

## Creating professional opportunities for TERI's development

Dr R K Pachauri, November 22, 2011

During the meeting that I had arranged with Directors and Area Convenors on October 28, 2011, I had emphasized the need for us to be proactive and visionary in developing opportunities that would be of value to the Institute in the future. I can only give you as examples two instances which involve the consulting firm McKinsey.

It was some four years ago that Mr. Rajat Gupta of McKinsey and I were on the same flight from Geneva to Zurich. He immediately suggested that we have somebody sitting next to me change to his seat so that we could sit together. During the course of that short flight he asked me about what McKinsey should do in the field of climate change, and I of course gave him my thoughts and the importance of assessing mitigation opportunities. He then wanted to know what they could do in India. And sure enough McKinsey got involved with work in India, I am sure with substantial funding. But very soon his initial promise of working with TERI in India just evaporated into thin air. Hence, McKinsey basically went ahead without our partnership.

More recently, I have learnt that the Korean Government's Global Green Growth Institute has more or less been taken over by McKinsey. Obviously the company realized that this was a strategically important activity and since Korea is perhaps the first country to set up an institute on green growth, anything that comes up in the future elsewhere will place McKinsey in a position of strategic advantage. They have, therefore, carved out for themselves an extremely interesting and possibly lucrative area of activity which can only grow in the future. In our case, of course, market considerations should not be the guiding force for strategic opportunities that we create and pursue. We have to do what would be of value to society, but we need to be strategic and forward looking in coming up with activities which give us professional as well as financial benefits. I really think we have to be much more proactive in this regard than we have been in recent years. I hope colleagues will show a strong spirit of enterprise and determination in moving towards such a culture in TERI.