

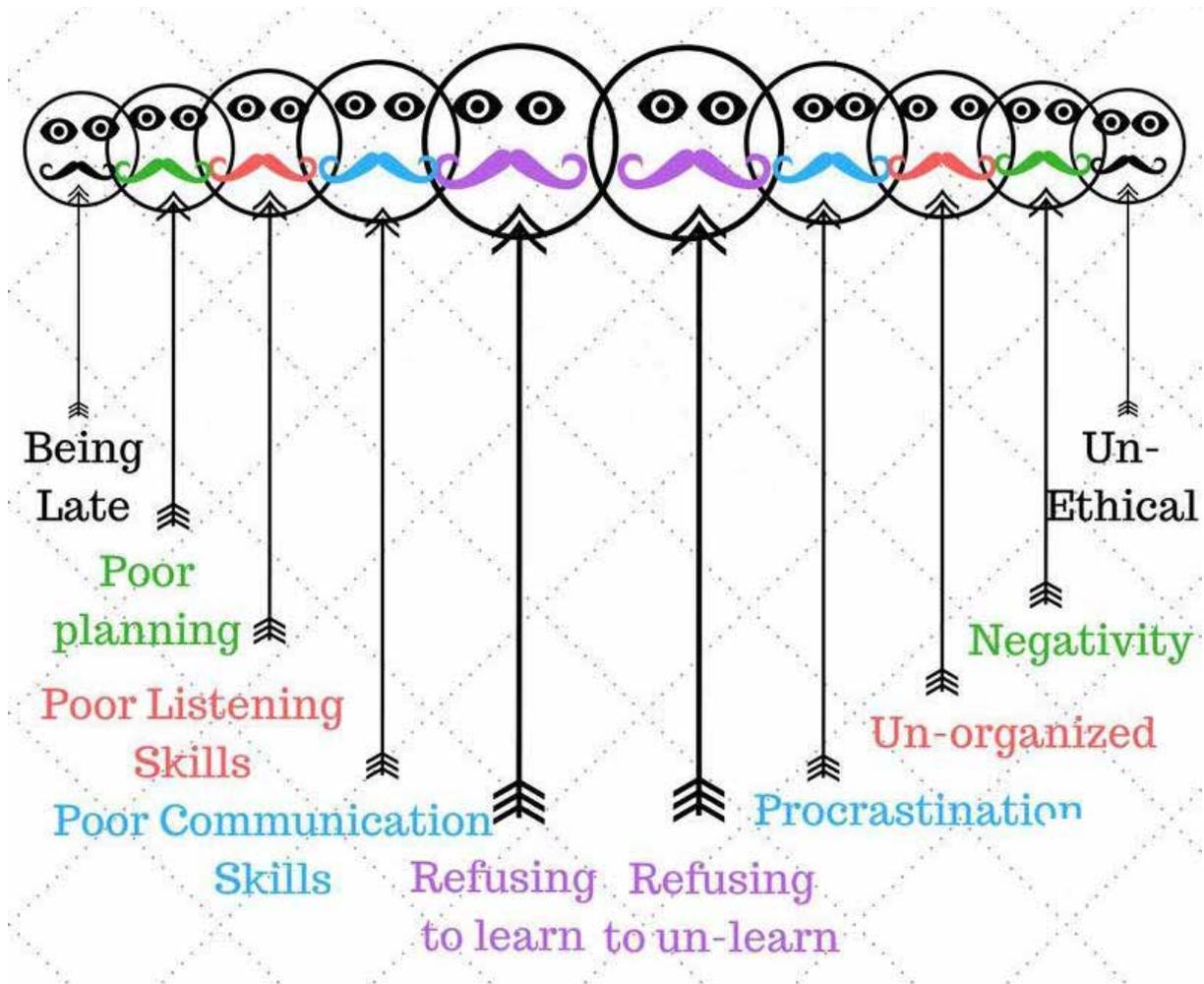
IMPACT

INNOVATIVE MANAGEMENT PRACTICES
AND CREATIVE THINKING

A JOURNAL FOR MANAGEMENT PEOPLE

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Greetings from Impact



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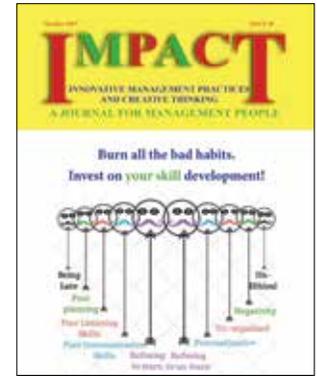
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Dear Readers,

We are through the Festival Season! Greatness of Indian culture and tradition lies in its spiritual, social, literary and intellectual journeys. Naturally all our festivals reflect these.

Festival of Nine nights – navaratri - is indeed the manifestation of social, intellectual and spiritual values which are essential for any individual more so with the practicing Managers and the aspirants for their effective and successful career. We need courage, uprightness, knowledge strength and power for which we invoke the blessings of Durga, Lakshmi and Saraswathi in these nine days.

Muharram, Deepavali, Christmas, New Year... all have religious flavors - core of Indian society, its culture and tradition - injecting humanism in all human beings - a necessity for the peace and harmony, joy and happiness of all.

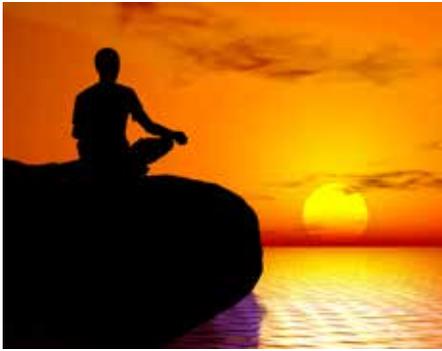
In fact our literature, religious and otherwise, principles and practices aim at creating a progressive society and many a time people do not take them in a manner they deserve.

Though we in IMPACT are non political and secular, we cannot but accept and appreciate our age old noble principles and practices. Mahatma Gandhi used to quote Rig Veda and say that he always keeps his windows and doors open - MAY THE NOBLE THOUGHTS COME TO US FROM ALL SIDES!

Wishing a nice season for all our readers!

Editorial Team

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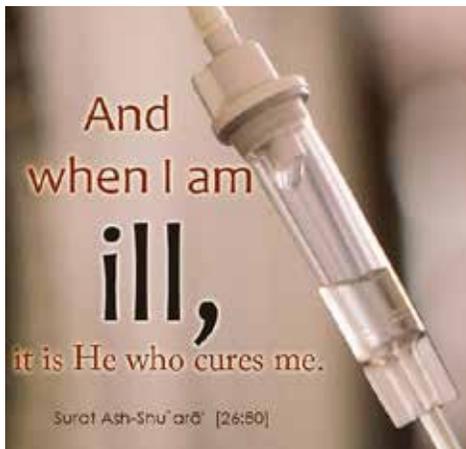
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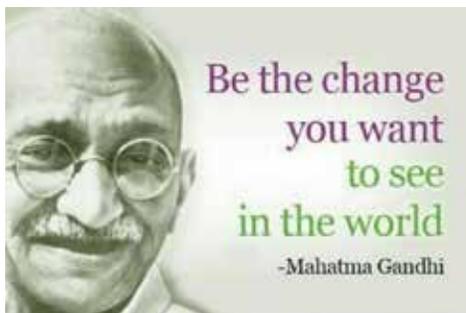
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Ramanuja on Management



N V Subbaraman

A bilingual poet, writer, trainer, translator, thinker and speaker from Chennai Mr. N. V. Subbaraman has written 36 books. His paper, "Valluvam inspired Mahatma Gandhi," was approved for presentation in the international Tirukkural Conference held in Washington, USA.

His translated works include Thirukkural, Bbarathiyar's Kuyilpattu and Ramana Maharishi's Aksharamanamalai.

He is connected with the publication of the Management e-journal Impact. He was formerly the Deputy zonal Manager, LIC of India.

Acharaya Ramanuja Leadership and Management:

Born in 1017 CE at Sriperumbudur, Acharya Ramanuja legacy is 1000 year old. It is only possible in our holy Motherland –INDIA THAT IS BHARATH which is the pool of knowledge to the world where we can see every saint's works being praised, talked, discussed and practiced even after an one thousand year.

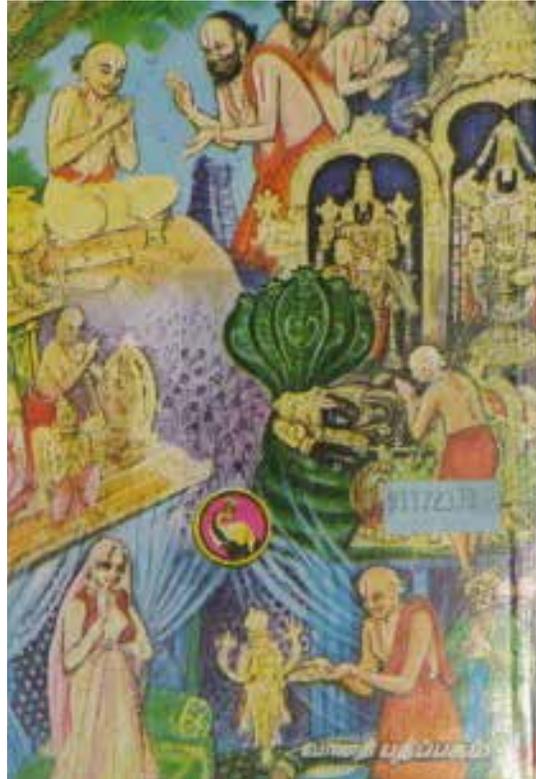
If it is for Acharya Ramanuja religious journey and Religious preaching alone then our ancestors would not have told about him and carried his legacy for the past 1000 years. We have people who do not believe in God and still spreading Acharya Ramanuja message to the world.. What made this possible?

It is because of the way he lived. When it comes to Leadership and Administration, Acharya Ramanuja's greatness can be understood in an incident.

When Acharya was made in charge of the Srirangam temple, he abolished the habit of entire temple work being carried out by a particular caste people. He made all class of people irrespective of their caste and creed involve in the temple work.

Acharya also proved Saint Thiruvalluvar's management strategy that

இதனை இதனால் இவன்முடிக்கும் எனறாய்ந்து
அதனை அவன்கண் விடல். (குறள் 517)



Idhanai idhanaal ivan mudikkum enraayndhu
Adhanai avankaN vidal

This work, by this, this man can do
Like this entrust the duty due.

He not only gave the right people the right job. There are a lot of things to know from this he changed the way people looked at the caste system that time. He proved people that caste is not the thing to be classified based on birth but the thing to be classified based on work we do. He proved that there is no restriction to caste, anyone can do anything which he likes or in which he is good at. He was the first man to say it. He not only involved different class of people in temple job but he also gave them houses near the temple so that they would be able to spend their maximum time for the temple.



Acharya Ramanuja's Personality development qualities:

There are many things and ways in which Acharya Ramanuja's life is a great molding factor for the people of this generation.

One particularly remembers an incident which was published in the book called "Mahan Ramanujar" written by Lakshmi Narashiman in which the author narrates a story of a king being very much pleased and happy seeing his one of the worker's dedication to Acharya Ramanuja. He told him to continue his good service to Acharya full time and he still gave him full salary.

This information reached out to Acharya Ramanuja and he told the King that the Money without doing work is not good and sent back the salary of his disciple.

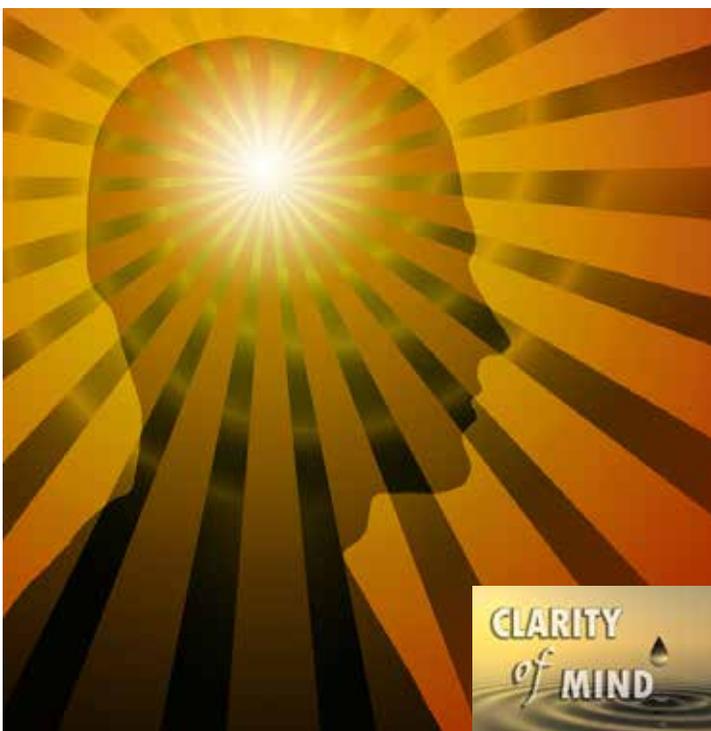
Another incident in Acharya's life which would be very useful for us is the time in which Acharya spent not revealing his true identity due to the pressure from the king Kirumikondan. He spent more than 20 years living hiding but this is the time in Acharya Ramanuja's life where he spent most time in spreading Vaishnavism. Acharya even made a Jain King to know the importance of Vaishnavism and the great aspects it preaches and the King then converted himself to Vaishnavism.

Acharya converted his negatives into positives; during hiding time he converted to doing his work bestowed on him. This only comes when we have the immense commitment in the things we do, clarity of mind and great courage in heart. Acharya Ramanuja had all these three virtues.

These qualities being followed by a common individual makes him extraordinary and great leader. We, Bharathiyans have immense example from great people who lived in our holy mother land. Let us follow them all and take our country to greater heights.

(Adopted from the nice write up of
Shri A. Viswanathan)

There is one thing that we should learn from this strategy. Yes it is a thing that is followed in most of the Public Sector Units now but the time in which he did that should be noted by doing so he abolished the system of not allowing a particular class of people inside the temple and made temple a common place for all. It requires a great courage to do things like this 1000 years back.





Daily use these Mantras for success and happiness.

- I am the best.
- I can do it.
- God is always with me.
- I am Always a Winner.
- Today is my Day.

Develop People Management Skill.

- What is good and sound management?
- It is nothing but motivating other people.

- Improve your creative quotient.
- Be an ideologue and strategist.
- Winners analyze. Cynics criticize - Ignore their criticism.
- Be a trendsetter.
- Always move with people with positive and creative ideas.
- Some are destined to success. Some are determined to succeed. Why do not you be a successful person determined to succeed?
- Follow these Mantras scrupulously and see the **IMPACT !**

Readers are requested to send their management related questions.

IMPACT will get replies from management experts.

Send your questions to:

impactjournalindia@gmail.com

Writer's Block

The title “Writer’s Block” is defined as the condition of being unable to think of what to write or how to proceed with writing.

Well I have been facing the same situation since a couple of months. I have been reminded and requested politely and gently by many magazine’s editorial, to send my article. I did message to explain what was happening to me but I doubt if he really understood the gravity of the situation. My mind had stopped cooperating and refused to take my instructions to think and consequently make me write. My message had no effect and the request to send an article continued to show up.

I kept silent and refused to answer because I had no answer. I made a list of nice academic articles and some general topics and some related to my subject of study: Psychology!! I just could not tempt my mind to budge an inch from its stubborn stand.



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.

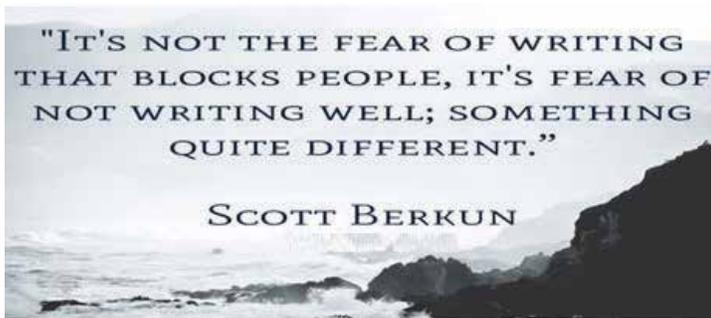


“If you get stuck, get away from your desk. Take a walk, take a bath, go to sleep, make a pie, draw, listen to music, meditate, exercise; whatever you do, don't just stick there scowling at the problem. But don't make telephone calls or go to a party; if you do, other people's words will pour in where your lost words should be. Open a gap for them, create a space. Be patient.”

— Hilary Mantel

You will now wonder what prompted me to write this article. Well, it is story time for the readers. I have been busy like most of us with my daily chores. In addition I was also travelling a lot. There were distractions of various types....Varalakshmi puja, Ganesh Chaturthi, Ekadashi, House warming invitations, weddings etc. Where is the time to think!

Today I had time to relax and after a long time picked a book to read. While I was reading I came across the word writer's block. This is not a new word or a new concept to get excited. But suddenly like the famed Sleeping Beauty who got up from deep slumber, my mind got a jolt and lo and behold I left the book I was reading and took out my resting laptop and here I am sharing what I think is a masterpiece.



I don't think that writer's block exists really. I think that when you're trying to do something prematurely, it just won't come. Certain subjects just need time. . . . You've got to wait before you write about them.

Joyce Carol Oates

Writers need to work very hard, mentally. It needs what you call hard core thinking. Fatigue sets in faster than when you are doing physical labour. We need imagination and guts to improvise on our own writing. I feel self-doubt is the biggest enemy to creativity and imagination. Other reasons for this state to occur are distractions, loss of passion, and stress. The way out is to relax, read and keep reading as and when possible, let the thought of writing haunt you and maybe meditate a bit. I would like to sum up my thoughts through this image....

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CORPORATE GOVERNANCE



Dr. Satya Suresh

Has 10 years experience in Corporate Communications. She changed her career to teaching to bring forth work life balance, which became a passion in due course. With 15 years teaching experience in Management Schools she is planning to undertake projects which are of social significance like undertaking UN volunteering project on educating children in troubled areas.



Mr. Chandrasekaran

Is a senior management professional and has worked with major corporates in India in both public and private sector such as SAIL and RCOM. He currently runs his own consulting company whose clients include large corporates like TCS, LandT, Voltas and numerous SMEs. He also teaches management subjects in educational institutions such as Bhartiya Vidya Bhavan, Wellngkars, IBMR-IBS, ICAI etc. In the field of education, he consults with RAK Medical University, UAE and has helped them set up their Performance Management Systems. He has presented papers on various management subjects in national and international conferences. He is on the board of several manufacturing companies in Bangalore.

Following the global economic crisis during the last two decades triggered by the fall of some big names such as Lehman brothers in the US, the need for what is known as Corporate Governance has assumed centre stage in the running of large Corporates so much so that today no discussion on management is complete without a reference to the requirements of corporate governance.

Recent outbursts of NR Narayanamurthy, the doyen of Indian IT sector, against the board of the IT bellwether Infosys that was founded by him, has brought the issue of *Corporate Governance* in sharp focus in India. Thanks to NRN, this term has acquired renewed prominence and has started off a fiery debate on Corporate Governance. These debates seem to juxtapose it and pit it against the objective of enhancing shareholder value.

Historically in India some of the long-standing Corporates such as the Tatas have ingrained corporate governance standards in their management without using the actual phrase. Modern day Indian companies such as Infosys publicly proclaimed their adherence to this practice and brought about fundamental changes in corporate management culture. The collapse of Satyam Computers due to fraudulent and unethical practices of the management have brought back into limelight the issue of corporate governance standards in Indian companies especially the large ones with global footprints.

Even though the term Corporate Governance (CG) evokes strong emotions across nations and companies, there is no single universal understanding of the idea of CG with each company subscribing to its own definition. For example, some companies believe that CG is nothing but delivering economic value to shareholders while complying with all legal and regulatory requirements of doing business within a geography (like what the board of Infosys seemed to impute recently). For others it is just not legal compliance but





is about building trust and transparency in all aspects of business and transactions with all stakeholders. For some, like NRN, it is also about ethical behavior of top level management.

In this scenario of divergent views and opinions on CG, OECD articulated a definition of CG as *'the system by which companies are directed and controlled in the interest of shareholders and other stakeholders to sustain and enhance value'*. It is interesting to note that the word 'ethics' or its variant is not seen in this definition and at the best may only be inferred or derived.

Based on this OECD definition, Ernst & Young, a leading global management consulting firm has propounded a CG framework - *Effective Governance Model (EGM)* - for corporate practice and emulation where we find the word 'ethics' more prominently employed. EGM is premised on the notion that compliance is just a starting point and excellence in CG is the goal. The EGM model propagates that companies must foster the following key elements of management which are well integrated in their day to day management.

1. Effective and independent board of management
2. Sound internal management systems, processes and controls that aid transparency of all business operations and foster accountability and measurement.

3. Well documented and disseminated ethical code of conduct
4. Objective and well-equipped internal audit function
5. Independent and effective external audit
6. Processes that align top executive compensation to the shareholder value

Some questions that any effective CG model such as the EGM outlined above should be able to answer adequately and satisfactorily are:

1. Does the board have adequate depth and breadth of competence, experience, information, objectivity and integrity not only to create and develop strategies but also to effectively oversee execution of such strategies with the purpose of safeguarding and enhancing stakeholder value?
2. Does the audit team have sufficient autonomy and independence of mind to understand and evaluate risks from a comprehensive point of view and fearlessly report on their findings?
3. Is their sufficient evidence to show that the compensation at the top levels adequately reflects their contribution and is aligned to the value the top management team creates for the company?
4. Has the company created and disseminated a clear and unambiguous code of ethical practices to be followed by all employees and others? Is there an objective mechanism in place to monitor



IMPORTANCE OF CORPORATE GOVERNANCE

- ❑ Corporate governance ensures that a properly structured Board, capable of taking independent & objective decisions is at the helm of affairs of the company. This lays down the framework for creating long-term trust between the company & external providers of capital.
- ❑ It improves strategic thinking at the top by inducting independent directors who bring a wealth of experience & a host of new ideas.
- ❑ It rationalizes the management & monitoring of risk that a corporation faces globally.
- ❑ Corporate governance emphasizes the adoption of transparent procedures & practices by the Board, thereby ensuring integrity in financial reports.

compliance to the code? Does the mechanism freely allow free reporting of code violations without fear of retribution to the whistleblower?

5. Does the company have a clearly enunciated set of practices and procedures that define how the business will be conducted at every level within the company?
6. Does the company have documented internal controls and mechanisms that ensure compliance with relevant law and regulations?
7. Is there a well-designed system in operation that ensures free, effective, accurate and transparent communication between and amongst the board,

shareholders, employees and other stakeholders such as suppliers and customers?

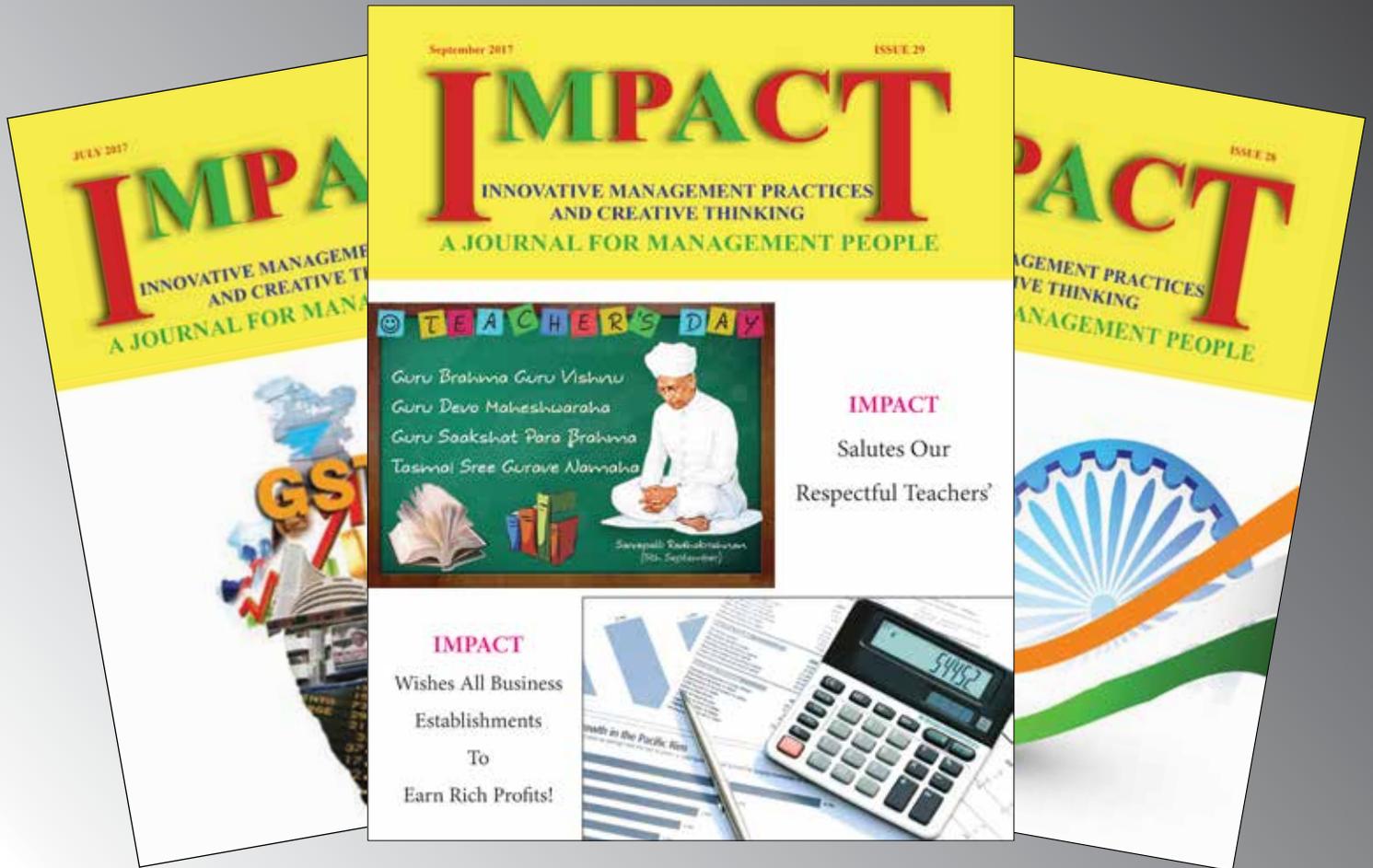
In this background, it calls for deep reflection and deliberation to understand whether NRN is right in upping his ante against the board of Infosys on issues of corporate governance or is he only making only empty noises to derive personal benefits as imputed by some of the erstwhile board members of Infosys.

The question simply is this:

Can corporate governance coexist peacefully with the business objective of enhancing shareholder value? More importantly, should they?



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Doctor Gives the Medicine God Cures



R Venugopal

Mr. Venugopal has served in LIC of India from 1968 to 2006 for 38 years and retired as an Executive Director. Then he served as the Profaember of the Syllabus Committee for the MSc- Actuarial Science course at the Christ University as well as one of their guest faculty. He is one of the editorial consultants for the Insurance World magazine.

Recently I had an unique (?) experience of getting admitted into a hospital for an operation at Bangalore. By the Grace of God, I in my 71 years of life, never had such an illness warranting a surgery, although I have been paying the premium regularly for the Mediclaim policy.

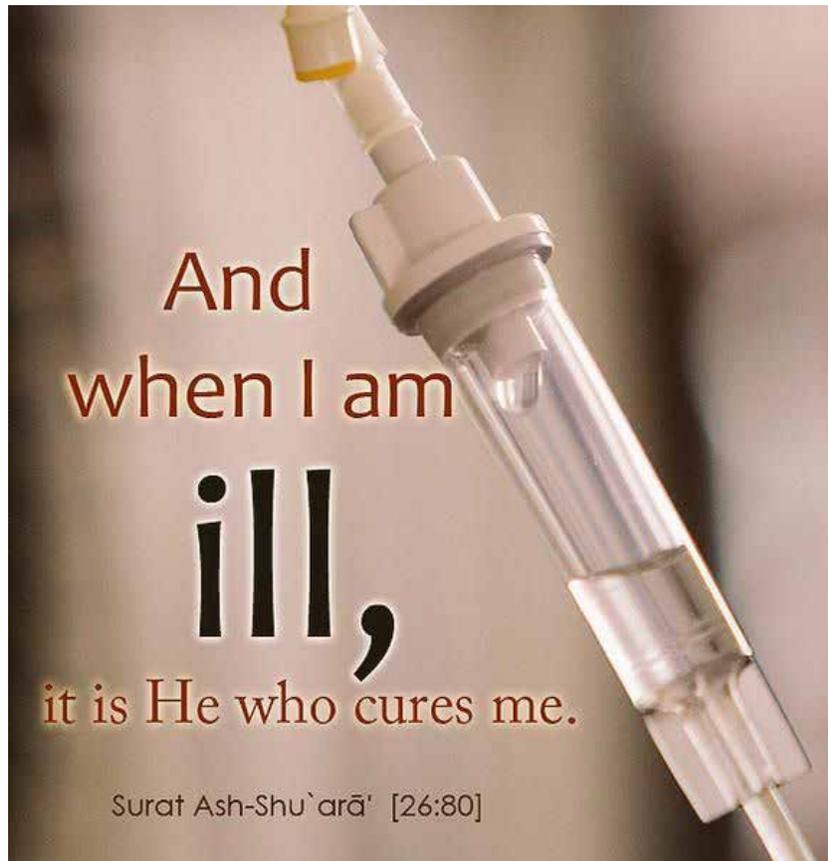
This is the first time I entered into a Star Hospital - yes, it is a fact that among the hospitals too, there are gradations like the III Star, IV Star and what not!

A new awakening

There was a great ambience at the entry itself with a massive Reception Counter with beautifully uniformed Public Relations Ladies standing with a smile in their eyes and with folded hands, signifying 'Namesthe'. Luckily they did not say 'Welcome!'.

Since I already got my Cashless Treatment approved by the Third Party Administrator - TPA - I just showed it and got admitted, after remitting a certain caution deposit.

I was accompanied by my Better-half, and were taken to a Private room, where an attendant could always stay along with the patient and where TV, Refrigerator and Wi-Fi facility were available.



I was pretty happy to settle down comfortably in the room, putting on the TV etc, but it was short-lived. Sisters began entering my room each 10 minutes saying that I should be prepared for the operation, which was due the next day - like say whether all my parameters like the Sugar, BP, Pulse rate etc were under control and accordingly, all the blood test, urine test etc were to be taken methodically - but this meant that I would not be able to relax, watching my favourite film. I shut down the TV and was ready with the word Go!

Then only I realised that each test would be done, one after the other, by different Sisters. May be, the Hospital was following our Corporate Mantra of Dividing and Delegating the job on hand to all employees equally!

But again, it was not the end - now entered the Sanitary Staff - one for cleaning the room with a broom, one for mopping the floor with a wet cloth, one for wiping all the tables, chairs and other furniture, one for sanitizing the bath room, one for putting flavoured solutions and what not. A great example for the Division of Labour!

Ultimately, I lost my head when I found that a Security Staff coming into the room at 10 pm when I had almost slept. This staff had the task of verifying whether the patient was in each room or had run away!

So I could not help but complain to the Duty Doctor about these unending 'disturbances' in the room. He gave a straight reply, " Mr. Venugopal, you have come here for a surgery and not for staying in a luxurious room to enjoy with a board at the door saying 'Don't Disturb'. We are supposed to disturb you and check your fitness for tomorrow's operation by conducting a few tests and you have to bear with us". Fortunately he agreed that the night watchman should have come to the room a little earlier at about 9 pm for a physical 'head count'!

I too learnt the real meaning of the word 'Patient'. A patient should be always patient!

The D Day

Next day, I was wheeled in for the surgery at about 7.30 a.m. and came out victoriously at about 10 a.m. I was under general anaesthesia for about 2 hours and I never felt any pain and the doctor mentioned that I was not only sleeping but also snoring typically!

But again the real drama began only now - I was not supposed to move from the bed for the next 3 or 4 days allowing the wound to heal and I was 'wired' by various tubes for attending to the calls of Nature and for taking a towel bath every morning. This was the most excruciating moment for me for I was never open to this kind of hospital treatment so far in my life and I felt highly embarrassed and shy. But this could not be helped.

However when I saw the patience and the smiling nature of the ward boys doing these jobs without any repulsion or aversion, I could not help but shed tears. I recalled the famous saying " GOD CANNOT BE

**PRAYER IS THE
BEST MEDICINE.
GOD IS THE
BEST DOCTOR.**

@DEGASLIVES120

EVERYWHERE. SO HE CREATED MOTHERS". I want to add there "SO HE CREATED NOT ONLY MOTHERS BUT ALSO THE NURSES AND WARD BOYS".

A Word about Doctors

Doctors occupy an important role in the Society, often people take them as Gods, since it is a noble profession and the Doctors save the lives of many patients.

I recollect a maxim about the Doctors -

A Doctor should be decently well dressed - not too flashy with an expensive tie, suit and shirt, because the patient may think "this doctor is minting money and he will squeeze a lot of money from me" and he would avoid this Doctor. But at the same time, the Doctor should not be poorly dressed - then the patient may think "This fellow does not have much practice and is starving. I should not go to him, since he will fleece me since he does not have any other customer".

So the moral is the Doctor should avoid both ostentatious dressing and ill clothing. He should be dressed simple but at the same time elegant in order to instil a sense of confidence in the mind of the patient.

Hospital Stay

At the end of a week when I was about to be discharged, I had a strange feeling of leaving a familiar atmosphere with a lot of friends in the form of Sisters and Nurses. It was akin to a sentiment of empathy and sympathy which the famous Kannada Star Late Rajkumar felt towards his kidnapper late sandalwood Veerappan before a few years ago!



I cannot help but recall a few humorous incidents about Doctors:

- Patient - Dr, I get gasping while running fast. What is the remedy? Doctor replies - Run slow, why run fast? Patient - How is it possible to run slowly Dr. when I had picked up a purse from a fellow bus passenger and a lot of people running after me?
- Nurse to the patient - After the treatment, you will be able to walk home. Patient - Excellent, Is it that I will be cured so fully and completely? Nurse - We will remove all your money so much for your treatment that you may not have enough cash even to engage a taxi. Naturally, you have to walk back home.

Why Me?

Often we raise the question whenever we are struck by an illness- Why Me?

We do not ask this question 'Why Me?' when a good thing happens to us.

Hence instead of 'Why Me?' let us learn to query "How to get over this phase?"

While a healthy life style brings down the frequency of diseases, there is no guarantee that diseases will never affect anybody.

Diseases are like accidents, they can strike at any time, but if one is following clean habits, the recovery is faster. Otherwise, it could have been worse with more complications.

Ultimately, when I got discharged, I got fully recharged!

I also liked the Board at the exit from the hospital.

Luckily, it was not "Thanks for your visit - Welcome Back".

It was "Wishing you a fuller and complete recovery from your illness".

I am beholden to all the Doctors and hospital staff, starting from ward-attender to the head nurse and the medical and Para-medical staff for all their love, care and affection.

I also remember the golden words:

**The Best Medicine is Love. If it does not work,
Increase the Dosage!**

Doctor only administers the Medicine.

GOD Cures!

Unusual Hindu temples and their mysterious powers!



The only Brahma temple in the world

One of the five sacred dhams for Hindus, Pushkar is the only place in the world with a temple dedicated to Brahma, as only a few of them remain since most of them were destroyed by Aurangzeb. The temple is situated close to the Pushkar Lake and is believed to be 2000 years old. There is a silver turtle set on the floor facing the Girbha-griha, leading up to the deity.



Bullet Raja

In this temple, that lies in a village called Bandayi (about 40 km from Jodhpur), there's no idol to worship. Here, people bow their heads in front of a bike which they believe have supernatural powers. 'Om Banna' was a local youth of village Bandayi who died in a road accident. His spirit is believed to protect other drivers and prevent them from meeting the same fate.



Dog Temple

A community in Channapatna's Ramanagar district has erected an unusual temple in honour of man's best friend. The temple to the dog has been built in a small village in Chennapatna taluk of Ramanagar district. It is 60 kilometers from Bangalore and perhaps this is the only temple built in modern times dedicated to a canine. Villagers believe that the dog can stop any wrong doing. They say that the dog is always with the village deity and works alongside the goddess.



Khairi wali Mata Temple

This temple is located in Datia (Madhya Pradesh). Legends related to this temple say that the temple was built by the King of Datia upon being instructed to do so by a Goddess in his dreams. It is also claimed that the goddess appears in the form of a girl child in the morning, a young lady in the afternoon and as an old woman in the evening, in order to bless her devotees. The deities here are also known to have special powers to protect devotees from evil spirits and black magic.



A court for the evil

It is believed that long ago the image of Lord Balaji along with Pret Raja - the King of spirits appeared from the Arawali hills. Since then, the people suffering from malignant spirits and black magic or spell get their relief when they make an appeal at the temple for relief. Bhairav nath and Pret Raj holds a special court and awards punishment to the malignant spirits, ghosts, goblins, ghouls, evil eyed witches, etc.



Mehandipur Balaji Temple

Mehandipur Balaji Temple in Rajasthan is located in Dausa of North India. The temple is dedicated to Lord Hanuman. The legends say that the deity in this temple has divine power to cure a person possessed with evil spirit. One can also say that Shri Bala Ji Maharaj saves his devotees from unfavorable planetary configurations.



The unusual happenings at the Jagannath Puri temple

Popular as one of the four dhams, Puri sees millions of devotees through the Jagannath Temple premises throughout the year seeking the blessings of Lord Jagannath. Here are some of the amazing and interesting facts about the place: The flag atop the temple always flaps in the opposite direction of air. From any place in Puri you will always find the Sudarshan Charka (Charka at top of Temple) facing you and no bird or planes fly above the temple.

Source: www.speakingtree.in

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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.

Most of us know that the genuine track to victory in professional and personal life can only come from having an inner circle of deep, trustworthy relationships with a handful of people who will give you the reassurance, inspiration, advice and backing to achieve your dream, whatever that might be. It is this reason that **top executives have personal mentors, star athletes have coaches, our Prime Minister has a Cabinet and college research candidates have thesis advisors.**

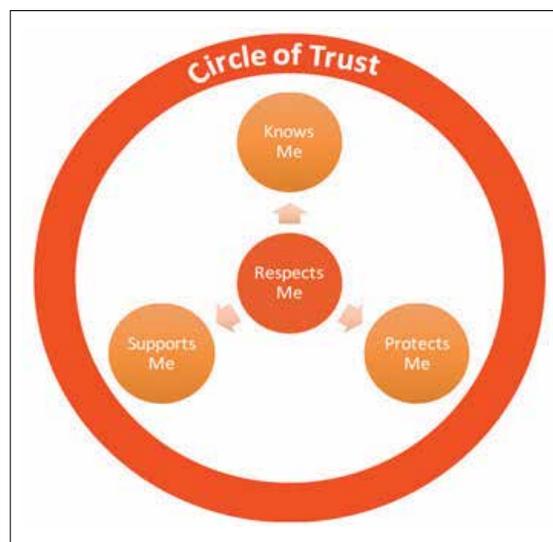
You need to know what drives you, what your inner stimuli and primacies are, and then stay out of your own way. That way you can focus wholeheartedly on your goals and live what you might believe to be a satisfying life for yourself.

Also remember that although the Internet is a vital resource, it is not the solution to your inner circle needs. The number or quality of your online-connections is great but you cannot count on them as a lifeline. It is usually the case that the ones that thrive in today's business ecosystem are those people that actively seek and secure support, advice, mentorship, feedback or coaching from within and outside of their companies. People want their work to have meaning and having an inner circle of friends and advisors is a great way to find that meaning. You will be surprised to learn that most companies do not encourage close social connections in the workplace. In order to create your inner circle you need to understand, practice and if possible master some core traits of human behavior. You need to be able to help others flourish in whatever capacity you are able to do. Be generous even if you think you have nothing to offer. You always have something to offer.

Remember that we all possess the universal characteristic of relationship building that allows us to connect with almost anybody on earth through tenderness, listening, commiserating and compassion. For specific and deeper relationship building you

need to find out what it is that the other person really needs in order to have overall happiness in their life, and then do whatever you can to help them achieve that. Lastly, you need to equally let others help you, a vital component to the completion of the equation of giving and accepting generosity. You also need to be able to “let them in” so that there can be mutual trust and understanding.

You need to tell your advisors what your anxieties might be, or what hesitations you might have from your workplace or life in general, and then seek their support to surpass these fears in order to get to where you need to be.





If you need a step-by-step guide to establishing trust and closeness with your mentors, here is something you can work with.

- Construct a trustworthy atmosphere
- Check your preconceptions
- Portray optimism
- Express your desires
- Discuss your aims and aspirations
- Reexamine your personal and professional history
- Discuss what might be giving you sleeplessness
- Discuss your anxieties and worries about what lies ahead

It goes without saying but let me say it anyway that you need to be completely and totally honest with your confidantes including having a frank open critical discussion. This is the greatest present you can contribute to your circle of trust and open the relationship up to receiving such candor in return.

So how do you really be totally honest and establish that relationship of sincerity and straightforwardness? Here is a short step by step guide to assist you with that.

- Look for mentors that you hold in high esteem
- Build the opening to candor
- Establish the rule that any criticism or advice

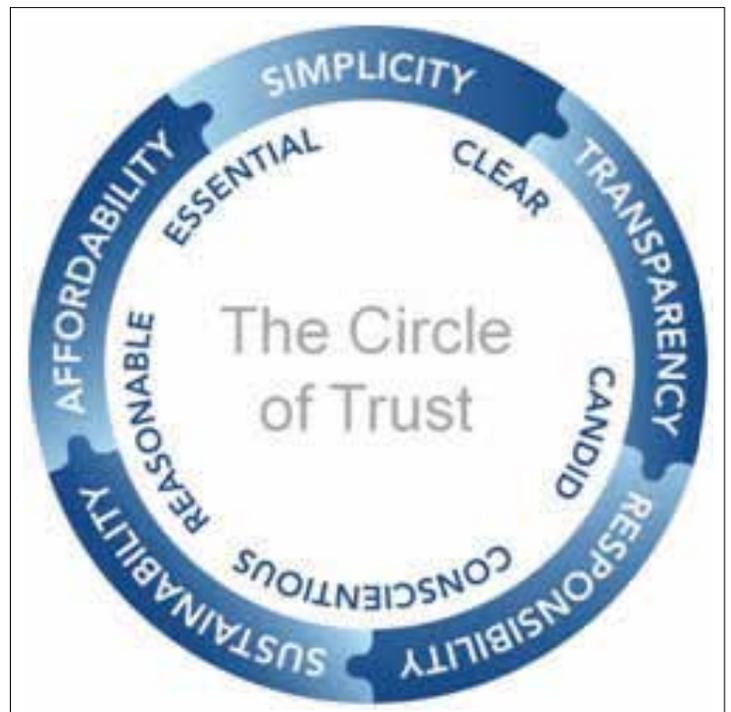
from you is your present

- Recognize and admit your mistakes, plain and simple
- Let the mentor know if you will do something with their counsel
- Do not put words in your mentor's mouth or steer them into telling you what you want to hear
- Be targeted with your probes
- Return the favor, however you can

Lastly, you do need to follow through and deliver on whatever assurances you make to people and vice versa. It is critical to appreciate the distinction between a friend or mentor and a responsible and trustworthy friend or mentor.

Usually your everyday friends and family are too chummy with you to push you through against all odds, or keep you laser focused on your goals. So you need to find someone who will hold you accountable and vice versa, nothing less.

We spend most of our lives at work. **We all have the power within us to affect universal change by being genuine mentors to one another. If each of us builds our inner circle of trusted advisors and offers ourselves up in all honesty to help and mentor another, a time will come when we will all experience a higher level of personal performance, satisfaction, productivity and overall happiness.**



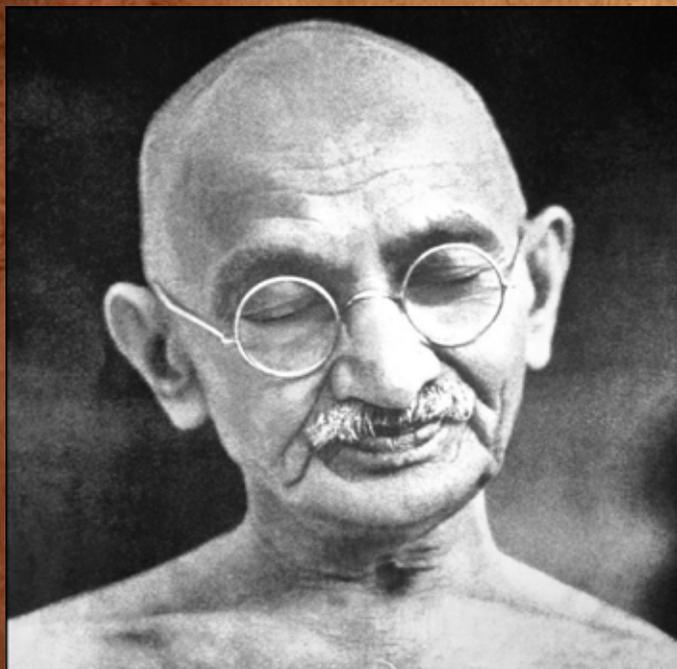
Remembering Gandhiji as a lawyer on this Gandhi Jayanti

Gandhiji was a trained barrister but could not practice in England due to the demise of his mother and his attempts at establishing practice in Bombay did not take off apparently because of his psychological failure to cross-examine witnesses. His practice in Rajkot was only drafting petitions for litigants. He then went to practice law in South Africa where his ideas on the freedom, equality and liberty took birth along with success as a lawyer. For lawyers, Gandhiji as a lawyer means a lot more than just the father of our nation. He was one of us, probably the best among us, someone whose ideals we can aspire but never reach. On his birth anniversary, I want to emphasize on three attributes of Gandhiji which I feel are relevant to us.

Dispute Resolution instead of litigation

In “My experiments with Truth”, Gandhiji writes, “I realised the true function of a lawyer was to unite parties driven asunder.” In this day and age, where litigations are driving a wedge between families and friends, alternative dispute resolution methods focusing on consensus and partnerships have gained moderate success. But Gandhiji was the true proponent of the system inasmuch as he emphasized that it is not the judicial system or the parties who must resolve disputes but lawyers.

We often say that we are only the mouth pieces of our clients. Gandhiji wanted us to “unite parties”. The term ‘unite’ has a much strong connotation than just ‘resolve’ disputes. He wanted us to fight not just for our clients but also with our clients for what is right and what is best for our client and the society as a whole. The society functions well only when we are not divided by disputes. For the best health of our nation, we need to unite together and a lawyer was a nation builder if he managed to unite two rivaling parties. This he must do, inspite of the judicial process available to the parties. Such a challenging task he set for us.



SOME PEOPLE
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Persuasive Techniques

Gandhiji did not find much success in court using his methods of persuasion but they moved an entire nation to give up everything and fight for a vague, unknown, uncertain and unfathomable concept called freedom. His persuasion came from his strong sense of justice and what is right. Mere existence of a law did not dissuade him. He called upon people to see why the law is wrong. For this he relied on a higher principle and a concept of justice which made the British laws and systems look inferior. He did so by a strong sense of logic.

As lawyers, if we consistently maintain a strong sense of justice even if this implies concession to the other side, in the long run, it always pays dividends. In order to point out as to why the action / law is wrong, Gandhiji always evoked a higher principle / truth on which our society ought to rest (in the present case the constitutional ideals). If we mould our arguments from a sense of right and wrong for the society as a whole, it provides the Court a holistic perspective on the law. Thus, any judgment rendered will benefit the society as a whole. As lawyers, if we incorporate this technique in our arsenal, it will not only make us better lawyers but also contribute to building better ideals as a nation. (For instance, the Triple Talaq and the Privacy judgment in the immediate past).

A Strong Moral Code

Gandhiji's failing as a lawyer came from the strong moral code that he possessed. Once he convinced himself of a

truth, his heart would not permit him to deviate from it. He could not cross-examine effectively or argue a man's innocence in such a situation. However, this moral code gave him his greatest strength to fight against an entire nation's thought process (there was no concept of independence before Gandhiji evolved it) and the prevailing system of British Rule. He was convinced in his mind that he was right and no amount of threats, coercion, punishment or persuasion could change that thought.

When we stand before Court to argue, if we are steeped in our professional and ethical morals, we will automatically not make certain arguments before the Court. We will stand with a certain sense of responsibility and humility before the Court while making submissions. We will automatically not make submissions which embarrass the Court. We will recognize that the system is bigger than us, our clients, the Judges and we must strive to protect it. When we do so, I hope we remember that it was Gandhiji's moral code that defined our nation and that moral code evolved during his work in South Africa as a lawyer.

Therefore, as lawyers we have a higher sense of responsibility towards this nation and must strive towards fulfilling it.

by ***Ajay J Nandalike***

Hearty congrats for bringing out one more interesting and informative copy.

Apart from the usual features, I liked the 8 Real time Challenges by Mr. Ravikumar, the Unusual Hindu Temples of India and the exclusive Humour Page.

By the way, although you have mentioned the locations of all other Temples, you have omitted it for the Lapakshi Temple where there is a Hanging Pillar. Where is it actually?

The treatise on Ramanuja by Mr. N.V.Subbaraman & the Quality Circle by Mr. Jayaprakash B Zende embellish the magazine further.

With regards
R Venugopal.



Positive Parenting

Tirukkural was written by Tiruvalluvar (a Tamil poet/writer) more than 5,000 yrs ago. It's one of the ancient sciences on Human Behaviour, which has not changed in spite of modern education & technology!

Some Golden Thoughts of Thirukkural:

1. If your children lie to you often, it is because you over-react too harshly to their inappropriate behaviour.
2. If your children are not taught to confide in you about their mistakes, you've lost them.
3. If your children had poor self-esteem, it is because you advice them more than you encourage them.
4. If your children do not stand up for themselves, it is because from a young age you have disciplined them regularly in public.
5. If your children take things that do not belong to them, it is because when you buy them things, you don't let them chose what they want.
6. If your children are cowardly, it is because you help them too quickly.
7. If your children do not respect other people's feelings, it is because instead of speaking, you order & command them.
8. If your children are too quick to anger, it is because you give too much attention to misbehaviour & you give little attention to good behaviour.
9. If your children are excessively jealous, it is because you congratulate them only when they successfully complete something & not when they improve at something even if they don't successfully complete it
10. If your children intentionally disturb you, it is because you are not physically affectionate enough.
11. If your children are openly defiant, it is because you openly threaten to do something but don't follow through.
12. If your child is secretive, it is because they are sure that you would blow things out of proportion.
13. If your children back-answer to you, it is because they watch you do it to others & think its normal behaviour.



14. If your children don't listen to you but listen to others, it is because you are too quick to jump to conclusions

15. If your children rebel it is because they know you care more about what others think than what is right

Pls fwd this to Parents who care to read this!

IT MAY GUIDE OUR MODERN PARENTING!

***Positive Parenting!**



P. Ravikumar

An Economics, Law and MBA Post graduate having 24 years of Industry experience in HR and Industrial Relations.

Worked with Aditya Birla Group for 12 years in Personnel, IR, CSR& HR.

At present President HR - KAMACHI INDUSTRIES LTD.

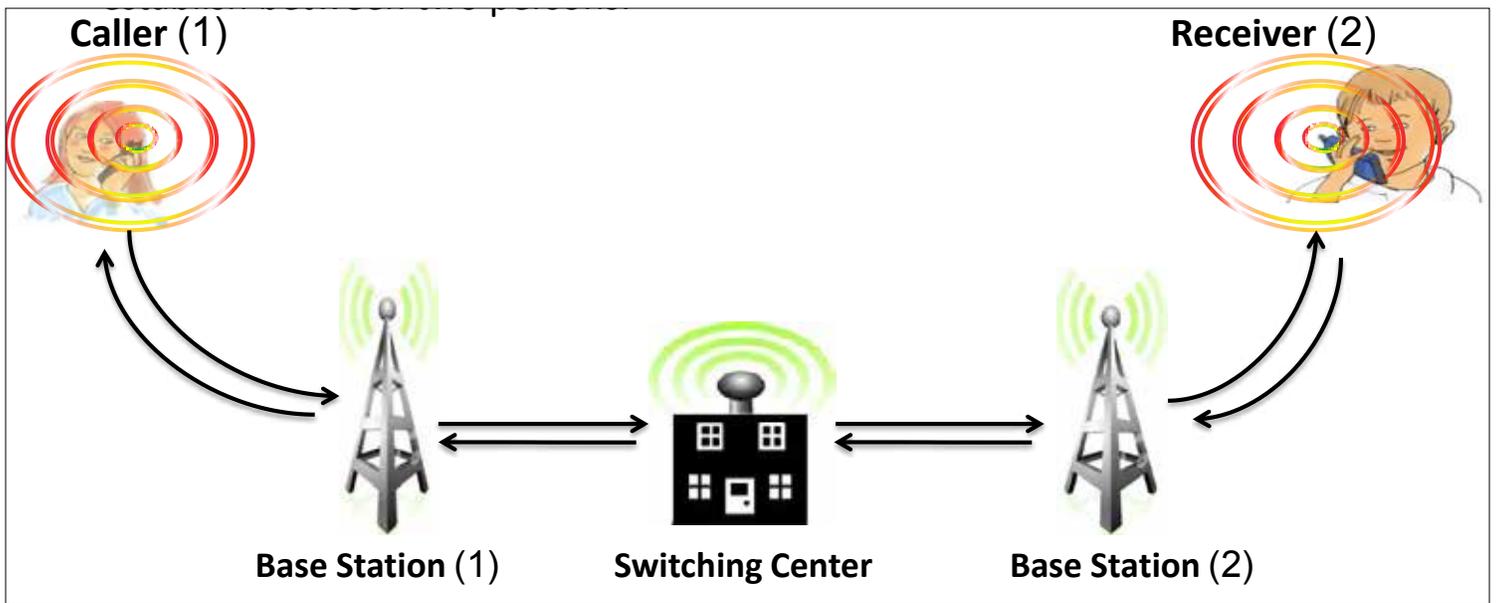
Founder - President of S2S - Sholavaram to Sricity HR Forum based at Gummidipoondi.

Life Member of National HRD Network & HR Sangam, Annual Member of NIPM, ISTD.

Cell Phone Safety

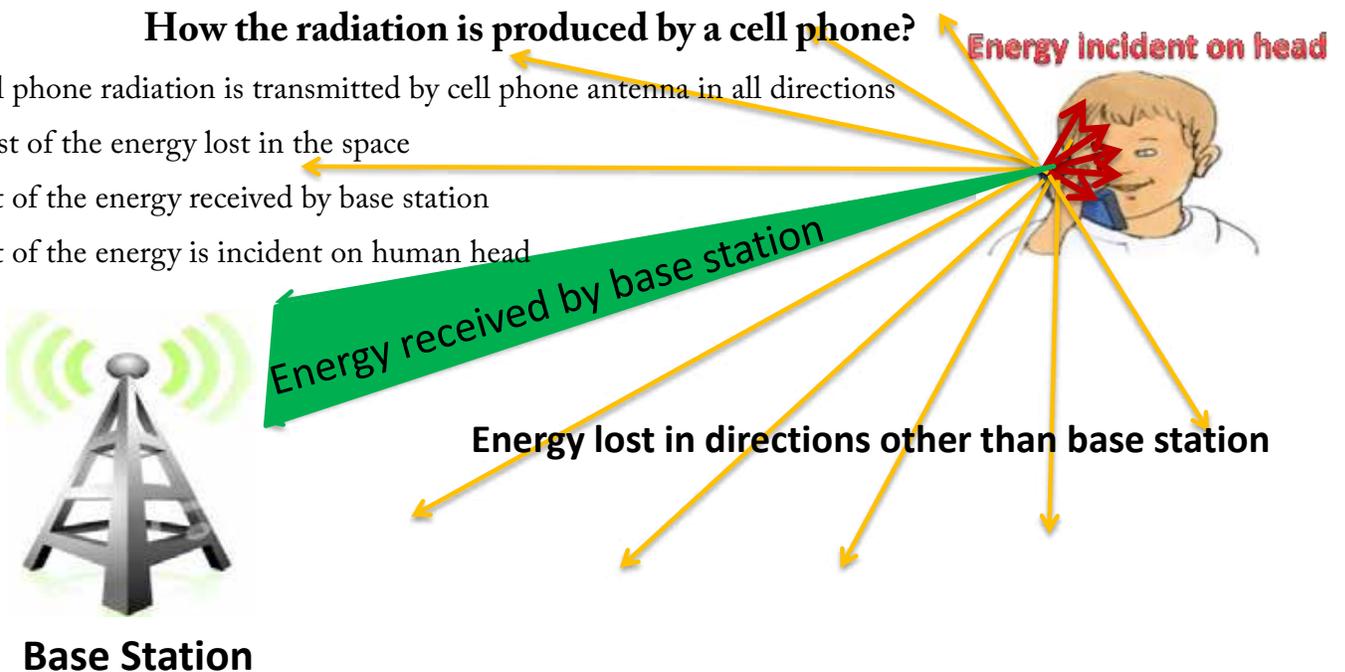
Communication connection between two mobiles

1. When the caller start the call the electro magnetic field transmit from his mobile antenna which received by the closest base station "BS".
2. Then the signal transmit from the BS to the switching center "SC" in order to check the authentication of the caller and receiver.
3. After that the SC will transmit the signal to the closest BS in the receiver side
4. Next the BS is going to transmit electro magnetic waive which should be received be the receiver mobile antenna.
5. Finally after the receiver open the line the two way communication connection establish between two persons.



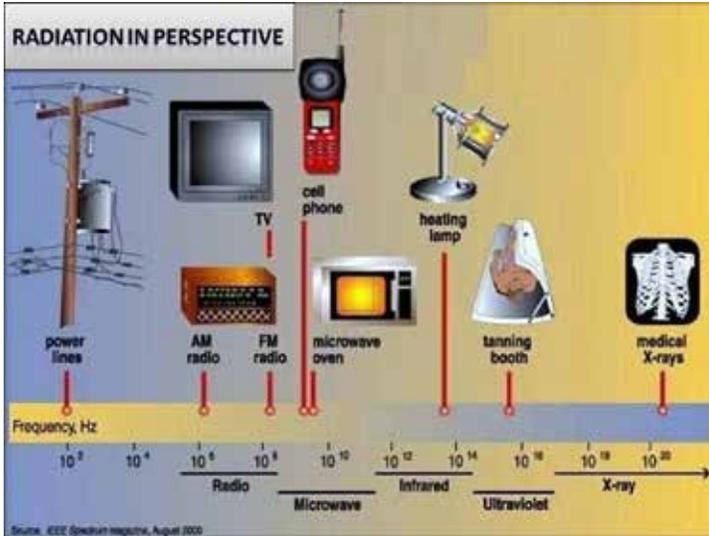
How the radiation is produced by a cell phone?

- Cell phone radiation is transmitted by cell phone antenna in all directions
- Most of the energy lost in the space
- Part of the energy received by base station
- Part of the energy is incident on human head



Electro magnetic signal transmit from cell phone antenna

Note: The increased use of cell phones has brought about serious concerns regarding the probable health hazards. This is because mobile phones use electromagnetic radiation in the microwave range.



Maximum Power Transmit

- The Federal Communications Commission sets specific absorption rate "SAR" standard which is



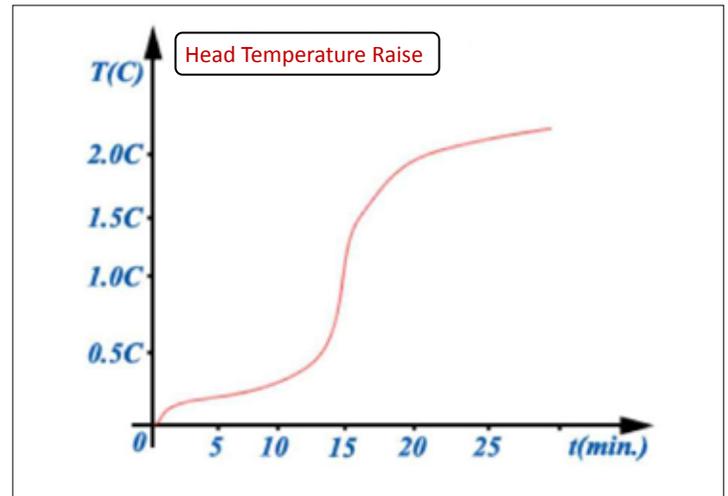
There are three way to found SAR

1. From the user manual of your mobile phone.
2. Visit mobile manufacturers forum web site and select your mobile phone model
<http://www.mmfa.info/public/sar.cfm>
3. Enter Federal Communications Commission website and Write your mobile FCC ID Number in the FCC ID
<http://www.fcc.gov/oet/ea/fccid/>

acceptable power radiation for cell phones must not exceed 1.6 W/KG

- The lower the SAR the better the phone, from a potential health hazard

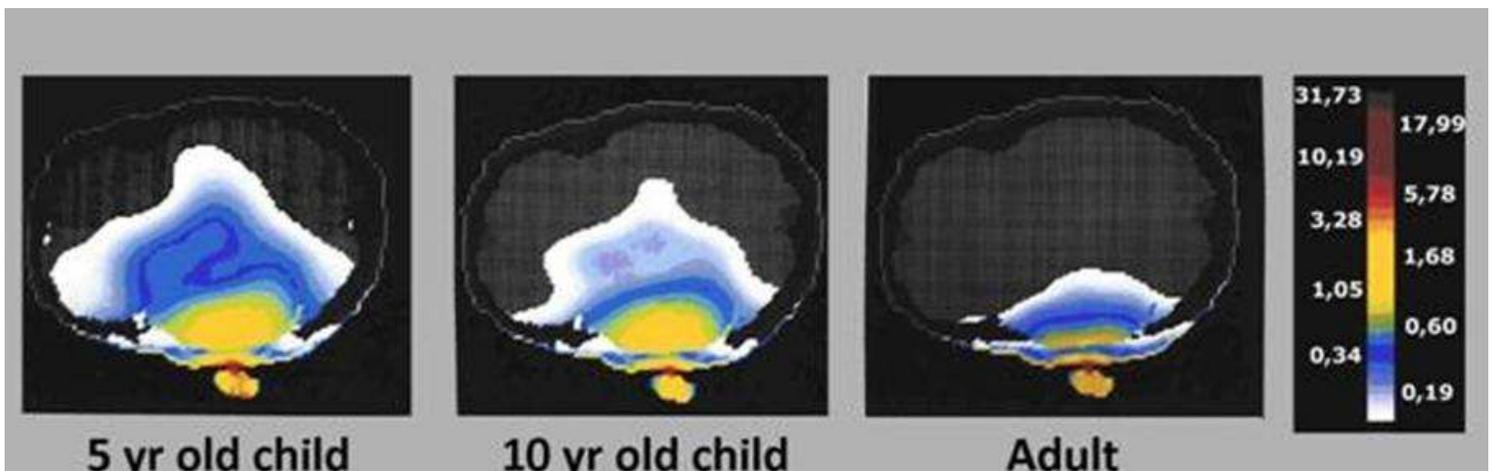
Thermal Effect of Cell Phones



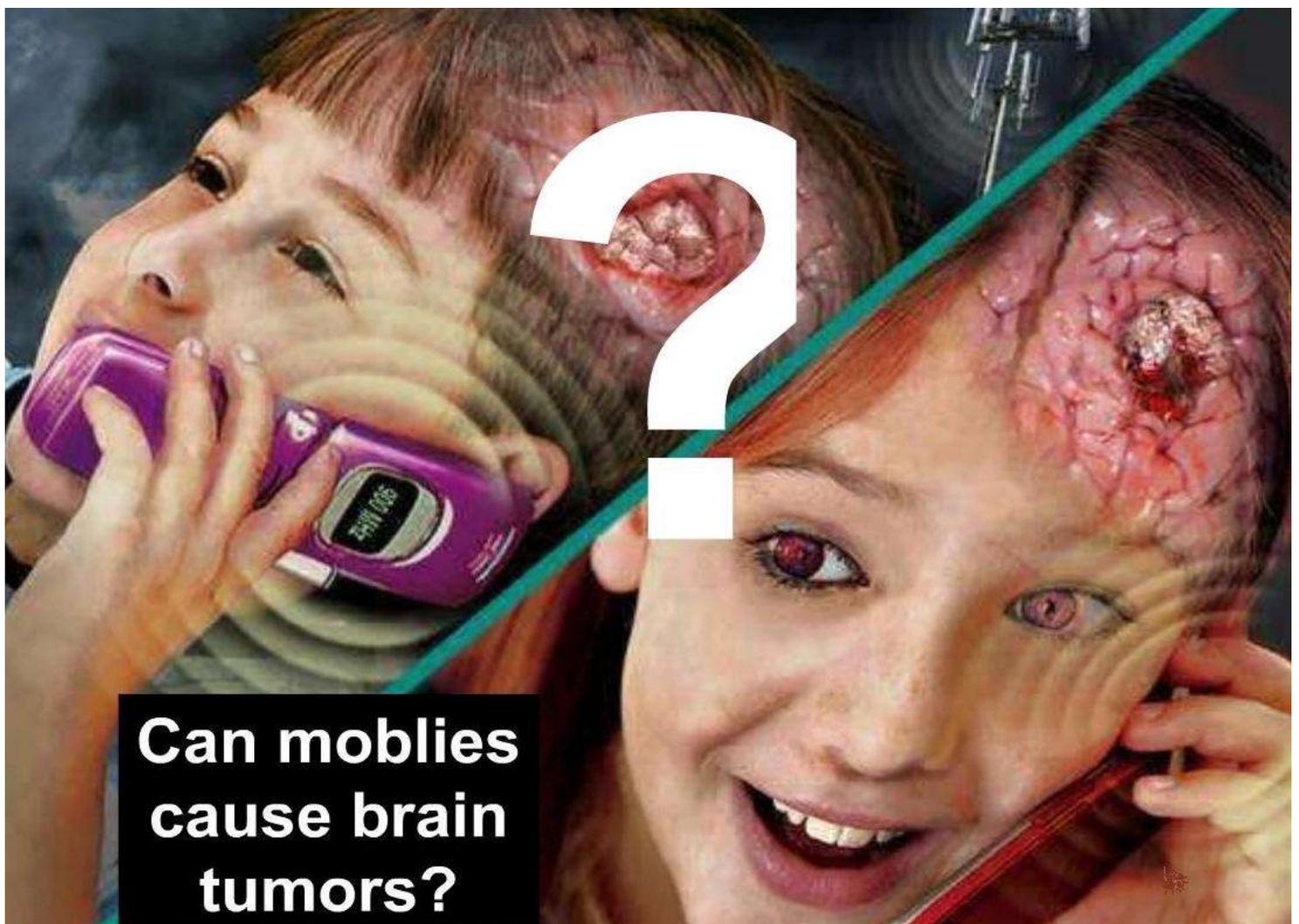
Avoid Giving Phones to Your Siblings



Radiation Penetration in the head of an adult, ten-year and five-year old

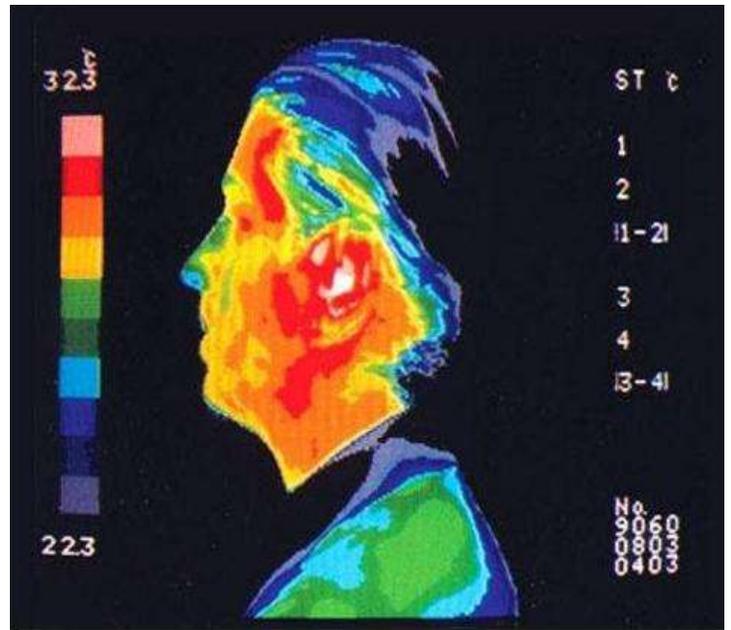
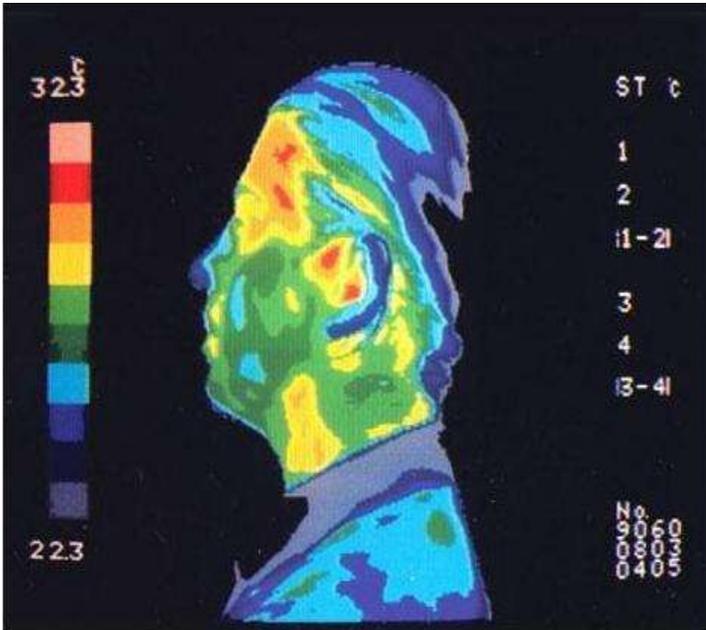


When radiation hits the head, it penetrates the skull. The pictures above are the result of an experiment show how radiation penetrates the skull of an adult (25%), 10 year old (50%) and a 5 year old (75%). The younger the child the deeper the penetration due to the fact their skulls are thinner and their brains contain more fluid than adults'. Radio frequencies travel through children's brains much more easily and therefore increase the risk of cancer.



Thermal Effects

Heat generated on the face by 15 minutes of cell phone use due to their electromagnetic radiation



The impact of cell phone radiation on humans



Fatigue



Headaches



Loss of sleep



Memory loss



Ringing ears



Joint pains

Consider the following when using your mobile phone



It is not only the choice of phone, but how you use it that is important when you want to control the amount of radiation you are exposed to. Here you will find a few simple tips that can considerably reduce radiation and therefore also health risks.

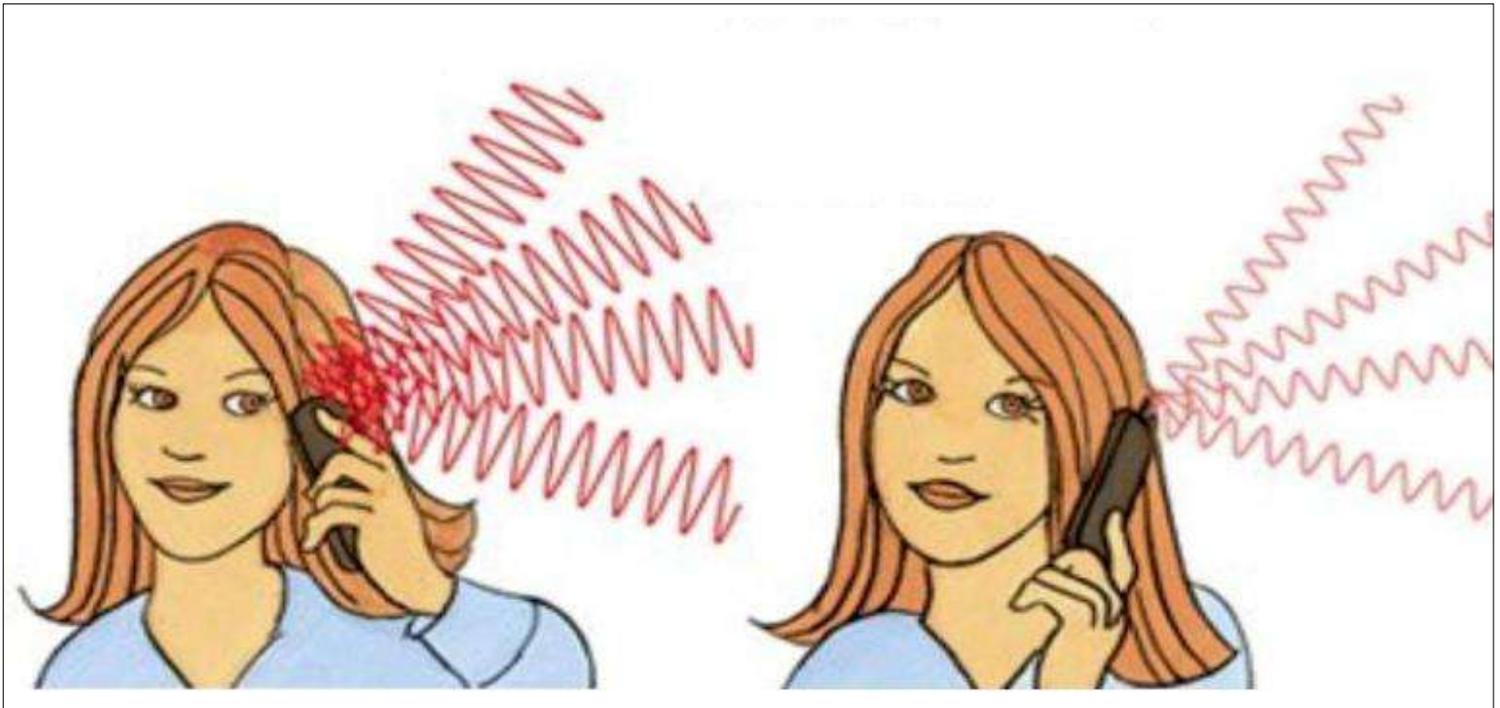
Use a handsfree set



The further away from your body the phone is, the less radiation you are exposed to. Using a hands-free set is the easiest way to radically reduce the amount of radiation you are exposed to if you use a mobile phone.

Hold it at the bottom

By covering large areas of the phone with your hand, you reduce its ability to send and receive signals. The phone then increases its power and transmits stronger radiation to compensate this. So hold the phone as far down as possible, so it can operate at low power.



Get in the best position



You can see the signal reception strength in the display. When reception is good, the phone reduces power and radiation. If reception is poor, the phone uses maximum power and radiation.

Don't talk too long and Use regular phone if possible

The radiation you are exposed to is directly related to the time you spend talking on your phone. For longer calls it is safer "and cheaper" to call from a regular phone.



Hazardous areas of use

- Don't use a mobile phone while driving a car. Stop at a safe place and talk.
- Don't use your mobile phone in places where there is a lot of electrical equipment, such as hospitals and aircraft.
- Don't bathe with your mobile phone.
- Don't let small children talk on your mobile phone for long periods. They are more susceptible than adults.



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