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# IMPACT

INNOVATIVE MANAGEMENT PRACTICES  
AND CREATIVE THINKING

A JOURNAL FOR MANAGEMENT PEOPLE

SHARE AND MANAGE  
VISION EFFECTIVELY



*“Vision is the art of seeing  
What is invisible to others.”*

## With Greetings from **IMPACT**



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Come March, the end of the Financial Year and Academic Year! Individuals and institutions, Government Central and States – all are in a hurry to spend, pay, earn, postponing earning - very interesting is the Indian society! Teaching community and students are all very very busy - coaching, teaching, reading, preparing and writing - the whole year was there for the students and teachers to complete the portions and finish reading!

Allotted Budget sanctions to be spent lest they lapse!

Allotted portions to be completed lest the students may not be able to answer the questions well!

Advance taxes to be paid, lest they may have to pay the penalty!

Budgeted business of the insurance companies to be achieved, budgeted deposits to be realized in Banks, lest it will reflect on the officials concerned!

Where and when did this April to March year start? Is it the British legacy still in force?!!

Some urgent and important work kept in suspense as there is no financial budget or is inadequate.

There are many North Indian business houses even today keeping their Financial Year differently Diwali to Diwali.

It is **time, high time** indeed, the systems have been reviewed by the competent authorities - to ensure better quality!

Can March become May-June?! Yes, it can as we have already begun to experience the heat waves of May-June in the beginning of March itself! In the light of the increasing global warming and the radical climate changes, current expectation is, even the hill stations like Ooty and Kodaikanal will be quite hot this summer. Man has to change his attitude and actions in the matter of environmental upkeep and protection; lest, he has to pay very heavily.

Let us wait and watch where do we go...

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**SHARE AND MANAGE  
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*"Vision is the art of seeing  
 What is invisible to others."*

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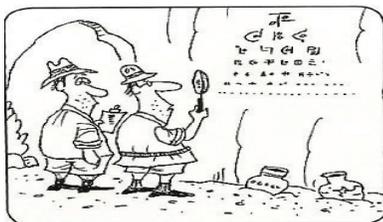


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IMPACT has been carrying an article every issue right from its launch under the above title which according to the feedback that we receive is taken well by our esteemed readers. No doubt the great Tamil poet and philosopher Thiruvalluvar, who lived around 3rd Century is a great management exponent. This issue carries Valluvar's thoughts on being energetic which is absolutely essential for any practicing manager to be effective in discharging his functions successfully. Its translation and comments are given below:

## Management in Valluvam

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



N. V. Subbaraman

Chapter 60

Energy

அதிகாரம் 60.

ஊக்கமுடைமை

(ஊக்கம் உடையவராக இருத்தல்)

Original

(1)

உடையர் எனப்படுவது ஊக்கம் அஃது

இல்லார்

உடையது உடையரோ மற்று

(குறள் 591)

Pronunciation:

*Udaiyarenappatuvadhu ookkam; ahdhu illaar*

*Udaiyadhu udaiyaroa matru.*

Translation:

They indeed are those

Who have energy plenty

Others just empty!

(K591)

Comment:

Only those who have energy deserve to be described as haves; others whatever have, they mean nothing.

Original:

(2)

உள்ளம் உடைமை உடைமை

பொருள்உடைமை

நில்லாது நீங்கிவிடும்

(குறள் 592)

Pronunciation:

*ULLamudaimai udaimai; portuL udaimai Nillaadhu neengi vidum.*

Translation:

Mental energy

Indeed is wealth; all others

Simply leave away.

(K592)

Comment:

Possessing mental energy is a wealth permanent; all other possessions are temporary and even ascent.

(3)

Original:

ஆக்கம் இழந்தேம்என்று அல்லாவார்

ஊக்கம்

ஒருவந்தம் கைத்துஉடையார்

(குறள் 593)

Pronunciation:

*Aakkam izandhaem enru allaavaar; ookkam Oruvandham kaiththu udai yaar.*

Translation:

Those with energy

As wealth mind not the loss of

Material wealth.

Comment:

Those who value and possess the wealthy energy, never feel sorry for the loss of material wealth in life.

(4)

Original:

ஆக்கம் அதர்வினதய்ச் செல்லும்

அசைவிலா

ஊக்கம் உடையான் உழை

(குறள் 594)

Pronunciation:

*Aakkam adharvinaaycellum; asaivilaa Ookkam udaiyaan uzhai.*

Translation:

To energetic

Fortune visits on its own

With wealth holistic.

(K594)

Comment:

Fortune in the form of wealth knocks at the doors of energetic and enthusiastic people on its own without being asked for.

(5)

Original:

வெள்ளத்து அனைய மலர்நூட்டம் மாந்தர்தம்  
உள்ளத்து அனையது உயர்வு

(குறள் 595)

Pronunciation:

VeLLaththu anaiya malarneettam maandhar  
tham

ULLaththu anaiyadhu uyarvu.

Translation:

Lotus height water's  
Man's height of greatness depends  
On energy's height!

(K595)

Comment:

Just as the height of the lotus on water depends on the depth of water, man's greatness depends on the height of his energy and enthusiasm.



(6)

Original:

உள்ளுவது எல்லாம் உயர்வு உள்ளல்  
மற்றுஅது

தள்ளினும் தள்ளாமை நன்று

(குறள் 596)

Pronunciation:

ULLuvadhau ellaam uyarvu uLLa; matru adhu  
ThaLLinum thaLLaamai nanru.

Translation:

Think high forever  
Though fail to realize it  
Leave and aim higher!

(K596)

Comment:

One must always think tall and aim high. Though meets with failure, one should not give up thinking high and making efforts to achieve that high aim and goal.

(7)

Original:

சிதைவுஇடத்து ஒல்கார் உரவோர்  
புதையம்பின்  
பட்டுபாடு ஊன்றும் களிற்

(குறள் 597)

Pronunciation:

Sidahaivu idaththu olkaar uravoar;  
pudshayambin  
Pattuppaadu oonrum kaLiru.

Translation:

Firm is elephant  
Though hit hard; tire not the great  
When failed but go on!

(K597)

Comment:

Just as elephants though hit carry on with its fight, the individuals though fail should carry on with energy and enthusiasm till they achieve the aim and reach the goal.

(8)

Original:

உள்ளம் இலாதவர் எய்தார் உலகத்து  
வள்ளியம் என்னும் செருக்கு  
(குறள் 598)

Pronunciation:

*ULLam ilaadhavareydhaar ulagaththu  
VaLLiyam ennum serukku.*

Translation:

Non energetic  
Can never claim greatness here  
In this world and birth.

(K598)

Comment:

Men without energy and enthusiasm cannot claim for any greatness for being liberal and philanthropist.

(9)

Original:

பரியது கூர்ங்கோட்டது ஆயினும் யானை  
வெருஉம் புலிதாக் குறின்  
(குறள் 599)

Pronunciation:

*Pariyadhu koorngoattadhu aayoinum yaanai  
Veroom puli thakkurin.*

Translation:

With all its strength great  
Elephant falls; when tiger  
With energy attacks.

(K599)

Comment:

A strong elephant with its huge body and sharp tusk gets defeated when a lesser stronger tiger but with great energy and enthusiasm attacks the elephant.

(10)

Original:

உறம்ஒருவற்கு உள்ள வெறுக்கை  
அஃதுஇவ்வார்  
மரம் மக்கள் ஆதலே வேறு  
(குறள் 600)

Pronunciation:

*Uramoruvarkku uLLa verukkai; ahdhuillaar  
Maram' makkaL aadhalae vaeru.*

Translation:

Mental energy  
Makes the man great and tall sure  
Lest a log of wood.

(K600)

Comment:

Man's real strength indeed is his energy and enthusiasm; lest he is just a log of wood. His look is just that of a human being.

Let us make earnest efforts to improve our energy level, to effectively manage ourselves and others.

(TO BE CONTINUED)

# Share and Manage VisiOn Effectively

Everyone including the leader imparts information. Just today, without opening your mouth, you said something. You spend every second of a day communicating in word and deed. Great leaders understand the importance of communication and make the necessary adjustments to master this essential skill. Effective leaders are adept in the demonstration of honesty, transparency and collaboration in words and deeds.

Five tips listed below will help leaders to become a values-driven leader with superior verbal and non-verbal communication skills in sharing vision.

## **Clarify the Aim and Script Actions**

Center your thoughts on the desired outcome. Who needs to receive the information? What do you want people to do and feel? Remember, people have feelings. You cannot share information

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***Many Leaders have personal visions that never get translated into shared visions that galvanize an organization.***

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*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.*



**Syed Fazlullah Khan**

# Shared Vision



without the receiver experiencing an emotional reaction. Carefully consider which words and what actions will help guide people to the anticipated course of action. Script your actions to assist in the fulfillment of the objective and to aid in the well-being of others.

## **Craft the Message and Order Your Steps**

Start with the creation of the verbal message. Use precise language. Achieve an understanding by sharing details, connecting dots and shedding insight on

motives. How will you spread the news? Measure the available communication avenues against emotional risks. Email may be the fastest mode of transmission; but a face-to-face may mitigate confusion and hurt. Align your actions with your words. People are listening and watching; the audio and video must match.

## **Plan the Transmission and Team Up**

Content and context affect your ability to successfully communicate. Analyze the receiver's predicament, preferences and position then determine the best person



suites to pass on the information. In some instances, you may not be the ideal messenger. Look for apt conditions, identify an optimal time, and eliminate distractions.

### **Gauge Indirect Feedback on Your Talk and Walk**

Your eyes and ears are often the best way to collect indirect feedback. Practice delivering the message with simultaneous observation. When you deliver dire news verbally examine the receiver's response to your words and actions. If at times

and when appropriate, you communicate similar dismal news via a post in the break-room or within an internal correspondence study the sound and sight of observers. Compare how people receive and react to analogous messages—if necessary alter how you communicate to diffuse emotional reactions.

### **Stay, Shift or Scrap**

Throughout the day you must decide to stay on, shift or scrap the message. Largely, the most challenging information to transmit cannot be scrapped.



**Positioned in these difficult times are delicate opportunities which is why it is important to obtain buy-in and commitment through a shared vision as**

- A shared vision provides criteria from which employees can derive guidance and target goals
- It promotes enthusiasm by communicating a clear understanding of the vision
- It uses goals to set objectives and develop a sense of cause
- Successful information exchange requires the sender be cognitive of the physical and emotional needs of the receiver. Remember, if you stay on, shift or scrap the message effective leadership is honest, transparent and possesses demonstrated coordination of words and deeds.

**Strategies to promote a common vision are,**

- Use consultation to gain commitment
  - Develop stories and metaphors to communicate the vision
  - Reinforce the vision through repetition
  - Develop multiple channels for communicating the vision
- Last but not least, Live the vision by walking the talk**

Readers are requested to send your views and articles on management subject to [impactjournalindia@gmail.com](mailto:impactjournalindia@gmail.com)



# Management on Mars



The red colour we see in images of Mars is the result of iron rusting. Rocks and soil on the surface of Mars contained a dust composed mostly of iron and small amounts of other elements such as chlorine and sulphur. The rocks and soil were eroded by wind and the dust was blown across the surface by ancient volcanoes ([www.space.com](http://www.space.com))

*Mrs. Sandhya Rao, is an independent Senior Innovation Consultant, holding a Master's in Psychology from Punjab University, Graduation from Government College for Women, Chandigarh with Economics, Psychology and English (Honours), Schooling from Carmel Convent, Chandigarh.*



Mrs. Sandhya Rao

The study and application of Management can never be out dated. Look around us and we can see the world is now a global village. Managing people and managing situations and projects is a universal phenomenon. Man is the most advanced creation of God. Man has set foot everywhere on earth. He has also landed on the moon. Mars is the next adventure site. Let us try to gather a little background information through NASA first before we put up our **presuppositions**.

**NASA's four goals in exploring Mars:**

**Goal 1: Determine whether life ever arose on Mars.**

**Goal 2: Characterize the climate of Mars.**

**Goal 3: Characterize the geology of Mars.**

**Goal 4: Prepare for human exploration**

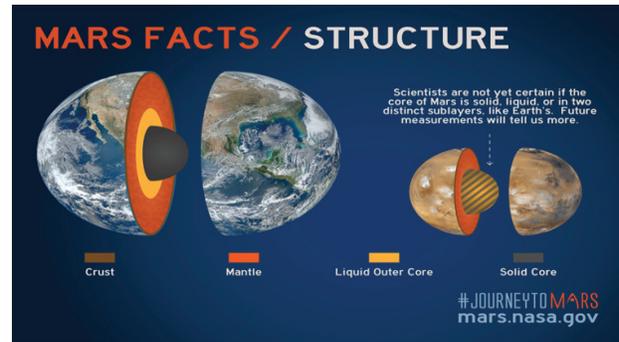
**Our presuppositions are in the form of images**

1. Find out if life existed on Mars: they will look for signs of life and few scientists think there are tiny life forms. They will look for heat energy and signs of carbon which is an element needed for life.



"Scrub that previous message Houston. There is no, I repeat no intelligent life on Mars."

2. Learn about Climate: They will look at melting and freezing points and dust storms.



3. Learn about geology: They will find about the rocks, volcanoes, valleys, water etc.



4. Prepare for humans to go to Mars: help face the harsh Martian environment.





Now consider the various perspectives that Earth people have.....

**Social aspect**



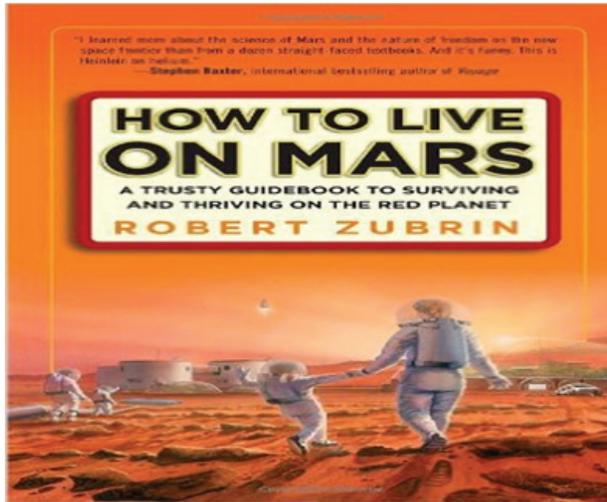
**Religious aspect**



**Health Aspect**



**History and Geography .....Educational aspect**



We have a lot of homework to do to help NASA reach its goals. It is said that one life is not enough to visit every part of India. Imagine visiting the world (Earth) and now we are making plans to visit Mars.

**Scientific aspect**



Man is man.....never satisfied. We in India have also coined the term “Jugaad” and have become experts at it. The definition of the word is..... a colloquial Hindi-Urdu word that can mean an innovative fix or a simple work-around, used for solutions that bend rules, or a resource that can be used as such, or a person who can solve a complicated issue. The issue is sending people to Mars.

**Family aspect**



I think that there is no planet like Earth at this point of time. Hence, we can keep debating about the life that will be on the planet Mars. But now we are on planet Earth. This is our present, a gift which is life on earth.

*Case Study*

# Dark Horse and the Race: Is L&T's acquisition of Fidelity MF a Good Buy?

In 2011-12, HDFC Mutual Fund quoted the highest price amongst the top six contenders in India to acquire Fidelity India's mutual fund business. But to the surprise of all, the dark horse, L&T Finance Limited (LTF) won the race. According to Fidelity, LTF's culture was complementary to that of Fidelity. This cultural compatibility would ensure smoother

business transition which in turn will benefit the best interests of investors and distributors.

At the time of this acquisition, LTF's assets were worth Rs 4600 crores and they paid Rs 550 crores to acquire the Rs 8800-crore Fidelity MF. The enlarged LTF portfolio has equal spread between equity and debt funds.

*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, Welingkars', 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.*



Subject to regulatory approvals, the agreement provided for the following:

1. Over 100 members of Fidelity's business managers and their fixed income team would be absorbed by LTF but the Fund Managers of Fidelity would not shift sides.
2. Fidelity's equity managers would continue to manage the funds until regulatory formalities were completed. They would continue to handhold the LTFs team thereafter to ensure continuity to Fidelity's processes that are valued highly by the investors and distributors.

**Sceptics of the deal had several things to say against this acquisition:**

1. High cost of acquisition: From 2002, there had been eighteen acquisitions at an average cost of around 2% of the Assets Under Management (AUM) of the acquired fund. The acquisition rate was about 6% when the assets were acquired along with the fund managers. Therefore LTF's acquisition price of about 5.6% of AUM raised many eye brows since they got these assets without the expertise of the fund managers.
2. Not acquiring the Fund Manager: People in the know believe that it is the fund manager who makes all the difference between success and failure in the MF business. HDFC's acquisition of Prashant Jain when they acquired Zurich mutual fund in 2003 is often quoted as a success example in this regard.
3. Prevalent market condition: In 2012, Indian mutual fund market was in the midst of a long flat period and maintaining profitability would be a very big challenge in that market scenario.
4. Mismatch in distribution channels: Fidelity



MF had relied exclusively on the foreign banks to distribute their MF products. But L&T mutual funds were generally distributed through independent financial advisors (IFAs). LTF was not considered strong in business through channels of foreign banks. It was believed that the foreign banks may churn out the assets of Fidelity MF once the regulator approved the acquisition.

5. Experts' caution: Since there was no exit load in case of mergers, many mutual fund advisors and even newspapers were advising the Fidelity investors to wait for LTF to perform.
6. LTF could have easily raked in more equity assets through tie-ups with intermediaries than the Rs 8800-crore assets they acquired through this deal.

Four year down the line, Business magazines carried news that L & T Mutual funds holds the 14th position in terms of size. In 2015-16 the company wrapped up with a net profit of Rs 19 crores 3.5 times growth over the previous year. The amount accrues to Rs 850 crores. Currently a grand restructuring process is in place and the company is planning to improve its return on equity. After all, the dark horse has proved its worth; the sceptics are provided evidence that they are wrong as the company with its grounded strategies spear heads with its focus on rural housing and wholesale lending. However, not a single product of L&T mutual funds lists in the top 20 list adjudged by Money Excel, opening a long way ahead for the company.

# I Love My India

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



*Mr. Venugopal*

Recently my wife and I spent a few months at San Diego, USA at the residence of our younger son. This is the first time, I stayed away from our country for such a long duration - on the earlier two occasions, the period of stay was within 45 days. So this time, I had more opportunities to observe the conditions of living in the foreign land and I could not help comparing with what we have in India.

### The Sidewalks and the Parks

Being a great fan of both morning and evening walks, I enjoyed my walking sojourns at San Diego.

Each road has what is called the Sidewalk - which can be compared to Pavements in our roads. The sidewalk is clean, no unnecessary ups and downs and quite safe for people, especially senior citizens like me. I tread to think of the position of pavements in India - if at all you have! - full of broken edges, occupied by street vendors, stray dogs staring and growling at you, often making you perform 'hop, step and jump', since you have to cross over so many impediments - now the latest risk has come in India - the two-wheeler drivers have started riding on the pavements, especially in Bengaluru - the Police is either helpless in the matter or they just do not bother.

Considering these dangers, the sidewalk in the USA is simply a safe walk and a sweet walk and a heaven for habitual walkers like me!

In case you do not walk on the sidewalks, there is a provision of parks in every locality. These are all well maintained, clean and airy and a great pleasure to spend time. There is a provision for children to play. Here I must admit that of late in all the cities of India too, the Government / NGOs have made arrangements for parks in almost all the localities and they are all well-maintained by

and large and I must congratulate the authorities concerned for the same, although there is room for improvement.

### The position of pets

By and large, people in the USA appear to be animal lovers, especially the pet dogs.

Many people even take pride in proclaiming that they have three or four children at home, one or two of them are four-legged! More than the humans, these pets are taken for morning and evening walk daily. But what is more pleasing and satisfying is the fact these dog-lovers carry a plastic bag in their hands to 'collect' the poops of their dogs and put them in the dust bin, instead of simply dirtying the parks as we see in India. There is not only a provision for dustbins in different areas of the parks in the USA but also some spare plastic bags are hanging there for your use, in case you forget to bring one. There is a board in all the parks mentioning " Please clean up the area after your pet...." How wonderful it will be, if we also learn this good habit and clean the roads and parks where our pets 'freely' pollute, especially when our beloved Prime Minister has given a clarion call for a Swatch Bharat Abhiyan!

But in India, there is a great menace of stray dogs in every city - actually in our colony, we do not have a night watch man, since our stray dogs take care of not only thieves but also every body who enters our road after 9 pm!

Again I have seen only in San Diego the Notice " My Cat is Missing.....Have you seen it?" There is a photo of the cat also as well as the phone number of the cat owner!

### The Traffic Sense

The pedestrians are given the top most priority in the USA while crossing the roads etc, very much unlike India, where they are accorded

the least respect, even if they are children, physically challenged or senior citizens or ladies. At every zebra crossing the vehicles stop wait for the pedestrians to cross. There is a provision to press a button which if used, makes the traffic stop for a while, facilitating the people to cross the road. What is the situation in India is better not explained as everybody knows about it - the vehicles crossing even in red signal, stopping on the zebra line so that people have to walk circum-navigating the vehicles while crossing the road, how school children have to run helter-skelter risking their precious lives etc. There is a death due to road accident every four minutes in India as per the statement of our Hon'ble Prime Minister. The flow of traffic is quite smooth in the USA - they too have rush hours, they also crowd the exit roads when there are week-end holidays and similarly traffic jams on Sunday nights and Monday early mornings, over-speeding etc.

Human beings, as we are, whichever nationality we may belong to, the Americans too are subject to anger, road rage etc, due to which accidents do take place on the highways and other crowded thoroughfares.

Actually traffic deaths rose by 14% nationally in the first six months of this year and injuries jumped by a third, according to the data collected by the National Safety Council, USA. 19000 People lost their lives due to road accidents till June.

The punishments are very stringent in the USA for traffic offences, the maximum one being imprisonment for 8 years besides hefty fines going up to even 5000 USD. This is a deterrent for the erring drivers. Let us hope that in India too, such heavy punishments come for the faulty drivers so that the accidents would come down.

In America, the drivers use an equipment called the Unique Positioning System - GPS - for guiding them to reach their destinations. This has come in India too. But how far they are useful in India is a moot point with the police changing the directions like the One Way, Closed for Traffic etc so frequently!

The motorists at the USA have the good habit of 'Yielding' to others in the cross roads, whereas in India, this is mostly unheard of. There have been traffic jams in view of the unyielding attitude of the car drivers and their indulging in wordy duels. I always remember the anecdote of Bernard Shaw where he had to face a bully driver in a narrow lane and one of them had to reverse the car in order to ultimately clear the traffic. The intransigent driver growled "I don't yield to fools!". Promptly Bernard Shaw replied "I do!" and reversed his car!

The drivers rarely use the horns in the USA, even at the turnings of the roads, as they always maintain to their side of the road - it is left side driving in the USA, whereas in India, it is the right side driving.

In India, you have to give a long horn at every turning as otherwise you do not know which two wheeler or auto, you will brush with! We drive more by horns than by brakes and gears.

This is beside the pollution caused by cars and vehicles not serviced regularly, in addition to the noise pollution created by autos fitted with the two-stroke engines, although there is a law that all these autos should convert to four-stroke engines. The ever present water-tankers are really Killer-Tankers!

Infrastructure of roads is well developed in America and the use of cars is very high, whereas the bus and the train services are not so much developed.

In this sphere, India leads the show - the roads are well-developed by and large in almost all the States and there are train connections to many remote places. I must congratulate the authorities concerned in this respect.

### Rest Rooms

This facility is a very common facility in America in Malls, public places, parks and the highways.

The rest rooms are well maintained and they are very helpful to one and all, especially the old and the diabetics like me!

Is it possible to imagine such clean service in India? No doubt, now-a-days, this facility is available in the Malls and they are also maintained tolerably well- Congrats.

Otherwise, any street corner becomes an urinal accumulation place! We have to draw



the pictures of Gods on the walls in order to instill a fear among people not to urinate there. But has anybody thought about the plight of ladies in this respect?

The answer is yes. Our Prime Minister has given a clarion call for building toilets in all localities, especially for ladies and the project is coming off well.

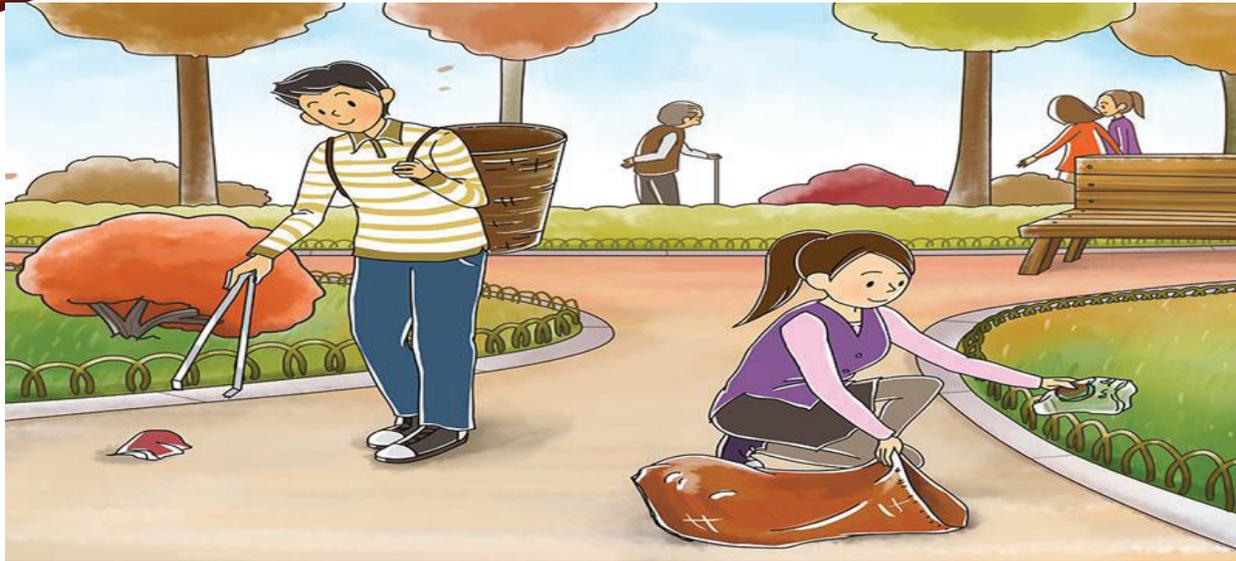
### The Greetings and Smile

This is one quality we have to imbibe from the Americans - they smile at the other person or wish 'Good Morning or Good Evening' whenever they meet you on the way, in the park or in the lift, whether they know the other person or not. But the fact remains that this friendship does not grow beyond this greeting. I was greeting my neighbor every morning for all the four months I stayed at San Diego but never knew his / her name till I left for India nor my neighbor enquired of me! May be, they are in the habit of wishing each other just as a matter of courtesy and not beyond it. However still it is a good habit for us to learn, as we stare at our neighbors, may be fearing that he / she may approach us for some help! We even teach our children

"Don't smile or talk to strangers!" Of course, we are sometimes experts in developing conversations with our fellow train or bus passengers that we go to the extent of even knowing their 'Gotras' to plan marriages, if found suitable! Luckily we have not gone to that extent in our friendship with our fellow passengers during flights - as many of them either close their eyes as soon as the flight begins or bury themselves in a book - sometimes even keeping the book upside down - or simply plug their ears with some wire so that nobody can disturb them. By and large, we Indians are good in poking of our noses in the private affairs of others.

### Cleanliness

America is mostly clean - may be, because of less population in that country.



Where the population is less, the pollution is automatically less. Normally no littering is done by the people here - I have seen one group even bringing a dustbin to carry the litter also in their van after their picnic. They also carry a lot of things with them while going for outings - small chairs to sit and watch some games, bed-sheet to sit - even a tent they carry - drinking water, eatables etc and they clean the area when they leave the place.

I witnessed a Children's Carnival in the school grounds at San Diego one evening. That is the place I go for my morning walks daily. When I went there next day looking for a lot of trash and litter, I was totally and pleasantly surprised to see an utterly clean area. Can we expect this in India? Even I heard that the place used for a Clean Campaign as per the call of the Prime Minister, was full of litter after the departure of the celebrity who had come for the function and the organizers had to engage a few people separately to clean the area! Incidentally the people in the USA are soccer lovers and not cricket fans like us.

Children are trained in soccer right from their young ages - there are huge grounds for the same.

The grounds are well-maintained even during the school vacations, the lawns are properly mowed and all the equipments are adequately oiled and lubricated or properly tightened up so that there will not be any accident when the school reopens.

We have to imitate the Americans in this respect.

There are quite a few temples in America in different States and they are all very clean and neat.

I have not seen any beggars sitting outside those temples.

### Gun Culture

One sad aspect of America is the easy availability of guns, which leads to a lot of shooting incidents in the schools, theatres etc., with innocent people dying.

There are a few reports of police atrocities too like the unprovoked shootings on gullible people, under the guise of self-protection.

There are cases of drug-trafficking also.



Although in India too, there are many reports of these kinds of unlawful activities, it is difficult to accept them in an advanced democratic country like the USA.

### Entrepreneurial Nature

The American people are quite entrepreneurial and interested in self-earning.

A lot of youngsters are doing extra jobs during their school vacation times for the sake of pocket money.

There are interesting start-ups like Mobile Saloon offering hair-cuts at the road corners of resident localities.

Uber taxi drivers are delivering pizzas and earning money during their leisure times.

### Health Awareness

By and large the Americans are health-conscious and are well-built.

A lot of people are doing walking and jogging in the grounds every day.

However, many are obese - as per some Research, 42% of Americans will be obese in 2030. This is a jump from 36% in the year 2010.

As on today 11% of people are severely obese in the USA. 66% are over-weight.

As per a Study, an American eats 3770 calories of food on an average per day.

Compared to this situation, things are better in India, where also people are becoming health-conscious and are taking to exercises and gyms.

### Health Insurance

There is Universal Health Insurance called Obama Care for the last few years in America.

There is a lot of discussion about the merits and demerits of the scheme and its continuance

is in doubt under the new Donald Trump regime.

There are even reports that the Insurance companies are encouraging unnecessary tests and sonograms for patients by canvassing these reports by the Doctors.

But the fact remains that the medical care is more costly in the USA, when compared to India.

### Car Finance

One of the reasons for the increased use of cars by people in America is the easy car finance available.

There is a scheme of car lease, where the individual pays an EMI for the first 3 years - there is no initial down payment at the time of purchase.

At the end of 3 years, there is an option for the customer either to pay the balance and own the car or there is an option to sell the car and go for a new car with the same company.

In both the options, the customer is the winner. Once you have entered a car finance company, he / she does not leave unless the deed is finalized - that is the power of their salesmanship.

I have only a lingering doubt - with no commitment on the part of the purchaser of the car, how far is the money safe and is there a guarantee of all EMIs regularly for the first 3 years? May be, the conscientious may pay sincerely but not all. Is this factor towards another 'Sub Prime Crisis'?

### Politicians and Holidays

The politicians are different in America in the sense they are not VIPs as they are in India. They travel and move in the society as any other ordinary citizen without much paraphernalia.

There is a lot of corruption in the USA too, but the only thing is when the scandal comes out, it is investigated properly immediately and the guilty is punished whereas in India, we strictly go by the dictum “Innocent until proved Guilty”, knowing fully well that this process will take years, if not decades!

There are only very few holidays in the USA like the American Independence Day, Thanks Giving Day, Christmas, New Year Day etc. In this aspect, none can beat India! We declare holidays even when the dignitary who passed away was against the practice of giving a holiday on his cremation day!

### War Veterans

Americans give a lot of respect and honor to the War Veterans in their day-to-day life. In every congregation, the Master of Ceremonies first enquires the presence of War Veterans in the crowd, salutes them first and then only commence the function.

In India, we do not appear to respect our soldiers - both working and retired - so much, although they keep awake in the borders so that we can sleep peacefully at home.

### Domestic Air Travels

In the USA, there is a system of a passenger of a local flight purchasing a book at the airport

and in case he / she completes reading it, he / she can return the book to a similar book shop at the destination and collect 50% of the cost of the book. This encourages the reading habit among the people and also the book is available at a very cheap cost for reading.

I wonder when this kind of facilities will come in India. Similarly there is another practice in the USA Restaurants - if your order is delayed more than a reasonable time, you are not charged for that particular dish. The manager himself / herself comes and apologizes for the delay and says “The cost of the delayed dish is on the House”. This not only pacifies the customer but also gladdens him / her - possibly the customer may come back to the same restaurant.

Can we expect this kind of courtesy in our Indian hotels?

The Luxury of a Maid Servant in the USA This is a very important item for ladies, why for gents too! It is highly difficult to get a domestic help in the USA and quite costly too.

May be, only our Diplomatic Personnel can afford it, provided there is no legal issue subsequently!

All the household chorus are to be done by the couple only - cooking, washing the vessels, arranging them afterwards, washing of clothes etc. The husband and wife have to share the activities equally. This often leads to quarrels as to who would cook today, as to who would wash the dishes after the cooking etc. Many times, this argument ends with the easy option of eating out and both husband and wife are happy! To avoid this confrontation, some couples cook once in a week and manage the entire week by keeping the foodstuff in the refrigerator.



I recall an incident where a guest who came home for lunch, appreciated the curry provided to him by saying “ Fantastic Bhabhi, the curry tastes exactly the same as the one you fed me last week”. The Bhabhi replied, “ Naturally, it is the same curry only!” In this respect, India scores the top always. You can have not one but three servants - one for cleaning the house, one for washing and ironing the clothes and one for taking care of general needs, apart from a full time cook, car driver - one for the husband and one for the wife, one gardener etc. You should have only money to spare and appoint one manager to monitor all the servants.

Leave alone the domestic help, in America, you have to assemble whatever you purchase whether it is furniture, children’s toys and what not. If you want help from the manufacturer, you have to pay through your nose! The same story for shifting your residence, packing your household items etc. That is one of the reasons why the Americans maintain huge vehicles and pick-up vans for managing things themselves.

### Education levels in the USA

I recently saw in the latest Census Report that in India, only 8.15% of the Indians are graduates.

I do not know the exact position in the USA, but the fact remains that the number of graduates is not very high, going by one Graduation Ceremony attended by me at San Diego. In a lighter note, one Indian from the rural area, on return from the USA, remarked to his friends “all are highly educated in America - even the vegetable vendors speak good English!”

### Aping the West

One good feature I appreciate about our Indians staying in America - despite remaining

there for so many years, they preserve our Indian culture and traditions. They visit the worshipping places regularly and celebrate all festivals and maintain love and respect for elders. Although they have taken to the Continental food like fish to the water, but still at home, they take a lot of pleasure in preparing the Indian dishes enthusiastically and sharing them with their friends and relatives. Though they do in Rome as the Romans do, they do not ape the Western culture blindly. I appreciate them.

### Miles to go

It is clear that it will take years for India to reach higher levels in the different parameters mentioned in this article.

But I am confident that we shall too reach this kind of perfection, if not immediately, but definitely after a few years.

I always recall the words of Robert Frost:

The woods are lovely and dark,

I have promises to keep,

Miles to go before I sleep and

Miles to go before I sleep!

### I Love My India

This article does not mean that I am very happy outside my country.

Far from it - nothing like staying in our own place - with all its noise, pollution, population, traffic jams, dirtiness and what not!

I cannot help but shout from the house tops the song from the Hindi film ‘ Pardes’:

“ This is my India... I love my India....”

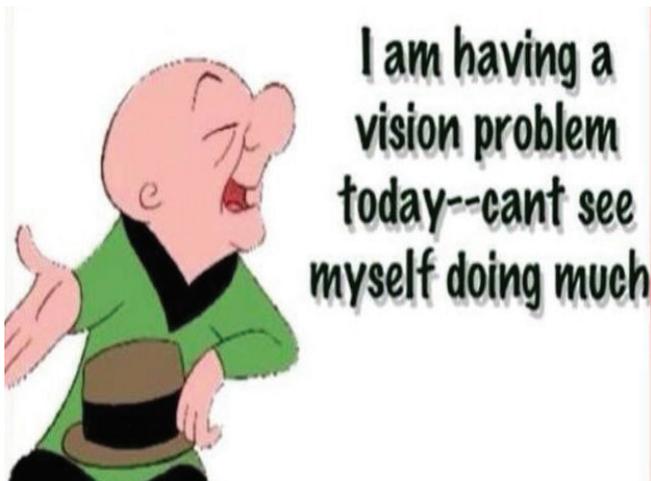
# Management Humour



I think it's an ancient eye exam chart.



"I have a germ of an inkling of a notion, but I will need ten million dollars to develop it into an abstraction of a vision of a concept."



"So we're all agreed. We'll change the stock symbol."

# Bad food

DO YOU LIKE YOUR BROWNED. (ROASTED BREAD.)

If yes, you may be exposing yourself to a chemical that could cause cancer.

ACRYLAMIDE is produced when starchy food such as potato, bread and Root vegetables are roasted, baked, fried at high temperatures(1120 degree C). It is a natural byproduct of the cooking process.

The amount of Acrylamide produced varies with the duration and temperature of cooking.

Cooking at long durations and at high temperature can produce more Acrylamide.

Acrylamide interacts with the DA and has been shown to increase the risk of cancer in animals.

It has potential to increase cancer risk in humans as well.

Acrylamide is present in processed food as chips, cakes, biscuits, cereals,

coffee (roasted baens) and other food that are cooked at high temperatures.

The Food Standards Agency (UK) has made suggestions to reduce our exposure to Acrylamide .

Cook food at a golden yellow color. The process of browning the food also produces more acrylamide .

Carefully follow the cooking and heating instructions on prepackaged food.

Do not store raw potatoes in the fridge (refrigerator). Store them in a cool, dark place.

Eat a Healthy, Balanced food to minimize exposure.

## DO YOU KNOW

Practicing meditation and listening to music can significantly improve subjective memory and objective cognitive performance in areas such as attention , executive function and processing speed in patients with early memory loss.



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

**Lion M. Desikan**



### HOW TO MAINTAIN ORAL HEALTH

Eat balanced diet and drink plenty of water.  
Follow appropriate brushing and oral hygiene technique.

Gargle after in-between snacks.

Get dental check up, and cleanings done regularly.

Avoid tobacco use.

## Readers' Response.

Dear Sir

I went through with interest the IMPACT issue - February 2017.

I was quite thrilled to get to know about our brain's activities through the article- Manage Mind - by Mr SF Khan. It is true that the human brain is the greatest computer with Storage provision, Memory Layers, Deletions etc. Otherwise how there can be mathematical wizards like Dr Shakunthala Devi and others? Man invented the computer as he was lazy to use his brain and went for menu - driven programs!

It is interesting to learn about Bitcoin - vide the piece by Dr Satya Suresh and Mr Chandrasekaran.

Problem Solving by Dr JB Zende is very useful for the beginners in the Management Theories.

Mr M Desikan unfolds about new diseases in his usual health column - this time about Ankylosing Spondylitis.

All other contributions too add a lot of value to the magazine.

Hearty congrats.

With regards

*R Venugopal.*



# IMPACT

INNOVATIVE MANAGEMENT PRACTICES  
AND CREATIVE THINKING

## Research Article



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## FAMILY VIGNETTES AS SEEN IN ELEANOR H. PORTER' N

**By Dr. Olive Thambi**

*Dr. Olive Thambi is an Assistant Professor of English currently working in LRG Govt. Arts College, Tirupur. She has 23 years of teaching experience. She is a certified BEC Trainer apart from being a Soft-Skills Trainer. She has presented 12 papers at various national and international conferences and has published 11 papers. She has produced 2 doctorates and 2 MPhil candidates.*

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A family is born and not made. Family bonds are strengthened by love. Love and concern for fellow human beings bring people together and bond them as one family. In the novel, Pollyana, the protagonist Pollyana brings people together to form a family of love. Her innocence and her genuine concern for people make her an adorable personality in the town of Beldingsville where she comes to live with her aunt Polly.

Pollyana is ten years of age, and she has been through the storms of life. Having lost both her parents at an early age, she lived in impoverished conditions. The only legacy that her father left behind was a beautiful thought, revolving around a glad game. Her dad had taught her to see the brighter side in every negative situation. Her child-like innocence and faith helped her see the positives. Being homeless, she was forced to seek refuge in her Aunt Polly's home. Aunt Polly was her mother's own sister but she did not treat her well, initially. However, being an optimist, Pollyana has a life-changing influence on her aunt, besides a good number of others in the Beldingsville town, which has become her own now by association.

Coming to the major characters, Miss Polly Harrington is the youngest sister of Pollyana's mother. She is around thirty years of age. She lives in isolation, having lost both her sisters and both her parents. She deals with her angst

and pain by withdrawing herself from society. She blames society and other individuals for all her set backs and lives in self-pity and bitterness all the time. At one point in time, she is so fearful of befriending people that she even shuns the well meant proposal of Dr. Thomas Chilton after a short period of time. She even shuns the company her own household servants and old Tom, who has known her for a very long time.

Nancy is the hired girl of Miss Polly who does errands, cleans the house and assists the cooks. At this point in time, she has been employed to take care of Pollyana. Nancy is very kind to Pollyana. She is also protective of Pollyana and in turn Pollyana reciprocates warmly. Nancy secretly meets a young man who genuinely cares for her and against all odds she decides to settle down soon to a married life and Pollyana does all that she can for her.

John Pendleton is in his mid-40's. He resembles Polly Harrington in behaviour. He was interested in Jenny who was Polly's eldest sister. When she married and settled down, he was so deeply hurt that he decided to lead a recluse's life. He vented his deepest feelings through writing and travelling all by himself and he disliked any intrusion on his private life. When Pollyana comes into his life, there is a dramatic change in his outlook on life.

Dr. Thomas Chilton is a middle-aged man, who had special regard for Polly Harrington. He had also intentions of marrying her but his proposal was turned down by Polly as she preferred being alone. But nevertheless, he continues serving people in his own way, having accepted the turn of events in his life. Only a radiant and an ever-optimistic Pollyana could make him open up once again. Life would never be the same again for him.

Pastor Malden is another character who serves the town and preaches fiery sermons which alienate people from God. The people whose lives only revolve around enmities and grudges get the wrong message and added to that the pastor is more confused than the congregation. His defining moment comes when Pollyana asks him to ponder over the happier texts for a change.

Mrs. Snow is a fifty-year old lady. She is a hypochondriac who finds purpose in life by exercising complete control over her daughter, Mille. She complains incessantly about the way in which the world has treated her. She is in the habit of evoking pity in the minds of people. She does manage to elicit some kind of support from her neighbours. In reality, the sympathy is more for her daughter. Once again Pollyana's charming personality and her endearing nature changes her perspective of the world around her.

Pollyana's optimism is infectious throughout the novel. She endears herself to total strangers against all odds. Her very first day in Beldingsville staggers the imagination of everyone she talks to. First, it is Nancy, the maid who receives Pollyana at the railway station. She embraces Nancy warmly, imagining her to be the aunt. However, during the course of the conversation, the identity is disclosed. This mistake does not deter Pollyana in continuing the conversation. On the way to Aunt Polly's house, Pollyana keeps up a lively conversation with Nancy, taking in the breathtaking scenes on the way. She does not know that her aunt had prepared her room in the attic.

The cold welcome from her aunt, despite Pollyana's cheerful disposition does not discourage her at all. When she is finally shown her room, she is happy contrary to aunt Polly's expectations. The glad game that Pollyana

learnt from her father begins here. There are no pictures in the room and no curtains. But even these things do not matter to her at all. She looks out of the window and is awestruck with the beauty of the scenery outside. She says she does not need any pictures. Pollyana tells Nancy, “look-way of there with those trees and the houses and that lovely church spire, and the river shining just like silver. Why Nancy, there doesn’t anybody need any pictures with that to look at. Oh! I am so glad now she let me have this room!”(28).

Pollyana tells Nancy about the glad game. She had wanted a doll and her father had written to the missionary about his daughter’s wish. Unfortunately when the missionary barrel finally did come, there was only a pair of crutches. Pollyana was understandably disappointed but her father taught her to see the positive side to it. He said that she should be glad that she did not have to use it. So the game began and continued even after her father’s demise. Pollyana learnt to find something about everything to be glad about.

Every day was a new and an exciting day for Pollyana. As far the little town of Beldingsville was concerned there was a lot to explore for her. The very next day, even before she could have her breakfast, she set out to the countryside among the hills and the valleys quite oblivious of her aunt’s breakfast bell. Her aunt waited for her to come back and then decided to punish her by not giving her the usual sumptuous breakfast. She had to be content with just bread and milk. When Nancy told her about the punishment of having to eat bread and milk, she said she just loved it. As usual she saw the silver lining in the cloud much to Aunt Polly’s consternation.

Aunt Polly was keen on disciplining her niece Pollyana. So she decided to give her slots for

her everyday routine. She said she would decide when she would study, cook, sew, listen to music etc. Each activity was time-bound. The happy-go-lucky Pollyana was quite taken aback. However, she spoke her mind. She told her aunt:‘

Oh aunt Polly, you haven’t left me any time at all just to - to live...I mean, doing the things you want to do; playing outdoors, reading ( to myself )...

Just breathing alone isn’t living.( 48)

After much coaxing and persuasion, Aunt Polly relented on the strict condition that all her activities would be under her supervision. She referred to Pollyana as the most extraordinary child who was obstinate in her own way.

It so happened that Aunt Polly had not only relegated Pollyana to an attic but she had deprived her of the furnishings. There were no curtains as a result of which the windows had to be kept open at nights. Once Pollyana found it so difficult inside her attic at night that she crept outside to sleep. When this was detected by her aunt later, she was very angry with her. As a punishment, she asked her to sleep with her for a few days until the curtains were ready. Contrary to the aunt’s expectations, Pollyana was thrilled with the idea of a close proximity to her aunt. She exclaimed, Oh Aunt Polly, Aunt Polly, how perfectly lovely of you! when I’ve so wanted to sleep with some one sometimes - someone that belonged to me, you know not a ladies Aider. I ‘ve HAD them My! I reckon I’m glad now those screens didn’t come! Wouldn’t you be?”(57).

Peg Streep in her article entitled, ‘Toxic Patterns in Mother - daughter Relationship’ says, “It’s true enough that all daughters of unloving and unattuned mothers have common experiences. The lack of maternal

warmth and validation warps their sense of self, makes them lack confidence in or be wary of close emotional connection, and shapes them in ways that are both seen and unseen.” Streep goes on to say that daughters are mostly yearn for proximity to their mothers. In this case, Pollyana was trying to find a mother substitute in her Aunt Polly.

Pollyana indulged herself in many activities as per her aunt’s strict injunctions but she had more time “to live” (58). For Pollyana’s luck there were no children in the vicinity for her to play with. However, this did not seem to bother her at all as she told Nancy. “ Oh no, I don’t mind it at all, she explained to Nancy. I’m happy to just walk around and see the streets and the houses and watch people. I just love people” (59).

Pollyana would often be on an errand and this thrilled her more than ever because she could meet many people on the way.

One such man she came across wore a long black coat and a high silk hat. This man was always alone and Pollyana felt very sorry for him. One day she decided to speak to him and asked him how he was doing. The man was surprised because nobody spoke to him. The man did not respond properly and he moved on.

Pollyana had many such encounters with the man with little success and one day, the man even told her that she should be talking to children of her own age.

Pollyana replied saying that there were no children in the immediate neighbourhood. She was on her way to deliver the calf foot jelly to Mrs. Snow. Mrs. Snow was a hypochondriac who always believed that she was ill. Aunt Polly would often send her something through Nancy as a matter of duty.

Pollyana begged her aunt to send her to Mrs. Snow so that she could help Mrs. Snow out in some way. Her aunt obliged her finally and she was soon at the doorstep of Mrs. Snow whom most people detested to be with. Even her own daughter found it difficult to get along with her. Her fluctuating moods and her fits of temper made her a difficult person to be with. This was Pollyana’s first visit to Mrs. Snow’s house and a tired looking girl answered the door. Pollyana said she would like to see Mrs. Snow much to the surprise and shock of the girl who never heard of people, who would like to see her(62).

Amazingly, she was able to strike a chord with the woman who was perhaps detested the most in the entire neighbourhood for her snide remarks. Pollyana’s good humour and light banter aroused Mrs. Snow’s curiosity so much that she drew her curtains to get a glimpse of her. When Pollyana gasped saying that Mrs. Snow was pretty, she could hardly believe it. ‘ Me! ---pretty!’ (63) exclaimed the woman in disbelief. The persistent efforts of Pollyana on a regular basis, made Mrs Snow rediscover her own self. She began to live as per Pollyana’s entreaties. Pollyana even managed to coax her into allowing her to comb her hair for her. ‘For five minutes Pollyana worked swiftly, deftly, combing a refractory curl into fluffiness, perking up a drooping ruffle at the neck, or shaking a pillow into plumpiness so that the head may have a better pose” (65).

Pollyana’s persistent efforts to encourage Mrs. Snow finally paid off. Mrs. Snow was making great headway in her health and her perspective of the world slowly began to change under the powerful influence of Pollyana. As for the lonely old man, he turned out to be Mr. John Pendleton who was disappointed in love. This setback had made a recluse of him and

he withdrew himself from society. Pollyana's optimism and her child-like innocence drew Mr. Pendleton out of his inhibitions. Daniel Goleman expresses his views on human feelings in his book *Emotional Intelligence*. He says, "our deepest feelings, our passions and longings, are essential guides, and that our species owes much of its existence to their power in human affairs." (3)

It was Pollyana who helped Pendleton to recover from an injury that he sustained during an accident. She herself called for Dr. Chilton who she later learnt was her aunt's supposed fiancée and that because of her aunt's independent nature, had turned down his proposal. Dr. Chilton had already been introduced to Pollyana and so it was easy for Pollyana to call him. While talking to Pendleton, Dr. Chilton admitted that all his patients just adored Pollyana.

As for Pendleton, he learnt to confide in Pollyana. Once Pollyana was led to even believe that he had wanted to marry her aunt in his prime. However, this idea was dispelled when she realised later that he had had designs on her own mother in his youth. Pollyana's mother had turned down the offer and had chosen to marry the reverend and Pollyana was born to them. At one point in time when Pendleton came to know that Pollyana was his daughter, he did not like the idea of meeting her. Later, he got over his shock and began to befriend Pollyana once again.

As Pendleton was on the road to recovery, Pollyana devised a small game of her own with some glass pendants in the hall. As she hung them against the sunlight, there was a prism effect which thrilled her. Soon, the entire room was full of the rainbow colours and she exclaimed it was wonderful to live in a rainbow. With the very beautiful colours flashing across, the entire room had been turned into a fairy

land. Despite Pollyana's loud proclamations and her excitement, Pendleton told Pollyana rather candidly, "the very finest prism of them all is yourself, Pollyana" (149).

Pollyana's presence in the house made a huge difference in Pendleton's house and he told her "It takes a woman's hand and heart, or a child's presence to make a home, Pollyana. I have not had either. Now will you come, my dear." (153) As much as she would have loved to be with Pendleton, Pollyana also had her own misgivings about her aunt and instead she recommended Jimmy Bean, a poor orphan who could be his companion. Jimmy Bean was living on the streets and Pollyana had befriended him one day. From then the two were good friends. But Jimmy needed a home. He was right out of a Charity Home and he confided to Pollyana that he needed a real home where he would get the attention of a mother and not a matron. At first she had thought that her own aunt would adopt him but she was wrong. Her aunt detested the idea and ever since then, Jimmy Beans had been on the look out for a home where he could work as well.

Pollyana was wondering whether she could coax Mr. Pendleton to adopt Jimmy Beans. Her initial efforts in this direction were fruitless because Pendleton was more keen on adopting Pollyana rather than Jimmy Beans. On second thoughts however, Pendleton had complied with her wish much later.

Pollyana had endeared herself so much to Pendleton that one day he confided his feelings to her and told her openly that in his youth he had loved her mother but his love was unrequited and he had turned into an angry and detestable man that the town had ever known. Initially, Pollyana had been a grim reminder of the incident but then, Pollyana

“had danced into his life and flecked my dreary old world with dashes of the purple and gold and scarlet of your own bright cheeriness... now I want you always.”(159)

Pollyana had had such a profound influence on her aunt's life that Nancy remarked one day, ‘She's at last getting down somewhere near human.’ ( 163) Pollyana had been softening aunt Polly up much to everyone's surprise. As for Pendleton's query about his adopting her, Pollyana told Pendleton that she was sure that she would never leave her aunt. Pollyana's heart grieved for his loneliness, though. Suddenly she brought up the idea of his adopting Jimmy Beans quoting his own words that, ‘a woman's heart and a child's presence could make a home.’( 166) Though she had no answer for a woman in his life, she was sure about Jimmy Beans which could fill the void in his life. It was not easy to persuade Pendleton into accepting the idea.

In the mean time, Pollyana had an opportunity to hear Reverend Paul's rehearsal of his Sunday sermon in the woods. She just eavesdropped and she was shocked to hear him rant and rave over his intended sermon. The reverend's sermon went like this: ‘Woe unto you, scribes and Pharisees, hypocrites for ye devour widow's houses and for a pretence make long prayers: therefore ye shall receive the greater damnation.’(172) Pollyana gently confronted him and asked him why he was using only negative texts for God's people. She said he should be finding something to be glad about. There were over eight hundred rejoicing texts in the Bible that could uplift the people of God, like ‘Be glad in the Lord,’ or “ Rejoice greatly”, “Shout for joy” etc.

Being a reverend's daughter herself, Pollyana said that her father was always encouraging his

people with positive scripts and that love could draw people to God better than admonition. Pollyana's soothing words made him think over for a while. He read through his papers and some more sheets which were with him. He came across a passage which was truly inspiring. The passage said that all that men and women needed was encouragement. A man's virtues should be extolled. A man's better self should be drawn out. “ Hold up to him his better self, his REAL self that can dare and do and win out!...”(177) And so the following week, the sermon was based on Pollyana' text on rejoicing. The result was awesome. For the first time in their lives, the congregation felt uplifted and healed.

Towards the end of the story, Pollyana has an accident in which her legs are paralysed. Aunt Polly gives her the much needed attention and as she calls her many times over as “dear”, Pollyana told her that she had always longed to hear that loving word over and over again. She may have heard it from others many times over but to hear it from her aunt was really comforting and soothing. Surprisingly, Pollyana's illness had brought all her friends to her bedside. This included the old disgruntled Mr. Pendleton, Mrs Snow, the so called hypochondriac and many others whom Aunt Polly never dreamt of even seeing.

Pollyana does not lose sight of her glad game. She remains positive throughout, though she also experiences spells of discouragement in between, human as she was. Dr. Chilton happens to know a friend who specialises in the treatment that Pollyana needed. This of course needed the approval of her aunt. After many years Dr. Chilton and Aunt Polly meet and as Pollyana recovers from her injury, the estranged Dr. Chilton and aunt Polly too

forget the past and decide to settle down as a couple. Pollyana becomes the prism girl of the Beldingville town. She had taught the entire townsfolk to actually live their lives and not just exist.

Pollyana's radiance and her exuberance were infectious. The entire town had learnt the glad game and Pollyana had one big family of her own - the entire town who were not connected to her by blood but by the greatest virtue, love.

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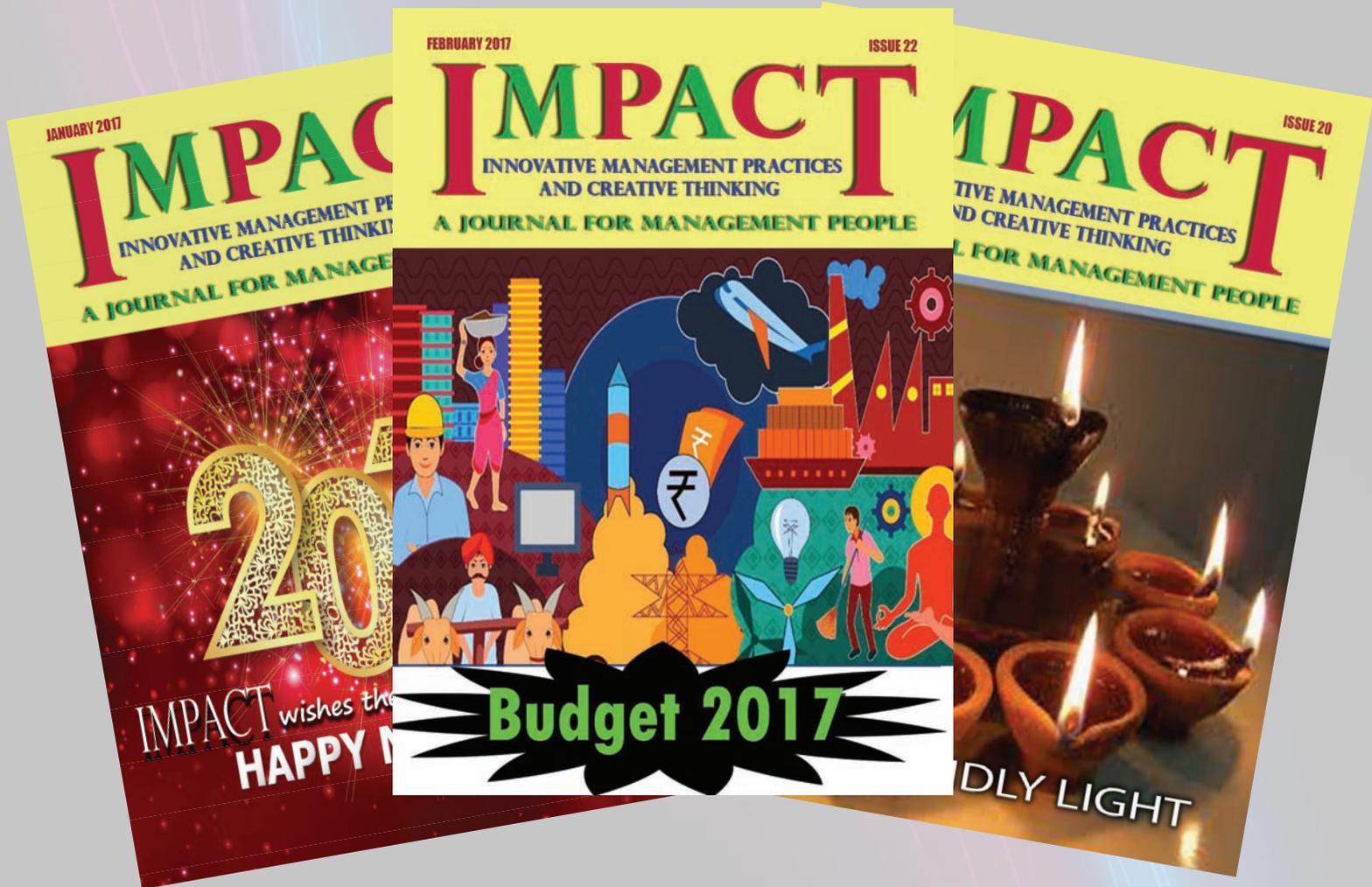
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