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ISSUE 35

IMPACT

INNOVATIVE MANAGEMENT PRACTICES AND CREATIVE THINKING

A JOURNAL FOR MANAGEMENT PEOPLE

Learn Technology From Young...

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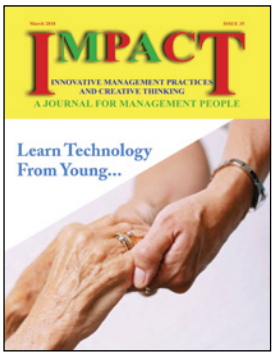
Greetings from Impact



Dear Readers,

IMPACT readers know that it retains its apolitical and secular credentials right from the beginning- articles on Ramanuja or Shankara are also based on their managerial ability and teachings.

February end brought a sad news to the Society and the month ended with shocking note of the passing away of the Chief Pontiff of one of the oldest SankaraMutts in the country founded by Adhi Shankaracharya- His Holiness Jayendhra Saraswthi 69th pontiff.

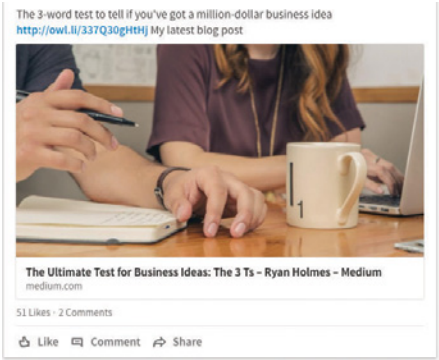
Jayendhra was one of the greatest Management Experts taking care of a vast empire of his devotees in all parts of the world. The empire has vast resources-human, intellectual, spiritual, financial, material- requiring all management traits-thinking, planning, discussing, decision making, delegation, implementing, supervising, mentoring, monitoring, follow up, strategizing, forecasting! To expect a religious saint and seer to be a great administrator and Management expert is too much but-in practical term and reality Jayendhra was full in managerial acumen and expertise.

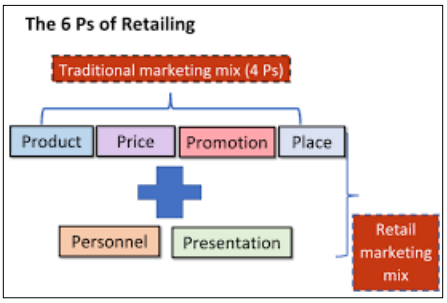
The first to take the message of religion to the poor and downtrodden- stepping into the homes in slums, meeting the people- providing a sense of pride, health care and education, social justice was indeed remarkable and marvelous.

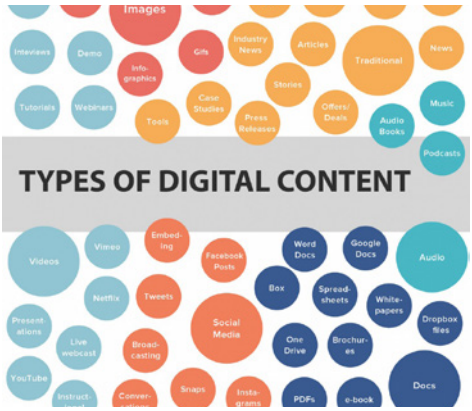
IMPACT pays homage to a practical Management Expert whose deeds explained to the world how best an individual or Institution can serve effectively.

Editorial Team

INSIDE







Adi Shankara on Management

As this issue's Editorial points out, IMPACT is absolutely non political and secular. Being fully imbibed the Indianism, it looks for expertise in management from all possible sources. One is the exemplary management skills exhibited by our great religious leaders. In this series we are on Adi Shankara. He is indeed an avatar, it is said that is he is an incarnation!

N V Subbaraman

A bilingual poet, writer, trainer,translator, thinker and speaker from Chennai Mr. N. V. Subbaraman has written 36 books. His paper, "Valluvam inspired Mahatma Gandhi," was approved for presentation in the international Tirukkural Conference held in Washington, USA. His translated works include Thirukkural, Bharathiyar's Kuyilpattu and Ramana Maharishi's Aksharamananmalai. He was formerly the Deputy zonal Manager, LIC of India.

Quoted from a website:

What is An Avatar?

The Supreme power assumes form from time to time to bring erring humanity back to the correct path. Leaving His all pervading spirit unaffected, He incarnates choosing a form, place and time. The form and nature He takes will depend on the cause and circumstances leading to the Avatara. Avataras differ in the vehicles or medium through which the Supreme manifests itself, according to the requirement. This is understandable as whenever we find the emergence of a great personality of Superhuman strength advocating or championing the cause of the eternal principles and values of life and Dharma and achieving great things, we call it an 'Avatar'. The ultimate purpose of an incarnation is always the re-establishment of right values, of Dharma in the world. Accordingly, we accept Sri Adi Shankaracharya as an 'Avatar' of Lord Shiva. Sri Bhagavatpada Shankaracharya, was not only a great thinker and the noblest of Advaitic philosophers but he was essentially an inspired champion of Hinduism and one of the most rigorous missionary leaders in our country.

Pressing need for Sri Shankara Bhagavatpada Acharya's avatar:

When the Vaidic mode of communion with the ultimate was in jeopardy, with the rejuvenation and reassertion of its wisdom being a pressing need, Adi Shankara strode like a majestic lion across the country taking all other lions in his stride and converted even die-hards making them opt for the path illumined by Upanishads, such a powerful leader was needed at that time when Hinduism had been almost smothered within an enticing entanglements of atheistic views and consequently the Hindu Society came to be disunited and broken up into numberless sects and denominations each championing a different new point and engaged in mutual quarrels and endless argumentations.

It was into such a chaotic intellectual atmosphere that Sri Shankara brought his life giving philosophy of non-dual Brahman of the Upanishads. It can very well be understood what a colossal work it must have been for any one man to undertake in those days, when modern conveniences of mechanical transport and instruments of propaganda were unknown.

A peerless mystic

Also as a peerless mystic, Adi Shankara could well have united his ambit to only the fortunate ones. He could as well have been totally reclusive and stayed away from it all. Yet, he chose to illumine the path of divine in an exemplary manner propounding his wisdom among even the uninitiated common, ordinary people, in a manner suited to the listener's capacity. He was fully awakened and totally aware of the intricacies of the unknown, yet he was humble and wise, as only the truly great ones can be.

In His missionary work of propagating the great philosophical truths of the Upanishads and rediscovering through them the true cultural basis of our nation, Acharya Shankara had a variety of efficient weapons in his resourceful armory. An exquisite thinker, a brilliant intellect, a personality scintillating super think tank with the vision of Truth, a heart throbbing with industrious faith and ardent desire to serve the nation, sweetly emotional and relentlessly logical, Adi Shankara was the fittest Spiritual General to champion the cause of Upanishads. It was indeed a vast program that Shankara accomplished within the short span of 20 effective years for at the age of 32 he had finished his work and had folded up his manifestation.

From masculine prose to feminine soft songs, from marching militant verses to dancing songful words, be in the halls of Upanishadic commentaries or in the temple of Brahmasutra expositions, in the theatre of his Bhagavad Gita discourses or in the open flowery fields of his devotional songs, His was a pen that danced to the rhythm of His heart and to the swing of His thoughts. But pen alone would not have won the war of culture for our country. He showed himself to be a great organizer, a far sighted diplomat courageous hero and a tireless servant of the country.

Before the advent of Sri Shankara numerous ritualistic cults engendered unclear practices which cried for reform. Sri Shankara completed this task. He gave them a new, purer and purposeful outlook. Working through its own tradition, each system or cult was helped to discipline mind, conduct and practices, to be able to progress with the higher forum of truth. The evils were cleansed in the practice of rituals and a place was assigned to each cult in what may be described as a `federation of faiths' with the prospect of leading its rotary to the understanding of Upanishadic ideal. Refinement of religious beliefs and practices leads to refinement of character and social respectability.

His message in a nutshell

The message that is contained in elaborate discussions in the Bhashyas of Sri Shankara is often succinctly expressed in a century of verses, in ten verses, in one verse or even half a verse. He has reconciled the seemingly contradictory conclusions of the Upanishads and in the integrated view that He has presented the eternal, impersonal, consciousness Absolute is the Brahman, the one without a second. By His power which is inscrutable (अनिर्वचनीया) and called maya, or mitya, He appears as the universe, conditions by space, Time, etc., that are ever changing. The jiva is not different from the absolute Brahman, but due to Upadhis appears to be different and subject to limitations. The Upadhis limit comprehensions and are unreal like limitless space appearing like room space, pot space, etc…

Once the conditioning factors vanish, jiva is seen as one with Brahman as taught in the Mahavakya of the Upanishads. The Knowledge of this oneness is liberation or moksha. Karma and Bhakti help from a distance in the attainment of Jnana by bestowing the needed mental purity when done in a spirit of dedication to Iswara.

In His Bhashya on the topic of meditation, Sri Shankara clearly differentiates the qualification between "seeking to scale yoga's peak " and "having scaled the same". He maintains that one who has ascended the yoga has to simply maintain this equipoise, i.e. till chitta shuddhi is ripe enough to maintain the meditational equipoise, karma has to be done by all in nishkama spirit as a dedication to God.

He has also declared in many places that even the obligatory works done in Nishkama spirit have punya as the

fruit. He said that any karma done, having been dedicated to God may not bear fruit is improper, indeed such dedication should make work non-fruitful besides bestowing the required mental purity. He uses the word " फलसंकल्पस्य चित्तविक्षेपहेतुत्वात् ",- in this Geeta Bhashya i.e. mental clinging to the fruits of actions distracts. Therefore any doer of actions who has given up mental clinging to the fruits is a yogin, his mind concentrated, not being distracted. Hence Karma must not be neglected.

Though Brahman alone is Absolute Truth (Paramarthika), the knowledge of the objective universe – erroneous form the highest stand point – can still be considered as a relative kind of truth for worldly transactions e.g., a mud pot, though a mud, can still be retained for keeping the water in it.

Every one of the several schools which developed in the past Shankara age, bears the influence of Sri Shankara's teachings in one form or other. His message boils down to the formula – natural growth, assimilating what is compatible and `co-existence' with what is incompatible.

Few instances of Acharya's boundless mercy

Though gifted with miraculous yogic powers, the Acharyas of old, never found leisure in their life time to write their autobiography. Self effacement was the very spirit that governed their life and activities. And yet Sri Adi Shankara was not averse to using his yogic powers for temporal uplift of the unfortunate, as for instance, in his permanently enriching a poor woman by instant composition of the Kanakadhara Sthotram, a hymn in praise of Goddess Mahalakshmi, which made Goddess shower her bounty in the form of golden amalakas into the house. Such instances of Shankara's innate, boundless mercy abound in his short but effective life span. The mysterious phenomenon of lotuses blossoming forth underneath Sri Sanandana's feet, as he strode across the swollen Ganga on hearing his Master's call out, even on others in the group scrambled towards the boatman, is well known. The leadership here, really would be demonstrative, yet remarkably silent and effective use of his yogic powers to emphasize the qualities of Sri Sanandana, who certainly deserved his Guru's grace.

Futuristic plans of Sri Shankara Bhagavatpada Acharya's avatar

Yet another significant aspect of brilliant leadership is vision and versatility which Acharya Sri Shankara personified in no mean measure, well versed in all shastras, endowed with razor sharp intellect and being dedicated to spreading his message to all, Sri Shankara's futuristic vision is apparent in the methods employed for propogating the splendor of truth. Direct contact with people, through interunity travel, culminating in the establishment of the four vibrant centres of spiritual learning to cover the entire country.

Establishing 4 maths in the four quadrants of our country, opening temples, organizing halls of education, this mighty master left nothing undone in maintaining what he achieved. Among the four Maths two of them in the East and West were set up on the sea shore, while the Maths in the North and South were set up in the mountain regions. Sri Sureshwaracharya, who hailed from the north was placed in charge of the Math in the South, while Totaka from the South was sent to Badri in the North. He made it mandatory that the Nampootiris from Kerala should perform Pooja at Badri, while the Brahmins from Karnataka were assigned for Nepal. Likewise He ordained Maharashtra Brahmins to do Pujas at Rameshwaram. This shows what a broadmind He had when it came to leadership in matters of national interest.

Men of realization are of two classes. Some continue in their state of self absolution. They are charged with spirituality to their finger tips and they silently radiate spirituality to others.

Others choose to live in the world, but are not of the world; they love men and objects of the world, not in deed for themselves, but for the infinite in them. By living in their proximity, by speaking with them, one can understand more than what texts could provide.

Could any more effective resourceful and illuminating medium be visualized for achieving the goals envisaged by Sri Shankara?

Case Study

Any Time Water

Dr. Satya Suresh

Has 10 years experience in Corporate Communications. She changed her career to teaching to bring forth work life balance, which became a passion in due course. With 15 years teaching experience in Management Schools she is planning to undertake projects which are of social significance like undertaking UN volunteering project on educating children in troubled areas.

Impure water is the root cause for many diseases especially in developing countries. According to some statistics one child in every eight seconds loses its life due to impure water. Further, in these regions of the world, 80% of diseases are caused by contaminated water. 50% of these people suffer from one or more water-related diseases such as flourosis caused by high levels of fluoride in ground water leading to bone deformity, stiff joints etc.

Water consumed by these people is not just impure. The problem is further confounded by the fact that the impurities not only vary from location to location but also vary from season to season within the same location, thus making it difficult to provide an easy and uniform purification solution. All conventional methods of water purification such as chlorination or artificial UV radiation require sophisticated equipment, are capital intensive and require skilled operators. Even boiling of water in rural areas poses environmental hazards as it requires about one kg to boil a litre of water.

Providing safe drinking water to the people is one of the biggest challenges that governments face in these countries. In countries like Philippines attempts are being made to remove this scourge by working with private corporations on a Private-Public Partnership (PPP) model.

Eureka Forbes (EF), the water purifying company, found great business opportunities in this challenge. They have designed and developed a rural water business model that not

Mr. Chandrasekaran

Is a senior management professional and has worked with major corporates in India in both public and private sector such as SAIL and RCOM. He currently runs his own consulting company whose clients include large corporates like TCS, LandT, Voltas and numerous SMEs. He also teaches management subjects in educational institutions such as Bhartiya Vidya Bhavan, Wellingkars', IBMR-IBS, ICAI etc. In the field of education, he consults with RAK Medical University, UAE and has helped them set up their Performance Management Systems. He has presented papers on various management subjects in national and international conferences. He is on the board of several manufacturing companies in Bangalore.

only provides safe drinking water to the community by involving the local people but also creates brand awareness for EF.

Before evolving the model, EF conducted extensive studies over several regions and seasons and interacted with the government, local populations and NGOs operating in these locations and created a large database of water quality in different parts of India. This data was used by them to create custom-made water maps of these regions.

Based on such water maps, EF sets up Community Water Plants (CWP) which will be managed by the local population with support from EF. For example, in Chatanpalli in Andhra Pradesh, EF has commissioned about 70 CWPs which uses the Reverse Osmosis (RO) technology to purify water.

Results of this initiative in this village are remarkable: There has been a 60% reduction in diarrhoeal cases and 100% reduction in enteric fever, which if left untreated would have caused large scale flourosis.

Under this model, EF has installs large purifiers (called Water Shops) in the selected villages of AP and trains locals to run the plant and sell water. The local villager who runs the plant sells about 66 containers (20 litres capacity) of purified water every day and earns about Rs 6000/- p.m from this business.

Further, EF has set up remote monitoring systems and diagnostic centres to tracks and updates changes in water composition and impurities in all these locations on a real time basis. They also use this remote monitoring system to track the health of the water shops for proactive and real time intervention.

Thus EF has differentiated themselves from other competitors by focusing on small communities unlike Tata (Swach) and Hindustan Unilever (Purit) that target the home segment and Doshion Veolia, which are in the market for large-scale water purifiers. .

The Water Shop model of EF involves the village panchayat (which provides the land), the state government that provides water, locals run the plant and sell the potable water. In many instances, plants are subsidised by the government or by CSR initiatives or NGOs or microfinance agencies. One example of the CSR initiative is the 'Water ATM' provided by Rotary Bangalore Whitefield Central in the Naganayakanakote Village in rural Bangalore with financial support from a major MNC.

But there are other inherent issues relating to water that this model does not address adequately. For example:

1. This model offers little help where availability of water is itself a major issue
2. What if villagers do not wish to pay for water if they can get free water from the government
3. This model can help only control diseases that are caused by drinking unsafe water. But other unhygienic habits of the villagers, for example continuing to cook with impure and untreated water (even when they drink purified water) may continue to contribute to water-related diseases.

While these issues remain, one must appreciate the conscious efforts of companies like Eureka Forbes, to address some of the fundamental civic maladies in a profitable manner creating a win-all situation.

If such PPP actions are not encouraged, sustained and scaled-up, it may well become a fact that the next world war will be over water.

Computer My Companion

The computer is a great companion of the old man. Of course old man includes old woman also. When I retired from service ten years ago one of the first things I did was to set up a computer and use it for writing articles. Within a short time I learnt to make use of the computer to send and receive e-mail messages. I would like to strongly recommend people who are going to retire to get a computer soon. In fact, if possible they can opt for the computer when colleagues in offices offer a 'memento' as a parting gift to their colleague who is going to retire.

Clifford Martis

Former Executive Director Life Insurance Corporation of India, served for three and a half decades in Administration, Housing Finance and Investment. He is a prolific writer in English, Kannada and Hindi on various social subjects, humor, management, etc. His articles are being published in Women's Era, Alive, Yogakshema, Vinoda, etc.

I would also like to suggest that a basic course in computers be given to people who are going to retire. Nowadays many institutions are offering what are known as 'Retirement Courses' to retiring employees in order to prepare them for the big change in their lives. Will it not be a good idea to give them an idea about making use of the computer?

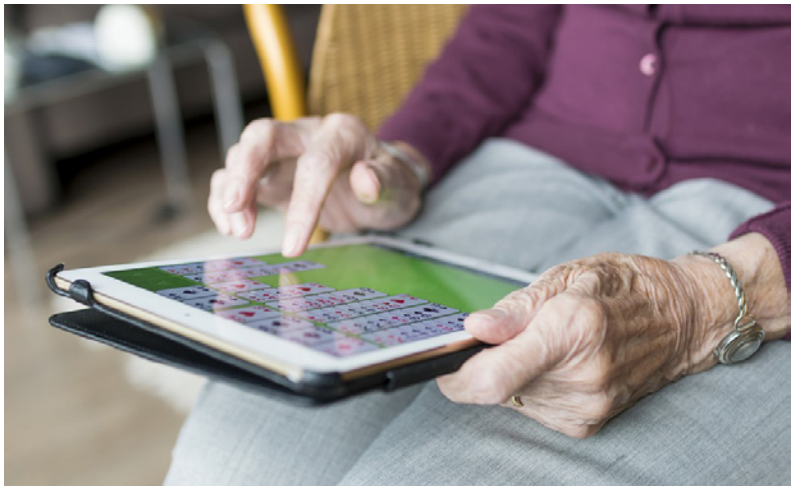
In any case I would like to mention that using a computer for simple things like writing articles or sending and receiving e-mail messages is not at all difficult. It is child's play. Anybody can learn this within a short time. I am able to say this because I have learnt it after my retirement without any previous computer background.

In order to work on the computer one has to be able to key in or type matter with the help of the keyboard of the computer. Those who know typing will find this absolutely easy but for those who haven't done typing also it won't be difficult. I had never known any typing but by sheer practice I am today able to type the matter fairly fast.

Just a little bit of explanation. E-mail means electronic mail. We can send and receive messages from people all over the world instantly. We must have a simple item called a modem and e-mail connection through one of several agencies who provide such service. We can send e-mail messages to any person in the world who has a similar e-mail connection.

An interesting feature of the e-mail system is that we can send (attach) articles, photos and other material when we send e-mail messages. We can mark copies of our messages to other persons. For example, if I am sending a message to a friend and want that some other friends also should know the matter I can send copies of my message to any number of persons.

Sending and receiving e-mail messages is not an costly matter. Of course it is necessary to have a telephone connection. The computer itself is not a very costly machine. At present we can have a good computer within about Rs 25,000/- in all.



You can learn to use the computer from your children. Your grown up children may say they are busy but you can depend on the younger kids in the family.

I am able to spend a good deal of my time in a very pleasant way with the help of my computer. I consider the computer not only my companion but also a blessing.

How the LinkedIn Algorithm Works

(And How to Make it Work for You)

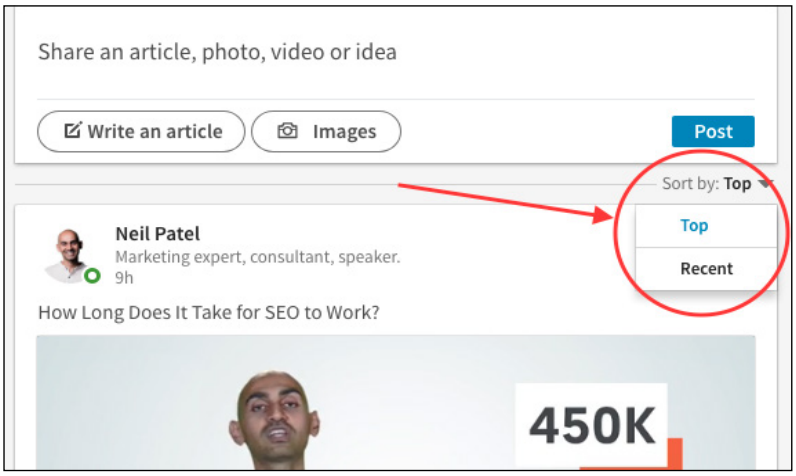
Joyce Grace

She is a Vancouver internet marketer and freelance writer who loves making WordPress websites.

When you log in at LinkedIn.com or use the LinkedIn app, you're immediately taken to your homepage feed. This page acts very much like the Facebook feed, where you see updates from your friends or Pages you follow.

You'll notice, however, that your LinkedIn feed doesn't show everything your network is posting by default. That's because it's only showing content it believes is relevant to you.

Note: users can switch the posts they want to see based on "recent" activity (but this has to be done manually).



So, how can you, as a social media marketer, ensure your content appears in as many feeds as possible?

Bonus: Download a free guide to discover four time-saving tools to help you grow your LinkedIn network faster. Includes one tool that lets you schedule a week's worth of LinkedIn updates in just three minutes.

How the LinkedIn algorithm works

LinkedIn's algorithm is designed to make homepage feeds more enticing and user-friendly. The social network has published a lot of articles on the updates and improvements they continue to make to the algorithm, including:

- Strategies for Keeping the LinkedIn Feed Relevant
- LinkedIn's Feed Made Faster and Smarter
- Making Your Feed More Relevant – Part I
- Making Your Feed More Relevant – Part 2: Relevance models and features
- Feed Personalization Articles
- Feed
- Distribution of Your Articles – LinkedIn's Publishing Platform (applicable to writers posting on LinkedIn's blogging tool)

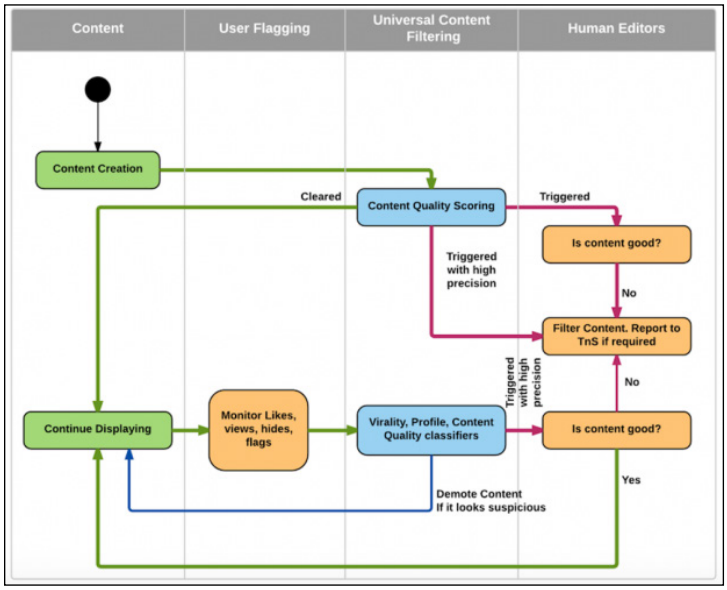
Note: there are other LinkedIn algorithms that may affect things like search, or spam messages in your inbox. But those are not what we're talking about here. We are specifically

focusing on the algorithm that organizes the homepage feed.

To begin with, your LinkedIn feed has a spam filter, which determines:

- Whether your content shows up in the feed (it's rare it will be taken down, though)
- How far of an audience it reaches within LinkedIn (the most important part)
- Whether to take you down as a spam user (also rare)

Below is a diagram showing how the LinkedIn algorithm works on the feed, and the four stages of the content review process:



Keep in mind these stages are not completely sequential or divided. Multiple factors affect how far a post spreads throughout the network, and these algorithmic decisions happen over time, sometimes moving the post backwards and forwards in the process.

Stage 1: Content is posted and passes an initial, computerized filter

Every time you post an update to LinkedIn (even if it's an image), a bot immediately places the content into one of three categories:

- "Spam"
- "Low-quality"
- "Clear"

You want to be in the "clear" category. But if for some reason your content gets placed the "low-quality" category, you may still have hope, and could still move on to the next stages.

Stage 2: Content is left on the feed temporarily to measure engagement

At this stage, indicators of initial engagement from your audience (such as likes, comments and shares) will signal that your content is good enough to pass to stage 3 of the algorithm's spam filter.

However, if users flag your post as spam, or hide it from their feeds because they don't want to see it, LinkedIn's algorithm will draw more negative conclusions.

To avoid having users "hide" your content from their feeds, consider the following:

- Is my post annoying or offensive?
- Am I over-posting?
- Would people in my network care about this post?
- Is my post so unique and insightful, people would want to share with others?
- Is my post relevant to others' professional lives?

When determining your answers to the above, you may want to re-think your post, or tone it down a bit. We'll give more tips on hacking the LinkedIn algorithm below.

Stage 3: Content passes a computerized "virality" check

After users engage with your content to signal its quality score, the algorithm looks for clues as to **the quality of the poster and the poster's network** to determine if the content is spam or not.

This is because a spammer could technically have posted garbage and gotten hundreds of other spam accounts to like and comment on the post within an hour, still successfully making it to stage 3.

Besides checking your credibility, the algorithm may also be determining the relevance and usefulness of the post to the network (i.e., the connections and followers receiving the post in their feeds) at stage 3.

As such, this stage is also when the algorithm decides whether to "demote" your content, sending it backwards in the queue for another chance at winning credibility. If your post looks "suspicious," but the algorithm doesn't want to make a definitive call on it (giving you the benefit of the doubt), it will remain in the feed but not show very highly or very frequently. At this point, it's up

to your audience to give your content the engagement metrics mentioned in stage 2. If it gets more engagement, it moves back to stage 3.

PRO TIP: This is why posting at the right time, plus optimizing your headlines and images for click-through-rate (CTR) are important. See below for more on this.

Stage 4: Content is reviewed by human editors

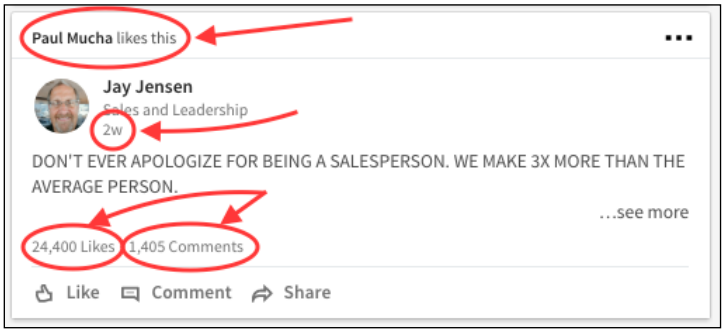
Part of the LinkedIn algorithm's uniqueness is that it uses real humans to filter through user-generated content, and to learn more about what makes a post noteworthy (or not).

This is the stage where those humans determine whether your post is valuable enough to continue displaying in the LinkedIn feed. If your post continues to get engagement, the cycle continues, and it keeps getting shown.

There's a lot of speculation that, at this stage, if your content is amazing, it may get a boost and reach more people. It might even show up on a LinkedIn Channel (see below for more on this).

Take a look at the sample post below. At the time of the screenshot, it was two weeks old. But, it had plenty of likes and comments (i.e., LinkedIn engagement signals). It was also liked by someone in my own network, and was relevant to content in my personal profile (such as marketing). You can't see it in the screenshot below, but this post was ranked above another that was up for less than a day!

As a result, the post kept showing up in my newsfeed, exemplifying the recirculation power of the LinkedIn algorithm:



Note: Pulse is now integrated into your homepage feed. But Pulse articles from the LinkedIn Publisher tool work a little differently when being shown to your audience, or on Pulse Channels.

8+ tips on how to "beat" the LinkedIn algorithm

Now the fun part: learning how to make the algorithm work in your favor (a.k.a. getting your posts seen by as many people as possible).

1. Understand the type of content that LinkedIn craves

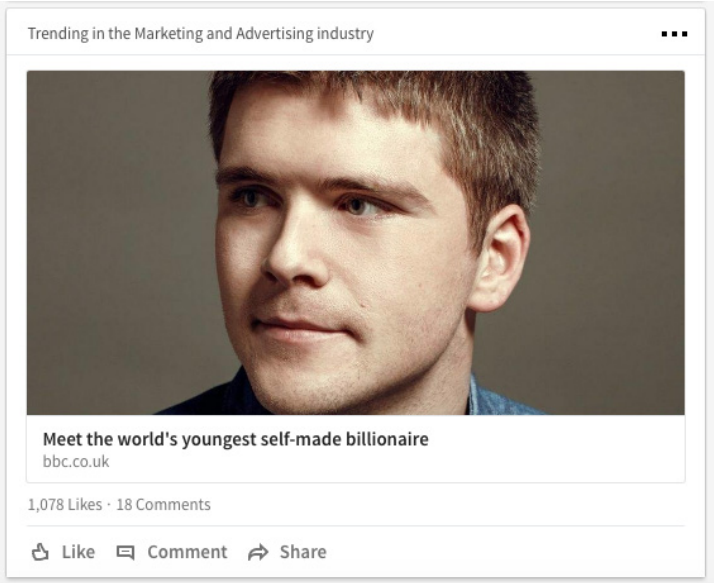
LinkedIn sources are fairly clear on what they want the focus of their platform to be: the professional world.

Instead of animated GIFs, Ellen videos and "texts-from-my-mom" screenshots, the LinkedIn algorithm aims to show users news, job posts and timely, popular content related to your career (or those of peers you're connected to). This kind of content can be images, videos, LinkedIn article posts, external webpage links or text updates.

Any content you post should:

- Be of value to someone's career (whether as a business owner or employee)
- Offer a tip related to business growth, or a career
- Inspire someone in their work life

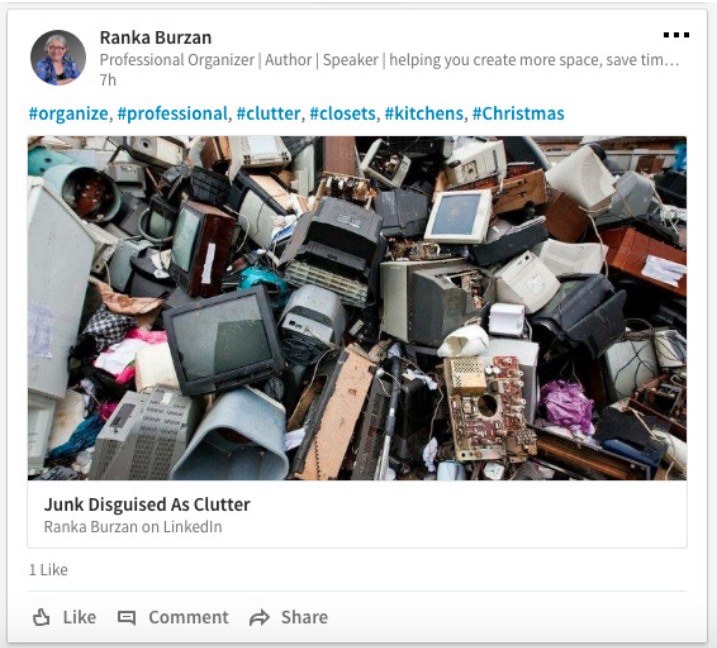
- Be relevant to the industry in which you operate in
- Come from a credible source



For examples, take a look at the types of content LinkedIn promises to deliver in its Pulse app.

Also, remember that part of the LinkedIn algorithm is designed to find a factor of relevance to the audience a post is being shared with.

How does LinkedIn determine relevance? By looking at people's profiles. And user profiles are all about their careers and businesses.



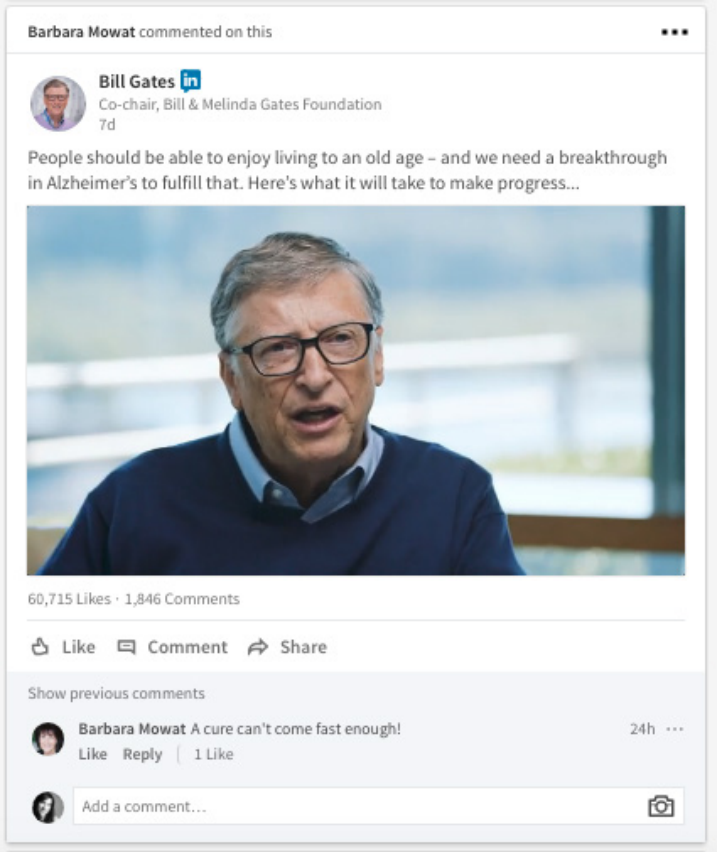
Take a look below at some of the posts that LinkedIn thought I'd be interested to see on my homepage feed.

An inspirational leadership quote (22 likes in 15 hours):

An article from the BBC (a credible source), trending in an industry I work in (1,078 likes and 18 comments):

A blog post written on LinkedIn by one of my connections. It only had 1 like in 7 hours, but notice the hashtag usage. Can you guess what stage in the algorithm this post was likely in, at the time of the screenshot? Hint: it's possible it was stage 1 or 2!

An article by a LinkedIn Influencer that someone in my network had commented on. It had 60,715 likes and 1,846 comments in seven days (LinkedIn influencers pre-pass stage four in the LinkedIn algorithm, but other posts that get this far would surely have passed the human editor check).



You get the idea.

2. Build your audience (personal or business) strategically

We know that relevance, credibility, followers and connections play a big part in the LinkedIn algorithm.

So, it goes without saying you should be growing your personal or business audience (or both) on LinkedIn.

Whether you run a personal profile or a Company Page on LinkedIn, be sure to:

- Fill out your personal profile and Company Page as completely as you can, and keep them updated.
- Add connections (people you know, or think would be interesting to see updates from).
- Encourage employees to indicate they work at your company.
- Follow others and attract followers (these are different than connections on LinkedIn).
- Participate in LinkedIn Groups, or host your own.
- Give and receive recommendations.
- Make sure your profile is public, so more people can find you, add you and see your posts (especially Publisher or Pulse posts, explained below).
- Join conversations and be active on the network, generally.
- Promote your LinkedIn profiles and Company pages on your website and in other appropriate spaces (e.g., employee bios, business cards and brochures, email newsletters, email signatures, etc.). Setting up customized URLs is useful for this.

Here are some resources to help you get started on the above:

- LinkedIn for Business: The Ultimate Marketing Guide
- How to Be Found on LinkedIn
- LinkedIn Profile Tips: 9 Ways to Keep Your Page Fresh

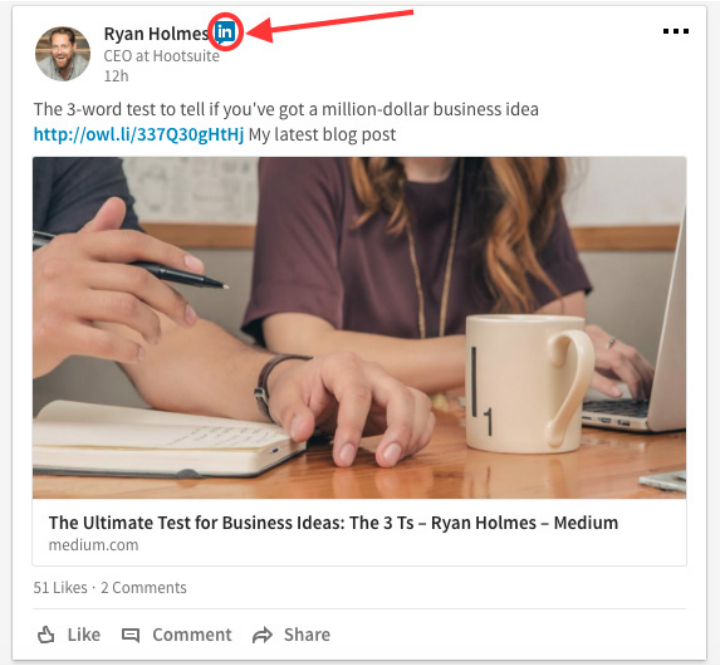
3. Strive to be an Influencer

LinkedIn's Official Blog made a clear statement in 2016 that feeds would intentionally contain Influencer content.

Influencers are credible users (usually company leaders) writing content approved by LinkedIn editors. They automatically pass the "no spam" test as a result.

LinkedIn Influencer content shows up on the LinkedIn feed with a special icon next to the poster's name. It's akin to a verification badge on a platform like Twitter.

So, how do you become a LinkedIn Influencer?



It used to be that you could apply to be one. Nowadays, it's a select club of invite-only users.

But that doesn't mean you should give up hope.

LinkedIn gives advice on how to get yourself to the top echelons of LinkedIn content creators. Follow their lead (and our tips in this article), to start producing amazing content they'll notice.

4. Optimize your content for engagement

Content you post on LinkedIn should be optimized for engagement and quality. Below are LinkedIn's actionable tips for producing the best content for its network.

- Include puns or fun jokes to make professionals laugh—usually at their industry.
- Provide useful, career-related tips.
- Show impressive industry or company stats.
- Keep it short and include a link, image, or video.
- Evoke an emotion.

Next, check out these tips on our blog:

- The Professional Boost: How to Go Viral on LinkedIn
- Best Practices for Sharing Content on LinkedIn Company Pages

How do know if your content is performing well, even when using the tips above? Look to the data:

Subscribe to

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Dr.M.G.Bhaskar, Sri Anandham Apartments, No.1A, Jai Nagar, Second Street, Arumbakkam, Chennai - 600106.

- A/B Testing on Social Media: How to Do it with Tools You Already Have
- LinkedIn Analytics: A Guide for Marketers

Remember, when you do get those hard numbers, it's important to learn something from them. Keep revising and experimenting until you figure out what works best for your audience (and in your industry) on LinkedIn.

5. Post to the LinkedIn feed at the right time

If you're posting at 2 a.m., when most of your network is asleep (time-zone nuances aside), your post can be up for hours before receiving likes or comments, no matter how good it is.

This is why posting to the LinkedIn feed at the right time is important.

But when is that time? A popular hypothesis is "working hours," because LinkedIn is a professional network, and most people work 9 a.m. – 5 p.m.

However, some suggest that posting when workaholics are likely to take a break and visit LinkedIn is better.

The LinkedIn Sales and Marketing Solutions EMEA Blog says the best time to post is 8 p.m., but that you need to find your own "8 p.m. moment." That's when decision-making is supposedly done, even if it's at home.

According to yet another LinkedIn article, the best time to post is going to depend on tests you perform. This is because location, time zones and people's daily habits affect when they're on LinkedIn—and that differs in any given audience segment.

In fact, 50% of LinkedIn users check their accounts through mobile devices, implying you have as much of a chance of reaching people after hours as you do during the workday.

6. Share other users' posts, and they'll probably share yours

Remember that LinkedIn is primarily a social network, so it helps to be social!

Be kind to others by sharing their posts, or embedding their videos on your site. You'd be surprised at how many will like your share, comment to say thanks, or reshare your posts to give you credit on their network. These actions increase your profile reach.

Plus, if you're striving to be a LinkedIn Influencer, making friends on LinkedIn is a good idea.

7. Use the LinkedIn Publisher tool

There's no doubt that LinkedIn is pushing posts that originate from their Publisher tool (which end up on LinkedIn Pulse, now integrated with the homepage feed).

The Publisher tool on LinkedIn is like a blogging platform—it's made for users to publish as individual authors (not hiding behind a company name). You or your employees can write blog posts through Publisher and share them to your network(s).

The Publisher tool on LinkedIn is like a blogging platform—it's made for users to publish as individual authors (not hiding behind a company name). You or your employees can write blog posts through Publisher and share them to your network(s).

LinkedIn's Corporate Publishing Playbook recommends you use your employees' expertise as your brand "assets" in this regard (see slide 6 on this Slideshare presentation).

The Editor-in-Chief at LinkedIn explains that Publisher posts show up in the feed for your connections and followers based on time. So, be sure to follow our engagement tips above, to keep the post circling through the LinkedIn algorithm.

However, Publisher posts get even more exposure outside the homepage feed on LinkedIn. They are shown on:

- Your profile
- Highlights emails to your connections and followers (if they are signed up for them)
- Notifications (sometimes, if they're relevant), including on the LinkedIn Pulse app (now integrated with the feed)
- Channels

Note: Channels are curated categories of Publisher posts found within LinkedIn Pulse. If your content is good, it could be placed in these featured areas for more eyes to see.

8. Promote your LinkedIn Publisher articles

Below are some tips to get your LinkedIn articles in front of people, benefiting your rank in the LinkedIn algorithm.

@mention other LinkedIn members

When you write a Publisher post, be sure to actively share it, and use the @mention feature to tag relevant LinkedIn members. This will notify other users, and

their networks, when your content is applicable to them (you don't need to be officially connected to do this).

For example, you can @mention someone you quoted in your article, or whom you linked to. They'll likely be flattered may even reshare it to their audience.

Or, you can @mention personal connections you feel would benefit from the article (but never spam a bunch of random users for exposure!).

Use hashtags

Hashtags will make your post discoverable by other users who are looking for information on that topic (when using LinkedIn's search bar). They might then share it with their networks, increasing your exposure.

Use common SEO and content marketing tactics

Search engines, at one point or another, need to rely on factors like keywords to determine what a URL is about. And, good internet marketers know the value of a strong headline and image.

With that in mind, freshen up your SEO and content marketing skills before posting to LinkedIn. Here are some resources to get you started:

- How to Write for SEO Without Sounding Like You're Writing for SEO and Why You Should (an article I wrote on how it's important to understand the value of keywords without overstuffing or sounding unnatural)
- You'll Never Believe the Strange Science of Click Bait
- 7 Key Strategies to Write Clickable Content for Every Social Network
- 10 Quick Social Media Ad Writing Tips From an Expert (still applicable even if you're not writing ads)

Ask for a follow

This may sound somewhat forward, but hear me out. Since people can now follow, and not just connect with you on LinkedIn, there's no harm in asking for the follow when you publish a striking article.

When you share your post, try adding a short sentence—with a clear benefit—like, "follow me for more on this topic next week!"

The more followers you have, the more people are likely to see your future posts in their homepage feed. Your content will have more potential to get those engagement signals we now know are so crucial to the LinkedIn algorithm.

Share on outside social media

Use the tools LinkedIn gives you to share on Twitter. Plus, use a platform like Hootsuite to syndicate your article to multiple social media profiles, giving it an extra traffic boost.

Share to LinkedIn Groups

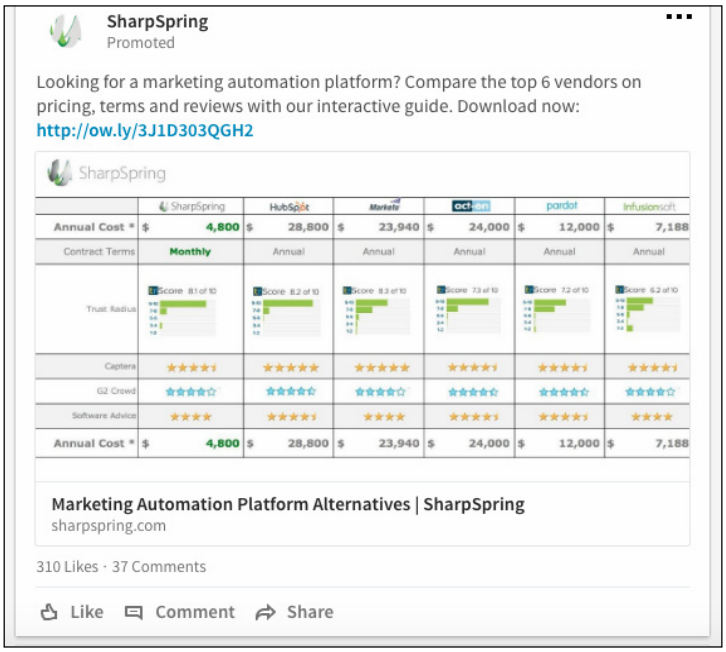
If you're part of LinkedIn Groups (and you should be), use the opportunity to post your Publisher articles to those groups when it contains useful content for group members. The benefit here is that you'll show the article to group members who may not be your 1st degree connections or followers. If it's useful, they'll hopefully share it to their networks or become a follower.

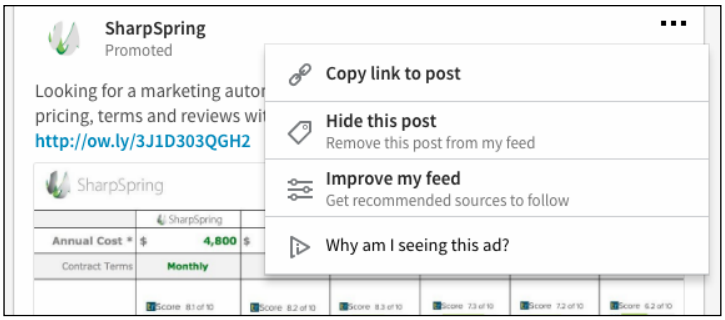
For example, you can use your articles to answer someone's question, or use group member questions to inspire your content. You can also start a post on the group page, inducing a conversation about your enticing, topical and relevant article.

Try sponsored content

While you could use paid advertisements to help share your LinkedIn Publisher posts, you may get better conversions by leading ad-clicks to your website blogs, with specialized calls-to-action (CTAs). See our section below on repurposing your website content on LinkedIn.

Plus, follow our guide to LinkedIn Ads for more on this topic: A Guide to LinkedIn Ads: How to Run a Successful Campaign





Keep in mind that the guidelines for sharing any LinkedIn content still apply to sponsored posts. See this ad from SharpSpring, and notice it stays within the realm of being useful, professional, and targeted for a LinkedIn audience:

Users can treat ads like any other piece of content, to further personalize their feed:

Paying to promote spammy or irrelevant content won't help you. Always keep your audience in mind when sharing content on LinkedIn.

The LinkedIn Marketing Solutions blog published a post that emphasizes the importance of audience targeting when setting up ad campaigns on its network.

Allow comments on your articles, and reply to them

While you may fear spam and negative trolling, keep in mind comments are an engagement signal for the LinkedIn algorithm. That makes them necessary to keep your content in the LinkedIn feed.

Keep your audience engaged and let them know you're listening. When appropriate, respond to comments to keep those engagement signals going.

Use LinkedIn analytics

Like we mentioned above, always use data and analytics to continually improve your content and its reach. Test the headline, photo, teaser text, share text, and even the time you shared a post. LinkedIn provides analytics to its users for this purpose.

Hootsuite also offers a tool to help you gauge the effectiveness of your team's social media efforts.

Repurpose content from your website's blog, within reason

We know what you're thinking when repurposing content: what about SEO? That's a very good question. Traditionally, SEOs will say you should avoid duplicate content on your website, which can cause ranking dilutions in the search engines.

However, you can be safe from duplicate content issues when posting through LinkedIn Publisher in two ways:

1. A reliance on search engines to understand the original source of content, and the intended reuse on other domains.
2. A nifty HTML linking trick SEOs use, called the Canonical rel link.

This process is explained more fully, with examples, in the following article I've written to answer this question:

Should you re-publish your blog articles on high quality websites?

So rest easy. You don't need to create separate posts for your website and your LinkedIn profile. You can tactfully repurpose the same posts, but only if they're worth the effort.

Don't overuse this strategy though—you still want to attract people to your website for original content!

Key takeaways

What have we learned about how the LinkedIn algorithm works?

- Engagement is critical to the LinkedIn algorithm.
- Engagement is dependent on relevancy, the reach of your network, the times they are checking LinkedIn and your credibility within that audience.
- Using the LinkedIn Publisher platform is a good idea. Sometimes, you can republish posts from your blog, but not always, and only when you know what you're doing.
- Reciprocity wins on any social media, including LinkedIn.
- Use analytics and experiments to refine your LinkedIn posting strategy, further improving your algorithm hacks.

With that said, start experimenting with posts on LinkedIn, and start spending time on the LinkedIn feed, to get acquainted with the audience you'll be interacting with. Get to know their likes and habits, and be known as a producer of engaging content yourself!

Courtesy: https://blog.hootsuite.com/how-the-linkedin-algorithm-works-hacks/

Internet may fake you!

At the instant thought, where to eat; where to stay; how to go to a place; and otherwise whatever information one requires, today's younger generation immediately start searching into their laptop or their mobile phones.

They, not only just find the whereabouts of a particular type of garment, footwear or any other thing through internet, they also order it through it.

In an instant, where we even get deceived by our own eyes and by others word; but today's generation is not keen about buying a product after seeing, feeling and being satisfied. When you ask, they say there is always the option of returning back and so why worry. Here, they don't understand about the time getting wasted on this issue.

Positively, internet does have answers to questions related to education. But, instead of one answer it would have hundreds of answers. Now, the biggest question here is, whether the person who browses has the complete understanding of which is the right answer and which exactly is the one that they are seeking. In such a case, most of the statistics provided in the internet is not accurate and background of the statistics will not be available completely.

Everything that we see in the internet is information uploaded by someone at some point of time at some remote place. There is no guarantee for its authenticity. The facts being this, todays' generation also seek medical guidance through internet.

In this aspect, the appropriate thing is to go to the doctor - tell the history and all the symptoms - let the doctor come to conclusion that whether it is disease or just a bacterial or viral infection. But, the internet generation treats the problem themselves, based on whatever they understand through the internet. This is highly dangerous!

As a result, lot of confusions crop up than providing a clear picture due to this craziness in the use of internet. An example towards this is the numerous answers that the internet provides for one particular question. Instead of all this, getting information straight from an expert would be more accurate and trustworthy than the internet.

Hence, although the younger generation is smart, ever connected to the internet, should grow out to be shrewd and clever, not just following everything blindly. For which, they should learn the art of using the internet rightly.

Dr. K. Balasubramanian

Founder and CEO of Vision Unlimited. He is a PhD in Psychology & Post Graduate Diploma in Training & Development. His name has been appearing in the popular people of Tamil Nadu Directory for the past 25 years.

A Beginner's Guide to Digital Content Curation

The golden rule that all marketers live by is to go *where your customers are*. That is especially important when it comes to content curation. So what is content curation?

Before the digital age, marketing channels were pretty cut and dry. In today's world over 40% of the world's population is on the internet. There are over one billion websites and applications. Digital marketing as a result is becoming more and more complicated.

I'll bet that throughout the year, you are adding additional popular platforms to your marketing strategy. You want to hit those marketing goals, and the only way to do that is to turn towards the channels your customers are on.

The problem is that unless you are able to increase your marketing budget, you have to work with the resources you have. That means stretching your marketing operation to the limits with regards to time and resources.

In a study by Linkedin Technology Marketing Community, the two biggest content marketing challenges are:

1) Lack of time and bandwidth to create enough content.
2) Producing enough content in variety and volume.

Regardless of the size of your marketing department and budgets, every marketer deals with the same set of issues.

So what's the solution? It isn't magic, however to a marketer, it is just as spectacular. It's **content curation**. Content marketers, social media marketers, and digital marketers are turning towards content curation to help them engage their customers. In fact, 82% of marketers have already added curated content to their marketing strategy.

We have put together a complete content curation guide. It will walk you through:

1. The basics of content curation.
2. The benefits that you'll reap from content curation.
3. And how you can start incorporating it into your marketing strategy immediately.

The goal of this guideline is to equip you with some thoughts and tools to help you achieve your marketing goals.

Let's dive right in!

PART 1: What is Content Curation?

"Curation is more than packaging – it is to help readers (discern) what is important in the world."

Maria Papova, Brainpicker

Here is elink's definition: Content curation is adding your voice to a handpicked collection of content, from a variety of sources around a specific topic, that you publish and share.

Phew, that's a mouthful. Let's break down content curation into four easy steps:

1) Define a Topic

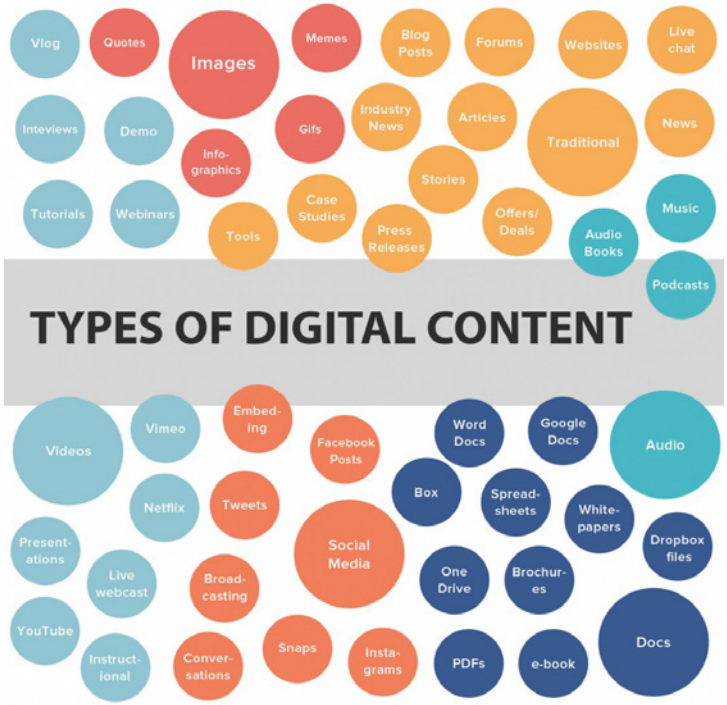
The first step brands and marketers have to take is to choose a topic their customers would find interesting. This can range from industry news, cool tools, customer reviews, top 10 lists, interviews, presentations, product recommendations and more. The bottom line is that you are going to want to collect and curate information that is both meaningful and incredibly useful to your customers.

For example, if I were going to target the audience (you) reading this blog post, I could curate content around Top Content Curation Tools for Marketers. I know that my audience has an interest in content curation and can assume by the end of this guide, they will likely start researching content curation tools. By providing my top picks (after endless hours of research), I'm helping my audience save time and potentially view me as a thought-leader. Here's an example of what that curated content piece would look like:

2) Collect Content

Every marketing team has its set of expertise and areas of strength with the types of engaging content they produce. One of the main advantages of curating digital content is that you have various mediums of content to choose from: videos, articles, podcasts, webinars, social media posts, infographics, etc. By tapping into these online channels, you can select the very best content and put them together in a smart and engaging way to share with your audience.

Here is an infographic showcasing the variety of different types of digital content you can choose from:



By utilizing the best content out there, you will help your customers find answers to their questions, create new thought processes, incorporate efficient tools and much more.

Ultimately, your audience will appreciate your efforts and reward you with higher engagement levels. It's a win-win!

3) Add Your Voice

"People are more interesting than algorithms."

Noah Brier, Percolate

As you curate content, it's important that you add your voice. Tell your customers why they should pay attention and care about the curated content you are sharing; this will help your audience get the most out of your curated content and view you as a thought-leader.

One way to think about this is to imagine being a professor. Your lectures consist of curating and delivering information on a specific topic from a variety of sources. You aren't going to read books out loud; you will be inspiring your students through your delivery, opinions and thoughts. Make sure you focus on the way you deliver your curated content to your customers.

4) Publish & share your curated content with your customers!

PART 2: Why You NEED to Start Curating Content Today

There are three main reasons as to why marketers are adding content curation to their marketing strategies:

1) It Saves Time

It takes a lot of time to produce quality videos, white papers, infographics, long-form articles, etc. You and your team have to spend countless hours researching, writing, creating visuals and editing to make fresh, engaging content.

However, studies have shown that for every hour invested in content curation, **small to medium-sized businesses see 3.7x more volume and 1.6x more traffic.** By supplementing your in-house content with content curation pieces, you will not only be able to increase the amount of content you share, but also end up with higher engagement levels!

2) Become a Thought-Leader

Your audience may be interested in topics that you either don't have the expertise in or the resources to cover. Curation is a great way to pull quality in-depth content from experts and organizations that have covered topics you are unable to. By bundling the best resources intelligently, you will be able to provide your customers with valuable information that would have otherwise taken them hours to research! It's a great way to keep your customers coming back to you and become brand advocates.

3) Grow Your Network:

Curation is a fantastic way to expand your reach by including content from other companies, experts, and influencers. You'll want to make sure you properly give credit and notify your sources of their inclusion in your content.

It is a useful catalyst to create new partnerships, have your content shared with a larger audience and lastly, an excellent way to build up your professional network.

PART 3: How You Can Curate Content

Although there are a number of ways you can curate content through your marketing channels, some of the most popular methods marketers use include curated newsletters, web content and through social media.

1) Curate Email Newsletters

One of the most popular ways to curate information is through newsletters. You can collect and share the most relevant industry news, weekly roundups, case studies, listicles and more. By choosing from a range of topics and sources, you have the ability to create engaging emails consistently. You are also able to share a wide variety of topics within your industry to engage your customers.

2) Curate Web Content & Blog Posts

You can increase the frequency of the content you post on your website through curation. Figure out what topics will resonate with your audience and create content around key resources, informative videos, webinars, reading lists, etc.

If your marketing goals are to drive traffic to your site, you should find ways to curate your brand's content. You can either curate only your brand's content, or you can include your brand's content intertwined with other sources. Some ideas include curating content around your most popular posts of the month, the best posts about a particular topic, collections of product offerings, and interesting articles about your company.

3) Curate Social Media Posts:

An excellent way to engage your audience on social media is to share various types of content. By adding curated posts to your social media calendar, you'll be able to tag brands, experts, and influencers. It's a great way to get noticed and have your content shared by some powerful social voices. Depending on how good of a job you do with your curation piece, you have the potential of getting in front of their audiences.

Conclusion

By now you should have a good understanding of what content curation is, reasons why you should employ a curating content strategy, and how you can start curating content today. The best way to get started is by looking at your current marketing strategy and identifying key areas where you can start curating content.

Do you have any additional content curation strategies that you have found to be successful?

elink.io is an all-in-one content curation tool that allows you to curate and publish content as a newsletter, web page or website embed. It's every content marketer's dream tool.

Courtesy: https://blog.elink.io/what-is-content-curation/

Case Study Presentation

With the ushering of Quality Circle movement in India and its gradual growth, I have been witnessing at regular intervals case study presentations by QC at local, state, regional & national level convention. There is tremendous improvement science 1994 in the innovative & creative methods of preparing the visuals slides & transparencies with the help of computer & its use in presentation. Management's efforts in training team members in this skill are appreciable. Following observations will be useful in improving & making it more systematic & enjoyable.

Jayprakash B. Zende

Consultant in employee involvement & freelance trainer

Any case study has to be planned, sequenced and presented in order that the witnessing audience could follow the presenter's thought process and grasp the merit of the study

1. Planning and Effective Time Management.

Many presenter starts with a slower pace in the beginning and gallop at the stroke of the warning bell to complete the presentation within the available time. This happens due to

(1) More time is spent in introduction of their organizations and about the presenting group.

(2) Presenters explain irrelevant details and erode available time.

(3) When presentations are made by more than one person unnecessary introduction of the next speaker and other formalities, repetition should be avoided.

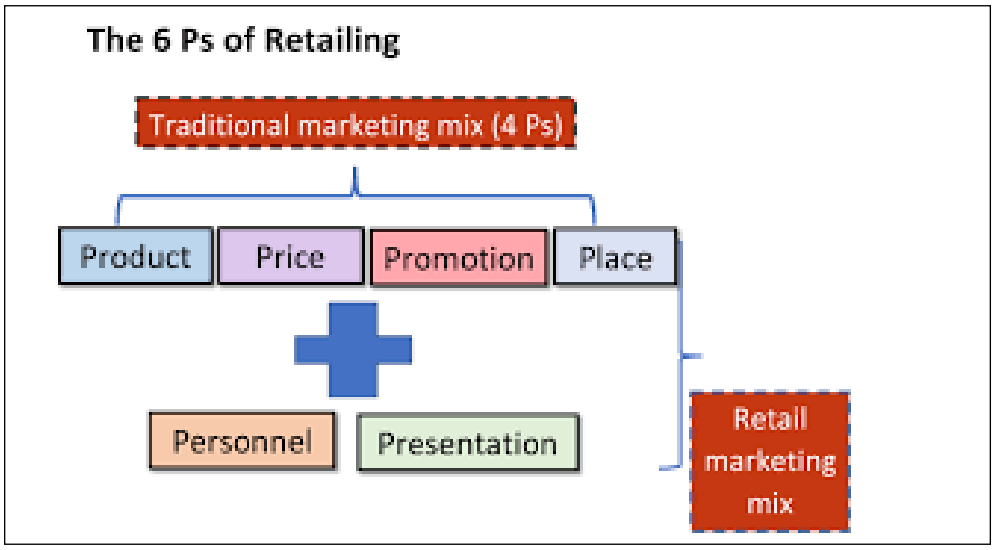
(4) In one hall if more than one group of the same company is presenting, company information can be avoided, this time can be used for more clarification.

2. Sequencing

Decide on the correct sequence of the presentation and number of transparency /slides such that the information flows rhythmically and logically in succession.

The following sequence could be adopted.

1. Introduce the members briefly.
2. Define problem.



3. Explain –Why the problem was chosen?
4. Establish goals-What is aimed through the study?
5. Assess present situation.
6. Analysis of the problem-Starting from data collection to all the techniques adopted to analyse.
7. Corrective measures-Recommended through consensus and collective efforts.
8. Trial implementation and evaluation of results achieved.
9. Compare results with goals set.
10. Preventive measure measures to avoid recurrence-Institutionalising.
11. Monitoring trends.
12. Reflection on the other problems and improvements on hand and future plan.
13. A very brief summing up and thanking supporters, audience etc.

3. Preparation of slides /transparencies.

1. Each slide/transparency should communicate only one main idea.
2. Sketches, graphs, tables projected should be clean, readable and free from congestion. Complex tables /cause and effect diagrams could be shown in simple broken up details for better explanation and understanding.
3. Seven to eight words per line and eight to ten lines per slide are nice placing.
4. Uniform spacing between the lines is impressive.
5. Letters should be bold and clearly visible.
6. Written matter should be within the frame the frame of projector glass.
7. One orientation either vertical or horizontal is preferred.
8. Avoid irrelevant detailed and thus reduce no of slides.
9. Avoid use of too faint or to dark colors.
10. Use of screen should improve visibility and simplicity.

4. Presentation

1. When there is more than one presenter the presentation should have perfect synchronisation and should move from one to another like a relay race, including the mike and slides/transparencies. This needs good number of rehearsals.
2. If the facilitator desires to introduce the organisation and the circle, he should be brief. But presentation by team members reflects their pride & confidence.
3. Do not use mike too close to your mouth. It would not only be jarring and unintelligible but would also irritate listeners.
4. Merely using innovative techniques in the preparation of slides is not enough. The presenter should be alert and experiment to create the right effect and impact.
5. The presenters should be relaxed and put on a pleasant face.
6. The presenter should be bold and display self-confidence for him and his circle. Team members are the experts on the job and the improvement are done by them
7. Do not read and verbatim what is written on the slides and show the back to the audience all the time. Remember that the slides are only aids, tools. They do not replace the speaker.
8. While explaining the line or a point on a transparency use pointer to catch the audience's attention on the specific point only.
9. Use proper and effective voice modulations, emphasising important points to keep the interest of the audience. Maintain eye-contact with the listeners. Mono tone throughout the presentation would bore the audience.
10. Maintain the uniform, moderate speed in speaking. Fast delivery of your talk would take on flat end.
11. When you want to show models or improvements use the stream of light of pointer or the spot light in case of bigger models.
12. Keep each slide projected at least 25-30 seconds so that audience can appreciate the same.
13. Appropriate and limited gestures would ,of course, enhance the effectiveness of your presentation, but avoid over doing it.
14. Answer confidently the questions asked yourself without looking at leader or

    Facilitator. Wrong answers create bad impression than not knowing it.

It is true that for some people it is innate ability or a gift to communicate with ease, it is my experience that team leaders and members learns and developed these skill by efforts and regular practice of case study presentations

If the tips provided above are put into practice it will enhance the quality of presentation and also increase the pleasure of presenters. It would like plying game and going for a match every time with renewed vigor, energy and improved mastery.

In my experience, good number of rehearsals prior to the presentation has definitely helped presenters in making the presentation with confidence, joy and efficiency.

5. General

Any case study on improvement efforts should well project the intrinsic worth of the study, the understanding of the problem taken up, its in-depth analysis through a synergistic and a consensus approach of the team in arriving at the solution. The case study should necessarily demonstrate analytical approach, skills and methods.

6. What to look for in the presentation.

• **Problem Identification** - How the problem was identified? Was there a systematic brainstorming process used? Was there an earlier agenda given that there would be a brainstorming for problem identification?.

• **Problem Selection** - The methodology adopted for the problem solving should be seen. Did they all arrive at it through consensus approach or did they use any matrix to arrive at it through a weightage method. How well the selection is explained?

• **Definition of Problem** - A problem is the gap between the current status and the desired state or level. The problem could arise at any one of the stage of 4 Ms Material – Method – Machine – Men OR 4P Policy – Procedures – Plant / equipment – People OR PEM-PEM People – Environment – Method – Plant – Equipment – Material OR any other relevant to problem selected.

The definition should be with data based figures with respect to current level and the desired level.

Example: The rejection rate due to non conformance to specification (X) is 25 % and the desired level, though ideally; zero defect at the machining stage 'D'. As a first step, let us say the objective is to bring down the variation and peg the ejection to 5 % . Later the level of improvement should be compared with the goal set.

7. Common Mistake in Problem Definition

Examples :

1) **Too much difficulties in machining: what was the difficulty? As result what happened?**

2) **Quality was not at acceptable level: Not defining the acceptable level and the gap there from.**

3) **There was high wastage of fuse- heads and lead tin-alloy. We wanted to control it- To what level? – How much was the wastage?**

4) **Frequent downtime of press tool creating quality and productivity problems : All very vague and nothing in quantifiable terms to focus – No Data Base.**

Naturally, because of this vague definition of the problems, the goals themselves will not have clarity; nor could the results be compared properly with the earlier status / levels. Unless the definition is well done and goals set in quantifiable terms, further analysis would also lose clarity.

8. Problem Analysis

Very often one could easily see that some problem is stated for which the QC's already know the solutions. To fit it into the format of a study, some data is fitted in, a cause and effect diagram is made and solution recommended. It negates the analytical approach expected of any case study presentation. Where there any recorded data on the problem? If not, was it collected systematically using check-sheet to collect live data? More often, the data shown was not in direct relations to the problem.

9. Pareto Analysis

This is the area where many circle make mistake. Neither a data tally sheet or a Pareto tally sheet is prepared first to draw a Pareto diagram. Where no of reasons are as few as five or four a Pareto is not necessary even pie-diagram is enough to find out vital reason.

10. Cause and Effect Diagram

1. Drawing a cause and effect diagram is education in itself, bringing out the group member's experience and knowledge of the job and processes.

2. Just a 4m cause and effect diagram does not reveal anything of their ability and knowledge of analysis except that they read mechanically some cause (whether logically fitted in or not) under each M and jump to solution. Service area in most cases belabor themselves to fit in 4M in their areas which may not be necessary relevant.

3. First of all drawing of the cause and effect diagram should be preceded by a brainstorming. Preferably after listing out the probable main causes influencing the effect and logically fitting in the sub causes under the main causes.

4. Thus there should be followed by explanation of each cause / sub- cause and examining where they really influence and also whether they influence to the large extent or to a small extent. We should take only those which influence to a large extent that would lead to larger variations causing the effect.

5. Thus there should be logical elimination and narrowing down to one or more causes for the effect and go to the next stage of brainstorming for solution.

6. They can go from this stage to collection of further data on the cause that influences and go for the yet another cause and effect diagram, if need be, for micro analysis. A scatter diagram to study cause and effect with data available may be relevant and useful.

7) Brain storming for Solution

This should reveal the participation of the whole group and listing of ideas given by each member and the

eventual selection of the best on consensus. Often one could find that in a group of 8-10 members hardly 3 to 5 solutions would have been mentioned, which would indicate that the whole group had not participated.

8) Cost Benefit Analysis

A cost benefit analysis after recommending the solution would enhance the worth of the study. But it is not necessarily one of the factors to decide a good study. Some circles show astronomical gains, going by which one should assume that those companies must be making huge profits through QCs. Dr Ishikawa himself had stated that these savings should be taken with a pinch of salt. The veracity of these cannot be verified in most of the cases. It is always possible to present benefits in terms of non-monitory values.

9) Pareto after Solution

A Pareto Diagram with the cumulative line graph drawn would make a good visual impact on the improvements made by the QC after solving the problem. Very few circles do this correctly

10) Other Techniques

Very few case studies, hardly 2 to 3 % uses other techniques like histogram, scatter diagram and control charts under the old seven tools and relation diagram, affinity diagram & tree diagram amongst the new seven tools are attempted. Most of them are quite simple and effective. Specifically the appropriateness of the tools used and the data collected before their application are important. For instant, to draw inference from histogram at least 50 observations should be collected. Apart from it, histogram does not provide 'on line' control. Scatter diagram may be used effectively in certain types of problems to find our relationship between variables such as torque and tube expansion. Again Control charts with computed control limits and run charts with specification limits are to be examined for relevance, understanding and use. The most simple & affective one is run chart.

11) New Seven Tools

These were primarily devised as tools to process verbal data. One should not use these tools without understanding the 'What' and 'Why" of them.

12) Conclusion

Asking presentation is an art but it can be mastered by practice. Quality Circle Forum of India has provided a good structure for making presentation. Sincere application will give confidence to members. The presentation of case study is pleasurable experience if all norms are followed during actual working of Quality Circle. Winning should be viewed in right perspective.

Good Governance Good Business

(A critical look at the Union Budget 2018 from the Insurance point of view)

R Venugopal

Mr. Venugopal has served in LIC of India from 1968 to 2006 for 38 years and retired as an Executive Director.

The Union Finance Budget was presented at the Parliament on February 1 2018 by the Honorable Union Finance Minister. No changes in the Personal Income Tax Structure.

For the Senior Citizens

It appears that the Senior Citizens get the maximum benefit this year.

- Standard Deduction of Rs 40000 given. This will result in a saving of Rs 7195 for a Senior earning Rs 10 lacs per annum.
- Deduction on interest income from Bank and Post Office Accounts raised from maximum of Rs 10000 to Rs 50000. This could save Rs 14352.
- The limit on tax free deposits bearing high interest of 8% has been increased from Rs 7.5 lacs to Rs 15 lacs- this means you can add Rs 60000 to your interest income annually. PM Vayu Vandana Yojana with an assured return of 8% promoted by the Life Insurance Corporation of India is extended up to March 2020.
- The rebate on Health Insurance premium for Senior citizens has been upped from Rs 30000 to Rs 50000 under Section 80 D. This will bring in a tax saving of Rs 6000 per annum.
- The limit of deduction for medical expenditure in respect of certain critical illnesses like AIDS and Malignant Cancers, has been raised to Rs 1 lac for all Senior citizens under Section 80 DDB. Earlier this limit was Rs 60000 for Seniors and Rs 80000 for Very Seniors.

For the Common Man

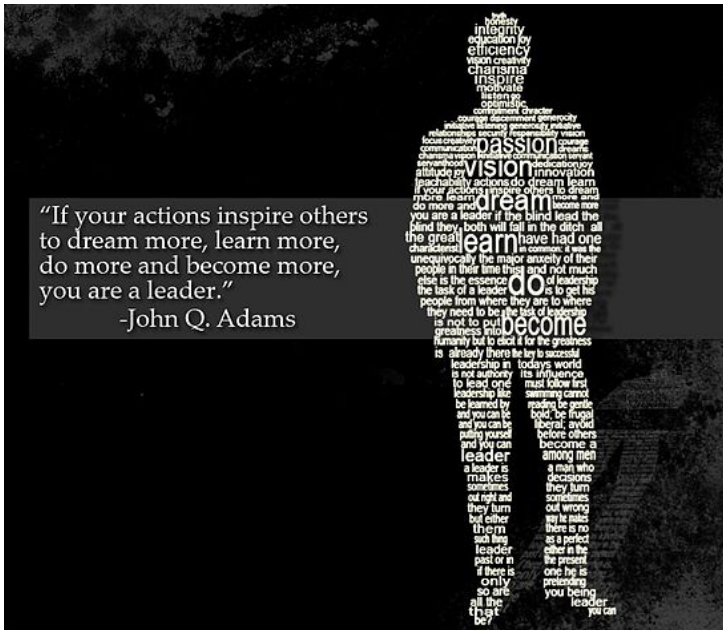
Tax exemption of NPS withdrawal up to 40% of total amount, so far eligible only for salary earners, now extended to self employed individuals also.

On sale of immovable property at a price up to 5% lower than the Guidance Value, there will be no tax on the difference. This will reduce hardships for genuine transaction in Real Estate.

Women employees' PF contribution cut from 12 to 8% of salary for the first 3 years of employment increasing their take home pay.

For Business Man

Corporate tax reduced to 25% for companies with turn over up to Rs 250 crores in 2016-17.



Government to bear Employer's PF contribution of 12% of wages for new employees in all sectors for the first 3 years.

National Health Protection Scheme-NHPS

The Government has decided to launch this Scheme in the place of Rashtriya Swasthiya Bima Yojana- RSBY- from this year.

The new scheme envisages a cover of Rs 5 lacs for poor and vulnerable families for secondary and tertiary care hospitalization- replacing RSBY which provides an

annual care of Rs 30000. The new scheme will cover 40% of India's population of NEARLY 50 CRORES of people (10 crores families) thereby making it the LARGEST HEALTH INSURANCE SCHEME in the entire world.

The cost will be borne by the Central and State Governments at the ratio of 60:40%.

Other Welfare Measures

- Rs 10000 crores allocation for Fisheries and Aqua Culture.
- Minimum Support Price- MSP- for Kharif crops to be 150% of production.
- Help for Affordable Homes 51 lacs in Rural and 37 lacs in Urban areas.
- 8 Crore poor women to be given free Gas connections.
- Rs 3794 crores allotted for Credit support to MSMEs.
- Target Mundra Loan of Rs 3 lacs crores during the financial year.
- Setting 24 new Government Medical Colleges.
- Allocation of Rs 7148 crores for the Textile Sector.
- Rs 1400 crores allotted to the Food Processing Sector.
- Rs 1.48 lac crores allotted to the Railways.
- Rs 17000 crores allotted to the Bangalore Metro Rail Work.
- Rs 11000 crores to the Mumbai Transport.
- Outlay of Rs 2.04 lac crores to the Smart Cities.
- Digital India gets an allocation of Rs 373 crores.
- Extra expenditure of Rs 5.97 lac crores proposed for Infra structure.

Good Governance Leads to Good Business

It is not necessary to get different tax exemptions and incentives for saving from the Government every year.

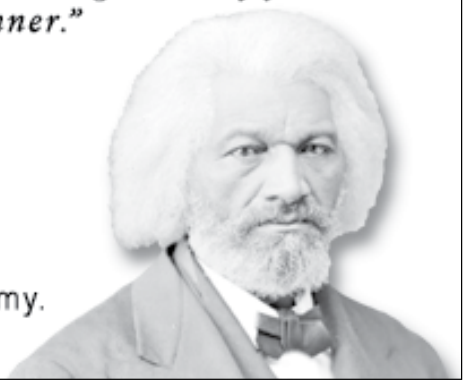
I have enumerated only the positive aspects of the Budget to motivate and encourage the Agency Force.

A good, honest and corruption free Governance leads to a pleasant atmosphere in the society and people will be encouraged to invest in insurance and other savings media. Good measures will result in excess income at the hands of Individuals inducing them to take insurance.

Let us hope and wish for Golden Days for the insurance sector, which contributes a lot for the welfare of the common man in this country.

"At last the outspread wings of the American Eagle afford shelter and protection to men of all colors, all countries, amid all climes, and the long oppressed black man may honorably fall or gloriously flourish under the star-spangled banner."

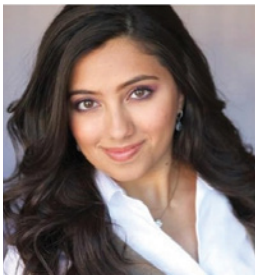
Frederick Douglass
Escaped slave, abolitionist, editor, orator, and public servant who had two sons that served in the Union army.



7 Things You Can Do To Build An Awesome Personal Brand

The term branding has long been relegated to companies, but today almost every individual has a personal brand. Not many of us have consciously cultivated these brands, but they exist nonetheless. A digital footprint in the sands of time and space crowd sourced by friends, colleagues, and bosses. According to an AVG study, 92 percent of children under the age of two already have a digital footprint.

The question is no longer IF you have a personal brand, but if you choose to guide and cultivate the brand or to let it be defined on your behalf. Here are seven ways to start building an awesome personal brand.



Shama Hyder

She is a visionary strategist for the digital age. A web and TV personality, a bestselling author, and the award-winning CEO of The Marketing Zen Group—a global online marketing and digital PR company, she has aptly been dubbed the "Zen Master of Marketing" by Entrepreneur Magazine and the "Millennial Master of the Universe" by FastCompany.com.

Start thinking of yourself as a brand

What do you wish for people to associate with you when they think of your name? Is there a certain subject matter in which you want to be perceived as an expert or are there general qualities you want linked to your brand? Once you understand how you wish your brand to be perceived, you can start to be much more strategic about your personal brand. This doesn't mean you can't be human. On the contrary, as Michael Simmons writes, authenticity is key in the digital age. A strong personal brand can yield tremendous ROI whether you are working with an organization or leading one. Here are some examples of individuals who have built up authentic and powerful personal brands: Michael Port, John Bates, Mike Michalowicz, Dave Kerpen, David Meerman Scott, John Jantsch, Dave Carroll, and Barry Moltz.

Audit your online presence

You can't mold perception without first understanding the current status. In other words, Google yourself and setup alerts for your name on a regular basis. Have a fairly common name? Consider using your middle initial or middle name to differentiate. Cultivating a strong personal brand is just as much about being responsive to what is being said as it is about creating intellectual property.

Secure a personal website

Having a personal website for yourself is one of the best ways to rank for your name on the search engines. It doesn't need to be robust. It can be a simple two to three page site with your resume, link to your social platforms, and a brief bio. You can always expand on the website with time.

Find ways to produce value

We've all been there. Someone in your network posts something utterly mundane or ridiculous, and you wonder what compelled them to do so? A medium is not a substitute for a message. Find ways to add value to your audience by creating or curating content that's in line with your brand.

Recommended by Forbes
Be purposeful in what you share

Every tweet you send, every status update you make, every picture you share, contributes to your personal brand. It is an amalgamation of multiple daily actions. Once you understand how you wish your brand to be perceived, you can start to be much more strategic about your personal brand.

Associate with other strong brands

Your personal brand is strengthened or weakened by your connection to other brands. Find and leverage strong brands which can elevate your own personal brand. Start with the three C's: company, college, colleagues. Which school did you attend? Are there groups you can join? An alumni newsletter you can contribute to? What hidden opportunities are available within your company which you have yet to tap? Consider submitting a guest post to the company blog or look at other digital assets you can connect to your brand.

Reinvent

A strong personal brand is dependent on a strong narrative. In other words, what's your story? Take a second to think of celebrities you know who have a strong personal brand. Mark Cuban. Martha Stewart. Richard Branson. They are all have a very clear story and a consistent brand. If you have multiple passions or areas of interest, a narrative becomes even more crucial so there can be unified theme. If you need help defining your story, I highly recommend reading Reinventing You by Dorie Clark.

Most importantly, remember that a strong personal brand should be ubiquitous and ever evolving.

Courtesy: https://www.forbes.com/sites/shamahyder/2014/08/18/7-things-you-can-do-to-build-an-awesome-personal-brand/#223e1bcb3c3a

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