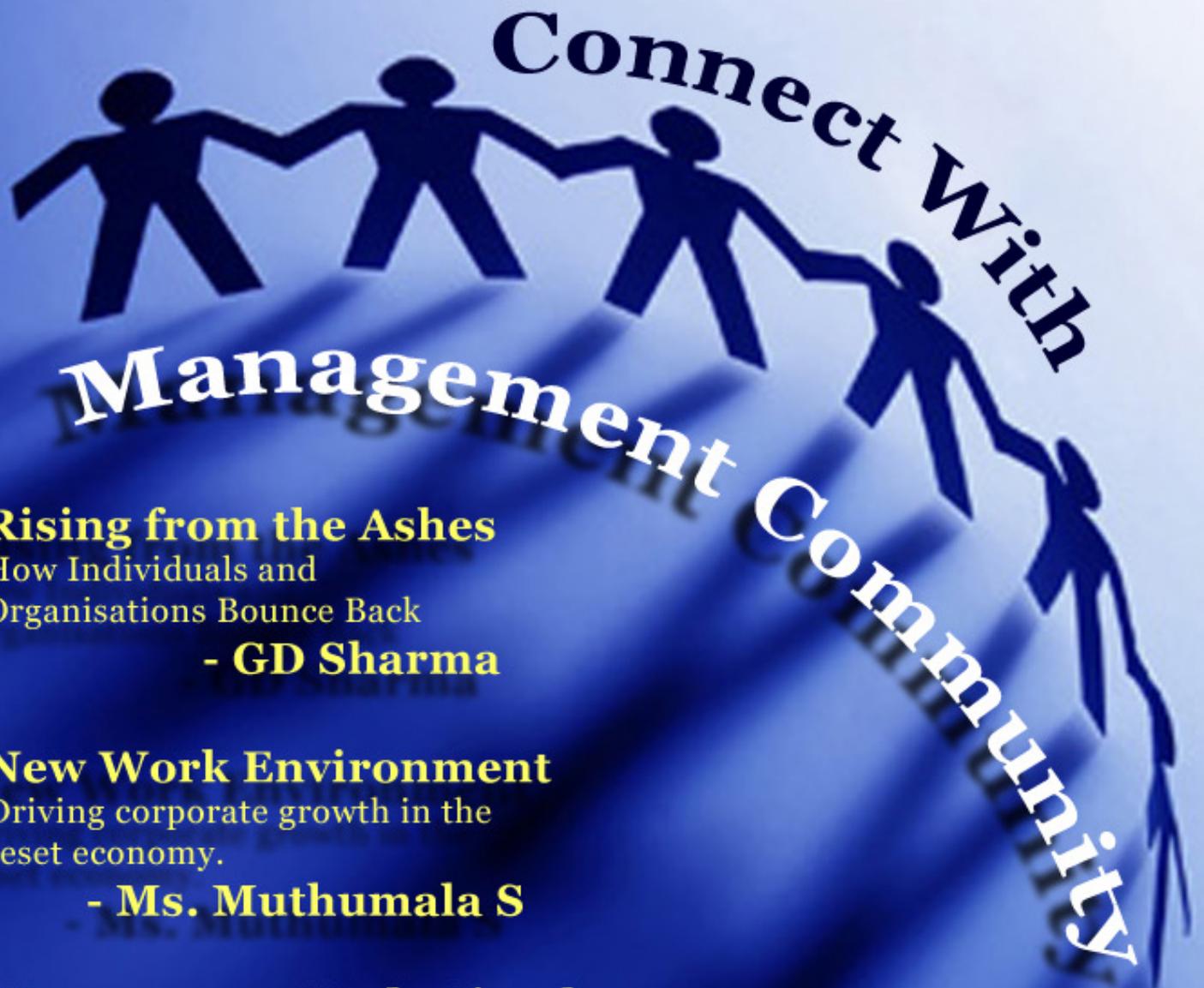


IMPACT

INNOVATIVE MANAGEMENT PRACTICES
AND CREATIVE THOUGHTS

A JOURNAL FOR MANAGEMENT SCIENCES



☆ **Rising from the Ashes**
How Individuals and
Organisations Bounce Back
- **GD Sharma**

☆ **New Work Environment**
Driving corporate growth in the
reset economy.
- **Ms. Muthumala S**

☆ **Management Made Simple**
The 'magical mantra' behind every
successful manager.
- **Mr. Venugopal**

IMPACT

INNOVATIVE MANAGEMENT PRACTICES
AND CREATIVE THINKING

EDITORIAL TEAM

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Mr. "Kalki" V Murali
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All opinions expressed in the articles appearing in the e-journal IMPACT, are that of the respective authors and the Publisher or Editor of IMPACT cannot be held responsible/liable in any manner whatsoever for any claims and/or damages.

With Greetings from IMPACT

Here is our July '15 issue on your hands and minds.

We in the e journal team, Editorial, Marketing and Technical are delighted to share with our esteemed readers, subscribers and contributors that the IMPACT's readership has crossed FIFTY THOUSAND mark!

While on the one hand, we are happy that we are in a position to give quality articles of interest to our target readers from a panel of great scholars experienced richly in their respective fields of management , on the other hand we are immensely grateful to the learned management professionals and practioners, who are enthused and impressed with their presentations in this journal.

In this issue, the readers will find four new contributors besides our regular contributors. Readers feed back inspire and encourage us immensely. We have received very encouraging response to Management jargons.

We are sure with the current issue of IMPACT, the readership will further soar.

Wishing you all the best, we solicit your continued support till we meet through the August'15 issue.

- Editorial Team

INSIDE IMPACT

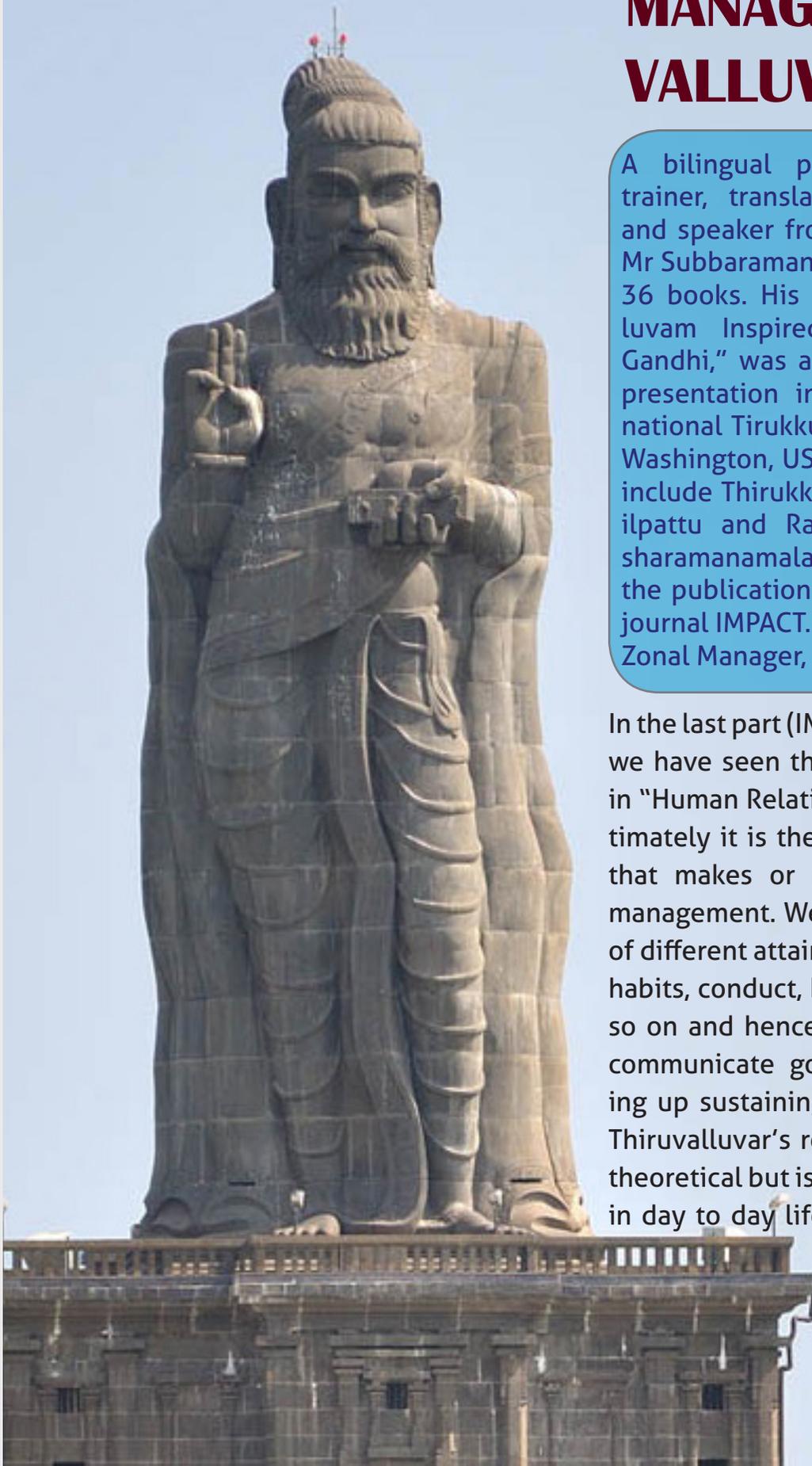
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MANAGEMENT IN VALLUVAM - Part III

A bilingual poet, writer, trainer, translator, thinker and speaker from Chennai, Mr 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 Aksharamanamalai. He is connected with the publication of the Management e-journal IMPACT. Former Dy. Zonal Manager, L I C of India



In the last part (IMPACT ISSUE II-JUNE 2015), we have seen the role of 'communication' in "Human Relationship Management". Ultimately it is the powerful communication that makes or mars human relationship management. We have to deal with people of different attainments, standards, culture, habits, conduct, behavior, status in life and so on and hence the manner in which we communicate goes a long way in building up sustaining the human relationship. Thiruvalluvar's recipe in that regard is not theoretical but is capable of being followed in day to day life and yields great results.



In this issue we shall take up how 'love and kindness' is a great cementing force in building up happy human relationship and how to manage the same.

Chapter 8 of Thirukkural viz அன்புடைமை-Loving-Kindness- deals with this aspect of "Human Relationship Management".

அன்பிற்கும் உண்டோ அடைக்குந்தாழ் ஆர்வலர்
புங்கணீர் பூசல் தரும் (குறள் 71)

What bolt can bar true love in fact
The trickling tears reveal the heart. (kural 71)

Love cannot be hidden inside; it cannot be kept under lock and key! Even the tears that fall from the eyes of the people who are kind and loving in abundance will display one's love and kindness. If it is so, what else is needed in building up a good relationship with others in the society? "Love all" is one of the dictums to be followed to ensure better relationship with all-good or bad, young or old, rich or poor, men or women, literate or illiterate!

அன்பிலார் எல்லாம் தமக்குரியர் அன்புடயார்
என்பும் உரியர் பிறர்க்கு (குறள் 72)

To selves belong the loveless ones,
To others the loving e'en to bones.(kural 72)

The people without love own everything to themselves; those with love give up even their limbs and bones to others. Yes; those who are prepared to sacrifice everything including their body and soul for others, naturally endear themselves to others which is the foundation on which the big mansion of human relationship is built!

அன்போடு இயைந்த வழக்கென்ப ஆருயிர்க்கு
என்போடு இயைந்த தொடர்பு (குறள் 73)

Soul is encased in frame of bone
To taste the life of love alone. (kural 73)

Just as the valuable soul goes with the body, love and life go together.

That is to say that there cannot be a life worth living without love. Love is the cornerstone on which the life stands. If this is strictly taken to heart, and love is shown to all those whom we come across, what else is needed to build up and manage happy human relationship?

அன்பீனும் ஆர்வம் உடைமை அதுஈனும்
நண்புஎன்னும் நாடாச் சிறப்பு (குறள் 74)

Love yields aspiration and thence
Friendship springs in excellence. (Kural 74)

Love makes liking others; that leads to 'friendship' the greatest gift of life.

Yes; love helps the practitioners to like others and that in turn leads to excellent 'friendship'. If excellent friendship is developed with those with whom we have to deal with professionally, domestically, or socially, nothing else is required for greater human relationship management!!!!



அன்புற்று அமர்ந்த வழக்குஎன்ப வையகத்து
இன்புற்றார் எய்தும் சிறப்பு (குறள் 75)

The crowning joy of home life flows
From peaceful psychic love always.(Kural 75)

The people who are happy in the world derive that happiness from the love that they bestow on others.
Once the love is shown to all without exception, happiness flows out of it. Nothing else is needed to build and manage cordial human relations.

அறத்திற்க்கே அன்புசார்பு என்ப அறியார்
மறத்திற்கும் அ.தே துணை (குறள் 76)

Love is virtue's friend say know-nots
It helps us against evil plots. (Kural 76)

Those who say love only help the virtuous do not know the reality of life. It indeed helps the valorous too to combat evils.

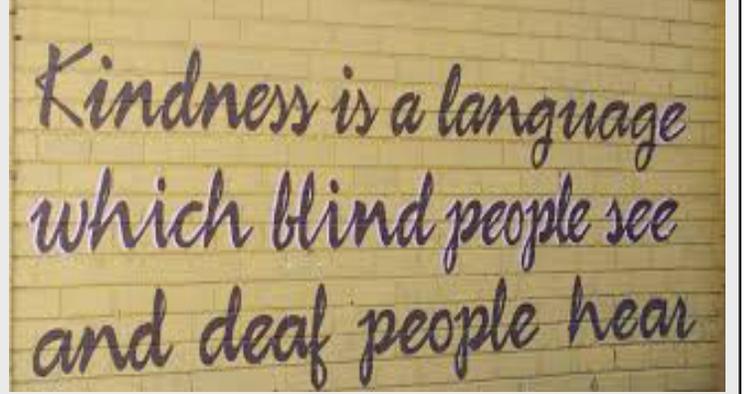
Normally people feel that love as a concept goes hand in hand with the virtuous and virtues. In fact the same love helps the valorous people to fight with the evils in the society. For maintaining a happy and healthy human relationship, we need to be cautious and save ourselves from the wrath of the evils for which also love helps. Did we not see the Father of our Nation Mahatma Gandhi brought round the indomitable Britishers through his weapons of love and non violence?

என்பு இலதனை வெயில்போலக் காயுமே
அன்பு இலஅதனை அறம் (குறள் 77)

Justice burns the loveless form
Like solar blaze the boneless worms. (Kural 77)

Boneless creatures will be affected by the hot sun. Similarly people without love will be affected by justice – virtue.

Since love is all powerful tool for leading a happy and peaceful life, based on a happy and harmonious human relationship, one has to learn to bestow love on all; otherwise they will suffer like boneless creatures unable to withstand the rays of the hot sun.



அன்பகத்து இல்லா உயிர்வாழ்க்கை வன்பாற்கண்
வற்றல் மரம் தளிர்ந்தற்று (குறள் 78)

Life bereft of love is gloom
Can sapless tree in desert bloom? (Kural 78)

Life without love cannot blossom with joy and happiness; surely a withered tree in a desert cannot come to life again.

True; a man born in this world has to build up his life with love never to get dried up; if it is allowed to, the very purpose of his life will be lost. Love, no doubt, builds up a healthy human relationship and that is absolutely essential for success in the world.

புறத்துறுப்பு எல்லாம் எவன் செய்யும் யாக்கை
அகத்துறுப்பு அன்பி லவர்க்கு (குறள் 79)



The seat of life is love alone;
Or beings are but skin and bones. (Kural 80)

Yes the life that we live based on love alone is living; those human beings without love are nothing but simple frames of bones covered with flesh!

From 'A' to 'Z' it is love that lends color to a human being and not the physical features. Again, physical body is not to be ignored and sufficient care and concern must be shown.

Yes; in the considered view of the great Saint Thiruvalluvar, one of the greatest management experts among the philosophers the world of management has witnessed, it is LOVE, LOVE, LOVE towards others that builds up great human relationship and the management of the same leads to success in the lives of the practicing Managers, students and exponents of management principles.

In the next issue we shall deal with another aspect.

Love is the heart that limbs must move
Or vain the outer parts will prove. (Kural 79)

Internal virtue of love alone can make the life noble and purposeful more than the outer parts of the body. Hence nurturing love is more important and useful than taking care of the limbs and all.

It points out the significant role love plays in human relations management much more than others. Not that we can afford to be indifferent towards our physical appearance and maintenance.

அன்பின் வழியது உயிர்நிலை அ.துஇலார்க்கு
என்பதோல் போர்த்த உடம்பு (குறள் 80)

TO ADVERTISE
IN THIS MAGAZINE

CONTACT

DR M G BHASKAR

9840599888

Rising from the Ashes

(How Individuals and Organisations Bounce Back)



G. D. Sharma, is distinguished alumnus of the Tata Institute of Social Sciences, Mumbai (TISS, 1979 Batch) with over 36 years' experience in leading the HR function in several industry verticals, and currently HR & Organisation Consultant, Trainer, Mentor & Teacher through his Consulting firm, Beeline HR Advisory, based in Chennai.

I was reading the story some-time ago, of how Mr. C. K. Ranganathan of Cavinkare converted adversities into opportunities, when, at a very early age and stage of his life, he was struggling to succeed in business. His story also demonstrates that it takes more than academics to become a successful entrepreneur. A friend of mine often says that if it were not for positive attitude and the zest for life, most of us would be languishing in our past, cowed down by our woes and problems. After a trauma at the individual level or a downturn in business, positive psychology often prompts us to ask – “what now” or shall we say “let the show go on”. Manag-

ing change, and the transition successfully is the key.

Let us review a few real-life examples, and understand how individuals and organizations have overcome the downslide, and emerged victorious and positive at the end.

Organisation-level Change

I was associated with the Vedanta (Sterlite) Group particularly during the time when two large public sector organizations were acquired and integrated with the Group. The manner in which we went about the change management, and made the transition successful was an expe-

rience of a lifetime.

To make these mammoth public sector undertakings (PSUs) viable, and then to unleash their vast potential and unlock significant value, we had to –

- **First** get the ‘buying in’ of all the employees down the line, and lock-in the commitment of the key management staff to the agenda for change.
- **Second**, articulate and communicate the ‘big picture’ of where we want to be, and the potential that is available to be achieved in terms of volume, value, geometric increase in productivity & profitability, and the scope for achieving international & ‘best in class’ benchmarks.
- **Third**, clearly define the

change (from 'as is' to 'to be'), and involve the employees in workshops across the organization.

- **Fourth**, involve those who will be impacted, in devising the change agenda – the Unions, the Workmen and the Executives and Managers. There was at all times, continuous and consistent communication about what we need to do, 'the why' and 'the how', and thus demonstrate the steps by which the changes will be achieved in clearly measurable terms.

- **Finally** measure and showcase the change outcomes, which reflected the marked improvements - in overall efficiency, productivity, profitability, reduction in costs and overheads, and a much vibrant workforce than ever in the past.

Today both these organizations are leaders in their own right, and marching forward gallantly. People are at the core of all these changes. It was these same people who worked in the Public Sector undertaking, in its previous avatar, who achieved these significant improvements on all fronts in the new environment.

Several 'diamonds' were also



mined in the process of identifying potential leaders from amongst the existing pool of talent. Many of them were quickly assigned to these new roles with higher levels of responsibility with commensurate financial and performance rewards. An 'also ran' business enterprise was transformed into a highly efficient and profitable juggernaut, staking claim to international benchmarks.

Individual-level Change

At the individual level too, we pass through a depression or face a sudden setback in the family or financial sphere, or in health. We would almost give up; but the zest for life prompts us to fight back. Known examples of friends who have come back from a breast cancer or a life-

threatening disease, to adding to their own life, and to the lives of those around us, are abound. To cite a case in point, a friend whose case was given up after he suffered a cerebral hemorrhage due to a stroke 8 years ago, is today, the epitome of positivity and self-confidence. How did he manage this change and re-emerge to become a role model for all of us? His advice –

- Nothing in life is a permanent setback. These are opportunities for us to re-position ourselves.

- Pull yourself out from a crisis, and fight – we can all do it. This ability to fight back is not restricted to some individuals – we all have it in us. Only fighting back will give us success. Giving up is cowardice.

He cites Lord Krishna - 'he is noble who has fallen and gotten up after every fall'.

At the individual level, we must -

1. Put positive psychology to work.
2. Find 'meaning' in what we do – in our professional or personal vocation.
3. Build a network of friends whose encouragement and involvement will prod us on to accomplish new things. Surrounding ourselves and being in the midst

of people who are positive and lively. Even being amongst young people brings back the 'live life king-size' feeling.

4. Have a 'higher order philosophy' attached to your life – what is it that we wish to do in our life and for those around us? Should we not give back to society more than what we have received? In monetary or non-monetary terms?

'Change' and 'Challenge' are inter-changeable; every

challenge prompts you to change your way of dealing with the situation at hand. Change your perception of the people and circumstances, and change our approach and methodology to resolve. Change, on the other hand, is indeed a challenge that threatens our mindset and methodology; challenges our assumptions; and challenges our thinking & the strategies that arise therefrom. Life itself, constantly and continuously, challenges us to change.

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READERS REVIEW

Read Online version of Impact and found it is excellent in presentation and content . It is indeed a great milestone of year 2015 !! Congratulations and Best Wishes

Arul Varman

Sir, Received your e-Journal -IMPACT. Lot of thanks for the same. My hearty congratulations; Thanks and Regards, Dr.M.Ravikumar M.A.M.B.A.M.PHIL,PH.D,PGDSM& HOS.M.,
Asst.Prof,BBA Dept,Sir Theagaraya College,Chennai 21.,

Seen Impact May and June issues. Both were brought out very well. CONGRATULATIONS TO THE TEAM,.

Lion M. DESIKAN

I took a good look of the June issue of IMPACT. I read with keen interest the article about selling. The heading of this article "If you are selling, don't try to sell," caught my immediate attention and compelled me to read it. This only underlines the importance of a catchy headline which can make people sit up and arouse their interest. The layout and design of this issue have come out very well. The photos chosen for each article were apt and had pleasant, reader-friendly colours and were not cluttered in the pages. Overall, the colour scheme for the various columns had an artistic feel. I feel the contents page can have a different look for the next issue; that is, instead of following the same pattern of flowing the content in boxes, a new design can be thought of. My best wishes to you for your future endeavours.

M V KAUSHIK

Your IMPACT is FANTASTIC Sir. All the best!

Elizabeth Kurian 'Mona' Hyderabad

Hearty congrats on this excellent initiative- with the profound articles on Management & Valluvum, the Management key words and their meanings and incisive pieces from successful entrepreneurs- not to mention about the humorous articles from Mr C Martis. I wish you success in all your endeavours.
R.Venugopal. Executive Director (Retired), Life Insurance Corporation of India

Including Humour - very good idea - helps retaining reader's interest

Sure to have great impact in management circles

Ramani K.R., Hyderabad

Kudos to the team behind this edition. I enjoyed reading every article. Quite useful & informative.

Keep it up ! Best Regards, Raghavan, RKM alumini group.

New Work Environment



MUTHU MALA, Chennai

Ms. Muthumala S, heads the human resource function for Congruent Solutions Private Limited. In this role, she is responsible for HR strategy formulation and execution. With about 17 years of experience in HR, Mala has performed a wide variety of operational as well as strategic roles encompassing Talent Acquisition, Talent Management and Talent Development functions. She topped the university in her

Master's in Social Work which she pursued after completing her bachelor's degree in business administration. Mala is a frequent speaker in forums like NASSCOM, CII, MSME etc.. An office bearer and an active member of the Toastmasters International, she is also a guest faculty in few colleges at Chennai.

Today the conversations are around driving corporate growth in the reset economy. Organizations banking on linear business growth based on headcount are facing challenges around increasing employee costs in India. Cost-arbitrage is no long the differentiator as alternative outsourcing destinations are being identified. Hence the need for the hour is paradigm shift towards nonlinear growth pattern. There is a push to shift from ser-

vice to 'productivization' or platform anchored outcome based service models. Cloud based BPaaS or SaaS seems to be the way of the future. Companies are increasingly trying to reduce their infrastructure cost and demanding business transformation value from their vendors. The linkage between revenue and number of resources involved may shortly cease to exist. Even in the traditional services model, organizations are pushing for fixed

bid as against T&M model to reduce the cost of delivery by juniorizing the delivery organization (Using entry level trainees/professionals as against experienced high cost resources). The business models have moved beyond pure body shopping to T&M assignments to fixed fee services. We are talking about new delivery models such as outcome based pricing, risk-reward pricing models. Increase in headcount is no more relevant to portray the

have done a good job or not, "now". Not only about the timing and frequency but the way in which feedback is framed and delivered – Feedback needs to be clear, specific and effective

1. Employee engagement drivers vary with Geny, X and baby boomers

2. Have multiple strategies – Need to have different strategies for baby boomers, Xers and millennial.

360 degree Feedback which focuses on holistic performance and Crowd source feedback lends itself to take feedback from everyone who works with an employee.

Rising salary costs, cost of hiring and retention issues is steadily applying pressure on profitability. Companies need to do more to manage cost but at the same time be an attractive employer. Developing a robust leadership pipeline is a challenge. Booming market for talent is stretching people manager's ability to build and retain top talent. Consistent "benchmarking" and "Best Practices" reference are forcing to follow one another with limited alignment one's requirement and strategy. Complex skill requirements and saturating talent catchments are testing the depth of the talent pool

Companies need to do more to build and upgrade skills and manage bench. Identify disengaged employees which will have impact on quality of output and customer satisfaction. Each organization's Performance management program must be designed and implemented with the unique characteristics of the organization in mind. What works for one organization's employees may not work well in a different organization. However there are basic principles to follow, when how these elements will be used to support the business strategy and meet organization goals.



“From now on, my bad decisions will be called leadership experiments.”

How to cope with stress?



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.

How about involving all of the family in your weekend of stress relief? A picnic is a great day out for all of the family.

Zoos, theme parks, the beach, the lakes are places all of the family will enjoy but you don't have to venture afar to enjoy a picnic.

You could enjoy a picnic in the comfort of your garden, maybe even fire up the barbecue while you're at it? Your picnics, your call, just make sure all the families are involved in preparing the food so they feel part of it.

Why not take full advantage of the free time the weekend brings by doing something new? You could visit a new town or village, a park, a museum, or even a new restaurant or a coffee shop. You could go watch some sport, or even take up a new sport or hobby.

This will broaden your hori-



zons and will keep life fresh and interesting as well as helping to relieve stress.

Why not spend a cozy night indoors with your lover and cook a special dinner? A great idea is to try different cuisines - be as exotic as you dare!

This is time for indulging your relationship so leave the stressful stuff like work elsewhere.

Make the effort to dress for dinner and have candles and relaxing music in the background to create a nice ambience.

I know one couple who've done this at least once a month for more than 30 years and they say it's one

of the main reasons for their success.

Try it, I have and it is a great way to bust stress and improve your relationship.

Take a timeout and spend a day or two completely away from the firing line.

Go somewhere tranquil, somewhere you can take walks or cycle rides to take in the scenery and immerse yourself in the natural beauty of the place. Lakes, a beach, a park, the countryside - whatever you enjoy. Just leave your cares and worries behind and enjoy the peace and tranquility.

You can use these tips to help you make the most of your weekends and relieve stress.

ON HEALTH MANAGEMENT



Lion M. DESIKAN is a former District Chairman and Life Member, Lions Club International, District 324A. He is a social activist and literary lover.

(1) How to determine Protein need.

One can get enough Protein from a vegetarian diet if he/she eats a wide variety of VEGETABLES.

For example Broccoli has 35% protein.

To find out one's requirement of protein:

(a) Divide body weight by 2.2 this is one's weight in Kgs.

(b) Then multiply this No. by 0.8.

Here is an example;

For a 120 lb. person $120 \times 2.2 = 54.5$ Kgs. $\times 0.8 = 43.6$ grams.

This person needs 44 grams of protein per day.

(2) Given below is the various blood grouping and nature of the people with each of the group'

| | | | |
|-----|--------------|----|------------|
| A+ | - ATTRACTIVE | A | - SELFISH |
| B + | - SENSITIVE | B | - KIND |
| AB+ | - BEAUTIFUL | AB | - INNOCENT |
| O+ | - LOVELY | O | - COMEDY |

(3). KNOWLEDGE AND TIMBER SHOULD NOT BE MUCH USED TILL THEY ARE SEASONED.

An apple a day, KEEPS.....

Apple is very beneficial to promote skin health.

Apple exfoliates and has antioxidant properties.

Apple is rich in vitamins A, B & C and feeds the skin.

Apple makes a good face pack for those with open pores on the skin.

Apple contains abundant amount of collagen & elastic.

S. A. D As many as 20% of Americans suffer from S.A.D (Seasonal Active Disorder) each winter. Symptoms include sadness, fatigue, even depression as sunlight becomes less frequent.

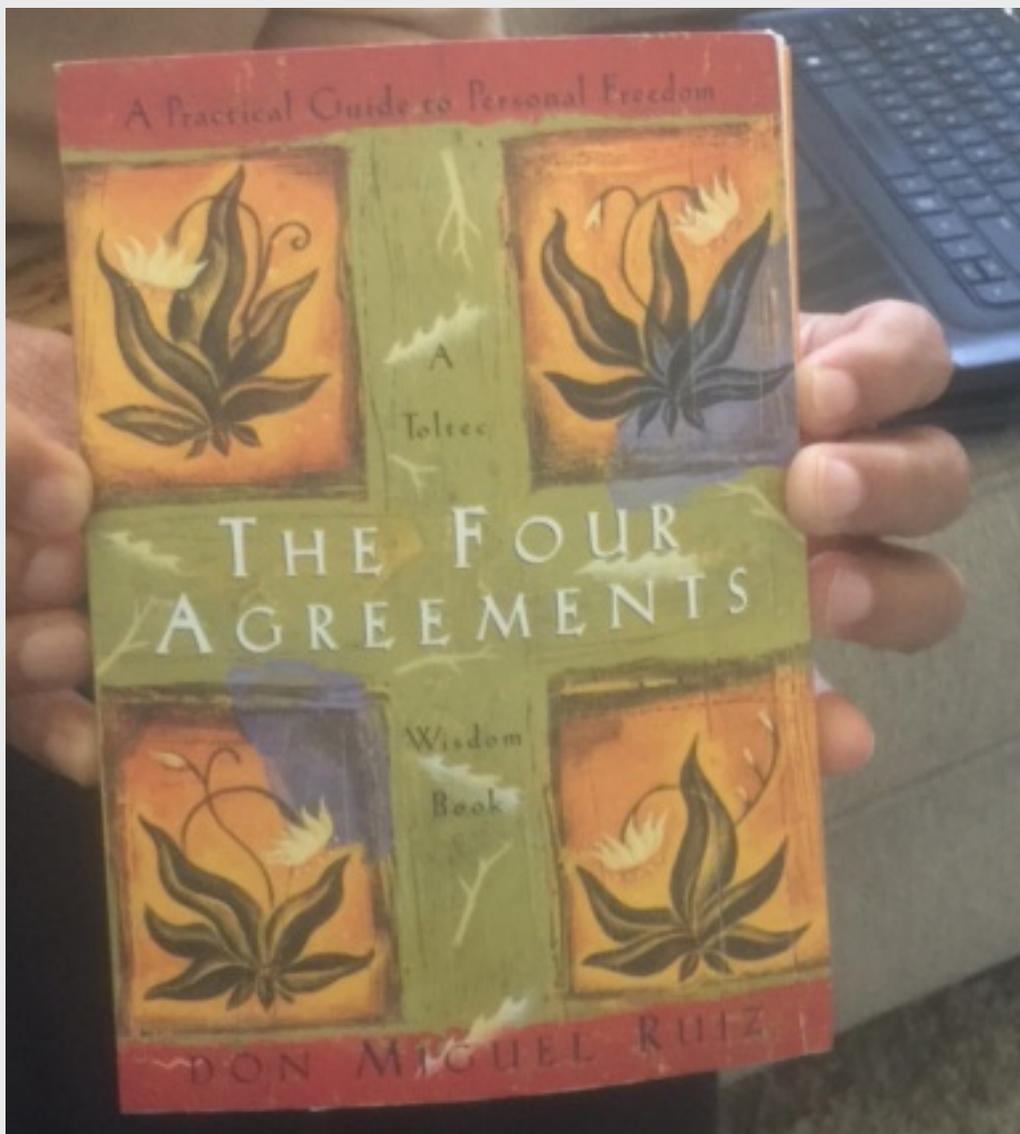
The cheapest and best invasive treatment for S. A. D. is regular use of full spectrum light

Book Review

THE FOUR AGREEMENTS

by

DON MIGUEL RUIZ



Reviewed by Mr R.Venugopal, Executive Director (Retd)
LIC of India & Professor NIA Pune.

The Four Agreements is a practical guide to personal freedom written by Mr Don Miguel Ruiz, published by Amber- Allen Publishing, Inc. San Rafael, California. The four Agreements are:

Be Impeccable with your words:

Speak with integrity and say what you mean and not indulge in gossip.

As children, we obey our parents, elders and teachers because we have the fear of punishment as well as rejection. We want to be accepted and we become Mamma’s beliefs and Papas’ beliefs. In short, we are domesticated. Hence when we want to develop our own beliefs, we are called ‘rebels’. Actually 95% of our beliefs are not true- they are simply handed over to us for generations.

In short, we live for others. We have to break these shackles and start living for ourselves. For this, the first Agreement is “I will be impeccable with my words”.

Your use of Good Word is pure magic, whereas your misuse of word is black magic. For example, Hitler’s words led to a World War.

When we call somebody as useless, that person starts believing it and becomes really useless.

Impeccability is ‘without sin’. You take responsibility for your words. This is the correct use of energy in the direction of truth, whereas we have made lying as a means

of communication. We make false promises and use angry words and indulge in gossip. Gossip is like a computer virus.

Human beings are the only species created by God who can speak- let us use this gift judiciously.

Don’t take anything personally

This is the second Agreement- When you are immune to the opinions and actions of others; you won’t be a victim of needless suffering.

When somebody calls you foolish, it is his/her opinion and it should not affect you. Otherwise you begin defending yourself and creating conflicts.

This applies to praise too. Because often people lie.

You live the way you like. You are not responsible for the actions of others. You are responsible only for you.

Don’t make assumptions

This is the third Agreement. Communicate as clearly as possible to avoid misunderstanding, sadness and drama. Let us ask questions and clarifications instead of making assumptions.

Often we say “I assumed…….or you should have known……. Or how could you think like

it? etc”.

This happens because normally we see what we want to see in others and hear what we wish to hear.

Always do your best

This is the 4th Agreement. You will avoid self-abuse, self-judgment and regret. Your best is not constant- it changes every hour, every day.

Do your best without expecting a reward.

When you do your best expecting a return, then you don’t love your action and automatically your best will not be there.

Summing up

If you are impeccable with your words,

If you don’t take anything personally,

If you don’t make assumptions about others and

If you always do your best, You are going to have a beautiful life.

You are going to control your life 100%.

These Four Agreements are a summary of the Mastery of Transformation.

This book is an excellent guide for personal freedom to be followed by each and everyone to lead a care-free life

MANAGEMENT MADE SIMPLE

Mr. Venugopal has served in LIC of India from 1968 to 2006 for 38 years and retired as an Executive Director. Then he served as the Professor of life insurance at the National Insurance Academy Pune for nearly 3 years. Now settled down at Bengaluru. He is a member of the Syllabus Committee for the MSc- Actuarial Science course at the Christ University as well as one of their guest faculty. He is one of the editorial consultants for the Insurance World magazine



Risk management made simple

Once a journalist asked a senior manager the secret of his success.

The Manager replied "Very simple....only 2 words...Right Decisions".

The journalist asked "How do you take Right Decisions"?

The Manager mentioned "Again simple....only one word...Experience".

The journalist persisted "Sir, how did you get Experience"?

The Manager responded "Simple. Only 2 words... Wrong Decisions".

Simple Management

This appears to be the 'magical mantra' behind every suc-

cessful manager. Take wrong decisions, get the experience and then make the right decisions. The only lesson to be learnt is not making the same mistake again. But the irony of management is new and new situations develop, we make more new mistakes and learn from them.

Management Varieties Galore. One Manager was marking the 'dak' to different officers like 'Mr. Sharma', 'Mr.Khanna' etc. His PA was wonder-struck 'Sir, Great! How do you know the names of all officers so well, just in a week's time of your joining in this office?' He replied nonchalantly "my dear, what is so great about it? After all in an office like this, there will be definitely 3-4 Khannas and 2-3 Sharmas, they will sort out their letters themselves."

(If it is an office in South India, these names can be substituted by Srinivasans and Subramaniam.)

Another management style is to form a Committee of 3 persons, whenever there is a ticklish problem where the manager alone can't take a decision or he is unwilling (afraid) to take a decision. The advantage in the formation of the Committee is that it can be given a time frame to arrive at a decision, certain to be extended once or twice, so easily the manager gets a breathing time of six months. Here again the age-old dictum comes to his rescue- "Time is the greatest Healer". So either the problem would have been forgotten or some other new problem would have arrived so as to over-shadow the earlier or

SIMPLICITY

CLAIMS MANAGEMENT MADE SIMPLE

the problem would have got solved by itself.

There is one more advantage in forming a Committee. If the problem persists still, then one smaller Committee can be formed to study the first Committee's report and present a gist, which means another three months easily. Some managers are always in the habit of looking for precedents. If there is any earlier example, they would

follow it. This is an easy way of escape in case there is any goof-up.

Once the file for celebrating the Silver Jubilee of the Company went up to the manager for approval.

Our manager in his usual way gave his decision "Put up any precedent".

Three Envelope Solutions.

Once a Manager on his transfer handed over three envelopes to the successor

saying that he could open them, whenever he had insurmountable problems. The new manager, after a year, had some ticklish issue. Then he recalled the envelopes. He opened the first one which said "Blame your Predecessor". This advice was followed.

After some time there was a Union issue. The second envelope was opened. It mentioned "Blame the Higher Management". So the issue was taken to the higher office.

A third problem arose. The manager had no other go but to seek the help of the third envelope. It said "Now prepare 3 envelopes"!



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LAW OF SURVIVAL FOR THE UP-COMING MANAGERS



Mr. K Nandakumar

formerly vice-president in the Indian Express Group of publications for three decades. Presently, he is the founder and director of Vibes Academy.

All managers perennially do tight- rope walking against the mutually opposing forces of corporate pressure and indifference/incompetence of their subordinates. There is no single proved formula to be a successful manager. However there are a few eternal thumb rules that may provide the required security blanket for very survival, especially of the fresh and up- coming managers.

*Do not think that you are smarter than your boss.

BOSS IS ALWAYS RIGHT

*Do not relax because your boss has just then appreciated one of your works. He will be most unpredictable. Remember that

A PAT ON THE BACK IS ONLY A FEW CENTIMETERS FROM A KICK IN THE PANTS.

*Do not try to be very close to the boss. The bosses are like fire. Being too close you may get accidentally burnt and being far off you may

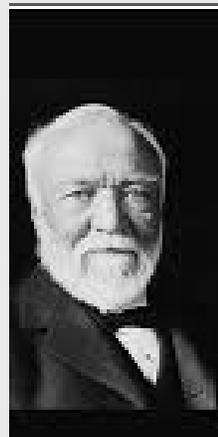
"It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is the most adaptable to change."

Charles Darwin

not get the warmth of his support. So.. **PLAY "KABADI"** *Do not seem very perfect always. Make mistakes once in a while. Give your boss's superior ego a chance to display.

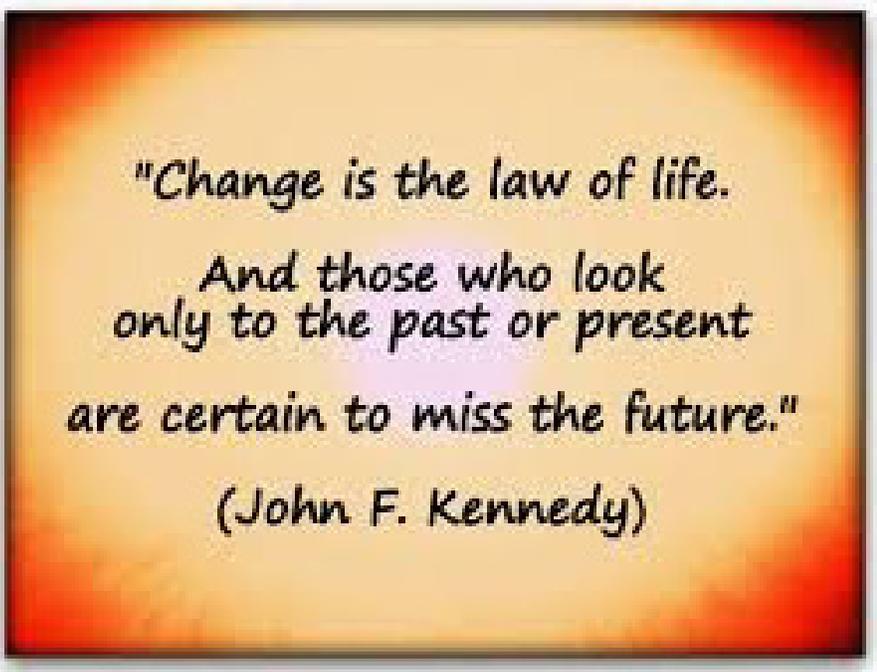
YOUR PERFECTION MAY BE CONSIDERED A THREAT TO HIS POSITION.

*Your immediate boss is your only boss. Do not be tempted to by-pass him to the next higher level. Hence..



And while the law of competition may be sometimes hard for the individual, it is best for the race, because it ensures the survival of the fittest in every department.

(Andrew Carnegie)



SERIOUS ENOUGH AND DO NOT FORGET TO CARRY A BIG FILE IN YOUR HAND. ONCE A JOB IS FOULED UP ANY THING DONE TO IMPROVE IT MAKES IT WORSE. *BEWARE IF YOU ARE GOOD YOU WILL BE ASSIGNED ALL THE WORK (IF YOU ARE REALLY GOOD YOU KNOW HOW TO GET OUT OF IT). *NEVER ASK TWO QUESTIONS IN A BUSINESS LETTER. THE REPLY WILL DISCUSS THE ONE IN WHICH YOU ARE LEAST INTERESTED AND WILL SAY NOTHING ABOUT THE OTHER VITAL ONE. *EVERY THING CAN BE FILED UNDER "MISCELLANEOUS". (An important theory on file management) *GETTING THE JOB DONE IS NOT AN EXCUSE FOR NOT FOLLOWING THE RULES. BUT, FOLLOWING THE RULES WOULD NOT GET THE JOB DONE. With so many odds working against the managers, the only way to make your working day pleasanter is SWALLOW ONE LIVE FROG, THE VERY THING IN THE MORNING AS BREAKFAST. THEN COMPARITIVELY NOTHING WORSE THAN THIS CAN HAPPEN FOR YOU FOR THE REST OF THE DAY. WELCOME TO FIELD OF MANAGEMENT.

KEEP YOUR BOSS'S BOSS OFF YOUR BACK.
*Better always keep some written documents on your table for your immediate grab. The anti-survival law states that..
YOU WILL BE ALWAYS IDLE OR DOING SOMETHING MARGINALLY WHEN THE BOSS DROPS BY YOUR DESK.
*Do not look and dress prosperous. Boss will think that you are being paid very high. However the nature will always play against you
THERE WILL INVARIABLY BE BEER CANS ROLLING IN THE FLOOR OF YOUR CAR WHEN THE BOSS ASKS FOR A LIFT IN YOUR CAR.
*Give as many advices and suggestions for improvements in other departments, those which you are not handling.

ANY ONE CAN DO ANY AMOUNT OF (ADVISORY) WORK PROVIDED; THEY ARE NOT THE WORK YOU ARE SUPPOSED TO BE DOING.
*In the first attempt if you do not succeed do not try and try again. Better quit. No use being a damn fool about it.
*DO NOT BE INDISPENSABLE. IF YOU ARE NOT REPLACEABLE FROM YOUR CURRENT POSTING YOU WILL NEVER BE PROMOTED.
*IT DOES NOT MATTER WHAT YOU DO. IT ONLY MATTERS WHAT YOU SAY (CONVINCINGLY) THAT YOU HAVE DONE AND WHAT YOU SAY (CONVINCINGLY) THAT YOU ARE GOING TO DO.
*WHEN YOU DO NOT HAVE ANY WORK WALK FAST IN THE CORRIDOR AND LOOK WORRIED. BETTER LOOK

THE LINE GAME

Mr 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, Yogaskshema, Vinoda, etc.



One day my little grandson Vikram drew a line on a paper and asked me whether I could make it smaller without touching it.

I thought deeply for a long time but could not find a solution to his poser. How can you make the line smaller without even touching it! Finally I said, "I give up". Vikram laughed and simply drew a longer line above his original line. This naturally made the first line shorter. Very interesting I thought.

I myself tried this line game with some friends and enjoyed their reaction. But as I played the game I began to see a very important lesson in it. Vikram drew a bigger line and automatically his line became longer than the earlier line. He did not even touch the earlier line. I need not make the other person small in order to make myself big. I can try to become big or great without putting my rivals or opponents down.

There are many instances where I can put the line game in practice and think of my victory or gain without belittling or undermining the other person who also is in the race. If I am standing for elections I can talk of myself and my claim for being elected instead of condemning or finding fault with the other candidates. We often see politicians speaking ill of the other candidates or the parties to which they belong. Can they not talk of themselves or their party, their achievements and their commitments to develop and serve the country instead of talking ill of the others?

Imagine that I am facing an interview and the person interviewing me somehow points to the achievements of the other candidate and asks me why he or she should not be selected. I need not try to pick holes in the other person's C.V. I can simply say how well I am qualified and how I can be considered suit-

able for the post.

If I am a bowler in a cricket match, I can try to improve my skill and bowl better and better and not try to bowl in a way which is harmful to the batsman. (Beamers and bouncers they say, don't they? Sometimes when there is an unintentional delivery of that type the bowler is seen apologizing or making gestures of an apology.)

There is a subtle extension of the line game. Sometimes we are not the ones who try to put the other person down. Circumstances make the other person unable to compete. Let us imagine that you are the captain of a cricket team. There are one or two great players in the rival team. It is going to be an uphill task for you to win if those tough players play. Sometimes in such situations you hear that the formidable players are down due to an injury or some other problem. Should that make you happy? Wouldn't

you like to win in spite of the tough guys? There is a story of a child who told his father that he came second in the school race. Papa was very happy and gave his son a nice present. Later when Papa casually asked how many boys had taken part in the race the son said, "Two" and ran away from the scene.

When we discuss matters or argue about something we often use words like, "You don't understand....." Clearly we try to say that their understanding ability is poorer than ours. Suppose we use better, more refined words like, "Let me clarify my point....."

Many people try to win the battle of life by doing various things which give them illegitimate advantage or put their rivals to disadvantage. We hear of quite a few sportspeople and athletes who take drugs. Candidates standing for elections get their rivals kidnapped or send goondas to beat their supporters or prevent them from voting.

Another aspect of the line game is to remember the old Machiavellian maxim 'Do not underestimate the enemy'

When we underestimate the enemy or the rival or the competitor we mentally try to shorten the line. Instead of doing that we should give the devil its due and think of developing our own strengths.

I remember a humorous anecdote. The General Manager had come by plane which arrived very early in the morning. A few senior officers went to the airport to receive him. The G M casually asked the officers what time they rise in the morning. One said, 5 am and another said 4.30 am and so on. One smart chap said, "Sir, I rise to the occasion." This was no doubt a funny reply but we can see the inner point where the officer did not try to out beat the others by stating an earlier hour.

In general, in all matters we can try to win, achieve, excel by our own worth and abilities. We need not try to move forward by pushing others or pulling them down. No doubt there is competition in the world and only the smarter, better, more qualified person must win. But the whole point is, in order to win, to achieve and to excel we should work hard and practice much and not try to take the dubious

route of putting down our rivals or competitors.

I have read an interesting article titled "A salute to Mr Two." The idea of this article is to show how the man who is second in the race or in other spheres of competition drives the winner to work harder and achieve higher. We can imagine a race in which there are formidable runners. The one who wants to come first must run faster and faster. In fact, much faster than the one in the second position. Had it not been for the challenge thrown by the man in the second position the winner would have scored low.

There is a touching parable in the Bible which has a bearing on the line game. Two men went to the temple to pray. One was rich and the other poor. The rich man boasted about his goodness and righteous life. The poor man simply prayed in a very humble manner. Unfortunately the rich man did not stop at boasting about himself. He went a step further and said, "Lord, See I am not like that fellow. I am" Jesus said "it is the poor man who will win God's favour and not the boastful rich man."

EFFECTIVE PRODUCTIVITY

A Master of Financial Management from Sri Sathya Sai Institute of Higher Learning, Puttaparthi, Mr Ramnath is a well-known freelance journalist from Bangalore. He was earlier connected with the Economic Times and Forbes India.



1 What productive people do?

A CEO of a successful component manufacturing firm says that his customers not only want more, they want more for less. "They want us to ship more units of higher quality standards, faster and at lower cost. And the pressure to do more for less will only go up. Your success or failure depends on whether you can do that or not. Productivity is the new mantra," he says.

What is true of businesses is true of individuals too. However, it's true for a different reason. For businesses, productivity is an end in itself. For individuals higher productivity means they get more done at workplace, and have more time left for family and other personal pursuits. Higher productivity means they can find work-life balance.

Here are five tips to increase

productivity.

1 Don't just make a 'to do list', schedule your day.

To do lists are great. It brings some order and focus when you plan for the day. Putting them on paper - instead of letting them buzz in your head - takes some stress away. Finally, when you mark each tasks as done, it gives a lot of satisfaction.

But, there are a couple of problems with plain vanilla To do lists. First, if the tasks are not prioritized, many tend to focus on things that are not important, leaving little time for things that are. They end up postponing them for another day. There are fixes to it. You can list them according to the order of importance and ensure that you have finished the most important jobs first off. Or you can use a time management matrix - dividing the tasks according their urgency and importance

- and focus on what's both important and urgent.

2 The second problem that To-do list doesn't address is what's called Parkinson's Law:

Tasks expand to fill the available time. A task that might take just an hour to finish, will take two hours to finish if you give the person as much time. There is a way around this: Don't just use a task list. Schedule your time. Give yourself a deadline, and you will find that you almost always manage to finish the tasks by that time. In fact, scheduling works even for your leisure time - and by scheduling how you are going to laze around on a Sunday - or a long holiday - will help you get the maximum joy out of it.

3 Dump multitasking, focus Multi-tasking, The ability

to do multiple things at the same time, has an intuitive appeal to all of us. People who can do that - in India, there are people who are skilled in doing ten things simultaneously, and they are called "dasavadanis". In some circumstances, it's even a useful thing. Elite army officers are trained to do two or three things at the same time - like solving a tough problem in their heads while navigating dangerous hurdles.

However, for most people, multi tasking is the dangerous hurdle. Texting while driving, for example, is as dangerous as drunk driving. Shutting off all distractions is a great way to do tasks faster, and better - and therefore be more productive. Among the top distractions during the modern times are phone calls

and emails. They need not be. It's possible to schedule emailing for a specific time - and don't let that nibble away some time even without your noticing it. It's even possible with telephone calls. A senior executive from Accenture says that he never picks up calls till 5 pm even on his mobile. He knows the calls data is safely stored in his mobile - and he returns those calls in the evening, one after another in one big chunk. We need not go that far. We can find our own comfort levels, and stick to it.

4 Do a few things amazingly well

Today we know of Apple as an extremely successful company, with products in four or five segments - desktops,

laptops, tablets, smartphones and music players. Yet, before Steve Jobs returned to Apple in 1997, it was floundering, and on the verge of collapse. It also had a range of products from printers, to cameras to personal digital assistants. After Jobs stepped in, he closed over 70% of those products. We might know Jobs by what he introduced with much fanfare - ipod, iphone, ipad, MacBook Air etc. But, he could launch these hugely successful products because he decided not to do those other 70% products. Similarly, even in individual products, its success came from what Jobs removed - floppy disk drives from computers and physical key boards from mobile phones - as much as it came from features he added. The lesson is simple. Warren Buffett, one of the richest men on the earth, also followed a similar philosophy. He said he liked to stay within his circle of competence, and make a few investments in great companies rather than spread his risks by investing in a large number of average companies. The lesson from Jobs and Buffet is simple. Instead of doing 100 things which are just about average, do a few things well.



5 Focus on efforts and not results

Ajit Jain, India-born executive and one of the front runners to succeed Warren Buffett at Berkshire Hathaway once said that he likes to work with Buffett because he knows how to separate the quality of decisions from quality of results. Buffett judges his team by the quality of the decisions they make, and not by the results. That's because

results can be impacted by a lot of factors beyond the control of anyone. A very good decision might go bad, because of circumstances. And a very bad decision might turn out to be good, again, because of circumstances. This understanding helps in not only running an organization well, but also in being more productive. Worrying about results can be distracting. It's like a tennis player with eyes

on scoreboard, rather than on the ball. Or, it's like planting a seed, and digging up every day to see how it's growing. While the score is important, and the growth is important - focusing on that will be counterproductive. The idea is not new. It's the same lesson from Bhagawad Gita: You have the right to action, and not the fruits thereof.

What are your favorite productivity tips? Write to us.

MANAGEMENT JARGONS

1. Deal with

1 Handle and/or dispose of something in such a way that it may not solve and/or answer anything directly

2 A postponement and/or avoidance

"We will deal with that when the time comes"

2 Decisive action

1 A change by the firm which will affect its future performance

2 A deterministic stance

"This requires decisive action"

3 Dehire

The firing of employees

"We had to dehire your friend"

See: Layoff (to be seen in the later issue)

4 Detailed

1 Provide another level to a description

2 Very little extra substance when the starting level is high enough

"Send them the detailed report"

5 Down size

To fire some employees and/or reduce plant and equipment

"The firm will soon down size their production"

6 Drill down

To increase the amount of detail about a topic, the amount of additional detail is relative to the starting level

"The report will drill down into the issue"

7 Drive home a point

- 1 To emphasize
 - 2 Repetition used instead of additional information
- "They will drive home the point"

8 Effect the production

- 1 To reduce output
 - 2 A reduction in output that is not desired
- "The weather may effect the production of corn"

9 Empowerment

- 1 To give responsibility and some authority to one or more employees. The amount of authority may not be sufficient to fulfill the responsibility
- "His empowerment is over this product"

10 Expense management

- 1 To limit wasteful spending
 - 2 To keep a record of what is spent
- "We must exercise more expense management to make a profit"

11 Extended price

- 1 A high price
 - 2 A price that may be reduced in the future
- "The extended price will soon fall"

12 Feel good about

- 1 Optimistic
 - 2 Can accept
- "You must feel good about our future"

13 Financial drag

- Expenses that are higher than desired
- "Waste is a financial drag on us"

14 Focused on

- 1 Give a great deal of attention to
 - 2 The attention given by some to one of many things
- "He is focused on the problem"

15 Follow up on

- 1 To check on progress at a later date
 - 2 To not promise to take any corrective action in the future
- "I will follow up on that"

16 Fox News

- 1 Propaganda for the radical right
 - 2 NonStop Republican spin
 - 3 The religious right
 - 4 The more conservative the better
 - 5 TV conservative political cult
- "No one is more conservative than Fox News"

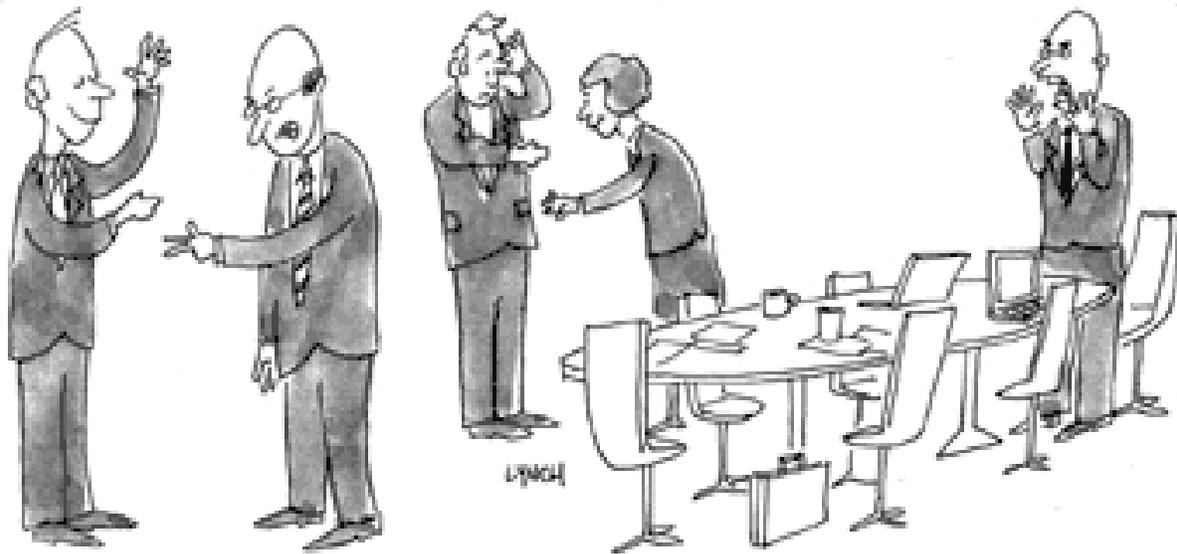
17 Free seminar

- sales presentation
- "Come to our free seminar to learn how to buy our product"

18 Fully paid moving expenses

- 1 Pay for some part of each major expense incurred for employee relocation
 - 2 Pay only the minimum fees for services such as moving insurance
- "We offer fully paid moving expenses"
- 1 Investigate and learn about something when very little is known before hand
- "We will respond when we get a handle on that"

* Jargons and Humour are taken from internet references.



"Now that we've made our first billion, we gotta stop making decisions by playing 'paper, scissors, rock.'"



"This is a major project of utmost importance, but it has no budget, no guidelines, no support staff, and it's due in 15 minutes. At last, here's your chance to really impress everyone!"

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