

IMPACT

INNOVATIVE MANAGEMENT PRACTICES
AND CREATIVE THINKING

A JOURNAL FOR MANAGEMENT PROFESSIONALS

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Greetings from **IMPACT**



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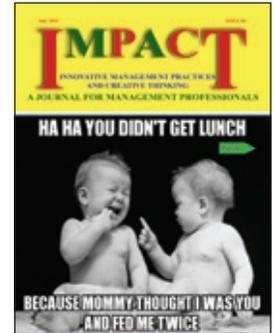
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Dear Readers,

The month of July is always welcomed since it is a month of 2nd half beginning of the calendar year. This means fresh ideas, fresh thinking, fresh strategies are evolved for marketing of various products and services across the globe.

Mistakes made during the first half year can be identified and can be corrected to forge ahead to succeed in our targeted goals.

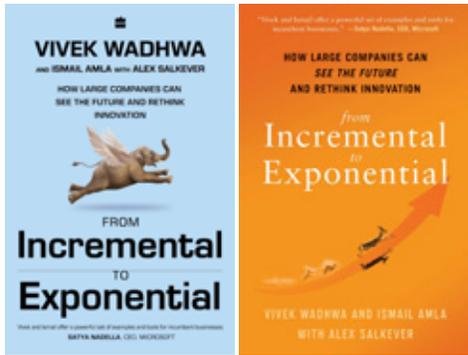
This is also the month to realize the mistakes and to analyze why those mistakes occurred? This analysis, if done truthfully and honestly will be useful for the growth in the right directions – Be it – Self or Business or Career!

These course corrections make our life more interesting more productive and more qualitative.

IMPACT subscribers and readers can follow the above path to success and share it with your near and dears.

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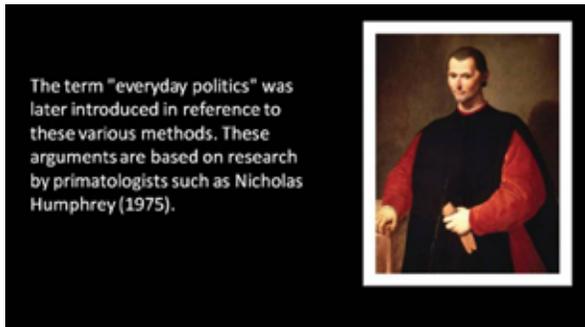
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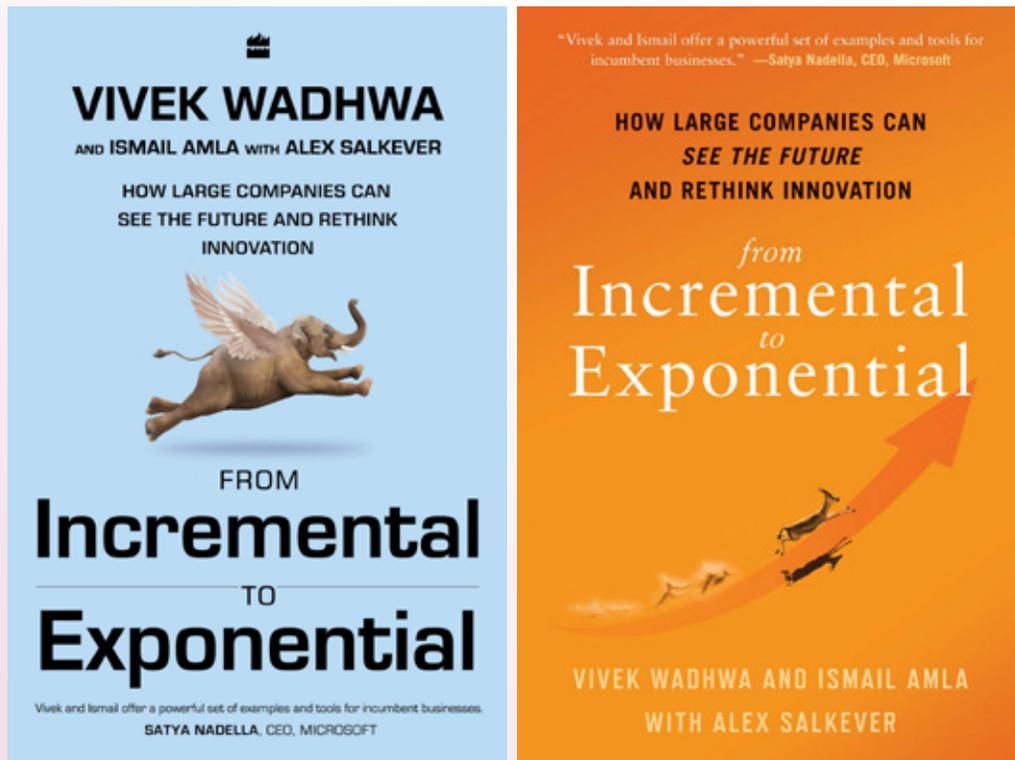
Book Review

**From
INCREMENTAL
To
EXPONENTIAL**

By

VIVEK WADHWA and ISMAIL AMLA

With ALEX SALKEVER



Eminent Personalities like Mr Satya Nadella, Ms Indra Nooyi, Ms Lynda Gratton and Mr Jeff Sonnenfeld have paid rich compliments to this book and recommended it to large companies to see the Future and rethink Innovation.

Publishers- Berrett Koehler Publishers, Inc.

This book illustrates how in recent years and even in a disruptive pandemic, Technology has fundamentally altered the pace and dynamics of Innovation.

Exponential Disruptions

Digital Thermometers, Online grocery shopping, and Delivery Drones exemplify the new ways of living, shopping, working and playing that we adopted almost overnight. Whether these shifts are permanent or not, the society took up these new technologies, adapted cultural and economic activity and accelerated efforts to work toward a cure and a relevant vaccine and this was mind boggling.

This was possible only because the underlying conditions for rapid technology driven changes existed and were accessible to billions of people on Earth.

The Hall of Toast

The Technology has obviously disrupted the status quo in business.

The Standard & Poor 500 List is rapidly changing and many Heads are rolling every year.

Companies that have fallen include iconic brands like-

RadioShack,
Sears,
Compaq,
Yahoo and



Dell EMC.

Others on the way out include-
Hewlett Packard
Gap and
Kraft Heinz.

Some Giant Brands like Jaguar, Land Rover, Chrysler, Whole Foods and America Online have been already subsumed.

The classic examples of the Hall of Toast are Radio Corporation of America, Kodak, Xerox and IBM.

Amazon has replaced many retail companies.

Tesla is now leading a large number of car companies.

Netflix and OTT Platform have again driven away many Cable companies and TV Channels.

These are some of the Industry Disruptors.

Eight Deadly Sins

There are eight common attitudes, approaches and errors that can negate innovation efforts.



1. Unwillingness to listen
2. Lack of patience
3. Lack of distance
4. Lack of resources
5. Wrong people and wrong role
6. Lack of accountability
7. Inappropriate culture and
8. Lack of political support

These have many overlapping facets and they show a reality for managing innovation efforts effectively within the organizations, a constant struggle for balance. Too much is too bad as too little. Too far is as bad as too close. Recalibrating all these settings on a constant basis to ensure that an organization maintain a right balance poses a significant management challenge.

Innovation Management in Government

This is more complicated because of rules, regulations and political considerations.

Five requisites for Government Innovation are
Ability to experiment

- Ability to replace outdated infrastructure
- Existence of feedback loops
- Existence of incentives for product or service improvement
- Existence of budget constraints on end users.

Conclusion

The good news is that any company can become an innovation company by making the right changes, embracing the newer tactics and unleashing the power of people to think more broadly and act more ambitiously.

R. Venugopal

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



Shantanu: The Beginning of the Mahabharata

The great epic of the Mahabharata spans many generations and dozens of kings. However, the king that started it all was Shantanu. Shantanu is one of the most important figures in the Mahabharata. He was the father of Bhishma, and the grandfather of Dhritarashtra and Pandu. As you will read in this article, Shantanu wasn't even supposed to be the king of Hastinapura, but due to unusual circumstances, he became the king. Afterwards, he would marry two very different women: a goddess and an ordinary fisherwoman.

Family

- Father: Pratipa
- Mother: Sunanda
- Brothers: Devapi, Bahlika
- Wife: Ganga, Satyawati
- Sons: Bhishma, Chitrangada, Vichitravirya

King Mahabhisha: Reborn as Shantanu

This story is in the Mahabharata, AdiParva, Chapter 91 and 93

There was once a king named Mahabhisha. He was born in the Suryanvasha dynasty of kings. A very powerful and righteous king, he had performed one thousand Ashwamedha sacrifices and one hundred vajapeya sacrifices. As a result of his good deeds, he attained heaven when he passed away.



One day, the gods all went to worship Lord Brahma. Mahabhisha was also present. The goddess of the river Ganga had also come to worship Brahma. Suddenly, there was a gust of wind that momentarily lifted Ganga's clothing. All the gods lowered their heads to avoid looking at Ganga, but Mahabhisha lustfully stared at her.

Angered by Mahabhisha's conduct, Brahma cursed, "Mahabhisha, you shall be reborn on Earth! Only then will you obtain Swarga again!" Mahabhisha prayed that he be born as the son of King Pratipa, the ruler of the Kuru Kingdom.

The Wish-Fulfilling Cow

While returning home from the gathering, Ganga met the Vasus, eight elemental gods who are the attendants of Indra. The Vasus looked crestfallen with despair, so Ganga asked them what had happened.

The eight Vasus narrated:

Once, we were strolling in the forest near Mount Meru with our wives. As we were enjoying ourselves, the wife of Dyaus (one of the Vasus) saw a beautiful cow. Enamored with the cow, she showed the cow to her husband.

Dyaus explained, “This cow is the daughter of Sage Kashyapa and his wife Surabhi. It belongs to Sage ApavaVashishta, the son of Mitra-Varuna. He obtained it to perform different sacrifices. It is said that a person who drinks this cow’s milk will live as a youth for 10,000 years.”

Dyaus’s wife replied, “I have a friend named Jinavati, the daughter of King Usinara. She is young and famed for her beauty. I want to give this cow and its calf to my friend. When she drinks it, she will be the only human freed from age and disease. Please!”

Not considering the consequences, we all decided to steal the cow and the calf. When Apava Rishi returned to his hermitage in the evening, he couldn’t find his cow nor the calf. Through his spiritual powers, he learned that we had stolen the cow. He cursed us, saying, “Let the Vasus be born on Earth as men!”

When we learned about his curse, we rushed to his hermitage and tried to pacify him. Rishi Apava said, “I cannot take back my curse. But you will be freed from Earth within a year of your birth. However, Dyaus, who is the reason for all of this, will have to dwell on Earth for a long time. During his time on Earth, he won’t beget any children, but he will be very virtuous and will always obey his father.”

The Request of the Vasus

“Please be our mother when we are born on Earth,” the Vasus requested.

Ganga agreed and then asked, “Who will be your father?”

“King Pratipa will soon have a son named Shantanu. We would like Shantanu to be our father. Also, please throw us into the water as soon as we are born so that we can quickly go back to heaven,” the Vasus requested.

“I will do as you say, but I must let Dyaus live as per the curse,” Ganga said.

“Yes, we will each contribute one-eighth of our respective energies to this son. Thus, this valorous son will be born to you,” the Vasus responded.

Birth of Shantanu

There was a great king named Pratipa. He was the king of the Kuru kingdom. He was married to Sunanda, the daughter of the king of Sivi. Pratipa spent many years performing penance on the banks of the Ganga river. One day, the goddess Ganga appeared before him in the form of a beautiful woman. She approached him and sat on his right thigh. Pratipa asked the woman what she wanted.

“I want you, great king! Accept my desire and love me,” Ganga said.

“I have taken a vow that I will not be swayed by other woman. So I cannot accept you,” Pratipa said. Ganga tried to convince Pratipa to change his mind, but Pratipa did not budge. Eventually, he said, “You have sat on my right thigh, which is meant for daughters and daughter-in-laws. The left thigh is meant for a desirable woman. But you rejected it. Because you sat on my right thigh, you shall be my daughter-in-law. When I have a son, you will be his wife.”

Ganga agreed to this and then disappeared. Meanwhile, King Pratipa waited for a son.

The Tragic Story of Devapi

Soon, a son named Devapi was born to Pratipa and Sunanda. He was very virtuous, honest, and

generous. Everyone in the kingdom, including his father, dearly loved him. However, he suffered from leprosy: a severe skin disease. Pratipa and Sunanda then had a second son named Bahlika. Several years later, when they were very old, Pratipa and Sunanda had a third son named Shantanu, who was very virtuous from a young age. Shantanu was Mahabhisha reborn.

In course of time, Pratipa became old and prepared for Devapi to become the next king. However, the Brahmins and elderly citizens restricted the coronation of Devapi. They said that the a diseased king would be considered inauspicious. When King Pratipa heard about this, he was crushed by the news and burst into tears. On the other hand, Devapi became despondent and went to the forest, where he spent his life in penance.

After Devapi left, Bahlika left for Sivi, his maternal grandfather's kingdom. There he acquired a lot of wealth and eventually succeeded his maternal grandfather as the king of Sivi.

Thus, Pratipa appointed his youngest son Shantanu as the king and prepared to retire to the forest. Before leaving for the forest, Pratipa told Shantanu, "Many years ago, I promised a celestial damsel that my son would marry her. If she approaches you with the desire to marry and have children, accept her as your wife." After saying this, Pratipa left to pursue the path of spirituality in the forest.

The Drought of Hastinapura

Shantanu was a great king and was loved by his people. He was also an extraordinary physician. It is said in ancient medical books that if he touched anyone, even someone with the deadliest disease, he could instantly cure them. However, during the first year of his rule, there was no rain the entirety of the Kuru kingdom. More years passed, and still, there was no rain. Shantanu became very agitated.

Without rain, the harvests were failing and the kingdom was running out of food.

He gathered the learned Brahmins and asked them why there was no rain. The Brahmins responded, "The gods are unhappy with you. You are enjoying the throne of Hastinapura, but it rightfully belongs to your elder brother, even though he has leprosy. You have thus become a parivetta, a usurper. Unless Devapi becomes unrighteous, the kingdom is technically his. You need to give him the kingdom for there to be rain."

Shatanu decided to approach Devapi and request him to take the throne. However, a minister named Asmarisarin overheard this conversation. Like others, he wanted Shantanu to remain the king. They did not want to have a diseased man as the king. So Asmarisarin found some men who taught unrighteous doctrines that contradicted the Vedas. He secretly sent these men to Devapi to convert Devapi into an unrighteous man. He knew that if Devapi became unrighteous, Shantanu's rule of the kingdom would become justified.

Shantanu and Devapi Meet Again

A couple of days later, Shantanu and the Brahmins set out to find Devapi and persuade him to become the king. When they arrived at Devapi's hermitage, Shantanu said, "Brother, you must become the king. It is said in the Vedas that the kingdom is the right of the eldest brother."

But Devapi started saying things against the Vedas. Shantanu was shocked. The Brahmins turned to Shantanu and said, "Devapi has become unrighteous. He has disrespected the Vedas. Since Devapi is unrighteous, your rule is now justified."

Shantanu listened to the Brahmins and returned to Hastinapura. Soon enough, Indra sent down torrents of rain in the Kuru kingdom. Farmers rejoiced as their harvests became successful after years of futile work.

Shantanu and Ganga

Shantanu enjoyed hunting in his free time. One time, he had gone on a hunting expedition and killed many deer and buffaloes. He reached the banks of the Ganga River and he saw a beautiful woman. She was dressed in beautiful garments and divine jewelry. Shantanu was in awe as he gawked at her beauty. Shantanu asked her, "Oh beautiful one, who are you? Are you a goddess, an Apsara, or a human? Whoever you are, please be my wife."

The beautiful woman was none other than Ganga. She remembered her promise to the Vasus and said, "Yes, I will be your queen, but on one condition. You must never question my actions or my identity. If you try to stop me from doing anything, I will certainly leave."

Shantanu willingly agreed and took her back to his palace. Shantanu quickly fell in love with Ganga.



Months passed, and Shantanu spent all of his free time with Ganga. Soon, a son was born to them. However, as soon as he was born, Ganga took him and threw him into the Ganga River. Shantanu was shocked. How could she do this to their own son! But he restrained himself. He knew that if he questioned her actions, Ganga would leave him and he would be devastated. Months later, another son was born, but the same fate awaited him. This happened again and again, and soon, seven sons had been drowned and killed. Shantanu watched helplessly as his children died.

Shantanu's Sons Drown

Soon, Ganga became pregnant again. By this point, Shantanu couldn't tolerate it anymore. Seven of his sons had been killed in front of him. When the eighth son was born, he yelled, "Don't kill him! Who are you! What type of a person kills their own children! You're evil. Please, don't kill him!"





“Since you want to keep him, I won’t kill him. However, as per our agreement, I will now leave. I am the goddess Ganga. I married you to fulfill the wishes of the eight Vasus,” Ganga explained, and then narrated the story of how the Vasus had been cursed to be reborn on Earth. After explaining this, she vanished, taking the son with her.

Shantanu stood, depressed and helpless, as both his wife and his only son disappeared from his sight. In sorrow, he went back to his palace.

Shantanu Meets His Only Son

Years passed, and one day, Shantanu was hunting a deer along the banks of the Ganga River. He observed that the waters of the Ganga River had become shallow. As he wondered why the river had become shallow, he saw a large youth standing nearby. He had blocked the flow of the river using his arrows. Seeing this incredible feat, Shantanu was astounded. However, suddenly the youth used his powers and disappeared. Shantanu had only seen his son once before, but he suspected the youth to be his own son.

“Show him to me,” he prayed to the river Ganga.

Ganga appeared before him with the handsome youth. “This is our eighth son, Devavrata. Take him home with you. He has studied the Vedas and the Vedangas from Vashishta himself. He has obtained the knowledge of weapons from Parashuram. Devavrata is revered by both the gods and the Asuras,” she explained.

Shantanu accepted his son and returned to Hastinapura with his son. Shantanu instated Devavrata as the crown prince of the Kuru kingdom. Devavrata quickly won the hearts of his father and all the citizens of the kingdom.

Shantanu and Satyawati

Four years had passed away when one day, Shantanu was in the woods on the banks of the Yamuna River. He detected a sweet scent and followed it. While wandering around, he came across a beautiful woman.

“Who are you and whose daughter are you? What are you doing here?” Shantanu asked.



“My name is Satyavati. I am part of the fisherman tribe. My father is the king of the fishermen,” the woman responded.

Shantanu was dazed by the beauty of Satyavati. He asked her father for his hand in marriage. Her father replied, “I am ready to give you my daughter, but on one condition: the son born from my daughter will become your successor.” When Shantanu heard this, he was in a dilemma. He had already made his son Devavrata the Crown Prince, but he desperately wanted to marry the beautiful fisherwoman. Sorrowfully, he returned to Hastinapura.

Shantanu started spending a lot of time in sorrowful meditation. Devavrata wondered why his father was suddenly acting so dejected.

“Everything is peaceful. Everyone obeys you. Why then are you acting so melancholy?” Devavrata asked.

“You are my only son. If anything happens to you, our entire lineage will cease to exist. I was just thinking about that,” Shantanu replied.

Devavrata was confused by his father’s vague response. He approached an old advisor of his father and asked why Shantanu was so sad. The old minister told Devavrata about the king of fishermen’s marriage condition.

Devavrata’s Vow

Devavrata took a group of ministers and approached the fisherman. He hospitably welcomed them.

The fisherman then said, “Devavrata, you and your father are great men. Everyone praises your father. But whoever the suitor is, even if it is Indra himself, the other sons of a king are always an obstacle. That’s all I ask in this marriage: that my daughter’s son receives the throne.”

In one of the most important decisions of his life, Devavrata said, “I will not ascend the throne of Hastinapura. The son born from Satyavati will be the king!”

“I have no doubt that you will fulfill this promise. However, I have another worry. When you have sons, what about them? Will they take the throne from Satyavati’s lineage?” the fisherman expressed.

“O king of fishermen! Listen to me. I have already relinquished my right to the kingdom. From today, I also the vow of brahmacharya. I will not marry and I will not have children!” Devavrata declared. Devavrata thus became one of the greatest figures in Hinduism. He renounced everything, including his rights to his kingdom, marriage, and having children, just for the sake of his father’s happiness.

When the fishermen heard this, he was overjoyed. He instantly told Devavrata that he was prepared to give Satyavati to Shantanu. Apsaras, gods, and rishis appeared in the sky and showered flowers on Devavrata. They said, “He is Bhishma!” (The word bhishma means “the fearsome one”, because of the vow he took). From then on, Devavrata



became known as Bhishma. When Bhishma returned home, he told Shantanu about what he had done. Everyone praised him, and Shantanu was overjoyed. He gave Bhishma the boon of icchamrutyu, which means that he would only die when he chose to.

The Death of Shantanu

Shantanu and Satyawati were married in a grand ceremony in Hastinapura. Satyawati then became the queen of the kingdom. They soon had a son named Chitrangada. He was extremely brave and valiant. They also had a second son named Vichitravirya, who became a mighty bowman.

By this point, Shantanu was nearing the end of his lifetime. He wasn't very old, but he soon passed away and was cremated.

Author: Mr.Aarsh Shroff

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Readers are requested to send their management related questions.

IMPACT will get replies from management experts.

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Machiavellianism

Understanding and Managing in the Business Settings

Introduction

While the term “Machiavellian” may be popular from the 16th century, Machiavellians are common in all kinds of settings. This particular combination of

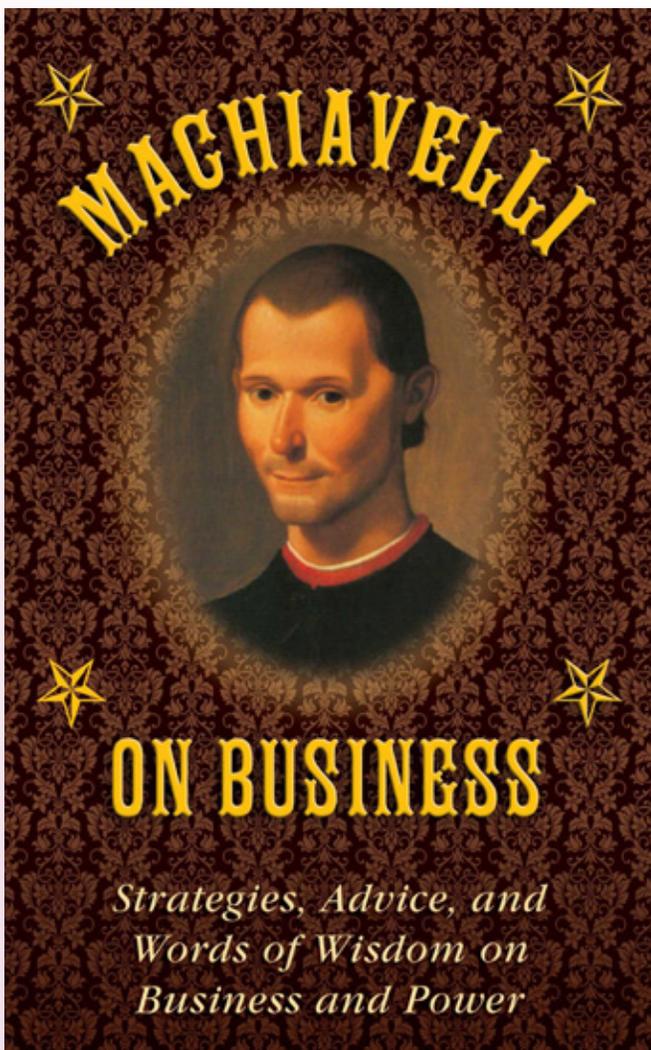
dark personality traits is highly damaging and should be met with caution. What matters most to someone with a Machiavellian personality is their fulfilment, whether that’s power, praise, or another form of glory, as they define it. This type of leaders or co-workers have negative effects on individuals and entire organizations. Therefore, it is vital to understand how Machiavellianism works and what can be done to cope with it.

The Origin of the trait “Machiavellianism”

In the 16th century, an Italian political adviser and philosopher Niccoló Machiavelli wrote “The Prince,” a manifesto of sorts that emphasized deception, wickedness, and cunning as being more important to politics than virtue and morality. “It is more important to be feared than loved,” he wrote. From there, the word “Machiavellian” was born, which describes anyone who’s scheming, unscrupulous, or cunning. In 1970, psychologists Richard Christie and Florence Geiss identified Machiavellianism as a personality trait involving manipulateness, deceit, and a cold, calculating, cynical view of others.

Definition

Machiavellianism is one of the traits that forms the Dark Triad, along with narcissism and psychopathy. “All of these personality disorders have overlapping traits, including a blatant



Machiavellianism is a personality trait that denotes cunningness, the ability to be manipulative, and a drive to use whatever means necessary to gain power.

disregard for others and an obvious obsession with self,” says Cook. Unlike a psychopath who might get violent or a narcissist who will demand others’ attention, a Machiavellian personality might be a little more withdrawn, spending their time plotting rather than acting out. Based on current datum, it tends to decrease in age and is more prevalent in men than in women.

Machiavelli described in his book ‘The Prince’ how leaders could use strategies to gain power and prestige. He famously advised that a prince “ought to be both feared and loved, but as it is difficult for the two to go together, it is much safer to be feared than loved” (Ch. XVII). This basic precept of power politics is perhaps the most famous proclamation in all Machiavelli’s writings and helps account for why, when we think of Machiavelli, words like cunning, unscrupulous, and ruthless come to mind, and why we are inclined to see Machiavelli, as “a teacher of evil.” The personality trait of Machiavellianism has also been described in contemporary studies of leadership (Judge et al., 2009); within the leadership arena, individuals who score high on Machiavellianism tend to be cunning, manipulative and will use whatever means necessary to gain political power.

How does someone become Machiavellian?

In psychology, it means a personality trait or acquired habit that sees human interactions through a profoundly cynical lens. Every encounter then becomes potentially a competitive, win/lose game.

There is probably some genetic predisposition towards callous, selfish, and manipulative personality traits.

Machiavellian Characteristics

Individuals who score high on Machiavellianism are not necessarily in a position of formal power but engage in techniques to boost their own self-worth. They are skilled in impression management techniques with a natural talent for influencing others with the main aim of maximizing opportunities for their own personal power.

Machiavellians have little regard in adhering to moral or ethical standards. They focus on money, power and competition and place little emphasis on community building, self-care, and family commitment; they aim to win at any cost (Spielberger & Butcher, 2013). Within the workplace, Machiavellians engage in flattery, deceit, coercion and can be abusive (Calhoun, 1969).

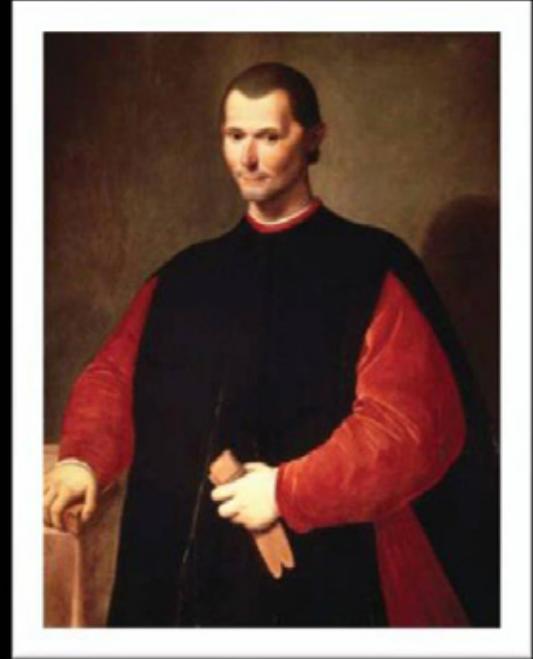
“When interacting with them, you might find their behaviour charming and engaging, and yet you never really feel ‘close’ to them,” says clinical psychologist Dr. Bethany Cook. “They lack empathy.”

“They use people for their advantage,” says Thomas G. Plante, psychology professor and a licensed psychologist at Santa Clara University and Stanford University of Medicine. “They can easily manipulate others for their advantage and don’t care about the consequences of doing so.”

From a scientific perspective, there is an inventory (Mach-IV) that was developed by Christie and Geis (1970) and is still viewed as the primary way to assess Machiavellianism.

The Mach IV test consists of twenty questions and uses self-report. Those with a high score on the scale are more likely to be deceitful and lack

The term "everyday politics" was later introduced in reference to these various methods. These arguments are based on research by primatologists such as Nicholas Humphrey (1975).



empathy (Spielberger & Butcher, 2013). The Mach IV test includes items such as

- “The Best way to handle people is to tell them what they want to hear”,
- “It is wise to flatter important people,” and
- “The biggest difference between most criminals and other people is that the criminals are stupid enough to get caught.”

Individuals who respond in the affirmative are more likely to be a Machiavellian. There are four ways to identify a Machiavellian. (Empirical research suggests several ways to spot a Machiavellian in the workplace.)

- Machiavellians perform well in work environments where the rules are ambiguous; for example, places where there is an emphasis on creativity can be ambiguous because the nature of innovation and creativity is chaotic leading to ambiguity on what is required. There is also evidence that Machiavellians do

less well in company that are rules-based and they frequently ignore the set procedures of the institution. (Grover & Enz, 2005).

- Machiavellians are unable to show the full range of emotions and can appear detached from situations. In fact, when distressing events occur whereby most individuals would display negative affect, Machiavellians gain pleasure from watching negative events unfold (Amorim, Sousa & Chamorro-Premuzic, 2009).
- Initially, Machiavellians will be charismatic and friendly. They will use both soft and hard tactics to obtain their objectives such as using self-disclosure; however, they will also attempt to make someone feel guilty (Jonason, Slomski & Partyka, 2012).
- Machiavellians perform well in competitive environments and initially, colleagues will find Machiavellians friendly because they use soft tactics to gain commitment (Jonason et al., 2012). However, over time, Machiavellians tend to lose favour as

colleagues detect the inauthenticity of their actions.

In an HRM article that focused on the dark triad traits of narcissism, Machiavellianism and psychopathy, Schyns and colleagues identified negative strategic behaviours that Machiavellians use (Schyns, Wisse, & Sanders, 2019).

- Unlike narcissists, Machiavellians do not have to be the centre of attention and are satisfied as being puppeteers, who pull the strings.
- They try to minimize the influence of others and withhold knowledge with colleagues. They use manipulation to reach their goals while scheming for personal benefit. They tend to compete rather than be cooperative (Schyns et al, 2019).
- Within the workplace they will also entice co-workers to engage in risky behaviours and will try to seduce their co-workers or supervisors into romantic relationships to suit their own ends (Schyns et al., 2019).

Managing Machiavellian Personality

Their behaviour isn't about you. "Many times, being in a relationship with someone with Machiavellian personality disorder means your own needs have not been met in a long time," says Cook. "You have more than likely also been a victim of gaslighting behaviour and therefore have lost trust in your own intuition and 'gut.'"

Based on the empirical literature on the behaviours and characteristics of Machiavellians (e.g., Furnham, Richards, & Paulhus, 2013), there are several ways to deal with them:

- **Engage in self-care**

Machiavellians can be destructive and can prey on the good nature of colleagues through using a

mixture of soft and hard tactics such as seduction and bullying. This kind of behaviour can have a deleterious effect on psychological well-being. Consequently, it is important to set boundaries and to consider speaking with a clinician who can help in reducing anxiety and stress from dealing with a Machiavellian.

- **Accept your limitations**

Because Machiavellianism is a personality trait (Furnham et al., 2013), it is important to accept that you cannot change the person. Personality traits are relatively stable across situations. When Machiavellians find opportunities to exploit others, they will do so if the environment allows it. Consequently, the environment is important to consider because it can increase a Machiavellian's destructive behaviour. It is best if you limit your interactions with a Machiavellian.

- **Engage in self-compassion**

Machiavellians tend to prey on those who are kind and considerate. They will appeal to this type of person to gain empathy when divulging their life issues. This can lead to exploitation and you might find yourself in a vulnerable position. It is important not to engage in derogation of yourself but to engage in self-compassion and to reach out to supportive others.

- **Rely on trusted colleagues**

It is important to talk with colleagues, whom you trust so you can break away from the grip of the Machiavellian. A colleague can also provide impartial advice because they are not part of the toxic relationship and can help you to break away from the situation. A trusted colleague will point out the facts and can help deal with the emotional toil of the toxic relationship.

- **Engage in a mastery mindset**

Machiavellians want to win so it is important that you also focus on your work goals and not be blind-sided by their manipulative strategies. The best way to do this is to engage in mastery mindset strategies whereby you strive to do well and reach your objectives rather than try to beat the Machiavellian.

- **Focus on a Machiavellian's actions**

Machiavellians will try to deceive you with promises to win your trust. This is a common strategy that they use to meet their personal ends. It is important to rely on your instinct and focus on what Machiavellians do rather than what they say. Machiavellians engage in behaviours that demonstrate their unethical standards and many of these behaviours are easy to identify (Den Hartog & Belschak, 2012).

- **Focus on work-based conversations**

When conversing with a Machiavellian, it is important to discuss work-based topics. When you discuss your personal life with a Machiavellian, they might use this information to their own personal advantage. It is important to remember that they are not a trusted confidante.

- **Do not try to outplay them**

It is important that you don't engage in the same strategies as a Machiavellian. If you do so, they will be more effortful in their strategies. It is best to use ethical strategies.

- **Combatting Machiavellianism by being authentic**

The most important advice is to remember your core values and to adhere to principles and set objectives that meet these values. Focus on displaying your

positive personality traits in the workplace and strengthen your own self-worth. These positive traits will help you succeed in the workplace. The behaviour exhibited by Machiavellians does not negate your self-worth.

Key recommendations for professionals

- Be aware of and wary about leaders, co-workers or others with dark personality traits;
- Understand the key components of Machiavellianism and keep an eye out for individuals who pull the strings in the background, who try and influence others, manipulate them, and who try to initiate risky behaviour in others;
- Protect yourself from the negative effects of Machiavellians by setting boundaries, keeping a distance and being wary of how they could be exploiting your own vulnerabilities;
- Focus on work-based topics when conversing with a Machiavellian at work;
- Build a support network of trusted colleagues and allies;
- Harbour and invest in building and nurturing positive personality traits that help nurture healthy relationships.

Caution and adaptation

Machiavelli believed great leaders had these five good characteristics:

1. Being feared or loved (but not hated),
2. Having the people's support,
3. Convincingly displaying virtues,
4. Using one's own arms, and
5. Having intelligence.

On the negative side, if you recognize Machiavellian personality traits in yourself, and it bothers you, consider reaching out for support to a therapist

specializing in personality traits and disorders. They can help you develop adequate coping mechanisms. Machiavellianism in oneself may be identified by the following tendencies:

- Only focused on his/her own ambition and interests.
- Prioritise money and power over relationships.
- Come across as charming and confident.
- Exploit and manipulate others to get ahead.
- Lie and deceive when required.
- Use flattery often

Temporary Closing...

Machiavellianism is generally interpreted as an immoral doctrine, and so is used as a term of reproach and dishonour. But Machiavelli's arguments have also been seen as recognition of the realities of political life, and so some view Machiavellianism as amoral, objective, or descriptive, rather than

immoral. Further, those with high levels of Machiavellianism tend to minimize their personal discomfort by shifting the blame to other persons and circumstances and in conditions of ambiguity, such as unpredictable outcomes, they never take chances.

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..



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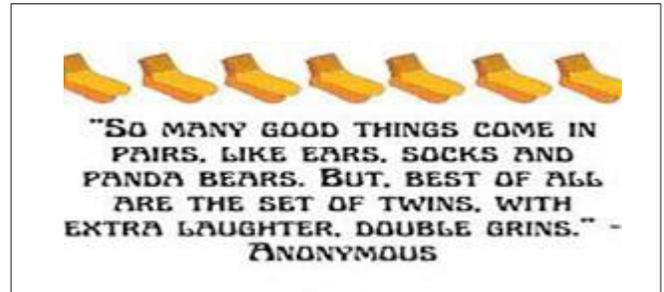
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Twins and their personality differences

We all know and would have also seen twins. But not many know that there are two common types of twins; namely Identical twins and Fraternal twins. Let's first talk about Identical twins. They are also called monozygotic twins. In this case one egg/ovum which is fertilized splits and two babies with exactly the same genetic formation are born. Identical twins share all their genes. So we can assume that any differences in the traits of such twins come from the environment and not from their genes. On the other hand Extra Sensory Perception is more among Identical twins than in the Fraternal because of their genetic closeness.

The other type are the fraternal twins. These twins are also called dizygotic twins. These twins are born when 2 eggs /ova are fertilized and two genetically unique children take birth. They are like the non twin siblings and these twins share half their genes only and don't look alike.



Another fascinating observation and query has been about who is the older twin and it is accepted that the one which comes out first is the older one but it is the opposite as per a Nigerian legend. In 2021, there was an article published about the Nigerian legend that the oldest twin actually pushes the younger twin out of the womb. So the firstborn is really the youngest.

Though we can discuss at length the details about twins and the joy or pain the parents face at and after their birth, we will restrict the discussion to the topic at hand. The topic is why do twin children differ in their physical and mental prowess. I am



How To Take Care Of Identical Twins?

"Having a child is surely the most beautifully irrational act that two people in love can commit." -Bill Cosby. **A day in the life of a mom with twins** is the most precious and adorable for a lifetime. The day at the doctor's office, he/she found out that you're pregnant with twins. You carried out the two human beings in the same womb, and delivered the twins on the same day, how adorable it is, right? [Identical Twin babies](#) share a special bond with each other and all love them because they are identical twins, perform the same activity, and have similar personalities. But are you ready for the twins? "It's double the giggles, and double the grins, and double the trouble if you're blessed with twins." This article will help you to get to know How you can take care of your identical twin.



Identical twins, like a normal pregnancy, start off as a single egg cell that gets fertilized by a single sperm. When **natural twin birth** there is much chance of having Identical twins. Identical twins usually have the same sex, eye, face, height, color and hair color, as well as blood type. Their physical features look typically similar, with most twins having an accurate mirror face of the other.

Tips of taking care of Identical Twins

1. Taking help with the elders who already have few kids and can learn to take care of your babies is easy and a life experience learning they can give for you. You can read books, search online sites for this.
2. Remember that you identical twins are growing up together and share everything. So to get rid of the trouble and love both you need to take care of both children.



copying below a few studies to throw light on some differences found in twins.

In a study done in 2012, it was concluded, among many other things, that identical twins are about 85 percent similar for IQ, whereas fraternal twins are about 60 percent similar. This would seem to indicate that half of the variation in intelligence is due to genes.

In a study published in 2013, German researchers examining 40 genetically identical twin mice found they could develop very distinct personalities. The researchers identified a link between exploratory behavior in the young mice and the birth of new neurons in their brains during adulthood.

In some other previous studies in 2017, it was found that when oxygen is transported through the placenta from a mother to her baby at a slower rate, it can lead to slower fetal growth. In the case of identical twins, if one twin is receiving placental



oxygen at a slower rate than the other, it can create a difference in size.

Another surprising result that came out of a study done in 2020 showed that the strongest risk factor for suicide is mental illness and studies show that mental illness is slightly more common among twins.

Maureen Healy, an expert on sensitive children and author of *Growing Happy Kids*, tells Romper that twins have a bond that is oftentimes unexplainable and are closer than typical siblings — whether they're fraternal or identical. Healy says a lot of experts believe it's because this closeness is rooted in genetics.

Talking about personality differences in twins; it is a myth that it is Nature Vs Nurture. It is a combination of both. Personality of the twins is not determined only by their genes or only their environment. There are many studies done in this area. How you



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Did you know....

A mother's body adjusts differently to twins.



A mother's chest will heat up or cool down to regulate the temperature of a baby held on her chest. When a mother holds twins, each breast will adjust differently according to the baby she is holding!

behave ,how you look or relate to others or generally behave can be attributed to your genes but your life experiences shape your attitude and behavior and this has to do a lot with the environment you are raised in. Sometimes genes play a more important role than the environment and sometimes it is vice versa. If the twins are placed in two different environments,

one with a rich background and one with a poor one, the environment will influence what they eat ,how they live, talk or interact which will influence their attitudes and resultant behavior.

The way that you carry a conversation, respond to failure, form relationships with others, and generally

Twins, Gods way
of saying buy
one get one
free.



RAISING TWINS

AND YOUR OLDER CHILD



HOW TO PREPARE FOR TWINS *On a Budget*

behavior is in part related to your genetics - but your world and life experiences also shape your attitudes and behaviors. This combination of your genetics and experiences ultimately forms your identity and influences your behavior.

Scientists use a mathematical formula called a heritability estimate. These estimates give information about how much genes have an impact on behavior in a given environment. These estimates cannot be generalized. For example if there is

a change in the environment it would result in a change of the heritability estimate. Each estimate is specific to a certain group of individuals or environment. In other words we cannot generalize due to lack of randomization.

Differences in the personalities of twins are determined by their genes and environment and resultant attitudes and behaviors. To conclude, I am sharing a nice quote which goes well in today's world.



Mrs. Sandhya Rao

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



Smart Homes: Impact of Artificial Intelligence in Connected Home

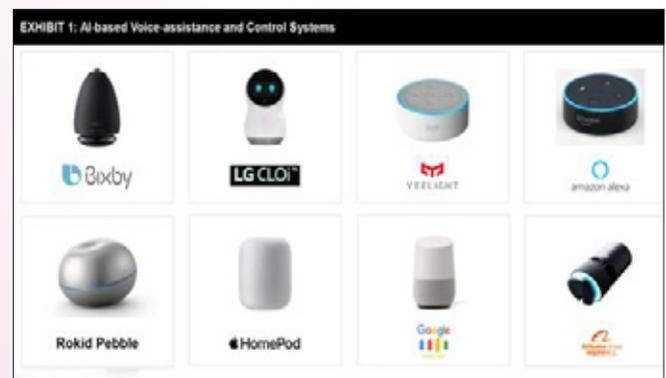
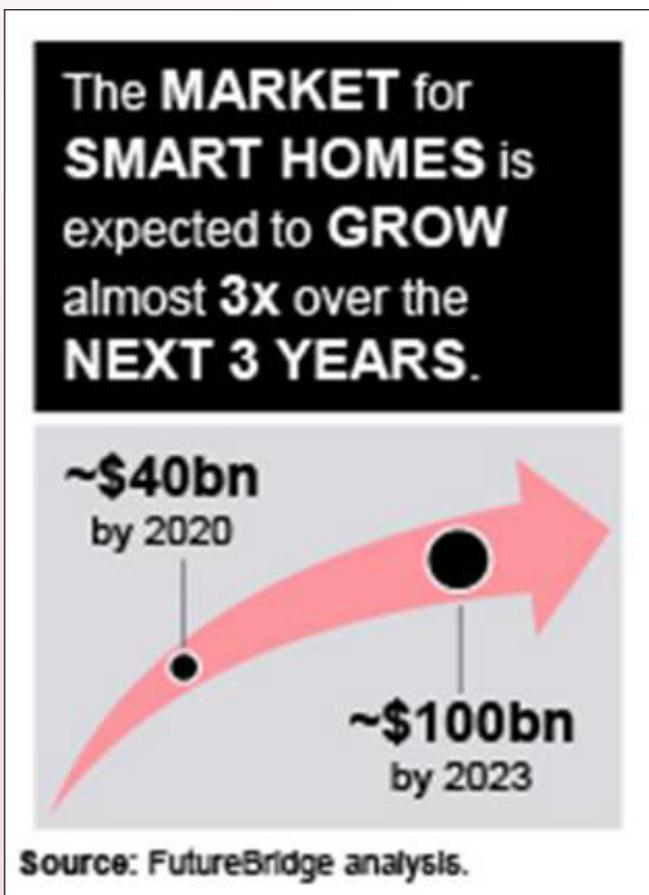
Smart home technology has its applications in household appliances, home safety & security, lighting, and entertainment. Key industries have started integrating artificial intelligence with smart devices to enable connectivity among these devices.

AI encompasses the ability to connect multiple IoT devices, coupled with superior processing and learning abilities, and use them to pre-empt

human behavior. AI-powered smart home devices can interact with each other and acquire new data that assists in learning human habits. Data collected is used to predict the behavior of users and develop situational awareness, i.e., understand user preferences and change parameters accordingly.

The Rise of Digital Assistants: Alexa, Siri, Google Assistant, and Bixby

Apart from its application in home security systems, artificial intelligence is utilized to control smart devices with the voice control feature of AI-enabled units, such as Alexa, Siri, and Google Assistant. Advanced home security systems can also be controlled through voice commands. Researchers are focused on bringing in innovation in the field of voice recognition technology that will further add value to voice control devices. Latest advancements in home automation systems can enable owners to gain access to hands-free channel surfing and control Bluetooth speakers. The emergence of the voice assistant feature also raises security concerns,





as some researchers have managed to hack smart devices through inaudible.

Artificial Intelligence (AI) to Proactively Analyze Potential Home Security Issues

The increasing need to improve home security has propelled the implementation of AI-powered devices. These devices encompass a variety of features, including threat analysis, facial recognition, and smart home integration, which, in turn, safeguards homeowners from security threats.

AI-powered machines can easily recognize objects or faces owing to the pattern/face recognition feature. Face recognition can easily check facial landmarks, such as cheekbones, eyes, chin, etc., and compare them with the existing data. Furthermore, these machines can send notifications to the home owner’s smartphone regarding visitors at the front door. Most advanced home security cameras can identify the faces of family members, friends, and pets.

Artificial intelligence can also help next-generation home security systems to actively monitor and

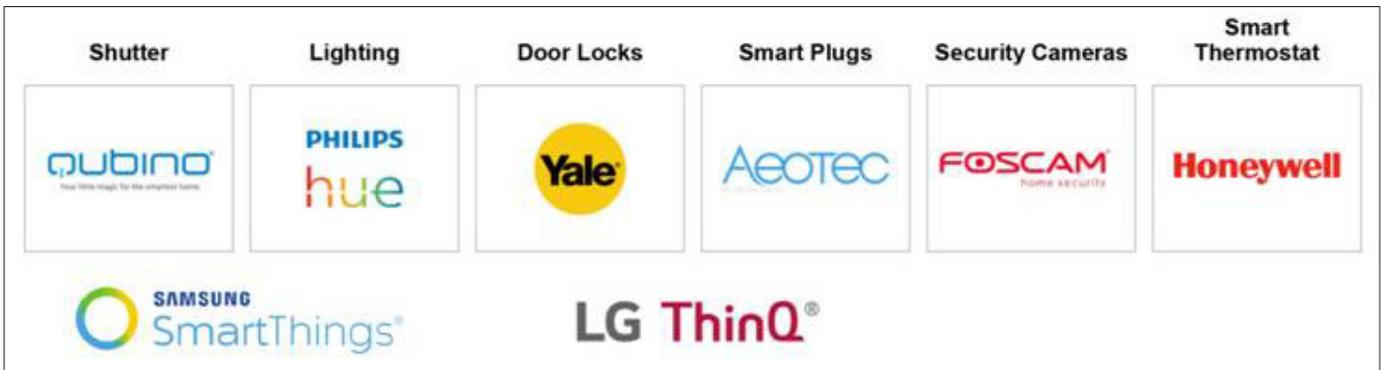
analyze for potential security threats. These systems are configured with artificial intelligence logic, which, in turn, has facilitated the development of a tailored suite of countermeasures to protect the house. It is expected that AI-powered smart cameras will play a vital role in home security. These cameras can record HD videos and automatically store them in the cloud for future reference. With the help of smart connected apps, an individual can have a clear view of his/her house to safeguard from security threats.

AI is also used in smart locks, which can be controlled through smartphones. AI-enabled smart locks offer numerous security benefits, such as limited reliance on physical keys for access, temporary access to guests, and regular video streams of individuals ringing the doorbell. Biometric door locks such as Kwikset, August, and Samsung can be integrated into Google, Samsung, and Amazon’s smart home ecosystem.

Smoke Alarms to Think, Speak, and Alert the User with the Help of Artificial Intelligence

Sophisticated smoke alarms that can think and alert the user with the help of artificial intelligence are currently available in the market. Some of the smart features of smoke alarms include providing notification on phones regarding low battery and issuing alerts in case of smoke or carbon monoxide leaks, and pinpointing the location where there has been a fire or smoke outbreak. These alarms can also be put on silent mode. Smoke detectors use the voice alert feature to notify the first sign of smoke, which facilitates improved response during emergencies.





Artificial Intelligence (AI) Technology to Assist in Daily Household Activities

Artificial intelligence is powerful. It mimics the knowledge and learning abilities of humans, all on a technological basis. Recent developments in smart home automation systems have led to improvements in artificial intelligence in terms of communicating with the cloud, learning human behavioral patterns, and automating smart home devices according to user preferences.

LG developed DeepThinQ 1.0 technology that supports voice and video recognition and transmits information to cloud servers. It can automate various activities, such as turning off lights when the door is locked from the outside, running the robotic vacuum in the owner's absence, and turning on the air purifier before the owner reaches home. The LG washer studies human habits and automatically learns as well as applies those settings. The washer can further guide how

to dry various types of load. The washer and the dryer can communicate with the cloud and can adjust operations based on climate and air quality. The LG air conditioner can detect the number of people inside the room and their identity and can keep the temperature according to their preferences. ThinQ can also play music and adjust car temperatures.

Samsung integrated its SmartThings smart home family of products with Bixby voice control. These products can recognize individuals in the house and adjust all settings according to a person's preference. The owner can control any smart device through its voice with the help of a Samsung TV or family hub refrigerator. The SmartThings app can also help the owner download streaming apps and sign-in automatically. The Samsung cloud stores all login details of users and offers a simple and convenient solution to keep a backup of data. The Samsung TV can display the person at the front door and act as a hub for other smart devices.



Viaroom Home offers a self-learning home controller that studies the habits of an individual within 48 hours. It creates a map of each room and controls both lighting and heating appliances. The controller has a specially designed firewall to protect smart homes from hackers.

Artificial Intelligence (AI) in Distributed Energy Generation and EV Charging

Artificial intelligence also finds application in distributed energy generation, as it integrates

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automatic energy storage systems with distributed energy sources to store and utilize electricity. Devices such as Tesla Powerwall can store electricity in energy storage systems so that it can be utilized at night or during a power outage. This further encourages smart homes to reduce their dependency on the electricity grid.

Artificial intelligence can be used to minimize the electricity bill consumed for EV charging by analyzing the entire load demand with the variable tariff structure of the utility. Hence, it can advise EV owners regarding the timeline during which EVs can be charged with less tariff power. It also helps utility companies conduct demand-side management and maintain grid frequency. In the future when the commercialized vehicle to grid technologies are in place, the role of these technologies will be further intensified.

Artificial intelligence will play a pivotal role by using data—including grid data, smart meter data, weather data, and energy use information—to study and improve building performance, optimize resource consumption, and increase comfort and cost-efficiency for residents.

What is the future for Artificial Intelligence (AI) in Smart Homes?

There's an increasing trend with residential households being "smart" — which experts predict will surpass 300 million homes in 2023. With the



growth of the smart homes market, new security threats are expected to rise. Wirelessly connected devices are more vulnerable to cyber-attacks. Hence, safeguarding connected devices from security threats and vulnerabilities is essential to gain the trust of homeowners and increase the sale of smart home devices. For example, in 2016, Mirai IoT botnet took control of several smart home devices, such as security cameras, routers, and air quality monitors; this affected close to 600,000 devices worldwide, resulting in redirecting massive amount of web traffic and suspending services for websites, such as Twitter and Netflix.

On the other hand, companies are trying to integrate artificial intelligence with emotions. LG has provided a cheerful personality to its Clio robot, whereas Sony is adding a unique personality and emotion to its next-generation Aibo Robotic dogs. With the help of EmoShape's Emotion Processing, personal assistants and avatars can have 12 emotions, which include pleasure, frustration, pain, and satisfaction, among others. The Emotion Processing unit can control the facial expression and body language of a robot or an avatar on a desktop screen.

Google added multilingual support so that the Google Assistant can understand and speak more than one language at a time. This helped the Assistant understand the language of family members in bilingual homes. With advancements in speech recognition, one can speak two languages interchangeably with the Assistant.

There have been cases wherein devices were enabled when not necessary and humans were required to intervene and make decisions or fix any mistakes. For artificial intelligence to be ubiquitous, current-generation systems need to function without human intervention.

Source Courtesy: <https://www.futurebridge.com>

The Chequered history of VANDE MATARAM

It was the Bengali poet and freedom fighter, late lamented Shri Bankim Chandra Chatterjee (1838-1894) who wrote VANDE MATARAM. The poem, for the first time, gave Indians, the concept of personifying India as Bharat Mata (Mother).

Bankim Chandra Chatterjee who was born 31 years before Mahatma Gandhi, had no idea of entering the freedom movement. As a brilliant son of an equally brilliant father Yadav Chandra Chattopadhyaya, Bankim Chandra Chatterjee rose to the position of a Deputy Collector (A position held during those days mostly by British I.C.S Officers). Unable to tolerate the autocratic behaviour of the British rulers, he resigned his post and joined the Freedom Movement. It was during this period that Bankim Chandra Chatterjee gave us the famous song 'VANDE MATARAM', long before India got the National Anthem (Jana Gana Mana....).

Even during the 9th August 1942 Quit India Movement, in which I had participated, Vande Mataram became a source of inspiration to Indians

in their struggle for Freedom. For statistical purpose, it was in the 1896 session of the Indian National Congress (when Mahatma Gandhi was in South Africa), 'Vande Mataram' was officially sung for the first time, during the sessions. Thereafter, 'Vande Mataram' became a mass movement arousing the anger of the British rulers, to such an extent, that singing Vande Mataram in public places, invited even lathi charge from them!

It is a great irony, that after our Independence, 'VANDE MATARAM' has become a source of annoyance to the Congress Party, because they do not want to 'ruffle the feathers' of their new found alliance partners!

Despite all the above twists and turns, Bankim Chandra Chatterjee's Vande Mataram continues to be popular today, among the Indian masses, who love their 'Mother land'.



Dr. H.V. Hande

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



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