

# IMPACT

INNOVATIVE MANAGEMENT PRACTICES  
AND CREATIVE THINKING

A JOURNAL FOR MANAGEMENT PEOPLE

## Dharmachakra

24 Spokes represent...



India celebrates 73<sup>rd</sup> Independence Day!

# Greetings from **IMPACT**



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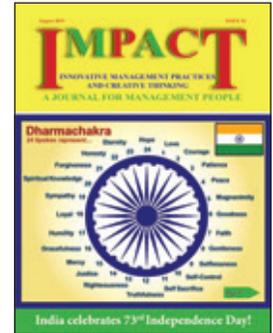
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Dear Readers,

India celebrates its 73<sup>rd</sup> Independence Day with joy and happiness.

India and Indians have almost come a full circle in understanding the importance of the Super Power called- The Mother Nature.

Many of today's youth and even the siblings from the school, commit themselves to nurture nature. That is why even our National Flag is being prepared with true sincerity embedded with the seeds. After we celebrate the Independence Day, these flags sewn with seeds will start blooming.

This issue of IMPACT comes out with interesting articles.

IMPACT joins along with its distinguished readers and authors in celebrating India's 73<sup>rd</sup> Independence Day.

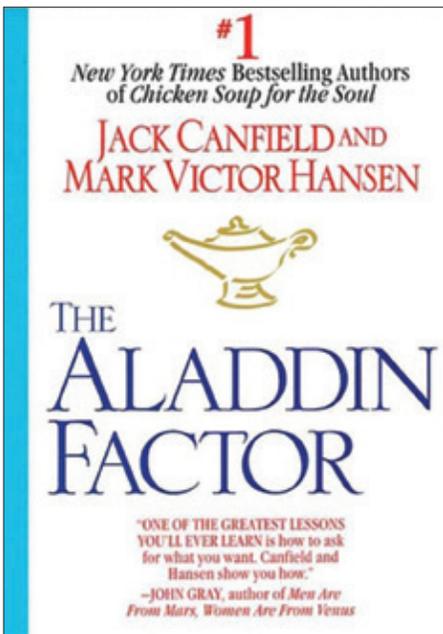
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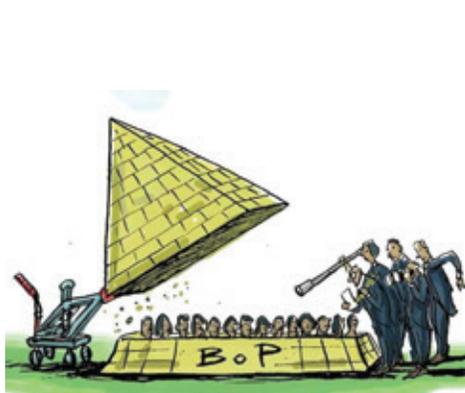
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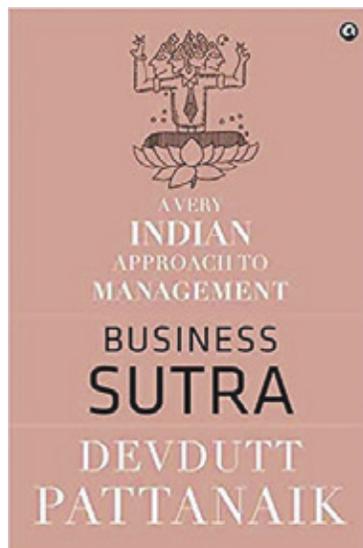
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# This Independence Day, turn your Tricolour into a sapling

**T**ricolour made of seed paper, which one can sow to raise saplings, is the flavour among Bengalureans this Independence Day.

These eco-friendly flags made by New Delhi based Krithika Saxena using biodegradable materials have been bought by over 4,000 Bengalureans in the past few days.

Krithika, a bio-technology engineer working with a corporate firm, came up with the flag idea as she was concerned about the increasing number of plastic flags during every Independence Day.

“Plastic flags ultimately end up in dustbins or on the roadside. I started working on the seed flag in July and the initial plan was to manufacture about 1,000 of them. Once I started floating seed flag availability messages on WhatsApp, I started getting requests not just from Delhi, but also from other parts of the country. Till date I have sold over 14,000 flags to people in many places, including Bengaluru, Hyderabad and Lucknow,” she added. Krithika said from Bengaluru, many schools and individuals have made requests and she has couriered them the flags. “Each flag is priced at Rs 8 per piece and is 2x3 square inches in size. The





base paper, made of waste cotton fibre, has tomato and chilli seeds embedded in it, and once sown, it grows as a plant even with minimum moisture in the soil.

The idea is basically to reduce plastic or paper waste during IDay,” she added.

Supreeth M, a resident of Nagarbhavi, west Bengaluru, said the flag is handy and he likes its

appearance as well. “I am waiting for I-Day to get over so that I can raise this flag as a sapling,” he added. Krithika said she has now started getting requests from corporate companies in Bengaluru but she is not in a position to meet the demand given time constraints.

*Source: <https://timesofindia.indiatimes.com>*



# Mahatma's Sense of Humour

**M**ahatma Gandhi had a subtle sense of humour with which he used to gently floor his adversaries.

In 1933, when Mahatma Gandhi had gone to London for the Round Table Conference, a few local Englishmen successfully persuaded him to have an 'audience' with His Majesty King George VI. After Mahatma Gandhi returned from the Buckingham Palace, he was mobbed by the local pressmen. He answered all their questions patiently. However, there was one mischievous pressman who posed a question as if to make fun of Mahatma's loin cloth. He asked, "Mr. Gandhi. Were you properly dressed fit enough, to have an audience with His Majesty ?. Mahatma Gandhi replied with a twinkle in his eyes, "Don't worry ! The King was over dressed,

enough for both of us". This was flashed in all the dailies both in U.K and at home in India.

Louis Fischer was a high profile American journalist who was a fan of Mahatma Gandhi. Once, when Louis Fischer came to interview Mahatma Gandhi, he was spinning with his Charka. After the interview, which lasted for more than an hour, Mr. Louis Fischer jokingly asked, "Mr. Gandhi ! Have I delayed Swaraj by consuming your time ?". Because, Mahatma Gandhi had stopped spinning while talking to Mr. Fischer. However, Mahatma Gandhi in his inimitable style replied "No, No, you have only postponed Swaraj by a few yards!".

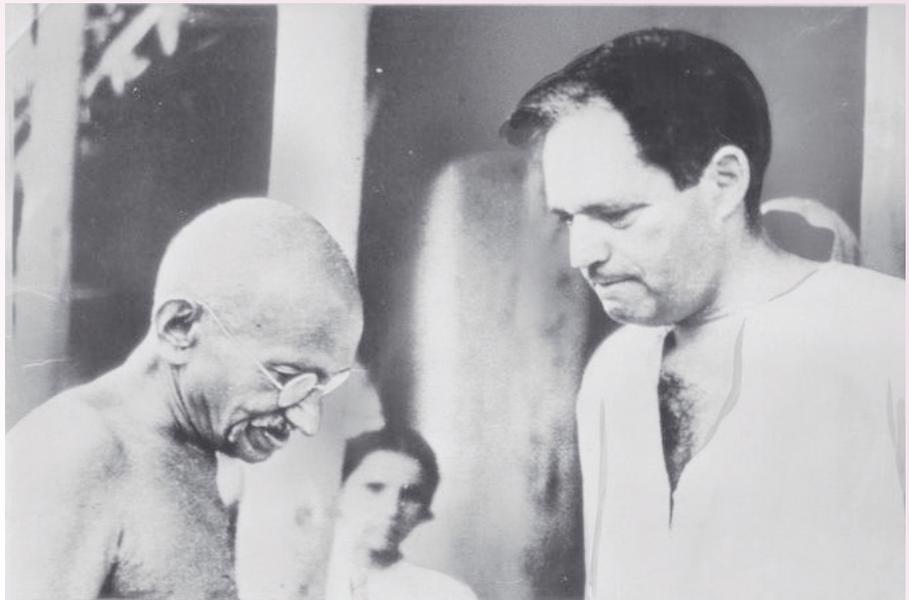
Again, in 1942, when Sir Stafford Cripps had come to India for seeking India's Cooperation for



the U.K's war efforts, a meeting was arranged at the Viceregal Palace for a Tripartite talk between Cripps, Mahatma Gandhi and the Viceroy Linlithgow.

Sir Stafford Cripps came in a car, to the 'Bhangi Colony' where the Mahatma was staying, to fetch Mahatma Gandhi to the Viceregal Palace. Sir Stafford Cripps opened the car as if he was the host and requested the Mahatma to get in. However, Mahatma Gandhi looked at Cripps and told him with a smile "You are the guest here in India. Please get in first. I will follow you". Thereafter, the two of them went to the Viceregal Palace for the Tripartite discussion. All of us who were students in those turbulent days, enjoyed the wit of Mahatma Gandhi.

After the tripartite discussion was over, Sir Stafford Cripps (who was specially deputed by the U.K Prime Minister to hold talks with the Indian Leaders) accompanied Mahatma Gandhi to the Bhangi Colony. Before taking leave of the Mahatma, Sir Stafford Cripps wanted to know the final decision of the Mahatma, who in turn wanted



to know from Cripps, why no mention was made in the British proposal about the date on which the Transfer of power between U.K & India would take place. Cripps replied "It would be considered only after the war is over". The Mahatma gently patted Sir Stafford Cripps on the back, and told him "Let us be friends. I would advise you to take the very next flight to London!". This was why Mahatma Gandhi's clarion call for the famous movement of "QUIT INDIA" on 09/08/1942 was given, asking the Britishers to leave India before that date. In fact, in our freedom struggle, this was the last mile stone. As a reaction to the Mahatma's call, all the Indian leaders were arrested on the evening of the 8th August itself. Thereafter, lakhs of Indians were put behind the bar. As a sixteen year old College student, I, too, had the privilege of tasting the British lathi.



**Dr. H.V. Hande**

*Former Health Minister of  
Government of Tamilnadu.  
Founder & Director of  
Hande Hospital.*



# Astonishing Facts That Seem Fake at First Glance

**Oxford University is older than the Aztec Empire.**



The first students came to Oxford in 1096, while the Aztec city-state of Tenochtitlan was founded in 1325. That means the university is 200 years older.

**Jupiter and Saturn have diamond rains.**



These two gas giants have real skies of diamonds. Scientists say the pressure inside the giant planets can easily turn carbon into diamonds.

First, lightning transforms methane into carbon, which hardens as it falls down, turning into chunks of graphite after 1,600 km and then into diamonds after an additional 6,000 km.

**There are more than 1.6M ants per person on Earth.**



Myrmecologists worldwide made an estimate that there are 1-10 quadrillion ants living on Earth now. That means there are more than 1 million of these insects for each human, and their total mass is about the same as that of mankind.

**There are more artificial flamingos in the world than there are live ones.**

The flamingo is a rare bird, but it's so beautiful that many people would like to see it in their



backyard. That's why there are several times more artificial flamingos worldwide than there are live ones: the latter are counted at 2-3 million, while the number of their plastic counterparts reaches almost 1 billion.

### **The strawberry is not a berry.**



As a matter of fact, the "berry" of the strawberry isn't at all its fruit. It's just an overgrown receptacle that carries the true fruit on it — that's right, the green and white seeds. You'll probably need some time to get used to this.

### **Bananas, though, are berries.**

The world has done a barrel roll now. The banana plant is, in fact, giant grass, and bananas are its



berries. According to the definition, a berry is a "soft and juicy fruit containing several seeds." Well, bananas are just that.

### **Pyrosome — a hollow 100-foot worm living in the ocean**



This creature is called a sea unicorn. They're so rare that they've only been seen a few times. A pyrosome looks like a giant transparent and hollow worm, but it actually consists of thousands of organisms that glow in the dark and replicate themselves. They are believed to be able to grow to the size of a blue whale.

**If we lived in complete darkness, we would be able to stay up for 36 hours and would need 12 hours to get rested.**



How many hours would a day last for a person who can't tell the time of day by external signs?

French speleologist Michel Siffre carried out several experiments on the matter, including one from 1964 to 1972. He placed himself in a specially equipped bunker with no light, constant temperature and humidity, and absolute silence. He spent several months like this.

The results showed that his inner clock altered: he needed 36 hours awake and 12 hours of sleep. Later, he conducted similar experiments with other volunteers in a cave — with the same result.



**Our foot is as long as our forearm; our thumb is as long as our nose; our lips are as long as our index fingers.**

You've just checked it all, haven't you? These are standard and appropriate proportions of a human body, used by artists to paint people. They were identified by Leonardo da Vinci in his famous Vitruvian Man.

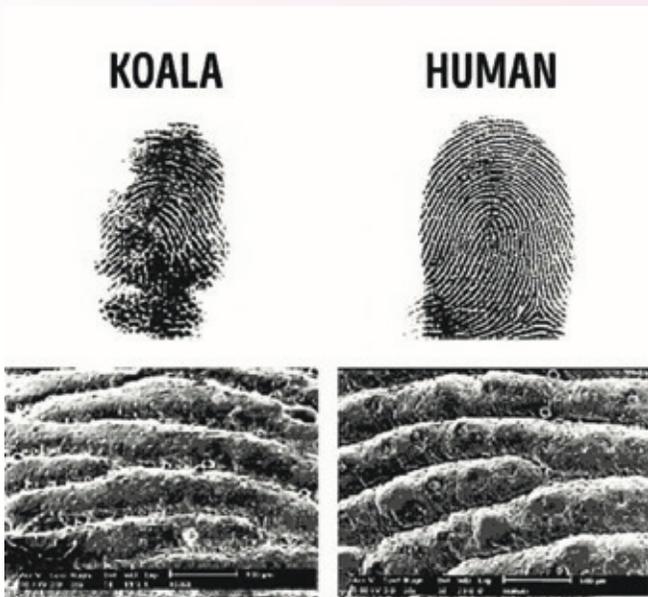
**Neil Armstrong's space suit was made at a bra factory.**



Few know that the space suit of the first man on the Moon was made at a factory which produced bras and lingerie in Dover, DE. We just hope Neil felt comfortable in it.

**Koalas are the only animals with a unique fingerprint pattern, like humans.**

Professor Maciej Henneberg from Adelaide University proved there are no differences between the fingerprints of koalas and humans. Even a microscope scanner can't find them. So it turns out koalas are the only animal, apart from humans, that have unique fingerprint patterns.



### **Dolphins can talk on the phone and recognize the one they're talking to.**

Every dolphin has its own signal name that appears in adolescence and is kept their whole life. It's known that dolphins can tell their relatives' signals



from all the rest. They're able to recognize each other with the help of short tone perception. People also recognize their opponents on the phone by voice, so if dolphins could talk on the phone, they would know each other.

*Source: <https://brightside.me>*

# **Fresher's Required for Digital Marketing**

- \* Fire to Achieve**
- \* Willing to Learn and Grow**

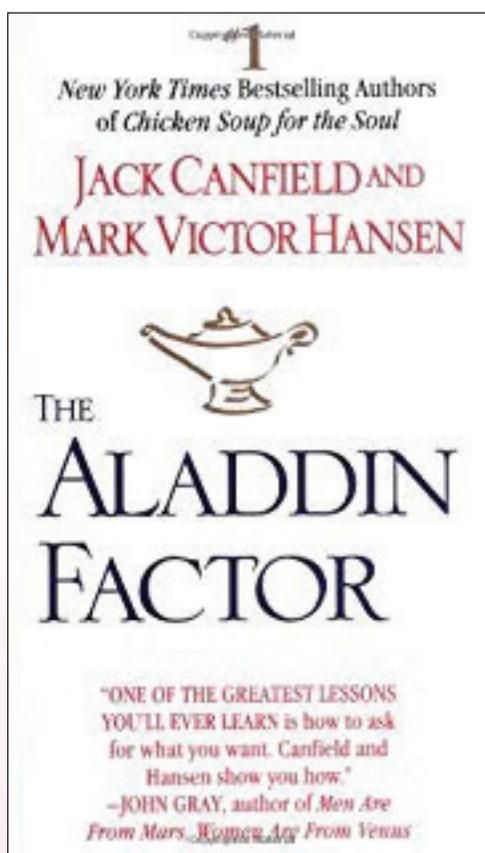
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[inforesource@gmail.com](mailto:inforesource@gmail.com)**

## Book Review

# The Aladdin Factor

By

Jack Canfield & Mark Victor Hansen



Jack Canfield and Mark Victor Hansen are the authors of the New York Times best sellers **Chicken Soup for the Soul** and **A Second Helping of the Chicken Soup for the Soul**.

The Aladdin Factor book is published by the Magna Publishing Co. Ltd, Prabha Devi Mumbai, costing Rs 175.

## A Short Summary

We have the ability to achieve personal happiness, professional success, creative capacity and freedom from limitations. This is all done due to one factor called the Aladdin Factor- the magical attitude of confidence and the will to achieve.

These two authors help us to get into this mood of Aladdin Factor. They point out the stumbling blocks in this journey and the obstacles we may face and the methods as to how to overcome them.

## The Five Barriers

There are five reasons as to why we don't ask for what we want:

1. Ignorance- we either don't know what is available to us or we don't know what we really want.
2. Limiting Beliefs- there are so many limiting beliefs thrust on us by our parents, teachers, media, religious training and inaccurate presumptions.
3. Fear- fear of looking stupid, fear of humiliation, fear of punishment, fear of obligation and fear of being powerless.
4. Low self esteem- a feeling of unworthiness, a feeling that I am worthless and a feeling of rejection.
5. Pride- afraid to appear weak and needy, what people will think of me and a

false feeling that things will work out themselves.

## The Benefits of Asking

If you don't ask, you don't get- Mr Ghandi.

You can ask for anything, You will take control of your life.

Change your Won't Power to Will Power. Then you will have better business and personal relationships.

People will help you only when you ask.

You can enrich your life style. You will maximize your talents and skills. You create your opportunities by asking for them.

## How to ask?

Ask with a positive expectation- because we tend to get what we expect.

Ask with conviction.

**Readers are requested to send their management related questions.**

**IMPACT** will get replies from management experts.

**Send your questions to:**

**[impactjournalindia@gmail.com](mailto:impactjournalindia@gmail.com)**

Ask someone who can give it to you because all people are not capable of delivering what you want.

Ask people who are qualified and motivated to help- ask the experts.

Be clear and specific in what you are asking.

Be careful what you ask for.

Ask from your heart with passion and urgency. Ask with eye contact.

Ask politely in a kind voice with humor and creativity.

Ask repeatedly.

### How to deal with resistance?

Don't lose your cool.

Don't react and create counter resistance.

Sometimes a 'no' may be a blessing.

Be gracious in accepting a 'no'.

Don't burn your bridges.

### What are you waiting for? Go for it!

The great aim of education is not knowledge but action- Mr Herbert Spencer.

There is no perfect time to begin anything. There is only NOW.

The time for dreaming is over- it is time to get up and start asking what you want.

Nobody will do it for you- nobody can do for you. Only you have to make it happen.

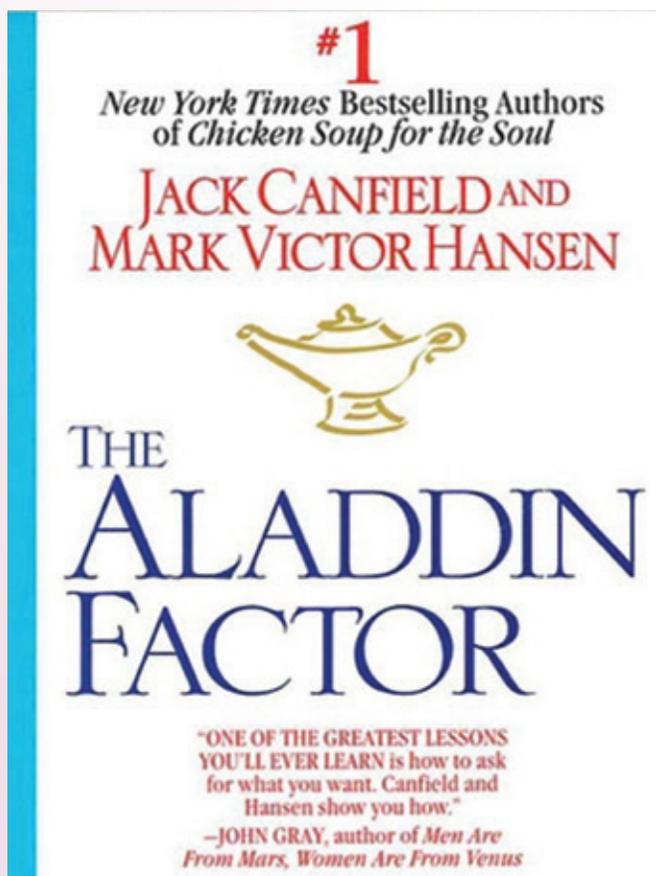
The only way to start is to START.

### Be Open

Having gone through this book, now it is for you to:

- Open your mind to see the opportunity
- Open your heart to hear what do you want
- Open your mouth to ask for it and

Open your arms to embrace the gifts you will receive.



R. Venugopal

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



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# 10 business jargons that caught fancy of corporate world

Like fashion, the corporate world too has its fads. From the days when manufacturing dominated the economy to the growth of knowledge-based companies of the noughties, business jargon has reflected the times. Toyota's lean management, kaizen and GE's famous rank-and-yank were the flavours of 1980s and 1990s as was Google's Top 20% in the past decade.

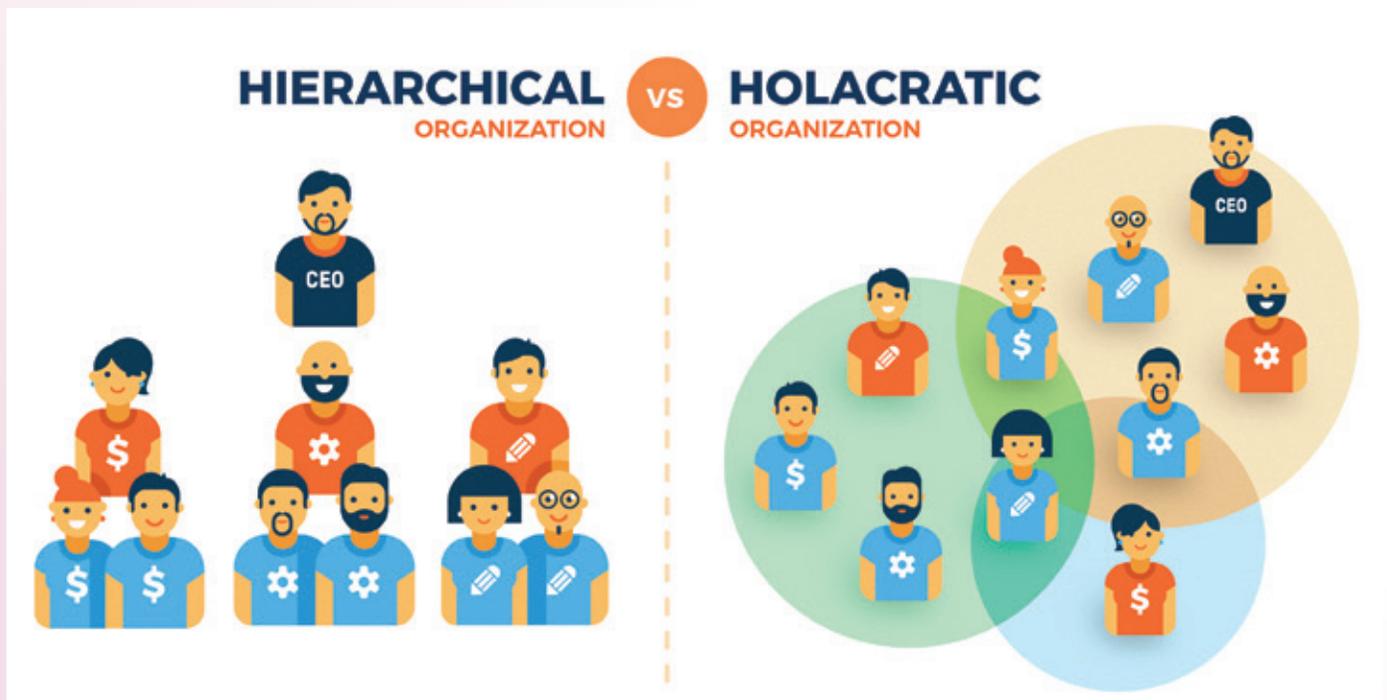
Julian Birkinshaw, a professor at the London Business School, says: "Management fads need strong proponents or thought leaders like GE and Toyota to make them popular. And they must also catch the zeitgeist of the times they are born in."

## Holacracy

Holacracy is the latest buzzword expectedly coming from Silicon Valley where internet-based start-ups are setting the rules and the fads. Online shoe retailer Zappos' Tony Hsieh is the newest convert.

Twitter co-founder Evan Williams is using it in his start-up Medium as are consulting firms David Allen Company and Undercurrent. Derived from the Greek word holon, holacracy was invented by entrepreneur Brian Robertson in early 2007.

As a business strategy, holacracy shuns top-down hierarchies, does away with designations and believes



in management by committees, not managers. Built to facilitate experimentation, holacratic organizations are structured around tasks. The group decides to distribute tasks and those responsible for tasks own them.

## Core competency



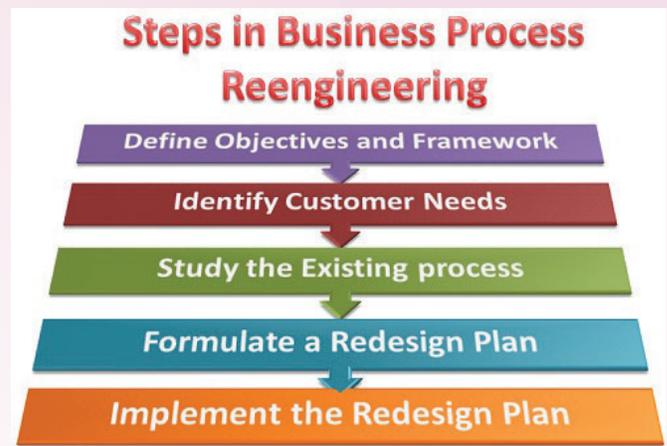
To focus on a handful of businesses or to diversify and turn into a conglomerate? It's a question that management gurus have embraced and rubbished in cycles. As companies grew, they diversified into new businesses.

But by the 1990s, things were turning. In 1989, CK Prahalad and Gary Hamel spoke about companies developing a core competence and it was soon embraced by companies globally, including the Indian ones.

But later professors Krishna Palepu and Tarun Khanna offered a contrarian view espousing that in emerging markets diversifying was the way. Post-2008 economic crisis, the debate has resurfaced with some saying that conglomerates may have dealt with the crisis far better than focused companies.

## Business process re-engineering

Unlike the slow continuous improvement of the Japanese kaizen, the US-born business process



reengineering (BPR) was more about bringing big dramatic changes.

First posited in 1990 in the Harvard Business Review by the late MIT professor Michael Hammer, it is about completely and fundamentally rethinking and redesigning the way organizations operated to make them more efficient and competitive.

Remember that the 1990s was also an era when companies were pushing for automation and bolder use of IT which required major internal overhaul of structures and processes.

The idea gained currency as management gurus such as Tom Peters and Peter Drucker advocated it. By 1993, reportedly, some 60% of Fortune 500 had initiated some form of BPR. It has had its share of critics though. BPR has now often become a euphemism for cost-cutting and layoffs, says Julian Birkinshaw, a management expert.

## Lean management

Some of the most popular management jargons for the manufacturing sector — from just-in-time and lean management to kaizen — have originated in Japan.

In a number of cases the ideas were spawned by Toyota after World War II and was often called the Toyota way. The term lean management was first mentioned in James Womack's 1991 book



The Machine that Changed the World. Lean manufacturing helps companies do more with less emphasizing production-control techniques that eliminate waste, deliver quality products on time with least cost and greater efficiency.

It also helps companies keep their people and workplace responsive to present market needs. Lean management today has spread far beyond Japan to countries like the US and even India. And it has moved beyond manufacturing to services like healthcare.

### Rank & Yank

The rank-and-yank system was popularized by Jack Welch in the 1980s and 1990s.

A ruthless management mantra, it is meant for high-performing cultures that stoked internal competitive rivalry by punishing the laggards and

**Rank and Yank Strategy**

- ❖ Also known as the "Up or out policy", the rank and yank strategy refers to the performance appraisal model in which best-to-worst ranking methods are used to identify and separate the poor performers from the good performers.
- ❖ Then the action plans and the improvement opportunities of the poor performers are discussed and they are given to improve their performance in a given time period, after which the appropriate HR decisions are taken. Some of the organisations following this strategy are Ford, Microsoft and Sun Microsystems.

generously rewarding the top performers. It forced managers to fit workers into three buckets — top 15%, middle 75% and the bottom 10% that were often given the boot.

It was adopted by Microsoft and reportedly by 2012 as many as 60% of Fortune 500 firms used it in different forms. But of late it has been losing favour. At Microsoft, it was blamed for creating a toxic work culture. Many adopters, from Microsoft to GE, have either abandoned it or have substantially diluted it.

### Kaizen



Kaizen is a Japanese word for continuous improvement.

It has nothing to do with lofty ideals but demands small but regular suggestions to improve productivity, safety, effectiveness while reducing waste.

Everybody from CEOs to assembly-line workers are supposed to send inputs. First made popular after the World War II by Japanese companies like Toyota and Canon, American firms took it up with gusto with other countries too jumping on to the bandwagon.

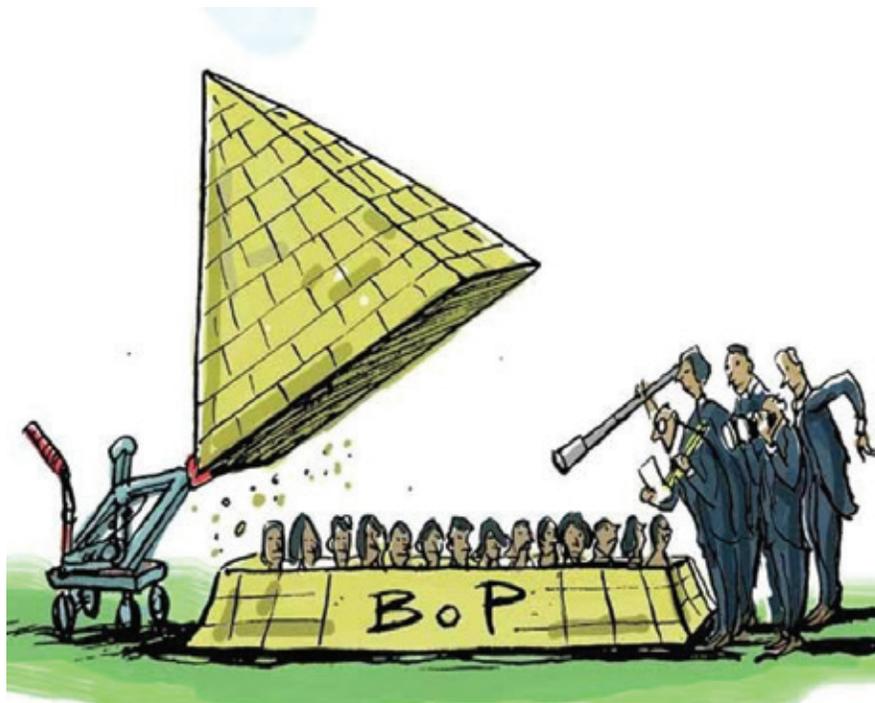
While manufacturing firms globally use kaizen to improve work processes and quality, reduce defects and accidents many others like logistics and supply chain industries too use it. Kaizen has also been applied in areas like psychotherapy, life coaching and healthcare.

## Bottom of the pyramid

As a term, bottom of the pyramid (BOP) has existed for long. It gained traction in the late 1990s and soon became a buzzword when CK Prahalad and Stuart L Hart published the article “The Fortune at the Bottom of the Pyramid” in 2002.

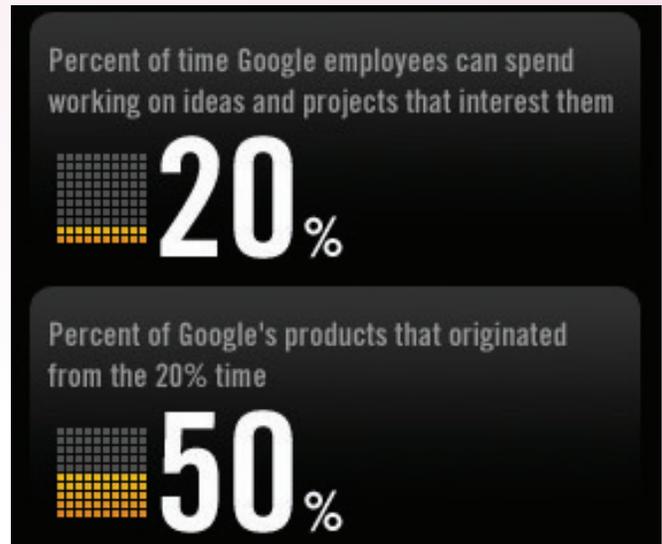
The article discussed business models targeted at providing goods and services to the poorest in the world. That was the time when the term BRIC was being bandied about, focusing the world’s attention on emerging economies where millions of poor (surviving on under \$2.5 a day) live.

It gained more traction as companies from India and China — churning out frugal, low-cost products — started making headlines.



Today, as the centre of gravity shifts from the West to the East, from the developed world to the emerging markets — in virtually every sector from auto to telecom — BOP is becoming a buzzword even for the blue-blooded MNCs like GE, Ford, Phillips and Nissan.

## 20% time



Its most famous follower is Google, whose founders at the time of its IPO in 2004 spoke about how instrumental this policy was in stoking innovation.

The mantra allows employees to spend 20% of their working time on doing projects they are passionate about.

The core idea was to allow smart knowledge workers the freedom to let their creative minds explore and incubate new ideas — often with great outcomes. It helped launch many of Google’s successful products like AdSense, Talk, News and Gmail.

Many other tech firms like Facebook, LinkedIn and Apple reportedly have their own versions of ‘20%’. Though of late there have been reports that Google is killing it.

## Gamification

In a world where virtual games are becoming ubiquitous, it's little wonder that gamification is applied to non-game situations like business and society.



## GAMIFICATION CONCEPT



Gamification techniques — such as competitions, points and status — are used to shape user behaviour. Many companies are applying this to solve a range of issues in marketing, people management, boosting productivity, customer engagement, managing web traffic, training and health issues. It works by making technology more engaging.

For example, it can help make boring chores like reading a website, completing surveys, filing tax returns more interesting and engaging. Gamification is here to stay, at least for some time to come. Web-based businesses will depend on it to understand and shape consumer behaviour.

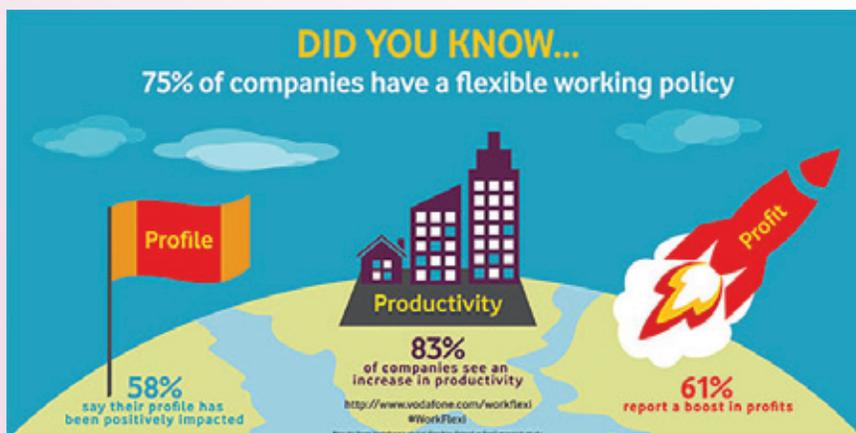
## Flexi-working

In a world dominated by manufacturing firms, workplace and work hours were fairly rigid. Since the 1990s, however, things have been changing with the growing spread and usage of the internet.

The sharp surge in cheap computing devices like desktops, laptops, tablets and smartphones has hastened the change. Not to forget that the corporate world now has new heroes in the services sector. Tech giants like Google and Facebook have encouraged flexiworking. Flexi-work

can mean both — flexi-time or flexiplace.

What would have made headlines barely two decades ago is now a standard practice at thousands of companies ranging from American Express to Dell, Apple to IBM. But of late, some companies like Yahoo and HP are reining in telecommuting for a variety of reasons.



Source: <https://economictimes.indiatimes.com>

# Sleep Well to Manage Productivity

**W**e've always known that sleep is good for brain, but research from the University of Rochester provides the first direct evidence for why brain cells need you to sleep . The study found that when you sleep your brain removes toxic proteins from its neurons that are by-products of neural activity when you're awake. Unfortunately, your brain can remove them adequately only while you're asleep. So when you don't get enough sleep, the toxic proteins remain in your brain cells, wreaking havoc by impairing your ability to think—something no amount of caffeine can fix. Skipping sleep impairs your brain function across the board. **It slows your ability to process information and problem solving, kills your creativity, and catapults your stress levels and emotional reactivity.**

## What Sleep Deprivation Does to Your Health

Sleep deprivation is linked to a variety of serious health problems, including heart attack, stroke, type 2 diabetes, and obesity. It stresses you out because your body overproduces the stress hormone cortisol when it's sleep deprived. While excess cortisol has a host of negative health effects that come from the havoc it wreaks on your immune system, it also makes you look older, because cortisol breaks down skin collagen, the protein that keeps skin smooth and elastic. In men specifically, not sleeping enough reduces testosterone levels and lowers sperm count.

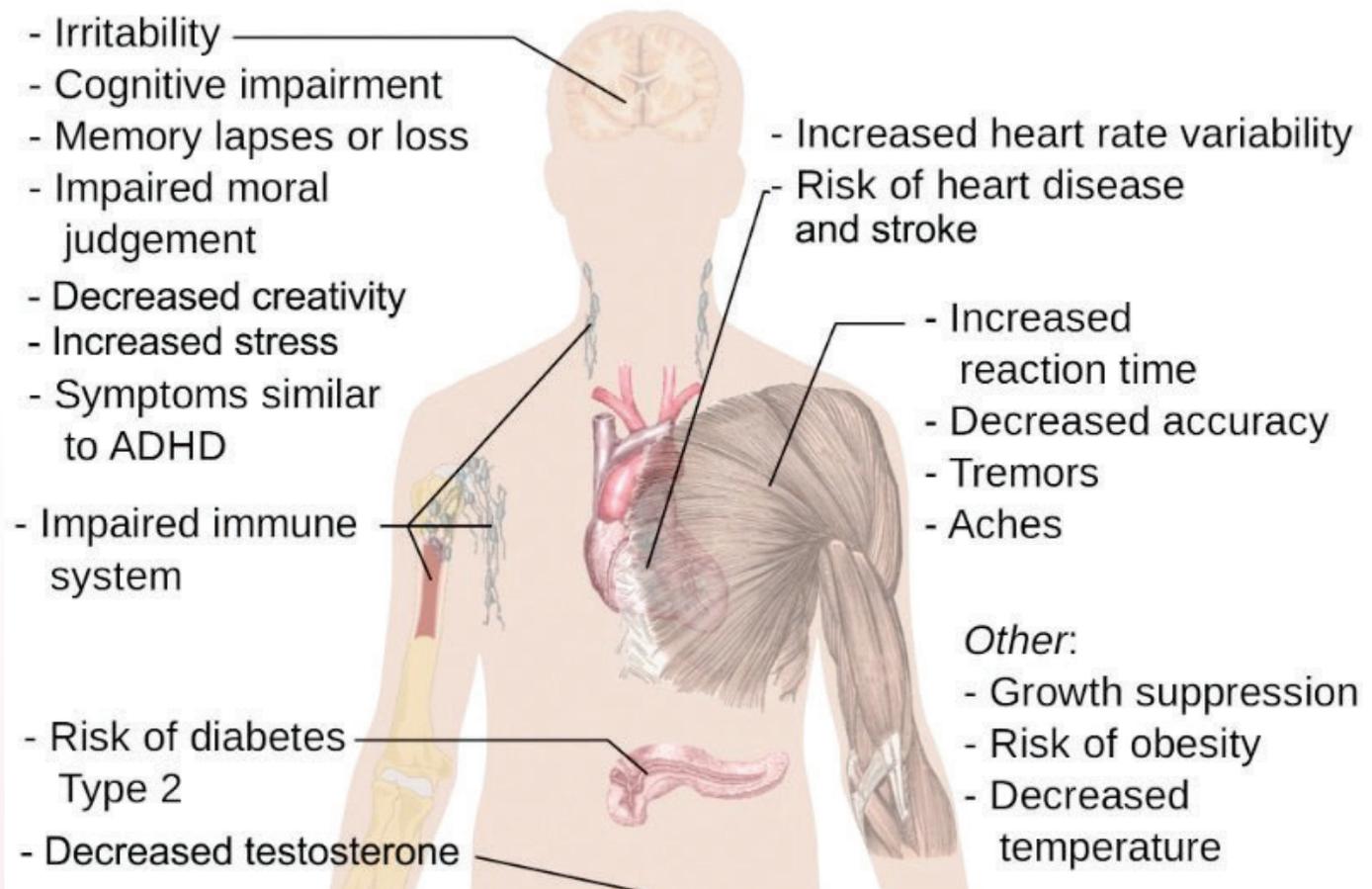
Too many studies to list have shown that people who get enough sleep live longer, healthier lives, but I understand that sometimes this isn't motivation enough. So consider this—not sleeping enough makes you fat. Sleep deprivation compromises your body's ability to metabolize carbohydrates and control food intake. When you sleep less you eat more and have more difficulty burning the calories you consume. Sleep deprivation makes you hungrier by increasing the appetite-stimulating hormone ghrelin and makes it harder for you to get full by reducing levels of the satiety-inducing hormone leptin. People who sleep less than 6 hours a night are 30% more likely to become obese than those who sleep 7 to 9 hours a night.

The India Sleep and Wellness survey, released ahead of the World Sleep Day, was commissioned

“Sleep is the best meditation.”

~ Dalai Lama

# SIDE EFFECTS FROM MISSING SLEEP



by Sunday Mattresses and was conducted among 345 working professionals above the age of 25.

The survey, conducted across Delhi, Mumbai and Bengaluru indicates that there is also a direct correlation between productivity and sleep. Over two-thirds of the sound sleepers believe they are 100 % productive at work whereas more than half of those who reported getting insufficient sleep, believed they were only 75 % (or less) productive.

## How Much Sleep Is Enough?

Most people need 7 to 9 hours of sleep a night to feel sufficiently rested. Few people are at their best with less than 7 hours, and few require more than 9 without an underlying health condition. For go-getters, it's even worse. A recent survey of Inc. 500

CEOs found that half of them are sleeping less than 6 hours a night.

## Doing Something about It

Beyond the obvious sleep benefits of thinking clearly and staying healthy, the ability to manage your emotions and remain calm under pressure has a direct link to your performance.

High-EQ individuals know it's not just how much you sleep that matters, but also how you sleep. When life gets in the way of getting the amount of sleep you need, it's absolutely essential that you increase the quality of your sleep through good sleep hygiene. There are many hidden killers of quality sleep. **The 10 strategies that follow will help you identify these killers and clean up your sleep hygiene.** Follow them, and you'll reap the

performance and health benefits that come with getting the right quantity and quality of sleep.

## 1. Stay Away from Sleeping Pills

When I say sleeping pills, I mean anything you take that sedates you so that you can sleep, these substances greatly disrupt your brain's natural sleep process. Have you ever noticed that sedatives can give you some really strange dreams? As you sleep and your brain removes harmful toxins, it cycles through an elaborate series of stages, at times shuffling through the day's memories and storing or discarding them (which causes dreams). Sedation interferes with these cycles, altering the brain's natural process.

Anything that interferes with the brain's natural sleep process has dire consequences for the quality of your sleep. Many of the strategies that follow eliminate factors that disrupt this recovery process.

A GOOD LAUGH  
AND A  
long sleep  
ARE THE  
TWO BEST CURES  
FOR anything  
IRISH PROVERB

If getting off sleeping pills proves difficult, make certain you try some of the other strategies (such as cutting down on caffeine) that will make it easier for you to fall asleep naturally and reduce your dependence upon sedatives.

## 2. Stop Drinking Caffeine (at Least after Lunch)

You can sleep more and vastly improve the quality of the sleep you get by reducing your caffeine intake. Caffeine is a powerful stimulant that interferes with sleep by increasing adrenaline production and blocking sleep-inducing chemicals in the brain. Caffeine has a 6-hour half-life, which means it takes a full 24 hours to work its way out of your system. Have a cup of joe at 8 a.m., and you'll still have 25% of the caffeine in your body at 8 p.m. Anything you drink after noon will still be near 50% strength at bedtime. Any caffeine in your bloodstream—the negative effects increasing with the dose—makes it harder to fall and stay asleep.

When you do finally fall asleep, the worst is yet to come. Caffeine disrupts the quality of your sleep by reducing rapid eye movement (REM) sleep, the deep sleep when your body recuperates most. When caffeine disrupts your sleep, you wake up the next day with a cognitive and emotional handicap. You'll be naturally inclined to grab a cup of coffee or an energy drink to try to make yourself feel more alert, which very quickly creates a vicious cycle.

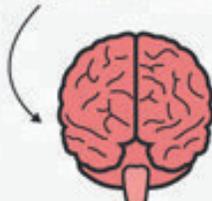
## 3. Avoid Blue Light at Night

This is a big one—most people don't even realize it impacts their sleep. Short-wavelength blue light plays an important role in your mood, energy level, and sleep quality. In the morning, sunlight contains high concentrations of this "blue" light. When your eyes are exposed to it directly (not through a window or while wearing sunglasses), the blue light halts production of the sleep-inducing hormone melatonin and makes you feel more alert. This is

# How exposure to **blue light** affects your brain and body

BY DISRUPTING MELATONIN, **SMARTPHONE LIGHT** RUINS SLEEP SCHEDULES. THIS LEADS TO ALL KINDS OF **HEALTH PROBLEMS**:

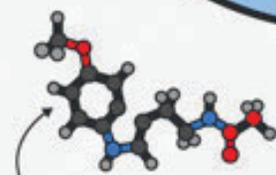
The disruption to your sleep schedule might leave you distracted and impair your **MEMORY** the next day.



A poor night's sleep caused by smartphone light can make it **HARDER TO LEARN**.



Over the long term, not getting enough sleep can lead to **NEUROTOXIN** buildup that makes it even harder for you to get good sleep.

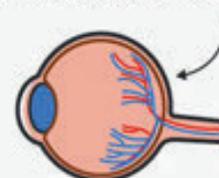


People whose melatonin levels are suppressed and whose body clocks are thrown off by light exposure are more prone to **DEPRESSION**.



By disrupting melatonin and sleep, smartphone light can also mess with the hormones that control hunger, potentially increasing **OBESITY RISK**.

There's some evidence that blue light could damage our vision by harming the **RETINA** over time – though more research is needed.



Researchers are investigating whether or not blue light could lead to **CATARACTS**.



There's a connection between light exposure at night and the disturbed sleep that come with it and an increased risk of breast and prostate **CANCERS**.



**SOURCES:** Nature Neuroscience; Harvard Health Publications; ACS, Sleep Med Rev, American Macular Degeneration Foundation; European Society of Cataract and Refractive Surgeons; JAMA Neurology

great, and exposure to a.m. sunlight can improve your mood and energy levels. If the sun isn't an option for you, try a blue light device.

In the afternoon, the sun's rays lose their blue light, which allows your body to produce melatonin and start making you sleepy. By the evening, your brain does not expect any blue light exposure and is very sensitive to it. The problem this creates for sleep is that most of our favorite evening devices—laptops, tablets, televisions, and mobile phones—emit short-wavelength blue light. And in the case of your

laptop, tablet, and phone, they do so brightly and right in your face. This exposure impairs melatonin production and interferes with your ability to fall asleep as well as with the quality of your sleep once you do nod off. Remember, the sleep cycle is a daylong process for your brain. When you confuse your brain by exposing it in the evening to what it thinks is a.m. sunlight, this derails the entire process with effects that linger long after you power down. The best thing you can do is avoid these devices after dinner (television is okay for most people as long as they sit far enough away

from the set). If you must use one of these devices in the evening, you can limit your exposure with a filter or protective eye wear.

#### **4. Wake Up at the Same Time Every Day**

Consistency is key to a good night's sleep, especially when it comes to waking up. Waking up at the same time every day improves your mood and sleep quality by regulating your circadian rhythm. When you have a consistent wake-up time, your brain acclimates to this and moves through the sleep cycle in preparation for you to feel rested and alert at your wake-up time. Roughly an hour before you wake, hormone levels increase gradually (along with your body temperature and blood pressure), causing you to become more alert. This is why you'll often find yourself waking up right before your alarm goes off.

When you don't wake up at the same time every day, your brain doesn't know when to complete the sleep process and when it should prepare you to be awake. Long ago, sunlight ensured a consistent wake-up time. These days, an alarm is the only way most people can pull this off, and doing this successfully requires resisting the temptation to sleep in when you're feeling tired because you know you'll actually feel better by keeping your wake-up time in tact.

#### **5. No Binge Sleeping (In) on the Weekend**

Sleeping in on the weekend is a counterproductive way to catch up on your sleep. It messes with your circadian rhythm by giving you an inconsistent wake-up time. When you wake up at the same time during the work week but sleep past this time on the weekend, you end up feeling groggy and tired because your brain hasn't prepared your body to be awake. This isn't a big deal on your day off, but it makes you less productive on Monday because it throws your cycle off and makes it hard to get going again on your regular schedule.

#### **6. Learn How Much Sleep You Really Need**

The amount of sleep you need is something that you can't control, and scientists are beginning to discover the genes that dictate it. The problem is, most people sleep much less than they really need and are under-performing because they think they're getting enough. Some discover this the hard way. Ariana Huffington was one of those frantic types who underslept and overworked, until she collapsed unexpectedly from exhaustion one afternoon. She credits her success and well-being since then to the changes she's made to her sleep habits. "I began getting 30 minutes more sleep a night, until gradually I got to 7 to 8 hours. The result has been transformational," Huffington says, adding that, "all the science now demonstrates unequivocally that when we get enough sleep, everything is better: our health; our mental capacity and clarity; our joy at life; and our ability to live life without reacting to every bad thing that happens."

Huffington isn't the only one. Jeff Bezos, Warren Buffet, and Sheryl Sandberg have all touted the virtues of getting enough sleep. Even Bill Gates, an infamous night owl, has affirmed the benefits of figuring out how much sleep you really need: "I like to get 7 hours of sleep a night because that's what I need to stay sharp and creative and upbeat." It's time to bite the bullet and start going to bed earlier until you find the magic number that enables you to perform at your best.

#### **7. Stop Working**

When you work in the evening, it puts you into a stimulated, alert state when you should be winding down and relaxing in preparation for sleep. Recent surveys show that roughly 60% of people monitor their smart phones for work emails until they go to sleep. Staying off blue light-emitting devices (discussed above) after a certain time each evening is also a great way to avoid working so you can relax

and prepare for sleep, but any type of work before bed should be avoided if you want quality sleep.

## 8. Eliminate Interruptions

Unfortunately for those with small children, the quality of your sleep does suffer when it is interrupted. The key here is to eliminate all the interruptions that are under your control. If you have loud neighbors, wear earplugs to bed. If your mother likes to call at all hours of the night, make certain you silence your ringer before you go to bed. If you had to wake up extra early in the morning, make sure your alarm clock is back on its regular time when you go to bed. Don't drink too much water in the evening to avoid a bathroom trip in the middle of the night. If your partner snores . . . well, you get the idea. If you think hard enough, there are lots of little things you can do to eliminate unnecessary interruptions to your sleep.

## 9. Learn to Meditate

Many people who learn to meditate report that it improves the quality of their sleep and that they can get the rest they need even if they aren't able to significantly increase the number of hours they sleep. At the Stanford Medical Center, insomniacs participated in a 6-week mindfulness meditation and cognitive-behavioral therapy course. At the end of the study, participants' average time to fall asleep was cut in half (from 40 to 20 minutes), and 60% of subjects no longer qualified as insomniacs. The subjects retained these gains upon follow-up a full year later. A similar study at the University of Massachusetts Medical School found that 91% of participants either reduced the amount of medication they needed to sleep or stopped taking medication entirely after a mindfulness and sleep therapy course. Give mindfulness a try. At minimum, you'll fall asleep faster, as it will teach you how to relax and quiet your mind once you hit the pillow.



## 10. When All Else Fails: Take Naps

One of the biggest peaks in melatonin production happens during the 1:00 to 3:00 p.m. time frame, which explains why most people feel sleepy in the afternoon. If you aren't getting enough sleep at night, you're likely going to feel an overwhelming desire to sleep in the afternoon. When this happens, you're better off taking a short nap (even as short as 15 minutes) than resorting to caffeine to keep you awake.

A short nap will give you the rest you need to get through the rest of the afternoon, and you'll sleep much better in the evening than if you drink caffeine or take a long afternoon nap.

**We all have innate abilities that we must maximize to reach our full potential. After all, the only thing worth catching up on at night is your sleep.**

**Syed Fazlullah Khan**

*Certified Project Manager (IPMA C) and MRICS with over 3 decades of qualitative experience in the Construction Industry. Currently working with ETA Properties & Investments Pvt.Ltd., Chennai as Head – Projects.*





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# Applying Meaning to Management With Ancient Hindu Mythology

Fifteen young managers with a top Indian retail company met in their office basement recently to sip coffee and listen to a talk about their specialty: brand building. The speaker,

renowned mythology expert Devdutt Pattanaik, is also the company's "chief belief officer."

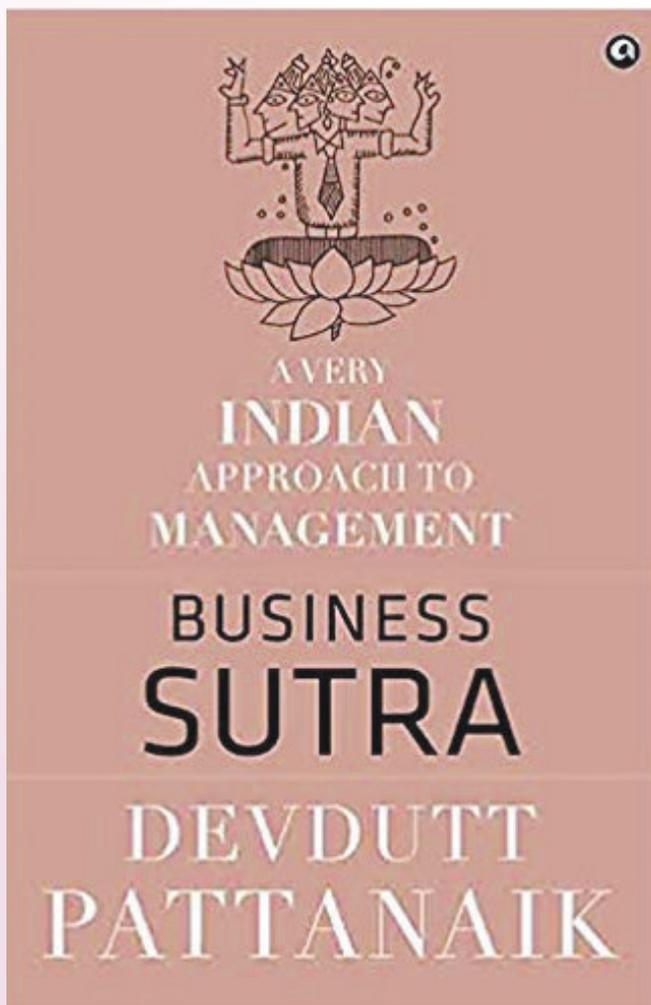
Cupping his chin in his hand, Pattanaik launched into a story: "Once upon a time, there was a conference of the gods to discuss the affairs of human beings."

The ancient Hindu tales that Pattanaik, 38, tells his corporate audiences are full of fallible kings, stoically suffering queens, demons enticing the gods into lawless jungles, gods with rivers sprouting from their dreadlocks, and goddesses riding elephants.

But the round-faced, bespectacled author, who graduated from medical school and has worked as a business strategist for the consulting firm Ernst & Young, says he is not like the wise old grandmother who sits under a banyan tree telling stories. Instead, he says, he is helping to create a set of management principles that are steeped in Indian culture.

He calls it the "3-B" model: belief, behavior and business.

"I am a pattern-finder. The mythologies are stars — I point out the constellation," he said. "The world of business and the world of our mythological tales are not too different. The characters and the situations are similar. I apply their meanings to



modern corporate management. Business is run on a pattern of behavior. I help create the belief that governs behavior.”

Pattanaik did a sketch of the Hindu god Shiva in yoga meditation posture and urged the youthful managers to add the traditional symbolic embellishments. They pointed out that Shiva should have a snake around his neck, the crescent moon on his head, lines of ash on his forehead, and a third eye.

“They understand how beliefs are created, how forms acquire meaning over centuries. They extend what is culturally familiar, intuitive and deeply personal to their professional space,” Pattanaik said. “Brands are about image, belief and meaning.”

He then asked his listeners if they knew the meaning of the symbols, countering each response with another question: Is this real or what you believe? Is belief true or false? Does the truth always have to be logical? Should rationality be put on a pedestal?

“Indians are led by emotions, unlike people in the West, who are driven by reason,” said Kishore Biyani, chairman of the Future Group, who chose Pattanaik to head this program four months ago. “Not all the Western management models of standard operating procedure fit us. How do we create management practices that are grounded in our rich repository of stories and rituals?”

Since Pattanaik began his work, Biyani said, the company has seen less attrition and better connections with its customers.

A giant retail empire, similar to the Wal-Mart and Costco chains, the \$2 billion Future Group employs 40,000 people and operates 1,000 stores, including the popular Big Bazaar outlets.

Pattanaik, who calls his BlackBerry a “black whip,” works with almost every department in the company, including the sales executives, store managers, brand experts and accountants.

He writes a column titled Management Mythos for the Indian financial daily the Economic Times, examining corporate behavior in the light of mythic narratives. For example, he gives the name of the mythological character Narada to those who play office politics. The customer is Lakshmi, the goddess of wealth. He likens layoffs to the slaughter of cows, which Hindus revere as symbolizing life.

“The standard Western management principle is ‘If you can’t measure it, you can’t manage it,’” Pattanaik said. “In our ethos, ‘if you measure it, you destroy it.’”

In this period of economic slowdown, he admonishes company heads for celebrating greed when the going was good.

A week ago, Biyani urged his employees to greet each other and customers with the Hindi greeting “Namaste,” meaning “I bow to the god in you,” instead of the usual “Good morning” or “Hello.”

“Saying ‘Namaste’ is not fake drama,” Pattanaik told 60 store managers recently. “It is acknowledging the other person’s potential to grow. Can you measure that on the Excel sheet?”

Despite his confident management mantras, Pattanaik says he suffers from an image problem. Avid readers of his books on Hindu mythology often express disappointment, he said, when he affirms that he is not “overtly religious.”

“They think I give religious discourses. They expect me to be an orange-robed guru, sporting a beard and chanting ‘Om,’ ” he said. “They address me reverentially, because they are searching for instant salvation in the bazaar of spirituality. Instead, they are taken aback when they see me in a pub with a whiskey.”

*Source: <https://devdutt.com/>*

# Kashmir celebrates first Independence Day since scrapping of Article 370

**K**ashmir Valley continues to face lockdown as the presence of the troops has been stepped up across the region ahead of 73rd Independence Day celebrations on 15 August when the National Flag will be unfurled in Srinagar city, as well as, the different districts in Jammu and Kashmir.

Road that leads to the Sher-e-Kashmir stadium in Srinagar has been cordoned off with steel barricades and spools of barbed wire while pedestrian movement has been disallowed near the famous clock tower at Lal Chowk. Earlier, authorities have foiled attempts to hoist the National Flag at Lal Chowk. Earlier in the day, a few activists from Bharatiya Janata Party unfurled the National Flag at Zethyar temple near Raj Bhawan in Srinagar.

There were also reports that some right wing activists will hoist the flag at Lal Chowk, but police have said that they will take proper "action" against the people who attempt to disturb the peace in the region. Even as home ministry authorities claimed that there were no untoward incidents reported from the Valley and



adjoining areas, security has been beefed up across the Valley. Due to restrictions, movement of traffic was thin in Kashmir, while shops and business establishments

remained shut on Wednesday. The security deployment was increased in the neighbourhood areas around Sher-e-Kashmir stadium.

Ali Mohammad, a 60-year-old resident of Sonwar, said that he anticipated the people will take out big protests after the security curbs were lifted completely in Kashmir. He said that besides the heavy deployment of troops on the main road of the neighbourhood, the security personnel also patrolled in the lanes and by-lanes. "It is a total blockade. The phone lines are down and now the security lockdown has become more intense ahead of the 15 August function," he said.

Border Security Force (BSF) soldiers patrol the Chenab river on the eve of Independence Day along the India-Pakistan border in Akhnoor. PTI

In Sonwar, that lies near the Indian Army headquarters in Srinagar, Mohammad said people took out peaceful protests after Centre's decision to abrogate Article 370 on 5 August. He said that the strength of forces was increased subsequently.

Authorities said that Governor Satya Pal Malik will hoist the National Flag at the Sher-e-Kashmir stadium. This will be part of the main Independence Day function. Jammu and Kashmir Principal Secretary Rohit Kansal said that he was hopeful of

further relaxations in the security clampdown after the dress rehearsal for the 15 August Independence Day celebrations conclude in various districts. Kansal further added that the functions will be held not only at the "divisional level", but also at 'district and sub-district-level'. He, however, said that "overall situation in Kashmir has remained calm due to which the government has issued further relaxation in prohibitory orders in many areas."

Police officials said that they were considering lifting restrictions following the security review which will be held after 15 August. Additional Director General of Police Munir Ahmed Khan said that the restrictions were lifted in different neighbourhoods after taking into account the law and order situation. "In Jammu division the restrictions have been lifted completely and schools and business establishments are functioning normally there. It is for the district magistrates and other concerned officials to assess the situations in their areas to maintain law and order," he said.

The top cop said that the police have made detentions, including under the public safety act (PSA) to ensure that there was peace in the region. Under the PSA, the people can be held for months without trial. The law has been described "draconian" by many human rights groups who have cited that it was flagrantly abused as the orders for detention were issued by the Deputy Commissioners and not by the courts.

Around the Sher-e-Kashmir stadium a multi-tier security was put in place while the government force personnel were deployed in heavy strength elsewhere in Kashmir as well. Manzoor Ahmad, a labourer, said that "revocation of the article 370 has shown that the mainstream leaders like former chief ministers, Omar Abdullah, and Mehbooba Mufti, were mere puppets." "The situation has been never so worst in Kashmir. It is a siege," he said.

The state and the central government have, however, maintained that situation in Kashmir is under

control. Kansal said that the situation in Kashmir was comparatively better than what was witnessed after the agitation over the killing of the Hizbul Mujahideen commander Burhan Wani. In the 2016 agitation, that lasted for several months, at least 72 civilians were killed in clashes with the government forces.

"The state had to pass through difficult circumstances, there had been reports of loss of human lives, casualties. In the present circumstances, however, it is a matter of some satisfaction that there has been no casualty, there has been no loss of lives," Kansal said. The officer said a large number of devotees offered prayers on Eid on Monday and there was no report of any untoward incident.

Referring to the facilities offered by the administration, he said in Srinagar alone, almost 14,000 phone calls have been made by people through public call points. Additional DGP of Jammu and Kashmir Police Javed Gillani, who also spoke to the media, said there have been detention under the Public Safety Act (PSA) and some people have also been shifted out of the state

"As of now, as we speak, there are only two people in the hospital with some injuries, rest of them had got some minor injuries and discharged," he said. Gillani also said the administration has put reasonable restrictions to prevent any law and order situation.

Restriction on movement and communication were imposed on August 5 when the Centre stripped Jammu and Kashmir of its special status and split it into two Union territories.

Bashir Ahmad Bhat a 58-year-old resident in Sonwar said that the "revocation of special status of the state could ignite a spell of unrest" in Kashmir as the "people have to suddenly face a situation when they have to compete for jobs with the outsiders and non residents can even own land and property here."

*Source: <https://www.firstpost.com>*

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