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IMPACT

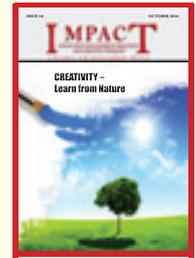
INNOVATIVE MANAGEMENT PRACTICES
AND CREATIVE THINKING

A JOURNAL FOR MANAGEMENT PEOPLE

**CREATIVITY –
Learn from Nature**



With Greetings from **IMPACT**



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Come October

October indeed is a holy and sacred month for a number of reasons. It is the month in which GANDHI JAYANTHI falls. It is the month of NAVRATHRI festival. This year Festival of Lights DEEPAVALI also falls in this month.

It is a month of serenity, prayer, joy, merriment, socialization, harmony, friendship, giving and so on.

This is the month when World Elders Day is observed to display our respect and regards to the knowledge, experience and wisdom of the elders who continue to guide the society in their own little way. Look at the importance of the month date wise:

- Oct 1** International Day for the Elderly (UN)
- Oct 2** Gandhi Jayanti, International Day of Non-Violence
- Oct 3** World Nature Day, World Habitat Day
- Oct 4** World Animal Day
- Oct 5** World Teacher's Day
- Oct 6** World Wildlife Day, World Food Security Day
- Oct 8** Indian Air-force day
- Oct 9** World Postal Day
- Oct 10** World Mental Health day ; National Post Day
- Oct 11** International Girl Child Day
- Oct 12** World Sight day
- Oct 13** World Calamity Control Day (UN)
- Oct 14** World Standard Day
- Oct 15** World White cane day (guiding the blind)
- Oct 16** World Food Day
- Oct 17** International poverty
- Oct 20** National Solidarity Day
- Oct 24** United Nations Day
- Oct 30** World Thrift Day
- Oct 31** Rastriya Ekta Diwas (Sardar Patel),
National Integration

We in **IMPACT** in our own fashion, communicate the messages through our e'zine that is becoming more and more popular with our readers all through the globe.

The team dedicates its services to the attainment of objectives of the journal on this happy month when we are bringing out our EIGHTEENTH issue.

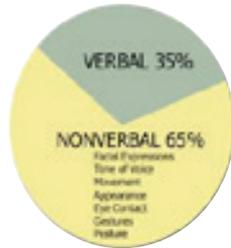
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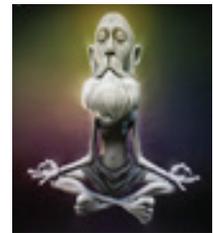


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Management in Valluvam

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



N. V. Subbaraman

Under this head right from the beginning of IMPACT in May 2015, we have been trying to understand the nuances of Management as propounded in the great Thiruvalluvar's Magnum opus THIRUKKURAL. In the light of the encouraging response being received from our esteemed readers, we gain boldness to continue this feature month after month.

In this issue we are going to deal with a very important quality that is required of any effective manager in day to day management / administration viz assessing the right time for embarking on a project work in the interest of the Organization. There will be pressure from up and down for hastening certain aspects of work which requires a lot of thinking on the appropriateness of time and situation for its glorious success. An effective practicing Manager has to be clearly on the look out for the correct and appropriate time for the successful accomplishment of the assignment on hand.

Here Thiruvalluvar gives a right recipe for assessing the correct time for such an important aspect of managerial effectiveness in his Part II WEALTH – Chapter 49- பொருட்பால் – அதிகாரம் – 49 காலம் அறிதல்

Let us have a peep into this here and now:

ASSESSING TIME

அதிகாரம் – காலம் அறிதல்

1. Original:

பகல்வெல்லும் கூகையைக் காக்கை இகல்வெல்லும்
வேந்தர்க்கு வேண்டும் பொழுது. (481)

Pronunciation:

*Pagalvellum kookaiyaik kaakkai; igalvellum
Vaendharkku vaeNdum pozhudhu.*

Translation:

By day the crow can
Defeat the owl; the king needs
Right time to quell foes.

(K 481)

Comment:

Crow can defeat its foe the owl stronger during the day time; similarly, a king can defeat his enemies if he finds out the appropriate time and acts.

2. Original:

பருவத்தோடு ஒட்ட ஒழுக்கல் திருவினைத்
தீரமை ஆர்க்கும் கயிறு.

(482)

Pronunciation:

*Paruvaththoadu otta ozhugal; thiruvinaith
Theeraamai aarkkum kayiru.*

Translation:

Action on right time
Is indeed a chord that binds
Fortune sure to shine!

(K 482)

Comment:

One has to toil according to the appropriate time; that right time is the chord that binds one to good fortune.

3. Original:

அருவினை என்ப உளவோ கருவியான்
காலம் அறிந்து செயின்?

(483)

Pronunciation:

*Aruginai enba uLavoe; karuviyaan
Kalam arindhu seyin?*



Glory of wealth
காலம் அறிதல்



Translation:

What is hard for him
Who acts on the time correct
That gets win for him.

(K 483)

Comment:

To the one who analyzes appropriate time to do a particular work and acts, nothing is difficult for him to accomplish.

4. Original:

ஞாலம் கருதினும் கைகூடும் காலம்
கருதி இடத்தால் செயின்.

(484)

Pronunciation:

*Njaalam karudhinum kaikoodum; kalam
Karudhi idaththaal seyin.*

Translation:

Can conquer the world
If he times his action right
With all support bold!

(K 484)

Comment:

If one focuses and times his actions correct, he can acquire the whole world if he wants.

5. Original:

காலம் கருதி இருப்பர் கலங்காது
ஞாலம் கருது பவர்.

(485)



Pronunciation:

*Kaalam karudhi iruppar kalanggaadhu
Njaalam karudhu bavar.*

Translation:

To conquer the world
King must wait for the time right
Though is strong and bold.

(K 485)

Comment:

Those who want to acquire the whole world, without worrying about it, will wait for the appropriate time to arrive and then plunge into action and win.

6. Original:

ஊக்கம் உடையான் ஒருக்கம் பொருதகர்
தாக்கற்கும் பேரும் தகைத்து.

(486)

Pronunciation:

*OOkkam udaiyaan odukkam poruthagar
Thaakkarkup paerum thagaitththu.*

Translation:

Just wait for right time
To launch offence on the foe!
Sheep steps back to pounce.

(K 486)

Comment:

One has to wait with patience to launch an attack on his enemies in the appropriate time. There is nothing wrong in stepping back to pounce with greater strength and force.

7. Original:

பொள்ளென ஆங்கே புறம்வேரார் காலம்பார்த்து
உள்வேர்ப்பர் ஒள்ளி யவர்.

(487)

Pronunciation:

*PoLLena aangghae puramvaeraar;
Kaalampaarththu*

ULvaerpar oLLi yavar.

Translation:

Anger-keeps the wise
Within - till the time is ripe
To pounce strong and nice.

(K 487)

Comment:

The wise will not get into anger at the wrongs done by the enemies but wait with patience till the appropriate time keeping the anger within.

8. Original:

செறுநரைக் காணின் சுமக்க இறுவரை
காணின் கிறக்காம் தலை.

(488)

Pronunciation:

*Serunaraik kaanin sumakka; iruvarai
KaaNin kizhakkaam thalai.*

Translation:

Till right time sets in
Wait in patience; the foe's head
Rolls down on its own

(K 488)

Comment:

One has to wait with patience controlling anger against enemies; at the appropriate time, when the time comes, the heads of foes will roll down with our routine and normal efforts.

9. Original:

எய்தற்கு அரியது இயைந்தக்கால் அந்நிலையே
செய்தற்கு அரிய செயல்.

(489)

Pronunciation:

*Eudharkku ariyadhu iyaindhakkaal annilaiyae
Seydharkku ariya seyal.*

Translation:

When right time sets in
Complete all deeds to be done
Sure success and win!

(K 489)

Comment:

To accomplish a work, wait for the appropriate time, availing the same, plunge into action immediately. One is bound to accomplish all important and difficult assignments.

10. Original:

கொக்குலக்க கூட்பும் பருவத்து மற்றுஅதன்
குத்துலக்க சீர்த்த இடத்து.

(490)

Pronunciation:

*Kokkuokka koombum paruvaththu; matru adhan
Kuththuokka seerththa idaththu.*

Translation:

Crane waits for its fish
Man to wait for apt time to
Strike right and finish.

(K 490)

Comment:

To accomplish a work successfully, wait till the appropriate time, just as a crane waits with patience and gets its food - the fish.

These guidelines are equally applicable in the life of an individual too. Assessing the right and appropriate time for embarking any important aspect of work is bound to lead us to the goal of success.

(To be continued)



Classes are handled by RBI Officers and Ex.Bank Officers.
But is that the only reason for
our **huge results... ?**
NO
Infact, if we say the students of our institute passed Only because of our classroom coaching..
It would be a lie.,
So what is the secret of our **SUCCESS ?**

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RACE
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Beginning Place of Good Etiquette

Certified Project Manager (IPMA C) and MRICS with over 3 decades of qualitative experience in the Construction Industry.

Currently working with ETA Properties & Investments Pvt.Ltd., Chennai as Head – Projects.

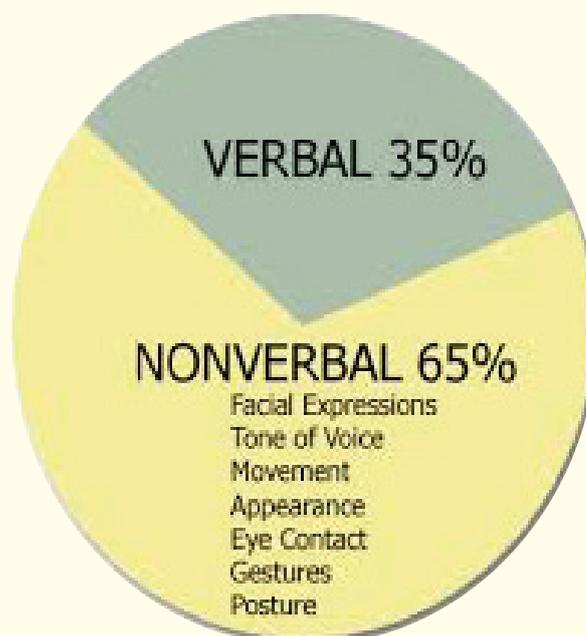


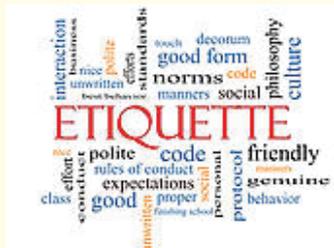
Syed Fazlullah Khan

ETIQUETTE is defined as the conduct or procedure required by good breeding or prescribed by authority to be observed in social or official life.

We strive hard to achieve our Goals and also raise the bar each time after achieving the Goal and in the process we learn / refine ourselves in many etiquette such as Communication etiquette, Meeting etiquette, Dining etiquette etc., but most of us either contribute too little or neglect to inculcate good manners in young minds.

We all know that from religious perspective, character and manners are also comprehensive. **In other words, one must have proper behavior and actions with respect to his Creator, with respect to his own soul, with respect to the others he interacts with, with respect to the other beings on earth and with respect to all parts of creation. He / she must be humble, patient, calm and forgiving, should not lie, backbite or slander others, should have a cheerful disposition and should treat all classes of society with proper respect.** This is all part and parcel of what it means to have reasoning power to regulate their action / deeds.





Etiquette of both verbal and Non verbal communication are important to communicate effectively.

I am sure you will agree with me that as a child / student we learnt a lot (both academic & etiquette) from our teachers at school which is real beginning place to learn good etiquette. If teachers can influence the children to do well then parents should also know what to expect from the teachers to enable future generation in having (best Etiquette).

Letter below (written by Abraham Lincoln) gives some inspiration and guidance on what to expect from teachers in training young minds to have best of etiquette.

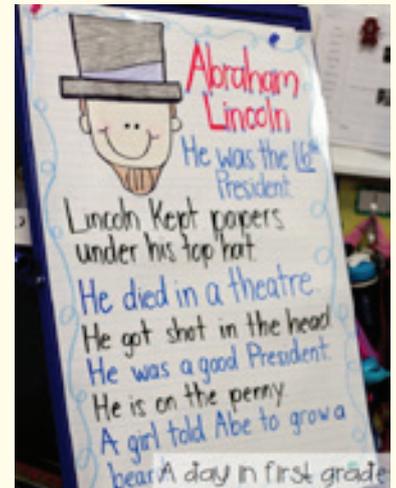
Letter from **Abraham Lincoln** to the teacher of his son:

“My son starts school today. It is all going to be strange and new to him for a while and I wish you would treat him gently. It is an adventure that might take him across continents. All adventures that probably include wars, tragedy and sorrow. To live this life will require faith, love and courage.

So dear Teacher, will you please take him by his hand and teach him things he will have to know, teaching him - but gently, if you can. Teach him that for every enemy, there is a friend. He will have to

know that all men are not just, that all men are not true. But teach him also that for every scoundrel there is a hero, that for every crooked politician, there is a dedicated leader.

Teach him if you can that 10 cents earned is of far more value than



a dollar found. In school, teacher, it is far more honorable to fail than to cheat. Teach him to learn how to gracefully lose, and enjoy winning when he does win.

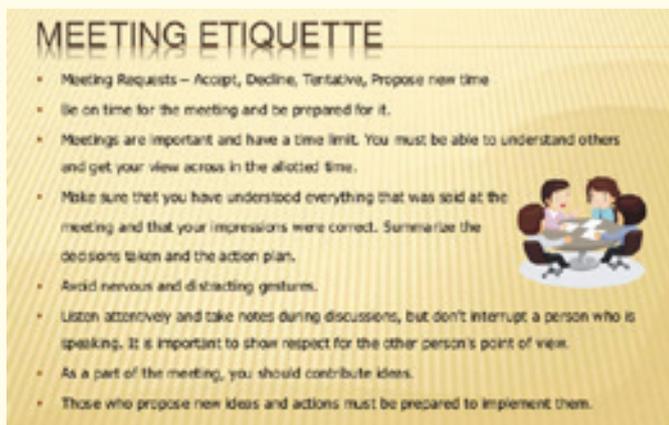
Teach him to be gentle with people, tough with tough people. Steer him away from envy if you can and teach him the secret of quiet laughter. Teach him if you can - how to laugh when he is sad, teach him there is no shame in tears. Teach him there can be glory in failure and despair in success. Teach him to scoff at cynics.

Teach him if you can the wonders of books, but also give time to ponder the extreme mystery of birds in the sky, bees in the sun and flowers on a green hill. Teach him to have faith in his own ideas, even if everyone tell him they are wrong.

Try to give my son the strength not to follow the crowd when everyone else is doing it. Teach him to listen to everyone, but teach him also to filters all that he hears on a screen of truth and take only the good that comes through.

Teach him to sell his talents and brains to the highest bidder but never to put a price tag on his heart and soul. Let him have the courage to be impatient, let him have the patient to be brave. Teach him to have sublime faith in himself, because then he will always have sublime faith in mankind, in God.

This is the order, teacher but see what best you can do. He is such a nice little boy and he is my son.” **As we expect our children to score well, in the process most of us neglect to note the changes in their behavior. If we can ensure Good Etiquette with our children and their friends then entire society will have it.**





Educational Management

Education is a very important aspect in the life of the individuals who make up the society. At a time when education is becoming a commercial venture, there is an organization run by **Sri Sathya Sai Trust** and in this issue let us see how they manage

Characteristic and Distinctive Features of Sathya Sai Schools

A Sathya Sai School is a full-time, independent, private school that integrates secular education with spiritual education, fostering character development and the practice of human values in daily life, based on the spiritual teachings of Sathya Sai Baba.

Sathya Sai Schools are anchored onto the traditions and cultures of their respective countries or localities and subject themselves to government oversight following the official curriculum of local and national educational authorities and preparing

children for national examinations at different educational levels.

The characteristic features of Sathya Sai Schools which distinguish them from other private schools are:

- An environment and culture of love, conducive to the emergence of universal human values through curricular, co-curricular and extra-curricular activities
- Non-denominational character, actively promoting the unity of all faiths
- Striving to offer tuition-free education to all
- Recognized by Sri Sathya Sai World Foundation

(SSSWF) and Prasanthi Council as a Sathya Sai School

Mission Statement

All Sathya Sai Schools are expected to develop a mission statement reflecting the school's objectives and goals. The core elements of the mission statement should include the following:

1. To provide a curriculum that integrates the philosophy of Sathya Sai Educare and uses the pedagogy of Integral Education
2. To create an environment, culture and ethos permeated by the active practice of the five inherent human values (Truth, Right Conduct, Peace, Love, Nonviolence) in daily life
3. To be a model of academic excellence
4. To provide education which is experiential and transformational in character, rather than imparting knowledge and skills alone
5. To encourage the unity of thought, word and deed
6. Developing an active social conscience in students and an inclination to render selfless service to others
7. Selecting competent teachers with good character who strive to become exemplars of the human values
8. To strive to maintain a student population that reflects local and national culture and, where appropriate, include children who due to economic hardships would have been precluded from quality education

School Curriculum

The school curriculum in a Sathya Sai School provides for the full development of human potential and a full range of learning activities embracing the body, mind and spirit. The philosophy of Sathya Sai Educare and the pedagogy of Integral Education, which together distinguish Sathya Sai Education from other systems of education, underpin the school curriculum (all planned activities within and beyond the school day) in every Sathya Sai School.

The Philosophy of Sathya Sai Education

The philosophical cornerstone of Sathya Sai Education is the concept of Sathya Sai Educare. Sathya Sai Baba says, *Educare has two aspects, the worldly and the spiritual. Worldly education brings out the latent knowledge pertaining to the physical world. Spiritual education brings out*

the inherent divinity in man. So, both worldly and spiritual education are essential, without which the human life has no value

The guiding principles of the term Sathya Sai Educare in the context of Sai Education are:

1. Divinity is love and it is manifested as the universal human values
2. Sathya Sai Educare enables men and women to navigate the world and to realize their spiritual heritage
3. The purpose of education is for living a fully human and spiritual life
4. The end of education is character and character manifests itself as the unity of thought, word and deed

The Pedagogy of Sathya Sai Education

Sathya Sai Schools follow the pedagogy of Integral Education whose main features are:

1. Combining spiritual and secular education in curricular, co-curricular, and extra-curricular activities through the integration of human values in the school curriculum
2. Creating an environment and culture of selfless Love conducive to the emergence of universal human values
3. Using the five teaching techniques (storytelling; prayer or quotations; silent sitting and concentration; group singing and group activities) in combination with other strategies that are experiential and transformational
4. Emphasizing the teacher as exemplar of the universal human values
5. Fostering self-discipline, self-sacrifice and selfless service to the community
6. Fostering self-confidence through cognizance that the conscience is the ultimate criterion to distinguish right from wrong, good from bad in human life
7. Providing a rationale, intellectual and intuitive basis for spirituality in daily life, emphasizing the simultaneous development of "head, heart, and hand" (3HV)

Establishment of Sathya Sai Schools

In line with the established policy of the SSSWF, all SSEHV programmes and related institutions will remain under the administration of the SSSWF and Prasanthi Council. Institutes of Sathya Sai Education (ISSEs) will act as the implementation arm of SSSWF

and Prasanthi Council in matters of SSEHV delivery and administration.

SSSWF and Prasanthi Council will designate a specific ISSE to oversee the establishment of a proposed Sathya Sai School and report to the SSSWF and Prasanthi Council.

Criteria for the establishment of Sathya Sai Schools

A Sathya Sai School will be established only after a case-by-case approval by the SSSWF and Prasanthi Council.

When a proposal to establish a new Sathya Sai School is submitted, the SSSWF and Prasanthi Council will appoint a Planning Committee. The Planning Committee will include the Director of an ISSE if one has been established in the country of the proposed school, a representative of the Education Trust if one has been established in the country of the proposed school, and the Zone Chairman or the Central Coordinator or the Chairman of the National Council or Coordinating Committee. SSSWF and Prasanthi Council may, at its discretion, nominate additional educationists to be included in the Planning Committee

In conducting a feasibility study, the Planning Committee will take into consideration, among others, the following issues:

1. Reason (or reasons) for establishing a Sathya Sai School
2. Details of any available land, building and amenities, along with state and local requirements for schools in the country
3. A needs assessment study of local conditions, e.g. the number of local schools in the neighborhood, social, cultural, economic and educational needs of the community and preliminary indications of interest from parents of children
4. A five year development plan for the school along with projection of anticipated annual growth in school enrolment and related cash flow projections
5. A proposal for the establishment of a Board of Governors / Directors / Management for the school, including its functions and composition
6. Evidence of compliance with the relevant Ministry of Education (e.g. Curriculum Council) guidelines
7. Evidence that professional teachers with adequate training are willing to accept

appointments and to undergo further training by the ISSE as necessary

8. Evidence of availability of a Principal with professional excellence, leadership qualities, and appropriate state / national education certification who has thorough understanding of and commitment to the philosophy and pedagogy of Sathya Sai Education so as to inspire teachers to become exemplars
9. Evidence of compliance with local laws and regulations including health, safety and related insurance

The chairman of the Planning Committee will submit a report to the SSSWF and Prasanthi Council. A copy of the report should be sent to the Zone Chair for his information. Further action will then be determined by Sri Sathya Sai World Foundation.

Governance of Sathya Sai Schools

Good governance is essential to ensure that a Sathya Sai School adopts policies that are consistent with its mission statement, and its stated goals and objectives are realized. Consistent with the principles of good governance, progressive and coordinated delegation of responsibility and constructive oversight at different levels should be put in place so that every Sathya Sai School achieves excellence in standards. A Sathya Sai School should have a two-tier governance system comprising:

1. A Board of Management which should be responsible for the day-to-day administration of the School and the implementation of the school curriculum
2. A Governing Body (A Board of Governors or Directors) which should be responsible for appointments, policy and longer term development issues

The day-to-day administration of the school and the implementation of the school curriculum will rest with the Board of Management (School Board) with oversight from the governing body (Board of Governors / Directors or any equivalent body established for this purpose). The School Leadership, the parent body and where appropriate (e.g. in a secondary school) the student body should be represented in the School Board.

Key responsibilities of the Board of Management should include:

1. Nurturing a school climate of love in which the five human values are actively practiced

2. Implementing a school curriculum that effectively integrates the philosophy of Sathya Sai Educare and the pedagogy of Integral Education
3. Assisting in periodic school inspection by local education authorities, and the implementation of recommendations arising from such reports
4. Maintaining a harmonious relationship among the school staff and promptly and amicably resolving interpersonal conflicts within the school
5. Acting as a link between the staff, parents and the community

Key responsibilities of the governing body (Board of Governors / Directors or any equivalent body established for this purpose) should include:

- Ensuring in a timely manner that the School remains well funded to meet its operational and development needs
- Selecting the Principal and the teaching staff with adequate training in the principles of Sathya Sai Education and with the motivation to undergo further training and transformation as necessary
- Preparing and implementing the development plans for the School in cooperation with the School leadership (Board of Management)

The governing body of a Sathya Sai School should, in accordance with relevant government regulations, represent all concerned parties in a balanced manner so that it remains credible and is able to discharge its responsibilities effectively. The governing body should include:

1. A representative of the designated ISSE (as chairperson)
2. A representative of the Sathya Sai Organisation
3. A representative of the parent body
4. The Principal of the School acting as the ex-officio Secretary

Members of the governing body of a Sathya Sai School should be appointed in consultation with and with the consent of the designated ISSE and the approval of the SSSWF and Prasanthi Council.

Support and Oversight by the designated ISSE

The SSSWF and Prasanthi Council will designate an ISSE or an Ad-hoc Committee of educationists to provide professional guidance, support and oversight to every Sathya Sai School.

The designated ISSE will work closely with the school's governing body (Board of Governors / Directors, or any equivalent body established for this purpose) and the school leadership (Board of Management) with a view to ensure that the school receives adequate professional guidance and support for its development. Key areas of such support / oversight will include:

1. Evaluation of all development plans for the school
2. Formulation of the school's policy (and review of any changes thereto) with regard to admission, acceptance of contributions from parents and other sources etc.
3. Selection of and changes with respect to the members of the governing body of the school
4. Appointments of the Principal of the School and other teaching staff
5. Provision of adequate training to the teaching staff and evaluation of training
6. Periodic inspections and assessment of the school standards on an on-going basis, ensuring that corrective measures as deemed appropriate by the designated ISSE are implemented in a timely manner
7. Oversight of periodic school inspection by local education authorities and the implementation of recommendations arising from such reports

In all cases where there is a lack of consensus between the ISSE and the governing body of the school, the matter should be referred to SSSWF and Prasanthi Council through the Zone Chair for decision.

Human Resources Management

Selection of staff

The Principal of a Sathya Sai School should possess professional excellence, leadership qualities, and appropriate state / national education certification and should have a thorough understanding of and commitment to the philosophy and pedagogy of Sathya Sai Education so as to inspire teachers to become exemplars and provide educational leadership.

Teachers of Sathya Sai Schools should be qualified and licensed or certified by the relevant local or national educational authority. In the selection of teachers, preference should be given to candidates conversant with the principles of Sathya

Sai Education, who demonstrate a commitment for personal transformation and who are willing to undergo further training by an ISSE as necessary.

Nonprofessional employees of the School should also possess a comparable commitment to the principles of Sathya Sai Education and personal transformation.

Teacher training and development

Teachers are the standard bearers of Sathya Sai Education. They carry the primary responsibility for bringing out the innate human values in children and fostering their nobility of character and academic ability. Teacher training and development (both on recruitment and in-service training) should focus on:

1. Increasing the teachers' self-awareness of personal transformation and capacity to be an exemplar
2. Effective integration of the human values and the effective use of the five teaching techniques in the school curriculum
3. Regular peer review and self-review to support teachers in their quest for continually improving their teaching skills
4. Continued improvement of teaching skills, particularly developing a capacity for educational innovation and creativity in designing lessons

The designated ISSE will carry the primary responsibility for teacher training and development in Sathya Sai Schools.

Financial and Asset Management

An independent SSEHV Trust, or an equivalent corporate body dedicated to SSEHV as permitted under local laws, should be established by the national Sathya Sai Organisation with the consent of the Zone Chair and the SSSWF and Prasanthi Council for financial and asset management of Sathya Sai Schools.

All assets of Sathya Sai Schools should be held by the respective SSEHV Trust or equivalent corporate body, when established.

Securing funds and other resources for a Sathya Sai School should be accomplished by strictly adhering to the guidelines of Sathya Sai Organization. All donations should go to the appropriate trust. Where appropriate, a national / regional or zonal Sathya Sai Organization project may be considered to support a Sathya Sai School.

Sathya Sai Schools are non-profit institutions and should strive to provide education free of charge.

Where contributions are received from parents to defray other expenses (e.g. transportation, special projects etc.) these should be charged at actual cost and should be kept at the lowest possible level.

அன்பு, உழைப்பு, ஒழுக்கம், தன்னம்பிக்கை – இவற்றிற்கு என் முதல் வணக்கம்

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Doing Things Right – with Precision



Dr. K. Balasubramanian

Dr. K. Balasubramanian – Founder and CEO of Vision Unlimited. He is a PhD in Psychology and Post Graduate Diploma in Training and Development. His name has been appearing in the popular people of Tamil Nadu Directory for the past 25 years

Like integrity, sincerity and involvement – doing things right is a great quality. It comes only to a few.

Doing things beautifully with aesthetic sense goes together with precision.

Take the example of a good speaker or presenter; he or she would plan the presentation or speech very well with a good preamble, energizer, adding different new thoughts, anecdotes, smart little stories, quotes, interesting little poems, right measure of humour with voice modulation and proper body language to inspire the listener. And he

would stop when people start to think – he should have continued for a while. They add a great value and experience to the listener. It is nothing but 'precision'.

On the contrary, there are a few whom you would have noticed that they do not plan much before the start of their speech and they keep jumping from one topic to another without any connectivity and that too with irritating body language, mannerism etc.

Let us take the example of a home maker who folds the washed clothes – one may see and wonder





and fitting. They always miss the specification mentioned by the customers and of course the date as well.

Passports issued in our country some 15 – 20 years back used to be handwritten and looking very shabby. Sometimes the letters may disappear

and the passport holder may get into trouble with the authorities in the airport, whereas the ones being issued today are much better and well printed.



Have you seen some women making chapattis... they are never in a circular shape and most of them would be shapeless, torn etc. though these women must be making chapattis for years. If you comment

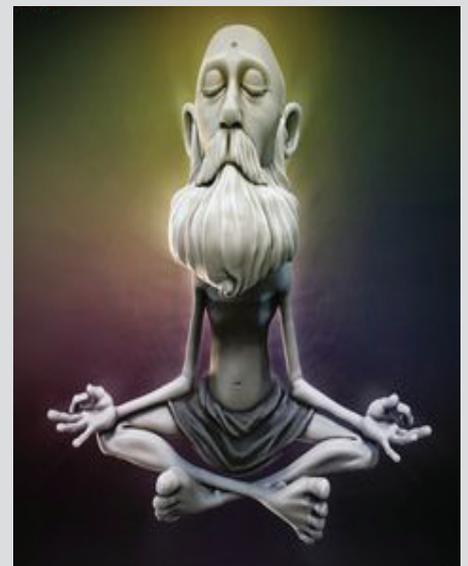


on them, they would immediately ask: why unshaped chapattis won't enter your throat or what? In fact, they will not accept and appreciate that the chapattis look nice when they are a perfect circle.



Let us now think of various Government documents being issued wrongly, especially the name, initial, sex, date of birth, and father's name wrongly spelt. In India, everyone knows that it is difficult to get them corrected without an extra cost and enormous time.

Will anyone get ready for a surgery if someone tells you that the surgeon would perhaps do a fair job and there is no guarantee, if someone tells you that the aircraft you are going to board has an untrained pilot – will you get into the flight...? If someone declares that the Guru of a Mutt is 'somewhat a bachelor' – can we adore him?



Therefore, irrespective of the field or profession, let us admit that doing things right and having precision in all we do, plays a major role.

Even a small hole in the ship can sink it sooner or later...isn't it?



Creativity - Learn from Nature

Jayprakash B Zende,
Consultant, employee
involvement schemes
and a freelance trainer



Jayprakash B. Zende

What if we make this change in our business strategy, product design, manufacturing process, distributing process, billing system and accounting system?

Creativity is the generation of novel / new ideas by

- Connecting dots and making connections between seemingly unrelated variables
- Imagining things in a fresh light.
- Questioning current assumption.

We do not have to force the mind to think because the nature of the mind is to think. If the mind is healthy and growing, it will produce creative ideas. We just have to provide the right conditions for the mind to engage in generating creative ideas. The amazing thing is that you do not even have to try very hard to be creative - it just happens naturally and automatically.

Somebody starts the organization and it is thousands of employees at all levels ask the questions What if? And continuously improve the Organization and take it to much higher position. It is proved beyond doubt that employees hundreds of what if? their creativity and commitment takes the organization to a higher level.



Are companies facing new competitive challenges today?

- Yes of course they include
- Customers’ expectation and demand.
- Technological advancement
- Global economy
- Government regulations
- Changing demographics

The creativity in large organizations does not come from one individual but the individuals from Gamba. The actual workplace where work is done, value is added.

Requirements for the mind to generate creative ideas

Creativity is the process of generating ideas; ideas that will help organizations become more competitive in the market place. Business creativity means generating new ideas that improve customer experience, create new products, increases revenue / market share, or improve efficiency.

Innovation: Connecting dots from disparate fields

- 1) Henry Ford has been recorded saying “I invented nothing new. I simply assembled into cars the discoveries of other men behind whom were centuries of work”. Ford got idea of assembly line by watching a stockyard operation at train station. In his imagination he could see a relationship between car manufacturing and the stockyard operation.
- 2) Gutenberg used his knowledge of screw press for making wine as the basis of design for a printing press, by imaginatively connecting dots from two completely different fields.



Groundbreaking new ideas are the result of someone asking “What if we combine this one existing idea / product to solve a problem?” How many years did both the suitcase and wheels existed before someone said “What if we put wheels on the suitcases to make them easier to take with us?”

Generating (MINTing) Ideas

Generating ideas is a process of mind connecting “dots” (knowledge) in imaginative ways by asking what if? The mind requires the following four conditions to engage in the creative thinking process:

- **M**ore dots (Knowledge base)
- **I**magination (To connect dots)
- **N**ominal stress (Creative tension)
- **T**ime (To think)

Mint as a verb means: to coin, to forge, to invent, to fabricate.

Mint as a noun means a source of abundant supply.

1. The mind fabricates ideas from knowledge, the raw material it has available.
2. The mind with its Imagination capability has an unlimited capacity for generating ideas

M: Stands for More Dots: Expanded knowledge base

Creativity is about connecting the dots. The more dots you have to work with, the more combinations available to help generate new ideas. Curiosity generates more knowledge (dots), which precedes creativity. Creative people always ask why and continuously question the assumptions behind the existing business models, products designs, and business processes. These assumptions may have been valid 5 or 10 years ago when the product or process was initially designed, but the word and technology have changed significantly since then.

I: Stands for Imagination

Imagination is the right brain asking what if by connecting dots in imaginative ways, as reflected by Einstein’s quote “Imagination is

more important than knowledge. Knowledge is limited. Imagination encircles the world". The creative power of our imagination stirs the growing knowledge base (more dots) into action

Creative problem solving requires the use of both sides of our brain, the analytical and rational left and the imaginative and intuitive right. But creative thinking starts in the right brain. Using their imagination, creative problem solver explore what ifs before looking into how to.

An imaginative mind borrows a technology or process from one field and uses it to solve an unrelated problem in other field.

N: Stands for Nominal Stress (Creative Tension)

For violin string to produce right tone it needs the right amount of stress. Under too much tension the spring snaps; without any tension, it does not produce any music. Similarly the mind needs creative tension.

Creative tension is the gap between where we are and where we want to be.

T: Stands for Time

Creative problem solving requires time to engage the mind in exploring what if before looking into how to. Also, it takes time to develop a raw creative idea and get it ready for implementation. If you are constantly running from one meeting to another, constantly engage in making machine run & bothered about production where the time to think? There has to be balance in doing & thinking.

Unleashing Creativity Lessons from Nature

Creative potential is always alive and vital within us. We break it open and release it by letting go of limiting beliefs about who we are and by realizing what we are capable of becoming. The magnificence that resides within the seed of what becomes a giant banyan tree is the same magic that resides within us. All ideas originate in our mind.

By better understanding how our mind works, we can unleash our natural creative potential. One avenue for better understanding our mind

is to study our Mother Nature, that is, the principles at work in nature at large.

Other one could be meditation. Let us understand this from George Washington Carver. He said "I love to think of nature as an unlimited broadcasting station, through which God speaks to us every hour if we tune in." Even Albert Einstein said "Look deep into Nature, and then you will understand everything better"

- **Grow Knowledge**

What Revealed in Nature: Fruits are the natural by-products of healthy and growing tree.

Teaches us / Creative lesson: Creative ideas are like fruits and natural by-products of healthy and growing mind

Proven Ideas

- Stay curious
- Every year ask yourself, "How am I more valuable to my organization than I was a year ago?"
- Make a habit of asking questions.
- Seek assignment beyond your job description.
- Do not confine your reading and learning to your field. Att-end industrial conferences outside your field.

2. Be Persistent

What Revealed in Nature: The growth process from the seed to the fruits takes time and steady nurturing.

Teaches us / Creative lesson: Be persistent, in developing your unique talents, nurturing your ideas, and pursuing your passion. Developing natural talent requires ongoing efforts over time. There are no short cuts and it requires time and ongoing efforts

Proven Ideas

- So what if it takes five years. Get started today!
- Keep moving forward.
- Take full advantage of every learning opportunity - every experience is a building block to a creative life.

- Developing creative ideas requires persistence.

3. Trust Yourself

What Revealed in Nature: The ingredients for all fruits are present in the seed.

Teaches us / Creative lesson: Trust that all the resources, including knowledge and imagination, for germinating creative ideas are within you. Trust yourself and trust that creativity is in fact the true nature you were born with. Trust the creative potential and focus on creating the four conditions, MINT. Your imagination is a right brain activity. To unleash that part find ways to

- Actively pursue interests and hobbies.
- Participate in and observe as endeavors - music, art etc
- Spend time in nature
- Schedule off-site meeting with speakers who stimulate right brain thinking.
- Play with children

Proven Ideas

- Internalize that you have all the resources within to generate creative ideas
- Remind yourself and trust that creativity is, in fact, the true nature you were born with.
- To reignite your imagination, time with children.
- Stretch your thinking by listening and talking about areas beyond your profession

4. Stay Calm

What Revealed in Nature: To see a clear reflection in a lake or pond the water must be clear and undisturbed.

Teaches us / Creative lesson: To make and see the imaginative new connections, the mind must undisturbed.

- Meditation in the morning keeps mind calm all the day.
- A balance life leads to a balanced mind
- Take time to enjoy life's simple pleasure
- Commune with nature and experience peace
- For creative problem solving gather detailed information about problem and take a calm look at the big picture

5. Take Risks

What Revealed in Nature: Trees do not have to be perfect, to be beautiful and productive.

Teaches us / Creative lesson: Take the risk inherent in setting innovation goals (creative tension) and expressing your imperfect ideas.

Proven Ideas

- Take the risk and ask customers "What would you like?"
- Ask "How do we differentiate ourselves?"
- Believe every process, product, or service can be better because it can be
- Watch self-censoring.
- Learn to successfully deal with stress
- Learn to live with lack of swift resolution of problem.
- Allow others to help you.

6. Minimize Negativity

What Revealed in Nature: There are elements in the environment like storms, bugs and diseases that can damage tree or destroy fruits.

Teaches us / Creative lesson: Minimize external and internal negative influences that obstruct your creative energy flow

Proven Ideas

- Be on guard against your ego making everything personal
- Go towards prosperity instead of scarcity
- Use the power of positive speaking Surround yourself with who make you better
- Feeling positive about yourself keeps the creativity switch in the on position
- Be aware of self-imposed limits
- So what if you make a mistake? It is not the end of the world

7. Unplug Your Devices

What Revealed in Nature: Tree grows and produces fruits in silence

Teaches us / Creative lesson: Schedule quite time for creative thinking by turning off all electrical device Almost all innovations, whether technical, political or social, come from thinking deeply about the subject. That means taking time to learn, think, and imagine

Proven Ideas

- Give yourself permission to unplug

- Make time to think part of your daily routine
- Schedule think time on your personal calendar
- Become an in-house management consultant
- Schedule think time at the workgroup level
- Use lunch time to get away from the desk

Leading for Innovation

8. Tap into Strengths

What Revealed in Nature: Different trees produce different fruits and have different needs

Teaches us / Creative lesson: Tap into people's strengths and treat them how they want to be treated.

Proven Ideas

- Innovation is a team sport, and You are the coach.
- Create creative tension by setting stretch goals.

- Help develop right-brain imaginative thinking.
- Ask and internalized: What's the most important contribution I can make?
- Treat people how they want to be treated.

Promote Diversity of Thoughts

What Revealed in Nature: Nature loves diversity because it increases the likelihood that species will be able to adapt to different and changing conditions.

Teaches us / Creative lesson: Promote diversity of thoughts and increase the company's ability to adapt to changing condition.

Proven Ideas

- Actively seek ideas from others.
- Use cross-functional teams.
- Watch out for the internal dialogue that says "I have the right answer."
- Listen to understand versus listening to respond.
- Let the appreciation flow from heart.



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Health Management



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

MEMORY LOSS

Men lose Y - CHROMOSOMES as they are more likely to develop Alzheimer's Disease.

Men have an X and Y chromosome, while women have two X chromosomes. Men can also lose Y chromosome from their cells as they age, and this is more likely in those who smoke.

An earlier study had found that men with a loss of Y had an increased risk of death from other Causes, including many cancers.

The above study was based on blood samples from over 3200 men, average age of 73. Nearly 17% of the men had loss of Y, and this increased with age. Men who were already diagnosed with Alzheimer's were nearly three times more likely to show a loss of Y chromosome.

And men with loss of Y chromosomes in their samples faced a higher risk of developing ALZHEIMER'S during follow up.

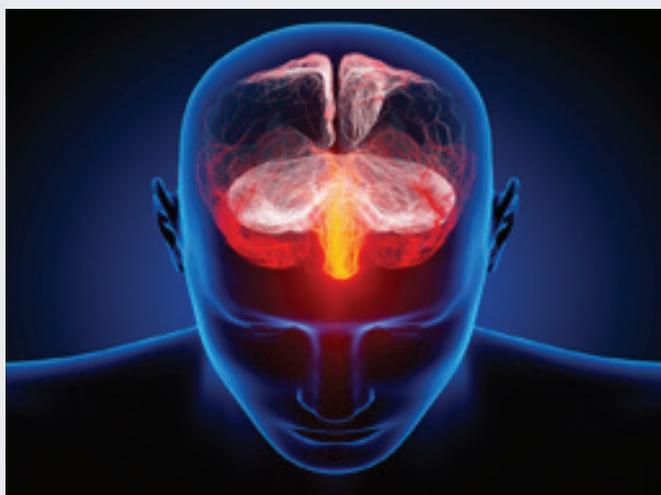
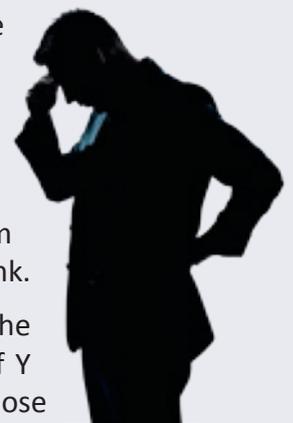
The greater the loss of Y, the higher is the risk of developing Alzheimer's.

According to the researchers, reduced functioning of the immune system could be the reason for the link.

The figures raise the possibility of testing loss of Y chromosome to identify those at risk of Alzheimer's.

The addition of LOY resting in the general population could give medical practitioners the possibility of using pre-ventive strategies in men at risk.

In short, the widespread use of LOY testing could radically decrease male mortality rates, and even perhaps eliminate the difference in the expectancy between the sexes.

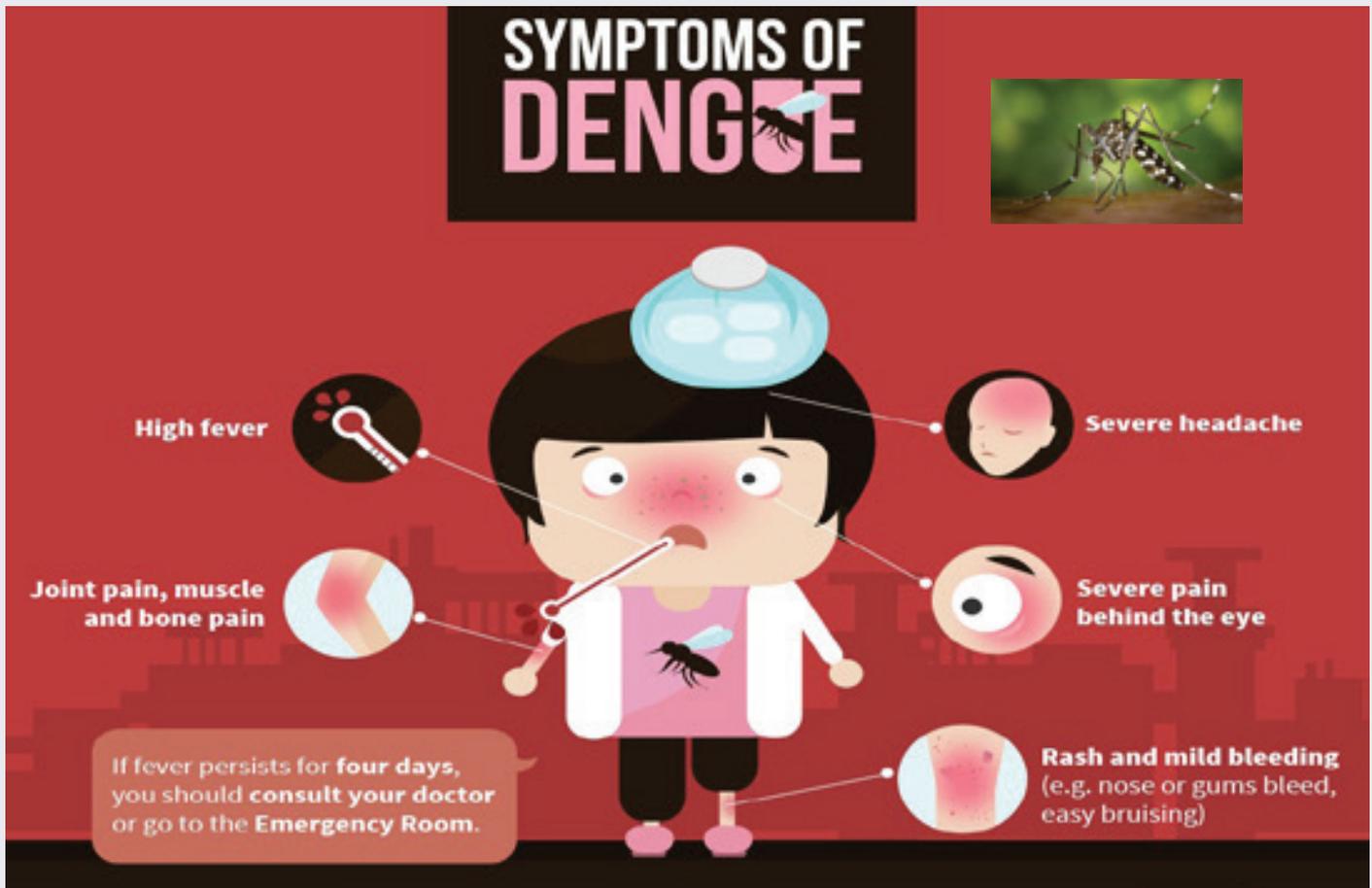


DENGUE

Prevent Dengue:

With the threat of mosquito bites and subsequent illness like Dengue and Malaria looming large even in the biggest Metropolitan cities, preventing mosquito bites has become top priority for everybody.

Unfortunately, the usual methods of keeping the mosquitoes at bay are more harmful than helpful. One night of sleeping with a mosquito coil produces the effect of smoking around 75



cigarettes. Chemical fumes from vaporizer and it incites breathing problems allergy, and a range of other diseases.

To eliminate the discomfort using chemical mosquito repellents, the research laboratory of



CIMAP, Lucknow a unit of Govt. of India has developed effective herbal repellents that drive away the mosquitoes.

They are:

- JUST SPRAY- (Herbal Mosquito Repellent Room Spray).
- MOS SPRAY (Herbal mosquito repellent body spray.)
- MOSTICK- (Herbal mosquito repellent incense sticks).

The above products are made from unique blend of plant extracts and aromatic oils, which will repel mosquitoes and insects for about 8 to 12 hours.

They are non-toxic, safe and environmental friendly.



Yes Boss

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



Mr. Venugopal

This is the name of a film in which Shah Rukh Khan acted as a person willing to do anything for his Boss in order to become a rich man. Many of us are in the same mode at some time or the other in our lives. We all need success, power, position, money and whatnot. For this we may have to use the word 'Yes Boss'. May be this word has become famous after people in the film world, started addressing their leader as 'Boss'.

In Mumbai, I find a lot of youngsters use this word to address strangers, taxi-drivers etc, especially when any help is required and I also notice that this word brings about a lot of camaraderie and the request is immediately complied with, sans any murmur. That is the magic of this word. I can compare this word with the address 'Dada or Didi', used in Kolkata to call any person, whether younger or older.

Now coming to the Bosses, they are of different types. Whenever your Boss is transferred, you also have to change according to the new Boss. The earlier Boss would like to start the job only after 5.30 pm, after all his meetings and eatings. The present Boss would like to close everything by 5.30 pm (a very rare breed indeed).

But the fact remains that all Bosses are difficult to predict. Whenever you are early, the Boss is late on



THE DIFFERENCE BETWEEN BOSS & LEADER

FOCUSSES structure	FOLLOWS vision
ASSIGNS tasks	SETS the pace
DRIVES employees	COACHES employees
DEPENDS on authority	DEPENDS on compassion
INSPIRES fear	GENERATES enthusiasm
SAYS "I"	SAYS "WE"
KNOWS how it's done	FIXES breakdown
USES people	DEVELOPS people
TAKES credit	GIVES credit
COMMANDS	ASKS
SAYS "GO"	SAYS "LET'S GO"
KNOWS how	SHOWS how
COPEs with complexity	COPEs with change
ASKS What.	ASKS Why.
WORKS with Present	WORKS with future.

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that day. Whenever you are slightly late, the Boss is early and he will look at his watch on seeing you. However every Boss likes to be appreciated for his 'jokes'. But you cannot laugh until he completes



"I'm looking for someone who works hard even though I'm always rude, obnoxious and angry. You'd be surprised how hard it is to find good help these days."

the joke - so if you keep smiling all the time, to be on the safe side, you may have to face his remark, "Arre Baba, I have not finished my joke". But I recall that there was one employee, who never laughed for the jokes of his Boss on a particular day and the Boss noticed it and straightaway asked him "Why are you not enjoying my jokes today?" The employee replied nonchalantly "I am retiring today!"

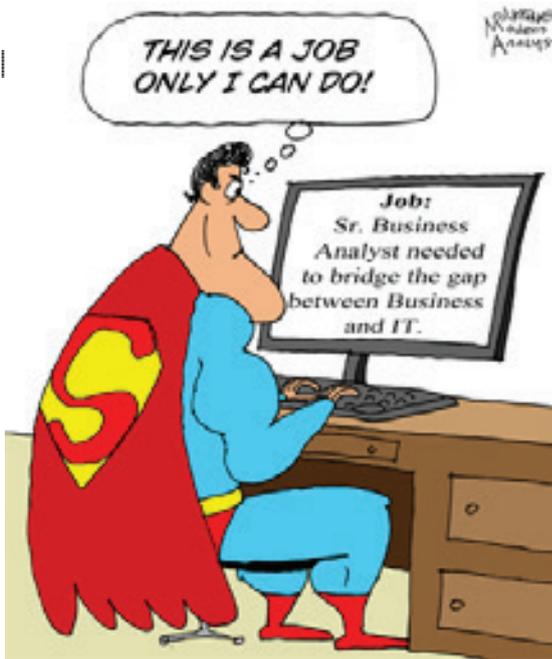
You cannot predict what the tastes of the Boss will be. Knowing his liking normally for a strong filter coffee, if you keep it ready, on that day he will say "Let me have cool tender-cocoanut water, as it is very hot today". If you keep the cool drink ready for him on a hot day, he will say "I will take a hot coffee as I feel I have a slight cold today".

But please remember, every Boss has a Boss at home. He may take momentous decisions at the office on investment, purchases, transfers of officials etc, but he will leave 'small' issues like the selection of a flat, purchase of jewelry, alliance for his daughter, the future course of study for children etc at the hands of his 'better off' at home!

Some people are aware of this and hence take care of the needs of the Boss's Boss - an easy way to win over the Boss!

Somehow, I have not worked under a lady Boss all along my entire career of 38 years. So I do not have that experience to narrate it here, although I have a lady Boss at home from the date of my marriage and I continue to have her even after my retirement.

Humor Time!



"Frankly, I don't remember why I called this meeting."

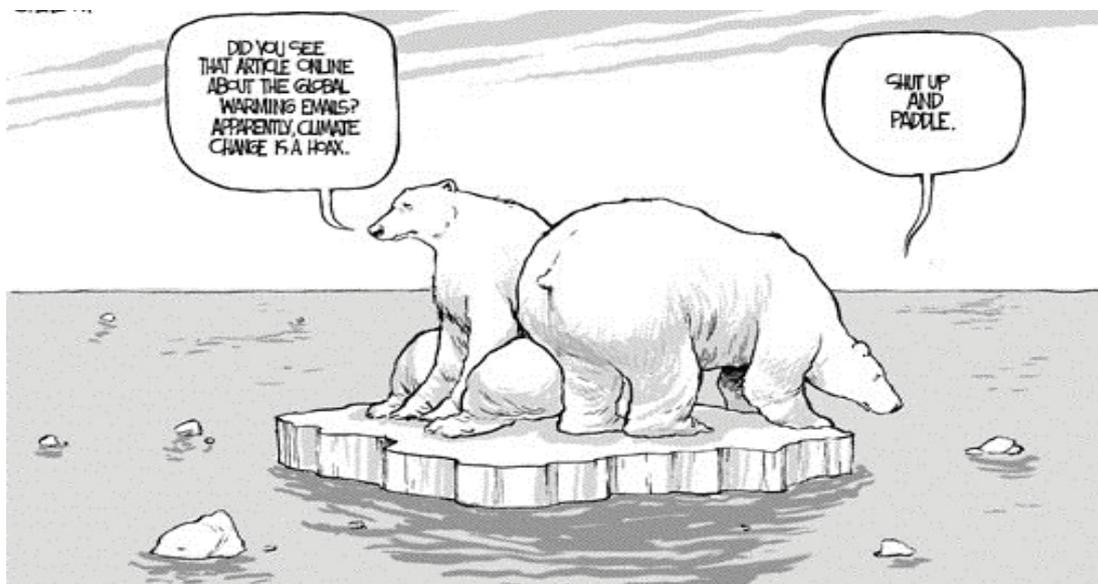




"There's no time for thinking. We have to make a *management decision*."



"Before I begin, I'd just like to make it known that I didn't volunteer to do this presentation."



FEEDBACK

Thanks Mr. N.V. Subaraman for sending me the September copy of IMPACT on line.

Hearty congrats for bringing out yet another interesting issue.

Thanks a ton for publishing my article - Give Each Other Space - in the copy. Let me hope that the readers will find it useful.

I liked the piece - Managing the emotions-by Mr. S.F Khan, detailing how to control them and thereby reaping the benefits.

Ms Sandhya Rao has very tactfully differentiated between Dreaming and Aiming - Simple Dreaming is not enough, but aiming to translate a dream into action is more important.

You have left your unique mark of Individuality through your articles on Valluvam and teachings of Swami Vivekananda.

A good tribute by you to LIC on its Diamond Jubilee.

On the whole, a great copy.

With Regards
R. Venugopal.



Feedback on

September - 17 issue

Hi Sir,

I like IMPACT for various reasons.

First, this month's cover design is extremely good. The big photo of the shining LIC is bound to create a big impact on the minds of people. The lights atop and the floodlights below create an aesthetic effect to the building.

Secondly, the layout is good. This time, I see space between the headings and the text boxes, between the text boxes and the main text and between the photos and the surrounding text in the articles.

Thirdly, I liked the content, especially the articles Dream to Aim Not Aim to Dream and Spiritual Management, Recipie from Swami Vivekananda.

The theme of spiritual management is quite innovative. Perhaps this is the first time that somebody has come up with such a new idea. Coming up with new ideas must be the goal of IMPACT because IMPACT starts with Innovative Management.

Regards,
Kausshik



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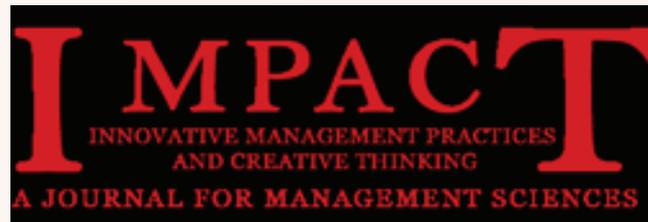
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