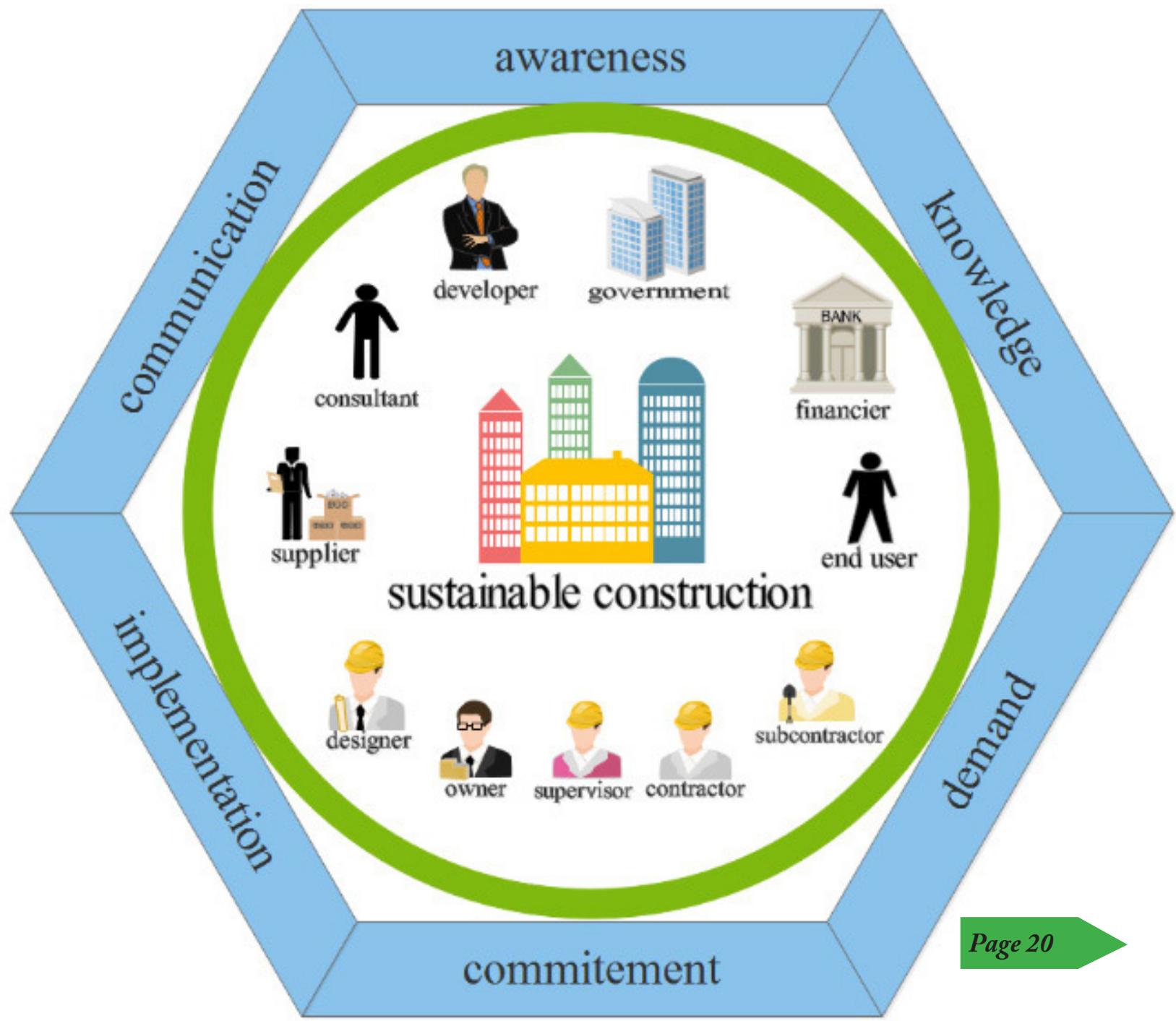


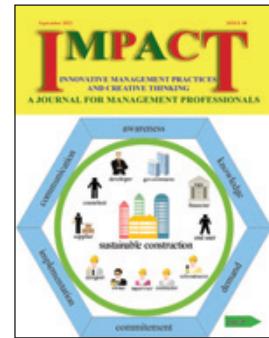
IMPACT

INNOVATIVE MANAGEMENT PRACTICES
AND CREATIVE THINKING

A JOURNAL FOR MANAGEMENT PROFESSIONALS



Greetings from IMPACT



EDITORIAL TEAM

Dr. N.V Subbaraman

"Kalki" V Murali

Dr M G Bhaskar

EXPERT ADVISORY BOARD

Dr. R Rangarajan

Professor & Head

Dept. of Commerce

University of Madras

Dr. R Krishnaveni

Assistant Professor

Head Department of English
Government Arts and Science College
Palladam, Tirupur (Dist)

All opinions expressed in the articles appearing in the e-journal IMPACT, are that of the respective authors. The Publisher or Editor of IMPACT cannot be held responsible / liable in any manner whatsoever for any claims and / or damages.

Dear Readers,

Ukraine – Russia war seems to be an ongoing continuous war. Russia currently occupies 127,484 sq km of Ukrainian territory. Russian officials have said their forces are fighting for the “complete liberation” of the Donbas, which broadly refers to Ukraine’s eastern regions of Donetsk and Luhansk, where Russian-backed separatists held significant territory before the invasion. Ukraine is not a NATO member. Ukraine is a NATO partner country, which means that it cooperates closely with NATO but it is not covered by the security guarantee in the Alliance’s founding treaty.

Russia has lost 237 T-72B3 tanks, hundreds more T-72 variants as well as at least 170 T-80 models since the start of the attack on Ukraine in February, according to Oryx, an intelligence blog that tracks Russian military losses. In theory, tanks should be supported by infantry and artillery that are able to locate and destroy enemy soldiers armed with anti-tank weapons.

In the early days of the war, columns of Russian armor became jammed up along Ukrainian highways, allowing Ukrainian infantry to pick off tanks — and other vehicles — using a range of portable, shoulder-fired anti-tank weapons.

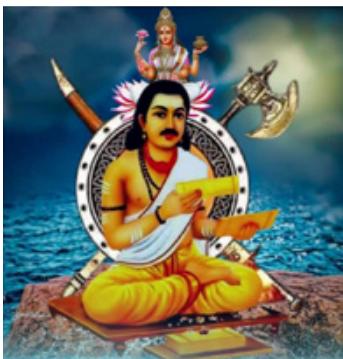
U.S.-made Javelins and British-Swedish manufactured Next Generation Light Anti-tank Weapons (NLAWs), have been responsible for hundreds of Russian tank losses.

The UN is delivering emergency aid and assistance to people across Ukraine and neighboring areas — particularly women, children, elderly people, and those with disabilities. The UN has more than 1,400 UN personnel on the ground across all 24 oblasts in Ukraine.

When the war is going to end? Ultimately the poor and the middle income families are the worst hit in any war, losing their hard earned paltry savings and losing family members – but who cares?

Editorial Team

INSIDE



Poet Kamban's Concept of Grave Sins —

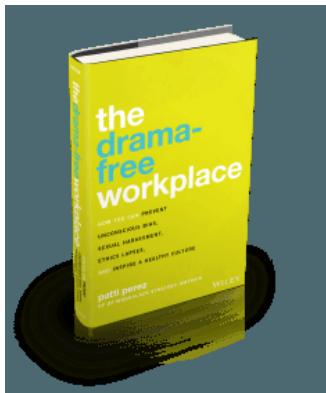
Dr. H.V. Hande

4



How Management Functions are
Performed at Coca Cola —

8



The Drama-Free Workplace —

Mr. R. Venugopal

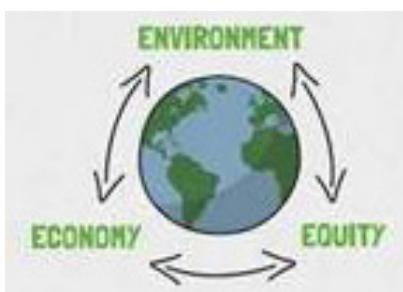
12



What is innovation: why almost everyone
defines it wrong —

Joe Dwyer

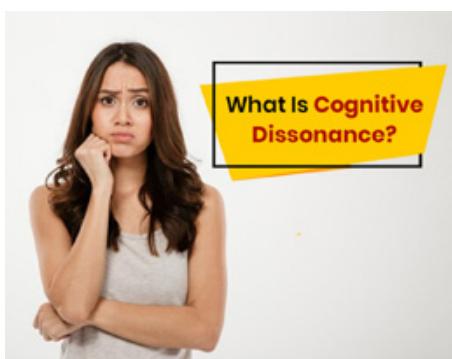
15



Sustainability in the
Construction Sector —

Dr. S. Jeyachandran

20



Harvesting Cognitive
Dissonance —

24



Humour in
Management —

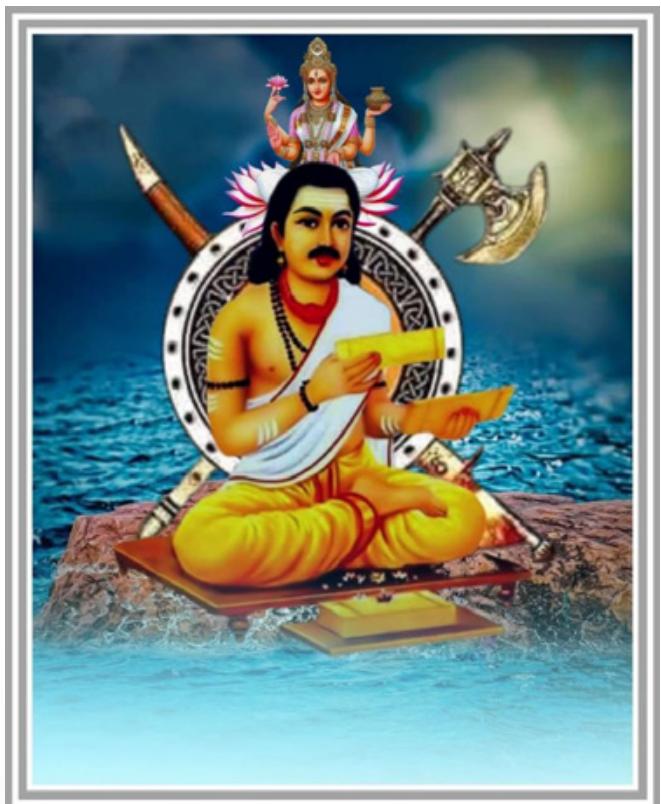
30

Poet Kamban's Concept of Grave Sins

When Kaikeyi extracted two boons from her husband Emperor Dasaratha, that Shri Rama should go the forest for fourteen years and Bharata should be crowned as Dasaratha's successor, Bharata was far away in his mother's kingdom of Kekaya. After the death of Dasaratha due to shock and grief, Bharata returned to Ayodhya and learnt about everything that transpired, and was immersed in uncontrollable sorrow.

Shri Rama's mother Kausalya, who all along was under the impression that Kaikeyi had extracted the boons from Dasaratha, with the knowledge of Bharata, realised that he was honest and faultless. She told Bharata "Probably, you were not aware of your mother Kaikeyi's plot".

Hearing Kausalya's words, Bharata who had earlier fallen at her divine feet, roared like a



Are these sins mortal?

- Whether it would be a mortal sin or not would depend on a number of factors.
 - For a person to commit a mortal sin, it has to have three conditions.
 - It has to be serious matter;
 - the matter must be of a very serious nature.
 - The person has to have sufficient reflection;
 - There must be the full consent of the will.

captive lion and wept! Making even the Goddess of Dharma shiver, he took an oath, "If Kaikeyi's evil designs were already known to me, let me go to the hell to which evil-doers who have tried to wipe out the righteous deeds of others, who have no merciful hearts, who have stayed at the gates of others waiting to molest their wives, who have shown wrath against others, who have destroyed stable and steady lives, and who have caused great harm to ascetics, are sent. Let me go to the hell assigned for one who kills the great five, (king, preceptor, father, mother



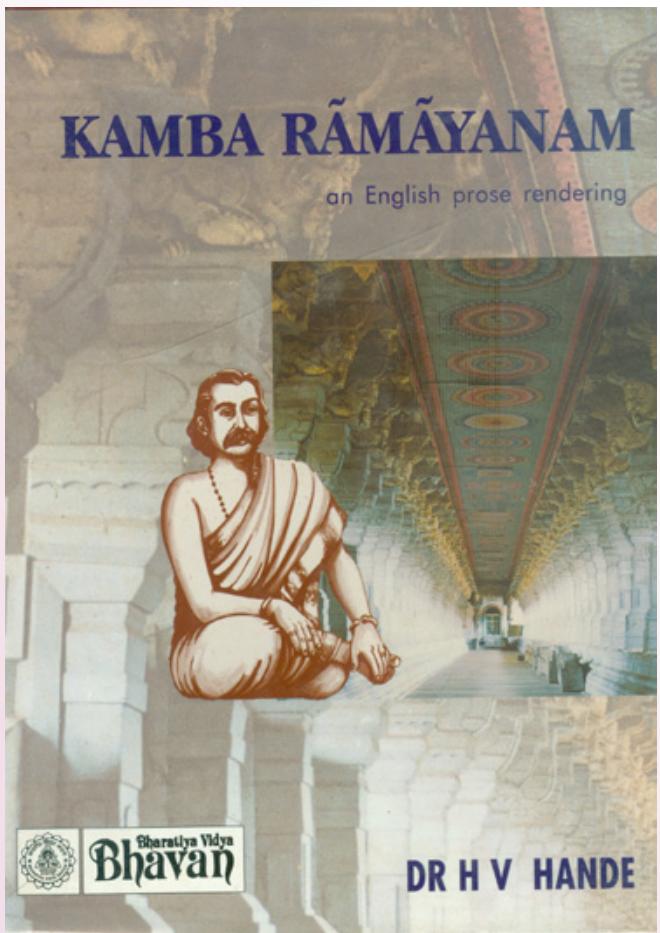
and brother) and women; the hell assigned for one who enters the battlefield with his king and runs away afraid of losing his life; and the hell assigned for those who snatch and take possession of the alms collected by beggars. Let me go to the hell meant for those who assert that Lord Tirumal is no God at all; who harm sages who never strayed from the righteous path; and who instead of fostering the faultless scriptures, declare that they were all blatant. Let me go to the hell assigned for one who fills his accursed stomach with food while his mother, who has given birth to him, is about to die of starvation; one who deserts his dying leader in

the battlefield and runs away; one who without fear forsakes those who seek his protection; and one who always gives up dharma.

“If it is a fact that I was aware of Kaikeyi’s treacherous plot, let me fall into the fierce and hot hell into which one who gives false evidence, one who runs away from the battlefield out of fear, one who takes away for himself anything given for safe keeping. Let me be cast away into the hell meant for one who burns the houses of sages, one who kills youngsters, one who utters lies in courts of justice, and one who contemptuously condemns the Gods. Let



me be thrown into the hell meant for a person who consumes all the milk from the udder of the mother cow leaving the calf to die, a person who steals public property, and a person who forgetting the timely help rendered, speaks ill of the benefactor, instead of expressing gratitude. Let me be cast into the hell meant for one who



runs away without saving his co-passengers when threatened by highway robbers, and one who consumes food without removing the hunger of those who suffer from starvation."

After lashing out several words, Bharata continued, "O mother, please listen to me. If I have aspired for the kingdom secured by the machinations of Kaikeyi who gave birth to me, let me go to all these hells." Bharata fell again at Kausalya's cool, divine, lotus feet, and continued with his assertions. He said, "Let me immediately go to the hell to which the accursed ones, like those who surrender in a battlefield where war-weapons clash, and the king who usurps wealth from his subjects would be forced to go. Let me go to the hell to which one who thinks of outraging the modesty of a virgin, one who looks at the preceptor's wife with lust, a drunkard who amasses wealth in a stealthy manner, one who does not care for the good advice of the learned, one who wantonly spreads imaginary canards against flawless ancient ancestors, one who knocks down the food of the poor in times of famine, and one who eats the most delicious food all alone when others are waiting for the same, with their mouths watering, is sent.

Kausalya, on hearing the assertions of Bharata which proved the purity of his mind, felt immensely happy. She felt as if Rama who had gone to the wild forest had come back. She embraced Bharata with great affection.

Dr. H.V. Hande

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



FIRST THING TO BE DONE AFTER YOU DO YOUR COMPANY INCORPORATION



Avail our Expertise – Reap Good Returns



ENVOLVE EVOLUTIONS
ENVOLVE EVOLUTIONS

- Project Funding
- Innovative Business Strategies
- Digital Marketing
- Training & Development
- Customised Software

Contact for your Needs:

info@envolveevolutions.com

+91 755 015 3282

How Management Functions are Performed at Coca Cola

Planning

The vision of the Coca-Cola Corporation is to become the biggest and the best anchor bottler in the world and its mission is to refresh everyone which guides its management team in the planning process.

The top management of the company engages in formulating five year longer term plans as well as shorter term planning for the next year or so. The idea behind this type of planning is to have a strategic vision extending over a longer period as well as a flexible and adaptive strategy to change according to the imperatives of its external environment.

Apart from this strategic planning, the top management at Coca-Cola also engages in tactical planning in consultation with the middle management who in turn acts on the feedback from the salespersons on the ground.

The planning at Coca-Cola entails setting targets for all employees at all levels that are periodically reviewed for either success or failure in meeting the targets and in case of the latter, feedback is sought from the managers and the employees who have failed to meet the targets about the reasons for the same. This is then incorporated into the decision making loop so that the next year's plan can address and redress the shortcomings as well as set new targets taking into account these aspects.

An example of how planning at Coca-Cola works can be gauged from this year's target for the managers to increase sales by 20% over last year's target and increase the total customer based by 10%.



This is the micro level planning which is complemented by the macro level planning which can be seen from the objectives of increasing market share ranging from 5 to 30% for the middle management in the various markets in which it operates. Further, there are operational goals which are set for the salespersons on the ground and which are to do with the point of sale and the other front end supply chain interfacing roles to actualize coordination and cooperation among the partners, bottlers, vendors, and distributors.

Artificial Intelligence in



Information regarding the users is identified through the collected data

Detect images on social media and serve ads accordingly

Securing purchase proof

Brand mentions

Organizing

Coca-Cola follows the decentralization within centralization model of organizing itself. This means that while the global headquarters retains its overall decision making, the corporation is divided into regions and geographical territories in which it operates. These regional divisions are then organized into the functional departments which in its case comprise the Production, Industrial Relations, Sales and Marketing, and Human Resources departments.

The key to understanding the organizing function at Coca-Cola is to recognize that employees with similar skills and common work functions are grouped together. This helps the company avoid redundancies in problem solving processes as well as bestowing a certain functional autonomy at all levels.

Further, the organizing function at Coca-Cola follows the maxim of the span of control not exceeding five direct reports which means that no employee has more than five others reporting to him or her. Having said that, it must be noted that there is cross functional reporting as well which is in the case of the

managers and the functional heads reporting to the other divisional heads in addition to the country heads.

Moreover, the managers at all levels are afforded a high degree of autonomy which empowers them to decide according to the specific local needs.

Finally, the organizational structure is such that redundant layers in the hierarchy are eliminated and the layers of direct and dotted line reporting ensure that information flows through the organization without the clogging of the organizational arteries due to bureaucratic mindsets as well as blockages due to communication gaps.

The overall responsibility for each country or region is with the country or regional head and the functional heads under him or her also report to the global functional heads. Similarly, the responsibilities are clearly defined which means that accountability is taken care of as is the aspect of transparency.

Leading

Though Coca-Cola is organized around geographical regions and then the various departments for each

region, the company emphasizes the importance of transformative leadership at both the Global and the Local levels.

This means that local managers and the heads of departments in addition to the Country Heads in the various markets that the company operates in are free to decide on the appropriate strategies for their territories as long as they conform to the global norms and global culture that permeates the organization. This decentralization within centralization is the hallmark of the Glocal approach which has been stated in the thesis.

Apart from this, the leadership at Coca-Cola believes in a democratic and laissez faire approach to leading which is necessary considering the business it is in which is heavily dependent on both the macro level vision and mission that need to be translated and transformed into micro level execution.

Typically, the General Manager is at the top of the regional hierarchy who in turn reports to the



country head. These general managers have other managerial subordinates such as the ones referenced for this article who have mentioned how the organization practices behavioral leadership that is based on acting on the specifics of the situation at the micro level.

The managerial styles of these managers also follow the incentive based system for actualizing peak performance from the salespersons. In this system, monetary and non monetary incentives are provided to the salespersons to motivate them and make them meet or even exceed their sales targets.

The monetary incentives include pay hikes, bonuses, and commissions based on the sales achieved whereas the non-monetary incentives include vouchers for vacations, travel, and discounted holiday packages for the employee and his or her immediate family.

Controlling

The controlling function in Coca-Cola is done through periodic reviews of managerial and salespersons performance. Towards this end, an appraisal system based on objective evaluation of whether the employee being appraised has met his or her targets forms the backbone of the controlling function in the company.

Though managerial performance goes beyond evaluation of targets and their compliance as the managers typically perform other roles such as people management and strategic planning, the salespersons are appraised based on the Sales Person's reporting system and the Sales Person's evaluation system.

The former tracks the activities of the salesperson on a daily basis whereas the latter is done according to the appraisal cycle and the results of which are used to determine promotions, bonuses, and other incentives. The evaluation period is usually a year



for sales managers whereas it is a quarterly cycle for the market development roles, and a monthly cycle for the salespersons.

Apart from these performance measures, the employees are also evaluated according to their

contribution to the actualization of the overall goals of the organization as well as on their soft skills including communication, people management, coordination, and service quality.

Further, the controlling function also ensures that a performance development plan is prepared which takes into account the salespersons meeting the targets such as growth in sales, market development, and completion of customer and partner calls including conversion of cold calling, attendance, and the punctuality of the salesperson.

The key point to note about Coca-Cola's controlling function is that it follows a Glocal approach wherein the performance measures vary according to the local conditions of the markets in which it operates.

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

Readers are requested to send their management related questions.

IMPACT will get replies from management experts.

Send your questions to:
impactjournalindia@gmail.com

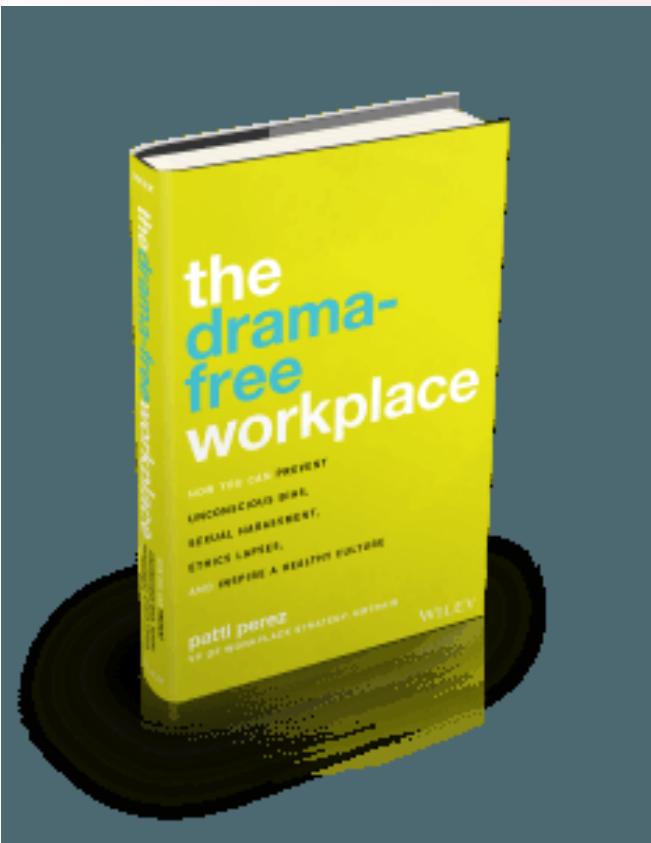
Book Review

The Drama-Free Workplace

By

PATTI PEREZ





This book published by John Wiley & Sons, Inc., Hoboken New Jersey costs 25 USD.

The author Ms Patti Perez is the VP of Workplace Strategy EMTRAIN, a Technology driven HR culture/ compliance company and a frequent speaker around the US and Latin America on sexual harassment prevention and other workplace issues like Ethics lapses, unconscious bias and a broad range of behavioral issues. She is also a licensed California attorney and a professionally certified HR Executive.

This book is a hands-on guide for creating and sustaining a cohesive, collaborative workplace culture that enables widespread innovation, increased productivity and greater revenue. This book explores the underlying causes of those fraught encounters- including sexual harassment, bias, cultural clashes, lapses in ethics and more- offering realistic solutions for mitigation. This book explains what it takes to become an organization that values and practices fearlessness, fairness and freedom. It shows how to use the tools of emotional intelligence

to communicate more precisely, persuasively and explores how to anticipate the situations that give rise to drama with detailed advice on how to prevent problematic solutions from occurring.

Ms Perez drawing on more than 25 years working in the field, debunks commonly held myths, including the belief that a focus on legal compliance leads to a healthy workplace culture. She explains that a hyper-focus on compliance, paradoxically, increases the likelihood of getting sued.

The Workplace Culture

Companies are hungry to find ways to differentiate themselves, to become employers of choice, to present themselves as organizations that deserve to win the “war for talent.” Workplace culture has become a familiar term in the Corporate world. Despite all this talk, a few companies actually do the work required to build and maintain a healthy and productive environment at work.

Workplace culture encompasses the beliefs, values and behaviors that guide your company. There are many components in this like employee engagement, employee satisfaction, happiness at work, compensation, benefits and other workplace perks. But these individual elements do not define the work culture. A company that provides the basics- fair pay and benefits- has a mediocre culture. People come to work for their paychecks. There is little innovation and the profits are flat.

A company that goes a step above and gives additional perks has a good culture- their employees understand their company’s mission and they feel connected to each other.

Then there are companies with fantastic workplace cultures-

1. They are intentional and relentless about planning and executing a strategy to put culture at the center of everything they do.



Drama in the workplace with Patti Perez

DIFFICULT
HAPPENS
If you're committed to
you



2. They have leaders who walk the talk and set the tone.
3. They approach problems and develop solutions, preventing, managing and addressing conflict as a vital part of their culture.
4. The results are- a cohesive and collaborative workplace that leads to innovation and increased revenue and profit.

The Process

1. The Diagnosis Drama- the root causes and practical solutions.
2. Hiking to the Top of the Healthy Workplace Culture Pyramid- providing some essential and easy to implement formulas for making your workplace healthier.
3. A DIY Roadmap for creating and maintaining a Drama-Free Culture- showing step-by-step roadmaps on how to write and enforce policies, how to provide effective training

and how to investigate and resolve workplace drama.

4. One last note- Don't forget that a healthy culture is a fun culture. It is not to erase all things entertaining and amusing.

On the whole, the Drama-Free Workplace is a forward-looking manual how to create the workplace of the future and it should be on the shelves of enlightened supervisors, managers and business leaders everywhere.

R. Venugopal

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



What is innovation: why almost everyone defines it wrong

A useful definition of innovation is easily understood, is simple, and clearly tells you whether something is innovative or not. Here's how DI defines it.

Definitions matter; it's hard to have effective discussions and build on concepts without them. And the best definitions offer utility.

Mention the word innovation in a corporate context, and you're likely to see some eye rolling. The word "innovation" has turned into something of a buzzword whose application is so broad and nebulous that it often feels useless.

But innovation is critical in the modern economy. That's why we're going to come up with a clear and useful definition for innovation.

For our purposes, a useful definition of innovation probably:



- Has easy to understand tests for filtering
- Reliably filters out the sorts of activities that set corporate eyes rolling
- Rarely excludes things most of us would consider meaningful innovation
- Is brief and simple

Various definitions of innovation

It won't take much Googling to see that the definition for innovation varies widely. Here are some paraphrased selections from an article by Nick Skillicorn based on interviews with 15 innovators:

- Application of ideas that are novel and useful
- It's about staying relevant
- Great idea, executed brilliantly, and communicated well
- Feasible, relevant offering with a viable business model perceived as new and adopted by customers



- Introduction of new products and services that add value to an organization
- As long as it includes “new” and addresses customer needs, any variation goes
- Fundamental way companies bring constant value to their customers
- Work that delivers new goodness to customers in new markets and radically improves the profitability equation
- Implementation of something new
- Implementation of creative ideas to generate value
- Anything new, useful, and surprising
- ... and so on

There are good concepts in those definitions, but none seem to strike the right balance of clarity, utility, and brevity. We probably need to look elsewhere.

Webster's defines innovation as “the introduction of something new.” It’s hard to dispute that’s accurate. But it doesn’t seem particularly useful.

Perhaps that’s because innovation exists outside of our business mindset. By their definition, introducing a new paint color that’s a half-shade different from any others known in the market is innovation. Most of us would not consider that “innovation,” at least not in a useful way. It might be the absolutely perfect shade for your new house, but I think we need a better definition for our purposes.

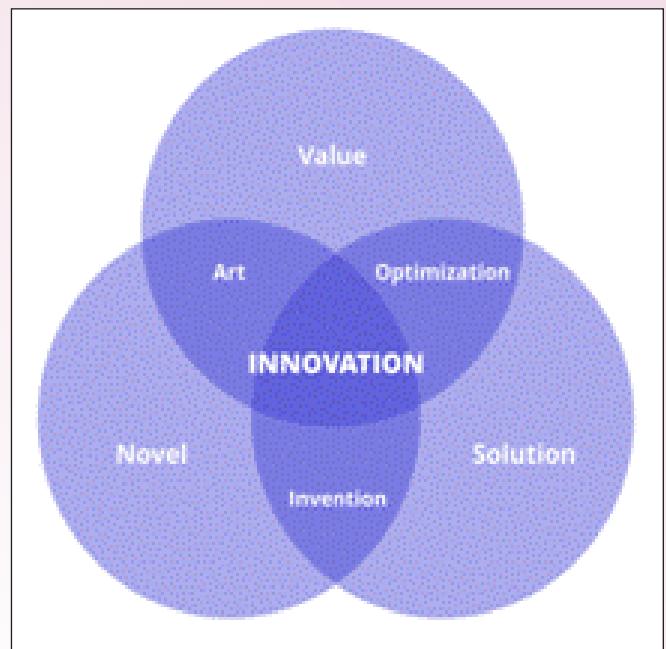
Peter Drucker said “Innovation is the specific instrument of entrepreneurship... the act that endows resources with a new capacity to create wealth.”

It's eloquent. The concept of endowing resources with a new capacity to create value is interesting. But still it doesn't feel like a particularly useful definition.

Scott Berkun thinks "Innovation is significant positive change." That's starting to sound better to me. He adds the notion of "significance." If it doesn't matter (to someone), should we call it innovation? I think not.

But this definition focuses on the outcome rather than the process. If you don't know whether something is innovative until after the fact, it's hard to apply the definition proactively. And while the word "change" implies novelty, it's probably too broad. What if we're looking at a change to a well-known business model that results in a loss in stock value but an increase in stability? There's something novel about that, but it doesn't feel like innovation to us.

Tim Kastelle writes innovation is "not just having an idea—but executing it so that it creates value." I like that he incorporates three key concepts: an idea, execution, and value creation. You'll see below this is probably the closest to our definition.



A proposed definition of innovation

Here's how we define innovation:

"Innovation is the process of creating value by applying novel solutions to meaningful problems."

The reason we believe it has utility is in the three explicit tests for "innovative-ness" we can apply:



IMPORTANCE OF INNOVATION



- Is it novel? The notion of novelty is baked right into the word “innovation.” If it’s not new, it’s probably more optimization than innovation.
- Does it solve a meaningful problem? If not, maybe it’s art instead of innovation. That’s not to say art isn’t valuable, but it’s generally not designed to solve a problem. To us, innovation is.
- Does it create value? If not, maybe it’s an invention rather than innovation. Inventions can lead to value creation, but usually not until someone applies them through innovation.

It also points out that—at least where we’re concerned—innovation is a process. It’s not the result itself per se, but the path to get there. We know it’s possible to innovate unsuccessfully—there’s plenty of evidence that innovations often fail. What’s key is that you’re seeking to create value by applying a novel solution to a meaningful problem.

According to this definition, innovation isn’t limited to the commercial context. Non-profits can be innovative; their value creation metric is simply different.

The Value of Definitions

Don’t underestimate the role that definitions and language can play in getting your team on the same page. Even revisiting the way your organization defines this can unlock new ideas and help organizations prioritize initiatives. And it ensures that your team is making meaningful progress toward creating truly innovative solutions.

Author: Joe Dwyer

Source Courtesy: <https://digintent.com>

Subscribe to



Periodicity: Monthly

Subscription:

Single copy: Rs 100/- each issue

Annual: Rs 1000/- for 12 issues

Subscriptions may be paid by Cheque/DD drawn in favour of **IMPACT**, payable at Chennai.

Contact: email: impactjournalindia@gmail.com

Sustainability in the Construction Sector



What is Sustainability?

In modern-day society, sustainability is becoming increasingly important. For instance, in the economy, sustainability is a crucial criterion for the future development of humanity, taking into account the environment.

The UN has defined sustainable development as “development that meets the needs of the present without compromising the ability of future generations to meet their own needs.”

The term sustainability refers to the long-term viability of human society with respect to its natural environment. It also includes economic growth and social equity within this context. In other words, it means developing ways to live sustainably while maintaining our quality of life over time.

Sustainable development can be achieved through three main approaches: conservation, adaptation

or mitigation. Conservation involves reducing consumption and waste; adapting to changes in climate and land use; and mitigating negative environmental impacts such as pollution.

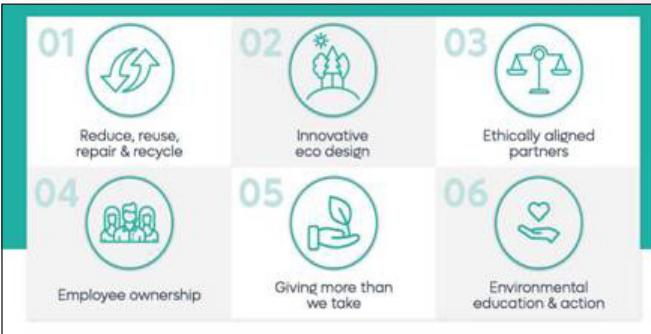
The three pillars of sustainable development.



There are three key elements to achieving sustainable development: people, planet and prosperity. People need access to safe drinking water, nutritious food, affordable housing, education, health care and employment opportunities. The planet must have enough renewable resources like freshwater, fertile soils, clean air and forests to support all living things on Earth. And we should strive to create an economy where everyone benefits from economic growth.

What are the six principles of sustainability?

There are several sustainability examples that illustrate business sustainability, they include:



Green Space, Crop Rotation, Sustainable Design and Construction, Water Efficient Fixtures, Renewable Clean Energy, Waste to Energy Recycling, Water Treatment.

Sustainability in Construction and Civil Engineering

Construction is a massive, complex industry and is a major source of pollution. If it continues operating like it does today, achieving sustainability will remain a distant and unattainable goal. Change needs to happen now if we aim for a better construction world tomorrow.

Sustainability is defined as a) the desire to perform activities without any depletion of resources or

bringing any harmful effect on the environment and b) Practicing sustainable construction methods will help avoiding harmful effects from construction activities. According to Professor Charles J. Kibert, sustainable construction focuses on six principles: "conserve, reuse, recycle/renew, protect nature, create non-toxic and high quality."

Sustainable construction methods include:

- Using renewable and recyclable materials.
- Reducing the embodied energy in building materials.
- Reducing the energy consumption of the finished building.
- Reducing on-site waste by adopting waste management, such as separating and recycling waste
- Protecting the natural habitats during and after the construction phase. Cutting materials precisely in order to reduce waste
- Constructing green buildings
- Adopting reuse of such projects that transform old buildings
- Managing construction sites to improve the environment. Examples include treating



Why is Sustainable Construction important?

- A better quality of life can be offered
- More people are turning to sustainability
- Sustainable Construction offers a greener future



water on-site, no smoking, recycling food containers, etc.

Benefits of Sustainable Construction

Sustainable building isn't just good for the environment, although that is a fantastic reason to adopt sustainable practices. Construction projects that develop green buildings aren't only beneficial to the environment; they also provide many psychological benefits to the people inside

them. For example, in an office building, cognitive function scores rose by 61 percent. It was also reported that employees were 44 percent better at making decisions that achieve workplace goals. In green hospital buildings, 56 percent were satisfied with the cheerfulness of the hospital after the green renovations. Plus, Seasonal Affective Disorder was reduced.

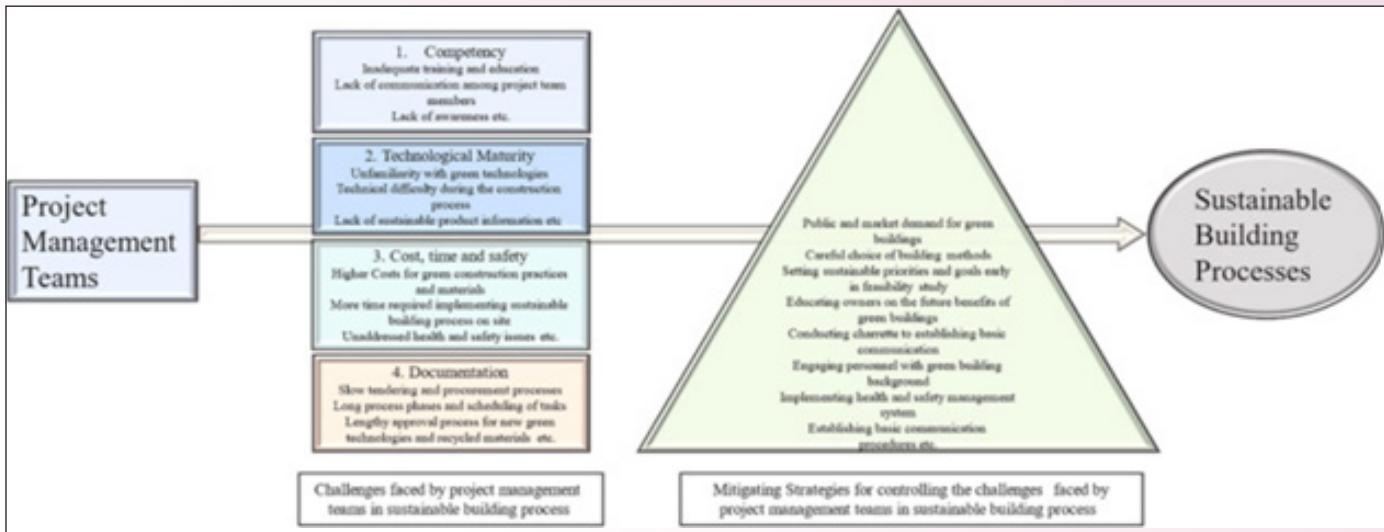
Five ways the construction industry can make projects more sustainable:

1. Reduce Fuel Consumption;
 2. Prepare Environmentally Conscious Building Design;
 3. Adopt A better Waste Disposal Methods;
 4. Consciously Cutting Noise Pollution;
 5. Using Sustainable Building Materials.
- Further, the most important process in sustainable construction is cutting materials precisely in order to reduce waste and controlling waste management by separating and recycling waste.

Sustainable construction materials:

Sustainable building materials are those which are produced or sourced locally. These materials are





containing recycled & industrial waste materials and byproducts. Sustainable materials have a lower impact on environment & are thermally efficient. Besides, a new generation of stronger, lighter and more sustainable building materials can help solve many problems in the industry as well as push current practices to be more sustainable. These materials have the added benefit of protecting the environment by reducing the carbon footprint of the buildings that use these materials. They promote a cleaner Earth and a future of sustainability while also being aesthetically appealing and much more efficient.

What can present-day developers and contractors do?

Developers and contractors often interact with all stakeholders across the construction value chain. Developers can commit to building projects that have net-zero embodied carbon. They can create new contractual obligations that require transparency in the disclosure of embodied carbon data from the supply chain (such as the environmental product declarations). Additionally, contractors can require energy efficiency by powering all processes happening on the construction site by renewable energy. This is a safe, reliable and clean route to more sustainable construction.

Conceptual model for enhancing project management teams' readiness in sustainable building processes:

Conclusion

There are many different definitions of what sustainable construction actually entails. However, most agree that it involves meeting the basic needs of today by preserving the capacity of tomorrow. Even though the good initiatives of many contractors, manufacturers, and other construction parties, it is not possible to minimise the embodied carbon emissions if everyone is acting on their own. We need the unified efforts of the construction demand and supply side. Also, the collaboration and the coordinated actions of all stakeholders, supported by policy frameworks, are necessary prerequisites towards going further ahead. We cannot do this alone though - we each play a role in making sure that the next generation will inherit a better world than the one we inherited.

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..



Harvesting Cognitive Dissonance

Go Along

Comical acts online or on TV, invariably comes along with an abundant dose of 'canned laughter'. We might miss the joke but not the laughter. Sooner than later, we too tend to laugh along; even when we don't quite get the joke. Our compulsion to go along is more pronounced when there are people around!

WhatsApp group discussions play it out best. Anyone could have initiated it but inevitably, it gravitates to align with the opinion of an individual or a group of individuals. Initially there could be many widely differing views; strong, loud and clear. As discussions progress, differing voices either fall in line, or just fade into silence. Views that differ from the majoritarian are gradually given up, willfully or under pressure. It is not always necessary for the majoritarian opinion to be correct legal or valid, yet everyone goes along! Don't believe it?



Revisit previous discussions on your mobile; it could provide undeniable proof! You can easily identify the dominant ones, the dormant mutes and the browbeaten. Eventually everyone tends to go along; to be in the group.

Two seemingly isolated events but connected by a profound human compulsion called cognitive dissonance; the compelling desire to be with the dominant majority!

Do We Always Go Along

When our thoughts run contrary to the one predominantly held there is a sense of discomfort within us and we are driven to address it. The easiest way is to align oneself with the majority in view. Individuals to start with, homes, society and even Nation States are not exempted from



SIGNS OF COGNITIVE DISSONANCE



Feeling mental or emotional distress without any clear reason



Feeling discomfort or compelled while making a decision



Feeling confused and lacking clarity



Feeling ashamed or embarrassed

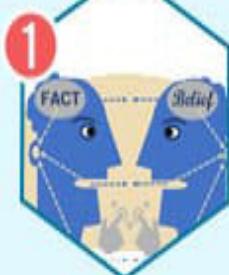


Being mistakenly identified as an hypocrite by others



Experiencing inner conflicts and contradictions while deciding about a debatable topic

CAUSES OF COGNITIVE DISSONANCE



Forced compliance behavior

Acting against ones beliefs.



Making decisions

Feeling distressed at the loss of the second alternative when we choose the first alternative.



Exposure to new Information

Contradicting beliefs and new informations.



Effort

Putting a great effort in achieving something, then realize that the accomplishment was not really that special or view it negatively, then it can cause serious cognitive dissonance.

COPING WITH COGNITIVE DISSONANCE

1



Change your attitudes

Modify some of your beliefs, principles, personal values, attitudes and behavior to bring consistency among them.

2



Be open to new information

Seek and be more accepting towards new information that can offset or counterbalance your contradictory beliefs.

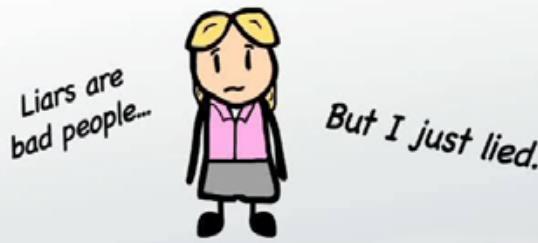
3



Question the value of conflicting cognitions

Analyze and lower the value you assign to your cognitions – thoughts, beliefs, attitudes and principles.

COGNITIVE DISSONANCE



this behavioral aspect. The degree and intensity of the dissonance experienced differs from person to person. More rooted one is to one's belief, higher is the intensity of discomfort. If the dissonance has existential risk attached, likelihood of 'going along' is stronger. After all North Koreans adore their leader!

What happens when there is no existential threat?

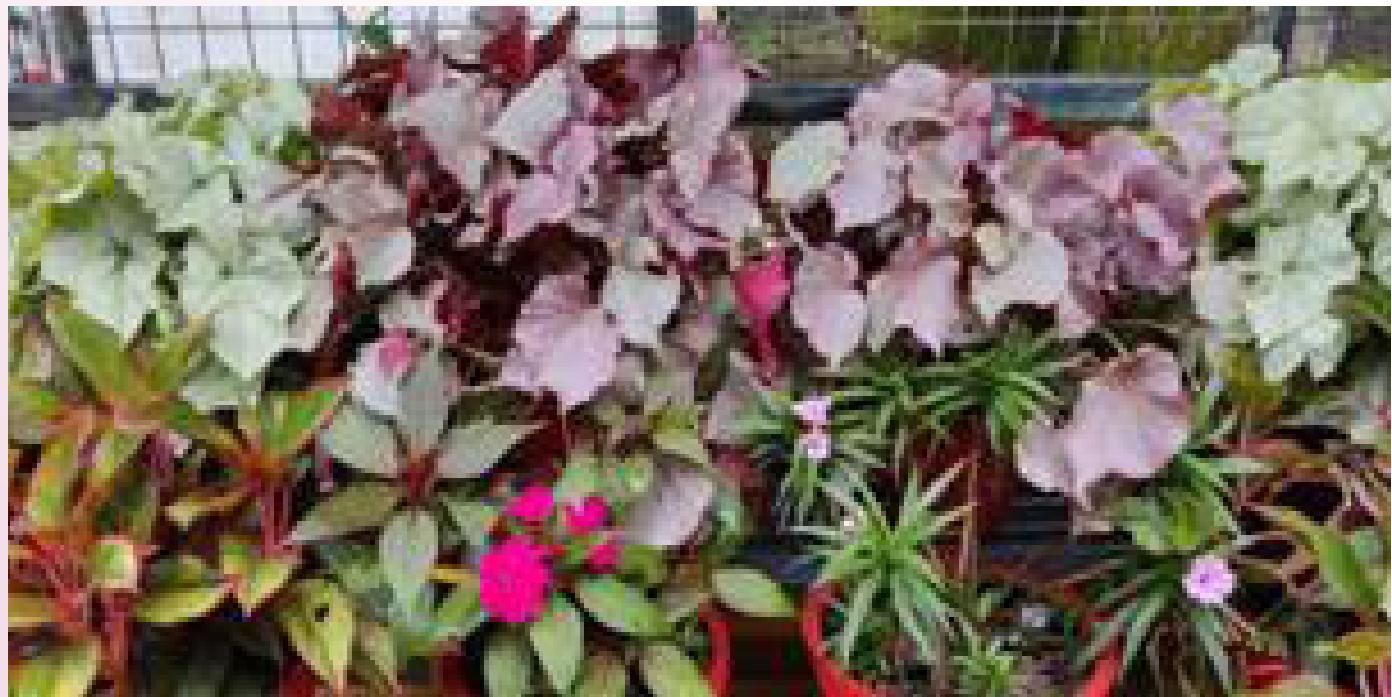
Conscience versus Pragmatism

Mob lynching has become a common occurrence in many places. Individually nobody likes to kill or be killed. But seldom do we find anyone from within trying to prevent the mob from lynching

the hapless. At least momentarily conscience of each individual in the mob goes dead.

Many a time, people tend to go along even when they know, what they're going along with, may not be right. The discord within one's conscience is often drowned in rudimentary survival need of being part of a group; the predominant human trait that helped us survive the wild, create societies and nation states and even wage wars against one another! Deeply imprinted into our genes, as an acquired trait and perfected in the course of one's life, giving in to the majoritarian view guarantees us our place in the group and provides a sense of protection irrespective of what we hold as right or wrong. After all; it is more important to be alive to fight another day for another cause that may be more important to us: though that day may never come! In the choice between living by one's conscience and being alive, spine gives way to survival instincts.

The debate necessarily need not be on survival issues. Yet; it is easier to be part of a group even though one knows that the group's view or decision is wrong. It is our innate quality that draws us



closer to the group even against the call of our conscience, justifying the unjustifiable. Those who stand firm by their conscience are either expelled from the group or forced to get out. They either perish in solitude or emerge separately creating groups that hold another set of views seemingly driven by their conscience. This is the path seldom trodden.

Understanding Majority

Majority may not necessarily be defined in numerical sense always. One strong man can create a majority being the nucleus. Others, join for selfish reasons and the bulk, is made up of people often referred to as silent majority. They are there for fear of being seen holding contrary views. They easily shift to another power center when the wind blows that way.

Driven by incompetence to voice, impotence to stand up and be heard, they are easily afflicted by

cognitive dissonance. Organisations, associations and such bodies are infested with such people; certainly selfish and often scheming.

Can Cognitive dissonance be productively channeled?

The Mantra for Corporates

Getting teams to deliver and meet deadlines is one aspect that every organization wants. While diversity in skills, domain expertise and opinions add to the quality of options generated, success depends on convergence of thoughts post decision on the way forward and unity in action thereafter. Cognitive dissonance can be ‘managed’ effectively without impinging on individual’s esteem and eroding his skill set and willingness to deploy it. If such a conducive climate is created it can help the organisation reap rich.

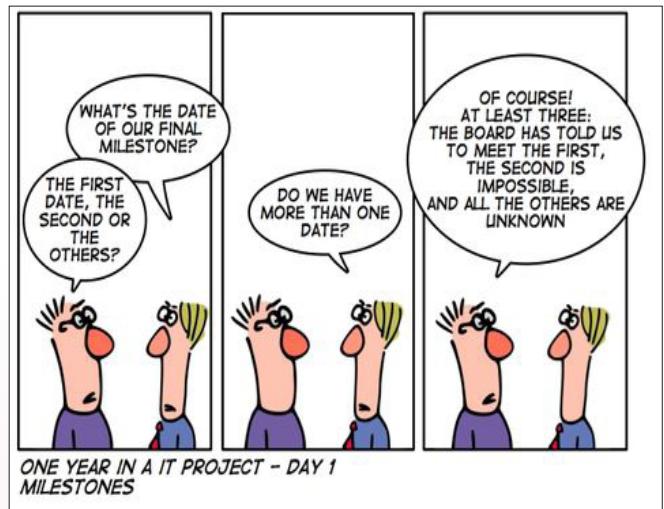
Source Courtesy: <https://jacobshorizon.blogspot.com>

Fresher's Required for Digital Marketing

- * Fire to Achieve**
- * Willing to Learn and Grow**

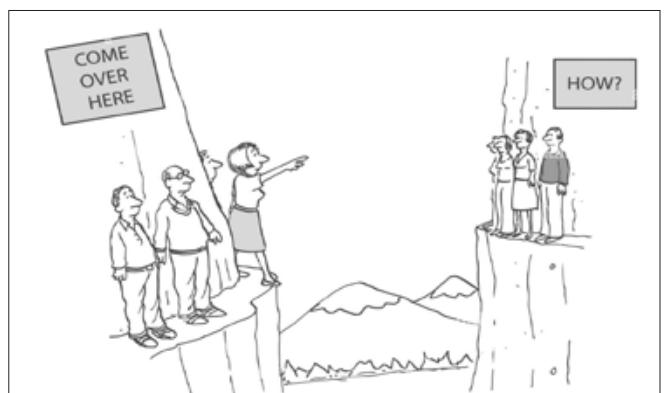
**Send Your Resume to:
inforesource@gmail.com**

Humour in Management





"...and by tomorrow, I'll need a list of specific unknown risks that we'll encounter with this project."



Enhance your Profitability and Market Share...



- **Marketing & Advertising Consultancy**
- **Event Management**
- **Corporate Financial Assistance**
- **Psychological Services**
- **Custom Made Software**



Contact:

Email: inforesource@gmail.com

