

IMPACT

INNOVATIVE MANAGEMENT PRACTICES
AND CREATIVE THINKING

A JOURNAL FOR MANAGEMENT PROFESSIONALS

Outstanding October!

Goddess Durga also known as Devi and Shakti in Hinduism is perhaps the most important Goddess and represents power and strength. The mother of the universe is believed to be the supreme energy behind the creation, and preservation of our world. The nine forms of Durga hold special significance and meaning.

DURGA MAA

Happy Navratri



Greetings from **IMPACT**



EDITORIAL TEAM

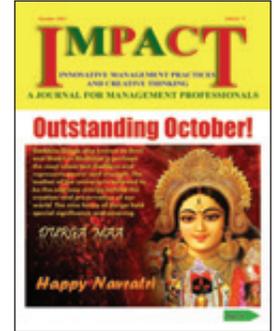
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Dear Readers,

October is always Great, because our Mahatma Gandhi the persona of simplicity was born on 2nd October. The entire world was awestruck when he proclaimed non-violence to attain freedom, was adopted by millions of Indians in unison. When the whole world were vying with each other to buy super arms and ammunitions to defend themselves, here was one man who taught the world that Non-Violence also can get a country the freedom. The phenomenal thought made the change.

Today, India has evolved as a one stop destination for many. People, who want inner peace, come to India; People, who want to amass materialistic wealth, come to India. See the paradox!

That is India! Incredible isn't it?!

Editorial Team

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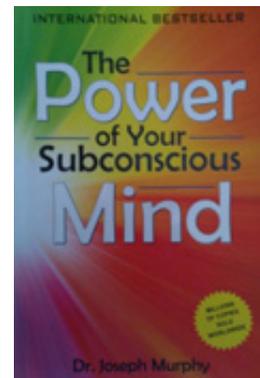
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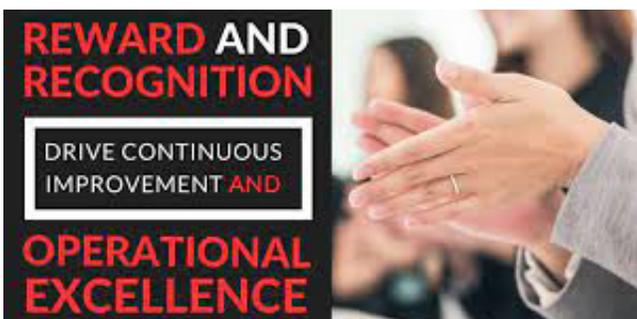
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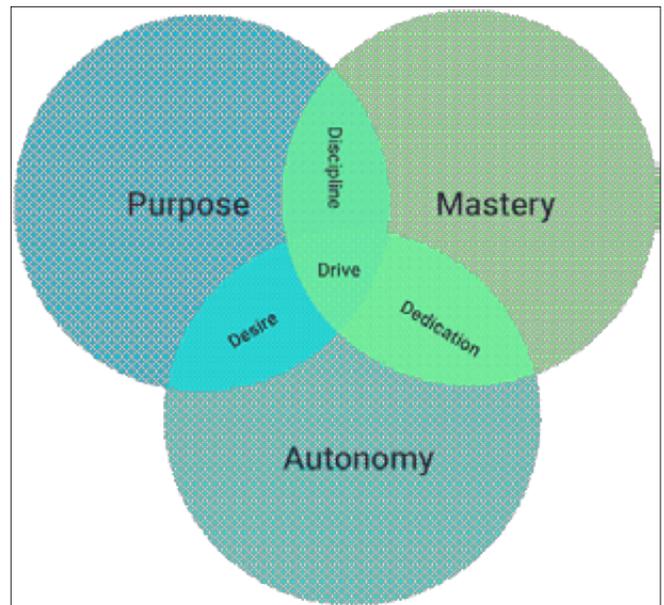
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Strategies to Motivate TEAM Members

Many of us as Leaders would lead Team as a manager / team lead or a Project manager and probably asking repeatedly this simple question: “How can I motivate my team?” to achieve desired results. Though I don’t want to disappoint or discourage you, the answer to this is very simple: “You can’t externally motivate someone who is internally not motivated and likes to feel miserable or helpless”. Stephen R. Covey once said “Motivation is a fire from within. If someone else tries to light that fire under you, chances are it will burn very briefly.” By now we understand that being motivated is a state of mind. It is a feeling that drives us to accomplish things, to do, to act, to reach something specific. Every coach would tell you that we are all responsible for our own feelings and no one else can change them.

In fact there are quite few things Leader can do to allow people to be motivated. Leader will not



motivate them, but they will create circumstances that will lead to internal motivation of the team. Daniel H. Pink explains in his book “Drive: The Surprising Truth about What Motivates Us” is that motivation in modern economy where you are required to use creative thinking has three components: Autonomy, Mastery and Purpose.

- Autonomy is a state when you have the freedom to do what you want and how you want it to be done.
- Mastery is a mindset that keeps you learning and getting better at what you do.
- Purpose sets context for the previous two and keeps you engaged and fulfilled by doing something larger than you.

These are all intrinsic motivators that must be found by each individual himself. The strategy is to provide environment where it is possible.

Understand your team

- What are the values of each individual on your team?
- What are the things that matter to them?
- What personal goals do they have?
- What makes them tick?
- What are they passionate about?
- What makes them come to the office every day?
- What makes them laugh?
- What makes them cry?

Provide motivating environment

- Provide meaningful job – everyone should work on something that makes sense. In no circumstances should a member of your team do something just for the sake of keeping him busy
- Provide challenges – everyone should have a work that is always one step above what he



can comfortably achieve, that way he learns and grows

- Provide responsibilities – trust your team and give them responsibilities, autonomy, let them decide on how to get things done – empower
- Provide constructive feedback – that is the way we learn. Make sure you create environment where people want to receive and provide feedback and know how to do it
- Provide information and clear goals – keep the team informed about the big picture and how their work contributes to the common goal

Readers are requested to send their management related questions.

IMPACT will get replies from management experts.

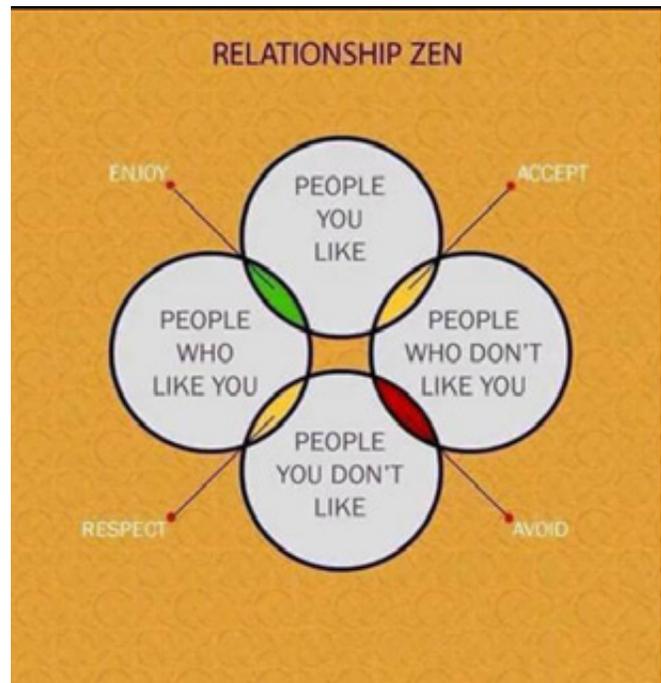
Send your questions to:

impactjournalindia@gmail.com

Use motivating approach

- Guide – guide your team through difficult times. They must know that when things go wrong you are there to help and stand beside them and help overcome the obstacle.
- Inspire – you should bring energy and inspiration. When people see you and talk to you they should leave energized and with feeling they learned something.
- Show trust – this is critical. Forget the “trust must be earned” paradigm. You need to trust your team and show that trust. Only then will the team reciprocate and trust you.
- Listen – really listen, not just to the words but to the meaning behind them. Make sure you not just listen but you show that you are listening and then take actions.
- Be a role model – lead by example might be a cliché, but a good one. People won't be motivated in environment where the leader doesn't walk his talk
- Use positive vocabulary – phrases like “Maybe”, “It's difficult”, “It won't work”, “I guess” don't inspire much confidence and thwart enthusiasm and drive. Use responses like “Excellent”, “Let's do it”, “We make it work”.
- Use humor – nothing works better to eliminate stress than use of humor. A simple humorous statement can defuse an argument, relieve stress and get you closer to your team. Just make sure you are not seen as a clown.
- Recognize routine jobs & reward outstanding work – I'm sure you reward big achievements, but what about the small ones? Every big milestone consists of couple of simple tasks that deserves some sort of recognition too. You should reward people for outstanding achievements and not to forget all the other team members who did well on the routine jobs and helped the success in less visible ways.

Everyone is different and your ability to keep the team together and keep them motivated is



really important for the success of the project or the company. The fact that the strategy to motivate team members is not a direct one and by implementing above steps to achieve it makes your job interesting.

As we understand that One Size Doesn't fit All, hence relationship with team matters the Most.

“You cannot force people to be motivated, but you can create environment where they get a chance to motivate themselves.”

Syed Fazlullah Khan

Certified Project Manager (IPMA C) and MRICS with over 3 decades of qualitative experience in the Construction Industry. Formerly he was working with ETA Properties & Investments Pvt.Ltd., Chennai as Head – Projects. Presently, he is a Project Management Consultant for many Projects.



Nudge Theory: A Management Approach For Behavioural Change and Better Performance

Preamble

At the beginning of the industrial century, when Frederick Winslow Taylor (1856-1915), leading proponent of scientific management, applied his scientific approach enabled him to increase productivity at Ford Motors to an unimaginable levels. Today, if we look for a new plausible management approach, especially as the solution for competitive advantage in the digital century, the answer can be Nudge management: a management approach that applies insights from behavioural science to design organizational contexts so to optimize fast thinking and unconscious behaviour of employees in line with the objectives of the organization.

Nudge Theory

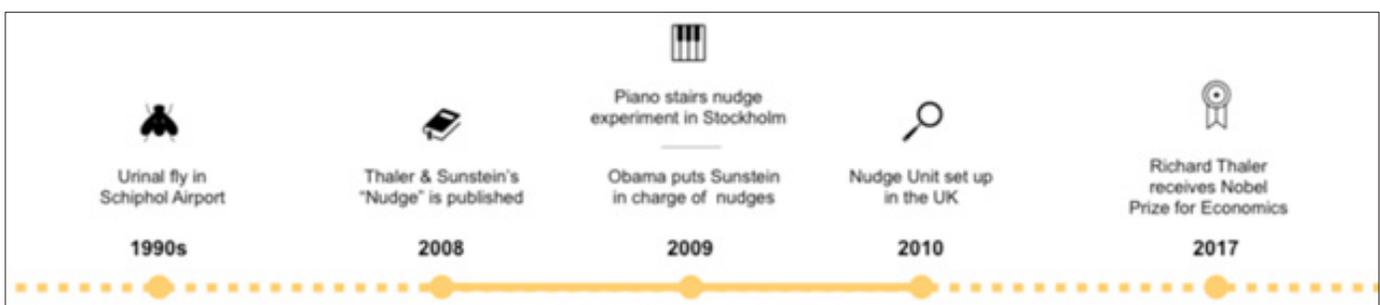
“Nudge theory (or Nudge) is a concept in behavioural science, political theory and economics, which argues that positive reinforcement and

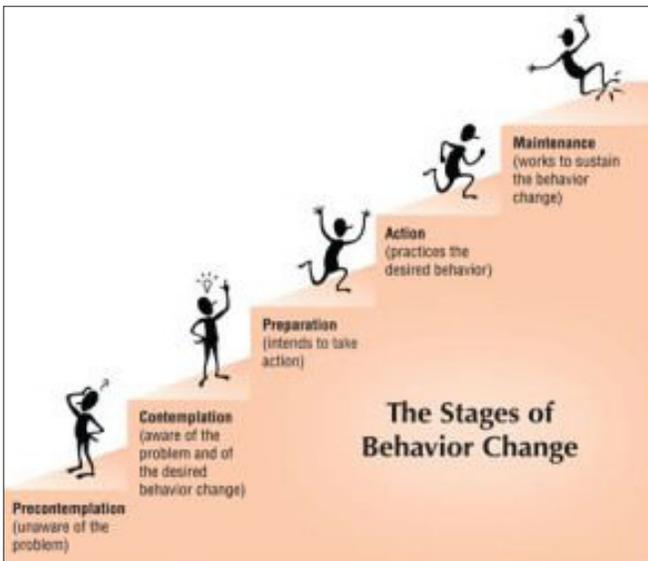
indirect suggestions (to try to achieve non-forced compliance) can influence the motives, incentives and decision making of groups and individuals alike, at least as effectively - if not more effectively - than direct instruction, legislation, or enforcement...” (Wikipedia, 2013-2014).

Proponents of nudge theory suggest that well-placed ‘nudges’ can reduce market failure, save the government money, encourage desirable actions and help increase the efficiency of resource us.

The Chronological Development of the thought

In 2008, behavioural economist Richard Thaler — who later received the Nobel Memorial Prize in economics (2017) — and jurist Cass Sunstein formally proposed nudge theory in their book, *Nudge: Improving Decisions About Health, Wealth, and Happiness*. According to Richard Thaler: “A nudge is any aspect of the choice architecture that alters people’s behaviour in a





predictable way, without forbidding any options or significantly changing their economic incentives”

Course of Development of Nudge Concept

Unlike traditional economic theory that treats humans as totally rational actors, nudge theory is established on the assumption that humans are not totally rational. This means people do not always make decisions based on accurate calculations or make the most favourable choices for themselves. Due to inertia, prejudice, or ignorance, people’s choices are often not based on maximizing their interests in any given moment. Hence, by changing the way choices are presented in the environment, people can be nudged to change the decisions they’d normally make.

Besides, with the pioneering work of Amos Tversky and Daniel Kahneman in 70’s on how irrational people actually are, these core assumptions have been seriously challenged and shown repeatedly to be downright incorrect. People have many short circuits in the way we are made up which bias and colour the way we see the world and make our decision making at times anything but rational.

Thaler and other behavioural economists firmly say that, in reality, people make decisions quickly

under pressure, based largely on intuition, and unconsciously guided by biases and psychological fallacies. Thaler says: ‘A choice architect has the responsibility for organizing the context in which people make decisions...’ Choice Architecture refers to a scenario in which the environment in which someone must make a decision has been carefully designed to try and influence that decision.

An oft-quoted popular example of a nudge —men’s room urinals at Amsterdam’s Schipol Airport; this is intended to “improve the aim”.

A motif made to look like a fly was embossed in the men’s urinals has resulted in an 80% reduction in ‘spills’ and overall greater cleanliness in the toilets.

Public policy examples of ‘Nudge’ at work include automatic enrolment of employees into pension schemes in the UK and the opt-out system for organ donation in Spain. While it is finding increasing applications, the ‘Nudge Theory’ has gotten its share of brickbats too. Among other things, critics accuse it of being used to manipulate behaviours. There’s also the risk of the powers-that-be using nudges to promote what’s in their own best interest rather than the society’s.

Recent Trends in Nudging

Nudges are not mandates. So, while there is encouragement, there is no compulsion to comply and people have the freedom to choose other options.

Influencing Employee Behaviour Through Nudges

A greater number of companies are connecting the dots between happier employees and improved productivity and in turn, happier customers. While there are a number of ways to influence employee behaviours, we try to explore some of the methods to effectively nudge employees towards better organizational results.

Nudging To Build Better Managers “To do great things is difficult, but to command great things is more difficult.” – Friedrich Nietzsche

Being a good manager is definitely more than just driving your employees towards better performance and better results. Great managers are the ones who often succeed in guiding, shaping, and steering their teams to greater heights of engagement, job satisfaction, and efficiencies.

Nudging managers to perform better:

- Capitalize On People’s Strengths. You always find people with varied strengths, attitudes, capabilities within your team. Learn to understand each employee’s strengths and capitalize on them to achieve the best results.
- Make Rewards And Recognition Your Best Friend. When employees feel valued and appreciated for their efforts, they tend to



perform better and stay engaged. Especially when employees are recognized amongst their peers, it not only values the achiever, but also shows to everyone in the team that hard work gets recognized.

- Nurture Collaboration & Communication. Involve your team in discussing important issues, take their views before making decisions, seek their opinion on the problems you are facing – encourage these behaviors to effectively communicate with your team.
- Master the Art of Delegation. One of the keys to becoming a great manager is to effectively delegate work and encourage your team-mates to take complete ownership of the delegated work. While assigning tasks and responsibilities, always keep their strengths and interests in mind to drive best performances.
- Nudging Employees To Create A Culture of Appreciation. “Gratitude can transform common days into thanksgiving, turn routine jobs into joy, and change ordinary opportunities into blessings.” – Proverb

Employees who feel valued and appreciated often are the ones who have deep job satisfaction, willing to work longer hours, engage in productive relationships with their peers and managers and work towards achieving organizational goals.

Nudging in Indian Public Scenario

The ‘Nudge Theory’ has potential applications in varied fields such as public policy, influencing

citizen behaviour, healthcare, personal finance and investment planning. For instance, the not-so-effective Supreme Court ban on sale of firecrackers during last Diwali season in Delhi could have been avoided had people been ‘nudged’ well in advance into realising the adverse effect on air quality and public health due to widespread firecracker usage. Simultaneously, the Government’s Swachh Bharat drive could also benefit from nudging people into understanding the ill-effects of unclean surroundings.

Examples of Corporate Practices

Google Improves Eating Habits of its employees with Nudges. Google adopted a number of nudges to reshape the Choice Architecture facing its employees. They made the sweets containers in their canteens opaque so that the contents were less obvious. Following this, sweet-snacking decreased by 9%. They moved salad to the front of the canteen buffet and placed sugar-free drinks at eye-level in their fridges. Because of this, calorie intake reduced by 7%. People often make choices based on the order in which options are presented. With simple nudges, Google was able to reshape its employees’ eating habits.

As Thaler and Sunstein put it, “Putting fruit at eye level counts as nudge. Banning junk food does not.”

Another motivating case study in Google. So called “micro kitchens” were introduced by Google to increase knowledge transfer amongst knowledge



Smaller Plates = Less Food Waste

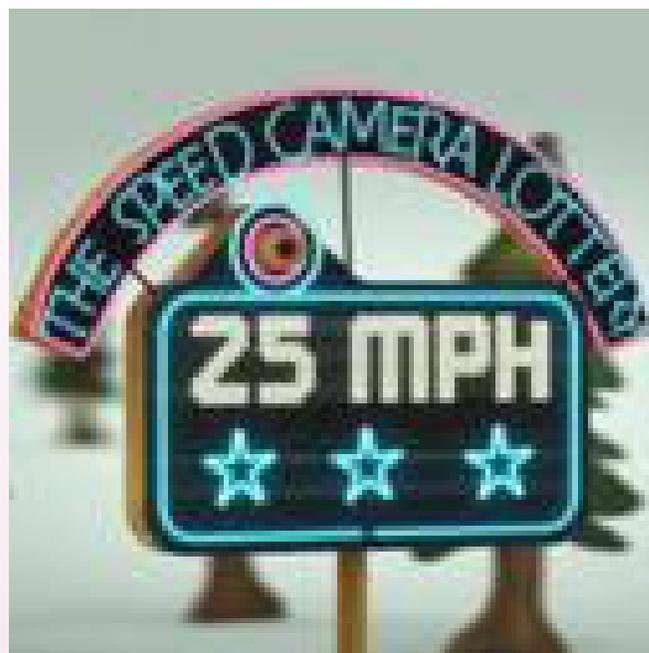
workers in an easy and pleasant way. Workers from different departments meet in the company restaurants and coffee corners. Naturally, the areas are architecturally arranged to create the best atmosphere to engage in discussion and exchanging ideas.

Successful Nudging Practices in Advanced Countries

Sweden – refer to nudge theory as “fun theory” – bottle bank fruit machine – game where people were invited to try and insert different colour glass into the correct hole – lights and sounds when they got it right.



Capture on camera the people who keep to the speed limit – entered into a lottery – the winning money would come from the people who were caught speeding.

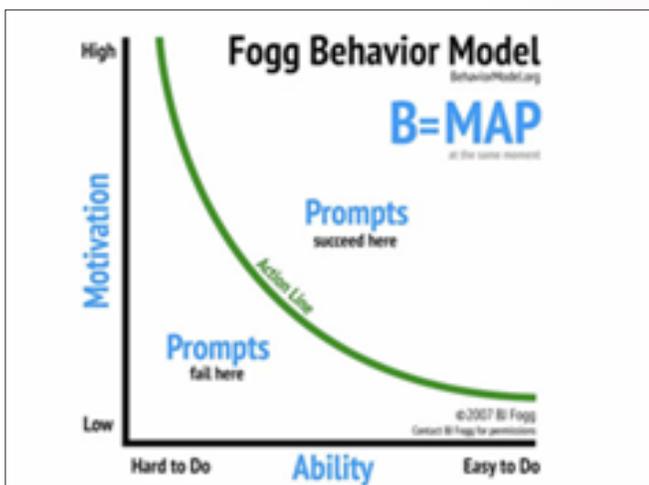


The Metro in Stockholm turned its stairs into a grand piano resulting in a 70% increase in use - that is to encourage people to walk and exercise more.

B.J Fogg’s Behavior Model.

According to Fogg, prompts (or nudges) can be successful only if an individual is:

- Able to complete a task;
- Motivated to do so;
- Has a trigger to cue initiating the behaviour.



In other words: Behaviour = motivation x ability x prompt.

Behavioural scientists have grouped the elements of choice architecture in different ways.



Behavioural Nudge (Fun) for sorting wastes

How does it work?

Choice architecture can make use of these factors to encourage consumption of certain goods.

- Presenting the desired choices as the default option
- Reducing other choices.
- Special offers and encouragement for choosing a particular option.
- Advertising and campaigns to influence behaviour
- Changing how the good is packaged.

Examples:

Opt-in/ Opt-Out. If people have to opt-in, many stick with the default option of not opting in. But, if you have to opt-out, many more will take the scheme. For example, if donor cards are opt-in, take-up rates may be low. But, if donor cards become opt-out, then take-up rates have been shown to increase. A similar example is with company pensions. Making them opt-out significantly increases take-up rates.

Choice architecture and demerit goods

Demerit goods – are considered damaging to the consumer and therefore governments seek to reduce demand





10 AMAZING EXAMPLES OF NUDGE THEORY

Nudge Theory is an idea grounded in behavioral science and both economic and political theory. It suggests that positive reinforcement and indirect suggestion can influence peoples decision and actions - without them even realizing.

Here are just a few of the real world examples of Nudge Theory:

1 BULLS EYE
Nudge Theory really entered the mainstream with a news item back in 2009 that described how authorities at Amsterdam airport had installed small fly shape stickers in the urinals. Men now had something to aim for - even subconsciously - and spillages were reduced by 80%. 

2 EAT YOUR VEGGIES
The American grocery store Pay & Save placed green arrows on the floor leading to the fruit and veg aisles. They found shoppers followed the arrows 9 times out of 10 - and their sales of fresh produce skyrocketed. 

3 THE DECOY EFFECT
When eating out you'll often see one item which is much more expensive than anything else on the menu. The restaurant don't expect you to buy that item, they expect you to buy the second most expensive. When you compare the relative prices, the second most expensive item can seem like a bargain. 

4 BIG BIN, LITTLE BIN
In the UK a scheme where each home will be given two separate bins for their garbage. One is for regular waste, the other for recyclable materials. The recycling bin is a third bigger however - the hope is that by limiting the space for general waste, people will recycle more as the recycling bin can take more of their garbage. 

5 ORGAN DONATION
Countries where people have to opt in to donating organs generally see a maximum of 30% of the population registering to donate. In countries where people are automatically enrolled in organ donation schemes and have to actually opt out, only about 10 to 15% of people bother - providing a far larger pool of organ donors. 

6 PAID TO QUIT
An experiment in the Philippines provided smokers with a savings account for six months. At the end of this period their had a urine test for nicotine. If they passed, they got all their money. If they failed, it was all given to charity. 

7 SEE FOOD
In some schools, the cafeteria lines are carefully laid out to display healthier foods to the students. In an experiment to determine it's effect, it was shown that students in the healthy line made better food choices with sales of healthy food increasing by 18%. 

8 SUPER DOWN SIZE ME
McDonalds would famously ask people if they wanted to supersize a meal - an effective tactic. Interestingly, the opposite also works. A study set in a Chinese restaurant had waiters ask patrons if they wanted to downsize their side dishes. 33% of customers took them up on the offer, saving themselves an average of 200 calories per meal. 

9 SEX SELLS
An experiment in South Africa regarding the advertising of bank loans found that sending material to male customers which contained an image of an attractive woman was as effective in loan uptake rates as alternative advertising with 25% lower interest rates. 

10 SOCIAL NORMS
In the UK, people in arrears on their taxes were sent reminders that were worded using Social Normative Messages. Phrases such as "9 out of 10 people in your area are up to date with tax payments." By making them seem like the outliers, tax payments from people sent these letters was 15% up compared to the norm. 

In the UK, packaging of cigarettes has been changed to display consequences of throat cancer on the package. Recently cigarettes are hidden from view - meaning consumers have to make an extra effort to buy the good.

Highlighting health costs. In the UK many firms now highlight how much sugar/fat is in a product, with the % of daily recommended amounts. If consumers see a packet of doughnuts contains 40% of the daily recommended intake of sugar, this may discourage them from consuming.

Choice architecture and merit goods

Merit goods are considered beneficial and consumers often under-estimate these benefits. For example, vaccination is very beneficial if everyone takes it, but people may not want to bother. The government can

introduce mass vaccinations in schools and only if parents object, can someone avoid it.

With regard to education, the government could and try and make it very easy and cheap for students to stay on and continue higher education rather than leave at the age of 16.

With regard to the purchase of cars, the government and insurance companies can encourage consumers to buy safer, more fuel-efficient cars. If you buy a powerful, high petrol consumption car – you are likely to pay higher tax and insurance rates.

Common nudging tactics in Business

- Up-sell. If you go to a fast-food restaurant, servers are trained to ‘up-sell’ – this means they offer extra options to go with the meal. Often it is ‘drinks, extras and deserts’ which are the most profitable part of the meal.
- If you buy a coffee, and a barista offers a pastry as well – we are more likely to buy the pastry when it is offered as a suggestion
- Displaying social trust. One of the strongest nudges is to show feedback from peers. Positive reviews displayed prominently – play a significant role in encouraging people to buy. Companies may display favourable reviews next to their product. The government may also show examples of people who have benefited from certain schemes.
- Specific messages. To reduce missed hospital appointments, most hospitals send SMS text reminders on the day. Studies suggest that changing the words of the SMS can influence how successful these text messages are.
- Special offers. Some firms offer a free subscription for a month. But, to get the free subscription it is necessary to give credit card details and pay for a month upfront. To gain free subscription it is necessary to ring and cancel before the end of the month. But, because of the inconvenience, many consumers may end up paying more than expected.

- Pushy salespeople. If you try to cancel certain services, e.g. internet provider. To cancel you have to ring up to a dedicated salesperson who normally will try and discourage the consumer through offering a special discount for next three months. The strong sales pitch may nudge consumers into not changing.

Conclusion

Nudgemanagement offers a new exciting opportunity to improve knowledge worker productivity by focusing on / refining the organizational context that influence fast thinking to improve efficiency, effectiveness, and motivation.

The advantages of nudgemanagement, in contrast to many other change management approaches are, that nudges are usually not very intrusive, easily scalable, and employees are not forced to make extensive changes to their working habits. However, presently there is the great opportunity of digitalisation through which continuous collection and analysis of data can be done and companies will soon be able to assess quickly which nudges tend to work for which knowledge worker, and which ones don't—decisively, leading to more personalised nudges and default rules individually tailored to each knowledge worker. Besides, in other areas of public management, we often find inertia, lack of knowledge, or poor incentives leading us to select sub-optimal choices. If a nudge helps us choose an option that is also socially desirable, it could mean better public healthcare, civic sense and social harmony.

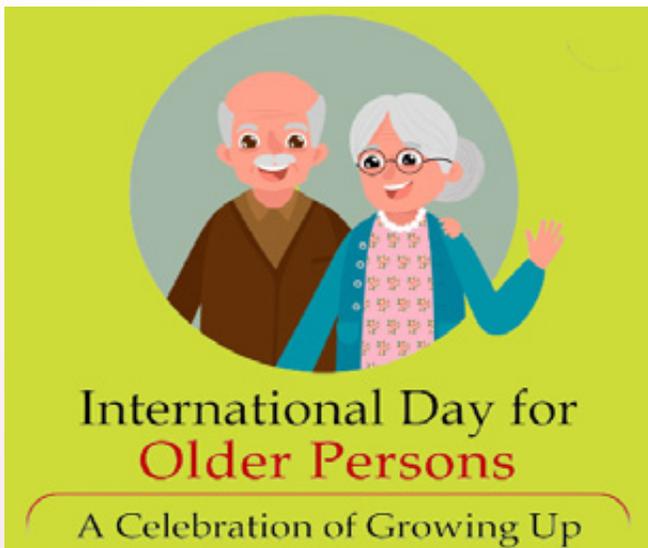
Dr. S. Jeyachandran

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

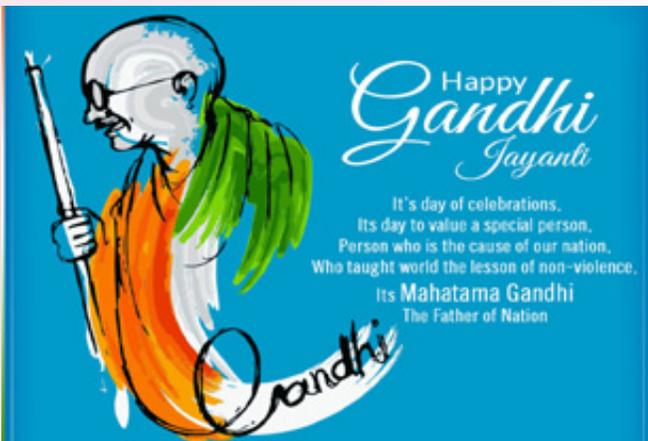


Outstanding October!

After COME SEPTEMBER, now it is OUTSTANDING OCTOBER a great and happy month! Starting with GANDHI JAYANTHI on second October, ending with Indira Gandhi Memorial Day on Thirty First October, the month has many, many important and significant days.



October First: International Day of the Older Persons.



October Second: Gandhi jayanthi



October Fourth: Thiruppur Kumaran Birth day



October Fifth: Vadalur VaLLalaar Birth Day

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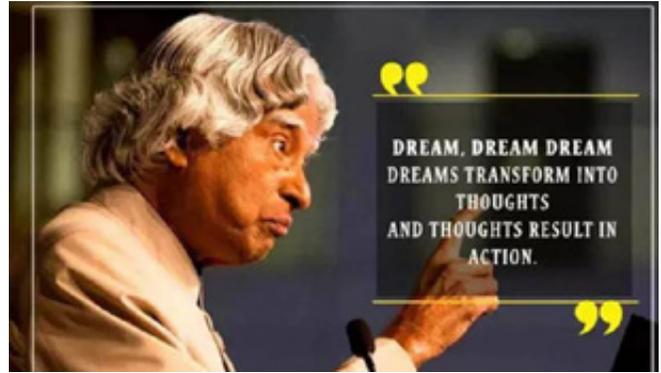
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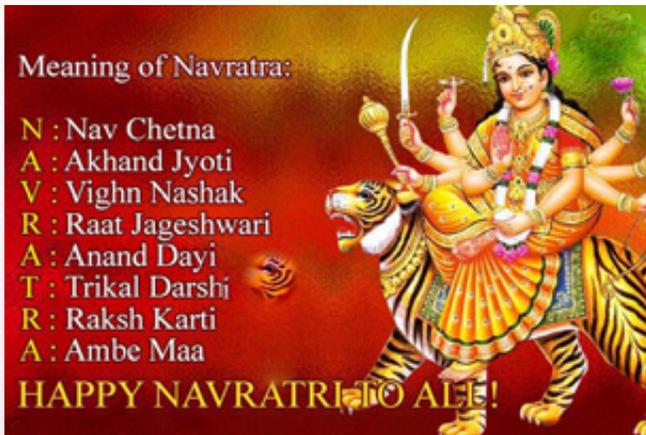
Pitru Paksha
 Pitru Paksha or Shradh is the time of the Hindu calendar when people remember & pay their respects to their ancestors.

October Sixth: Mahalaya Amavasya



**DREAM, DREAM DREAM
 DREAMS TRANSFORM INTO
 THOUGHTS
 AND THOUGHTS RESULT IN
 ACTION.**

October Fifteenth: Dr. Abdul Kalam Birth Day



Meaning of Navratri:

- N : Nav Chetna
- A : Akhand Jyoti
- V : Vighn Nashak
- R : Raat Jageshwari
- A : Anand Dayi
- T : Trikal Darshj
- R : Raksh Karti
- A : Ambe Maa

HAPPY NAVRATHRI TO ALL!

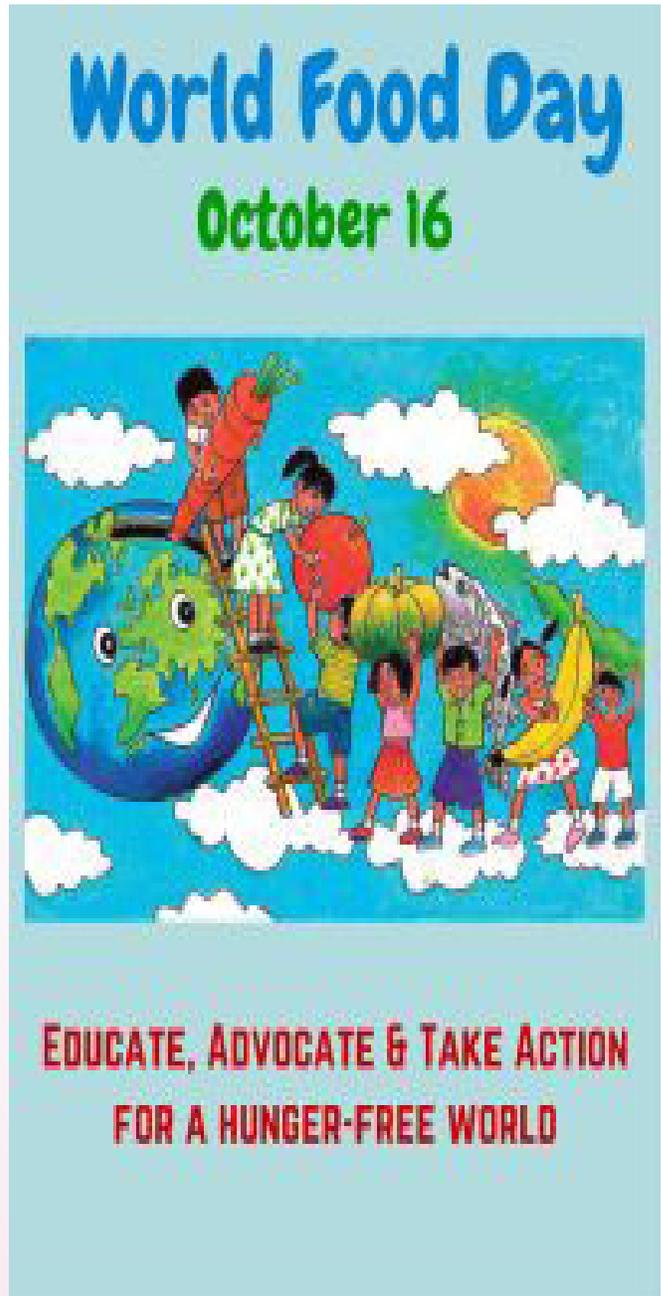
October Seventh: Festival of Nine Nights-NAVA RATHRI- starts.



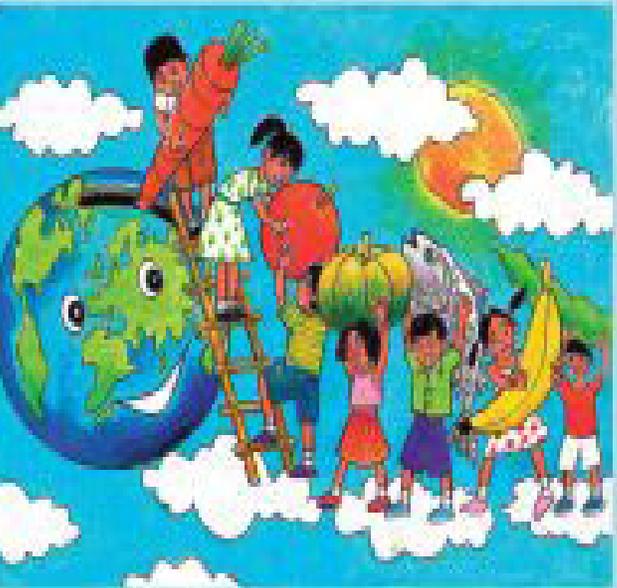
Shubh Basant Panchami

May You Be Blessed
 By Goddess
Saraswati
 & All Your Wishes
 Come True

October Fourteenth: Saraswathi Pooja.



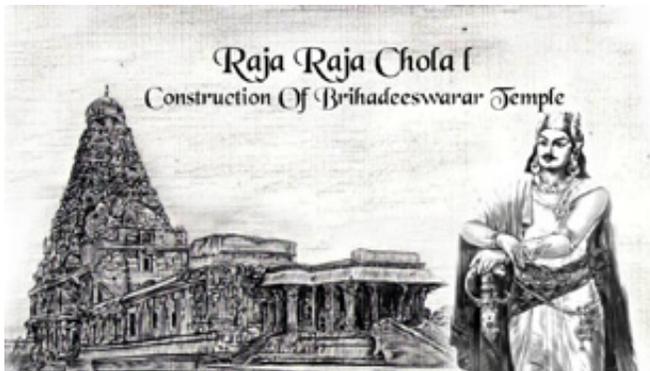
World Food Day
October 16



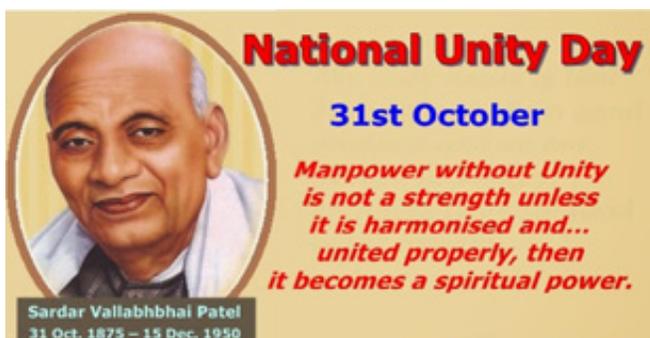
**EDUCATE, ADVOCATE & TAKE ACTION
 FOR A HUNGER-FREE WORLD**



October Sixteenth: Kattabbomman Memorial Day,
World Food Day



October Twentieth: Raja Raja Chozha Birth Day



October Twenty Second: Sardar Patel Birth day



October Twenty Seventh: Marudhu Pandiyar Day,



October Thirtieth: Pasumpon Muthuramalingam Jayanthi

Thus, this month of October is an OUTSTANDING MONTH aimed at developing faith and belief on God and Religion, paying tributes, recollecting the noble services rendered by great men and kings from the days of yore. It is a matter of great intellectual pursuit on the part of IMPACT – an unmatched journal touching on all aspects of human life!

Mr. N V Subbaraman

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

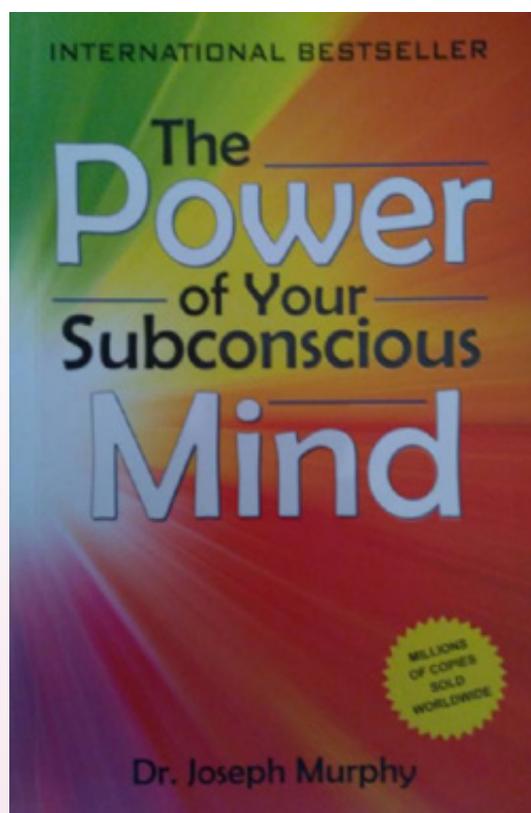


Book Review

The Power of Your Subconscious Mind

By

Dr Joseph Murphy



Publishers- India Book Distributors (Bombay)
Limited
1007-1008, Arcadia, 195 Nariman Point
Mumbai- 400021.
Price- Rs 199.

Dr Murphy in this book combines spiritual knowledge and scientific temper to explain how your subconscious mind influences every aspect of your life. By comprehending its strength, you can control and increase the quality



**FIRST THING TO BE DONE
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of your day-to-day life. By this you win phobias and unhealthy habits, establish better interpersonal relationships and enhance your opulence.

Some Pertinent Questions

This book is designed to teach you to create your own destiny.

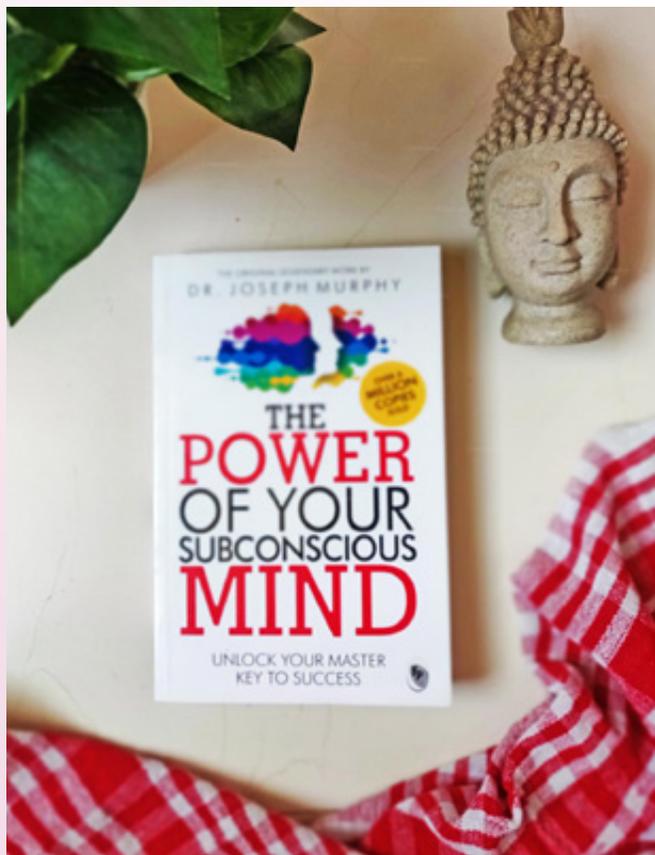
Why one person is morose and another person cheerful?

Why one person is rich and the other poor?

Why one person is always anxious while the other is full of courage and confidence?

Why one is successful while the other is an utter failure?

Is there any answer to these queries in your conscious or subconscious mind?



The Answers

The author wants to share with the readers the answers he found for these questions through his subconscious mind.

He explains the basic and fundamental aspects of life as well as your mind.

In learning how to use your inner powers, you will open the prison door of fear and enter into a glorious life. A personal healing will always be the most convincing evidence of our subconscious powers.

Prayers Play a Part

Scientific Prayer is the harmonious interaction of conscious and subconscious minds directed towards a specific purpose. Normally in times of emergency, illness or accidents, you pray automatically and sincerely. Certainly Prayer is always a help at times of trouble. But why should you wait for trouble to start praying?

The dramatic answers to prayers especially of children make headlines and are subjects of testimony to the effectiveness of the prayers.

Prayers are answered when the individual's subconscious mind responds to the mental picture in his mind. This law of belief is the secret principle in all the religions of the world.

Desire is Prayer

Each one desires health, happiness, wealth and peace of mind. What one needs is the knowledge of the way his/her mind works. It is this that would enable him/her to fulfil the desire.

All you have to do is to unite emotionally with the good you wish. The creative powers of your subconscious will respond accordingly. Begin now today. Let wonders happen in your life.

About this Book

Dr Joseph Murphy unlocks the truly staggering powers of your subconscious mind in this book.

Man's greatest enemy is fear. Fear is behind failure, sickness and poor human relations. Millions of people are afraid of the past, worried about the future, old age and death. But fear is a thought in your mind. That means that you are afraid of yourself. A small boy is afraid when his friend says that there is a demon under his bed. But when the parent puts on the light and shows to the child that there is nothing under the bed. Then the fear vanishes and the boy sleeps peacefully. In the same way, most of our fears too have no reality. They are simply a conglomeration of sinister shadows and shadows are not real. You would have heard the wise saying that 95% of our fears and worries do not come true. Now you would have realised the power of the subconscious mind.

Faith is required in mental healings. Faith puts you in a condition of passivity and receptivity by relaxing the mind. The faith needed in mental healings is purely a subjective faith.

This book can open a world of success, happiness, prosperity and peace for you.

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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Motivation, Work Force and excellence

From the ancient time work has been viewed as a punishment, a moral obligation a means of solvation, an economic necessity and a means of personal growth and self-fulfillment. A crucial determinant of how work is perceived is whether it is called a task (activity necessary for economic survival) an occupation (that which occupies much of people's time and efforts) employment (that which uses skills towards some social or economic purpose) vocation (that one is called to do) mission (that which one is called upon or sent to do) or job (that which one agrees or contract to do)

Is growing awareness that work may process qualities that encompasses all of them and yet go a step beyond. That step, that extra dimension-is self-expression or realization of one's innate potential to develop and grow, to achieve and create. All industrial efforts has been largely directed towards people's adoption to technological and production requirements. Many industries have been reluctant to consider the creativepotential of their work force.



Organization don't have objectives, goals but people do. An organization is nothing more than the combined efforts of its people who are its members. In spite this obvious truth, many managers hesitate to delegate or allow people to participate in decision which affects them and the organization. Our traditional thinking people are not important to productivity, it's just a question of more capital or technology. Now we will have to learn that the people are the key and we have to got to unleash the untapped talent of employees at all level. I think you must be remembering the victory of Gantt over the most modern airplane during our war of 1971.

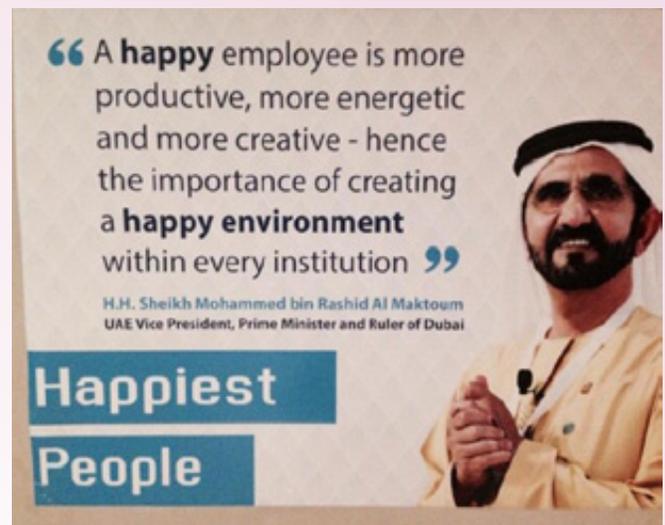
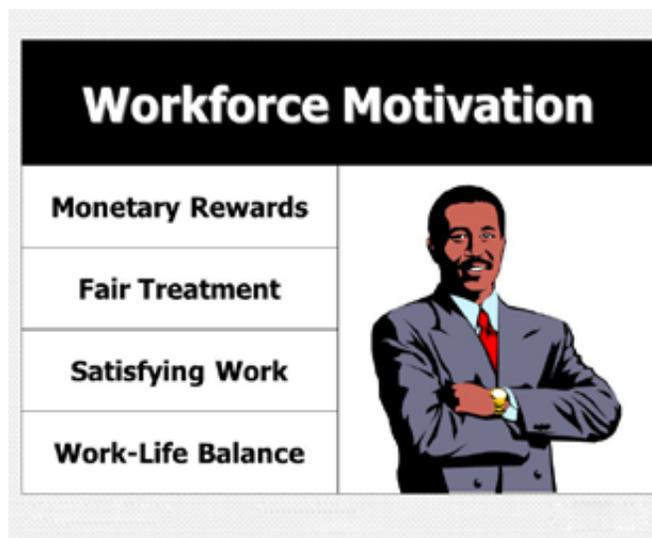
There is worldwide acceptance for the fact that the greatest potential for increasing productivity lies in the motivation and un-tapping abilities of work force. Today's most successful and profitable organizations also accept this fact.



Even economic experts who are connected with productivity indicates that in future more improvements can be derived from investment in human capital than from investments in plant and equipment.

The new manager-workman relationship must include following three basic elements.

1. Development of participative relationship on work place. With such a relationship grass root people and bosses can collaborate on means and methods of output. This eliminates all bureaucratic procedure and reduce grievances. Without disturbing other normal channel of negotiation etc. greater cooperation at the production level and involvement of work force in company's business can be bought.
2. A reform of bargaining based on mutual interest is developed at work places. This broaden every bodies thinking and motivate to work for mutual interests.
3. Traditional top-to-bottom hierarchical decision making is replaced by participative process. This also means management must share information with work force the gains resulting from more and more participation and must work harder to provide job security.



Achieving job satisfaction includes not only decent working condition, it must be moved higher plateau where the workmen is not merely the adjunct of the tool but also the participant in decision making process. This not only increase in authority but also in responsibility and also provide the opportunity to exercise a meaningful measure of autonomy to use more varied skills. It help in tapping the creative and innovative ingenuity of the worker and once the active participation in implementing this creativity in practice.

The modern manager must consider not only what is right for the organization but also what is right for the individual as well. In the past these two requirements ware consider as conflicting. The problem now is to combine them into a single approach that meets the needs of the organization as well as the personnel. The worldwide experiments of participative style have proved that this can be done.

Employees are no longer contained with traditional rewards offered by the company or by labor unions such as more pay, more leaves, more fringe benefits and so on. What they really is deep human satisfaction from their work, use of their intelligence in their day-to-day work. Managers should view this as not a problem but an opportunity by using the modern motivational philosophies and practices to boost productivity.

Management Past verses Future

Frederick Taylor and Frank Gilbreth were task oriented. They emphasized fractionalization of labor techniques to improve efficiency and 'Time & Motion' studies. This approach gave birth to labor standards, job evaluation systems, piece work incentives. All these efforts were directed at the task and not at social or personal needs of the individuals performing the task. Though the 'Scientific Management' approach each step of production was reduced to simplest component and arranged in sequence to ensure highest level of productivity. In this process the thinking and planning was removed from the province of work men. As the great challenge of work is removed the work became more routine and monotonous.

Up to the World War II the concept of 'White Collar' and 'Blue Collar' continues to exist even in the period of researchers like Roethlisberger and Elton Mayo.

Following World War II Professional Management entered in the field which had adverse effect on the entry of shop floor personnel in the management. MBAs from universities have taken these places. This led to widening of the gap between 'Blue Collar' and 'White Collar'

Then behavior scientists turned their attention to business organizations. Their concern was in seeking changes in basic climate of business organizations creating open and free flowing communication, increased productivity through group efforts, participative integration and improvement of human and economic objective, and enriching job contents and individual freedom as motivation factors. This approach was helpful in breaking down the boundaries of a bureaucratic organizational structure by being 'friendly' towards subordinate and trying to create a 'big happy family'

Key Workforce-Focused Practices for Performance Excellence (1 of 2)

- Understand the key factors that drive workforce engagement, satisfaction, and motivation.
- Design and manage work and jobs to promote effective communication, cooperation, skill sharing, empowerment, innovation, and the ability to benefit from diverse ideas and thinking of employees and develop an organizational culture conducive to high performance and motivation.
- Make appropriate investments in development and learning, both for the workforce and the organization's leaders.
- Create an environment that ensures and improves workplace health, safety, and security, and supports the workforce via policies, services, and benefits.



The present status of Management

Low productivity is the greatest problem faced by today's industries. How to increase today's productivity without shutting down our plant? One way is give workman some say in how they do their jobs. Quite often the job knows the details of job better than anybody else. Other way is to give supervisor and middle management more autonomy. One of the corporate manager of work improvement said "one of the most dehumanizing assumption ever made is that workers work and management thinks. When we give shop-floor workers control over their work, they are enormously thoughtful."

Japanese have proved that quality cannot be slapped on by inspecting final product but it

must be built in. To this end most widely used concept by Japanese is Quality Circles. Quality Circles involve workers more intimately in the design of their own labors. They bring workers into better communication with one another and management. The result can be synergistic, with the participation leading to better understanding, individual development, greater self-respect and stronger commitment to produce good results.

Quality Circle as a process of management can be means of changing the authoritarian style (Top-Down) of traditional management to the participative (Bottom up) management approach. The Quality Circles process will help break down the artificial walls between workers and management and render the work place truly collaborative.

Management responsibilities for the failure

Improvement in productivity and the quality of the organization depend on effective management. Management must realize the challenge and arrange necessary program to cope with the future changes one should also remember that quality improvement is never ending job.

What is organizational excellence?

It is a total organizational commitment to achieve organizational excellence in every area from product development to production through sales and service, to build high morale, to ensure customer satisfaction and to gain a competitive edge in today's area of accelerating change.

But achieving organizational excellence takes more than just a desire to achieve excellence. It require

plan, policies, dedication and training-a lot of training.

Organizational quality improvement had direct, very close connection to organizational excellence.

Quality Circles aren't just going to happen. They need to be organized. This implies a program structure, the arrangement of task and responsibilities, and true involvement of people.

Jayprakash B. Zende

Consultant in employee involvement & freelance trainer



One Page Calendar 2021

Dates					Feb	Jun	Sep	Apr	Jan	May	Aug
					Mar		Dec	Jul	Oct		
					Nov						
1	8	15	22	29	Mon	Tue	Wed	Thu	Fri	Sat	Sun
2	9	16	23	30	Tue	Wed	Thu	Fri	Sat	Sun	Mon
3	10	17	24	31	Wed	Thu	Fri	Sat	Sun	Mon	Tue
4	11	18	25		Thu	Fri	Sat	Sun	Mon	Tue	Wed
5	12	19	26		Fri	Sat	Sun	Mon	Tue	Wed	Thu
6	13	20	27		Sat	Sun	Mon	Tue	Wed	Thu	Fri
7	14	21	28		Sun	Mon	Tue	Wed	Thu	Fri	Sat

20 Mysterious Places in India

Mystery- The word when enters the ear, enthrals the nerves and puts our senses on notice!. There is no denying the fact that the hunt for reality motivates us to embark on an excursion. Just consider visiting the places that are full of surprises and enigma ... Even the thought of scouting such spots evokes the adrenaline rush. Nature has always surprised humankind. Some people relate these mysteries endowed by nature with spirituality and others with the amazing secrets of nature. Whatever it may seem, these places certainly evoke curiosity in a person. Natural scientists are continuously working to find an answer for it. You will be amazed to know that India is bequeathed with myriad places that are still a riddle for scientists to decipher.

Skeleton Lake, Roopkund, Uttarakhand:



[Skeleton Lake, Uttarakhand]

At some specific time in the past, the snowy waters of Roopkund lake melt to unfold the sprinkled skeletal remnants of 200 humans. As per the scientific researches, these humans perished in this area around 1200 years back. The famous

folklores of this region state that these skeletons are the leftovers of King Jadhava, his spouse and associates who went to the goddess Nanda Devi to pay homage. It is said that the deity became angry with them as they danced and played music on the consecrated ground. The goddess unleashed a ferocious hailstorm. The trek to Roopkund is still among the famous trekking routes in Uttarakhand.

Karni Mata Mandir, Rajasthan:



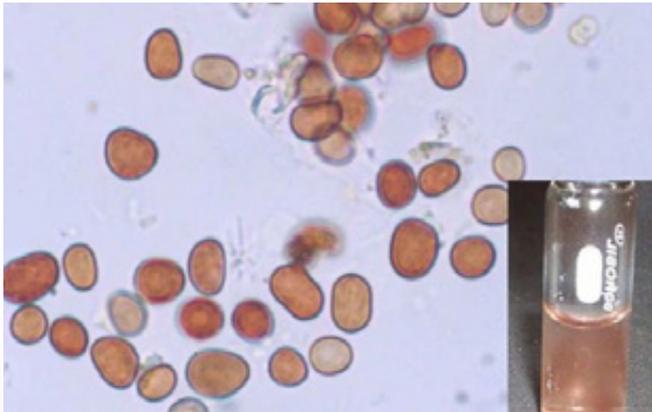
[Karni Mata Mandir, Rajasthan]

Karni Mata Temple is positioned in the Deshnok Town in the regal land of Rajasthan. One aspect that makes this temple unusual is the astonishing rat population in this shrine. The rats are revered here. Surprisingly, there is something like 20,000 rats in the premises and it is believed that the food eaten by these rats becomes extremely sacrosanct. Moreover, if a rat is killed then a rat made of gold should be used as a substitute for it!

Red Rain, Idukki of Kerala:

The Idukki and Kottayam districts of Kerala witnessed a strange phenomenon when the red-

colored rain occurred there. This hued rainfall has occurred on myriad instances since 1986 and from that time, such type of rain has been recorded several times. The most recent one was in 2012. The solid pigments extracted from water were identical to biological cells.



[Red Rain, Kerala]

Mass Bird Suicide, Jatinga, Assam:



[Mass Bird Suicide, Jatinga]

Jatinga Village is located in Dima Hasao of Assam. This place is more often than not the talk of town as well as among the explorers and scientists because of the mysterious bird suicides that happen here. A horde of migratory birds comes here in the evening, especially in the months of September and October, to crash themselves to death. Several efforts were made by the scientist to solve the mystery of Jatinga.

Floating Island of Loktak, Manipur:



[Floating Islands of Loktak]

Floating Islands offer a strange spectacle with immense assortment of foliage. These isles are flawlessly circular in form, floating on the surface of Loktak Lake. These verdant islands are known as Phumdis and are the bunch of flora, soil and several other organic matters. Some of these floating 'island' are so huge that many resorts have been constructed on them.

Great Wall of India, Kumbhalgarh Fort:



[Great Wall of India, Kumbhalgarh Fort]

You must have heard of the Great Wall of China, right! Well you will be surprised to know that Kumbhalgarh fort also boasts a gigantic wall that is built around the periphery of a fort; it stretches over a distance of 36 kilometres. This wall is among the preserved heritage destinations in India. It is the second largest wall after that of China. Moreover, it is still unnoticed by most of the explorers. According to legends, this wall was

edified to guard 3000 primeval temples located inside the fort.

Malana, Himachal Pradesh:



[Malana, Himachal Pradesh]

Natives of Malana Village does not link themselves with Indian governance. The natives of this village consider themselves the descendants of 'Alexander the Great' and his army and thus consider themselves to be superior to the rest of the races. For that reason, the natives of this village usually avoid getting touched by other people.

Great Banyan tree, Kolkata:



[Great Banyan Tree, Kolkata]

Imagine yourself in a place that looks like a woodland but in fact it is just a banyan tree! Sounds exciting? The Great Banyan Tree, situated in Acharya Jagdish Chandra Bose Indian Botanical Garden near Kolkata, embraces the world's widest banyan tree. This tree is immense beyond imagination and is 250 years old. The original trunk of this tree seems

to be lost in the cluster of the roots and the aerial roots make it appear like a forest. Interestingly, these roots are 25 meters above the surface!

Magnetic Hill, Ladakh:



[Magnetic Hills, Ladakh]

On the Magnetic Hills of Ladakh, the car seems to roll uphill on its own. The magnetic features of the hill are the reasons behind these cars being apparently attracted. It is in fact an optical illusion, which is related to the concept of gravity hills. This mysterious spot effectively draws the attention of the tourists on their trip to Ladakh.

Kodinhi Village of Twins, Kerala:



[Kodinhi Village of Twins, Kerala]

Do you remember those hilarious confusions in 'Seeta aur Geeta' and 'Judwa'? This place you witness it in reality! It is a small village in Kerala- Kodinhi. In this village, there is a high number of twins. The

population of the area is 2000 of which 350 are twin pairs. Scientists have been left dumbfounded to explain the reason behind this 'Judwa' phenomenon of Kodinhi.

Lonar Crater Lake, Maharashtra:



[Lonar Crater Lake, Maharashtra]

This amazing and mystifying lake was formed when a meteorite hit the land surface and created a crater. This lake finds a mention even in ancient literature like Skanda Purana. One of the distinct features of this lake is that it is both saline and alkaline in nature.

Floating Stones, Rameshwaram:



[Floating Stones, Rameshwaram]

You must have heard about the story of the Ramayana and know how a bridge was built over

the sea to reach Lanka. Well, it is very much in reality as well. The remnants of such stones are still found in Rameshwaram. The name of Lord Rama is still engraved on these stones and they float when kept in the vessel full of water.

Living Tree Bridges, Meghalaya:



[Living Tree Bridges, Meghalaya]

There is an unusual formation of trees in the gradients of Khasi and Jaintia Hills in Cherrapunji. There is a rubber tree having 3000 feet long roots slinking its way along the gradient. The trees stick to the upper area and the roots are elongated to the riverbed hence providing natural bridges between the rivers. This mystifying sight bewitches the mind of the tourists instantly.

Levitating Stone of Shivapur, Maharashtra:

In some places, beliefs seem stronger than scientific theories. One such place is the town of Shivapur near the commercial capital of India- Mumbai. The strange element of this place is that there is a stone of 200 kg weight in the shrine of Qamar Ali Darvesh and this stone can be lifted only when eleven men raise it with their index finger. Moreover, there is a condition that the name of the saint should be chanted while lifting the stone otherwise the attempt would be unsuccessful. It is certainly a place ought to visit on Mumbai sightseeing tour.



[Levitating Stone, Shivapur]

Phuktal Monastery, Ladakh:



[Phuktal Monastery, Ladakh]

The monasteries in India are usually horded by tourists, but let me take you to one of the loneliest monasteries around the globe. The Phuktal Monastery is something that is hidden in the Zaskar. It is constructed into a cave that faces a cliff. This monastery amalgamates with its sandy ambiance in Zaskar Valley. To reach here, one

has to carry out a trek from Padum. It is hard to imagine that how this monastery was edified in 12th century.

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

By Ms.Lakshmi Pundit, Pune.

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