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IMPACT

INNOVATIVE MANAGEMENT PRACTICES
AND CREATIVE THINKING

A JOURNAL FOR MANAGEMENT PEOPLE



IMPACT's

ReSpectful
salute
to Our
INDIA



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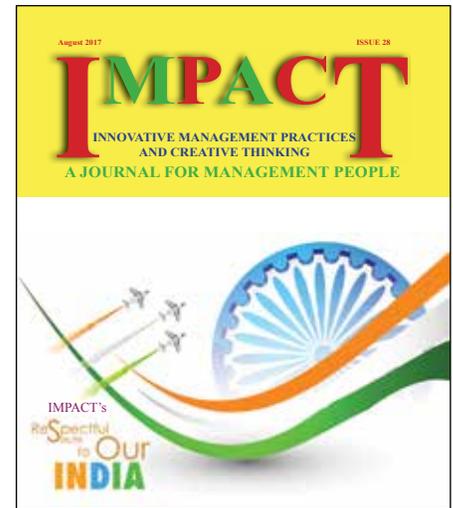
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With Greetings from Impact



Dear Readers,

Seventy years of Independent India stands taller among all the democratic countries of the world. The basic democratic principles enshrined in our constitution have all the strength to stand for decades and decades. Notwithstanding the change in Governments and various States, basic structure stands rock like and the Nation has been witnessing vast development in innumerable fields much to the envy of many neighbors.

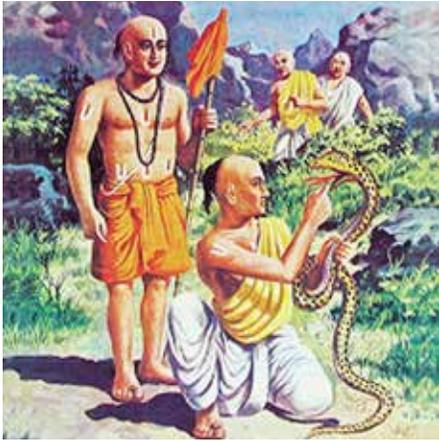
IMPACT is non political and has dedicated itself to the task of Improved Management Principles and Creative Thoughts.

However we owe it to ourselves and the Nation that none in narrow parochialism and idiotic political misadventure should be allowed to tamper with the sound democratic principles of freedom of speech and expression guaranteed by our great and noble founding fathers of the Constitution. The three important limbs of our greatest democracy in the world viz Legislature, Bureaucracy and Judiciary should not be allowed to be meddled with under any circumstances.

Let it be our resolution on this Independence Day.

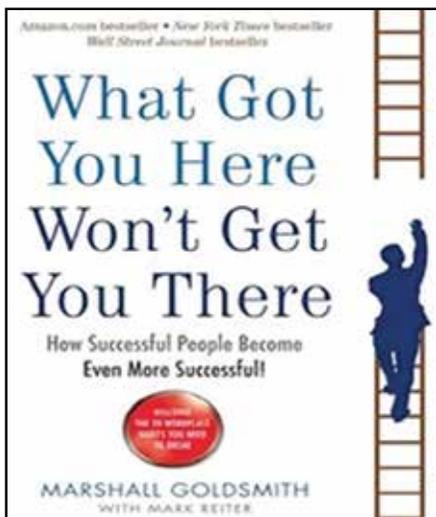
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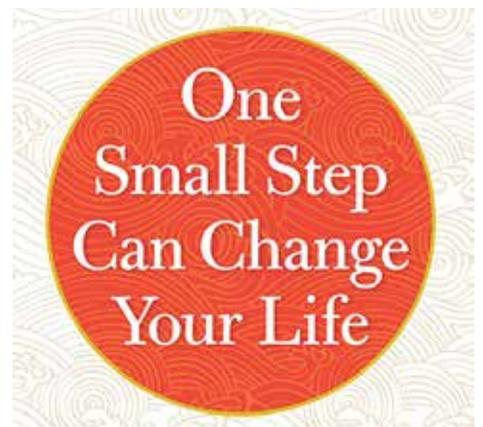
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THE IMPORTANCE OF SLEEP

- 1 Sleep is beneficial for learning and memory. Your brain remembers all new and learned information with memory consolidation. Studies at Harvard University show that people who sleep after learning performed better on tests.
- 2 Sleep deprivation in excess can cause weight gain due to the way our bodies process and store carbohydrates. This alters levels of hormones that affect our appetite causing weight gain and slowed metabolism.
- 3 Lack of sleep may cause falls and mistakes such as medical errors, air traffic mishaps, and road accidents. For everyone's safety make sure to get your rest!
- 4 Sleep is JUST as important as food. When you don't get enough sleep, you do not think as clearly or effectively, resulting in irritability.

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Ramanuja and Temple Management



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 Aksharamanamalai.

He is connected with the publication of the Management e-journal Impact. He was formerly the Deputy zonal Manager, LIC of India.

We have been showing a glimpse of one of the three greatest Acharyas India is proud to possess. A great and effective religious reformer he has revolutionized several aspects of Vaishnavism. Whether construction of a temple, daily activities in a temple in the matter of prayer, offerings to God or devotees, periodic temple festivals and so on.

A famous historian and writer Dr. Prema Nandakumar observes:

What makes Sri Ramanuja relevant today?

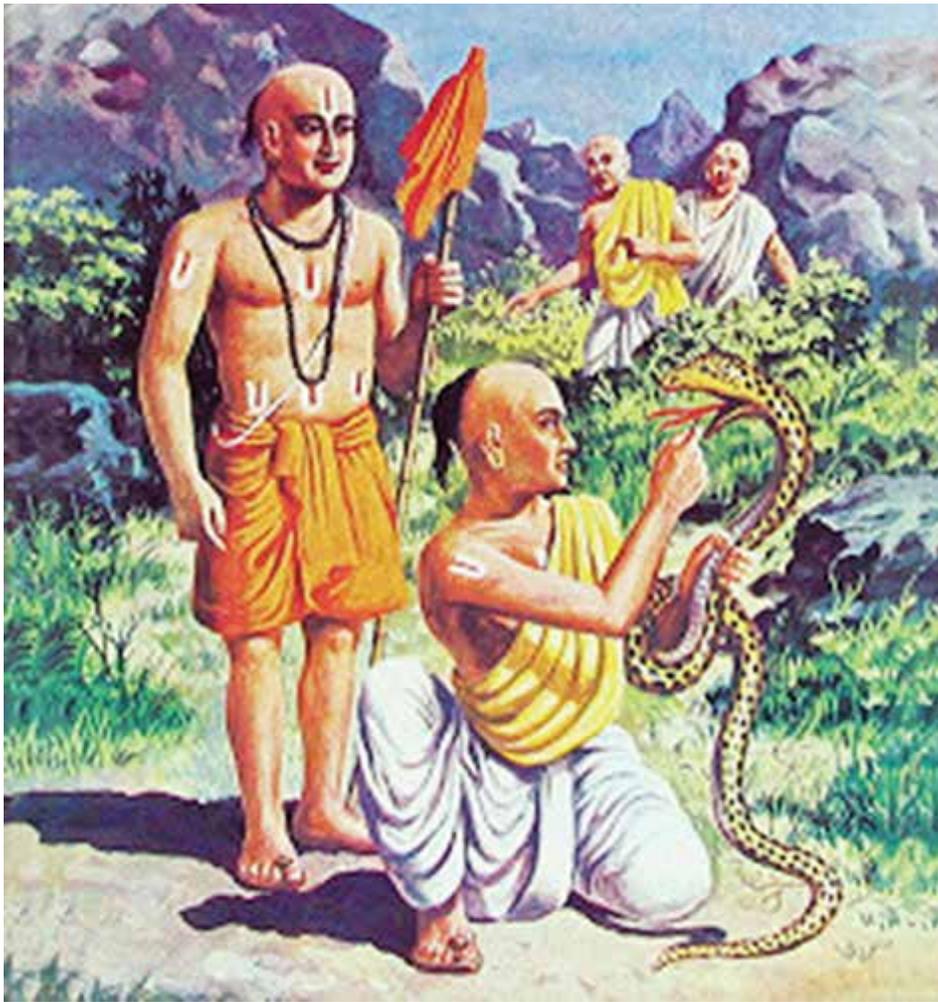
One thousand years have gone by. Ten centuries. In India alone, there were so many kingdoms which tried their best to put an end to the religious and cultural traditions that had flourished from time immemorial. In spite of all that, Vedic culture not only survived but also gained new spaces. The adherents of the culture have had the benefit of leadership by spiritual personalities from time to time, re-formatting the culture in a positive manner without losing any of its seminal strengths. Of such great men, Sri Ramanuja, who was born in the 11th century, takes the pride of place as he remains relevant even today.

How shall we crown Sri Ramanuja? Is he a fine-tuned philosopher or a poet? Does



his sociological thinking exceed the commentator? Does he loom large as a temple-builder or as a management expert? Does his concern for helping the common man out-top his blazing spirituality? Is he greater as a student or as a teacher? A deeper and wider engagement in his life and ministry makes it very, very difficult to decide. But one thing is clear. His virtue was compassion: his means, integration. The two main reasons why Sri Ramanuja remains perfectly relevant even today.

Sister Nivedita said that the history of India is the land itself.



Applied to Sri Ramanuja, we can read his life in the temples, the rituals he set up, in his philosophy and poetry, and his untiring and patient moves to bring down man-made differences and integrate the society by applying the ideal of compassion. "He felt for the downtrodden, he sympathized with them. He took up the ceremonies, the accretions that had gathered, made them pure so far as they could be, and instituted new ceremonies, new methods of worship, for the people who absolutely required them. At the same time he opened the door to the highest; spiritual worship from the Brahmin to the Pariah." That was Ramanuja's work."

Unless the principles are sound and practical, the successive people may not be interested in pursuing for a long time such as a thousand years.

That the management principles of Ramanuja could withstand for such a long time of several centuries shows the value and quality of his thoughts.

Readers are requested to send their management related questions.

IMPACT will get replies from management experts.

Send your questions to:

impactjournalindia@gmail.com

Start singing every minute ...Every day



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.

Do you like to sing? Before answering, let me clarify that I am talking about singing in general; for example, singing in the choir, the shower or car, or even in a family function or in the temple or on karaoke. If you answered yes, you will be pleased to know that singing is a proven positive and healthy pastime.

Are you surprised by the fact that cutting loose with a song playing over the radio can offer real personal benefits? Let me explain why! To begin with, most of us sound better singing along with another voice, even if that voice comes from the radio or our music system or desktop or mobile phone these days. While you are singing, you are also toning your abdominals and diaphragm, boosting your circulation, increasing your oxygen intake and improving your lung capacity. Singing eases muscle tension and relaxes the body and mind; it also alleviates feelings of depression and loneliness. You will sleep better as a result of being less stressed. Your posture will get straighter and you will gradually look more confident.

And what about singing in the shower? Is not it wonderful how great we sound in the shower, even if we normally do not sing that well? The reason for this is that the shower acts like a professional sound booth, with the water absorbing the echoes from our voices. As a result, we can get volume, nice reverberation, and even a little bass in that space. Furthermore, our singing creates sound frequencies that actually stimulate a pleasure center in our brains. It enhances your mental awareness, concentration and memory. So, it is no surprise that we hop out of the shower feeling happier and better prepared for the day, no matter how good or bad our singing may have been.

Singing with other people, as we may do in a group or a music troop, also provides a positive boost, stimulates a pleasure center, and has a social benefit. Research shows that people who sing in groups, like choirs, tend to feel more involved with their communities and more interested in participating in activities that benefit the community as a whole. So, singing may help you be a better citizen!

Music – the “universal language” not only stirs our deepest emotions, , but active participation can increase energy and vigor to see us through even the most stress-filled life commitments. Good vocal technique goes beyond the basics to include both physical and vocal warm-ups, proper nutrition, adequate rest and emotional commitment. An experienced vocal teacher will explore all aspects of posture, abdominal and chest development, tone production and breath control. What health club can promise these benefits?

There are many benefits from singing emotionally: increase in self-esteem and confidence, it increases feelings of





wellbeing, it enhances mood, it is uplifting spiritually, it encourages creativity, it can be energizing, it promotes bonding, it increases understanding and empathy between cultures, it is healing too. And socially: it enables you to meet more people, it brings people together and encourages a sense of community, it offers opportunity for giving and receiving positive feedback, it brings a forum for fun and laughter.

That's why in the southern part of our country, we sing in the early morning in the month of December in front of Almighty, some go out with groups and sing and walk on the roads in praise of God, there are also lots of concerts during that period. During festivals like Dussera, children visit houses and sing songs in front of the 'Golu' and get attractive gifts.

There are lots of separate channels these days for Music – be filmy, devotional or classical. There are also lots of competition conducted in schools, colleges and TV channels to bring out the young talents to the world. Singing is an ageless enjoyment. You are never too young or too old when you keep singing.

I hope that the next time you're singing in the shower, or find yourself belting out a tune during your morning walk, you will feel even better about this positive pastime.

Now, take some time to look over your Health, Wealth and Happiness through singing. Sing a song and pass it on. You will be surprised to see the other person pick up that tune and sing along.

Singing
exercises your
heart, lungs,
and releases endorphins,
making you feel
good.

HEALTH MANAGEMENT

POOR SLEEP SULLS BRAIN



Lion M. Desikan

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

Poor sleep increases the risk of cognitive problems and early warning sign of Alzheimer's disease. A new study published in the journal BRAIN explains the reason for the risk.

Just one night poor sleep can cause an increase in amyloid beta, a brain protein linked to Alzheimer's disease. And weak disturbed sleep can increase the level of another brain protein -tau- which has been linked to this disease and other neurological diseases.

The study was based on 17 healthy volunteers aged 35 to 65 without sleep problems or mental impairments.

The participants were actively monitored and measured as to the quality of sleep for two weeks. Half of the participants were randomly selected to have their sleep disturbed on the night while the other half slept undisturbed. A month later the process was repeated with the group that had undisturbed sleep first time.

The researchers compared the participants' amyloid beta and tau levels after the uninterrupted night. There was a 10% increase of amyloid beta level after a single night of undisturbed sleep. But one bad night did not cause an increase in tau level.

However, participants whose activity monitors showed disturbed sleep for a week or more showed an increase in tau level.

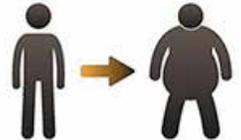
It was seen the poor sleep is associated with higher level of two Alzheimer's associated proteins. We think that perhaps chronic poor sleep during middle age may increase the risk of Alzheimer's later in life.

THE IMPORTANCE OF SLEEP

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3 Lack of sleep may cause falls and mistakes such as medical errors, air traffic mishaps, and road accidents. For everyone's safety make sure to get your rest!



4 Sleep is JUST as important as food. When you don't get enough sleep, you do not think as clearly or effectively, resulting in irritability, lack of concentration and mood swings.



5 Serious sleep disorders are affected by hypertension, stress, and irregular heartbeats which has a negative impact on your cardiovascular health!



6 To keep your immune system healthy, sleep is imperative. Sleep and rest can help your body to take on disease and illness in order to get well faster.



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What Got You Here Won't Get You There



R Venugopal

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 Profaember of the Syllabus Committee for the MSc-Actuarial Science course at the Cbrist University as well as one of their guest faculty.

He is one of the editorial consultants for the Insurance World magazine.

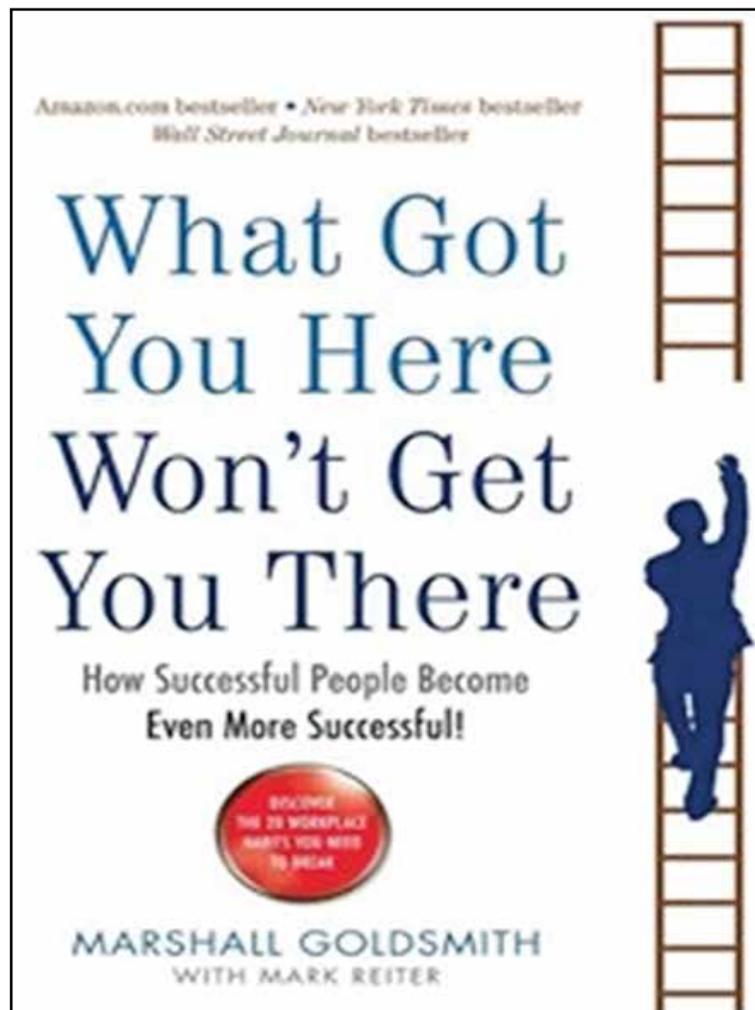
By

Marshall Goldsmith

First Published by Profile Books Ltd London

Indian Edition printed by Gopsons Papers Ltd Noida

This book by Marshall Goldsmith is to make successful people even more successful. It is a 'must' in the hands of every corporate executive. In short it says that a person's earlier success does not guarantee his/her next success- it may even lead to the person's downfall.



The book is divided into four Parts:

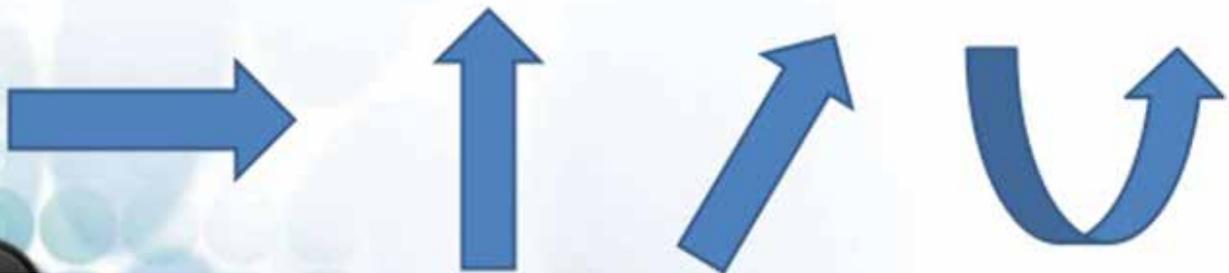
- The Trouble with Success
- The 20 Habits that hold you from the Top
- How we can Change for the Better?
- Pulling out the Stops.

The Trouble with Success

Successful people believe too much in their skills and talent. They think they will never fail. They do not realise that what method gave them victory in situation A will not give the same result under situation B. Often these people even develop superstitions when they win- they want to wear the same tie, the same colour shirt and what not!

What got you “here” won’t get you “there”...why’s that?

- People have the potential to be their **own best friends** as well as their **own worst enemies**
- Key is identifying behaviors you want to change in order to be a better person
- Execution is the only defense against staying stagnant!
- **Our default reaction in life is to resist change!**



The 20 Habits that hold you from the Top

1. Passing Judgement
2. Making Destructive comments
3. Starting with ‘No’, ‘But’ or ‘However’
4. Telling the world how smart we are
5. Speaking when angry
6. Winning too much
7. Adding too much value
8. Negativity
9. Withholding information
10. Failing to give proper recognition
11. Claiming credit where it is not due
12. Making excuses
13. Clinging to the past
14. Playing favourites
15. Refusing to express regret
16. Not listening
17. Failing to express gratitude
18. Punishing the messenger
19. Passing the buck
20. And an excessive need to be ‘Me’- glorifying self.
21. Goal Obsession also can be added- of course, this is a driver for our success and it motivates us to finish a particular task perfectly in the face of any obstacle- however, taken too far, this can be a blatant cause for failure. It can be at the expense of a larger mission, at the cost of our family and even makes us indulge in questionable methods to achieve the target.

How can we Change for the Better?

- Apologising is the most magical healing restorative gesture human beings can make.



WHAT GOT YOU HERE WON'T GET YOU THERE

Marshall Goldsmith's Notes by Francis Madojemu

- Advertising or telling the world helps you next to inform everyone that you want to get better. Your colleagues do not accept your apology on the face value, they often think that it is just an easy escape route. Slowly the message sinks in and people start accepting you as a new improved one.
- Listening helps in three things- the listener thinks before he/she speaks, listens with respect and gauges as to whether to respond or not. Listening is not passive, as many assume. "Listen to understand and not to respond" is a popular maxim.
- Thanking is again one of the basic human emotions- Gratitude. But it is a complex emotion and complicated to express. That is why parents spend a lot of time coaching their children to say "Thank you". This is a crucial feature of etiquette and being mannerly.
- Following up assists you to measure your progress.
- Practising Feed Forward is the opposite of Feedback which is mostly looking into the past whereas Feed Forward is planning for the future. It is not that Feedback is not important- it helps you identify room for improvement- but you cannot change the past. To change, you have to think about the future which Feed Forward does.

Pulling out the Stops

Changing the Rules- Some times Feedback reveals a symptom and not a disease. Let us not try to fix something which is not broken and which does not need fixing or cannot be fixed by you. Pick the Right thing to Change.

Quick fix and easy solution may not be the permanent fix and a lasting solution.

Do not try to hide from Truths that you really want and need to hear.

Monetize the result by announcing rewards and create a solution or monetise the punishment by giving penalties and end the problem.

The best time to change is NOW. Never say "Not now, after six months". That will never come. You cannot wait for the tides to stop to take a swim in the sea. At the most, it is your dream- it either remains so or becomes a mirage.

Special Challenges for People in Charge

A Memo to your staff "How to handle me?" is not only an admirable exercise in self-examination but also a sure fire method for stimulating a dialogue with your employees. But be careful- you have to be brutally honest with yourself and your employees have to believe it is accurate.

Stop letting your staff overwhelm you. If it is easy for all to get face time with the Boss, everyone begins running to the Boss for any problem. Paradoxically you are losing control because you are in control. You have to start delegating your job in an empowering way and not in a manner that your employees may feel lost. Then you will be really available for situations your expertise is verily needed.

360 Degree Feedback is required to be solicited from everybody at all levels of the organization. This is the best way to identify what we need to improve in our relationships at work.

In fine, this book- What Got You Here, Won't Get You There by Marshall Goldsmith- transforms all your earlier impressions about Leadership and sets you on a new Vista.

e-books are available...

(A compilation of articles which they have contributed in Impact.)



N. V. Subbaraman



Syed Fazlullah Khan



Dr. K. Balasubramanian



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Case study



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.



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, Wellingskars, 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.

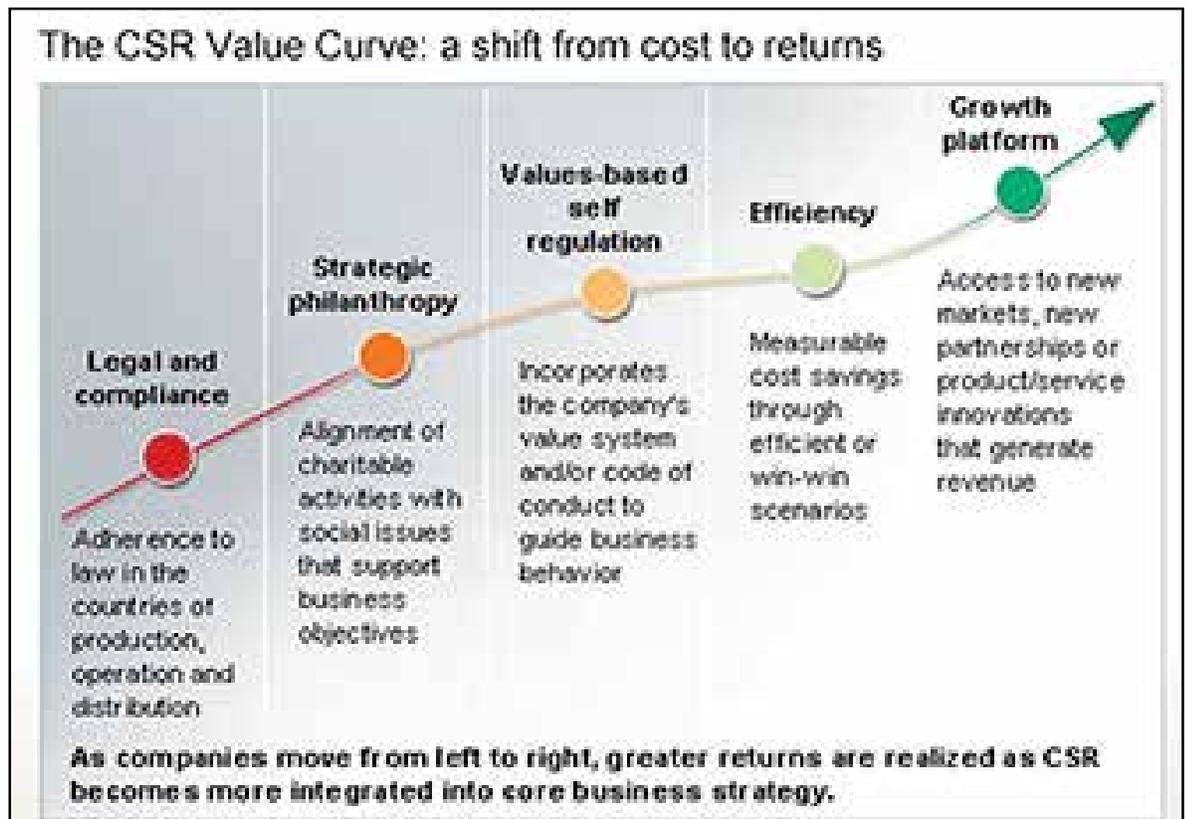
CSR Initiatives & Growth

Indian Companies Act 2013 defines CSR (Corporate Social Responsibility) as activities that promote poverty reduction, education, health, environmental sustainability, gender equality, and vocational skills development especially in local areas where they have their presence. Thus the idea of corporate philanthropy that has been the hall mark of some large Indian corporates such as the Tata Group became a mandated requirement for the specified class of companies since 2013. Under this rule, companies were required to spend 2% of their average net profits in the socio-economic development of the community or contribute to the government funds earmarked for this purpose.

There was a raging debate in the corporate and social circles on this new requirement before it became law with strong opinions scattered on the entire range of the spectrum. It is not yet clear in India whether and how this new law is impacting the socio-economic development of the Indian communities.

In this context, it may be worthwhile to recall the experiences of one of the largest global players in the health care business that would indicate that CSR funds need not be monies poured down the drains and to be written off. CSR funds well spent could indeed help the all-round development of the corporations.

Founded in 1859, today Pfizer is the world's largest and one of the most admired pharma companies with an income of \$51.6 Bn in 2013. Pfizer's philanthropy is well known as they use to donate cash and medicines to international NGO's. As a part of corporate social





responsibility, the company ensured, the employees volunteered for a day or two in a month and committed themselves to some social service.

In 2001 when Dr Hank McKinnell took over as Chairman and CEO of the company, Pfizer was poised to become the world's largest pharmaceutical company. Its revenues were expected to double in the next five years. Financially, Pfizer was a very stable, safe and sound corporation, so to say.

But the CEO had other serious challenges to contend with.

1. A large number of their patents were expiring and therefore competition from generic-drug makers was expected to rise alarmingly.
2. Spending on prescription-drug spending was falling in the US.
3. Regulators were taking increasingly hard stance against pharmaceutical companies and processes. As a result, the rate of new-drug approvals was slowing down in the US necessitating higher resource requirements to bring a drug to market.
4. Advocacy groups were increasing pressure especially in emerging markets lower prices and loosen or forego patent claims.

In response to these challenges, Dr McKinnell formulated a new mission of Pfizer to become the world's most valued company not only to investors, patients and customers but also, notably, to employees, partners and communities where we live and work." In line with this mission, Pfizer became the first pharma company and one the first corporates in the world to sign up for support for the UN Global Compact. UNGC among other things envisages that businesses should:

1. Support and respect the protection of internationally proclaimed human rights and

2. Uphold the elimination of discrimination in respect of employment and occupation.

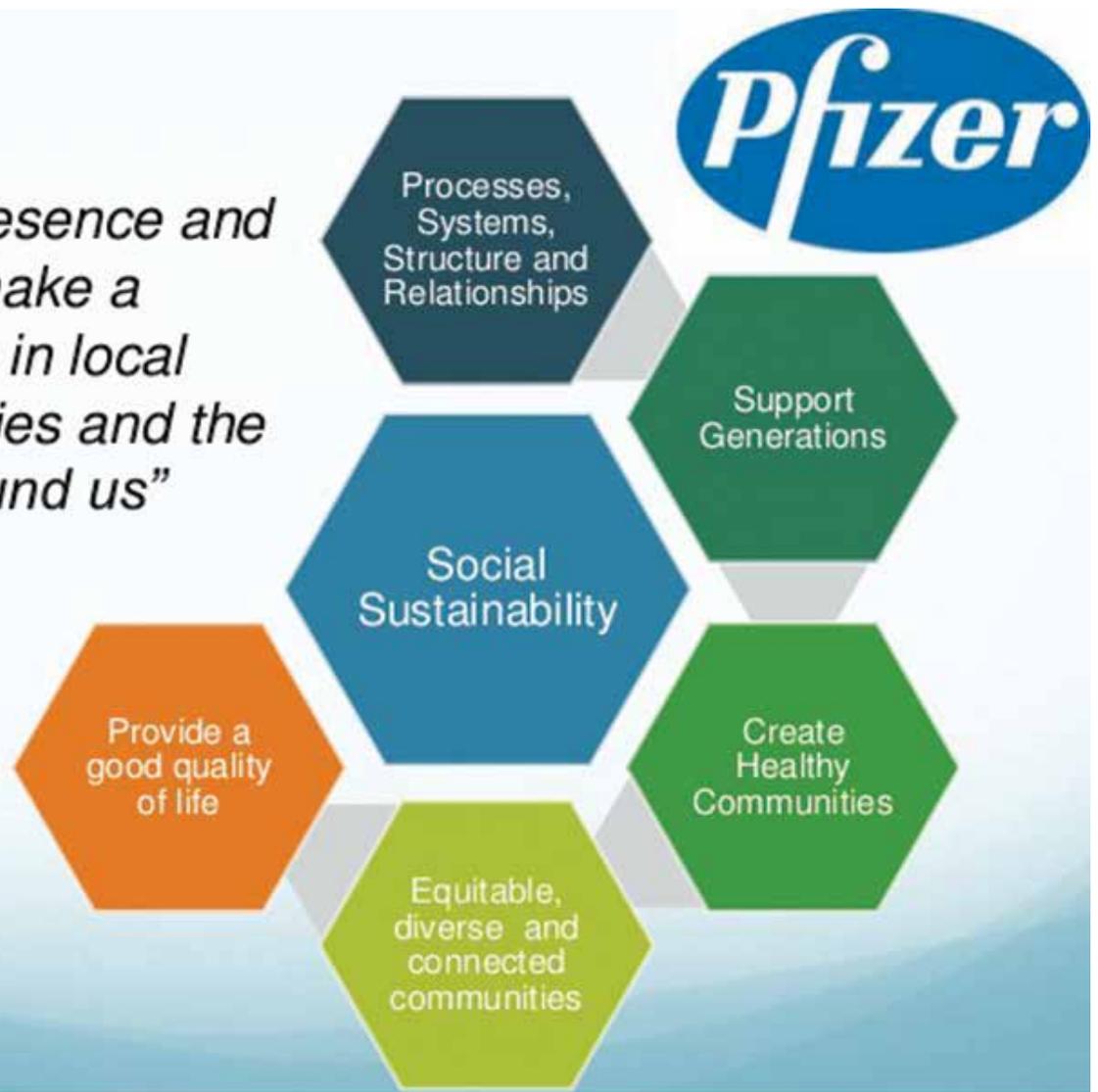
To deliver on his commitments to these principles of UNGC, Dr McKinnell created and launched its The Global Health Fellows Program (GHFP) in 2003 under his personal oversight. Under this program, Pfizer would send their skilled employees to developing countries on short term assignments (2 – 3 months) to help NGOs there build health and social infrastructure in communities ravaged by various dreaded diseases. These employees would transfer their professional, medical and business expertise to the NGOs in such a way that the NGOs would learn to promote more efficient access to quality health services for the needy. Starting with mere 18 people in 2004, today over 300 Pfizer employees participate in assignments in 45 countries in partnerships with 40 international development organizations.

Experience shows that through GHFP initiative, the NGO partners gained expertise in capacity-building analysis, planning and training that they couldn't otherwise afford. This helped them to identify health trends and plan interventions, enhanced their drug-trial competence helping them attract more western resources, and manage their programs better.

GHF program also helped Pfizer in more ways than just the satisfaction of serving an international social cause as good corporate citizen. The Program became a personnel development tool. Returning volunteers came home with new operational and business insights as well as better understanding of the company's stakeholder including patients, communities, medical professionals and NGO etc around the world especially in emerging markets which in turn contributed to better policy making and program planning including bringing better AIDS therapies to the market. This program also served as a valuable recruitment and retention tool. It also helped build better relationships with legislative and regulatory authorities.

Pfizer:

“global presence and scale to make a difference in local communities and the world around us”



Some lessons which Pfizer learnt in the process include:

1. Volunteering requires a certain mindset and passion and not every employee may be suitable. Hence there is a need for thoroughly screening employees before sending them on GHF program.
2. Field assignments will be successful only when they are driven to meet the beneficiary needs rather than accommodate the interests of the available volunteers
3. NGOs need to be trained to adjust to the style and rigors of corporate style of functioning.
4. Mid-managers' would have to be sold on the idea to allow time-off to their team members for volunteering as there will be additional work burden on the colleagues back home.

Interestingly, the success of the GHF Program enthused Pfizer to include reports of philanthropic access programs in their financial reports to the investors.

Now large corporates in India are required to deploy a minimum of 2% of their net profits into various social initiatives on non-profit basis. It would make a fascinating study to understand the benefits this mandatory exercise along two major lines:

1. How much sustainable social development has been caused by this mandated CSR contribution, and more importantly from a shareholder perspective
2. Has this exercise contributed in any significant way to the growth and development of the corporates as entities?

Unusual Hindu temples and their mysterious powers!



A land of strange tales and legends!

The world is full of myriad temples, churches, shrines and other sacred places. Some of these places are splendid creations, inspiring wonder in all those who look at them and then there are others that arouse a completely different sensation...something mysterious and mystical! Take a look at this jaw-dropping compilation of the most unusual Hindu temples...get set to be awed!



The secret of Chidambaram

Thillai Natarajah Temple is a Hindu temple dedicated to Lord Shiva located in the town of Chidambaram, East-Central Tamil Nadu, South India. It is one of the "Five Elements" temples; particularly it is the temple of the Akasha Linga (or the Sky element) - the other four being Fire, Earth, Air and Water. Being an Akasa Linga, the main deity in the sanctum is invisible or rather, not present! There is simply a curtain behind which an empty space exists where the Lord is supposed to dwell!



Khabees Baba Temple

Devotees of Khabees Baba Temple of Uttar Pradesh's Sitapur district offer liquor to the deity. The temple has no idol or a priest. Locals say that the temple was built 150 years ago to worship Khabees Baba, who was an ardent Lord Shiva devotee. Khabees Baba used to drink in the evening and could cure people's illnesses while drunk.



Panakala Narasimha Swamy temple

Panakala Narasimha Swamy temple is situated on the top of Mangalagiri hill on the Vijayawada-Guntur road, Andhra Pradesh. The Lord that is worshipped here is Lord Vishnu in Narasimha avatar. As per the baffling custom of this temple, jaggery water is poured into the mouth of the statue of the Lord and He shows that he is fully satisfied when half of the water is thrown back from the mouth of the idol as Prasadam. While jaggery water is poured into the mouth of the Lord a gurgling sound is clearly audible as if the idol is actually drinking it. In addition, despite the fact that so much jaggery and jaggery water touches the floor, there is not a single ant that is seen near the hill.



The Simhachalam Temple

This temple is located near Visakhapatnam, Andhra Pradesh, and is dedicated to Lord Narasimha – an incarnation of Vishnu. The idol has to be covered with sandalwood paste to reduce the intensity of the Lord's fiery nature all through the year, except one day. On that particular day, the temple priests would remove the sandalwood paste covering the idol and the idol can be seen in its original form "nijaroopa darshan" (holy appearance). It is said that this day will be the hottest day in Visakhapatnam.



The Garuda Hill in Tirumala

The Garuda Hill in Tirumala, the abode of Lord Venkateswara, features a natural rock formation that is in the form of Garuda (the eagle). Incidentally, Garuda is also the vehicle of Lord Venkateswara.



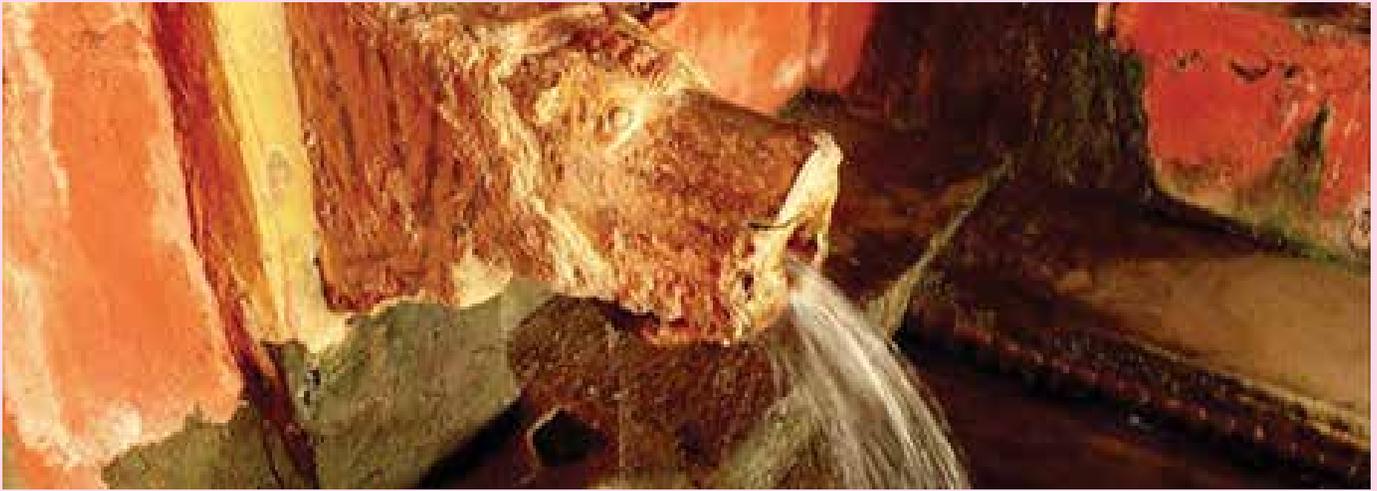
Jwala Ji Temple

Jwala Ji shrine is located in the lower Himalayan town of Jawalamukhi in Kangra district of Himachal Pradesh. Done in the traditional Jwala temple style of a four cornered building with a small dome on top, it holds in its center a hollowed stone in which a flame has been burning for hundreds of years.



Shiva Temple (Submerged Temple)

In Varanasi near the Scindia Ghat one can get a glimpse of a temple that people can associate with Leaning Tower of Pisa. Along the banks of Ganga, bordering the Manikarnika to the north in Scindia Ghat, there is a tilted Shiva temple. It lies partially submerged in the river. It is said the temple fell as a result of sheer weight of the ghat's construction in 1830.



Tatwani Temple

Tatwani is about 25 km from Dharamshala is known for its waterfalls and hot springs. There is a particularly famous hot spring pool built within an ancient Hindu temple complex. It is mandatory for the visitors of the temple to take a dip in the hot springs. The water of the spring is just adequately warm and is believed to possess healing properties. The pool shown here is only for men. There is also a women's only pool complete with small fishes inside the temple complex.

Source: www.speakingtree.in

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Strategies to DEVELOP and ENGAGE TALENT



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As a leader, the engagement level of your people often comes down to how you interact with them, and how you support or hinder their development. Great leaders, no matter their level in an organization, ensure certain key issues are addressed and necessary programs are in place to foster a culture of engagement. As an individual leader, you can be the catalyst to help your organization get these rights.

Here are the 5 key elements, a brief explanation and checklist of each key element to consider in Developing and Engaging Talent in your Team / Organization.

1. Selection & Orientation
2. Training & Development
3. Accountability & Performance Management
4. Relationships (Coaching & Mentoring)
5. Succession Planning



1. Onboarding - Selection & Orientation

Imagine what it is like to be the new employee who shows up for first day at the office and finds with no building access, an unprepared workspace, and no clear plan for the first few days of work. If you have had more than one job in your life, you can likely relate to



the different ways organizations select and orient their people.

Consider following points:

- Do you and your organization have a clear process for interviewing employees?
- Is there a documented and consistently followed process for on-boarding new people?
- Are new employees quickly and professionally oriented to your team and the broader organization as to have the biggest impact from day one?
- Employees understand from the first day what is expected of them?

2. Training & Development

Many teams and organizations approach training as an event. Employees attend training workshops and then go back to their daily work applying little of what they learned. This typically does not happen because the employee is a bad person or lacks the desire to improve. The outcome is often a result of treating training as an event - not a process and development as a function of circumstance - not a deliberate process.

Consider following points:

- Do you wisely and effectively use your training resources (e.g., funding, facilities, etc.)?
- Do all employees on your team clearly understand the training, education, and experience requirements required as they progress through their careers?
- Does your organization have an effective means for measuring return on its training investment?

3. Accountability & Performance Management

People should come to work each day knowing where they stand. They should not be confused as to what is



expected of them, nor should they be unaware of how well they are performing. This means that the organization needs to set and communicate clear goals, encourage employees to connect their daily work to the overarching goals, track progress openly, and ensure that leaders and team members work together to ensure accountability.

Consider following points:

- Does your organization have a clear performance management process that leaders consistently use to assess individual performance?
- Do all employees on your team understand how the organization is performing on its top priorities and how individual contributions align to top goals?
- Do you recognize and reward performance?
- Are you and other organizational leaders capable and comfortable with providing candid performance feedback?

4. Relationships (Coaching & Mentoring)

People want a voice and a sounding board. Look for opportunities in your organization to establish both coaching and mentoring programs. Do not confuse the two. They are not the same. A good coaching program establishes relationships where the individual employee is able to explore situations, develop options, and ultimately discover for themselves the best route forward. Coaching is not about telling – it is about allowing the employees to uncover for themselves the way forward. Mentoring programs allow more junior employees the chance to learn from seasoned workers. Unlike coaching, proteges do receive guidance and direction from their mentors.

Consider these questions:

- Does your organization have an active and



effective mentoring program to connect and develop employees? If not, what can you do?

- Does your organization have active and effective coaching program that allows employees to dialogue with a third party coach where the sole purpose is to help the employee unleash his or her highest potential? If not, what can you do?
- Are all your employees encouraged and provide time to develop mentoring and coaching relationships?

5. Succession Planning

Whether you are a team of 10 people or an organization of 1,000s, you should take the time to assess future vacancies and how you will fill them. Are you grooming bench strength that can step up and fill key positions if they go vacant or are you going to be caught flatfooted? Things happen, people change jobs (today more often than ever before). Take the time now to map out which positions will turnover in the short- and long-term and create a plan of how you groom people for future success.

Consider following points:

- Do you and the organization avoid having key positions unfilled for extended periods of time?
- Is there an effective succession process in place that gives leaders and high potential employees a career path to future job positions within the organization?
- Do you transition key employees well? Who is leaving next?

Your Team's feedback, coupled with your own thoughts on the points in check list of all 5 areas, shall be listed to improve how you approach each of the 5 Key elements and Strategize Employee Development and Engaging.

Kaizen-The only Way

Kaizen is the discipline of going to actual place where work is done (gemba) or where there is problem. Directly observing the facts and making rapid practical improvements on PDCA and with scientific methods.



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involvement
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Kaizen goes beyond the continuous improvement process.

Kaizen is a belief that the creativity of people is infinite.

Kaizen is never being satisfied with things as they are.

Kaizen means perusing the ideal condition knowing that it might never be achieved.

Kaizen as a way of thinking

Kaizen activity need not follow a certain format; need not last for certain no of days. What is important is that changes are made based on certain underlying values & guiding principles such as

- Begin with today's condition is the worst it has ever been.
- Many small ideas are better than one big improvement.
- 'Try-storming' rather than brain storming.
- Kaizen must make the work easier for people.

Kaizen is often a series of small, low-tech, low cost changes that add up to breakthrough improvement.

Technology is

- Study of collection of techniques.

Misconceptions with Kaizen

- Improvements only happen when things are done right, so an improper implementation of *kaizen* does little good. It takes dedication, commitment, and an underlying understanding to implement *kaizen* properly.
- One common misconception is that "*kaizen* only works in Japan," or some line of similar ilk.
- *Kaizen* is based on the Training Within Industry program, one developed and deployed to great success within the United States - in other words, *kaizen* has worked around the world.

- The practical application of science to commerce or industry.
- Knowledge which is used to make life easier.

Kaizen as a way of life.

Our physical and social environment is constantly changing. We can use Kaizen to successfully adapt to these changes and make our life better. Kaizen is both philosophy and methodology (systematic approach) to improving processes. The approach can be learned by every one and applied every where Kaizen is a commonsense approach to low cost management focus is elimination of MUDA.

What is Muda?

Muda means any wasteful activity or any obstruction to smooth flow of an activity.

- Activity = Work + Muda
- Expenditure = Cost + waste

That is, for each activity there is expenditure and every work there is a cost associated. Any expenditure on muda is waste. Therefore less muda is happy customer

Gemba: Is a real place where the truth can be found.- Actual workplace.

What is Gemba Kaizen.

A process of continuously

- Identifying
- Reducing
- Eliminating

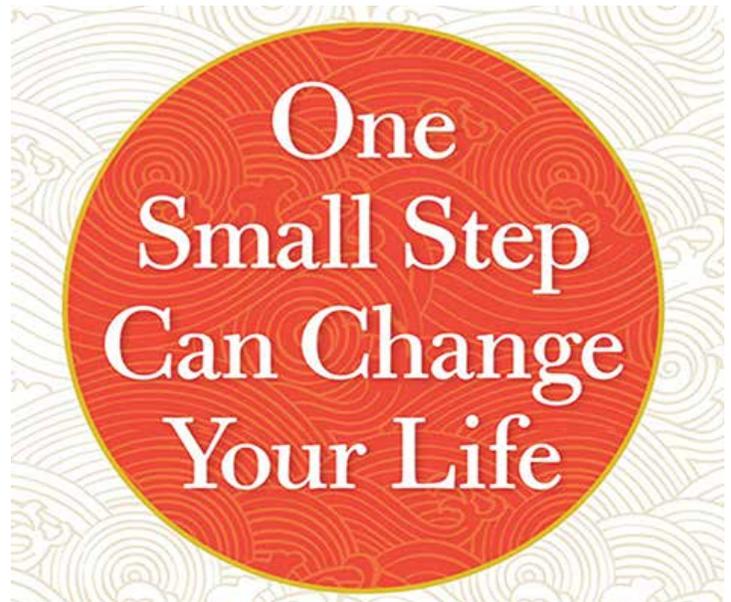
Muda from our Gemba.

Typical misconception on Kaizen.

- Kaizen is worker's activity.
- It is not for managers
- Kaizen is small improvement only.
- Kaizen is only a sort of implemented Suggestion Scheme.
- Any implemented improvement is kaizen.

When does it become a Kaizen

- Large improvements are made.
- Small time & small money is used.



- Bottleneck problem is attacked.
- Process observation is used.
- Kaizen paradigms are deployed.
- Management participation exist.

Gemba Kaizen also focuses on Mura and Muri.

What is Mura?

Mura is inconsistencies in the system.

- Happens some time
- Happens at some places.
- Happens to some people.
- One side is OK other side is not OK.

What is Muri

Muri is physical strain.

- Bend to work.
- Push hard.
- Lift weight.
- Repeat tiring actions.
- Wasteful work.

Therefore Kaizen need to redefine as a process of continuously

- Identifying
- Reducing
- Eliminating



Muda, Mura and Muri (3MU) from our Gemba.

Carrying out Gemba Kaizen involve

- Focused improvement.
- Setting up of cross functional teams.
- A Kaizen time slot (4/5 days)
- Applying five golden rules of Gemba management.
- Avoiding spending money.(no investment)
- Working in PDCA cycle.

Golden rules of Gemba Kaizen.

- Go to the Gemba.

- Check Gembetsu (items at gemba)
- Take temporary measures on the spot.
- Find root cause & kill.
- Standerdise to stop recurrence.

Improve what you maintain and maintain what you improve

How to observe

- Go to the Gemba.
- Do cleaning yourself.
- Do not seat anywhere.
- Do not ask for ideas.
- Look first for Muda.
- Then look for Mura.
- Then look for Muri.

Key benefits of Kaizen.

- Process improvement.
- Observation.
- Use of new paradigms.
- Short time
- Zero investment.
- Profit & saving.

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How to Help Your Depressed Teenager

Start by listening without judgment, not trying to 'fix' her

When kids are young, parents are used to swooping in and rescuing them whenever they need help. As your kids get older and their problems become more complex, you have to transition into more of a supporting role, and that can be difficult. This is especially true with teens who are struggling with depression. They need help to get better, but first they have to want that help.

Signs your child is depressed:

- Has she been sad or irritable most of the day, most days in a week for at least two weeks?
- Has she lost interest in things that she used to really enjoy?
- Have her eating or sleeping habits changed?
- Does she have very little energy, very little motivation to do much of anything?
- Is she feeling worthless, hopeless about her future, or guilty about things that aren't her fault?

- Have her grades dropped, or is she finding it difficult to concentrate?
- Has she had thoughts of suicide? If so it's crucial you have her evaluated by a mental health professional immediately. If the thoughts are really serious and there is imminent threat, you will need to take her to an ER.

If your teen shows more than a few of these signs she may have depression that warrants professional attention. While you can't make her want to get better, there are some things that you as her parent can do. And it starts with simply being there for her.

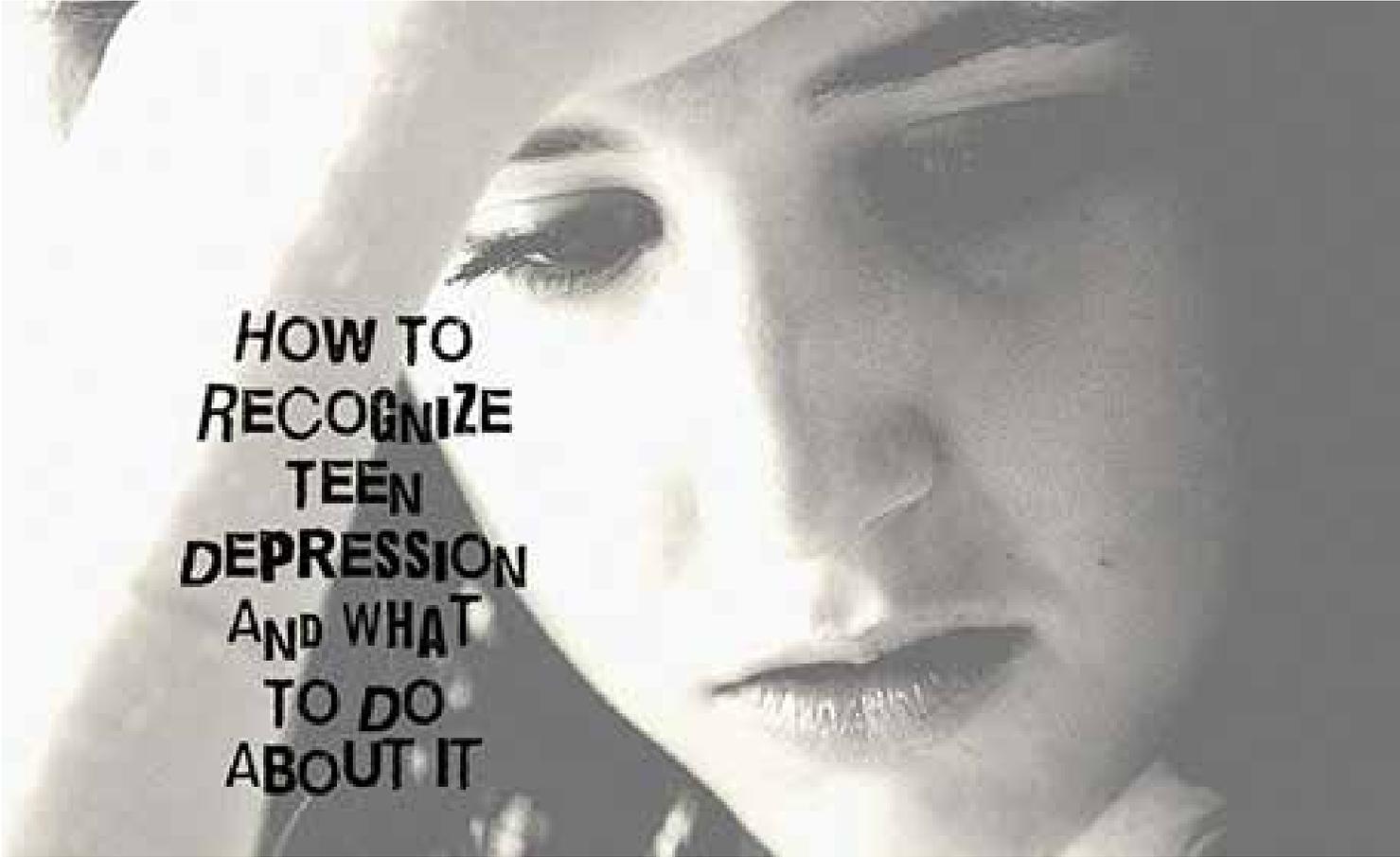
Be supportive

One of the most important things you can do for your teen is to work on strengthening your relationship. Try to build empathy and understanding by putting yourself in his shoes. You might be frustrated that he seems down and irritable a lot of the time and doesn't seem to be doing much of anything to help himself. But if there isn't much in his life that is making him happy, or something intensely disappointing has happened to him, it's understandable that he might avoid things he used to enjoy and retreat to his room. Depression makes even doing the smallest things more difficult.

Try to validate his emotions, not his unhealthy behavior. For example, you could say, "It seems as though you've been really down lately. Is that true?" Make it clear that you want to try to understand what's troubling him without trying to problem solve.

Be compassionately curious with him. Ask him questions





HOW TO RECOGNIZE TEEN DEPRESSION AND WHAT TO DO ABOUT IT

about his mood gently, without being emotional. Even parents with the best intentions often don't realize that their concern can come across as critical rather than loving. Do not be judgmental or try to solve his problems, even if you disagree with his point of view. Listening to him talk about his problems might seem as though you're highlighting the negative, but in fact you're letting him know that you hear him, you see him, and you're trying to understand — not fix him. People don't like to be fixed. Listening without judgment will actually make him more likely to view you as an ally and someone he can turn to when he's ready to talk.

Try also to give him opportunities to do things without being critical of him. Instead of saying, "Honey, you should really get up and do something. How about calling an old friend?" you might say, "I'm going to the mall to do an errand. Let me know if you want to come with me, and maybe we can get lunch together."

For some parents this can feel passive, as though you're not doing enough. But being there for him and communicating your acceptance of him is exactly what

he needs from you right now. It's actually a very active way to strengthen your relationship.

Accentuate the positive

Make sure you're noticing the positive things your teen does, too. Going to school, holding down a part-time job, doing the dishes or picking up her brother from soccer practice: These are all good things she's doing, and it's important to recognize them rather than thinking, "This is what she should be doing." We all like to be appreciated and recognized for doing a good job even when it's expected of us.

Ask yourself how many positive things have you said to her today? How many negative things have you said? How many times have you highlighted her problems or tried to fix them? The positive should outweigh the negative. Let her know that you're proud of her, that she's doing a good job if you see her taking care of herself, doing homework, interacting with the family, or doing other things that take effort. She'll likely appreciate that you noticed.

Likewise, you don't need to mention that you're disappointed she isn't hanging out with friends as much,

The difference between teenage and adult depression

- ◇ If you're unsure if a teen is depressed or just "being a teenager," consider...
 - How different the teen is acting from his or her usual self
 - How long the symptoms have been present
 - How severe they are
- ◇ Depressed teens can experience
 - Unexplained aches and pains
 - Extreme sensitivity to criticism
 - Withdrawal from some, but not all people
 - Irritable or angry mood (rather than sad/depressed)



or taking the interest she used to in guitar, for example. She probably feels disappointed, too, and doesn't need to be reminded of what's not going well in her life. She doesn't want to feel this way. If she could snap her fingers and feel better, she would.

Helping kids with depression get treatment

Some teens will want to go to therapy when you ask them and some won't. For those who are resistant, know that they aren't going to suddenly open up to the idea of therapy (or to you) quickly, but you can help guide them towards treatment by opening the door and then waiting patiently for them to walk through it.

Try saying, "I know you're having a hard time, and I have some ideas of things that could help. If you'd like

to talk with me about them, let me know. I'm here for you." It's also a good idea to ask her if she has any suggestions on how you might be able to help her. You might be surprised with what she has to say.

Be aware that your teen might tell you to back off. That's fine; it's her way — albeit a slightly irritable one — of telling you that she needs space. It's normal for teenagers to want independence, and it's important for you to respect that. You can respond by saying, "I'll give you more space, but know that I'm here for you if you ever want to talk or hear my suggestions."

If she does come to you wanting help, be prepared. Do your research. Find two or three therapists she can interview and tell her that she can choose the one that she feels most comfortable with, and thinks will

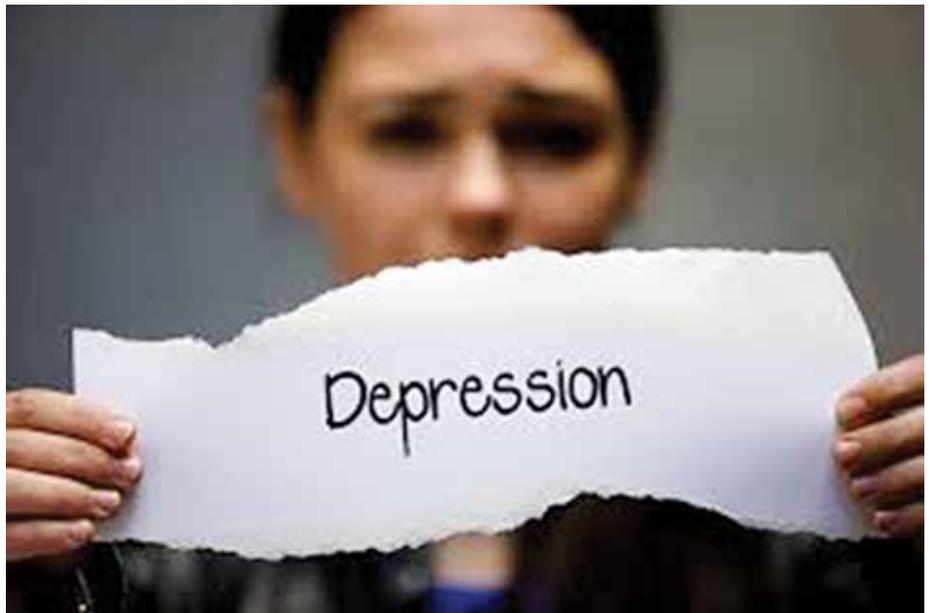
help the most. Finding a therapist who is a good fit is extremely important, and making the choice hers will help her feel ownership over her own treatment, which is extremely important to teens and sets the stage for effective therapy.

It's also important to know that there are several different kinds of therapy that might be helpful for your teen, including some well-studied behavioral therapies. Interpersonal therapy (IPT), cognitive behavioral therapy (CBT), dialectical behavioral therapy (DBT), and behavioral activation have all been shown to be helpful for teenagers with depression. Make sure that your child has had a thorough evaluation that includes treatment recommendations to help guide you.

Many teens with depression benefit from medication, such as an anti-depressant. While therapy alone may be effective with mild to moderate depression, the best results are usually gained with a combination of medication and therapy. If depression medication is a consideration, it is strongly recommended that you make an appointment with a board certified child and adolescent psychiatrist (rather than a general physician) for a consultation.

Why depression treatment might not be working

If your child already is in treatment but it isn't helping, ask him why he thinks that is. What isn't helpful or what



doesn't he like about therapy? Are there things about therapy he does like? Maybe you can work together to find a therapist who does more of the things that he likes. If you do consider changing therapists, it's important to discuss this with his current therapist before the decision to change is made. Many times, the therapy and/or the therapeutic relationship can be improved.

Keep in mind that therapy usually isn't effective if the person in treatment isn't committed to it, or is doing it to please someone else. Your child should want to get better for himself. Unfortunately, sometimes people have to get worse before they want help. But the good news is that if you lay the groundwork by strengthening your connection with him now, he'll be more likely to turn to you for support when he's finally ready.

Taking care of yourself

Lastly, it's important to make sure that you're taking care of yourself. It can be emotionally and physically exhausting to be a parent of someone who is struggling with depression. Know that you are not alone, and get support for yourself. Make sure that you make time to do things you enjoy and go out with friends. The phrase: happy mommy (or daddy) = happy baby (read: teenager) still applies!

Source: <https://childmind.org/article/how-to-help-your-depressed-teenager/>



