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# IMPACT

INNOVATIVE MANAGEMENT PRACTICES  
AND CREATIVE THINKING

A JOURNAL FOR MANAGEMENT PEOPLE

Ageing Gracefully...



# Greetings from Impact



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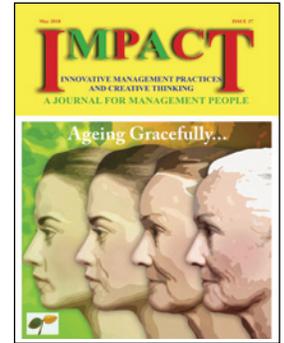
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Dear Readers,

Well in the new financial year 2018-19, a month is gone and the second month is on.

Academic year has almost come to an end and annual examinations are going at different levels. Soon the results of final examinations will be out and the hunt for school/college admissions will start! Yes this is routine year after year and one may wonder where is the need for an editorial on this subject.

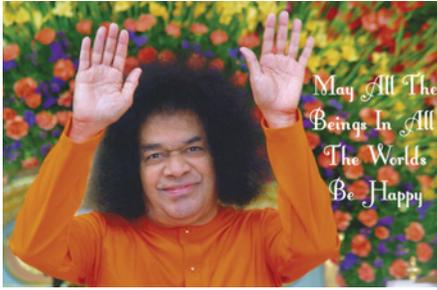
We know the often repeated grievance or criticism about the falling standards of our educational systems at different levels and the ranking of Indian colleges and Universities going down at the global level.

Many reasons are adduced: population explosion, lack of infrastructure facilities, profession not attracting the best in the society to teach, lack of interest in the students and parents, commercialization of education, lack of clarity on the goal, distractions galore the students and teachers, apathy of the government, unmanageable student-teacher ratio in the classrooms, general degradation in the society, and demonetization of values around and so on!

All these reasons appear to be genuine and seem to be impossible of correction! Is it then we have to leave it to the will of God and stop with mourning? We solicit the reaction of our esteemed readers and come out with the consolidation and the considered view of the IMPACT.

Editorial Team

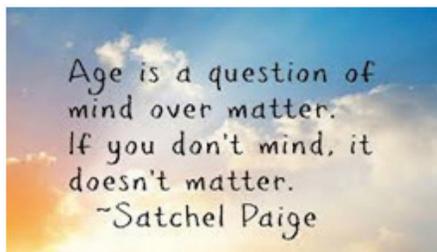
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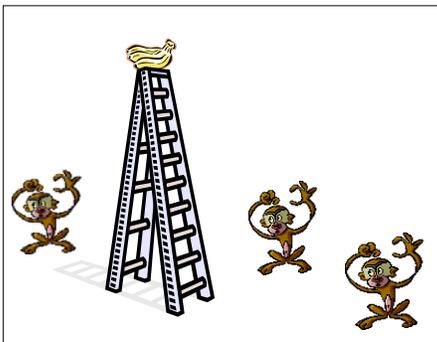
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# Sathya Sai Baba on Man Making

## The Three Ps Purity, Patience, Perseverance

The Three Ps are in Me and around Me - If You Observe Them, You Will Be One with Me You Can Achieve Success Only When You Have the Three Ps. With the Three Ps You Can Attain All the Human Values. Purity and Patience Automatically Make Perseverance Easy. With the Three Ps You Will Acquire Good Health, Happiness, and Bliss. You Can Achieve Anything with Purity of Heart and Peace of Mind.

I do not desire anything. I have three Ps. First is purity. Second is patience. Third is perseverance. It is these three that have secured the world's regard. No invitations were issued to those who have gathered here. Swami's love alone attracted them all like a magnet. Some may ask why they are not attracted to Swami if that magnet is so powerful. The reason is that these persons are like rusted iron that no magnet can attract. Let them remove the rust and dust, and they will be drawn to the magnet. Their hatred and desires, their envy and greed are the rust and dust covering them.

If you cleanse yourselves of these, wherever you are, you will be mine and I will be yours. The hapless and the forlorn, wherever they may be, are the concern of Sai. Promote sacred love in your hearts. That love will not only redeem your lives but will promote the well-being of all around you. You need not offer anything except love. In Prasanthi Nilayam no offerings are permitted. Only love is allowed entry.

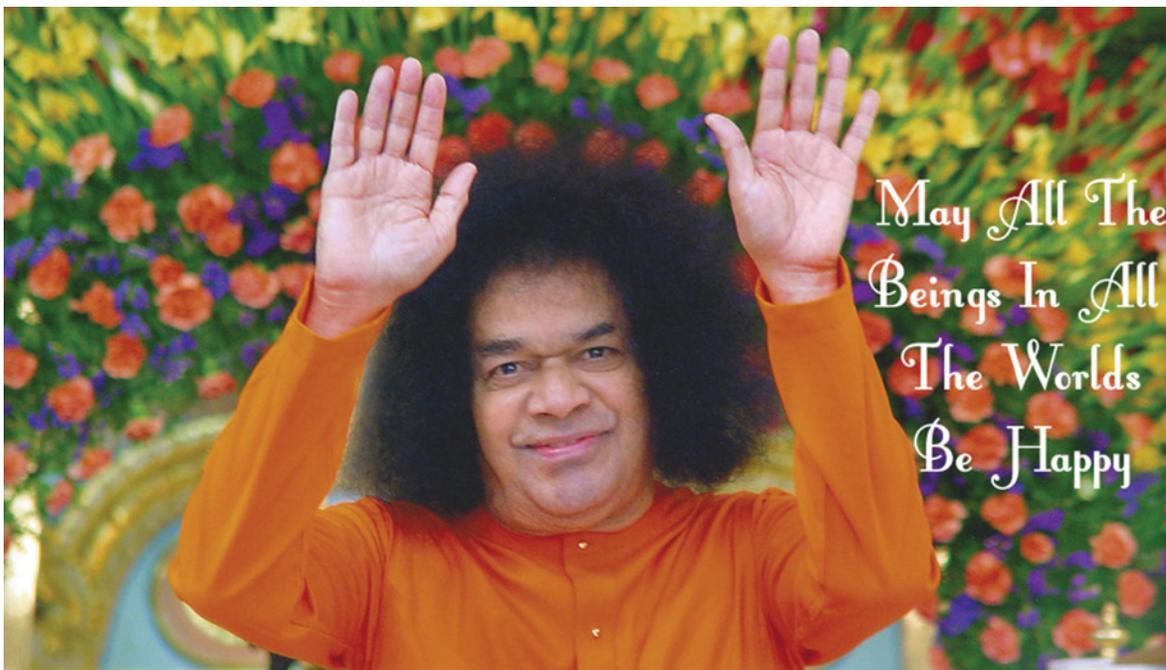
## 1 How to Secure God's Grace

For every man two things are essential: good health and happiness. Health for the body and bliss for the spirit. With these two wings you can soar to any height. You need both things,



**N V Subbaraman**

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for which you must secure God's grace. To get God's grace, you have to engage yourself in sacred action. Bear in mind the three Ps: purity, patience, and perseverance. With these three you are bound to acquire good health and bliss.

You may believe it or not. But the truth is that these three are responsible for my health and bliss. I am always happy. I would like to run, but there is no place where I can do so. I can lift anybody at this age. This strength is present potentially in everyone. But it is being wasted. If the energy in everyone is properly conserved, he can do anything.

## **Swami's Heart Is Pure**

The three Ps, namely, purity, patience, and perseverance, are very important. Swami is ever the embodiment of purity. Whatever Swami does is always for others and never for Himself. The purity present in Swami cannot be seen anywhere else; that is how Swami's heart is pure. It is that purity that draws people in hundreds and thousands from all over the world to Swami. No invitation is sent to people to come here, and yet they flock in such large numbers; such is the magnetism of a truly pure body.

## **Whatever Swami Does Is for the Good of Others**

May everyone be prosperous. Always wish everyone well. Next, may everyone be virtuous. And finally, may everyone be endowed with wisdom. The key to these three cardinal principles, namely, well-being, virtue, and wisdom, is contained in Swami's three Ps: purity, patience, and perseverance.

In the strict pursuit of the three Ps, Swami remains unmatched in the entire world. Whatever Swami does is always for the good, welfare, joy, and comfort of others, and not for Himself. Never does Swami do anything for His personal benefit or advantage. From top to toe, there is not a trace of selfishness in Swami, and there is no place for it either. Everything that Swami does is always for you and you alone.

## **Start Early, Drive Slowly, Reach Safely**

Embodiments of Love! Boys and Girls! It is not possible to fully understand the Divine Principle. No one can ever understand God. People may declare that they have done so, but the very next minute, they are full of doubts and confusion. Such vacillations are due to tendencies

acquired over many births. Influences of the past can and do hamper spiritual progress. Hence, transformation does not come easily; it has to happen slowly but steadily. That is why Swami repeatedly says: start early, drive slowly, reach safely. Yours is the right age to make a serious start and to begin assiduous spiritual practice. Always be calm and peaceful, and do not give any scope for your purity to become contaminated. Purity and patience would automatically make perseverance quite easy.

## **Swami Is Ever Full of Love**

Swami always addresses you as "Embodiments of Love." Swami is ever full of love, and that is why His words too are always saturated with love. Swami expects all of you to actually become what He hails you as. You should ensure that your love does not ever become diminished or diluted under any circumstance whatsoever. If you live like that, Swami is ready to grant you whatever you want.

## **The Three Essential Human Values**

One has to develop three Ps to safeguard one's humanness: purity, patience, and perseverance. These are the three essential human values. When you have purity, you will attain truth and righteousness and experience bliss by practising them. When you have patience, you will have righteous conduct and observe non-violence. When you have perseverance, you will attain all the human values. When there is love and righteousness in you, you will never resort to violence. One who has truth and peace will never feel agitated in any situation. Even if you have only one of these four human values, namely, truth, righteousness, peace, and love, you will certainly observe non-violence. There is no need to make any special effort to develop non-violence. It is enough if you have at least one of these four human qualities.

## **Develop Firm Determination**

I have told the importance of three Ps: purity, patience, and perseverance. You can achieve success only when you have these three. First of all, have firm determination. Determination for what? Determination to do good, not bad. If your determination is for doing something bad, then it is only foolishness, not determination. Even at the cost of your life, be determined to do good. Child Prahlada continued to chant the name Narayana in the face of all trials and tribulations. He had no fear at all. His own father subjected him to all sorts of ordeals. Ultimately, it was his firm faith that protected

him and punished his father. Therefore develop firm determination to attain the grace of God.

## **The Reason for Longevity**

The life span of man in the Kali Yuga (the age we are in) is very short. In the Dwapara Yuga (Age), it was much longer. At the time of the Mahabharata War, Krishna was 76 years old, Arjuna was 74 years old, and Bhishma, the commander-in-chief of the Kaurava army, was 112 years old. See! In the Dwapara Yuga, a man of 70 years was considered a young boy. But today even a 17-year-old boy is weak like an old man. What is the reason? In those days, the heart of the people was very sacred because they practised three Ps: purity, patience, and perseverance. By practising these three Ps, they remained ever young. Therefore, instead of just teaching and propagating truth and righteousness, you should put them into practice in your life.

## **How Is Purity to Be Achieved?**

If every person observes three things, he will be one with Swami. You will experience the Divine in you. As the following three are in Me, I can declare firmly about them. They are three Ps: purity, patience, and perseverance. These three are in Me and around Me. Anyone with these three qualities will be unafraid wherever he may be.

The most important quality is purity. Today everything is polluted. Water, air, and all five elements are polluted. As a result, the mind of man is also polluted. How is purity to be achieved? Fill your minds with thoughts of God, dedicate all your actions to God, and consider God as the inner motivator. Contemplation of God is not a matter for derision. You need have no fear on that account. You must have full faith in God, who is the universal sustainer. He is the protector, but not the punisher. The punishment you receive is the consequence of your own actions. Therefore chanting the name of God, singing devotional songs, and performing good deeds, engage yourselves in service of your fellow beings. Nourish love in your hearts. Love will drive away all bad thoughts. It will promote the spirit of forgiveness.

## **Troubles and Turmoil Are Temporary**

Today there is pollution in everything such as the air we breathe, the water we drink, the sounds that are jarring to the ears, and the food we consume. Because of this all-around pollution, man's health is affected. Apart from this, man's mind is also polluted, making him susceptible to diseases. Man should make an earnest endeavour to

lead a serene and pure life. He should realise the truth that troubles and turmoil are temporary, like passing clouds. There is no scope for agitations to arise if one realises this truth. One who realises this truth will not allow his mind to be swayed by the passions of anger, cruelty, etc. Passions yield only temporary satisfaction, but cause serious emotional disturbances. Hence it is imperative on the part of man not to yield to any unbecoming passions while taking food. The observance of the three Ps, namely, purity, patience, and perseverance, vouchsafes permanent happiness and good health free from diseases.

## **Lack of Contentment Is the Cause of Worry**

It is not only unbridled passion that damages the health of man. Living on ill-gotten money also causes ill health to some extent. Living on earnings obtained by unjust means causes many unknown diseases to take root in us. It is said: As is the food, so is the mind; As is the mind, so are the thoughts; As are the thoughts, so is the conduct; As is the conduct, so is the health. Man today is a victim of worry. What is the cause of this worry? Lack of contentment is the cause. The rich man is not content in spite of the accumulation of wealth. Worry causes hurry, and both together bring about ill health. So, worry, hurry, and curry (fatty foods) are the root causes of cardiac ailments.

## **Follow Three Tenets**

Students here expressed their wonder as to how Swami looks young and is energetic. Really the reason for this is the imbibing of the three Ps by Me, namely, purity, patience, and perseverance. If you follow these three tenets, you will not be afflicted by any disease.

## **I Only Ask for Pure Love**

Today, most people lack purity. Whether you believe it or not, I must tell you that there is no trace of self interest in me. I am keen to do something or other for this or that person, but I have no concern about myself. Develop this attitude, and you will experience your divinity.

So far, I have not stretched my hand to seek anything from anyone. I ask for only one thing: pure love. That is God. Only the love of God is true love. All others are merely different forms of attachment. There is no greater achievement or ideal than love of God. Dedicate every action to God. Work will be transformed into worship. Whether people believe it or not, it is a fact that I have never known what it is to worry.

## **Beauty Is Not Related to the Body**

If you develop three virtues (purity, patience, and perseverance), you too will remain young and energetic always. Beauty is not related to the body; it originates from character and purity. Do not indulge in slander and jealousy. Do not censure anybody. If you find a mistake in others, try to correct them lovingly. Spirituality does not mean giving up everything and leading the life of a recluse. One should always be cheerful and have good thoughts. Never put on a castor-oil face. Let your face be with a smile always. Happiness is union with God. One who is in constant communion with God will always be cheerful and blissful. One should be cheerful even in the face of adversities.

## **Peace Is Assured with a Pure Heart**

How is tranquility to be secured? When the heart is pure, peace is assured. Without purity of the heart, peace is unattainable. Even if one appears to be at peace, it is only a pretence. When one has both purity of heart and peace of mind, one can achieve anything.

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(TO BE CONTINUED)

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

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# Feedback

Feedback is a bit of a funny word. Very useful but my first reaction was imagining feeding someone with something he or she has thrown up. Angry mothers sometimes say, “Eat it or I will thrust it down your throat.” But of course now the term is being used to describe various important and useful things like response, reaction, suggestions and such other helpful matters.

When we have an occasion to offer a feedback on a paper or plan or project prepared by someone we should look at the positive side first. Imagine that someone has prepared a write up which is poor and needs a lot of improvement. But the handwriting is so nice. We can start appreciating the handwriting and then proceed to analyze the not so fine matters dealt with by the author or the way he has presented them.. Our method should be putting the better brighter aspects to the one who seeks our response and then pacing our criticism to his mind and asking him how he feels about our suggestion.

Be courteous. We should always be courteous in our remarks and criticism. If a point made by the author appears silly we should not say so in so many words. We can ask him to imagine what the reader might feel on reading his point.

I remember a serious incident. While in High School we had a student who was given to using bombastic words in his compositions. On one occasion the teacher got so irritated that he threw the student’s note book out of the window. Anyone will agree that this is not the way to deal with the matter. The teacher should have explained the importance of using simple words in the place of bombastic words and asked him to rewrite the composition.

We have a charitable society. Since the society members are mostly senior persons not well versed with modern methods of conducting meetings I thought of preparing a note explaining the service to be rendered by the secretary. I sent the note to the office bearers of the other branches of the society seeking their opinion. One person wrote a nasty remark across the paper, “I don’t think you should try to usurp the office the secretary”

Once I wrote an article with the title “DIGNITY”. Somehow I happened to show it to a person who had become an acquaintance just a little earlier. The gentleman did offer some very useful suggestions and also mentioned “After reading your article I am trying to figure out how I can make my life more dignified”. My joy knew no bounds on reading his feedback which was praise of the highest order.

I am reminded of the phrase used by editors of newspapers and magazines when they feel compelled to reject a contribution. They write “With the editor’s compliments and regrets”. I have termed it as ‘Strange bedfellows’ Compliment and regrets.

I remember a joke. A person wrote a play with much effort and showed



**Clifford Martis**

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





it to a friend seeking his opinion. The friend said, “The play is good but I feel that at the end you can make the heroine commit suicide by shooting herself instead of taking poison” “What is the difference?” asked the playwright. “It may help to wake up the audience”.

After my retirement from the service of the Life Insurance Corporation of India I have been trying to become a writer. When I complete the first draft I send copies to friends seeking their feedback. Many friends keep mum. But one or two friends do offer some suggestions. Sometimes I get unexpected response. I have been able to embellish one or two of my articles in an extraordinary way thanks to constructive feedback from friends.

On one occasion I went to a great doctor. I praised him. In return he said, “My wife is crazy after you!”. I felt embarrassed and wondered what he meant. He said that the lady was waiting to read my articles which were being published regularly in the ‘Banjara News’, a journal of the NGO Banjara Life.

Feedback has an important role to play in commercial activities. Many organizations seek feedback from customers. Particularly hotels. We often criticize services rendered by firms. But the question is whether we are particular about offering our response to the requests for feedback. Many organizations have made it a practice to print feedback forms so that the customer may find it convenient to offer his feedback.

Let me tell you a joke. A customer wrote to the Hotel manager appreciating the service but mentioning that there were bed bugs in the bed. He got a wonderful reply with thanks and assurance that during his next visit he won't find any bugs. Unfortunately, by sheer mistake, his complaint letter was attached to the reply letter with a handwritten note ‘Please send our usual bug letter’ Therefore when we seek feedback and when we offer

feedback we should be downright sincere. Otherwise the whole exercise may have the very opposite effect.

Feedback can be solicited or voluntary. In particular proactive positive feedback can work wonders. The letter to the editor is an excellent example of feedback.

Permit me to mention what my professor of Economics wrote on my assignment when I was doing BA in Mangalore. I had submitted an assignment. The professor liked it much and wrote----Good? Very good? Excellent? Wonderful? No. He wrote “it was a pleasure for me to go through your paper”. What could be greater than this tremendous praise.

There is a small piece of advice to those who are fortunate to receive positive feedback. Accept the compliments gratefully and gracefully. Don't say “I don't deserve it or that you are only praising me to please me”. And such other things. Don't behave like the Touch me not plant. Accept the praise and try to do better and better.

On one occasion there was a small problem in my office My boss called me and questioned me about the matter I accepted that the technical responsibility was mine but pleaded with him to consider the various (mitigating circumstances) which may be given due consideration. At one stage the Boss asked, “Why didn't you tell me about that matter? I said, ‘sir it was not for me to bother you about the matter. I did tell my immediate boss (who was present). The big Boss asked the lower boss whether what I said was true. Thank God the middle boss said “Yes sir.” Later my immediate boss called me and appreciated the way I responded to the charge.

Some people have a strange way of offering their feedback. Either they are quick to point out the errors or they are full of praise even without going through the matter. Feedback must be well thought out and offered with the avowed objective of developing the matter.

We can make a small self examination and ask ourselves a few questions. Have I ever written a letter to the editor? Have I ever complimented someone on his or her performance as a singer or speaker or actor or a mimic? Forget solicited feedback, have we ever responded to any request for a comment or observation on anything bought by us? Are we very particular to thank our friends when they offer a present or a gift to us or do we say, “Why all this trouble?” We see a city bus conductor who is extraordinarily helpful. An old woman was trying to get in. He went near her, held her hand and helped her to get in. We felt so much appreciation for the conductor. The point is whether we said so in so many words to the conductor.



# Indian Women in Science 2018



## UMA RAMAKRISHNAN

Uma is a conservationist who tracks the populations and survival of tigers. She is known for estimating the genetic diversity and numbers of tigers in our national parks.

## D INDUMATHI

Indumathi is a particle physicist who studies neutrinos, the most abundant particles in the universe. She is making important contributions towards India's vision to house its very own neutrino observatory (INO).



## **SANDHYA KOUSHIKA**

Sandhya is a neurobiologist who uses roundworms (*C. elegans*) to study how transport of material in nerve cells is aided by molecular motors.



## **KANEENIKA SINHA**

Kaneenika is a mathematician working in the area of analytic number theory and arithmetic geometry. She is also an active math communicator and popular blogger.



## **RANI SIROMONEY**

Rani is a theoretical computer scientist with five decades of experience in the field of formal languages and automata theory. She spent most of her professional life in Madras Christian College, Chennai.





### **NANDINI CHATTERJEE SINGH**

Nandini is a cognitive neuroscientist who studies what goes on in the human brain especially in association with music, multilingualism, autism and learning disorders.

### **GAGANDEEP KANG**

Gagandeep is world-renowned for her research on rotavirus, a virus that contributes to a large proportion of India's infant mortality arising from childhood diarrhoea. She is currently involved in the development of vaccines and in health policy.



### **ASIMA CHATTERJEE (1917-2006)**

Asima discovered several plant-based medicines with anti-malarial, anti-epileptic and anti-cancer properties. Last year, a Google Doodle celebrated her 100th birth anniversary.



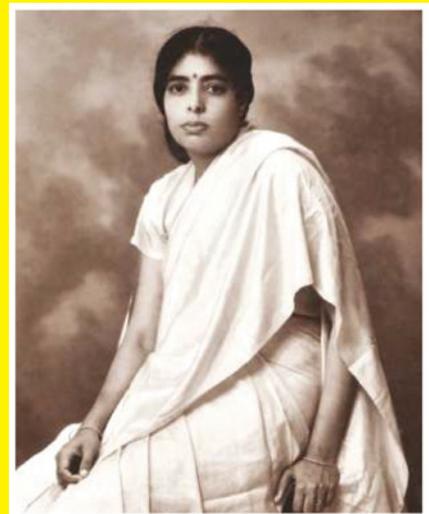


### **SUJATHA RAMDORAI**

Sujatha is a mathematician famous for her work on the Iwasawa theory. She is also an educator with a passion for making quality math education accessible to all.

### **JANAKI AMMAL (1897-1984)**

Janaki Ammal, a world-renowned botanist and cytogeneticist, was one of the first women scientists of modern India. She is famous for her contributions to the Botanical Survey of India and for creating hybrid varieties of sugarcane and brinjal.



### **RAMA GOVINDARAJAN**

Rama is a physicist-engineer in the field of fluid mechanics. She is using her skills to model a very unique phenomenon that directly affects more than a billion people—the Indian monsoon.





### **SANGHAMITRA BANDYOPADHYAY**

Sanghamitra is a computer scientist whose algorithms are useful to scientists across disciplines, especially to those dealing with large data sets.

### **KRISHNAVENI V GHATTU**

Krishnaveni is an epidemiologist who studies the effect of stress on young adults and early origins of adult non-communicable diseases.



*Courtesy: The Institute of Mathematical Sciences Calender.*

# Face to face: with old age

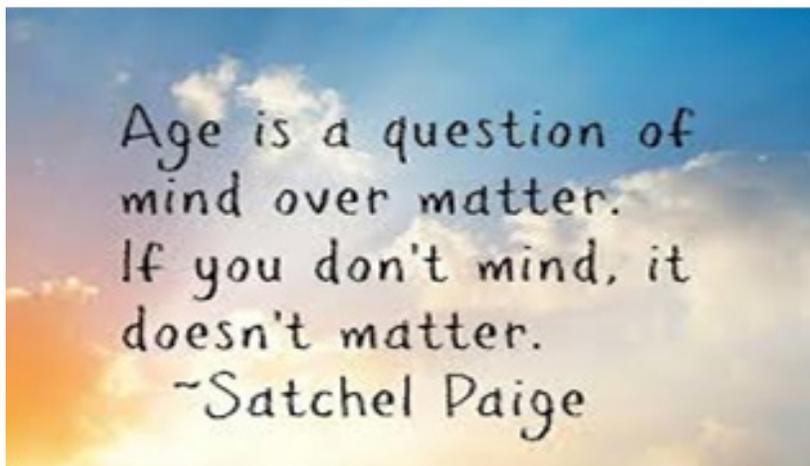
**W**hat is old age? The common answer would be number(age) related. There are 2 outlooks: one is positive and one is negative. Anything negative about anything and anyone is of interest to most people since it can be worthy of gossip or sympathy. Old age has a bad reputation!

The negative aspect of old age is always indicative of bad health, poor posture, poor mobility, boredom, memory related problems, financial worries and weakening relationships. Each of these aspects can be dealt with ease with a little bit of empathy and understanding. In this article my endeavour is not to touch upon what is obvious and what we all know. It is neither about any sermons on how to treat or behave with the so called old people. Considering we all have to come to that stage of growing old, let us make this process of growing old an interesting and an enlightening journey.



**Mrs. Sandhya Rao**

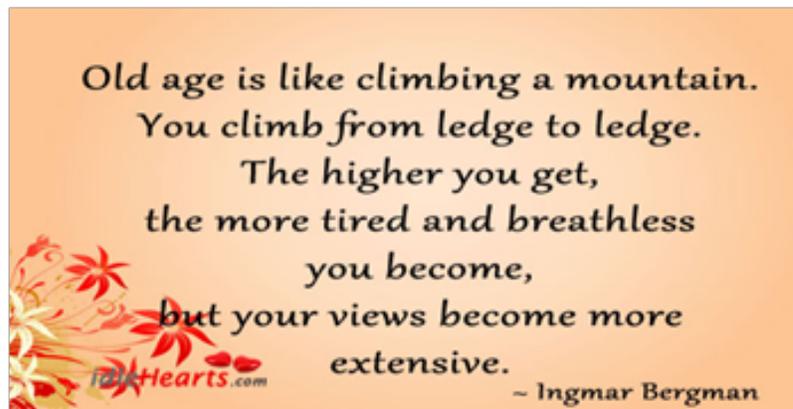
*Is an independent Senior Innovation Consultant, holding a Master's in Psychology from Punjab University, Graduation from Government College for Women, Chandigarh with Economics, Psychology and English (Honours), Schooling from Carmel Convent, Chandigarh.*



Old age is inevitable. We all have to grow old. But we forget that we are also growing wiser. I am sure you would agree that old age is the only thing that comes to us without any effort. What old age gives is something very valuable and this valued possession is 'experience'. If we concentrate on our good memories and struggles with equanimity we could breeze through

this phase of our life. There is nothing like a perfect internal or external environment where we can spend our old age! We have to make it happen with the right attitude.

Just look around carefully and we will surely find a few positive examples of positive people. We have an 86 year old husband and 85 year old wife living in our apartments. They are reasonably well off and live in a 3 bedroom apartment. They are a quiet couple who do their daily chores all by themselves without any aid from maids or cooks. The chores include pressing their clothes in addition to cleaning and swabbing and dusting their house. Auntie cooks the 3 meals per day. Uncle still drives his car, manages accounts and does the necessary shopping. They do it to keep themselves active. I managed my home job, children etc. for so many years now. And when I met this couple I felt so humbled. This is the old age I am referring to. I see worry and fear regarding



their health once in a way but that's it. They have this never say die attitude. They don't want to ask for help but are ever ready to help others in whichever way they can.

There is another couple; I know who are in their 70's. The lady is running the whole show since her husband is in the wheel chair. She has to monitor his movements in addition to hers, since she has to plan everything keeping him in mind. I have always seen her smiling and for a long time I was unaware of her problems. Both these couples have children who live in other cities and cannot be with them at a moment's notice. I consciously look

around and know and respect more such couples who are old in the number count. There are younger couples who need to learn a lot from these old couples. This is the old age we must all aspire for. If we help ourselves and have faith in God old age cannot as bad as it seems.

Life at any stage is worth living when we know the art of sharing. Sharing does not mean money or tangible things alone. Even sharing a well-meaning smile is a big thing at any age. There is a saying that growing old is compulsory but growing up is optional. In conclusion, here are a few tips to grow old gracefully.....

## THINGS YOU SHOULD NEVER STOP DOING NO MATTER HOW OLD YOU'RE

1. Never stop dreaming. A person without imagination can hardly find the joy of life.
2. Never stop saying "I love you". It's never too much. Tell your loved ones you love them every day.
3. Never stop exploring. The world is so big that we should never stay in our comfort zone.
4. Never stop complimenting yourself. If you don't appreciate yourself, who would?
5. Never stop doing good deeds. Though you may not get returns, you'll be satisfied and fulfilled when you look back.
6. Never stop believing. Sometimes there's no evidence but you have to believe.
7. Never stop having faith in yourself. A strong faith can carry you to anywhere you want.
8. Never stop learning. When one stops learning, one dies.

## Case Study

# Work from Home – Boon or Bane

Yahoo Inc (Yahoo), one of world's largest software companies, was already going through troubled time in 2012 when its current head Marissa Mayer became the CEO. She was the 5<sup>th</sup> CEO of Yahoo in four years. Between 2008 and 2012, the Company's revenue had slipped by over 42%. Its market share for search engine market had plummeted to 17% compared to its arch rival Google at 61%. It had also lost its leadership position to Google and Facebook in display ads, which used to be Yahoo's best seller. Employee productivity had taken a beating too. Revenue per employee at Yahoo was at US\$ 350,000, almost one-third of Google employees' productivity.

'Poor work culture and lack of innovation' were seen as the principal causes for this decline. According to some analysts, the work culture at Yahoo made it a "distracted, demoralized, and inefficient company". Too frequent changes at the top leadership were also taking their toll on the Company's performance.

Mayer, who had her earlier stint at Google, knew what differentiated the two companies. She knew, for example, that most of Google's new business ideas came to be germinated only because their smart employees from different disciplines could randomly bump into one another in the same building where they worked and they had further opportunities to discuss and fine tune such new ideas.

But Yahoo was not in a position to do this, because most of their 14,500 employees enjoyed flexi working hours and had the option of working from home that prevented face-to-face interactions amongst employees. According to Mayer, employees may be 'more productive when they are alone but they are more collaborative and innovative when they are together... Some of the best ideas come from pulling two different ideas together... Best decisions and insights come from



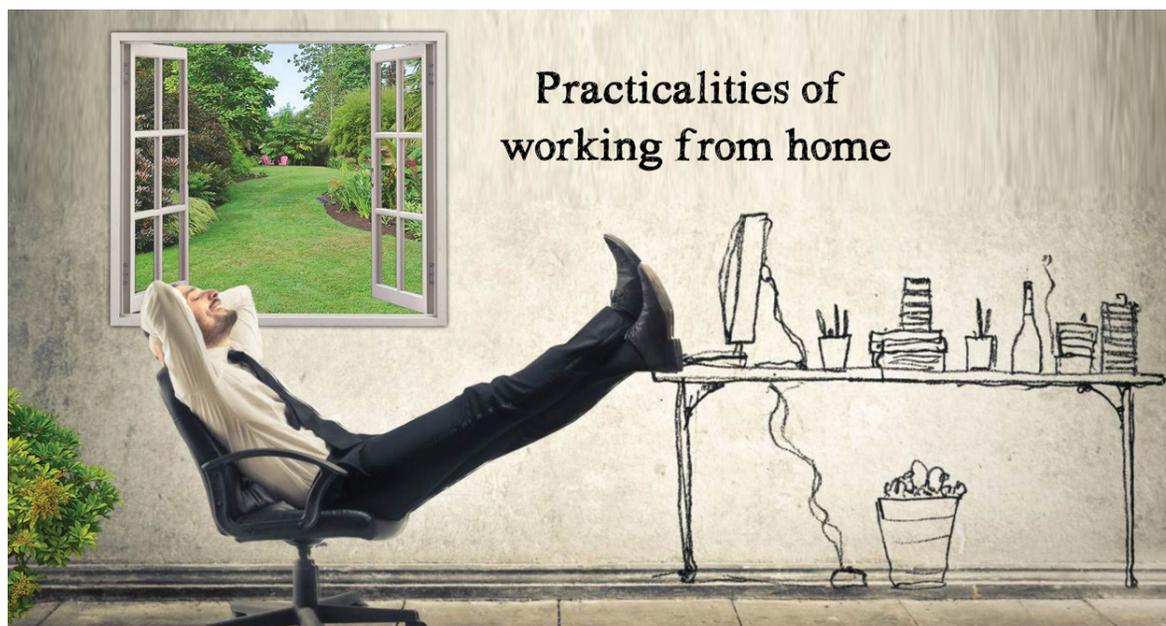
Dr. Satya Suresh

*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, Welingkar's, 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.*





hallway and cafeteria discussions, meeting new people and impromptu team meetings'. On the other hand 'speed and quality are often sacrificed when we work from home'. Hence she told her employees, 'We need to be one Yahoo!, and that starts with being together'.

She credits Yahoo's latest and much hailed weather apps for the mobile platform as a result of the ban on work-from-home.

Detractors of the new policy find fault with it on several counts:

1. The new policy will encourage good employees to move out to other companies that offer flexi time and only the mediocre employee who can't get jobs elsewhere will stay.
2. Flexi hours and working from home have less stress on employees who are better able to balance their work and life. Taking this away would lead more work related stress on employees
3. If all employees have to work from office only, Yahoo would need to spend lot more money on fixed costs such as office space and utilities, air-conditioning, power, telephone etc.
4. The new policy will mean more traffic on the roads and higher pollution levels.

Work from home: Boon or Bane? The Jury is out yet on this dilemma





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# The Moment of Truth

This is the name of a book written by one Mr John Carlson, the CEO of the Scandinavian Airlines on the relationships with his Customers and the Moments of Truth, the Customers experience when they are rendered excellent services by the Staff of the Airlines.

Customers of any Industry or Service would like to undergo similar experiences and feel the Moments of Truth- nobody can deny this.

But rarely we across such instances- on the other hand, there are a large number of Complaints, Grievances and outpourings of Harassment. Why?

## What's a Complaint?

It is an expression depicting dissatisfaction by a Customer or a likely Customer about the Service Delivery System by the Company or by its agents and/ or about the Company or about the Industry Policy.

Often people don't complain- they simply fade away or join the Competitor Company!

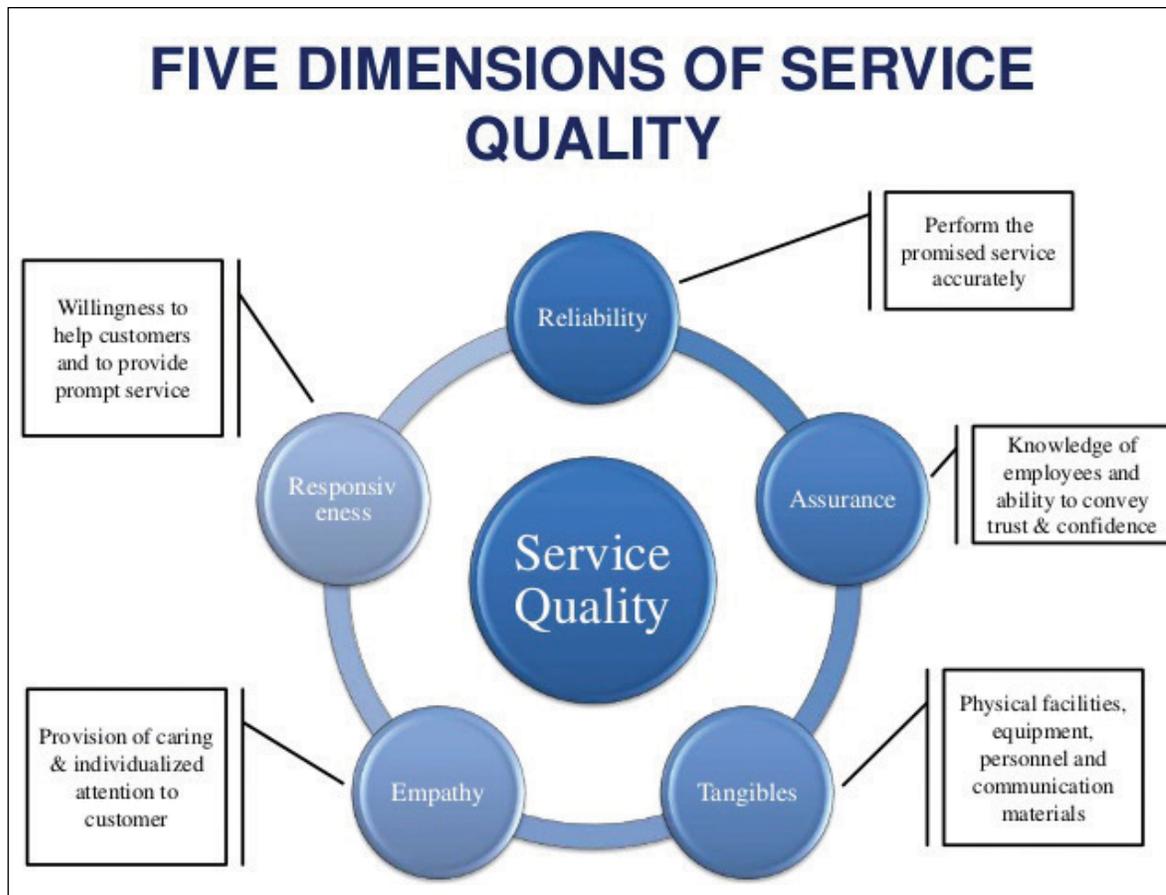
## Marketing Aspects

At least now the Company or the Service Provider has come to realize that its new as well as the existing customers come under its Marketing Wing- earlier the Selling Department was getting new customers and the Servicing Section was serving the existing customers.



R Venugopal

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



Marketing consists of two aspects:

- New Customers
- Retention of Existing Customers.
- For both of these, the Marketing has to employ the following:
- Understanding the Customer
- Nurturing a good relationship with the Customer.

## The Different Roles

Now to achieve the above the Salesman has to be a Servicing Expert too- he/she can't escape by pointing towards the Service Department.

No doubt the Administrative Staff too can't shift the blame to the Salesman for all the complaints received- Administrative Staff also is equally responsible for not having trained the Sales Staff properly and fully!

Only when both the hands join together, there can be a clapping. ( The modern technology has got over this problem too- in China, the audience is given a swinging Bell which can produce different lights and sound, when moved up and down by a single hand in a performance Hall! )

## Service Quality

How the Administration deals with the complaint, when it is received orally, personally or through a letter or mail or telephonically, decides the Quality of Service.

How the telephone call is received at the office- after how many rings- is an indicator of your alertness.

How the customer is received at the office- with a cheerful 'Good Morning'- or with a long, grim face, makes all the difference. I recall a humorous incident where the Insurance Branch Cashier forgot to greet the Customer initially but remembered the courtesy only later on- so he can't wish the customer 'Good Morning', hence he told the customer " Have a Good Day". The Customer mistook it for a Good Day Biscuit and demanded it from the Cashier!

Are the mails received in your In Box, being answered promptly? Are they read first of all?

Are we listening to our customers fully?

How many times we jump to conclusions without hearing the customer completely and patiently?

We ourselves arrive at the problems of the customer using our own imagination. The moment the customer

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of countries- and started using it in the Airlines. Unfortunately after about a month's travel, she fell sick and had to be hospitalized for about 45 days. When she became fit to travel, she had just 10 days left for the 90 days limit as per the Airlines' Rules but about 12 nations to visit as per her original itinerary. What's to be done now? She ran to the nearest Scandinavian Airlines Counter and begged for extension of time, showing all the medical certificates. The Counter person said that it was outside her authority to sanction it and only the Chairman of the Airlines could do it. The good luck was that their Chairman was at the same city in a particular hotel in its 45th floor and the Passenger could take a chance in trying to meet him. The passenger literally ran to that particular Hotel Reception and

says transfer from Mumbai, we simply jump “ So you want your policy to be transferred?”

Empathetic Listening is the Key to a good service to the customer.

## A Satisfied Customer

To quote Mr Horstmann- 1998- “ There is a strong and positive relationship between Customer Satisfaction and Customer Loyalty. A satisfied Customer is six times more likely to repurchase a product and share his experience 5 or 6 other people.

How does a satisfied Customer emerge and transform himself?

- First a Suspect
- Then a Prospect
- Then a Customer
- Become a Client
- Turn your Advocate and transform into your
- Brand Ambassador!

## Moment of Truth

I only recall one incident from the book, “Moment of Truth”, as a sample of the experience of a customer of Scandinavian Airlines:

One lady customer purchased an Around the World air ticket- within 90 days, she can visit any number

solicited for meeting the CEO Airlines. A Gentleman standing at the Counter asked the purpose and said that he was authorized to extend the ticket by a few days and he did it and began moving towards the elevator. The lady ran with him saying that she would accompany him to thank the Airlines Chairman. The Gentleman prevented her mentioning that she must go the airport to catch the next available flight, instead of wasting time in trying to thank the CEO. But the lady would not budge and continued to run after him. The Gentleman was faster and got into the elevator and closed the door, shouting “ In case you want to thank the Chairman, you have ALREADY done it!” The lady stood dumbfounded- the CEO himself came down and waited for her at the Reception Counter, knowing the value of her time, the Counter Assistant, not only gave the Passenger the guidance but also rang up her CEO and briefed him. If this is not the Moment of Truth for the Customer, then what else can be? Can we expect such moments of truth in our country?

## The Magic Mantra

We can also strengthen our journey with the following simple magic mantra:

- SMILE
- LISTEN &
- SUCCEED.

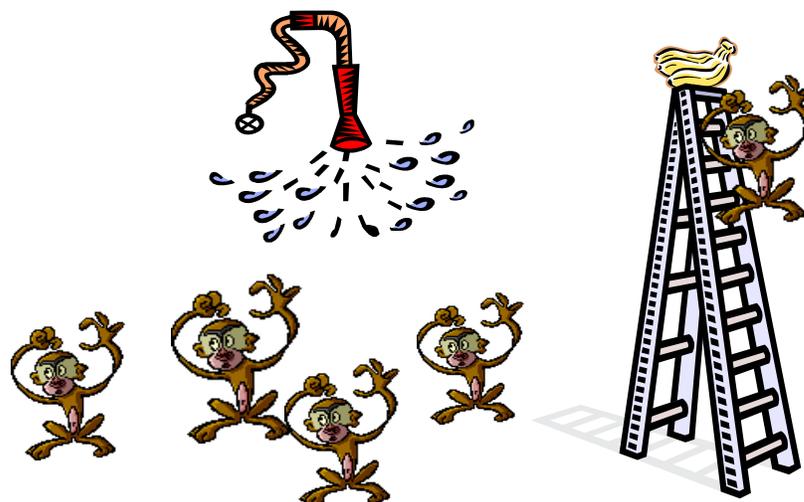
By this, each customer entering our portals with a grievance can leave our premises with a pleasant experience of a Moment of Truth.

# How is a paradigm formed?

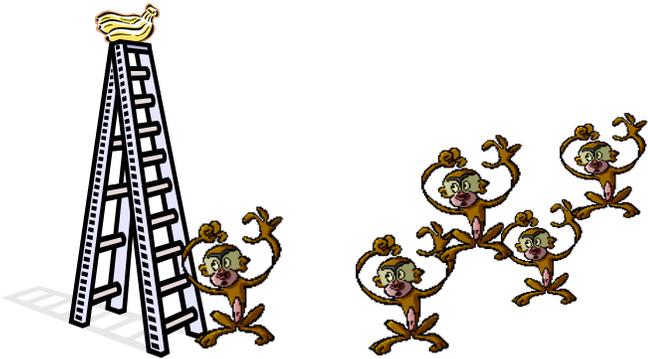
A group of scientists placed 5 monkeys in a cage and in the middle, a ladder with bananas on the top.



Every time a monkey went up the ladder, the scientists soaked the rest of the monkeys with cold water.



After a while, every time a monkey went up the ladder, the others beat up the one on the ladder.

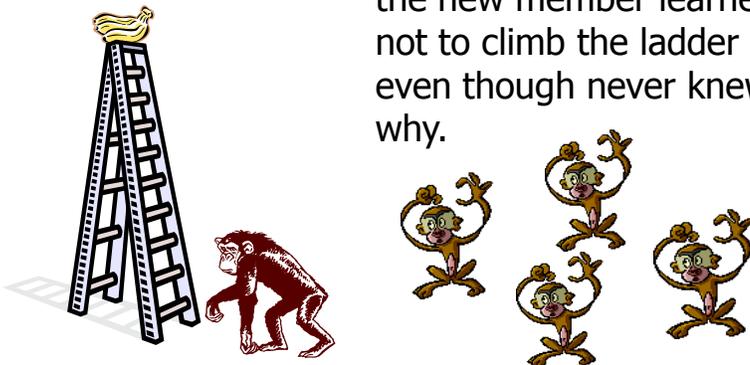


After some time, no monkey dare to go up the ladder regardless of the temptation.

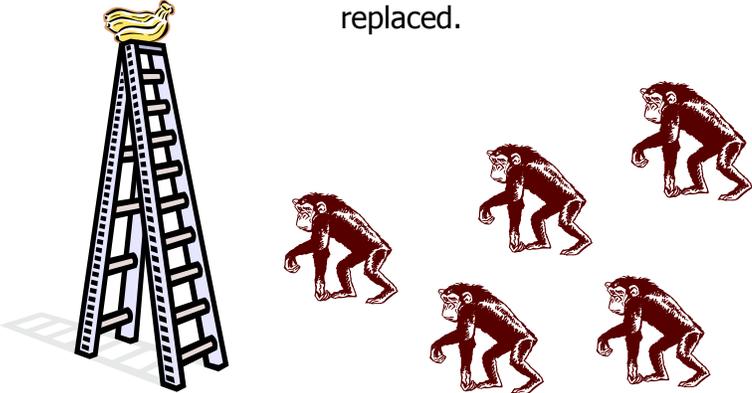


Scientists then decided to substitute one of the monkeys. The 1<sup>st</sup> thing this new monkey did was to go up the ladder. Immediately the other monkeys beat him up.

After several beatings, the new member learned not to climb the ladder even though never knew why.



A 2<sup>nd</sup> monkey was substituted and the same occurred. The 1<sup>st</sup> monkey participated on the beating for the 2<sup>nd</sup> monkey. A 3<sup>rd</sup> monkey was changed and the same was repeated (beating). The 4<sup>th</sup> was substituted and the beating was repeated and finally the 5<sup>th</sup> monkey was replaced.



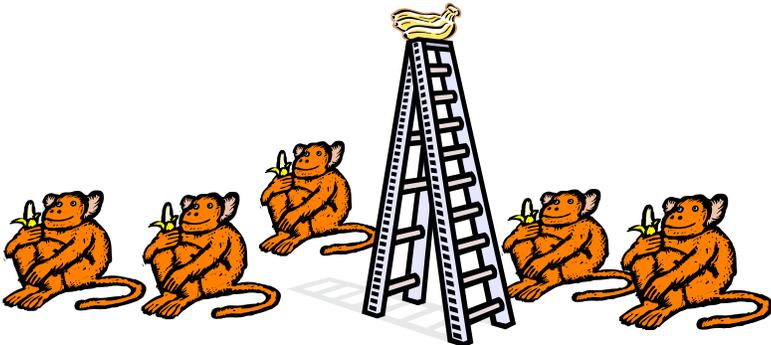
What was left was a group of 5 monkeys that even though never received a cold shower, continued to beat up any monkey who attempted to climb the ladder.



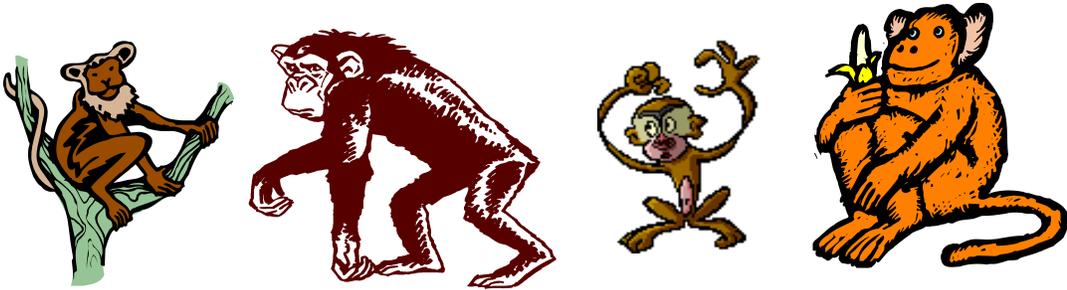
If it was possible to ask the monkeys why they would beat up all those who attempted to go up the ladder....  
I bet you the answer would be....

**"I don't know – that's how things are done around here"**

Does it sounds familiar?



Don't miss the opportunity to share this with others as they might be asking themselves why we continue to do what we are doing if there is a different way out there.



"Only two **things are infinite**: The universe and human stupidity. And I am not so sure about the former."

**Albert Einstein**

*Courtesy: Internet*

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# When to Hit Pause & Engage

Great Leaders know that vast majority of employees are disengaged from their work and you - not the CEO, the HR department, or someone else in the organization - are key to addressing the issue.

If you don't believe then read two findings from Gallup:

- Only 13% of employees worldwide are engaged in their work. This means that, "one in eight workers -- roughly 180 million employees in the countries studied -- are psychologically committed to their jobs and likely to be making positive contributions to their organizations."
- A survey of 1 million workers indicates that the number one indicator of an employee quitting a job is his or her immediate supervisor.

You might understand this intellectually, but you have a tremendous obstacle to overcome in order to act on this information. You're busy. Your time is consumed with meetings, phone calls, emails, and a vast number of time stealing activities. You spend your day running from issue to issue with barely time to think. This is a recipe for employee engagement problems.

**Occasionally, you need to hit pause and engage your people. Four specific opportunities when you should hit pause is listed below.**

## 1. Share Expectations; Don't Assume Clarity

Imagine this. You catch an employee in the hallway and ask him to take care of something. He doesn't quite know what to do, but attempts to tackle the work. You think you *empowered* him; he feels *abandoned*. In the end, you are frustrated with the results. He is frustrated with your reaction and begins to disengage.

Next time, hit pause and try this:

Communicate the change  
Listen for resistance  
Acknowledge their concerns  
Respond transparently  
Include your key stakeholders  
Test your messaging  
Yes &! ...DO IT AGAIN...AND AGAIN...AND AGAIN!



**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.*

# Great Leaders Know When to Hit Pause & Engage

Instead of assigning the task in the hallway, schedule a time to sit down with the employee. Discuss what needs to be done, why it matters, and share your expectations for the effort. Allow him to ask clarifying questions. Then together, get clear on the resources needed and how the two of you will work together to discuss progress.

## 2. Remove Obstacles; Don't Own an Employee's Problems

One of your employees is working on an important project. She is struggling with a portion of the work. She catches you at the end of the day and explains the problem.

You think to yourself, *Heck I can take care of that*. So, you offer to fix the issue and take it from her. You feel *helpful*. She's *relieved*. Unfortunately, she misses a chance to work her way through an issue and learn something new. Unwittingly, she takes a step closer to disengagement.

Next time, hit pause and try this:

Sit down and discuss the issue.



Work with her to brainstorm options, offer suggestions, and then allow her to select a path. Be willing to use your position to help her succeed, but don't own the problem for her. If you take it, she won't learn how to deal with the issue next time AND there's always a next time.

## 3. Understand Motivations; Don't Force Fit Incentives

In order to achieve a goal, you decide to implement an incentive program. Money motivates you, so you figure it will motivate your people too. You send out an email announcing your great incentive. Some team members latch on to the idea (money motivates

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them too) and they begin to do what you hoped they would.

Others, who have other motivations don't get as excited about the incentive. They work harder because they know you are wanting a different result, but they don't push themselves like you'd hoped. The incentive period ends and you give bonuses to the "winners". The folks motivated by money are more engaged than ever. The ones who didn't "win" start working on their resumes.

Next time, hit pause and try this:

Bring your employees together. Explain the goal you hope to achieve and ask each of them what they would consider a reward if the team accomplished the goal. You might learn that a few people want more money, but some may appreciate time off or an opportunity to attend a conference or training program. Then, design a program that is fair to all, yet tailored to the motivations of the individual.

#### 4. Give Your Attention; Don't Multitask the Conversation

I have a friend who says, "When a leader is multitasking, it means that someone is getting ignored." She has a point.

Perhaps you have experienced times when an employee stops by your office. The timing isn't good for you, but you allow the conversation to start. To be generous, you are less than fully engaged. You are reading email, thinking about an upcoming meeting, and 'listening' to your direct report. In all likelihood, the email can wait, the meeting will come in good time, but the employee may choose to disengage you and the organization.

Next time, hit pause and try this:

If an employee swings by your office with a request to talk, give her your undivided attention and turn off the distractions. If you truly have a pressing issue that can't wait, let her know that you want to talk, but the timing isn't right. Explain the conflict and commit to a specific time to connect in the near future.

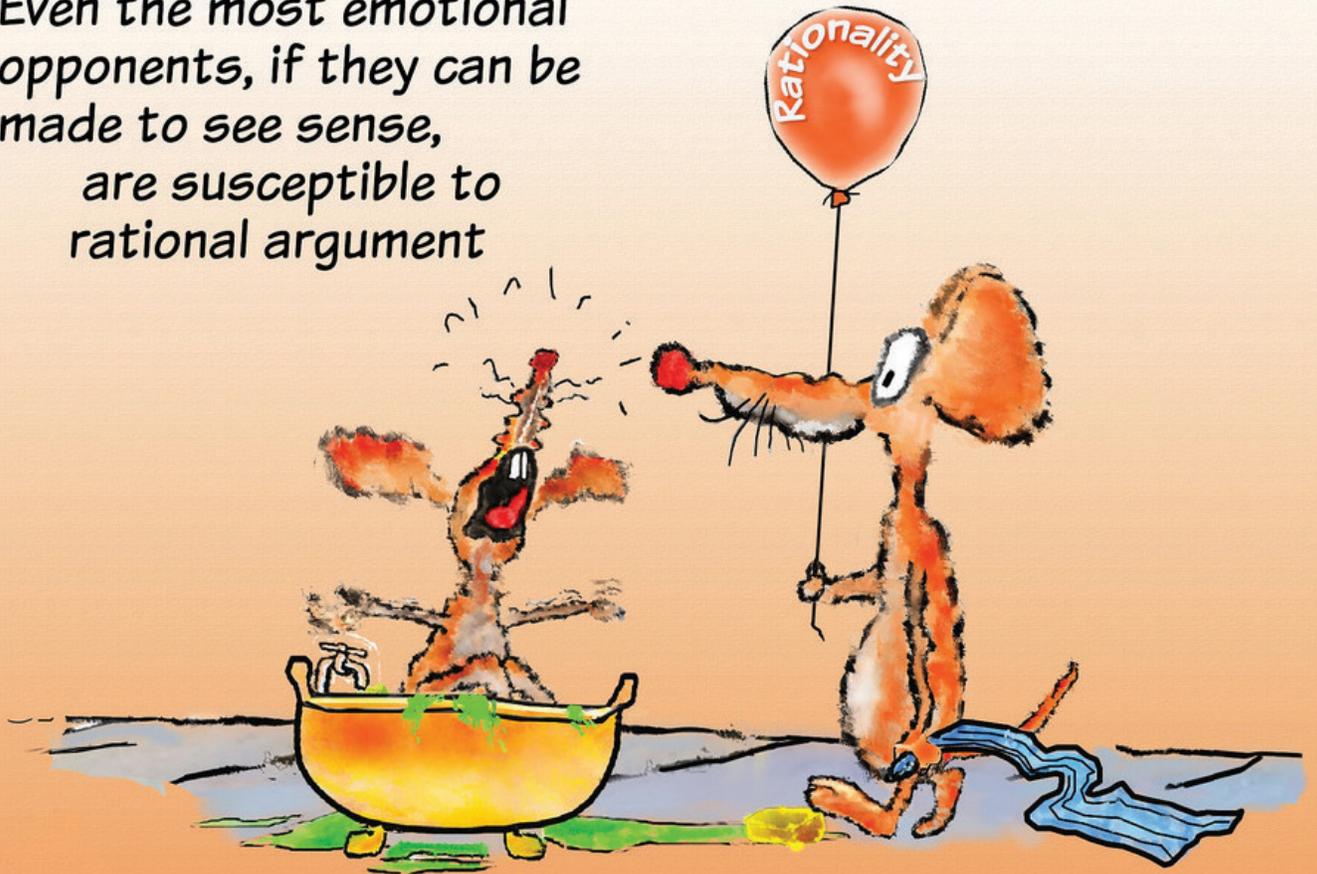
Then, guard that time and uphold your commitment.

**I know you are busy, but sometime you need to hit "pause" and re-engage your people.**



# Humour

Even the most emotional opponents, if they can be made to see sense, are susceptible to rational argument



Courtesy: Internet

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