



NOTE: Through these questions, we hope to be able to identify land mines that could damage the prospect of your having a great experience at our company. These questions are not being asked because we have any specific concern about you. We're sharing them because we've found in our experience with applicants that these issues are often important to flag-off.

## **RESPONSIBILITY:**

Please remember that in larger companies, specialisation of function ensures that even very senior executives perform a narrow range of responsibilities. But people in entrepreneurial companies are expected to manage a much wider range of responsibilities. Do you understand the broad range of responsibilities you will have to perform here?

## **SELF-ESTEEM:**

Will you be comfortable despite the lack of protection that hierarchy provides in other organizations? For example, in our company, juniors who are your team members may even be asked to formally rate you every quarter. Will you be open to this or will your confidence crack when faced with such unconventional processes? Do you have enough flexibility, resilience and self-confidence at this point in your life to tide over the many changes you will see?

## **STATUS:**

Are you comfortable with the lack of status symbols? The lack of a special desk or parking space, the lack of a fancy designation even as your peers elsewhere get to be called 'National Creative Director' or 'Vice-President: Global Client Services' ... Will it bother you that when you travel, you will stay in modest guest houses and not five-star hotels or not get an extravagant expense account?

## **UNCERTAINTY & CHANGE:**

An entrepreneurial company leads an uncertain life. Even though our companies are financially stable with an excellent record of profitability, people are expected to adapt to a much greater amount of change (new processes, constantly evolving professional expectations) than in most mature corporations. How comfortable are you with the idea of learning and doing things you have never done before? There is change that is predictable (for instance, that which we've tried to sensitize you through this document) but there may be change which is unpredictable. Are you sure you have enough confidence and self-belief to cope with unpredictable change?

## **WORK HARD:**

You will have to work harder for every thousand rupees you earn in our company, much more than you would have to in a large, established company. Will this bother you or will you view it as a positive challenge?

Large companies can afford to have dozens of well-paid people, hired only for a single purpose and sometimes even hired for a contingency. Entrepreneurial companies expect people to be multi-dimensional and manage subsidiary responsibilities apart from their main one. For many, this makes work much more interesting and challenging. For others, it is more responsibility than they can handle.



## WORKING WITH PEOPLE OF DIFFERING ABILITIES:

In all our companies, the standard deviation from the mean is very high in almost everything. There are very experienced people and very inexperienced ones. Very talented people and those of modest abilities, PhD's and college drop-outs... Are you comfortable with the fact that you may have to also work with some people who may be less experienced, qualified and capable as you?



## SOCIAL:

How are you likely to feel being away from the circle of professionals in metro cities? If most of your friends are from years of being in a certain professional circle, are you comfortable with and confident about the idea of starting new in building another circle?



## NUMBER ENVY:

We expect that in Goa you will live a rich life in every sense of the word. But senior members get paid significantly less, rupee-to-rupee, than what they would in Mumbai, Delhi or Bangalore. What do you think you will feel as you see the zeros at the end of your peers salaries rising faster than yours? You may be living in a much bigger house here, have a ten-minute commute to work, have much more time for leisure and family than you ever did and perhaps even save more money than in the city. But will you be mentally strong enough to know that you are happy or will you keep questioning whether you made the right choice?



## OUR VIEW ON MONEY:

We do not look to 'industry-standards' or 'competition' as the index to what we should pay our people, since salary is not only a function of the business environment and model, but is also a function of the cost of living, which in Goa, is significantly lower than in major cities in India.

We are a fiscally conservative, paisa-wise entrepreneurial organization and therefore very pragmatic about what our financial capabilities are. At the same time, we are not rupee-foolish and will not forgo an exceptionally capable person for a difference that was bridgeable. We do not have a board or external investors to answer to. But we have a more stringent authority- ourselves.

Unless something makes sense for us, we won't do it. And if it makes sense to us, no rule or precedent can stop us from an immediate conclusion.



## LOOKING FORWARD NOT BACKWARD:

Are you completely sure why you want to come here? Are you sure that you will leave the mores of Big City companies behind you and not keep using them as a mental reference point, always thinking "But in my last job people were like that and not like this, processes were like that and not like this...."



## FAMILY:

In our experience, the happiness of a person with his company is closely connected with the happiness of his spouse, children (and other family members living with him) are experiencing. Are the significant people in your life aware of the advantages and disadvantages of living in Goa?