



Interview With Petroleum
Minister Dharmendra Pradhan

Finolex Cables:
Wired To Win

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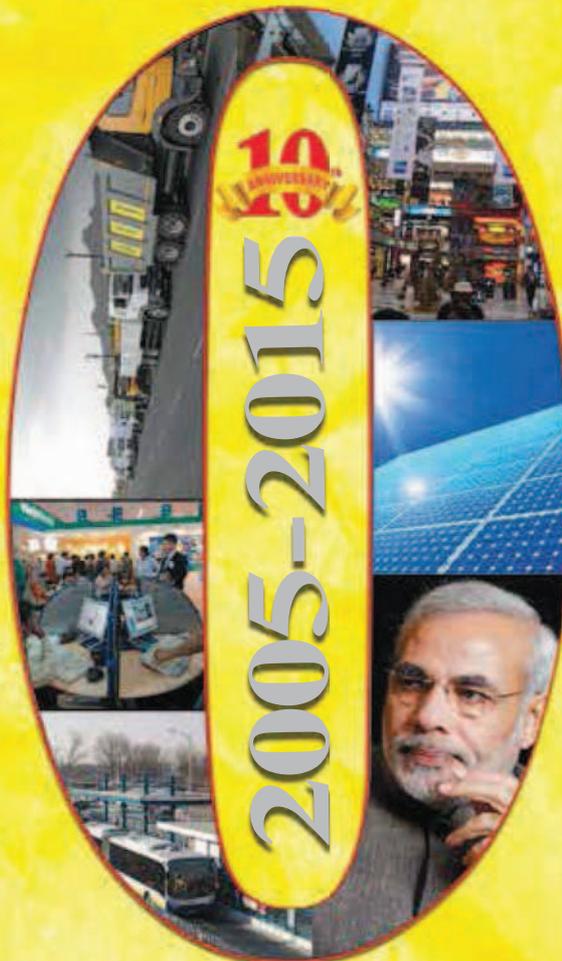
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AN AMAZING DECADE

A walk through the bygone decade's path-breaking changes
as *IBJ* celebrates its 10th anniversary

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*F*or S Ganesh, taking risks is not just another management principle that is preached to others. The CEO and leader of Dun & Bradstreet (D&B) Technologies and Data Services has been taking risks in personal life too. Nothing else can explain the audacious step he took when associated with Citibank. Mr Ganesh chucked the cushy job at the global banking giant and joined Saksoft, a start-up specialising in business intelligence and analytics.

The CEO of D&B has taken many such risks in his personal and career lives. That is perhaps one of the reasons for his successes over the past two decades of his professional life. At D&B Technologies and Data Services based in Chennai, Mr Ganesh leads a crack team of experts in providing a wide range of analytical solutions to D&B and its large global clientele.

An electronics engineer with a management degree from IIM-Ahmedabad, Mr Ganesh has worked with many global banks. In an engaging interview with Sharmila Chand, Mr Ganesh lists out his management principles that have facilitated him to succeed in most of the challenging assignments.

People Are Key To Success

S GANESH, CEO, Dun & Bradstreet Technologies and Data Services

Your five management mantras

The following are the key management mantras to make a sustainable and successful organisation:

1 People: People are the key to success. Management means that we have to always hire people who are smarter and better.

2 Delegation: Once the right people are in place, trust in their ability is essential. One must delegate and fully stand by good people to see effective results.

3 Consistency: One must always be consistent in a decision-making process. For instance, if an organisation wants to be a premium player, it must always focus only on premium products and not stray into other areas.

4 Risk-taking: It is essential to take decisions even if they go wrong rather than analyse endlessly.

5 Cost control: One must always guard against unnecessary costs, such as latest gadgets, fancy offices, excessive perks and so on as they add on to a perception of waste.

A game that helps your work

I am a big fan of Bridge. Though it is

mostly for fun, I have felt that it also helps me in my work as it involves strategy formulation, swift tactical responses and good analytical skills. Also, it helps in synchronisation with partners and second-guessing opponents. It hones strategy formulation skills in the bid stage and execution in the card play stage. Also, it helps in risk-taking as one has to bid at game and slam levels to win.

Turning point in your career life

Joining the core founding team of a start-up specialising in business intelligence and analytics after working in Citibank for five years helped me a lot. This experience taught me flexibility and entrepreneurship and shaped my future career.

Secret of your success

I believe that focus is the most important thing, not just for my success but for a lot of people. Ability to concentrate one's energy on most important levers is critical to provide successful outcomes instead of diluting the efforts on a number of activities.

A person you admire

John Nash. I admire him for not only his path-breaking work in game theory, which is widely used in market eco-

nomics, but also for his resilience to make several great contributions while suffering from schizophrenia.

Your favourite books

There are many books and ideals that have helped me at various stages that it will be difficult to mention all of them. A few key ones are *Freedom at Midnight* by Larry Collins and Dominique Lapierre, *Great Game* by Peter Hopkirk, *Rise and Fall of the Third Reich* by William Shirer, *Lord of the Rings* by J R R Tolkien, all Wodehouse books and many more. Many of these books are about ordinary people and how they do extraordinary things at times of stress. This is an important lesson for me that no goal is impossible if one focuses one's spirit to reach the same.

Your fitness regime

I rely on Yoga, outdoor cycling and swimming for physical fitness and mental relaxation.

Parting shot

The main management *mantra* is that one must enjoy every moment of one's life. Success in work is a function of the joy that the work gives us and the passion that we put into our work. ■