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IMPACT

INNOVATIVE MANAGEMENT PRACTICES
AND CREATIVE THINKING

A JOURNAL FOR MANAGEMENT PEOPLE

50
Months

*Golden Jubilee
issue!*

Greetings from **IMPACT**



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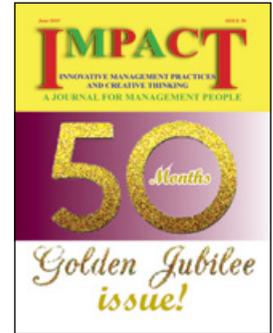
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Dear Readers,

This June 2019 issue is very special!

Thanks to your unstinted support and continuous patronage, we are able to bring you IMPACT's Golden Jubilee month issue for your joy of reading!

June month is always a special month for organizations. June is a month to retrospect how much you have achieved in your ambition, set goals, set business and set profits. Are you in the right track, if yes, how to further fast forward. If no, how to reorient the functionaries and to steer in the right direction.

Also, The month of June comes from the Roman, or Julian, calendar. June was initially named Iunius. The name either comes from the Roman goddess Juno, wife of Jupiter, or from the word “iuniores”, the Latin word for “younger ones”. In the early Roman calendar June only had 29 days. It was Julius Caesar who added the additional day giving June 30 days.

Fun Facts about June:

- June is known as a great month to get married.
- The longest day of the year occurs on either June 21st or 22nd.
- Several countries celebrate their flag days during this month including the United States, Sweden, Denmark, Romania, and Argentina.

This June 2019 issue of IMPACT, brings you many distinctly different articles for you to further enhance your knowledge.

Editorial Team

7 Common Character Traits of Great Leaders

In my over 30 years of Construction Project experience at companies both in India and in Middle East, and in my ongoing work leading Project Teams and mentoring Managers at various stages in their careers, and in reading various articles on Leadership, I've learnt about what behaviors contribute to leadership that works. Great Leaders are experts at deftly marrying the “head” and the “heart.” Masterfully, they can simultaneously prioritize people and performance — and do so in a way that is humble, brave, *and* authentic to who they really are.

But what does all that mean from a tactical standpoint? What are the practices that bring this larger idea of leadership that works to life?, **great leaders have seven important character traits in common.** In those seven things, you'll find an equal balance of practices that are people-focused, and practices that are performance-oriented.

1. They know how to inspire trust. And they prioritize building trust *first*. Great leaders know that earning confidence from the people they seek to lead is the single most important step to unlocking higher performance in their organizations and teams. In a high-trust environment, people rally around a shared vision, have each other's back, and are aligned properly to produce results that meet, and often exceed expectations. Trust is the lubricant that enables the high-functioning human machinery of an ideal enterprise.

Great leaders build trust by:

- Developing and displaying character and competence – consistently.
- Honoring all stakeholders.
- Declaring themselves and doing what they say they are going to do.
- Modeling the behavior they expect from others.
- Acknowledging mistakes and swiftly correcting them.
- Upholding high ethical standards.
- Consistently performing to an exemplary standard themselves.

2. They articulate a higher purpose - both for themselves and for the organization. Great leaders understand the power of crafting an aspirational calling that anchors the entire effort, resonates with stakeholders, and delivers both economic and social value. Today's employees are motivated by more than a mere paycheck (although that matters too); they want to know that their work matters. A clear and inspiring purpose can tether everybody's work to shared meaning at the organizational level, and can help leaders stay on the right path at the personal level.

Great leaders clarify their higher purpose by:

- Articulating to people what their work means and why it's important.

- Dedicating themselves to finding ways to deliver societal value in addition to economic value.
- Reflecting on their values and beliefs.
- Championing their calling with intentionality, passion, persistence, and humility.
- Making certain the higher purpose always governs the direction of the organization.

CREATING DIRECTION

CREATING A DAILY PLAN FOR A SUCCESSFUL TOMORROW

3. They create a clear and compelling direction for people to follow. With great intention, they *plan* to perform. The best leaders understand that to realize their higher purpose, and create value for all their stakeholders, they must have a clear and effective strategy for moving towards their goals. The ones who succeed are able to develop a competitively advantaged direction for advancing their agenda –

a direction they can succinctly communicate. And, while they lead the charge, they don't do it unilaterally. To create a direction that people will follow, they are collaborative, smartly seeking input and cohesion.

Great leaders create direction by:

- Building an aspirational — but achievable — plan for moving forward while making sure to honor all constituents.
- Confronting the brutal facts facing them and their organization. They question assumptions from the old-guard and challenge paradigms.
- Dispelling ambiguity, they are careful to make sure the expectations of the plan are clear to all.

4. They know how to align the organization, or their team, to get the results they want. Highly skilled leaders understand that a clear direction and clarity of purpose are worthless if resources aren't configured properly to follow the strategy and get

EXCELerator 4 DIMENSIONS OF ALIGNMENT

Team Mission
 Deliverables
 Roles & Responsibilities
 Governance Model
 Execution Plan

Functional/Technical
 Teaming/Collaborative
 Critical /Analytical Thinking
 Problem-Solving
 Conflict Management



Internal Communications Plan
 External Communications Plan
 Decision-Making
 Risk Management
 QA/QC & Performance Measures
 Team Integration/Alignment

Team Sponsor(s)
 Leadership Team
 Core Team
 Extended Team
 SME's
 HR Support

the desired result. Stephen Covey famously said, “An organization is perfectly aligned to get the results it is getting.” It’s an evergreen statement. Competent leaders understand that if things aren’t going to plan, the alignment must be adjusted. It’s crucial to develop a system that facilitates the right work being done, by the right people, in the right way; it’s the best way to be properly positioned for success.

Great leaders expertly drive alignment by:

- Being process-focused; establishing a self-sustaining system that is built to enable everybody to work the plan with agility.
- Taking great care to organize resources (people, finances, time) to deliver the plan, task, or goal.
- Continuously confirming that everybody understands their unique roles and responsibilities.

5. They actively cultivate – and nurture – a palpable sense of vitality in their organization. They are obsessed with keeping people engaged in the work. It’s one of my most deeply held leadership beliefs that, to win in the marketplace you must first win in the workplace. Research reveals the same. Companies with higher rates of employee engagement have been shown to meaningfully outperform those with low engagement. But a workplace that teems with vitality is no accident; a lot of thought and effort goes into creating an engaged employee population. The leaders who consistently win know this — and they configure their leadership approach towards people, people, people.

Great leaders create vitality by:

- Motivating people to be actively engaged in delivering best-in-class results.
- Finding ways to give people the energy to do their absolute best work.
- Celebrating achievements and acknowledging shortcomings.

- Challenging all to do better through swift and constructive feedback.
- Creating an environment where high-performers feel unmistakably valued.

6. They consistently execute; they know that the name of the game is translating trust, purpose, direction, and vitality into excellent execution. The most sought-after leaders know that “done is better than perfect” and that a good plan well-executed beats a perfect plan poorly-executed every single time. This can be the least glamorous area of leadership to talk about but it’s what truly separates top-of-class leaders from the rest. Good intentions and inspiring words don’t amount to much if there is no ability to execute on the agreed upon plan. In the real world, where the stakes are high and the competition is fierce, strong execution is mandatory. To do it right, leaders must make sure there is follow-through, that results are tracked and measured, and that progress is not halted by obstacles.

Great leaders execute with excellence by:

- Implementing plans with extremely disciplined task management.
- Measuring progress and finding ways to adapt as needed.
- Acting decisively whenever necessary.
- Finding a harmonious balance between discipline and flexibility to ensure goals are always met.



7. They are able to produce extraordinary results, meeting and often exceeding expectations. The sharpest leaders go above and beyond. They are not only execution-obsessed; with admirable resolve, they are fixated on the *results* that execution can bring. Frankly, a plan can be *executed* to the letter and still not produce the desired outcome. **But leadership is about getting things done.**

The best leaders are hyper-focused on delivering. Not just on delivering in a quality way. But on **delivering over and over again.** Leaders who excel in this area are ever-mindful of their commitment to performance, and of the promise they've made to their stakeholders. Their every effort is carried out with a view towards honoring that promise.

Great leaders produce extraordinary results by:

- Embracing and embodying a results-oriented mindset
- Operating in three “time zones” simultaneously. Wisely, they attend to the present, the past, and

the future, operating with a view towards the near and long term.

- Repeatedly delivering.

In my view, leadership is both a science and an art; it's the finely-honed craft of effectively influencing others. In these seven things that great leaders have in common, there's a little from the art side, and a little from the science side. **In life there are no guarantees, but when you put these seven things together you're in a good position to practice and excel in leadership that really works.**

Syed Fazlullah Khan

Certified Project Manager (IPMA C) and MRICS with over 3 decades of qualitative experience in the Construction Industry. Currently working with ETA Properties & Investments Pvt.Ltd., Chennai as Head – Projects.



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Eight Elements of Good Governance

Good governance has 8 major characteristics. It is participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive, and follows the rule of law. Good governance is responsive to the present and future needs of the organization, exercises prudence in policy-setting and decision-making, and that the best interests of all stakeholders are taken into account.

1. Rule of Law

Good governance requires fair legal frameworks that are enforced by an impartial regulatory body, for the full protection of stakeholders.

2. Transparency

Transparency means that information should be provided in easily understandable forms and media; that it should be freely available and directly accessible to those who will be affected by governance policies and practices, as well as the outcomes resulting therefrom; and that any decisions taken and their enforcement are in compliance with established rules and regulations.

3. Responsiveness

Good governance requires that organizations and their processes are designed to serve the best



interests of stakeholders within a reasonable timeframe.

4. Consensus Oriented

Good governance requires consultation to understand the different interests of stakeholders in order to reach a broad consensus of what is in the best interest of the entire stakeholder group and how this can be achieved in a sustainable and prudent manner.

5. Equity and Inclusiveness

The organization that provides the opportunity for its stakeholders to maintain, enhance, or generally improve their well-being provides the most compelling message regarding its reason for existence and value to society.

6. Effectiveness and Efficiency

Good governance means that the processes implemented by the organization to produce favorable results meet the needs of its stakeholders, while making the best use of resources – human, technological, financial, natural and environmental – at its disposal.

7. Accountability

Accountability is a key tenet of good governance. Who is accountable for what should be documented in policy statements. In general, an organization is accountable to those who will be affected by its decisions or actions as well as the applicable rules of law.

8. Participation

Participation by both men and women, either directly or through legitimate representatives, is a key cornerstone of good governance. Participation



needs to be informed and organized, including freedom of expression and assiduous concern for the best interests of the organization and society in general.

Towards Improved Governance:

Good governance is an ideal which is difficult to achieve in its totality. Governance typically involves well-intentioned people who bring their ideas, experiences, preferences and other human strengths and shortcomings to the policy-making table. Good governance is achieved through an on-going discourse that attempts to capture all of the considerations involved in assuring that stakeholder interests are addressed and reflected in policy initiatives.

Source Courtesy: <http://www.governancepro.com/>

An Independent and Strong Central Election Commission For India Is The Need Of The Hour

To-day's hot topic is about the Central Election Commission which had just finished a gigantic exercise of conducting a seven stage Election, spanning two months, in the biggest democracy in the World, namely India.

The Election Commission is the product of Article 324 of our Constitution. Between Dec 1946 and August 1947, the framers of the Constitution had decided to have separate Election Commissions

for each state. After Dr. Ambedkar took over as the Chairman of the Drafting Committee on 30/08/1947, he persuaded his colleagues to strike down the original draft and have a single Election Commission for the entire country. Dr. Ambedkar also saw to it, that once the Chief Election Commissioner was appointed, he/she would be given the same protection given to a Supreme Court Judge, who cannot be removed by the Union Govt, once appointed. If at all a need arose, he/she



Did you know?
Election Commission of India was formed on the advice of Dr. Babasaheb Ambedkar. Dr. Ambedkar called for an independent Election commission and instituted the same through Article 324 of the Constitution.



Quiz Time

- Who is the Chief Election commissioner of India?
- Who are the two Election Commissioners of India?
- Who is the Deputy Election Commissioner in-charge of your state?
- Who is the Chief Electoral Officer of your state?
- Who is the District Election Officer of your district?
- Who is the Electoral Registration Officer (ERO) of the Assembly Constituency of the Part in which you are appointed as BLO?
- Who is the Assistant Electoral Registration Officer (AERO) of the Assembly Constituency of the Part in which you are appointed as BLO?

could be removed only through an impeachment in the Parliament. Dr. Ambedkar took care to see that the Chief Election Commissioner, too, after his/her appointment, could be removed only by the impeachment route, thereby insulating the appointee from the whims of the Executive of the day.

At that time, if Dr. Ambedkar had not firmly acted, today we would be having separate Election

Commissions for each State, dancing to the tunes of the State Govts. We must thank Dr. Ambedkar for bringing out a strong Article 324 giving us a free single Election Commission for the entire Country.



Dr.H.V. Hande

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



How to relax the mind in different situations

Stress and relaxation

When an individual is faced with stress in his or her life, it may cause physical or emotional tension. All of these tensions have the ability to grow by feeding off one another. Feeling psychologically tense may lead to an elevation of the physical as well as emotional stress and vice versa. Keeping this relationship in mind, relaxing the physical aspect of the body can aid to relieve the psychological stress. By relaxing the mind one can feel physically relaxed. This helps to release the tension of the body. When the stress response of an individual is no longer released, it is far easier for him to approach the challenges of routine life in a proactive and peaceful manner.



Learning the methods of relaxation and stress management are very useful for all individuals who face competition and stress in their daily life. This helps to relax the mind and see each challenge as unique.

Other than meditation and yoga there are other ways as well to relax mind so as to get the best out of any situation.

The relaxation techniques may help decrease the stress levels of an individual and even give relief from other related problems such as insomnia, depression, and anxiety.

Ways and techniques that help to relax the body and mind

The word relax means to calm down. One needs to relax the mind, along with the body. Making the mind calm can quieten the mind and make the individual feel peaceful and calm. The body also responds as the mind starts to relax. For instance, the muscles may tend to be less tight and more relaxed.

There exist multiple ways in order to relax the mind and body. It is possible that one or more methods might be helpful to calm the mind down and make the person feel relaxed.

There are different ways to relax. Some of the ways are helpful to relax the mind while the others are



If you do what you love, it is the best way to relax.

Christian Louboutin

helpful to relax the body. Due to the mind and body connection, there are some methods which work well for relaxation of the mind as well as the body. The results of the relaxation methods vary from person to person. Also, a method suitable for one individual might not work very well on the other.

Relaxing the mind

There are varieties of breathing techniques as well as pranayama options to relax the mind.

- Enjoying a long and a warm bath, either in the shower or a bathtub. Listening to soft and soothing musical tunes.
- Undertaking mindful meditation. The objective of undertaking such meditation is to gain focus on the things surrounding the individual and avoiding thoughts from drifting away. This helps to control and focus the mind and to be at peace
- Writing out an individual's feelings also helps him or her to reduce the stress that he or she is facing.
- Using guided imagery to calm down the mind. Here since the mind is diverted to another situation, there are all the more chances that the mind is at peace. This also helps to prevent the mind from rushing.

Relaxing the body

- Yoga can be a great method to relax mind and body.
- Using the method of muscle relaxation. In this method, there is the activity of tensing and relaxing each muscle group. Progressive muscle relaxation can help in reducing the anxiety of the mind and the muscle tension. If an individual is facing trouble falling asleep, then this method is a great cure for the sleep problems.
- Walking or undertaking some kind of light physical activity. The idea here is to do the things that one enjoys. This will help relax the mind as well as the body.
- Like babies, even adults can be refreshed after a massage or a back rub. It releases the tension in the muscle and an individual feels relaxed.
- Consuming warm drinks such as milk or herbal tea can be a good option as well.

Relax Emotionally

When an individual is under stress, it affects the thoughts and the emotions. An individual may fear the challenges of the stressors and experience tension and anxiety. Due to this, the individual may be more stressed and may be in a state of



Sometimes it feels so
good to just sit by
yourself, relax and not
talk to anyone

~Kristen Butler

the next step which an individual takes is to learn to maintain a relaxed mind as well as to bring the mind to peace again quickly, after the stressful situation has been dealt with. This can be done by bringing certain lifestyle changes in and around the individual surroundings, so that he/she is surrounded by a positive environment and remains stress-free for a long time.

Thus it can be seen that there are various ways and techniques to relax the mind and the body. Depending on what is suitable, an individual can choose one or a combination of methods in order to become stress-

free. Not only is it necessary to come out of the stressful situation, it is even necessary to remain calm and composed once the problem is resolved. It is necessary that once the art of de-stressing is learned, it must be brought into regular practice, so as to obtain maximum benefit from the same.

constant stress. A better solution to this is to re-examine those aspects that can help the individual relax emotionally. There are other methods also which help an individual feel emotionally stress-free by appropriate retrospection.

- Alter the tone of self-talk from negative to positive
- Reframe the thoughts so as to perceive the potential stressors of life in a relatively more positive manner.
- Planning of activities so as to be mentally organized
- Strive to achieve and develop greater optimism

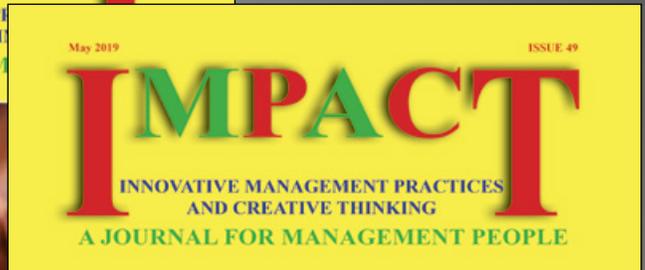
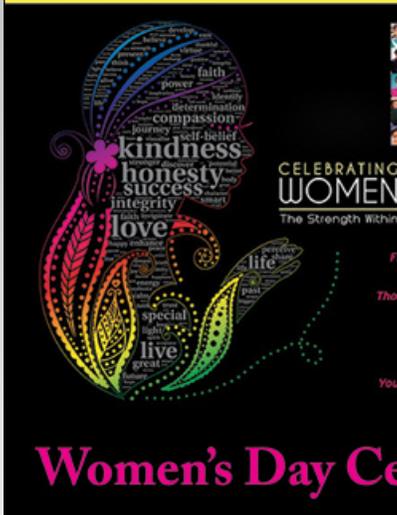
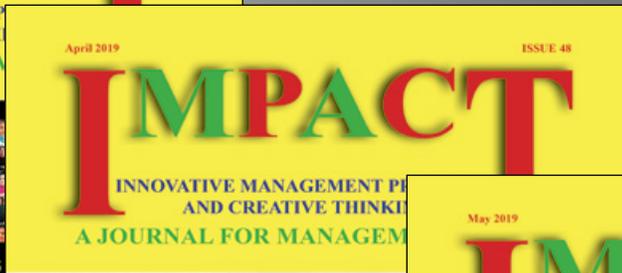
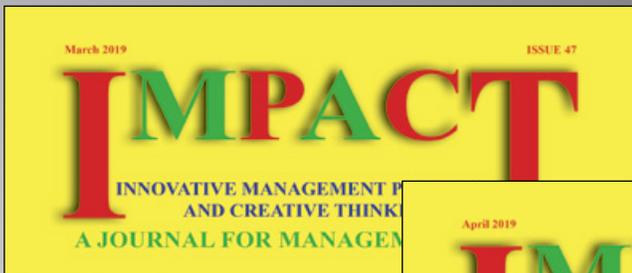
Help Yourself Stay Relaxed

Once the key to relaxing mind and body has been achieved, one is expected to experience relatively less stress in an overall context. After overcoming the physical, the mental and the emotional stress,

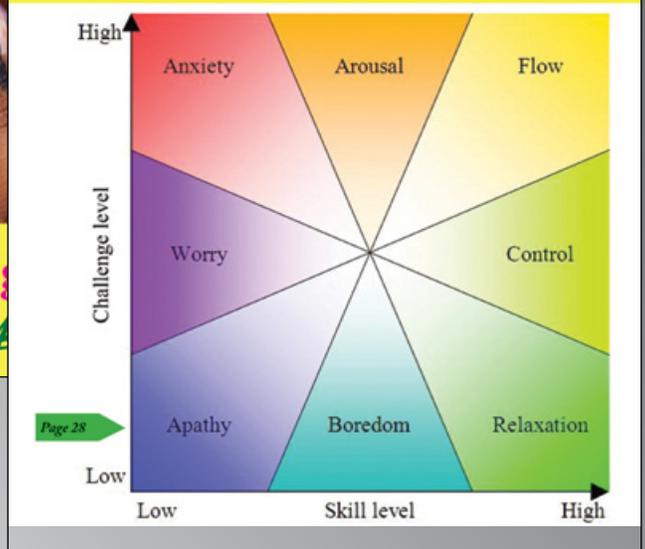
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The importance of Waste Management and Recycling

Planning the waste management and recycling for all of the rubbish produced in this country is an enormous task which involves both logistical planning and scientific knowledge and understanding in order to balance the impact on the environment and the cost effectiveness of the process.

Waste management and recycling companies are also feeling an extra pressure to perform their role in the greenest ways possible. It is important to remember that the UK's resources and landfill sites are limited and this has a major bearing on the kind of activities that are carried out.

Waste collection and rubbish disposal play an extremely important role in the global cleanli-



ness and sustainability drive, with people's health and the conservation of resources being the responsibility of every government. To ease the pressure on government agencies, numerous privately-managed organisations also play a part in these waste management and recycling programs. In many cities it means that local government agencies have been left with the responsibility of overseeing the work done by these privately held organisations.

Thousands of years ago humans simply dug a hole and buried their refuse and waste. This was an effective technique for these early people because their population was relatively small and they did not produce waste on the same scale or with the levels of complexity that modern humans do. Burying the rubbish helped to prevent bugs and rodents from becoming a nuisance and spreading diseases.

In the modern world burying all of our rubbish is not a sustainable solution. While primitive humans produced very little waste, and that which was produced would biodegrade quickly, modern humans produce much larger amounts of waste, much of which is not biodegradable. Additionally, many types of waste may be damaging to the soil, ground water and surrounding habitat.

The most important reason for waste collection is the protection of the environment and the health of the population.

Rubbish and waste can cause air and water pollution. Rotting garbage is also known to produce harmful gases that mix with the air and can cause breathing problems in people. By inspecting the vegetation around landfill sites carefully you can determine the damage that can be caused by garbage and waste if left untreated in the open. To address this problem modern waste management professionals place garbage in lined holes and use bacteria to help facilitate its rapid decomposition. Rotting garbage and waste emanates a foul smell that can cause nausea among people who come into contact with it. It can also be a source for waterborne diseases such as cholera and abdominal conditions and discomfort. Since water sources need to be protected the role of waste disposal companies is very important. These organisations should make it a priority to secure their landfill sites so that water bodies are not affected by the garbage and waste collected from homes and commercial establishments.



paper can all be recycled which will ultimately put less pressure on the natural resources used to manufacture these products.

Lastly, waste management and recycling collection can help conserve our planet's natural beauty which can be flawed by thoughtless disposal of waste, fly-tipping and senseless littering. Landscapes can be ruined through littering and places of tourist interest can lose their attraction; it is also a blight for those who live in areas where waste collection and recycling is not managed effectively and responsibly. Natural beauty is a legacy and a right for future generations and conserving it, as well as our natural resources, for their benefit is our responsibility today.

Waste collection companies also sort the garbage into recyclable columns, as recycling the products that leave our homes is of utmost importance. Recycling not only helps in conserving our natural resources but also reduces the cost of production of many products. Products such as glass, oil, plastic,



There are many challenges facing the waste management and recycling industry but there is also a lot of excellent work going on to ensure that this is an industry to be proud of and one that will continue to secure effective, sustainable and ecologically sound waste management and recycling for many years to come.

By Mr. Dee Mohammed

Source courtesy: <https://www.linkedin.com>

Ratan Tata's words of inspiration

- Inspire minds to change lives

On courage: I am, unfortunately, a person who has often said: You put a gun to my head and pull the trigger or take the gun away, I won't move my head.

On successful people: I admire people who are very successful. But if that success has been achieved through too much ruthlessness, then I may admire that person, but I can't respect him.

On leadership: It is easy to become a number one player, but it is difficult to remain number one. So, we will have to fight with a view to remain number one.

On Nano: This project (the Nano) has proven to everyone that if you really set yourself to doing something, you actually can do it.

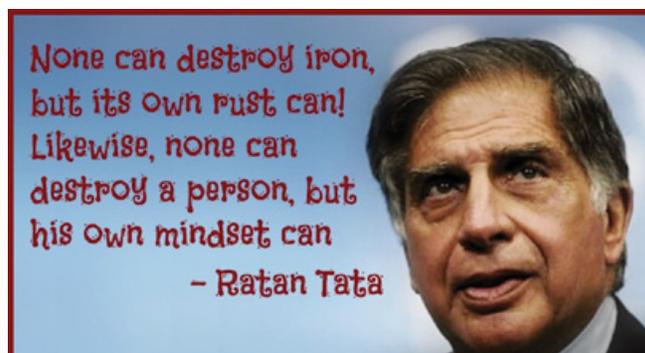
On the need to think big: We have been. . . thinking small. And if we look around us, countries like China have grown so much by thinking big. I would urge that we all, in the coming years, think big, think of doing things not in small increments, not in small deltas, but seemingly impossible things. But nothing is impossible if you really set out to do so. And we act boldly. Because it is this thinking big and acting boldly that will move India up in a manner different from where it is today.

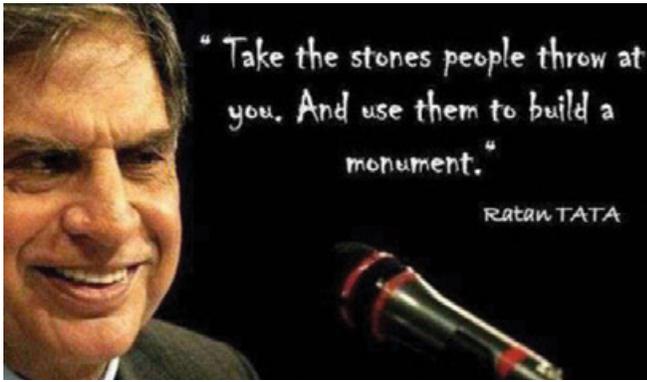
On risk: Risk is a necessary part of business philosophy. You can be risk-averse and take no risks, in which case you will have a certain trajectory in terms of your growth. Or you can, while being prudent, take greater risk in order to grow faster.

On risk: I view risk as an ability to be where no one has been before. I view risk to be an issue of thinking big, something we did not do previously. We did everything in small increments so we always lagged behind. But the crucial question is: can we venture putting a man on the moon or risk billions of rupees on a really way-out, advanced project in, say, superconductors? Do you restrict your risk to something close to your heart?

On employees: The way to hold employees today is to make their work and their day-to-day activities in the company exciting enough for them to stay. Not everyone will stay, but I think if we can empower more people and are willing to pass on the responsibility for that, and if people are satisfied and motivated, there's less chance of them wanting to leave and go to a competitor.

On low-cost products: It should not be, cannot be, that low-cost products come to mean inferior or sub-standard products and services; definitely not. The aim is to create products for that larger segment — good and robust products that we are able to





produce innovatively and get to the marketplace at lower costs.

On customers: We should be treating the customer in the same way that we would want to be treated as customers.

On innovation: Barriers to innovation are usually in the mind.

On customers: There was a need to re-focus and look at how your customer sees you, and to pay more attention to what the customer wants rather than what you think she wants. Are you really the most cost effective producer? Are you aggressive enough to grab market share? Will you endeavour to dip your toe in the water and do something that you haven't done before?

On innovation: If you are a little innovative or a little bit of a gambler, and you make a product which is either ahead of its time or has an evolutionary design, or has features that work into a person's perception, then you have an acceptable product.

On questioning: I kept saying, please question the unquestionable. I tried to tell our younger managers just don't accept something that was done in the past, don't accept something as a holy cow. . . go question it. That was less of a problem than getting our senior managers not to tell the younger managers, 'Look young man, don't question me.'

On speed: Today, the world does not afford you to luxury of being a slow mover. Nor are there any

holy cows. We have to be aggressive, be far-sighted enough to look into the future and we also have to be pragmatic enough to say that if we really are not in a leadership position in a particular business, we should look at exiting that business.

On icons: The kind of company one would want to emulate is one where products and technology are at the leading edge, dealings with customers are very fair, services are of a high order, and business ethics are transparent and straightforward. A less tangible issue involves the work environment, which should not be one where you are stressed and driven to the point of being drugged.

On introspection: All companies need to keep looking at their business definition and, possibly from time to time, to see if that definition needs to be redefined. If you take the example of Tata Steel, they could say that they are a steel company and find themselves in a shrinking market where steel is under threat of being replaced by some other material. The question is: what do we call ourselves? One view was that steel is a material, so can we be a materials company? We don't have to be in all materials, but can we be in composites, can we be in plastics, laminates, etc? The automotive business needs to think similarly, and so does the chemicals business. We have to keep looking at ourselves and asking: what is our business?

On innovation: My outlook on R&D is that it is an absolutely necessary thing for us to do. And I don't think we are doing enough. The point is not just spending money; it's how many patents you file, your innovation rate and your product development. . . If today you were to give everybody a mandate that they can spend 3 per cent of their revenue on R&D, assuming they can spare the money, I don't think many companies would know the what, where and how of spending that kind of money, other than to put up an R&D place and buy lots of equipment.

On customer relationship: Where we have direct dealings with our customers, it is important that,

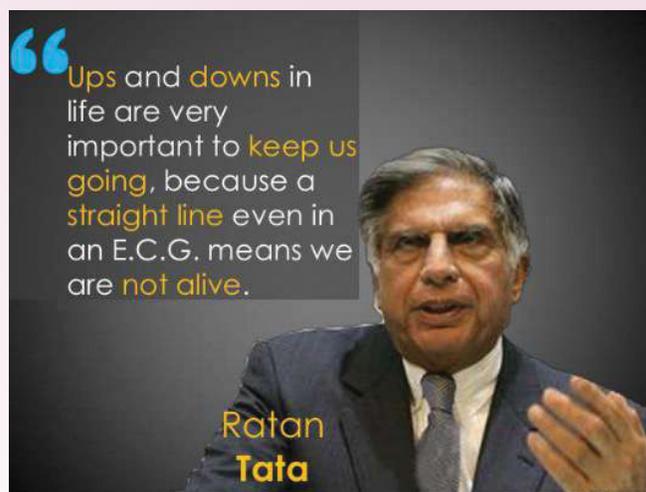
at the middle-management levels, they are shown courtesy, dealt with fairly, and made to feel that they are receiving the attention they deserve. The interface with the customer should be a seamless one.

On risk: There have been occasions where I have been a risk-taker. Perhaps more than some, and less so than certain others. It is a question of where you view that from. I have never been a real gambler in the sense, that some successful businessmen have been.

On ethics: What worries me is that the threshold of acceptability or the line between acceptability and non-acceptability in terms of values, business ethics, etc, is blurring.

On success: I would not consider myself to have been tremendously successful or as having failed tremendously. I would say I have been moderately successful because there have been changes.

On survival: The strong live and the weak die. There is some bloodshed, and out of it emerges a much leaner industry, which tends to survive.



On challenges: If there are challenges thrown across and those challenges are difficult then some interesting, innovative solutions will come. If you don't have those challenges then, I think, the tendency is go on to say that whatever will happen, will take place in small deltas.

On planning: We never really plan big. We are not in keeping with what is happening around us. When you go to other countries around us you see it visibly that we are just back in time. And yet we have so much to offer.

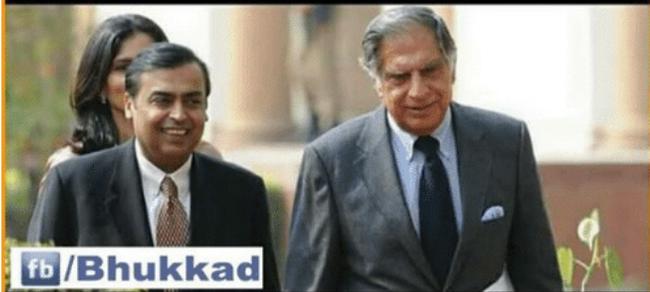
Readers are requested to send their management related questions.

IMPACT will get replies from management experts.

Send your questions to:

impactjournalindia@gmail.com

Once a reporter asked RATAN TATA, "Why is MUKESH AMBANI the richest person in India and not RATAN TATA?" His reply was EPIC"



fb/Bhukkad

"We are Industrialist and they are businessmen. I Don't want India to be an economic superpower, I want India to be Happy country." ~RATAN TATA

His aim is clear by his quotes. That's why TATAs donate 66% of their profit right away.

On commitment: We have to clamp down on deviations from commitments. For ensuring greater commitment to performance, we also need to have a system which rewards performers and punishes those who don't perform.

On risk: We have is to be less risk-averse. We have been a very conservative house and we have been applauded for our conservatism but today we need to take more risk. We don't need to be flamboyant or cavalier but we need to be less conservative than we have been.

On the future: One hundred years from now, I expect the Tatas to be much bigger than it is now. More importantly, I hope the Group comes to be regarded as being the best in India. . . best in the manner in which we operate, best in the products we deliver, and best in our value systems and ethics. Having said that, I hope that a hundred years from now we will spread our wings far beyond India.

On resistance: You will probably find the resistance (to change) more from those who haven't been doing well.

On change: Change is seen to be needed, and fast, so long as it does not affect me. We want to see change but if you suddenly tell me that I am the company that has to go, or has to be cut in half, or three of my businesses have to be hived off, then all of a sudden, the very person who made the noise about change is now saying, 'You don't have to do this.'

On humility: I would hope that as people who might take an elite position, would be considered amongst the elite in the country, you will always display humility in the manner in which you deal with your fellowmen, both in your company and in the country and you will continue to have passion in the areas in which you will work.

On doubt: On many, many occasions you would have doubts on whether what you are pursuing is the right thing. But if you do believe in what you are trying to do and you pursue it and stay with it in a determined manner, I am quite sure you will succeed.

On problems: There are solutions for most problems. The barriers and roadblocks that we face are usually of our own making and these can only be demolished by having the determination to find a solution, even contrary to the conventional wisdom that prevails around us, by breaking tradition

Jayprakash B. Zende

Consultant in employee involvement & freelance trainer



Happiness at Its Peak at Age 70

When I retired at age 60 on June 30 2006 from the LIC, I wrote an article – LIFE BEGINS AT SIXTY- which was published in the House Magazine Yogakshema of the same month and distributed to all the Senior Officers at the Central Office Conference Hall- thanks to the Editors- to bid a fare well to me. Now after more than 12 years, I came across another refreshing news which I want to share with all my retired colleagues and the other future retirees. That news goes like this in a National Newspaper-

“People Are Happiest At 16 And 70, Finds A Study”

According to a Study by a UK based Think-Tank- Resolution Foundation, our well being which includes happiness, life satisfaction, self-worth and lack of anxiety, reaches a High Point, after age 16- which is a distant memory- again at age 70. The report ‘Happy Now?’ finds that the most important determinants of well being are having good health, a good partner, a good home and a friendly neighborhood.

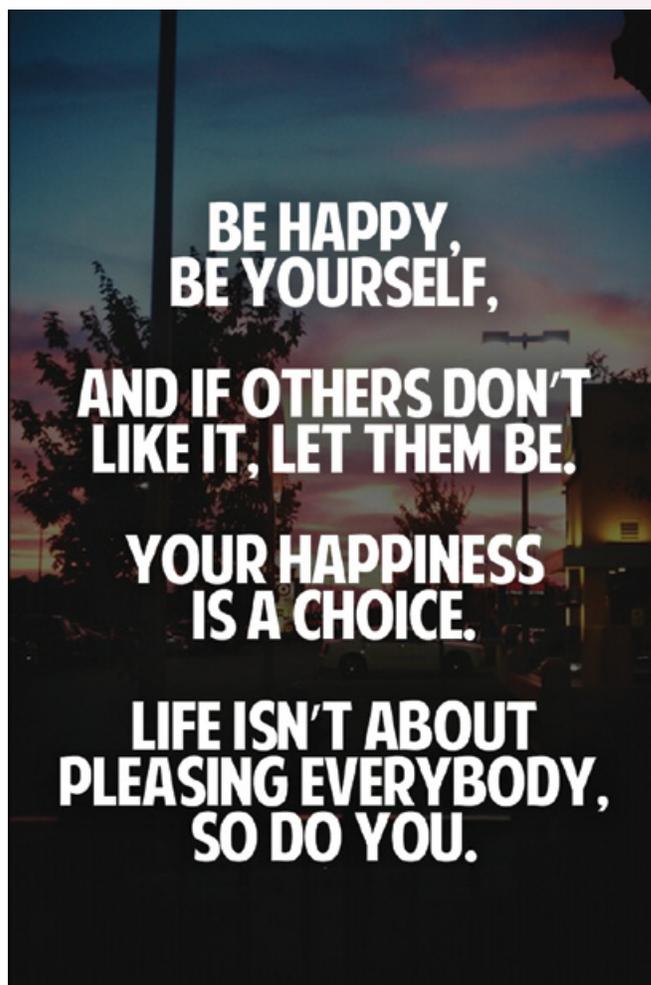
By God’s Grace, let me assume that many of us are in the possession of some or all of these characteristics- definitely Good Health is not in this list at least for some people, since BP and Diabetes are the two gifts of God for many people due to age- and on that basis, let me go ahead.

Pursuit of Happiness

Often we associate Happiness with a good Bank Balance, good Health and a good Family- in the

same order. According to Harvard Professor Dr Tal Ben Shahar, Happiness comprises of 3 variable factors- 50% of happiness is determined by Genes, 10% from external circumstances like money, upbringing and family and the balance 40% on the Choices we make. To exercise regularly, to be grateful, to switch off and disconnect are some of the mini choices that are part of these 40%.

We have to accept and process all emotions, including the negative ones. If you ignore the negative ones,





they intensify whereas they dissipate, when you face them. Investing in a meaningful relationships, being mindful of task at hand, moderating dependence on Technology- especially your mobile and its What's App messages and strictly no phone on the dinner table- and appreciating good things in life are some simple things that contribute to these 40%.

I do agree that none of these are revolutionary ideas or ideas you have not come across earlier. This is only to reiterate them and thereby make common sense more common.

A Little Food for Thought

- Every new morning is God's way of saying 'One More Time'. Go, make a difference and touch some one's heart, encourage some one's mind, inspire some one's soul and enjoy the day.
- If every morning, you can find a reason to say "Yes, it is going to be a Beautiful Day", and in every night, you can find a reason to say "Yes, it was a Beautiful Day" and then one day you will look back and easily say "Yes, it was a Beautiful Life".
- Man asked God "Give me everything to enjoy Life". God replied "I gave you Life to enjoy everything".
- People save good memories in a Pen Drive and the bad ones in their mind. Just change the Location- Life will automatically change.

- Smile and Soft Words are like the Debit Cards- Pay First, Benefit Later. Anger and Hard Words are like the Credit Cards- Benefit First, Pay Later with Interest.
- Secret of Living Long and Well- Eat Half, Walk Double, Laugh Triple and Love without Measure.

Age is only a Number

Age is measured in Years but

Life is measured in Values.

Normally we wish people "Have a Nice Day".

But hereafter let's greet people "Make a Nice Day", because only we can make the day of ourselves and others a Great Day by our responses and actions and we can't expect others to make a Nice Day for us.

In a Lighter Vein

You would have heard that the 87 year old Rupert Murdoch married the Model cum Actress Jerry Hall, who was 25 years junior to him in 2016, as his third wife. If you feel a little jealous, the following anecdote will bring you to senses.

A husband remarked "There is no Happily Married Person. Either you are Married or you are Happy".

The Wife replied "I agree with you totally. You are Married. I am Happy"!

R. Venugopal

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





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25 Amazing and Interesting Facts About The World

We live in a time where we can study the world around us and share that information with everyone. And this great big world is full of fascinating

tid-bits. The following group of images shares some interesting facts about the world. Let's take a look!

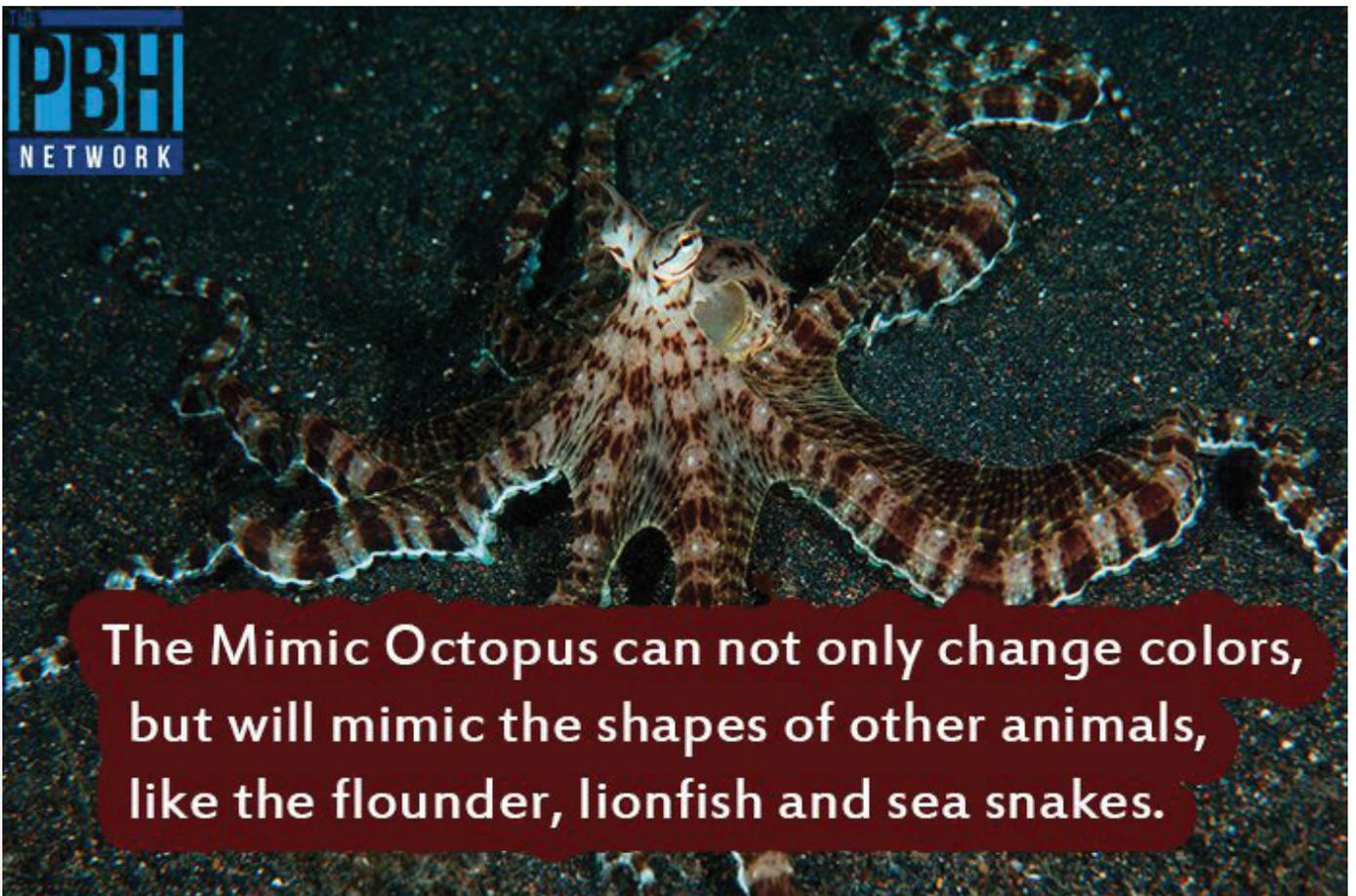




Leonardo da Vinci could write
with one hand and draw with the
other at the same time.

The last man to walk on the moon, **Gene Cernan**,
promised his daughter he'd write her initials on the
moon. He did, and her initials, "**TDC**," will probably
be on the moon for tens of thousands of years.

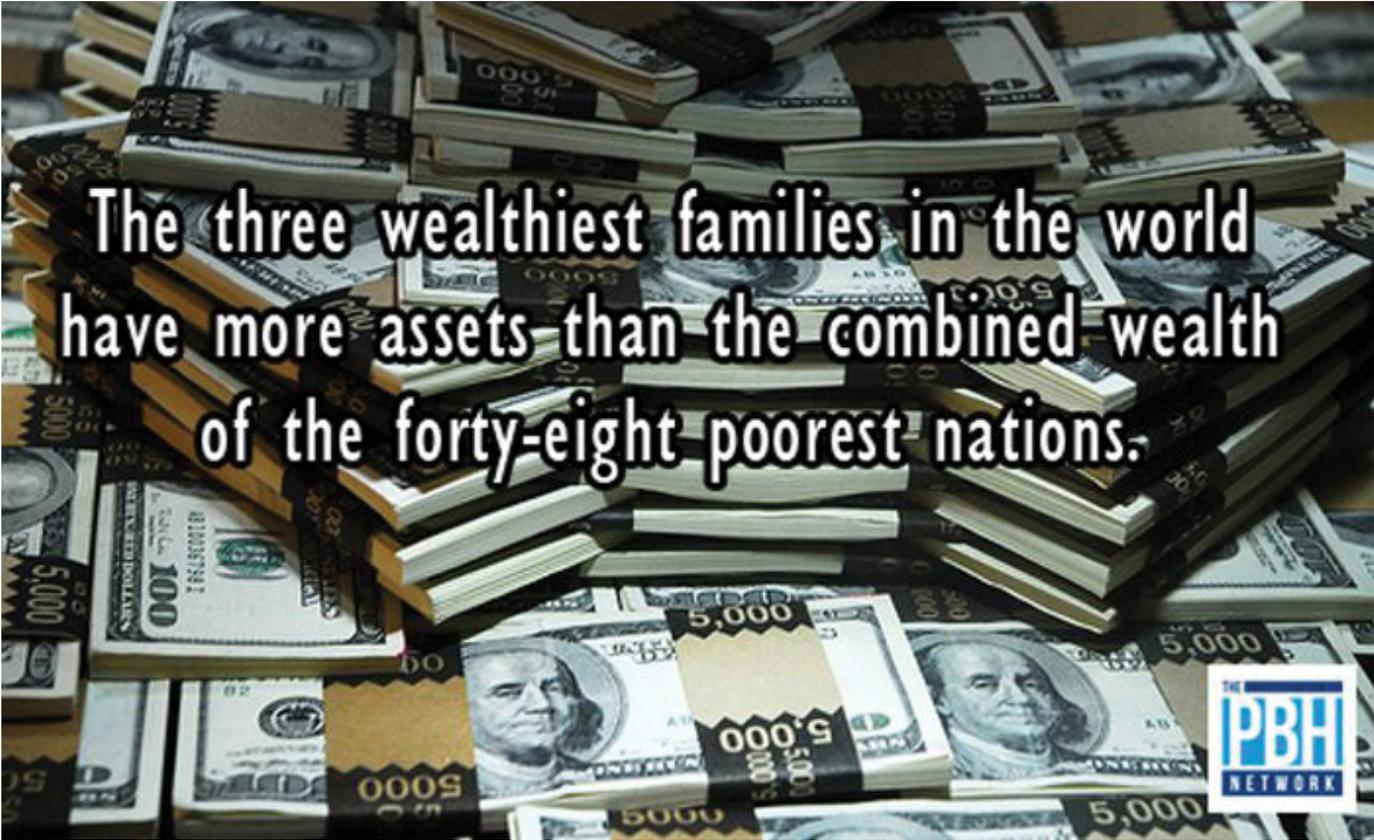




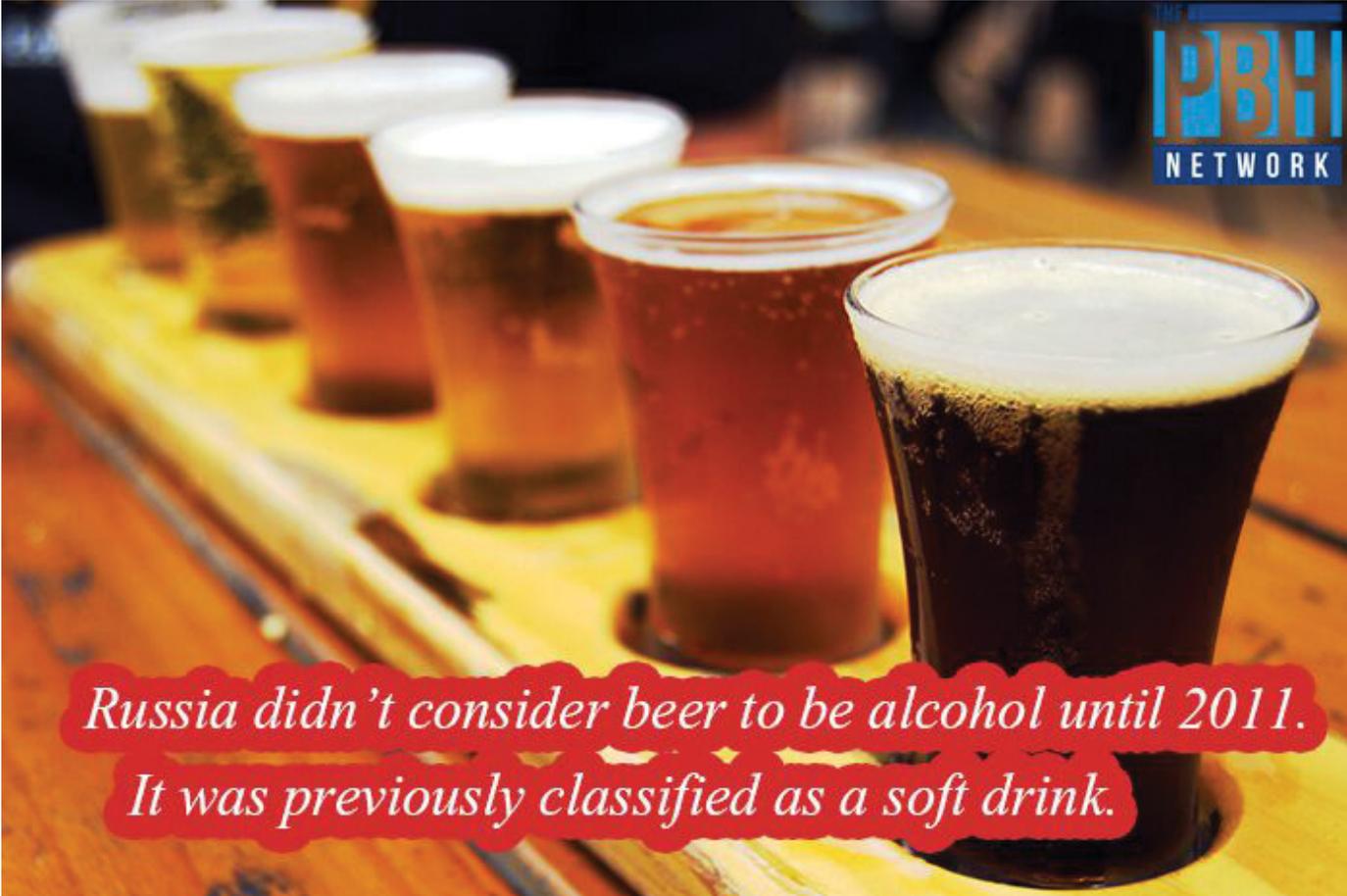
The Mimic Octopus can not only change colors, but will mimic the shapes of other animals, like the flounder, lionfish and sea snakes.

If you were to remove all of the empty space from the atoms that make up every human on earth, the entire world population could fit into an apple.





The three wealthiest families in the world have more assets than the combined wealth of the forty-eight poorest nations.



Russia didn't consider beer to be alcohol until 2011. It was previously classified as a soft drink.

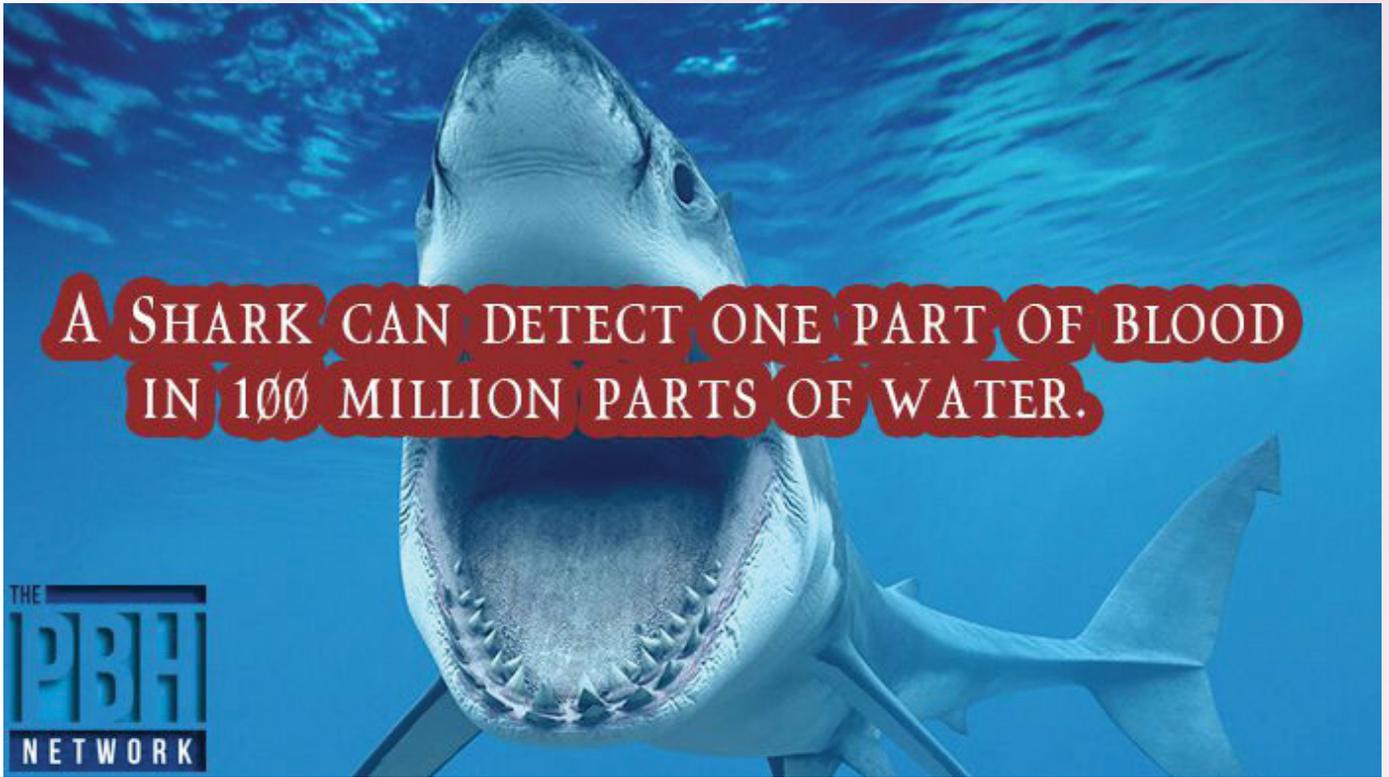


If a male lion takes over a pride, he executes all of the cubs.



A hummingbird weighs less than a penny.





Thanks to The PBH Network for the images contained within this article Featured image

Source courtesy: <https://mysticalraven.com>

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