

NEXT100 SPECIAL COVERAGE ISSUE

IT NEXT

FOR THE NEXT GENERATION OF CIOs

INDIA'S FUTURE CIOs



10 years
2010-2019

**A BRIEF RECAPTURE OF
THE TEN-YEAR JOURNEY.**

And all you wanted to know
about NEXT100 2019.

INSIDE
**1000 NEXT100
WINNERS**

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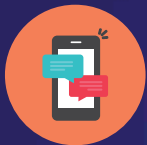
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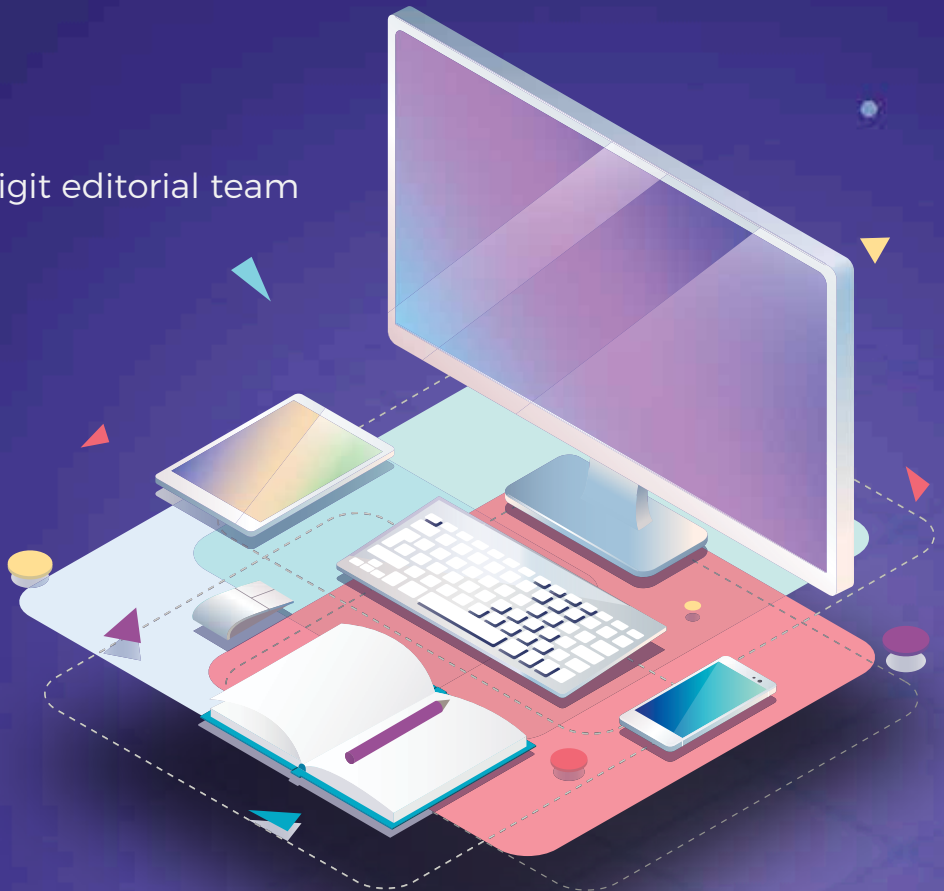


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Ten years!



As jury members
and as supportive
supervisors, senior
community leaders
have played a huge
role in NEXT100
success

Shyamanuja Das

I joined NEXT100 journey when it was exactly halfway through—in 2015—which means I missed the excitement and uncertainties of the early days. With that the thought process that went behind the awards, the conceptualization, the iterations and all that. I surely missed a lot of good things.

Let me make one confession. While as the then editor of a well-established IT publication, I never really found any of the competitors that were coming up—and there were plenty—to be too challenging.

But I envied NEXT100 when it was launched. I was an editor. I had no idea what business impact it would make; neither was I interested. I envied the idea. I asked myself—why couldn't I come up with that idea myself?

But what impressed me at that time was the idea itself.

It is only after 3-4 years that I came to realize the profundity of it—how much impact it was making. To be able to make that kind of impact, only a good idea is never enough; it has to be executed well.

But I did not envy that part. I can never think of envying carrying something so process-oriented year after year, by myself. You know the man who has done all that all these years—including today. Giri (R Giridhar, my colleague) has been the driver of the NEXT100 selection process all these years. Even today, he goes through each and every aspect of the NEXT100 process, even as Vikas comes up with the 'wow' factor, the new thing, every time—including the Digital announcement for 2019 awards. But apart from Vikas, Giri, Megha (whom most NEXT100 winners know very well), Vandana and my other team members, one who have made NEXT100 what it is today, is the community.

As jury members and as supportive supervisors, senior community leaders have played a huge role in NEXT100 success.

As for myself, I am happy sifting through the data across all these years to satisfy my own inquisitiveness and discover how the next generation leadership definition has changed over years.

If you have been a NEXT100 winner or participant, please share your experiences with us. That will motivate us like nothing else. ■

Content



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MANAGEMENT

Managing Director: Dr Pramath Raj Sinha
Printer & Publisher: Vikas Gupta

EDITORIAL

Managing Editor: Shyamanuja Das
Assistant Manager - Content: Dipanjan Mitra

DESIGN

Sr. Art Director: Anil VK
Art Director: Shokeen Saifi
Visualiser: NV Baiju
Lead UI/UX Designer: Shri Hari Tiwari

SALES & MARKETING

Director - Community Engagement:
 Mahantesh Godi (+91 98804 36623)
Brand Head: Vandana Chauhan (+91 99589 84581)
Head - Community Engagement:
 Vivek Pandey (+91 9871498703)
Community Manager - B2B Tech: Megha Bhardwaj
Community Manager - B2B Tech: Renuka Deopa

Regional Sales Managers

South: BN Raghavendra (+91 98453 81683)
West: Shankar Adaviyar (+91 9323998881)

Ad Co-ordination/Scheduling: Kishan Singh

PRODUCTION & LOGISTICS

Manager - Operations: Rakesh Upadhyay
Asst. Manager - Logistics: Vijay Menon
Executive - Logistics: Nilesh Shiravadekar
Logistics: MP Singh & Mohd. Ansari
Manager - Events: Naveen Kumar

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 2019 Jury



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INDIA'S FUTURE CIOs



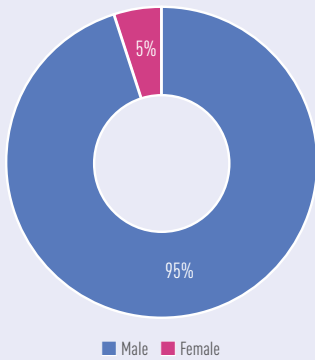
10 years
2010 - 2019

A BRIEF RECAPTURE OF THE TEN-YEAR JOURNEY.

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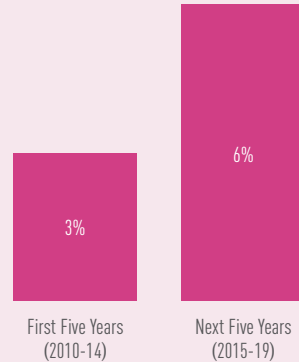
The story in numbers...

GENDER BREAK-UP (ALL TEN YEARS)



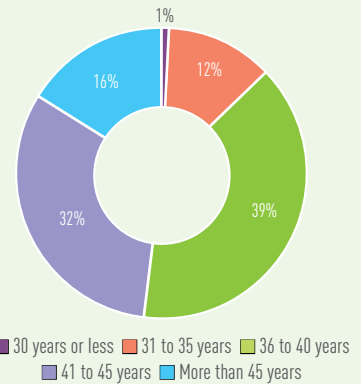
NEXT100 Awards - Dominated by men!

FEMALE WINNERS' SHARE



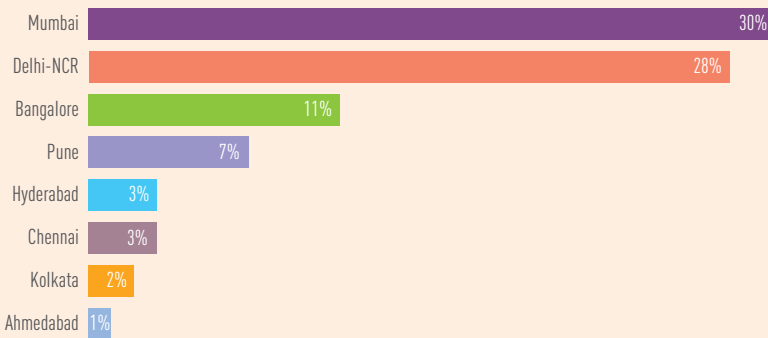
Slight rise in female winners over the last five years - A positive sign!

AGE DISTRIBUTION



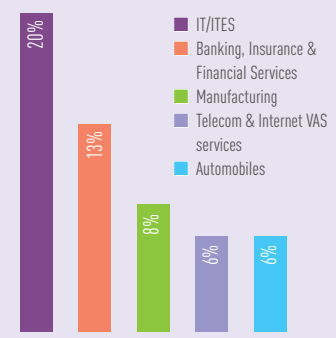
7 out of 10 winners are between 36 to 45

MOST NEXT100 WINNERS HAIL FROM



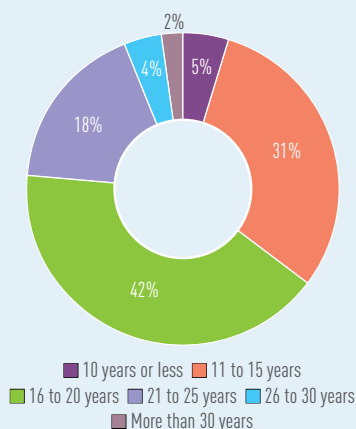
7 out of 10 are from the top 3

MOST NEXT100 WINNERS ARE FROM



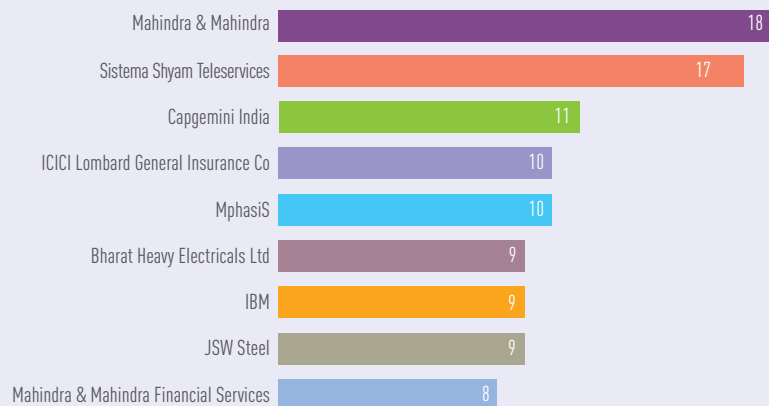
While BFSI may be the biggest spender, most of the NEXT100 winners come from IT/ITES

EXPERIENCE BREAK-UP

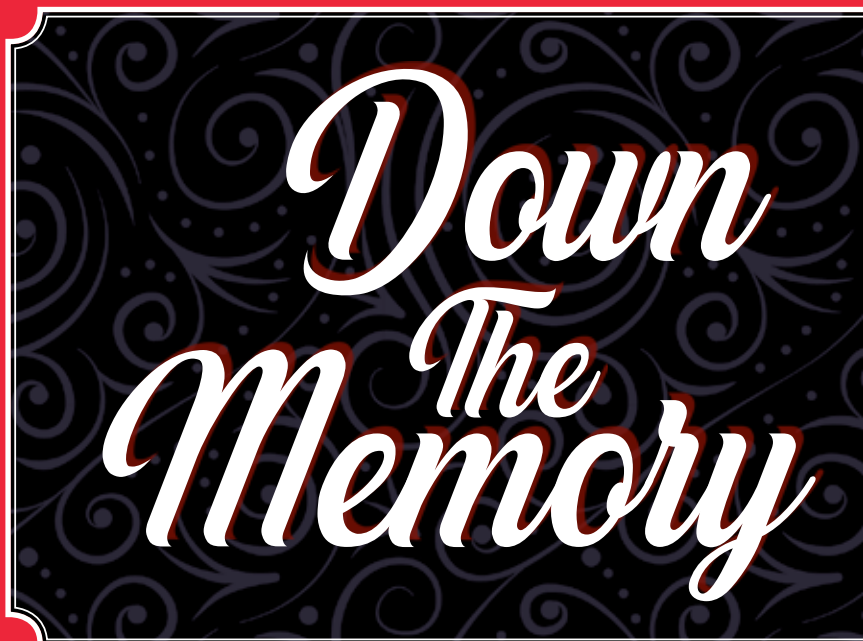


Experience is a reflection of age

NEXT100 INCUBATORS - MOST WINNERS HAVE COME FROM THESE COMPANIES



9 companies account for 20% of winners





Story in pictures: A chronicle of past 10 years of NEXT100 celebrations — the community's unique award that identifies the next generation of IT leadership

Lane





Vikas Gupta,
Co-Founder & Director,
9.9 Group addressing
the NEXT100 2010
Audience



2010

Jury members
at NEXT100 2010





NEXT100 2010
Winners

RAMOJI RAO FILM CITY, HYDERABAD



NEXT100 2010 Winners
break into a victory
dance



The picturesque Ramoji Film
City, Hyderabad played host
to NEXT100 2010



R Giridhar,
Group Editor, 9.9 Group
addressing the NEXT100
2011 Audience



2011

Fort Jhadavgarh,
Pune played host to
NEXT100 2011





NEXT100 2011
Winners

FORT JHADAVGARH, PUNE



A woman leader
receiving the award
from Pramath Raj
Sinha, Founder & MD,
9.9 Group



NEXT100 2011 Win-
ners in rapt attention
at a session



An auspicious start to the grand event with the lighting of the ceremonial lamp



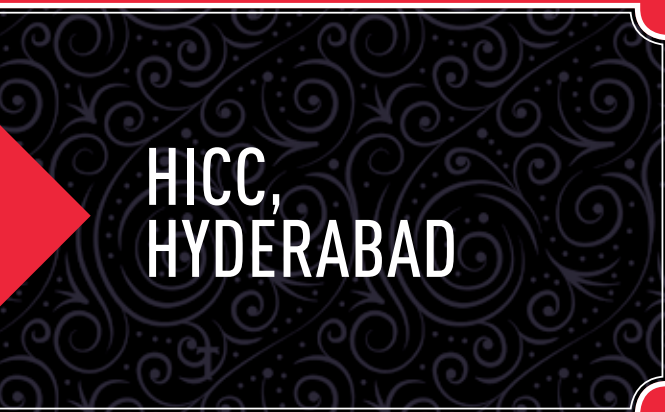
2012

NEXT100 2012 at Novotel, HICC, Hyderabad





NEXT100 Winners 2012
standing tall



NEXT100 2012 Book
being launched



NEXT100 2012 audience
in full attention



Its networking time



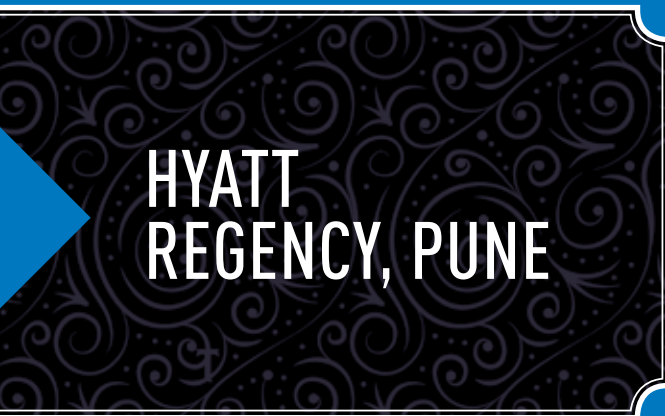
2013

Hyatt Regency, Pune hosted the NEXT100 2013 Awards





NEXT100 Winners
2013 - An elite
group indeed



Pioneering woman
leaders of NEXT100



A roundtable discussion
in progress



Pramath Raj Sinha,
Co-Founder & MD,
9.9 Group addressing
the audience



2014

Hyatt Regency,
Gurgaon hosted
the NEXT100 2014
Awards





NEXT100 2014 Winners
framed for posterity

HYATT REGENCY, GURGAON



De-stressing with
yoga and learning to
be a mindful leader



Housefull! It's a packed
houuse every year at
NEXT100



Women who lead in the IT industry are rare gems



2015

NEXT100 2015 was held at the grand setting of JW Marriot, Pune





A memorable frame to be in for NEXT100 Winners 2015

JW MARIOTT,
PUNE



Gripping sessions are a hallmark



Fun unlimited



Learning to lean in
at NEXT100 2016



2016

NEXT100 2016 was
conducted at Hyatt
Regency, Pune





NEXT100 2016 – All are winners here

HYATT REGENCY, PUNE



A taste of local cuisine and culture at NEXT100



A panel discussion moderated by R Giridhar, Group Editor, 9.9 Group



Bhangra Time at the event provided a charming effect



2017

Taj Swarna, Amritsar played host to NEXT100 2017 Awards





The batch of 2017

TAJ SWARNA,
AMRITSAR



Shyamanuja Das,
Managing Editor, 9.9
Group addressing the
audience



Women winners at
NEXT100 2017



Vikas Gupta,
Co-Founder & Director,
9.9 Group launched the
NEXT100 2018 Book



2018

Food and
bonhomie





NEXT100 2018 – a new generation joins the exclusive NEXT100 Club



Our beloved Kanak Ghosh, Co-Founder & Director, 9.9 Group felicitates a jury



NEXT100 2018 was held in Pullman Aerocity, New Delhi



2338

IT managers
registered for the
NEXT100 process

167

referee and
supervisor feedback
reports were
received

70%

of winners are
aged between
36 and 45

314

total interviews
conducted by the
Jury members

187

applicants
completed the
psychometric tests

68%

of winners
have between 11 to
20 years of work
experience



THE NEXT100 PROCESS

Popular Qualifications

- **Bachelors:** Engineering & Technology, Management Studies, Computer Science, Computer Applications
- **Masters:** Engineering & Technology, Management Studies

Popular Hobbies

- Music, Travel, Reading, Cricket, Cooking, Social Service, Photography

Popular Technology Expertise

- Application Development, DR & Business Continuity Planning, Business Intelligence, Database Management, IT Operations Management, IT Asset & Infrastructure Management, Training & Education

Popular Business & Management Expertise

- IT Strategy & Planning, Budgeting & Financial Management, Customer Support & Service Management, Projects & Program Management, Vendor Management



45%

of NEXT100 winners come from organizations with an IT budget of INR 50 crore or above

68%

of winners work in organizations with total turnover of INR 1,000 crore or above

85%

of winners receive an annual compensation exceeding INR 20 lakhs

68%

of the winners work in Manufacturing, ITES, BFSI & Professional Services

59%

of winners work in organizations with IT budget of INR 25 crore or above

56%

of winners have more than 10 people reporting to them



METHODOLOGY

The selection process for the NEXT100 2019 commenced in June 2019 with a call for applications. The entire IT manager community was informed through a series of e-mails, print advertisements, and the social media. By the third week of August 2019, 2338 aspirants had registered for the process.

The selection of the award winners was done through a three-stage process, as in the past years. In the first stage, all award aspirants had to complete a detailed application form—and provide extensive personal and professional information, including education, technical skills and work experience.

They also had to nominate referees who could support their claim for consideration for the award.

In the second stage, applicants took two psychometric tests: Personality profiles tests and emotional quotient & intelligence tests. The tests were administered online by Paris-based Central Test International. Every applicant who completed all the tests received a free, personalized copy of the assessment reports for reference.

The NEXT100 jury members identified a set of criteria (including education, length and quality of work experience) to prepare a short list of



candidates for the interview stage. Every short-listed candidate was independently interviewed by two NEXT100 jury members.

Separately, independent recommendations were obtained for each candidate from the designated referees, including current supervisors.

The scores and evaluations assigned to all candidates in every stage of the selection process were input into a proprietary scoring model that assigns carefully calibrated weights to various factors. The final list of NEXT100 award recipients, listed in this magazine, is an outcome of this scoring model.

To ensure that the NEXT100 awards are completely fair and unbiased, no member of the ITNEXT editorial team was involved in the selec-

tion or elimination of the award winners, nor are editors and staff of ITNEXT magazine a part of the jury panel.

As in past years, the NEXT100 awards program draws on the knowledge and support of the CIO community.

Forty five senior executives who comprised the jury of the NEXT100 awards, collectively represent many hundreds of years experience in IT and corporate management, were involved as advisors, interviewers and selectors this year.

The jury panel debated, deliberated and decided on the award winner selection process—and conducted detailed interviews of all shortlisted applicants.



PSYCHOMETRIC TESTS

All aspirants for the NEXT100 awards take two psychometric evaluations—a personality test and an emotional quotient test—that are administered by Paris-based Central Test. The results of the tests are factored into the total evaluation of the candidate. All candidates who take the evaluations receive detailed personalized reports that can be used for self development.

The Central Test Personality Inventory for Professionals (CTPI-R) test provides an assessment of work related personality traits that play a crucial role in performance. According to the test designers, CTPI-R conforms to the standards of scientific validation set out by the International Test Commission, and the American Psychological Association.

The workplace competencies are defined as “clusters of knowledge, skills and attitudes that are predictive of superior performance in a given job”. According to Central Test, the competency scores in the CTPI-R are not a ‘direct assessment’ of competencies but an ‘assessment of proximity’ of the test taker to the profile of others who have demonstrated a high level of that specific competency.

The assumption behind this method of evaluation is that people with similar profiles will be more likely to exhibit similar abilities. As the scores are derived from an assessment of proximity to an ideal profile, they give an indication of the extent to which the candidate is psychologically inclined towards high performance on a specific competency. The score on each dimension of competency also provides an indication of the extent to which the person is trainable on each competency.

The Emotional Quotient test, introduced for the first time in 2018, assesses the ability to perceive, understand and manage one’s own emotions and those of others—an essential leadership requirement in modern times.

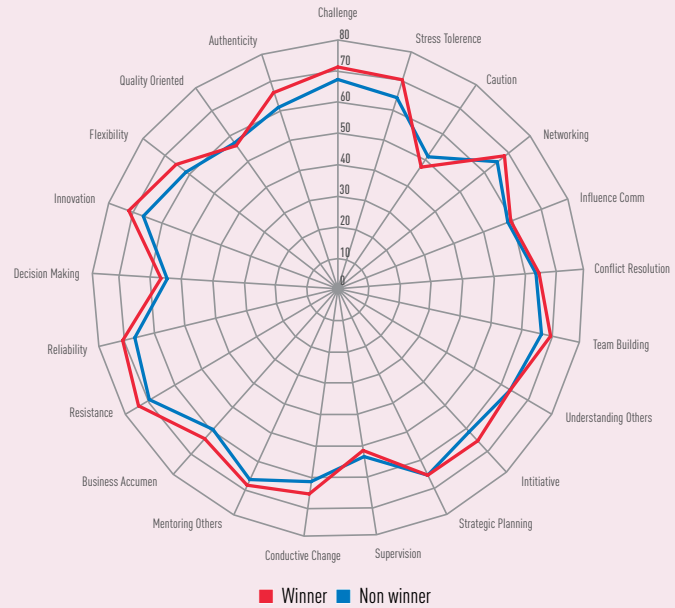
The personality test measures four dimensions – intra-personal intelligence, personal development, self-assertion and leadership. The participants are measured across 12 parameters: adaptability, self-knowledge, self-motivation, self-control, assertiveness, self-confidence, inter-personal skills, self-esteem, optimism, resilience, mediation & influence, empathy & lucidity.



WORKPLACE COMPETENCIES

According to Central Test, the CTPI-R test has been standardized on an international group of 5,000+ working managerial professionals. The test uses a continuous scale of 0 to 100% to deduce 21 competencies that are relevant in the workplace. The conclusions are based on statistical studies and theoretical models.

The overall analysis of workplace competencies of NEXT100 applicants reveals that challenge, stress tolerance, networking, team building, initiative, conductive change, business acumen, resistance, reliability, innovation, flexibility and authenticity are attributes where winners have a significant lead. Like last year, the only attribute where non-winners have a significant lead over winners is caution. Maybe, in a demographically young country like India, caution is a bad word.



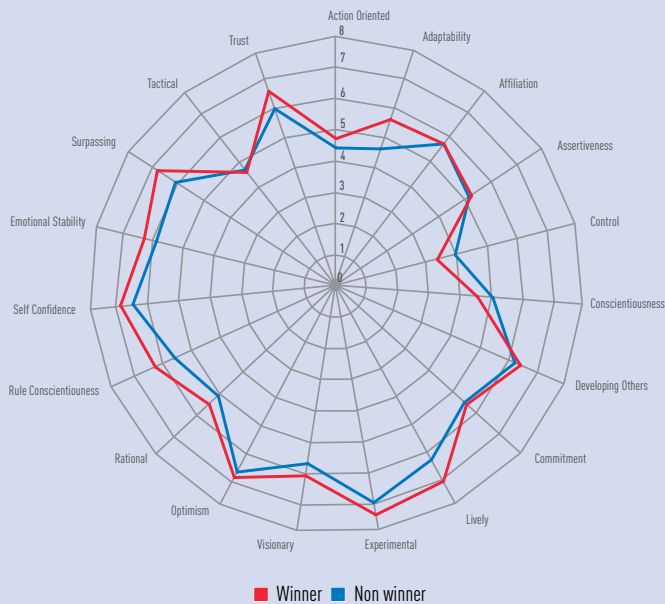
■ Winner ■ Non winner



PERSONALITY PROFILE

The CTPI-R test provides an assessment of work-related personality traits that play a crucial role in performance. The test uses 114 questions to measure work personality across 19 dimensions. These dimensions are organized into four groups: People Management, Perception Mode, Self Management and Change Management.

The test results are reported on a scale of 0 to 10, with 0 implying a low level and 10 implying a high level of conformance to the behavioral characteristic. As compared to other applicants, the winners lead significantly in adaptability, lively, experimental, visionary, rational, rule conscientiousness, self-confidence, emotional stability, surpassing and trust. Non-winners lead significantly in control. Control probably is no more a requisite attribute of a good leader in the new era!



■ Winner ■ Non winner

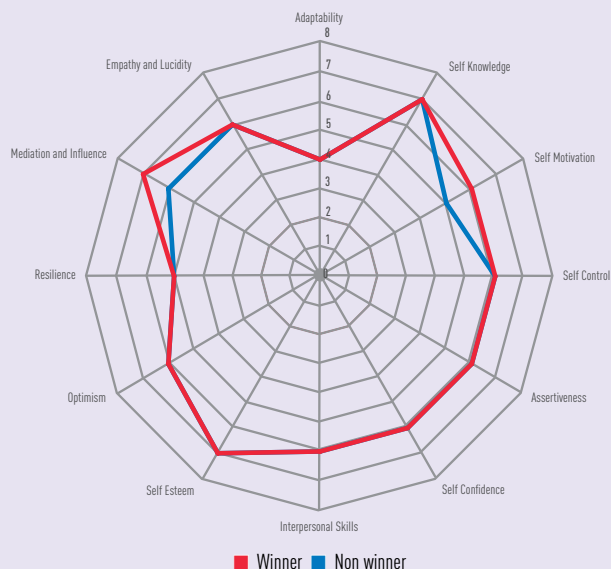
- **Affiliation:** The tendency to be kind, affectionate and open towards others at work
- **Assertiveness:** The tendency to express and defend one's opinions and rights in an open, yet correct manner
- **Control:** The tendency to seek control of the course of events and have one's own way of doing things
- **Developing Others:** The desire to support, mentor and encourage others to help them reach their potential and become more efficient
- **Tactical:** The tendency to be tactical and diplomatic when dealing with others
- **Trust:** The tendency to be trusting towards others

- **Conscientiousness:** Carry out tasks in a thorough, meticulous and organized way
- **Rational:** Refers to the way information is perceived and judgments made
- **Rule Conscientiousness:** To strictly follow the rules and moral standards established by society
- **Action-oriented:** To take initiative and risks, choose action over reflection even if there is uncertainty
- **Adaptability:** The ability to accept change and novelty
- **Experimental:** The desire to explore and innovate, sometimes to the detriment of existing solutions

- **Visionary:** Tendency to understand trends and patterns, and anticipate future events
- **Commitment:** To draw satisfaction from being dedicated and committed to one's job
- **Lively:** Energetic, outgoing, cheerful and full of life
- **Optimism:** Tendency to hold positive expectations and to easily recover from failures
- **Self Confidence:** Believe in one's potential
- **Emotional Stability:** The ability to recognize one's own emotions and to control emotional reactions
- **Surpassing:** The tendency to be ambitious, driven and competitive



EMOTIONAL SKILLS

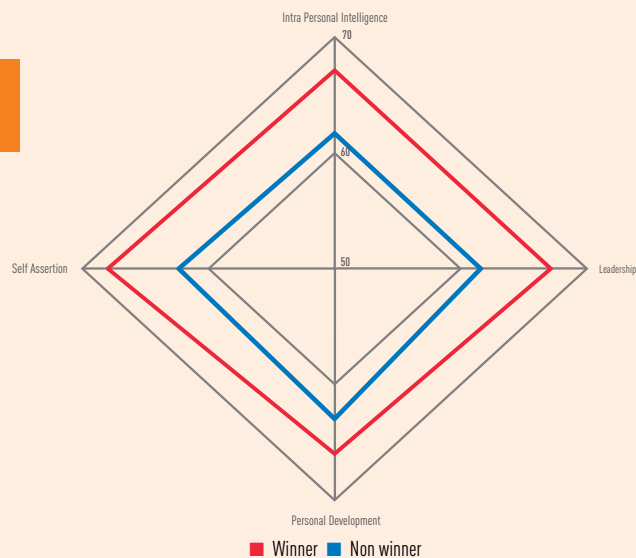


The Emotional Quotient test assesses the ability to perceive, understand and manage one's own emotions and those of others. The participants are measured across 12 parameters: Adaptability, self-knowledge, self-motivation, self-control, assertiveness, self-confidence, inter-personal skills, self-esteem, optimism, resilience, mediation & influence, empathy & lucidity. The NEXT100 winners were ahead of other applicants in all parameters but were significantly ahead in self-motivation, self-control, self-confidence, interpersonal skills, resilience and mediation and influence.



LEADERSHIP SUITABILITY FIT

Emotional Intelligence measures four dimensions – intra-personal intelligence, personal development, self-assertion and leadership, based on the parameters. The NEXT100 winners led other applicants in each of the four parameters and did so by a good margin.



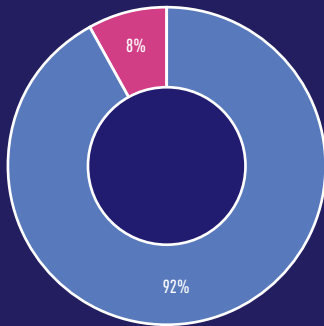
- **Self-knowledge:** Being self-aware means being able to identify what emotions are being felt and what sets them off; it means listening to one's own desires, needs and motivations. People who are self-aware know how to analyze their own reactions and behavior.
- **Self-motivation:** This trait determines the ability to find the resources within oneself in order to become and remain motivated. People who have this drive will adopt a positive attitude in any situation and will show perseverance and tenacity.
- **Self-esteem:** Self-esteem corresponds to how much one values oneself. By recognizing their own strengths and weaknesses, people understand what they are worth and they are not dependent on what others think; they thrive more easily.
- **Resilience:** Resilience is the ability to get back on one's feet after disappointment or failure. By learning from mistakes, people are better able to cope with failure and struggle. High resilience allows people to move forward and not be burdened with regret.
- **Self-control:** Self-control is an important asset for becoming socially accepted. This refers to the ability to control impulses and excessive reactions such as anger, exasperation, anxiety or melancholy—so that people can think and act

- calmly in any type of context. People who demonstrate good self-control give an impression of stability. They can cope with difficult situations such as conflict or stress without revealing their feelings and they are able to ease tension.
- **Adaptability:** Adaptability is an essential characteristic for building good social and occupational relationships and fitting in an environment. Being able to adapt means being able to let go of habits and to easily change points of reference. Adaptable people are able to share opinions and feelings, while taking specific situations and points of view into account.
- **Optimism:** Optimism is one facet of emotional intelligence and also a result of emotional intelligence: feeling good about oneself and one's relationships leads to more confidence in the future. Being optimistic means being generally happy with life, seeing the positive side of things and thinking that the best is yet to come.
- **Self-confidence:** Being self-confident is, above all, having a strong belief in oneself and in one's abilities. Self-confidence can manifest itself in personal skills allowing us to surpass our own objectives and gain autonomy. It also enables us to tackle challenges and unexpected events more serenely.
- **Empathy and Lucidity:** Empathy is about putting oneself in another person's

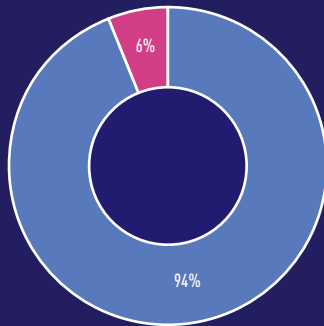
- shoes and understanding what is on his or her mind, all while staying true to oneself. Being similar to clear-sightedness, empathy helps a person understand the big picture and read between the lines, in terms of psychology (such as figuring out the unspoken goal of someone trying to sound convincing) or facts.
- **Assertiveness:** Being assertive is the ability to express oneself and make one's voice heard without being uselessly aggressive. Assertive people can find their place more easily in a group and share opinions and feelings more effectively. When a situation calls for confrontation, an assertive person will not turn away. This is why being excessively assertive can be seen as being arrogant.
- **Mediation and Influence:** This trait evaluates the ability to develop arguments, motivate others and inspires enthusiasm, thanks to a good understanding of who people are and how they react. Mediation and influence also refer to an ability to reconcile diverging points of view in situations of conflict.
- **Interpersonal Skills:** Having good interpersonal skills means being good at forming and maintaining relationships with others. Being authentic is a must! People who have good relationship skills can easily share their emotions and feelings and they feel comfortable in groups and communicate without difficulty.



GENDER BREAK-UP



NEXT100 Winners

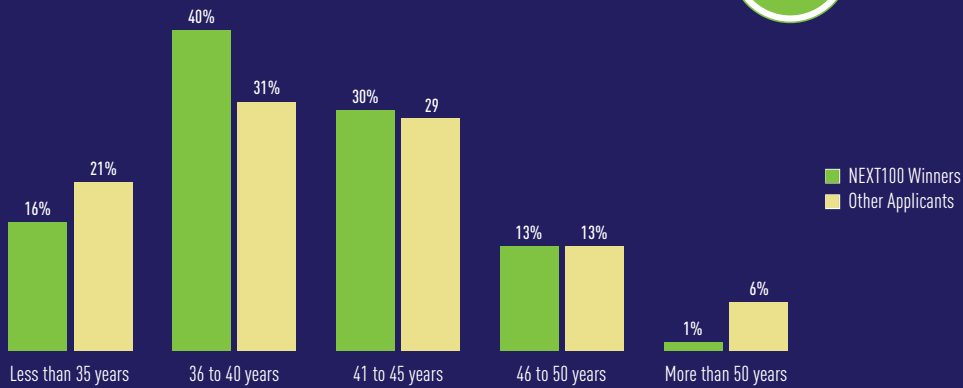


Other Applicants

Male
Female



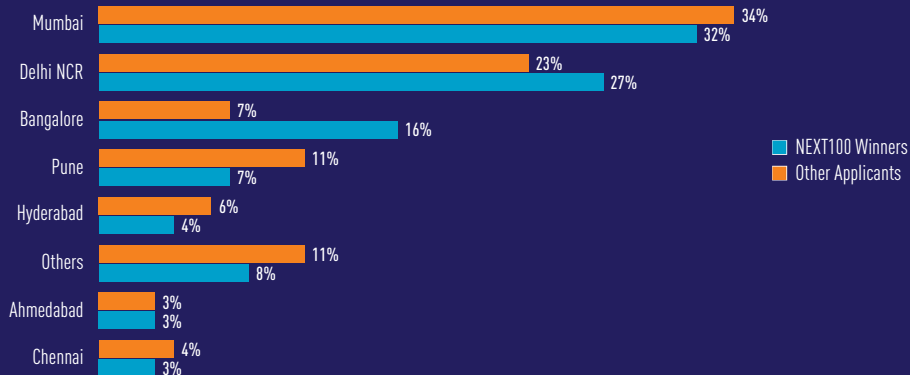
AGE



NEXT100 Winners
Other Applicants



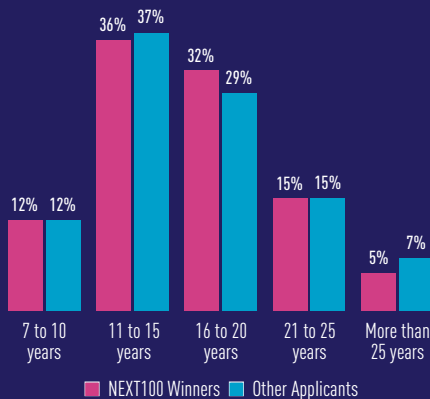
CITIES: NEXT100 WINNERS VS OTHER APPLICANTS



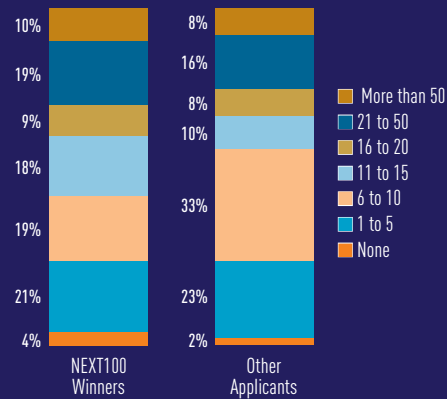
NEXT100 Winners
Other Applicants



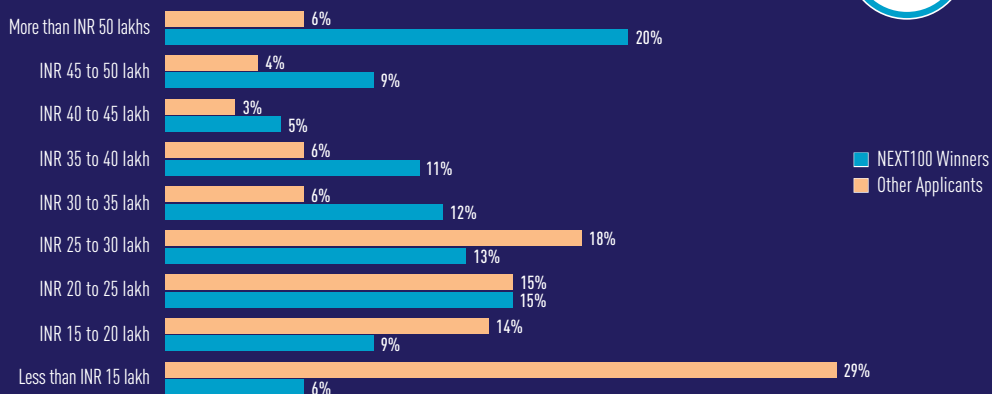
WORK EXPERIENCE



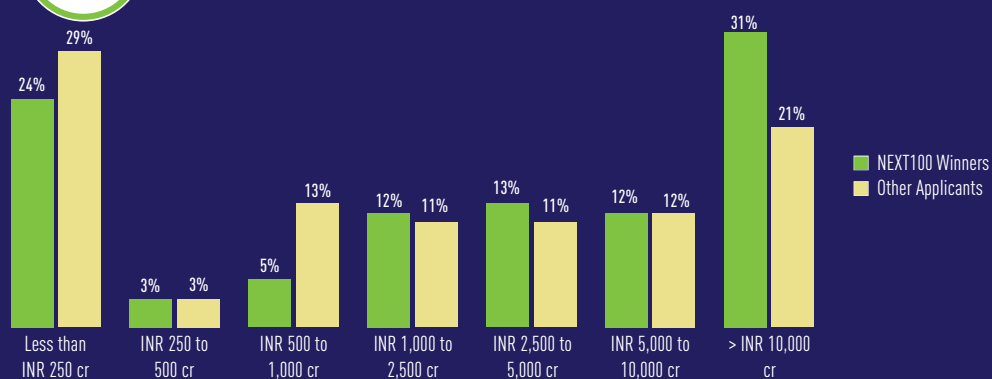
REPORTING TEAM SIZE



ANNUAL CTC

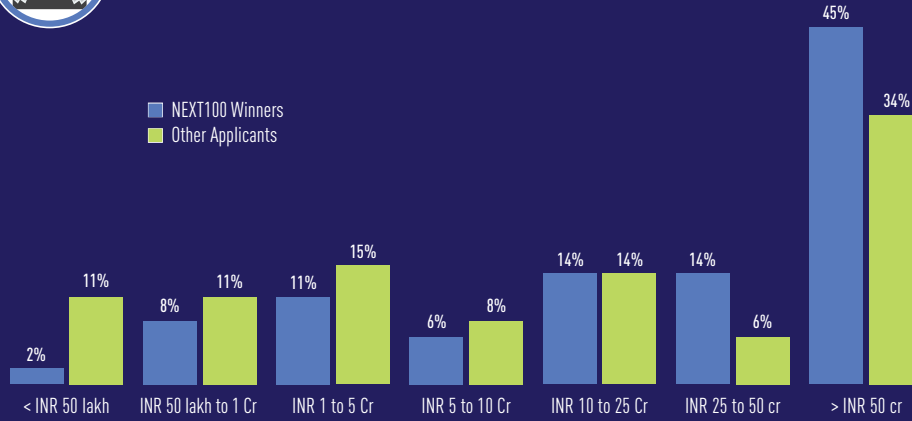


ORGANIZATIONAL REVENUE

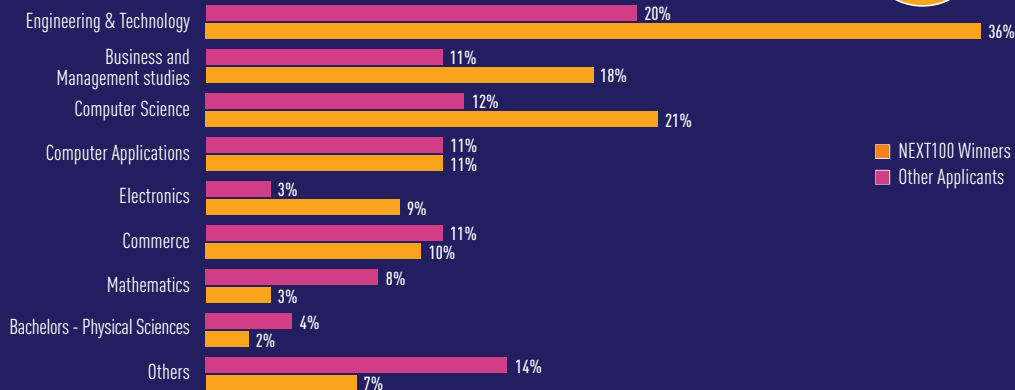




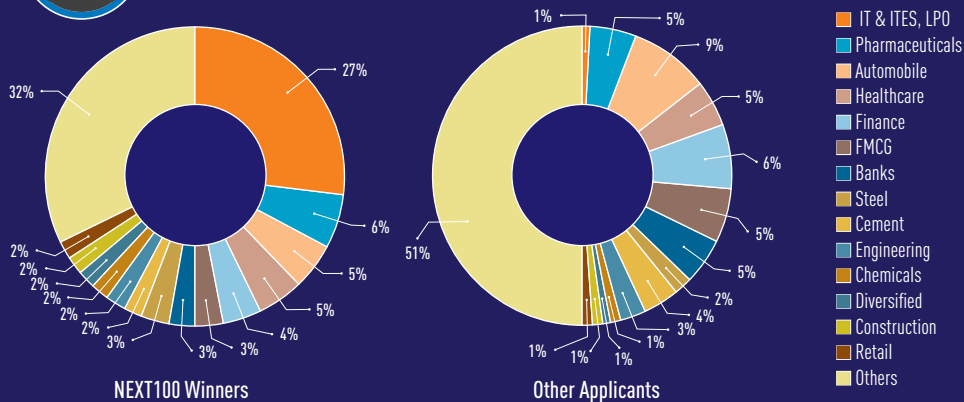
ORGANIZATIONAL IT BUDGET



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Vedanta Oil & Gas



MATEEN ANSARI
Divisional Manager,
Bajaj Auto



GYANPRAKASH AWASTHI
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GE



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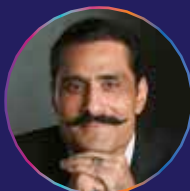
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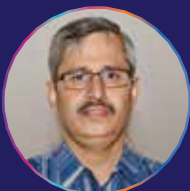
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CIO - Corporate Services &
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Vice President - Technology,
Thomas Cook India



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Officer,
JSW Group



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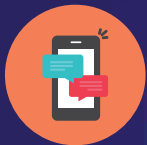
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