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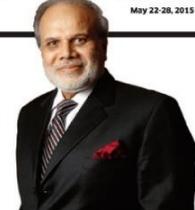
Corporate Dossier



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25 WORK HABITS OF SUPER EFFECTIVE CEOs

India Inc's bosses share their productivity secrets
 By Dibeyendu Ganguly & Dearton Hector



"Spend time with your direct reports"
KAMAL K SHARMA,
 VICE CHAIRMAN, LUPIN
 "I make it a habit to spend quality time with my direct reports. Every week, I mark out at least an hour-and-a-half with a direct report, where we might talk about anything, not just the work at hand. Now it's usually in the office, but earlier, it was also over lunch. Another habit I have inculcated since my IIT days is to stay focused on a problem until it is solved. I don't subscribe to the idea that you should set a problem aside for a while if it is proving to be intractable. I believe you need to keep at it until it is solved."



"Seek fresh perspectives, use sticky notes"
ROHIT BANSAL,
 CO-FOUNDER, SNAPDEAL
 "Every morning, I drink a huge glass of water and check emails that came through the night. I clear my mailbox every night. I spend the first 15 minutes of a work day planning. On the laptop, I use sticky notes all the time. Ours is a fast growing company, so it is difficult to stay away from work completely over weekends. But I do ensure that I spend time with my family a lot more on weekends than on weekdays. I meet at least two new people every week from any stream to keep a fresh perspective on the world. Many of them are not even connected to the Snapdeal business. I meet them, sometimes at our office or at coffee shops and restaurants. I try and stay connected with most people either through phone calls or emails or social networking sites."

"De-clutter your life"

SHALABH SETH,
 MANAGING DIRECTOR, SABMILLER INDIA
 "I allocate 'me time' on a daily basis as well as on weekends. This 'me time' is as sacrosanct as the most important business meeting. This habit ensures that one is always ready for a marathon and not just a single race. My Saturday afternoon nap is something I enjoy and I try never to schedule anything that disturbs the routine. Over time, I have tried to de-clutter my life. For example, my formal wardrobe consists of light shirts and dark trousers. On Fridays and weekends, I wear jeans and T-shirts. I don't waste time pondering over what I should wear. I have moved most of my work on to my iPhone, so I no longer carry a laptop, though I still carry my iPad as back up. We're boss company, so I've made it a habit to take my team out to a bar for meetings. When I visit our offices outside Bangalore, I make it a point to take everyone there for a drink in the evenings."



"Don't take the phone to meetings"

ANUJ AGARWAL,
 MD AND CEO, BALAJI ALLIANCE
 "I come to office early and plan out the entire day. At the end of the day, I make sure that everything I planned is done. I also make a yearly plan at the beginning of the year. This is pasted on to the wall in my cabin in front of me. I split this to monthly targets and I conduct review meetings with my colleagues for their feedback on where we are regarding targets. I only take the yearly plan off my wall at the end of a year. I don't take my phone with me when I am entering a meeting and I don't check my mails while in a meeting as I consider that as very disrespectful."



"Keep your emails short, interact face to face"

SHISHIR BAJAJ,
 CHAIRMAN & MANAGING DIRECTOR, KNIGHT FRANK INDIA
 "I've made it a habit to wake up at 6am and spend at least an hour at the gym or doing yoga on my sea-facing balcony. I get to the office by 8am, an hour before everyone else. This gives me time to think and plan the day. My own work, such as answering mails, is all done before anyone comes in, leaving me the best part of the day to meet with people and build relationships. I'm not much into email communication. I keep my replies short and terse - and prefer talking to people on the phone or face-to-face. When I'm traveling, though, I don't go to the gym or do yoga. Instead, I take a long walk."



"Be approachable, day & night"

GVK REDDY,
 CHAIRMAN & MANAGING DIRECTOR, GVK GROUP
 "Punctuality is the cornerstone. I make it a point to always be on time to office, and this automatically sets an example for everybody at GVK. I begin work in the morning, with a meeting with the Heads of Departments (HODs) of various projects to make them to achieve the best, followed by meetings with other people from outside the organisation. After a break for lunch, I resume office to work until end of the day. I like to be approachable at all times, whenever they feel the need for experience, and in times of crises. I ensure that I am available even in the middle of the night if someone calls me for my advice and guidance."



"Walk around the office"

RAJIV KAUL,
 VICE CHAIRMAN AND CEO, CMS INFO SYSTEMS
 "Over the past 10 years, I have developed a habit of walking around the office meeting people. I don't spend much time at my desk. We have a lot of conversations in the corridors, where issues are resolved. In preference to scheduling formal meetings, I also keep emails to the minimum. I spend 15 minutes on email daily and I don't get or send more than ten emails a day. Compare that with most other people who take pride in getting 100 emails a day and spend a lot of their time on them. Four years ago, I told everyone that I don't want to be marked on every office email."



"Use your daily commutes to manage"

VINAY AGRAWAL, CEO, ANGEL BROKING
 "Like most Mumbaikars, I have a fairly long commute to work. I use the morning ride to plan my day and the evening ride to network. I also take out three hours every week to browse the net and keep up with latest technology trends. I keep hand-written notes in a personal diary during the monthly meeting of senior executives, where I make a note of commitments each one has made. At any meeting, I have notes from at least 12 previous meetings, so I can recall what was said before and monitor what action has been taken. My direct reports know of this habit, so they're very careful."

