

## #RESTRO-REVIEW

### Party @ Paro

Party in the heart of the city at a rooftop lounge, Go Paro



**P**anch Batti, a landmark intersection of four roads, has undergone a makeover which has touched its surroundings was also Rajputana Store, the Sony House has been repackaged and remodelled into a modern-day bar and restaurant.

The interiors have kept the heritage look with a modern feel of a place, that is both well-decorated and impressive. 'Paro,' as it has been named.

So, if you go to party in the heart of the city at a rooftop lounge, Go Paro.

Once a 16-room residence, it's original character has been retained in pink indigenous plaster, common to city's heritage architecture. The central space is the main dining with swaying chandeliers.

The interiors exude serendipity at any given time of the day and as the lights turn on, the bar area turns into a high-voltage epicentre of people looking for miracles in a glass. And they do find it. The bar is housed in a UNESCO World Heritage-protected building, over 100 years old, with the beautifully restored old house Jharokhas and larger-than-life glass chandeliers, adding historical charm.

Immersing themselves in the diversity of Indian cuisines, the cocktails here are rooted in local flavours. Shehar, the rose-infused gin, pays homage to the blushing hues that define the cityscape. Ratnagiri Rhapsody, on the other hand, unveils a captivating blend of cumin and kokum. The Garam Masala is a masterful fusion of whiskey, cumin, cinnamon and ginger.

Two hors d'oeuvres that are all time favourites are Pav Bhaji rolls, wherein rolls, as in a cream roll, have been stuffed with bhaji or the Truffle Mushroom Galouti Kebab. Somewhat of a gourmet delight with mushrooms and truffle essence, it creates melt-in-the-mouth *Lakhnau*

Galouti experience in every bite.

Think of Konkani cuisine and one conjures up images of seafood, seafood and more seafood. But Paro, sometime back, curated a meal which was not only a delight for the vegetarians but also brought authentic vegetarian fare at a sit down lunch.

The amuse-bouche, served as a starter, was, believed it or not, made from buttermilk and triphala. The 'kadai shot,' served in finger-sized terracotta tumblers, were a sure hit with everyone. For the uninitiated, 'amuse-bouche' is a French word for a palate cleanser, not ordered by the guest but served at the discretion of the Chef, while the former wait for the main course to be served.

Followed by a colourful, somewhat large size, Canape was a thepla made colourful by the blobs of mango chutney mint spread and tamarind.

The edamame pancakes with desiccated coconut, a fusion side dish, was well-received, looking to the fact that immature soya beans, due to their rich food value, have become popular. The Japanese dish is the toast of most vegetarian meals nowadays.

There was the clay-roasted paneer tikka with Konkani house spice, and M-Yeto chef, who had especially flown in with this team to curate this Konkani meal, excelled himself with the Kokum chili caviar with an overwhelming flavour of asafoetida and garlic.

The Bengal Gram Dal served with a bun had a fusion twist and was very filling. Like everything else, it had coconut, coarsely ground masala, garlic, coconut, cummins, and chillies at its base.

The non-vegetarians naturally revelled in pan-smeared prawns, fish and chicken curry. The in-house masala used in the sea food was a happy mix of Maharashtra, Konkani and Goan cuisine. That the seafood was M-Yeto's signature dish goes without saying.

Enhance your visit with soulful live folk music on the first floor. As the colder months approach, enjoy the stunning rooftop at sundowner time and soak in the vibrant atmosphere, making for a memorable evening.

Party at Paro then, is the bottom line.

# He Trusted and was delivered Trust

PART:2

Ranade recalls, "He adopted a smart scheme to get rid of the cattle. We had many Ex-Army men deployed for guard duties as part of the Defence Security Corps (DSC). These guards were motivated to round up the cattle. For catching every two animals, they would get a bottle of rum, an offer that the guards found lucrative. He also let the villagers know that he would get rid of their cattle in his own way if they allowed them to stray across into his territory. With these two actions, the cattle menace on the base was reduced to zero!"



Air Cde Nitin Sathe

**A**ir Vice Marshal A K Shyam was another pilot in the Squadron, who also doubled as the unit Adjutant. Keelor had asked him to practice to perfect his own signature (which he can even reproduce today!) and use it to dish out the routine correspondence within the unit and station. Strapped up in the aircraft to go for a mission one day, an airman came running to the cockpit to tell him that an important letter had to go, and his signatures were required. Shyam, in all sincerity, signed at the bottom of the paper without even going through it.

A few days later, the staff from the Commander in Chief's office at Shillong rang up to say that a letter to the chief had arrived with a lot of mistakes and was being returned, since the boss didn't take kindly to errors. Denzil was quick to take this blunder in his stride and had just this to say to Shyam, "Arre baccha! At least ask me to sign letters to higher formations year! Be careful from next time!"

The former Air Chief describes the saddest time in 4 Squadron during the tenure of Keelor. During a mission, while he and his formation had just got airborne, Keelor's aircraft engine ceased, forcing him to eject close to the airfield. "I was the first one to reach the paddy field where he had parachuted down. The boss was more than waist deep in slush and we had to literally pull him out to save him from sinking fur-

## #AIR MARSHAL DENZIL JOSEPH KEELOR, PVSM, KC, AVSM, VRC



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ther. I still remember how he was shivering due to the cold when we got him out."

Pending inquiry, Wing Commander Keelor was ordered to be attached to the Station HQ, temporarily out of the Commanding Officer's chair. It was during those few months that the Squadron missed him most, their morale plummeting to their boots. Thankfully, he was reinstated back to his chair under orders from Air HQ.

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the Squadron in celebration. Such was their attachment and love of their CO."

Keelor was truly a people's person and understood the requirements of his men. It was not as if he just looked after their welfare, he was a hard task master at work and a humane person rolled into one.

"Often men had to rush on emergency leave. Even if they had expended their leave quota, they were allowed to go home to tend to their problems. He would give them money for their travel and emergent expenditure, and not one man ever faulted giving back the loan amount on arrival back from leave."

"In fact, on the first of every month, when we officers received our frugal pay, he would check with all of us if we had enough cash to pay our bills. Even at the cost of a personal financial strain, he would readily pay up for us. He was truly our father figure and a demigod for us. At work, he let us work independently, and due to this, we learnt to take decisions right from the beginning of our careers."

The ultimate quality of the man was that he trusted everyone 500 per cent, and never did anyone ever betray his faith. "Keelor sir took this trust factor to a different level. Even when he had to fly an aircraft, he never ever did his external checks on the machine. He just walked to the aircraft and



hopped into the cockpit!"

He believed that his men had done their work as required of them.

"This forced the men to be thorough with their jobs, for if something went wrong because of them, they would betray the faith that was reposed in them by their boss. And even if things went wrong sometimes, the men were bold enough to own up, since they knew that their boss would not let harm come to them."

Air Marshal Ajit Bhavnani, former Vice Chief of the Air Staff served as the CO of No. 7 Squadron, located at the Gwalior base with Air Commodore Keelor at the helm of affairs. "Gwalior was chosen to receive the Mirage 2000 aircraft from France and Keelor sir was selected by Air HQ to get the base



## Diesel Engine Day

Diesel Engine Day celebrates Rudolf Diesel's revolutionary invention of the diesel engine. This special day highlights the immense impact that diesel engines have had on various industries. From powering trucks and buses to marine vessels and locomotives, diesel engines are crucial in our daily lives. Diesel engines are known for their power and efficiency, providing essential energy for heavy machinery and transportation. They also play a critical role in emergency power generation at hospitals and airports, ensuring that essential services remain uninterrupted during power outages. This day also underscores the ongoing innovation in diesel technology.



**G**walior air base was soon abuzz with fighter flying. Thanks to his untiring efforts of winning the hearts and minds of people and making them work hard, happily. Visiting him in his Delhi office one day, Browne saw that there were many people from services and the civilian community waiting to meet him. There was hardly any place to sit. Seeing him, he broke into a smile and said, "Char-LES! What are you doing here? Please find yourself a place to sit!" Browne sir adds, "His office resembled a PWD office, and I remarked to him in jest that there was no place to even stand." His reply has remained ingrained in memory, "You are my Oorial, you can even lie down anywhere you feel!"

The former Air Chief adds, "He was way ahead of everybody, in every thought and action, all the time. When once questioned as to why he was in a hurry, he said, 'I have set the pace for myself, you better learn to keep pace with me. I will not slow down!'"

On the 28th of August, the legend flew away into yonder beyond the blue skies, and it will take some doing to catch up with him. Browne sir adds, "Much later, when I became the Air Chief, I put something that I learnt from Air Marshal Denzil Keelor into practice. He articulated the vision statement of the Indian Air Force which aptly sums up the man, 'People First - Mission Always.'" **Concluded.**

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The AOC obviously wanted a bird's-eye view of how his base was developing to become the best in the IAF.

The so-called security fencing of the base was broken at many places, leading to cattle straying into the technical area and often getting on to the runway. This needed to be stopped since it would be dangerous for fighter operations which were to commence soon.

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deployed for guard duties as part of the Defence Security Corps (DSC). These guards were motivated to round up the cattle. For catching every two animals, they would get a bottle of rum, an offer that the guards found lucrative. He also let the villagers know that he would get rid of their cattle in his own way if they allowed them to stray across into his territory. With these two actions, the cattle menace on the base was reduced to zero!"

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## #WORKPLACE-EVOLUTION

# Lessons Every Leader Must Embrace

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**O**rganizational transformation with a significant digital presence is like navigating a major city's subway system. You get on one train, only to get off at the next stop and board another. And so it continues. But, unlike a hapless visitor clinging to the hope that the next leg will be the final one, you understand that your trip is never really going to end.

Organizational transformation is a journey that never stops. It's up to you to keep steering in the correct direction. Accordingly, staying on the right course with your organizational transformation mandates your continued evolution as a leader as well.

A successful transformation is certainly a testimony to your leadership skills. Not everyone can help implement and motivate to the level required by sweeping change, the steep failure rate attests to that. And, as an accomplished leader, you're well aware that meaningful change can't possibly take place without equal conviction and energy from everyone on your team. Acknowledged inclusion is everything.

But the challenge is by no means over. As you and your organization move forward, so too must you continue to hone, sharpen, and, if need be, change elements of your leadership. Your organization isn't what it was yesterday, and neither should you stay the same.

Organizations of all types have shredded hundreds of millions of dollars on poorly planned and executed swipes at transformation. Although the reasons for those pervasive missteps can vary, one undeniable mistake has to do with finances. Below are eight lessons every leader must embrace if they want to avoid the same misfortunes.

**Follow The Money**  
They must focus on the business and understand how it creates value. Leaders must understand the business strategy, regarding each product market, is the firm in an exploratory or exploitative posture? This assumes that the organization has a strategy that is well-articulated and supported by appropriate structures, processes, and information.



### Managing Technology

**T**he next generation of leaders will understand, or should, if they want to succeed, that they must invest in managing technology as well as in the technology itself. If there is any remaining doubt today, there will not be in the future, technology per se, is an equalizer. Only in the management of it can firms eke out an advantage.

### See Through Walls

**T**omorrow's leaders will be far more comfortable with deriving value through partnerships and other types of engagements. They must understand the role that technology plays in enabling these partnerships and learn to manage the technology that stretches across internal organizational boundaries.

### Understand What Technology Does

**U**nless they appreciate that technology often plays a critical role in establishing or maintaining a strategic position, future leaders may well spend inappropriately. But that appreciation must evolve to an understanding of how various types of technology, those that enable transactions, decisions, or relationships, for example, contribute to an organization's strategic actions. More often than not, in the first half century of technology, it was thought about only tactically.

### Manage Business And Technology As One

**T**he moments of dissension and the finger-pointing at failures will disappear as executives come to see that technology failure is often due to weak or non-existent business strategy or failure to create a business-driven technology strategy. Alignment will increasingly be seen as only the first step, it will occur to all that the design and management of business cannot be done apart from the design and management of technology.

### Scrap The Org. Chart

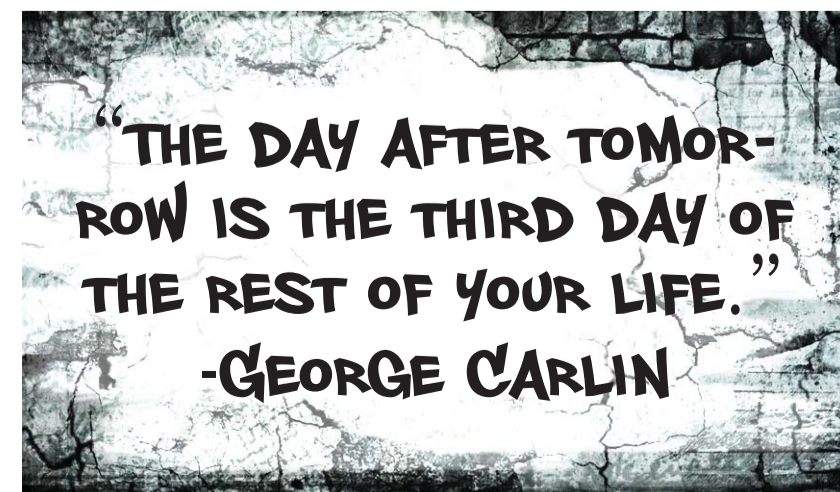
**W**e are already seeing the blending of corporate roles. It will be commonplace in the future. Leaders will have to be comfortable in both the business and technology realms. This re-identity is already underway.

### Get Underneath The Hood

**L**eaders of the next generation must be able to discern business processes below the overarching posture of an organization that advances strategy. Moreover, they must see technology as part and parcel of these processes, the two are inseparable. This is going to require untying the functional straitjackets in which many organizations have existed.

Above all, what really matters moving forward is your understanding and recognition of the scope of change, in which you are a valuable player. Armed with that powerful mindset, if you've positioned yourself to be just as aware of how different your organization will look in the future, and how you can adapt to help that journey continue towards growth and further success.

## THE WALL



## BABY BLUES



By Rick Kirkman & Jerry Scott

## ZITS



By Jerry Scott & Jim Borgman

