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INNOVATIVE MANAGEMENT PRACTICES
AND CREATIVE THINKING

A JOURNAL FOR MANAGEMENT PROFESSIONALS



Count Your Blessings

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Greetings from **IMPACT**



EDITORIAL TEAM

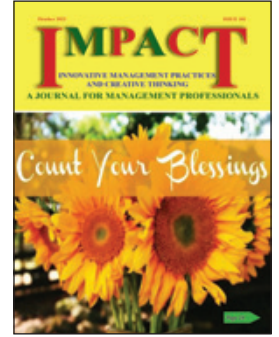
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Dear Readers,

October : A Month of Transition, Festivities, and Reflection

As October unfolds, we find ourselves standing at the threshold of yet another beautiful and transformative month. October is a time of transition, as the lush greens of summer give way to the fiery hues of autumn. A month that promises to be filled with diverse experiences and opportunities.

The Changing Colors of Nature:

One of the most captivating aspects of October is the breathtaking transformation of the natural world. Trees shed their leaves in a blaze of reds, oranges, and yellows, creating a mesmerizing tapestry of colors. As we embark on leaf-peeping excursions and leisurely walks through parks, we are reminded of the beauty of change and the impermanence of all things.

Fall Festivals and Celebrations:

October is synonymous with a multitude of festivals and celebrations. Oktoberfest, originally a Bavarian tradition, has spread worldwide, with communities coming together to enjoy food, and music. Additionally, many cultures celebrate their own harvest festivals during this time, giving thanks for the abundance of the season.

Reflection and Preparation:

As the days grow shorter and the temperatures drop, October encourages introspection. It's a time to take stock of the year gone by and set intentions for the months ahead. Many cultures observe rituals and traditions related to ancestors and the spirit world during this season. It serves as a gentle reminder of our connection to the past and the importance of honoring our roots.

October offers a rich tapestry of experiences and emotions. It is a month of vibrant change, from the shifting colors of nature to the festivities that bring communities together. October invites us to embrace the present moment and all the opportunities it brings. So, as we step into this and let us do so with open hearts and a sense of wonder, ready to embrace all that October has to offer.

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How, my knowledge of European Classical Music helped the T.N Rural Health Infra Structure !

During the Eighties of last century, when I was Tamilnadu Health Minister; Denmark, though a small country, had sanctioned 15 Crores (a handsome amount in those days) DANIDA PROJECT, to improve the Rural Health Infra structures of Tamilnadu & Madhya Pradesh. While Madhya Pradesh, ruled

by the Congress party, was tardy in implementing the project, we in Tamilnadu (MGR was then the C.M) were far ahead. At about this time, I learnt from my good friend, Chemplast Chairman Mr. Narayanan, who was also Denmark's Honorary Consul for South India, that the Denmark Prime Minister would be visiting Tamilnadu.



The Master Of CLASSICAL MUSIC



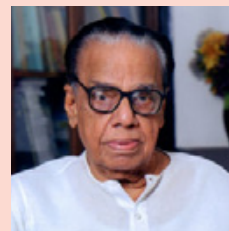
Thanks to Mr. Narayanan, I had the good opportunity of spending nearly an hour with the P.M of Denmark during the car drive, to Mahabalipuram. Among other things, I shared with him, my knowledge of European Classical Music including Beethovan of Germany, Mozart of Austria and Chopin(pronounced as chupaan) of Poland, and also Greig of Denmark. When I mentioned the name of Greig, the Denmark P.M was thrilled, because, as he said, though a great composer, Greig had not received as much attention as the other three composers (Beethovan, Mozart, Chopin) had. At this juncture when the

Denmark P.M was in a pleasant mood, I told him that their DANIDA PROJECT which his Govt had sanctioned, was almost at the final stage, and with another instalment of Rs. 15 crores, we could do much better. The Denmark P.M made arrangements for my meeting his Ambassador at New Delhi for a discussion. Thereafter, another sum of Rs. 15 Crores was immediately released, by the Denmark Govt, giving a further boost for upgrading the Rural Health Infrastructure. The gesture of the Denmark Prime Minister, motivated our beloved Chief Minister Hon M.G.R to strengthen my hands, during the Standing Finance Committee (S.F.C) meetings for allotting amounts for Part II schemes. As a result, we overtook all other Indian States in the field of Rural Health Infrastructure. This ended up in my receiving the Dr. B.C. Roy Award, for my work done in Rural Health care!



Dr. H.V. Hande

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



The Visual Impact

We see light or light helps us to see things!

For a moment this thought puts us into a thoughtful world. If we close our eyes, as if everything vanishes from our vision. Or, when the sun sets and without the lamps, the existing world exists in reality but becomes invisible to our eyes. We experience the vast empty space, dark and deep within which lies our world both mental and physical. Now a days our children have access to somany gadgets and as if they carry the world in their hand when they snatch our phones with internet connection. But we used to carry our world in our heart and mind, in our thoughts and in our mental maps.

The consciousness of time and space comes to us after a few years of our birth and gradually

it grows and we reach a point in time when we become the centre of our world, the space and the periphery of that central point called we becomes ever expanding just like our universe. Once we get the wisdom of our exact position just like the coordinates depicting the exact location of a point or place on earth, we reach a balanced state of mind, where we are aware of what we are, where we are, who we are and how we are going to be hereafter.

During the upper primary stage the last working day of every month used to be a half day of school. Teachers used to have their meetings to discuss their progress and we used to have our pleasure times. In some of those afternoons, I used to listen to stories from my mother. Stories of phantoms, fairies and even God. And while listening to those stories orally, I used to create a mental map of those

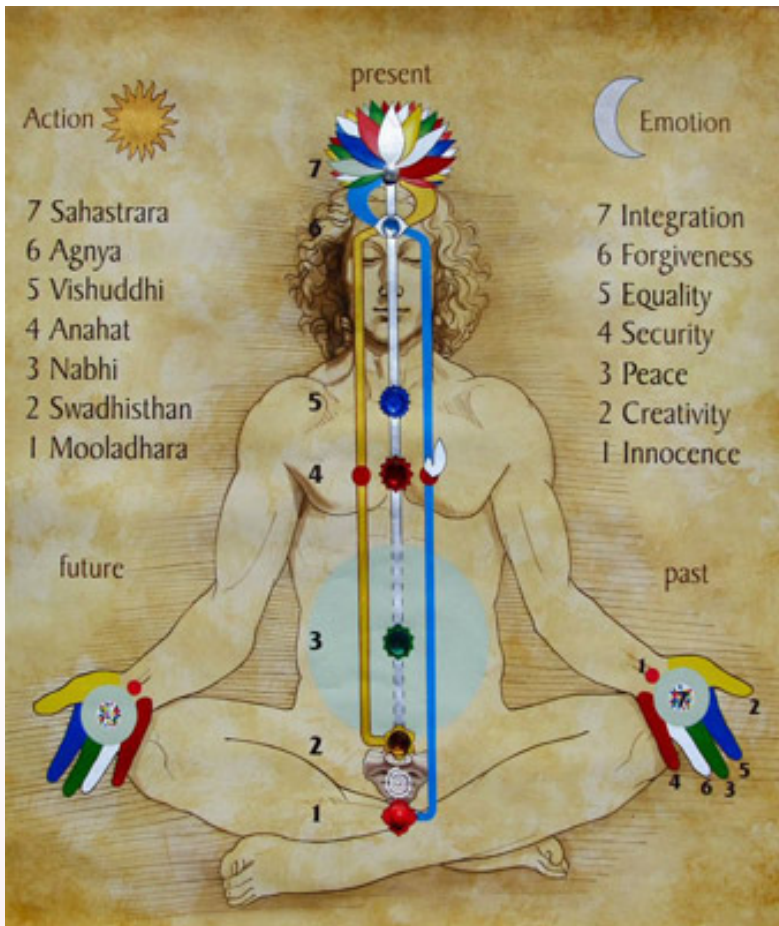


contents in my mind. One day in Grade III, in the absence of our concerned subject teacher, the teacher in replacement (Madam Sandhya Rani Pattanaik) had engaged us in story telling activities and I remember having narrated two stories that I had listened from my mother. Everyone had praised me including the teacher, who even encouraged me stating that, "One day you will grow up to be a great story teller."

Among various stories, one of the stories was about the Muslim devotee of Lord Jagannath named Salabega from the time when Odisha was under the Mughal rulers. Then history was not part of our syllabus, but stories of great people were included in the Social studies syllabus to promote higher values in our society where children were the torchbearer of the next generation. Also we were getting introduced to the various social divisions including various forms of faiths like Hinduism, Christianity and Muslim etc. However faith is fathomless. Its deeper than our imagination and it holds us and pushes us upwards like the force of buoyancy when we feel like sinking in the deep waters of our life.

While listening to that story of battle field, where Salabega was deeply wounded and being born to a Muslim father and a Brahmin mother who was denied entry into the Jagannath temple and he who had listened to stories of Jagannath from his Brahmin mother had derived deep love for Lord Jagannath, I was wondering who is Lord Jagannath, where is his temple in Puri and where is Puri located and where exactly those wars were happening and so on. Lord Jagannath is like a family member for every odia person and he has seen the waves of prosperity and plunders along with this community. In 1360, Firoz Shah Tughlaq had desecrated the Puri temple while plundering Jajnagar (present day Jajpur) and in 1692 Aurangzeb had given order to invade the temple. Hence, several times, when the deities were under attack, the rulers of Odisha have tried to safeguard him as he is the heart and soul of every odia person. Sometimes I wonder about the Hauz Khas Jagannath temple that is located near the Purana Qila of Delhi, where the Firoz Shah Tughlaq Fort is depicting history and this temple is symbolising eternity. Even today, the Jagannath temple management committee doesn't allow





The 3 Stages of Sahasrāra - Sat-Chit-Ananda

Nirvichara
Thoughtless Awareness

Nirvikalpa
Doubtless Awareness

Ānand
All Round Bliss

people of other faiths to enter inside the temple carrying in mind the past incidents of dreadful bigotry and plundering and burning. The day our bad intentions are burnt in the fire of pure thoughts of love and humanity, all forms of faith will merge into one eternal faith that is Sanatan Dharma. The irony of the current situation, whole country is busy in finding the routes to this root concept called Sanatan Dharma after the youth icon and current sports minister from Tamilnadu has raised questions about this concept. But, the lord doesn't stop himself from giving darshan to his devotees, be them Hindu or Muslim or Christian or any caste and creed. Every year, during the Rath Yatra celebration, when the deities come out of the temples, many such devotee who are otherwise denied entry into the temple become fortunate enough to see him and feel him.

Salabega used to enjoy such darshans once in a year. During one such year, when war was going

on, and also the celebration, Salabega who was badly wounded and was at a far away place, he had prayed to the lord to wait for him till he makes it to his temple. And as per those legends and stories, I was listening from my mother, the Chariot of Lord Jagannath had stopped putting everyone into a deep trouble and as per Jagannath's direction, only when Salabega was located in his battle field and brought to the chariot that, the chariot had moved. And I was deeply moved by those stories.

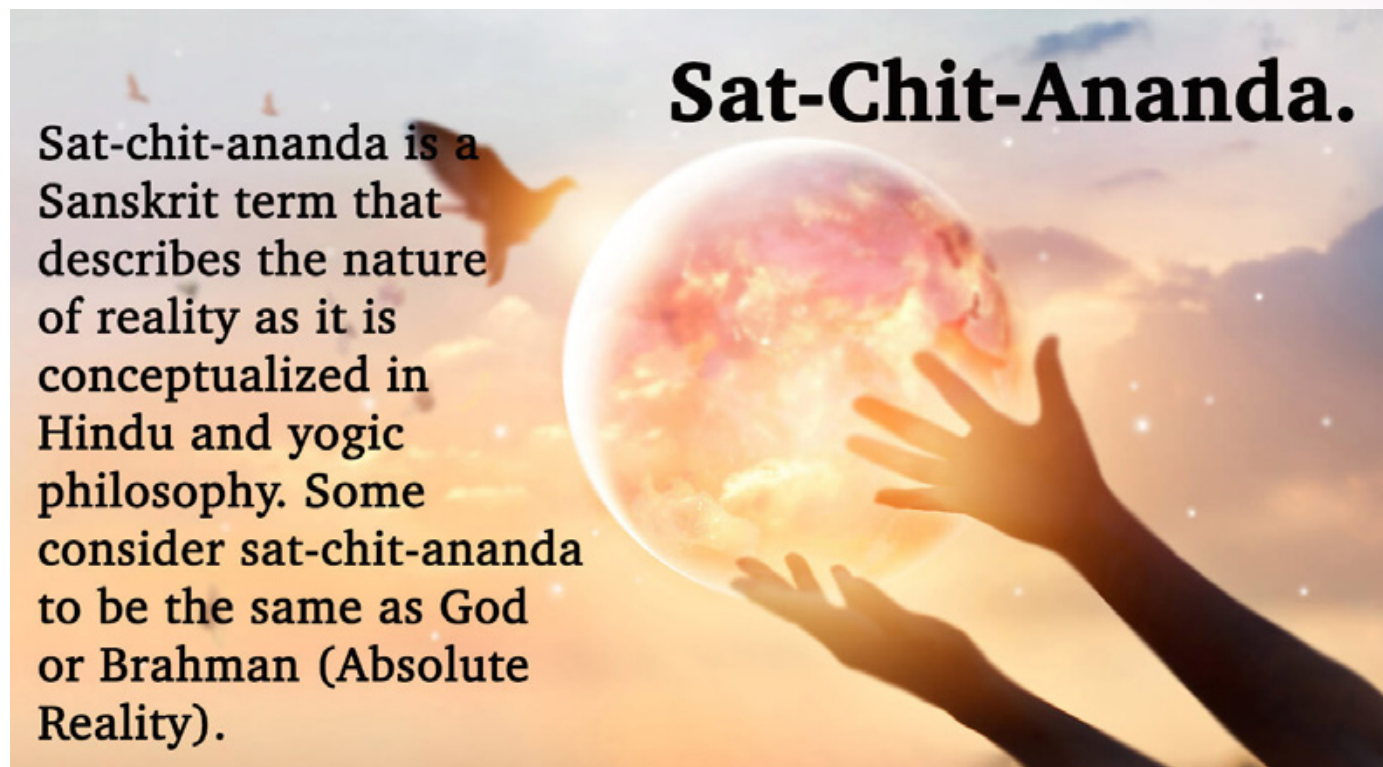
After completing Grade V in the upper primary school, I joined the Aeronautics Girls High School. In Grade VI, a group of people from the Shreema Aurobindo Ashram - Pondicherry had visited our school explaining the importance of Meditation in life. Then I remember having studied some travel stories by Late Manoj Dasji, a great writer from Odisha, who spent his last years in the Pondicherry Ashram and left this world

during the second lockdown having locked several great stories in his beloved reader's heart and mind. All those stories of different people and places used to pull me into several mental pictures, as to where are those places located and how those places and people must be in the past or in the present far away from the small space in my consciousness. These curiosities were growing like a spider web inside my mind and I started looking for the concept and phenomenon called God .

During Grade IX, I had questioned their presence , maybe a little bit differently than the way Thiru Udaynidhi Stalin had questioned, with the demands of seeing them in my eye and feeling them with my sense organs to accept them as being real. And my father had put me within the brackets of two simple extreme ends, "God is beyond arguments and I can find him through devotion."

The year in Grade IX, was that one end of the bracket when I had questioned the presence of God and my father had answered telling, he is

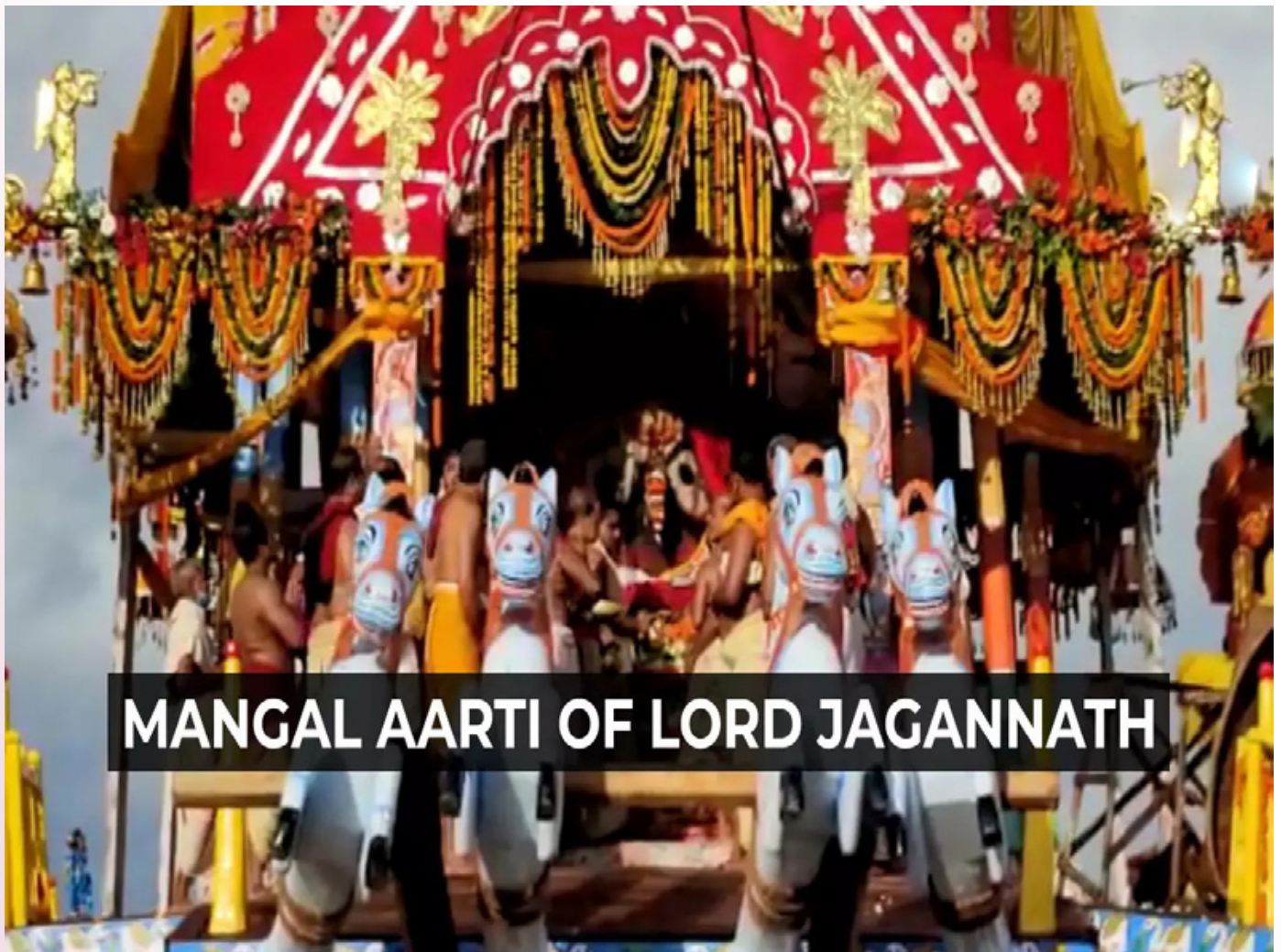
beyond arguments. Without my knowledge, that year marked the beginning of various Extra sensory perceptions, hallucinations and fearful experiences due to the fall from the train in Grade V. And now in the year 2023, after seeing the video clip of Dr Tony Nader (Neurologist) explaining the concept of Lord Hanumanji as the head of all endocrine system in our body and how the Pituitary Gland controls the vital functions of biological development, I felt may be other than the crack in the L4 L5 region, maybe the Pituitary gland was affected, but it couldn't be detected in the CT scan of my brain while in Grade IX, when I suddenly developed severe headache, depression and loss of short term memory followed by several nightmare in dreams. As if, the Conscious level of my memory structure was put under control and the subconscious part was activated. Coincidentally, I began the nation building work, by questioning the flaws in our system starting with the education system on Teachers day by raising the question on how Guru Dronacharya was unjust to Ekalavya as the Princely Guru while my friends were praising Ekalavya as a priceless gem among Sishyas.



This process of raising questions against the flaws in our system continued along with the process of preparation for civil services exam and the unavoidable attraction towards the concept of God .Like, a painter at first puts several colours on the canvas and finally bring out the intended picture by adjusting the colour tones,I had started applying various colours in the canvas of my heart and mind.Due to sudden depression,the happy child within me started experiencing dullness without much awareness of the same. During the second year of graduation,I had the opportunity to meet Dr J K Mahapatra sir during an interview for the Students Exchange Program of our college in which I had participated as an interested candidate with the topics of Spirituality and Introspection.My raw notion of the vast concept didn't allow me to clear for

the program,but I got a little place in the heart of the highly experienced Professor of Physics. One Day I happened to ask the same question of visibility of God to Sir.Then by pinching on my hand,sir had asked me to show the feeling I had experienced due to the pinch.I wasn't able to show the feeling of pain,but that was real,I was experiencing.And sir had stated that,likewise,you may not see God,but he is there.

But this didn't stop me from my adamancy to see God and Feel God through my sense organs. Rather,I became more curious and little more adamant as to why can't we see him,if he is there. After this meeting I became little more closer to Sir and oneday I had approached him seeking his guidance for selecting the optional subjects for UPSC preparation,though he ended up giving me



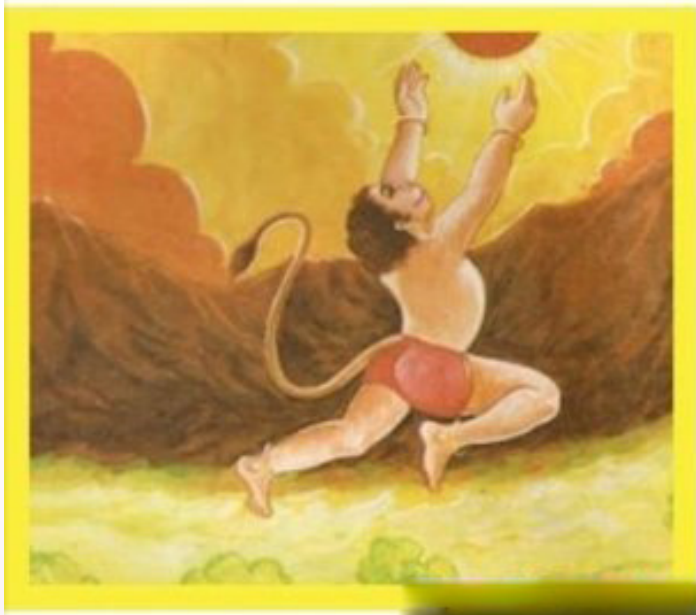
**The beauty of
Sanatan Dharma is
that we have been
taught to love
everything whether
animals , birds, trees,
water, land, I am
proud that I am from
the oldest Dharma in
the world.**



Geeta Gyan and already my father had given a small Geeta and a small photo of Lord Jagannath when I had moved to Bhubaneswar in 1999 for my graduation, stating that, "I may or may not be there with you every time, but God will be there, have faith in him." I had received those two things, a holy book and a photo of the Chaturdha Murti as my Rakshakabach from my father. I used to read Geeta along with the books of Physics, chemistry, maths and Education. But, without my knowledge I was experiencing severe hallucinations and other psychological impacts from within and I used to cry for no reasons and I remember my father having reached out to my hostel to meet me by travelling more than 500 kms every time I had experienced those unknown extreme feelings. Those depression started pulling me down away from the worldly feelings and I remember my seniors having made fun of me, when I had answered Salvation was my aim in life and they had asked me to go to Himalayas instead of RIE.

Those moments were beyond explanation in terms of exact linguistic expression yet they were real as I was feeling them. Finally one day my father asked me to stop reading the Geeta, and instead asked to just have it with me. Without getting any exact guidelines for selecting the optional subjects, with my interest and some reviews of successful aspirants, I happened to choose Psychology and Geography as the two options. In the third year summer vacation-2002, somewhere during the month of May, when I was at Sunabeda, one Wednesday I happened to visit the temple complex near my home. By around 10:30 am I went to the temple and as usual I had declined my mother's request to take the earthen lamp for the Lords as I was busy searching God through logics and never believed in any rituals. By the time I reached the temple, it was almost vacant, only the priest was present near the Mandap inside the Garbhagriha and he was busy cleaning the agarbatti ashes and other things as it was nearing the temple closing time.

Surya Namaskar was invented by HANUMAN JI



PRANAYAMA is the ability to control one's breath so that the inhalation and exhalation of air is rhythmic. **VAYU DEVA**, the god of air and wind, first taught pranayama to his son Hanuman, who in turn taught it to mankind. The **SURYA NAMASKAR** (salutation to the sun) too, was devised by Hanuman ji as a greeting for his Guru **SURYA DEVA** .

He had not noticed me, and I stood near the entrance of the Garbhagriha and folding my hands, I had a simple prayer to the Lords stating, "Oh God, I have decided to prepare for the UPSC exam and I know it's little tough, but please be with me in my endeavours." The moment my prayer ended, a huge Jasmin garland that was hanging as a wave across the three deities, suddenly fell down from the middle and hanged like a swing from Lord Balabhadra's hand in left to Lord Jagannath's hand

in right. But I was not delighted, as I had already moved far away from the worldly feelings. I called the priest and asked him to raise the garland the way it was. Seeing that, he had blessed me stating, "Oh dear, your wish will be fulfilled, the Lords have listened to your prayers." I left the temple without much excitement and thereafter the journey of my life has seen hell on earth till 2022. However while passing through this long journey of difficulties, at several moments through several indirect ways, the

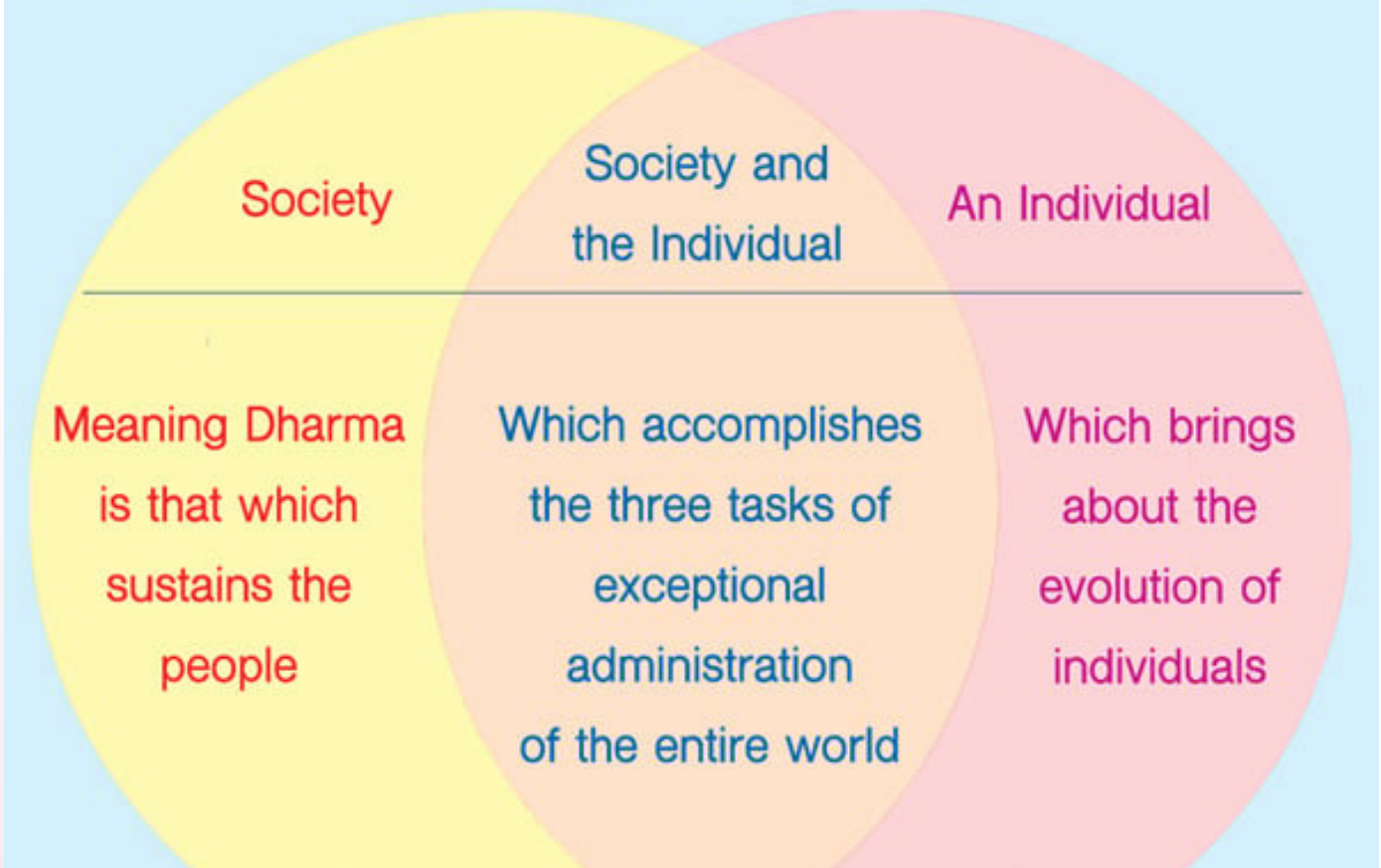
Lords were holding my hands as if keeping their promise of standing by my endeavours and thereby pushing me little forward to move another step in life despite failures and frustrations and never let me down to give up the journey incomplete. Each day, each hour, each second for 22 years, moving with difficulties and humiliations yet believing in the light of hope was not that easy. In Delhi, when I was far away from worldly feelings and had decided not to get married in life and I tried to avoid my husband's feelings of love for me also due to the vast difference between both the families, fate won over me and I landed in Tamil Nadu. 2009, the year I got married and my father in law retired as CCF with his last posting at the Tamil Nadu Tea Plantation Corporation, Kotagiri. I had visited the office along with my husband's family. As soon as I entered the office room, I was surprised to see a photo of Lord Jagannath and soon came to know that an IFS officer from Odisha was posted there. That day, through that photo, as if the Lords were welcoming me in Tamil Nadu stating, "Welcome to the south, don't worry, we will be with you." Indeed, they have stood by me in this long and hectic journey, where I have experienced the most difficult days of my life. Several situations arose, when life was unbearable, it was impossible to live and I was struggling day and night. As I never believed in rituals, out of my own feelings I decided to do 22 Ekadashi Poojas, as per my ways of offering white Jasmine garlands for the Lords for 22 consecutive Ekadashis. During one such Ekadashi day in December 2017 after having done the Pooja and having expressed my feelings of unknown sufferings when I tried to get up from the ground, my left knee felt a jerk and I got imbalanced. Finally I got up holding the side walls. From that moment, along with mental hallucinations, physical pain started on the left knee and left side hip area. At one point of time I was unable to turn myself from one position to the other. For almost one year several check-up, consultation and scans and tests. Every result was negative and I was still unknown about the cause of the sufferings. But these sufferings had brought

me more and more closer to the ultimate faith in the unknown force called God, whom I wanted to see and feel from childhood.

Finally in December 2018, from a simple x-ray the orthopaedician showed me the broken bone in the L4 L5 area and was of the opinion that it was from childhood and not any recent crack. So, all my questions got answered and despite my failures in UPSC, the spirit of service was intact as an innate force and I had become the Joint Secretary of the Anna Residents Welfare Association of our locality from December 2017 and was engaged in public service not as an executive public service officer but as a dedicated public servant. During those days, efforts were made to create a Zero Garbage Zone by engaging the Public, the public executives and the public representatives to bring a change under the concept of Transformation Through Participation which was my brain child. Several efforts were just endless. Efforts at the grassroot level were failing and I decided to visit the Greater Chennai Corporation Office in the Ripon Building to meet the City commissioner to express the concern seeking cooperation. Appointment was fixed between 3 pm to 4 pm when they address the public grievances and I went to the office with my son.



'Dharma' in the context of society and an individual



But due to some sudden emergency, I was directed to meet Thiru Madhusudan Reddy (IAS) then Deputy commissioner - Health and sanitation department. I went and expressed our areas of concern and the type of cooperation we were looking from the department. While in the middle of those conversations, I happened to express the phrase, "Our public dustbins are stinking and bleeding and we have to live with them without proper garbage management system by the departments."

But this phrase was like dressing down the public executive in his office chamber by a common public and for a moment we both became silent and my son was jumping here and there on the office sofas.

After a few seconds, he broke the silence by appreciating my efforts at the ground level and assured me of the timely actions. We both mother and son left the office. It was somewhere in the month of August 2018.

September 2018, the first day of Navaratri Pooja holiday. My husband left for office around 7:30 am and I was getting ready to finish the other household chores. Suddenly phone rang and the Conservancy Inspector was on the line asking me to move down the lanes as some people had approached to address the garbage issues. My son just got up and giving him a basic morning cleaning, we both mom and son went to the nearby Street. To my surprise,

huge gathering of all the department heads, Zonal corporation head, local eminents engaged in philanthropy, photographers and two civil services aspirant from the SHANKAR IAS ACADEMY ANNA NAGAR were present and I was the sudden entrant not in form but in spirit. I started the meeting by stating how I visited the corporation office and the purpose of visit. Soon, I realised this arrangement was not to address the garbage issue but to dress down me in public. Maybe the serving IAS officer had found it little hard to digest that phrase of mine. I wonder, for our insults, we execute extraordinary prudence in Work place, but forget to analyse the justice behind such momentary actions. I faced the gathering all alone, questioning the performance of each and every department head present there with direct evidences as I had worked hard dedicatedly at the grassroot level along with the lowest level scavenger of our society. Finally, the gathering realised the genuineness of the phrase and agreed to replace the old and broken dustbins and some actions were taken up to clean up the affected areas.

Then by December 2018, I came to know the cause of my failure as an UPSC aspirant and that day's incident gave me the feeling of the first drop of rain in my famine driven feminine life of failures. I could realise, I have the ability to move the public executives of this country who otherwise hardly move from their places following the so called protocols of services. I was sensing the smell of fresh air within my life having been instrumental in clearing those garbages from the public platform.

But these services were without any remuneration just like my service inside the house as a homemaker. I had not a single Paisa of my own earning and I was busy fighting with the system for justice. Suddenly the giant within me woke up and I recollected those moments of my childhood when I had decided to earn money and help my father and in fact my family has seen the toughest days of test and at one point in life, my father had

no money and having overcome a heart attack incident the doctor had advised not to ride the 350 CC bullet and my father had sold the bike for 55000 to meet the ends.

After several years of journey of fighting with the system and facing failures in UPSC owing to internal challenges and struggling within the bureaucratic family as a failed aspirant dealing with several personal and social challenges, I felt as if the subconscious had settled down and the conscious state of mine was reawakened asking me to take practical steps to get into some job to get engaged professionally to earn some money. That is when I came across the advertisement of the post of TGT- MATHEMATICS in a reputed school in Chennai and I applied for the same. It was hard to accept those days for the campus job I had declined humbly chasing UPSC and today having failed in UPSC I was going back to the same job. But, I applied and received the call letter for preparing the lesson plan and delivering the lesson and went on to the interview only to realise that the school management gives admission to children through donation and appointment to teachers through recommendation. I had the recommendation of one of the higher authorities in the management board but I humbly declined the recommendation and remained adamant for the appointment based on my ability. As expected, I wasn't given the job. On that day of interview, my husband and son had to eat one meal outside as I was fully engaged in the preparation process and they happened to eat something at the newly opened KORA FOOD STREET and later one day I visited the same happening area and came to know about the Mompreneur concept by Shree Rajshekhar Kora sir and his team to expand their business. It was January -2020. On 31st January, a group of mothers were supposed to inaugurate our food counters. The food Street has the main moto of bringing together different cuisine from different states of India at one place, like a live demonstration of national integration served as hot and mouth watering delicacies to be enjoyed

by all the sense organs from eyes,nose and ears to the mouth and getting the goosebumps on skin having tested the tastes from across the country.

I was getting ready to open my food counter as a representative of Odisha delicacy.This first month of the new year had put me back into life of zeal and zest and I was running between pillar and post to take my passion of a homemaker to the professional level as a Mompreneur.For a few days ,my eyes were getting blurred while driving the two wheeler and scrolling the smart phones and I was getting pain in the cervical area.On 28 th January -2020, Tuesday,I had the appointment for an eye checkup at the Darshan Eye Clinic, Anna nagar. After dropping my son in school I came back home, took bath and did a small Pooja and went to the clinic.My younger brother had come to Chennai as we both had decided to start the food counter together.After the check up was over,my brother came to pick me up and from there we went to my son's school and picked up him and returned home.I was too exhausted and fell asleep for a while in the afternoon beside my son.A different dream.My brother and son, both went out to the nearby shop and I waved them bye and returned to the house.

To my surprise,the house door was already open and a couple - a male and a female were already inside my house.The male was sitting on the computer table chair of my child's toy room and seeing him sitting there,I interrogated,"who are you and how come you entered my house that I had locked from outside?"

In response,he replied,"see me,see me well, can't you recognise me?I replied,"Today they have put eye drops in my eye and I am not able to see you clearly."Then he said," We have come from Atharanala in Odisha."Then I thought for a while and said,"Well, that you have come from Odisha,let me cook some food for you."Then he said a little sarcastically,"Food, what will you cook for me!My wife has already cooked for me and

also for you."Then suddenly I rushed towards my kitchen and the female was coming out of my kitchen having finished cooking and cleaned up the kitchen.While returning to the living room, both of them blessed me telling twice Shubhechha Shubhechha and disappeared from there.I suddenly got up from the sleep,tears rolled down my eyes for half an hour.I inaugurated my food counter on 31st January but later on when the pandemic grappled the whole country and lockdown was declared, along with many others,I had to close my food counter.But that was the day I had cried for half an hour knowing the unknown whom I was searching adamantly to see and feel. Thereafter again the direction of my life changed and I have turned out to be a happy homemaker.And yes,a unique thing has also happened in life.

In 2020, the month of April, I had a unique dream of meeting a group of Odia people near the Tindivanam Chennai Highway who were a little lost in the worries of building a Jagannath temple.And to my surprise I have got associated with them in real life where I have become a little busy like the little squirrel who was getting wet in the water and was carrying little bit of sand on his back by rolling on the ground to help Sri Ram ji for building the Setu Bandh to reach out to his beloved wife Maya Sita.How interesting it's, that I have become the main actor for the Director of this universe Lord Jagannath,who is the ultimate storyteller and I had heard his stories from my mother as a kid not knowing that one day I will be telling his stories as per his direction.A building small or big, marks it's beginning from within the ground laying a foundation as deep as required for the desired building.Maybe our country India or Bharat is a very huge building whose foundation lies in the southern part of it and to begin the process of nation building, Lord Jagannath wanted me to initiate the work from the ground by getting engaged in building his temple at Pattanur - Pondicherry,very close to the Shreema Aurobindo Ashram on the Tindivanam Chennai highway next to the famous Golden

Dome representing the model of a casteless and classless society inside the Auroville Ashram campus.

The male and the female in my dream were like normal human beings like my father and mother, not like the photos of God we see and isn't it that Parents are the replica of Laxmi and Narayan the supreme couple and we all feel so comfortable on their lap when they bring us to this world through the force of Love. Aren't they the living Gods? Every parent is the God for their children and I have seen and felt my God in my vision externally as well as internally. Now I am aware of my exact position and location in this life having around me the huge sphere of radius of 22 years of time and space experience.

I had heard another story of Lord Jagannath from my mother. My father, who used to believe in Laxmi and Narayan had less attachment towards Lord Jagannath and when my parents had started their new life in Sunabeda, my father had got some photos from the photo binding shop without making any specific demands of

any particular God and Goddesses. But when he reached home and had opened the package, he found a photo of Lord Jagannath and he had gone back to the shopkeeper asking him to replace it with a photo of Sri Satya Narayan. But the shopkeeper had felt little awkward and instead he had kept the photo of Sri Satya Narayan on that photo of Lord Jagannath and had returned to my father expressing his unwillingness to take back Jagannath's photo. When I had expressed about my husband to my father and he had tried his best to stop me from getting into the relationship, I was helpless and I had broken that photo of Sri Satya Narayan to check if he really existed behind that photo as per my mother's narration. And indeed he was there, then the single photo became two different photos and now both the photos are in our Pooja room in my parents place.

So, can we say like Parents are the living Gods having their roots in the supreme souls of Laxmi and Narayan and Love is the eternal force or Sanatan Dharma, that creates and not destroys. Even Udhayanidhi Stalin ji must be feeling

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comfortable amidst the uncomfortable situation that has got created by his questioning the essence of Sanatan Dharma when he is supported by his beloved father Sri MK Stalin ji. Even king Dhritarashtra had done his best for the love he had for his children. But Time and Justice are two more eternal aspects of Sanatan Dharma and only time will tell what is Sanatana.

For me, certainly it's Sachidanand or Sat Chith and Anand or Truth, Knowledge and Bliss. Nothing is more blissful than the force of Love that creates life, no knowledge is above Time and Justice is the ultimate truth. The Jagannath culture is considered as the living classical culture as the representative of the Sanatana Dharma. I have seen it, I have felt it and now I have stopped fighting against the injustice in our system and have started building by changing my focus to focus on my childhood endeavours of serving the mankind and this has been the ultimate wisdom as a return gift from my 22 years of long and hectic journey of honesty, hardwork and dedication.

I have won the battle of my life, now I am enjoying the peace proclaimed after the war and I am on a blissful journey of Nation building from the ground of India.

I had failed in the Students Exchange Program interview having chosen the topic of Spirituality and Introspection but now I am confident to give a Ted Talk on the same. Sometimes I wonder,

how my life would have been if I would have listened to those predictions by an astrologer who was my father's colleague in the factory and astrology was his passion and he had stated that, "There will be no peace of mind to her and to her parents because of her as she was already in the phase of Maha Shani Dasha, but despite such huge suffering there is no loss in terms of Marriage and Education and she will have the Rajasuyasukabhog yoga". And he had asked me to chant some mantras for several years

to have some relief. This was in the same year when I was in Grade IX. But, following my own logic of God and life, I never did any pariharam, not to disrespect anybody or any knowledge systems but to face life the way it comes. And I have tested the elixir of life which is also eternal or Sanatan Dharma.

I have turned out to be a Saturday Storyteller as a representative of the ultimate storyteller Lord Jagannath who is sitting on earth as Buddha Avatar. He has awakened the confused Arjuna within me and has engaged me in a blissful life with full consciousness of who I am and what I am and how I should lead my life. He has been my best friend philosopher and guide in life, I love him just the way I love my parents and my family.

He is Sanatan, Jai Jagannath.

Ms. Chinmayee

Am a full-time homemaker and a self-taught passionate artist and an amateur writer looking forward to take my passions to a professional level. I have written certain situational stanzas in English and an amateur autobiography of my life experiences from 1999 to 2021 in Odia titled Baishi Pabache meaning on the 22 nd step.





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Leveraging Diversity to fuel Innovation in the Workplace

Introduction

For some years now, the notion that increasing diversity in organisations results in greater innovation has been broadly and increasingly accepted.



Now, compelling empirical data has emerged which not only reinforces the innovation through diversity argument but also provides a clear rationale for an active strategy to broaden the spectrum of diverse thinking at management levels. A study from BCG and Technical University of Munich using data on 171 Swiss, German and Austrian companies over a three-year period has clearly and convincingly shown a positive causal relationship between increasing management diversity and revenue obtained from innovative products.

Innovation through diversity

Diversity is a key driver of innovation and growth in organizations of every size. Diverse teams are better positioned to unlock innovation that drives market growth. Diversity further enables nonlinear



novel thinking and adaptability that innovation requires. Diverse teams produce more creative results than teams in which all members are from a similar background.

Multiple studies have verified this reality. First, a study published in *Harvard Business Review* has highlighted the importance of diversity in driving innovation and market growth. The study examined two types of diversity: *inherent diversity* and *acquired diversity*. The study found that companies with both types of diversity outperform others. *Inherent diversity* includes traits that an individual is born with, such as gender, ethnicity, and sexual orientation. *Acquired diversity*, on the other hand, involves traits that are gained from experience, such as work experience in another country or military experience

The benefits of innovation in diversity

This diversity of information creates a positive tension within the group and that tension increases creativity. Besides, simply interacting with



individuals who are different forces group members to reassess their own assumptions, question others, and prepare better. Of course, working in diverse groups isn't easy.

When working in a diverse group, team members do not take for granted that others know what they know, and thus are more likely to share information and ideas, and also to seek more information from others than in homogeneous teams. Diversity is a visual reminder that not everyone shares the same perspective. The assumption that everyone shares the same information is shattered when not everyone looks alike. Mirror neurons are activated. The brain works harder to understand others' perspectives and come to consensus.

More Ideas = More Good Ideas

In some of the successful companies, they used to do rapid ideation sessions with teams of startups where they would be pushed to come up with 10, 20, or 30 ideas in 5 minutes. Then sort out the good ideas and throw away the bad ones.

Diverse and inclusive teams create incredible ideas

That is why the more diverse your teams are in various dimensions, like culture, gender, age,

sexuality, ethnicity, educational background, experience level, expertise, etc., the more they will try to seek and draw inspiration from seemingly unrelated places. Forbes reports that diverse teams are more creative because a person's individual creativity is enhanced by their ability to integrate different points of view—something that many of us learn when interacting with people from different backgrounds.

Diversity from a comprehensive perspective: Innovation by all

According to various studies, leaders of state-of-the-art companies, assume that the momentum of diversity and the momentum of innovation are part of the same effort. And they are committed to promoting innovation by involving large groups of professionals that represent all levels and operational areas. This 'Innovation by all model' is a much more effective formula than 'traditional Think Tanks' that entrust the responsibility of innovating to a small group of specialized professionals. Therefore, it has been adequately endorsed that the knowledge, experience and skills of such a diverse workforce can bring a range of innovative ideas and solutions to the table. This collective creative power can help your organization: *Streamline processes and create new, more efficient systems.* In recent years, there's been

a significant societal push for more diversity in the workplace.

Then we also have come to know *that more diverse teams are actually smarter and more creative.*

According to *Harvard Business Review*, a 2015 *McKinsey report* found that out of 366 public companies, those that were in the top 25 percent for ethnic and racial diversity in management were more than 35 percent more likely to have financial returns that were above their industry average. Companies in the top 25 percent for gender diversity were 15 percent more likely to have returns that were above the industry average. Similarly, Credit Suisse conducted a global analysis of 2,400 companies and found that organizations that had at least one woman on the board yielded higher net income growth and higher return on equity than those without any women.

These have happened because when people from diverse backgrounds get together, they focus more on facts and process those facts more carefully. They're more likely to constantly look at facts and remain objective, while at the same time encouraging greater attention to each member's actions. This ensures that their joint cognitive resources remain consistently vigilant and sharp.

Diverse teams are more creative

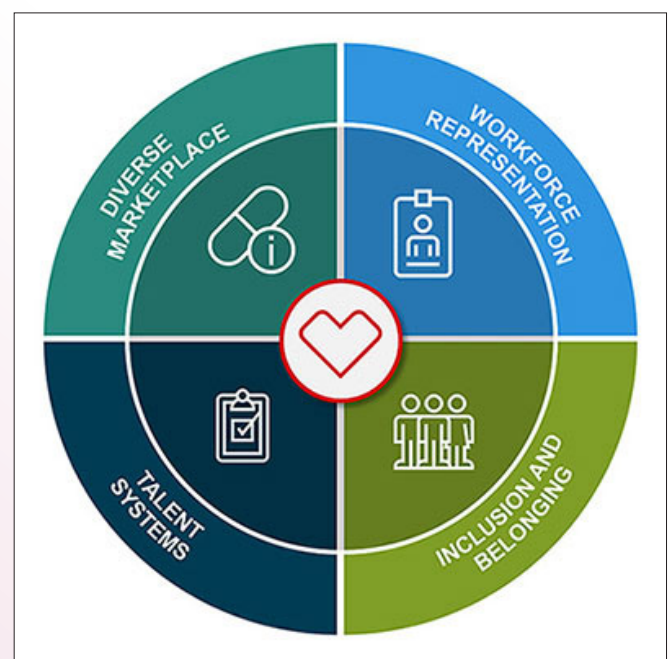
There's a fascinating correlation between being exposed to other cultures and creativity. For example, many famous creatives did—or do—their best work when living overseas. *Forbes* reports that diverse teams are more creative because a person's individual creativity is enhanced by their ability to integrate different points of view—something that many of us learn when interacting with people from different backgrounds. In fact, multicultural experiences have been found to improve awareness of the underlying connections between different ideas, as well as enhance idea flexibility. When

we put all of this together, hiring people from a range of different backgrounds isn't just the right thing to do for equality—it will also make your team smarter, more creative, and ultimately, more innovative, which can have a positive impact on our bottom line. But we must make sure to foster inclusive practices in the workplace, so that the new team members we bring on board feel comfortable enough to be themselves and bring their best to work every day.

In order to bring in conducive atmosphere for all, we may begin to cultivate the cultural competency by asking these following questions:

- What prevents you from reaching your full potential?
- What don't we know about you that could help our collective success?
- Do we spend more time with, or advocating for some but not others?
- How do our strengths prevent you from exhibiting your own?

To unlock creativity and drive sustainable growth, we must tap in the diversity of our teams, challenge ourselves and everyone to reach their full potential for the team's success.





One of the research studies has developed a *four-pillar framework* for strategic diversity management that is designed to engage every colleague in the process and enable every business function to deliver on both near- and longer-term goals:

- **Workforce Representation**—colleague demographics reflective of the demographics of those we serve;
- **Inclusion & Belonging**—workplace defined by personal connections, having a seat at the table, and demonstrating genuine care for one another;
- **Talent Systems**—equitable access to growth and development;
- **Diverse Marketplace**—exceptional service and stewardship for those we serve and the communities in which we do business.

Conclusion

In an increasingly competitive environment and with various industries being disrupted by newcomers on a regular basis, innovation is critical. The evidence is one more compelling reason for companies to recognise that establishing a managerial complement which is diverse in its

demography as well as modes of thinking will confer multiple benefits – not least, that it provides the foundation which can spur innovation. But diversity alone is insufficient. It is critical to build the inclusive capability of leaders to establish the necessary cultural conditions identified by various studies. When an inclusive culture functions in tandem with a broadly diverse workforce, the potential for innovation is greatest.

P.S: Innoversity is the combination of the two words *innovation and diversity* (rather than innovation and university); the term was coined by Susanne Justesen and published in 2001. In a Danish textbook on the topic, she is given credit for having first introduced the term *Innoversity*.

Dr. S. Jeyachandran

He is basically a Concrete Technologist turned into a Construction Management professional by experience. He has had over 4 decades of experience in selling, Quality Control of Construction Materials, teaching in various institutes. Presently Vice President in Marutham Group, Chennai..



Count Your Blessings, Not Your Missings

Who is the wisest human being?

We get various answers for this question:

One who has got the maximum degrees or diplomas. Or

One who is highly knowledgable. Or

One who is extremely wealthy- after all, such a man can purchase or employ any of the above persons. Or

One who is fit and healthy, since what is the use of money, knowledge or Degrees, if you are bed-ridden or

One who is an ascetic- has no money but does a lot of penance. He may not have his next food but always cheerful and carefree. After all, all of us live, work or earn money only to be happy ultimately. So is ascetic not the wisest man?

Well, these questions remain always unanswered. The debate goes on. No final solution emerges.

Then where do we go from here?

The followings thoughts may provide not an answer but at least different thought processes.

Life is a journey from B to D.

B is Birth.

D is Death.

Both are certain but both are unpredictable.

When a child will be born? The Doctor gives an approximate week- not a particular date. But the child is born either a few days before that or a week after that. This is the reason why a child is born during a flight or a train journey and the child is named after that particular Airline or Railway Station! Don't tell me that now-a-days people resort to C Section in order to get the child born during a particular Star or Lagnam!



When you like a flower, you just pluck it. But when you love a flower, you water it daily.

— Gautama Buddha —



The whole situation is unpredictable as otherwise can you expect a new born child be alive for two days without any milk among the Syria ruins during the recent natural catastrophe?
 In between the B and D, there is a C- Choice.
 This C is in your hands- the choice to be happy, satisfied, positive and find good in everything.

How Choice is in your hands?

When you don't bother either about your past or worry about your future, you live only in the Present. Such a person will see only positive dimensions in everything he comes across.
 Difficult times or happy times are both same to him.
 He follows the Nature- Summer ends, Winter begins. People throw away the blankets when the cold season is over. That's what a wise man also does by following the Nature.
 He believes before he prays.
 He listens before he speaks.
 He earns before he spends.
 He thinks before he writes.
 He tries before he quits and
 He lives before he dies.
 He counts his blessings, not his missings.

Buddha's Disciple

Once Buddha's one disciple was going to a neighbouring village to propagate Buddhism. Since the people there were rather rude and rough and Buddha wanted his disciple to dissuade from going there and hence he asked his disciple "What if the villagers don't accept your words?" The disciple


replied "No problem, at least they don't scold me." Buddha continued "Suppose they scold you in bad words?"
 The disciple replied "No problem, at least they won't beat me."
 Buddha did not leave. "What if the villagers hit you with sticks?"
 The disciple mentioned "No problem, as long as they don't cut my hand or leg."
 Buddha said "I don't know. In case they remove one of your hands and one of your legs?"
 The disciple continued "No problem as long as they don't kill me."
 Buddha caught hold of the disciple and said "I am afraid the villagers may kill you."
 The disciple looked straight into the eyes of Buddha and said in a low tone "No problem, at least they help me in liberating myself from this mundane world."
 Yes, the disciple was seeing some good in every bad situation and was prepared to face it and do his duty, instead of running away or blaming his fate.

In conclusion

Again Buddha's quotation-
 The disciple asked "What is the difference between I like you & I love you."
 Buddha replied-
 "When you like a flower, you just pluck it. But when you love a flower, you water it daily."
 One who understands this,
 Understands life.

R. Venugopal

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



Israel vs Gaza

In early October 2023, war broke out between Israel and Hamas, the militant Islamist group that has controlled Gaza since 2006. Hamas fighters fired rockets into Israel and stormed southern Israeli cities and towns across the border of the Gaza strip, killing and injuring hundreds of soldiers and civilians and taking dozens of hostages. The attack took Israel by surprise, though the state quickly mounted a deadly retaliatory operation. One day after the October 7 attack, the Israeli cabinet formally declared war against Hamas, followed by a directive from the defense minister to the Israeli Defense Forces (IDF) to carry out a “complete siege” of Gaza.

Background

The Israeli-Palestinian conflict dates back to the end of the nineteenth century. In 1947, the United Nations adopted Resolution 181, known as the Partition Plan, which sought to divide the British Mandate of Palestine into Arab and Jewish states. On May 14, 1948, the State of Israel was created, sparking the first Arab-Israeli War. The

war ended in 1949 with Israel’s victory, but 750,000 Palestinians were displaced, and the territory was divided into 3 parts: the State of Israel, the West Bank (of the Jordan River), and the Gaza Strip.

Over the following years, tensions rose in the region, particularly between Israel and Egypt, Jordan, and Syria. Following the 1956 Suez Crisis and Israel’s invasion of the Sinai Peninsula, Egypt, Jordan, and Syria signed mutual defense pacts in anticipation of a possible mobilization of Israeli troops. In June 1967, following a series of maneuvers by Egyptian President Abdel Gamal Nasser, Israel preemptively attacked Egyptian and Syrian air forces, starting the Six-Day War. After the war, Israel gained territorial control over the Sinai Peninsula and Gaza Strip from Egypt; the West Bank and East Jerusalem from Jordan; and the Golan Heights from Syria. Six years later, in what is referred to as the Yom Kippur War or the October War, Egypt and Syria launched a surprise two-front attack on Israel to regain their lost territory; the conflict did not result in significant gains for Egypt, Israel, or Syria, but Egyptian President Anwar al-Sadat declared the war a victory for Egypt as it allowed Egypt and Syria to negotiate over previously ceded territory. Finally, in 1979, following a series of cease-fires and peace negotiations, representatives from Egypt and Israel signed the Camp David Accords, a peace treaty that ended the thirty-year conflict between Egypt and Israel.

Even though the Camp David Accords improved relations between Israel and its neighbors, the question of Palestinian self-determination and self-governance remained unresolved. In 1987,





hundreds of thousands of Palestinians living in the West Bank and Gaza Strip rose up against the Israeli government in what is known as the first intifada. The 1993 Oslo I Accords mediated the conflict, setting up a framework for the Palestinians to govern themselves in the West Bank and Gaza, and enabled mutual recognition between the newly established Palestinian Authority and Israel’s government. In 1995, the Oslo II Accords expanded on the first agreement, adding provisions that mandated the complete withdrawal of Israel from 6 cities and 450 towns in the West Bank.

In 2000, sparked in part by Palestinian grievances over Israel’s control over the West Bank, a stagnating peace process, and former Israeli Prime Minister Ariel Sharon’s visit to the al-Aqsa mosque—the third holiest site in Islam—in September 2000, Palestinians launched the second intifada, which would last until 2005. In response, the Israeli government approved the construction of a barrier wall around the West Bank in 2002, despite opposition from the International Court of Justice and the International Criminal Court.

Factionalism among the Palestinians flared up when Hamas won the Palestinian Authority’s parliamentary elections in 2006, deposing longtime majority party Fatah. This gave Hamas, a political and militant movement inspired by the Palestinian Muslim Brotherhood, control of the Gaza Strip. Gaza is a small piece of land on the Mediterranean Sea that borders Egypt to the south and has been under the rule of the semi-autonomous Palestinian Authority since 1993. The United States and European Union, among others, did not acknowledge Hamas’ electoral victory, as the group has been considered a terrorist organization by western governments since the late 1990s. Following Hamas’ seizure of control, violence broke out between Hamas and Fatah. Between 2006 and 2011, a series of failed peace talks and deadly confrontations culminated in an agreement to reconcile. Fatah entered into a unity government with Hamas in 2014.

In the summer of 2014, clashes in the Palestinian territories precipitated a military confrontation between the Israeli military and Hamas in which Hamas fired nearly three thousand rockets at Israel, and Israel retaliated with a major offensive in Gaza. The skirmish ended in late August 2014 with a cease-fire deal brokered by Egypt, but only





after 73 Israelis and 2,251 Palestinians were killed. After a wave of violence between Israelis and Palestinians in 2015, Palestinian President Mahmoud Abbas of Fatah announced that Palestinians would no longer be bound by the territorial divisions created by the Oslo Accords. In March and May of 2018, Palestinians in the Gaza Strip conducted weekly demonstrations at the border between the Gaza Strip and Israel. The final protest coincided with the seventieth anniversary of the Nakba, the Palestinian exodus that accompanied Israeli independence. While most of the protesters were peaceful, some stormed the perimeter fence and threw rocks and other objects. According to the United Nations, 183 demonstrators were killed and more than 6,000 were wounded by live ammunition. The tense political atmosphere resulted in a return to disunity between Fatah and Hamas, with Mahmoud Abbas' Fatah party controlling the Palestinian Authority from the West Bank and Hamas de facto ruling the Gaza Strip. This remained largely true throughout the late 2010s and early 2020s, despite Abbas' efforts to bring the Palestinian people together under the Palestinian Authority.

In May of 2018, fighting once again broke out between Hamas and the IDF in what became the worst period of violence since 2014. Before reaching a cease-fire, militants in Gaza fired over one hundred rockets into Israel; Israel responded with strikes on more than fifty targets in Gaza during the twenty-four-hour flare-up.

The Donald J. Trump administration set achieving an Israeli-Palestinian deal as a foreign policy priority. In 2018, the Trump administration canceled funding for the UN Relief and Works Agency, which provides aid to Palestinian refugees,





and relocated the U.S. embassy from Tel Aviv to Jerusalem, a reversal of a longstanding U.S. policy. The decision to move the U.S. embassy was met with applause from the Israeli leadership but was condemned by Palestinian leaders and others in the Middle East and Europe. Israel considers the “complete and united Jerusalem” its capital, while Palestinians claim [PDF] East Jerusalem as the capital of a future Palestinian state. In January 2020, the Trump administration released its long-awaited “Peace to Prosperity” plan, which was rejected by Palestinians due to its support for

future Israeli annexation of settlements in the West Bank and control over an “undivided” Jerusalem.

In August and September 2020, the United Arab Emirates (UAE) and then Bahrain agreed to normalize relations with Israel, making them only the third and fourth countries in the region—following Egypt in 1979 and Jordan in 1994—to do so. The agreements, named the Abraham Accords, came more than eighteen months after the United States hosted Israel and several Arab states for ministerial talks in Warsaw, Poland, about the future of peace in the Middle East. Palestinian leader Mahmoud Abbas of Fatah rejected the accords, as did Hamas.

In October 2020, an Israeli court ruled that several Palestinian families living in Sheikh Jarrah—a neighborhood in East Jerusalem—were to be evicted by May 2021 with their land handed over to Jewish families. In February 2021, several Palestinian families from Sheikh Jarrah filed an appeal to the court ruling, prompting protests around the appeal hearings, the ongoing legal battle around

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property ownership, and the forcible displacement of Palestinians from their homes in Jerusalem.

In late April 2021, Palestinians began demonstrating in the streets of Jerusalem to protest the pending evictions, and residents of Sheikh Jarrah—along with other activists—began to host nightly sit-ins. In early May, after a court ruled in favor of the evictions, the protests expanded, with Israeli police deploying force against demonstrators. On May 7, following weeks of daily demonstrations and rising tensions between protesters, Israeli settlers, and police during the month of Ramadan, violence broke out at the al-Aqsa Mosque compound in Jerusalem, with Israeli police using stun grenades, rubber bullets, and water cannons in a clash with protestors that left hundreds of Palestinians wounded.

After the clashes in Jerusalem's Old City, tensions increased throughout East Jerusalem, compounded by the celebration of Jerusalem Day. On May 10, after several consecutive days of violence throughout Jerusalem and the use of lethal and nonlethal force by Israeli police, Hamas, the militant group which governs Gaza, and other Palestinian militant groups launched hundreds of rockets into Israeli territory.

Israel responded with artillery bombardments and airstrikes, several of which killed more than twenty Palestinians, against targets in Gaza. While claiming to target Hamas, other militants (such as those from Palestinian Islamic Jihad), and their infrastructure—including tunnels and rocket

launchers—Israel expanded its aerial campaign and struck non-military infrastructure including residential buildings, media headquarters, and refugee and healthcare facilities.

On May 21, 2021, Israel and Hamas agreed to a cease-fire, brokered by Egypt, with both sides claiming victory. More than 250 Palestinians were killed and nearly 2,000 others wounded, and at least 13 Israelis were killed over the eleven days of fighting. Authorities in Gaza estimate that tens of millions of dollars of damage was done, and the United Nations estimates that more than 72,000 Palestinians were displaced by the fighting.

Concerns

Following the outbreak of war between Israel and Hamas on October 7, 2023, President Joe Biden made a strong statement of support for Israel. On the same day that Israel declared war against the terrorist group, the United States announced that it would send renewed shipments of arms and move its Mediterranean Sea warships closer to Israel. While the UN Security Council called an emergency meeting to discuss the renewed violence, the members failed to come to a consensus statement. Given the history of brutality when Israel and Palestinian extremist groups have fought in the past, international groups quickly expressed concern for the safety of civilians in Israel and the Palestinian territories as well as those being held hostage by militants in Gaza. In the first two days of fighting, approximately 800 Israelis and 500 Palestinians were killed. Increasing loss of life is of primary concern in the conflict.

While the United States did not immediately confirm reports that Iranian intelligence and security forces directly helped Hamas plan its October 7 attack, Iran has a well-established patronage relationship with Hamas and other extremist groups across the Middle East. In addition to worries that the attacks were a signal from Iran that it is prepared to escalate its malign





influence in various Middle Eastern conflicts, experts have expressed concern that another extremist group with Iranian backing, Hezbollah, will be drawn into the war, thereby expanding the conflict beyond Israeli and Palestinian borders. On October 9, reports surfaced that the IDF was firing at targets within Lebanon, where Hezbollah is based. An Israeli statement on the matter did not clarify the purpose of the cross-boundary operation.

A 2023 effort by the United States to help broker a normalization accord between Israel and Saudi Arabia was thrown into chaos by the October conflict. Saudi Arabia has long advocated for the rights and safety of Palestinian Arab populations in Israel, the West Bank, and Gaza. Especially in Gaza, those populations are now in the path of IDF operations, jeopardizing the progress the Israelis and Saudis made toward common understanding.

Recent Developments

The most far-right and religious government in Israel's history was inaugurated in late December 2022. The coalition government is led by Benjamin 'Bibi' Netanyahu and his Likud party and comprises two ultra-Orthodox parties and three far-right parties, including the Religious Zionism party, an ultranationalist faction affiliated with the West Bank settler movement. To reach a governing majority, Netanyahu made a variety of concessions to his far-right partners. Opponents have criticized

the government's stated prioritization of the expansion and development of Israeli settlements in the occupied West Bank. The governing coalition has also endorsed discrimination against LGBTQ+ people on religious grounds, and it voted to limit judicial oversight of the government in May 2023 after a delay due to nationwide protests in March.

2022 marked a renewed level of violence between Israelis and Palestinians. The first nine months of 2023 were characterized by a steady trend of clashes in the West Bank, including nearly daily Israeli incursions. Israel approved five thousand new settler homes in June 2023 which, along with other settlements in Palestinian territory, are considered by experts and intergovernmental institutions to be illegal under international law. The Israeli military also escalated its operations, including raiding the al-Aqsa mosque twice in one day, wounding thirty-five in a Ramallah operation, and firing missiles from a helicopter at the Jenin refugee camp. In May, Israel battled Gazan militants for five days, with nearly two thousand combined missile launches by Hamas and Israeli forces. Then, in July, Israel deployed nearly two thousand troops and conducted drone strikes in a large-scale raid on the Jenin refugee camp in the West Bank, killing twelve Palestinians and wounding fifty. Israel, which lost one soldier in the operation, claimed all those killed were militants. While withdrawing, Israeli Prime Minister Benjamin Netanyahu said the incursion was "not a one-off" incident; Israel intends to prevent the camp from serving as a safe haven for Jenin Brigades and other militant groups. Hamas responded to the raid by carrying out an attack in Tel Aviv and launching missiles at Israel.

The October 2023 conflict between Israel and Hamas marks the most significant escalation of the ongoing Israeli-Palestinian conflict in several decades.

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