sex ratios in societies with male preference is of growing importance. More significantly, it shows that policies emphasizing gender parity in one area of government, can have positive effects in others.

Majority Indians don't think that women have the stomach for politics. The common stereotypes include: "women cannot lead", "women cannot focus on family and politics at the same time" and "women are not strong". And when they do manage to get elected, they are often treated more harshly in the media based on their looks; taken less seriously by their peers.

But it would be smart of any culture to invest in encouraging female leadership. When women have an equal footing in making choices, things change faster. For example, research on panchayats (local councils) in India found that the number of drinking water projects in areas with female-led councils was 62 percent higher than in those with male-led councils.

Moreover, greater female participation not only increased the provision of public goods, but also reduced levels of corruption.

Women's political participation is a crucial accelerator of progress. Let men therefore, fathers as much as male authority figures and leaders, make space into which the world's daughters can grow. India's 17th Lok Sabha has the highest number of women MPs elected in the 2019 polls. From 11.23 percent in 2014 the win percentage went to around 14.58 percent in 2019. What a changing world needs is a responsive and responsible leadership!

Hai na?

This Seenager is ready to listen.

Teen Sexual Health

India is unprepared for its gathering teen sexual revolution and this is one aspect where the generation gap can become life threatening.

Sunil Mehra, executive director of MAMTA, a Delhi-based non-profit working on adolescent and reproductive health issues says, “Our social and policy barriers do not allow the sexual and reproductive needs of adolescents (10 to 19 years) to be addressed because many of those who have sex are unmarried and below the age of consent”.

There are other worrisome statistics from India Spend, our first data journalism initiative founded by journalist and entrepreneur Govindraj Ethiraj. One in four Indian women (26.8 percent) is married before 18, and 7.8 percent of women aged 15 to 19 are pregnant or mothers, according to the latest available 2015-16 National Family Health Survey (NFHS)-4 data. As a result, 33.6 percent of India’s population is born of adolescent pregnancies.

India has 253 million adolescents, more than any other country and equivalent to the combined populations of Japan, Germany and Spain, but the country is not doing enough to ensure that they become productive adults. A population council report says that “no more than 20.3 percent of unmarried boys and 8.2 percent of unmarried girls used a condom consistently”.

Spurred by concerns of HIV-AIDS, the Indian government in association with United Nations agencies introduced an adolescence-education programme (AEP) in 2005. Adolescent health featured for the first time as a national programme in

2006 under the National Adolescent Reproductive and Sexual Health Strategy (NARSHS), which included health clinics that offered preventive, promotive, curative and referral services for adolescents (10-19 years) and youth (19-24 years).

Within two years of inception, the AEP was banned in 12 states, including Maharashtra, Karnataka, Kerala and Uttar Pradesh. The Madhya Pradesh chief minister found the illustrations too graphic; he wanted adolescent education focused on “yoga and Indian cultural values”. The National Aids Control Organisation (NACO) removed contentious illustrations and words considered explicit, such as ‘intercourse’, ‘condoms’ and ‘masturbate’. In April 2009, a Rajya Sabha committee chaired by M Venkaiah Naidu, now Vice President of India and then member of Rajya Sabha (upper house of Parliament), said the adolescent-education programme would “promote promiscuity of the worst kind, strike at the root of the cultural fabric, corrupt Indian youth and lead to the collapse of the education system and the decrease of virginity age”.

Ok boomer!

The government has programmes, but the adults don’t want to know and the teens do not know. Despite the fact that in October 2014, the government started the Rashtriya Kishor Swasthya Karyakram (RKSK) or National Adolescent Health Programme, independent studies reveal widespread ignorance.

Reproductive health services ought to include counselling on menstrual disorders, menstrual hygiene, use of sanitary napkins, use of contraceptives, sexual concerns, sexual abuse and gender violence. While there has been a recent uptake in activities around menstrual hygiene and iron folic supplements through schools and immunisation through *anganwadi* (day care

centre) workers, sexual and reproductive health is “completely neglected.”

The effort is now to engage adolescents through peer educators who would speak about various life skills, including nutrition, mental health, non-communicable diseases, gender and sexual and reproductive health. There is also the sensitising of auxiliary nurse midwives, *anganwadi* workers, counsellors and medical officers to offer “non-judgemental services” for adolescent sexual and reproductive needs.

Half of India’s 48.5 million pregnancies were unintended. Without sex education and counselling, adolescents are also at a high risk of acquiring sexually transmitted infections (STI) and even HIV.

In late January 2020, the Union Cabinet amended the 1971 Medical Termination of Pregnancy (MTP) Act allowing women to seek abortions as part of their reproductive rights and gender justice. The important amendment placed India in the top league of countries serving women who wish to make individual choices from their perspectives and predicaments.

“India will now stand amongst nations with a highly progressive law which allows legal abortions on a broad range of therapeutic, humanitarian and social grounds. It is a milestone which will further empower women, especially those who are vulnerable and victims of rape,” Union Cabinet Minister for Textiles and Women and Child Development, Smriti Irani wrote in her blog.

Are the boomers going to stop being jealous and start helping? Those Bollywood movies lied to us guys. You can’t tell by feeling a woman’s pulse that, “*Yeh maan banne wali hai!*”

This Seenager is ready to listen.

Deepfakes

My generation had faith in the printed word but there is a new generation real and growing problem of falsity online.

Twitter, founded in 2006, has 336 million active users worldwide, and Facebook, founded in 2004, has 2.19 billion. These platforms have become the primary source of news for many people but the safeguards are not in place yet.

In March of 2018 President Trump tweeted that Amazon pays “little or no taxes to state & local governments.” His facts were wrong but the tweet sent the company’s stock towards its worst monthly performance in two years. Amazon’s stock price did recover but the incident highlighted the problem of wildfire misinformation.

False news travels farther, faster, deeper, and more broadly than the truth in every category of information and false political news even more so. In early February this year, two videos showed Delhi BJP chief Manoj Tiwari making a bilingual appeal for votes ahead of the 2020 assembly elections. The premise, content and setting of the two videos, one in Haryanvi, the other in English, were identical. Both were fakes. Deepfakes or synthesized media, fake audio and video made to look and sound real.

False news can lead to the misallocation of resources during a terror attack. When social media is a source of intelligence, polluting it can become a weapon. Modern investment funds use social media sentiment to inform their algorithmic trading practices. There is the fact-checking site Snopes that keeps a list of the “hot 50” rumors and this is updated with alarming

regularity; a 2017 report claimed that Indra Nooyi, the CEO of PepsiCo, had told supporters of the newly elected U.S. president to “take their business elsewhere.”

How do you beat this ability of false news to spread and stick? By educating people to spot and resist falsity? Disincentivize the spread of falsity? Use algorithms to contain falsity? Regulate it without destroying the economic and social value created by social media? How about labels for social media just like food? Mark it with source, method of production, how many reporters worked and the number of interviews conducted, how long did they investigate?

The current digital advertising business models incentivize the spread of false news. It has been widely reported that the production of fake news in Macedonia during the 2016 U.S. presidential election was motivated less by political incentives than by economic ones. The producers simply found that they could earn more advertising revenue from false stories than from true ones.

Some of the concerns so far as regulation goes are how to retain information diversity, how not to hurt the multiple players that social media’s digital marketing ecosystem sustains, how to keep inequality from accelerating with a subscription model, how to decide who decides what information should be disseminated, how to conserve freedom of speech and freedom of the internet.

But does “the truth” matter? We still need to coordinate or collaborate. Based on what? We have the next generation commercial-grade media synthesizers now. The really deep “deepfakes” software. Detecting, labeling, and blocking the spread of synthesized media is the number one challenge at this moment.

India faces a unique problem of videos being taken out of context on which the AI-generated detection algorithms don't apply. There was one circulating in January last year, showing Delhi Chief Minister Arvind Kejriwal slurring through a speech while recording a live Facebook video. Kejriwal's speech had been slowed down using simple editing tools.

Our false videos go viral and fly under the radar undetected until the damage has been done. Nearly half a billion Indians are online on WhatsApp. How do you police this? The government of India wants intermediaries, like WhatsApp, to give it access to the source of the information in its draft Intermediary Guidelines Rules. It is an evolving situation.

As deepfakes get better, they become harder to spot. Facebook, with other collaborators, has thrown open a challenge, called the Deepfake Detection Challenge. Would we like to contest?

This Seenager is ready to listen.

Invite the Men

My generation reached adulthood with barely a concept of sexual harassment. It used to be called eve-teasing. People mostly lived their lives by the old standards in which: gays were bad, transsexuals absurd, women should be mostly seen not heard, and do not discuss harassment. Men policed the public spaces, through practices like wolf-whistling, 'slut-shaming' or plain assault. The sexual revolution came between 2013 to 2017. Gay marriage, transgender rights and the uprising against sexual harassment followed.

Sexual harassment. It is crystal clear by now that women alone cannot fix gender balance. How do you get men engaged, convinced, and on board? I came across an interesting theory and every idea deserves to be considered, given the imbalance out there.

Turn gender balance into a business issue run by leaders. Remember, one is trying to get to the mostly male executive teams and CEOs across the globe, across sectors and cultures.

A lot of women's networks and women's conferences around the liberal world have tried to bring men into the debate by turning them into mildly heroic beings with titles like champions and allies. Apparently, this is causing the males embarrassment, reluctance, even anxiety at times. One, it is uncomfortably traditional for women to have to reward good male behavior with admiration and applause. And two, sexism is a system that privileges men, but also polices their behavior. It is also not particularly masculine to be seen as a feminist.

If gender balance is a crusade requiring brave champions and heroes, then who is the enemy? The rest of them, muttering

resentfully against their singled-out colleagues, it's called the pedestal effect. Male role models are necessary in getting other men to engage but rather than making male support for gender balance the exception, the goal is to make it the norm.

How do you normalize and mainstream gender balance among everyone? By using existing male-dominated hierarchies. It's about getting *all* leaders to reframe the issue for all men and managers.

Re-frame it to say that gender balance delivers better performance and returns. If leaders are accountable to shareholders and stakeholders, gender balance becomes part of their mandate.

Sexism now becomes a business issue, not a diversity issue, a women's issue, or a moral principle or because you have a daughter and you've seen the light. It becomes a shared responsibility for everyone. Right now, gender balance is being argued as a moral imperative. But in the corporate setting, the business case will likely get a broader base of support for balance from men.

What has been the experience of one of the more male-dominated organizations on the planet, the military? Robert Egnell and Coauthors, in *Women and Gender Perspectives in the Military: An International Comparison* say that a key success factor is how "the process is introduced and managed in a way that speaks to the core tasks of military organizations." A feminist-driven, rights-based approach has been found to be less effective than the more "instrumental arguments of operational effectiveness." Right now, there is no link in male minds between equality and military operations or equality and business results. Would things change if that link were made explicit and credible?

Sexism is rampant, both conscious and unconscious. We are all working on our own. Most of us approach it within our fraught frame of biases.

How about we add gender balancing to the list of management skills that need building like technology, sustainability or globalization? It will build competencies to work effectively across genders.

Move on from empowering women to integrating men. Invite them into the conversation on gender differences, the way international companies have trained managers in cultural differences. When men and women are knowledgeable and comfortable working across these differences, they get to flex their management styles to their audience and their target customers. Build awareness of the masculine defaults and data that often underlie corporate systems and models in everything from marketing and product development to recruiting and research.

But and but, managers have to be skilled before they are made accountable, otherwise everyone gets a backlash, frustration or both. When leaders embrace the link between gender balance and business and become skilled at selling it, everyone gets on board.

Where do you stand with this whole gender thing?

This Seenager is ready to listen.

Online Hygiene

The digital economy in India is expected to reach \$1 trillion dollars by 2022. It will attract numerous global players. The Indian government is in the process of legislating a Personal Data Protection Bill (PDB), which would control the collection, processing, storage, usage, transfer, protection, and disclosure of personal data of Indian residents. This will clearly call for a new online hygiene. How do the different generations approach security and privacy issues?

Based on the research available with a disclaimer on not being applicable to every individual or location, Gen Z was born squarely in the internet era, they understand technology on an intuitive level and are quick to separate their public and private lives, 81 percent of them in fact use privacy settings. Millennials? Because their ease of use of technology is strong, trust is high. Now boomers? They are a bit more security focused.

An IBM Security Study reveals that while only 42 percent of millennials use complex passwords, the figure for boomers is 49 percent. For the millennials, convenience over security is more important than for the baby boomers. Nearly half of them said they'd use a less secure method of authentication to save just a few seconds of time with only 16 percent boomers in agreement.

A 2017 survey from financial services company First Data on generational attitudes about security reveals that:

Seventy-two percent of baby boomers said they rarely store enterprise data on their personal devices, compared to 69 percent of millennials.

Eighty-six percent of baby boomers rarely download free software to their work devices without consulting IT, compared to 75 percent of millennials.

Thirty-four percent of baby boomers said they always consider whether their online actions pose a risk to the enterprise, compared to only 21 percent of millennials.

Boomers are more skeptical online, more hesitant to overshare information with systems. A social engineering attack aimed at them would have to involve the age-old help desk, they are more comfortable sharing information over the phone.

Now where are you? Are you the generation that keeps their passwords in plain sight? Are you the age group significantly more likely to store work passwords on a shared drive or word document that isn't itself password-protected? Are you more likely to forget your passwords?

Emailing work documents to their personal accounts, moving documents via cloud apps that IT doesn't know they have, losing devices that would give whoever found them unrestricted access to company data. In every way that Softchoice, provider of tech solutions and services, measured, the youngest workers were the most likely to lose data or leave themselves open to hacking.

So what's going on? Impatience. Efficiency. We just see a bigger payoff in having the data we need when we need it. The same logic drives their emailing of sensitive documents to themselves, more than other generations. It used to be said that twenty-somethings are more willing to work from home as long as they have the data they need to do so. It is clear now that they are not juggling "work" and "life," they are merging it all into a

seamless whole, with the same apps for both work and personal reasons. Under the lockdown, it has probably been a party for all.

There just seem to be different takes on the ROI of spending time on data security. Perhaps the assumption is that if the hackers want to get you, they will. And they will. Ask Mumbai's top cybercop Brijesh Singh.

Now smartphone is a different story. While nearly half of Gen Xers do not protect their smartphone with a PIN or passcode of some sort, only 37 percent of millennials are that cavalier.

Will the PDB legislation change our tech habits? Do you change your password when prompted?

This Seenager is ready to listen.

Millennial Whisperers

Indonesia is Southeast Asia's largest economy and the world's fourth most populous country. But like many other striving nations, it has an image associated with corruption, a weak legal system and red tapism. But there is something very interesting unfolding there right now. Indonesia is the current stage for the playing out of a classic generation gap in the most visible and potent of all places. The State Palace.

President Joko Widodo made news late last year for adding seven "millennials" to his inner circle of consultants to assist him in his second presidential term, 2019-2024. These entrepreneurs, sociopreneurs, and edupreneurs are impressive young, creative, coffee loving people, between 23 and 36 years.

Widodo, better known as "Jokowi," described the new generation advisors on his Instagram account as "my partners in discussion every month, every week or every day". The President added, "With them, I can look for out-of-the-box ideas and leaping breakthroughs towards development."

In the run up to the elections, Jokowi had also baited his then-rival, now Defense Minister Prabowo Subianto, with a question, "What would you do to help unicorns?" Prabowo responded with a question that made him the talk of the town for days: "What are unicorns?"

Indonesia had another Ok boomer moment involving the Communications and Information Minister Johnny G. Plate born 1956 and Education and Culture Minister Nadiem Makarim born 1984. The boomer politician reportedly asked Netflix to stop streaming its popular original series to give space for Indonesian films. Did he not know that the Netflix Originals are produced by local creators? Nadiem and Netflix meanwhile

went ahead and agreed to forge a 1 million dollar partnership to train local scriptwriters. The thing is that Netflix owed taxes to Indonesia but the millennial did not have the patience to wait months for the new taxation regulations to come in.

Indonesia is also pushing to cut its reliance on foreign funds by chasing a new and growing source of funding, the digitally savvy millennials. Indonesia is also among the countries that are making significant progress in terms of gender equality in schools.

However, a research study by the Institute for Development of Economics and Finance (Indef) has found that 94.97 percent conversations on social media involving the millennial staff of the President are often triggered by or involve negative sentiments. The research was conducted from April 7 to 17 of 2020, with data taken from 86,400 conversations involving 55,700 Twitter accounts. These sentiments were mostly related to recent controversies over conflicts of interest and their behavior on social media as government officials.

Some took political actions that were contrary to legal norms or violated the law, such as sending letters to district heads. Some tweeted like other millennial kids even though they were officials in high positions. Several of the millennial staff were publicly condemned for allegedly allowing their private interests to interfere with their public service duties. Two of them stepped down following controversies.

Analysts say that the power of the oligarchy in the palace circle is what might become a big obstacle, keeping the various breakthroughs and innovations purely at a mental or useless level. Is the millennial involvement in Jokowi's circle no more than a tactic to divide power and preserve the oligarchy? Will Widodo's second term be more business-as-usual or a millennial-led revolution?

This Seenager is ready to listen.

Crisis of Trust

There is a crisis of trust today. Over and over, businesses have betrayed the stakeholder's trust.

Consider Facebook. In April 2018, CEO Mark Zuckerberg came before Congress and was questioned about Facebook's commitment to data privacy after it came out that the company had exposed personal data of 87 million users to the political consultant Cambridge Analytica, which used it to target voters during the 2016 U.S. presidential election. The year ended with a New York Times investigation revealing that Facebook had given Netflix, Spotify, Microsoft, Yahoo, and Amazon access to its users' personal data, including in some cases their private messages.

January 1, 1949, the Reserve Bank of India was nationalized and between 1991-2010, 25 banks became non-existent. The biggest question haunting Indians today: "Is our money in the banks safe?" The crisis of confidence in the banks is so palpable that the Reserve Bank of India (RBI) was forced to issue a statement, reassuring that the "Indian banking system is safe and stable and there is no need to panic on the basis of such rumours," it's a rare comment from the banking regulator. And the fears expressed by depositors is across the board, be it commercial or cooperative banks.

The GOQii India Fit 2018 annual survey report that claims to have used inputs from about 2 lakh GoQii product users in the country reveals that over 92 percent people do not trust the healthcare system in India, with a hospital being the most distrusted organisation followed by pharma and insurance companies. Interestingly, the survey found Bollywood actor

Akshay Kumar as the most trusted public figure for health advice, followed closely by Yoga Guru Baba Ramdev.

There is another interesting perception. While Indians do not trust a generic alternative to their doctor's recommendations, 80 percent of those in a high-income country voted for cheaper brands recommended by their pharmacists. The reason is the Ranbaxy fiasco. In her recent book *Bottle of Lies*, the investigative journalist Katherine Eban writes about an FDA investigator's startling discovery of substandard insulin manufactured by Ranbaxy for the local market. Dinesh Thakur was the whistleblower at Ranbaxy to expose the company's efforts to forge data and dispose evidence so they could avoid penalties.

There is more. A global study by human resources (HR) firms Right Management and Tucker International has rated Indian business leaders lower at building and maintaining trusting relationships. One, they are not punctual and that does not inspire confidence. Two, there is a general perception as per Chaitali Mukherjee, Partner, People and Organisation Leader at PwC India, "It is common to find people (in India) who commit to something they do not want to deliver."

Government, media, NGOs and businesses, the overall trust in these four core institutions is lower now and the fall is sharpest in the United States than in any of the 28 countries surveyed. In the spring of 2019, Boeing had to be forced by a presidential order to ground its 737 Max jets even though crashes had killed everyone on board two planes in five months and some 42 other countries had forbidden the jets to fly. Later, the news broke that Boeing had known there was a problem with the jet's safety features as early as 2017 but failed to disclose it.

Organisations that take ethics seriously find it difficult to arrive at shared values given the differences in generational

perspectives and work styles. Understanding the overall characteristics of the generations becomes a fundamental concern here.

Betrayals of trust have major financial consequences. Creating trust, in contrast, lifts performance. Trust also has macro-level benefits. Our need to trust and be trusted has a very real economic impact. More than that, it deeply affects the fabric of society. If we can't trust other people, how do we build anything, solve problems, or innovate?

This Seenager is ready to listen.

Molten Confusion

It is an unprecedented time in the history of human sexuality. All over the world, there has been a dramatic push back in the age when people first marry and reproduce. The age of puberty has dropped meanwhile.

We are in an era now in which young adults are physiologically able to reproduce but not psychologically or socially ready to 'settle down' and begin a family. These developmental shifts, research suggests, are some of the factors driving the increase in sexual 'hookups', or uncommitted sexual encounters. It is a part of a popular cultural change that has infiltrated the lives of emerging adults in many parts of the world.

The millennial generation in India too is often spoken of in terms of being 'commitment-phobic'. What it means is that many young people today would rather have a fun time than invest themselves in supposedly serious relationships. This idea is fed by the existence and popularity of dating apps like Tinder, Bumble and Hinge, there are several others.

You could meet someone on a dating app, in a bar or simply through a set-up today. This may evolve in several directions but essentially it consists of two people engaging in a casual relationship, with no strings attached. It gives rise to the idea that one is free to indulge in sexual or semi-sexual and emotional activity with multiple people at the same time, without having to owe their loyalties to anyone. The status of your equation stays ambiguous. Are you boyfriend and girlfriend, or are you just friends with many benefits or is it just complicated?

Back in my days it used to be called “having an affair” and if you were seeing someone or meeting them on a fairly regular basis, it meant you would marry them. Today you could be forgiven for hesitating to even call it a relationship. Whether the reason is a bad past experience or a lack of time and effort, or enlightened feminism, the hookup culture is here. It could involve friends, strangers, acquaintances and even co-workers. And no, it is certainly not the monopoly of Delhi and Mumbai.

India is going through a major social revolution that is shaking the foundations of society and will change many, many things in the days to come. “The emancipation of women, the break-up of the family as the central economic unit, the redefinition of sexual mores, the shift from arranged marriage to love marriage is all happening at the very same time,” says Ira Trivedi in her seminal book ‘India in Love’. There is a bizarre situation in which arranged marriage is expected but there is also the Big Apple-style dating culture happening alongside. We are entering uncharted territory where a lot is being redefined. It is a state of molten confusion.

Despite their increasing social acceptability, however, developing research suggests that sexual hookups may leave more strings attached than many participants might first assume. In terms of science, oxytocin or the ‘love hormone’ is released during sexual encounters which promotes bonding, trust, empathy, relaxation etc. It is the same hormone that is released during pregnancy to strengthen the mother-child bond. The biological mechanism of oxytocin promotes monogamy which runs parallel to the idea of casual sex. This perhaps explains that the feeling of emptiness, uneasiness and dilemma after hooking up is not about ‘getting over it’ but a biological response of the body after the act.

Justin Garcia along with her team from the State University of New York did research and concluded how DNA plays a key

role in determining sexual behaviors. A gene called DDR4 spikes the flow of dopamine in our body which enhances our 'feel good' sensations and tricks us into believing how hooking up is the ultimate solution to being a cooler and a liberal individual, little realizing, how addictive and self-sabotaging it can be!

What and who, are the young people losing to the new sexual freedom? What and who are they hiding, exaggerating or adjusting for? What will the relationship map of India look like a decade from now? Is this upheaval temporary? Are we ever going back to the India of our past?

This Seenager is ready to listen.

Epilogue

As the celebrated author Allister Thompson puts it, “If there’s nothing to say don’t be tempted to say it”.

With that in mind, writing an epilogue on such well crafted work by Neerja Singh is difficult. This compendium of topics that centre on the massive generation gaps has been a lot to take in. The 30 day hiatus of the lockdown to enforce social distancing, has literally allowed the author to soar and look down from a bird’s eye vantage point. Her candid reflections though discomfiting, serve us well to dwell on what is popularly known as the youth dividend.

As we have known, the arthritic mindset of the system of entrenched values is no longer laissez faire. Hitherto, Bollywood and the bourgeoisie of the Indian middle class, have indulged in double speak while looking away and giving a tacit nod to exploitation, sexual harassment, stereotypical scripts that pandered to the musical romantic genre, so adored by the masses. This double speak has been exposed in the sections that lampoon the so called “*sanskari*” mores.

The segmentation of the cohorts from next gen to the boomers has been made very clear. To an HR professional, a Company Director in charge of people development or optimal use of people assets, these profound insights are invaluable. They aid in understanding the value systems of each cohort. Given the recent adaptation to WFH (work from home) culture, making sense of expectations, often conflicting ones between these cohorts has gained importance. Dealing with the rate of change in the rapidly shifting ground and landscape, in

Epilogue

developing and implementing effective work policies, the thirty insights will play a role.

Bala Iyengar

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Experience in Engineering, General Management, IT Practice and Industrial Sales

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(Participant in the 30 day Lockdown Video Challenge, PSAI)