

LEAD
REVIEW

A JAPANESE PERSPECTIVE

PROFESSOR SHOJI SHIBA is not a person prone to hyperbole. Although he is an acknowledged Super Guru in transformational and breakthrough management, he is humble enough to say "teaching is a word of arrogance; we can only create an innovate learning environment". That is exactly what he has succeeded in doing through his Visionary Leaders for Manufacturing (VLFM) programme and through his book *7 Dreams to Reality*. It chronicles seven illustrious outcomes of the programme, since its launch in 2006.

The book comes as an energiser at a time when the manufacturing sector in India seems to be enveloped in a mood of helplessness and despondency. In his words, the book is a guide "to traverse a unique journey that, if taken to its logical conclusion, will put Indian manufacturing on the path of excellence, and create a way, that is uniquely its own...".

The VLFM programme was midwived by CII, principally by senior leaders like Jamshyd Godrej, Surinder Kapur, Tarun Das and Sarita Nagpal,

7 DREAMS TO REALITY:
Transforming Indian
Manufacturing

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PENGUIN INDIA

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and was born as a joint initiative of the governments of India and Japan, and supported by the Japan International Co-operation Agency.

The VLFM programme has three strategies to bring about transformation in the Indian manufacturing sector: first, to create 500 visionary leaders in three years, and companies that would be

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locomotives of change; second, to get managers to look beyond their immediate work, at the big picture (moving from small 'm' to 'big M'), and third, to get the industry, the government and the academia to collaborate closely.

The programme is delivered through four courses, in collaboration with four institutions — the Confederation of

Indian Industry (CII), IIT Kanpur, IIT Madras and IIM Calcutta — to senior managers, middle managers, (and uniquely), to the suppliers of any company that wishes to transform itself. The case studies that have been presented in the book throw up the unmistakable sequence of processes involved in the transformation of any organisation.

The first two cases deal with breakthrough products: a low-cost refrigerator from Godrej that went on to win the prestigious Edison award that recognises innovation; and the other, a unique steering system developed by Sona Koyo for off highway vehicles. The two illustrate not merely technology breakthroughs but also the need to envelop them with beliefs and processes to ensure success. While

