AMA NEWS

AHMEDABAD MANAGEMENT ASSOCIATION

"To promote exchange of ideas, knowledge, and experiences in the principles and practice of management."

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From the President's Desk



AMA engaged in a multitude of activities in January 2020. The 13th IP Summit, which had several international speakers, attracted corporate executives and law students. The 25th Innovation Conference on 'Digital Technologies and Innovation' was attended by over 250 participants from industry and academia. This one-day Conference, coordinated by Professor S. Ramnarayan of Indian School of Business, had a team of senior management professionals who made inspiring presentations.

Another major, noteworthy event was of a 51-Member Delegation from Kobe City as a follow-up of the Ahmedabad-Kobe and Hyogo-Gujarat sister relationship. The Delegation, led by the Mayor and Deputy Mayor of Kobe City, included officials and over 30 industry representatives. They all visited AMA. The entire programme was organized by AMA and Indo-Japan Friendship Association headed by our past President, Mr. Mukesh Patel. The Felicitation Ceremony was a memorable one; it had a big attendance. The Industry Seminar too was well attended and well received. The whole programme benefitted industry professionals from both Gujarat and Kobe. Over 300 delegates from different industries from Gujarat participated in the programme. The major attraction was the unscheduled visit of Japan Ambassador H.E. Mr. Satoshi Suzuki and the Consul General Mr. Michio Harada. The participation of the Deputy Chief Minister of Gujarat, Shri Nitin Patel, and the Mayor of Ahmedabad, Smt. Bijal Patel added great value to the programme. The Delegation was fully engaged with several presentations and a fusion music programme.

The Future Technology Programme initiative began with a brain-storming session by seven of the Council Members. The deliberations by these Council Members appreciated the dialogue with Start-up Nation Central, an Israel-based technology company. The concept and process of starting a series of technology lectures was also appreciated. The seven Council Members recommended coordination with NASSCOM and other technology agencies to make a visible impact of the AMA initiative in this direction. I am sure the new initiative and its direction will make AMA's role more visible and useful to the community.

■ **Malay Mahadevia**

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Focus

By ***M. R. Joshipura***



This is not a normal state of mind and mind wants to return to normalcy which places a tremendous load on mind. When we are unable to handle it, nervous system sees it as life threating and prepares you to fight the situation or move away from situation by releasing harmful chemicals in the body.

LIVE GOOD LIFE BY CHOICE, NOT CHANCE

Section II: Managing Five Facets of Life

Part 86: Managing Daily Life -
4th Aspect of Managing Daily Life–Personal Abilities

Personal abilities are your priceless assets to manage life. People vary vastly in personal abilities. Some have in plenty and others have less. But, if you develop these personal abilities and use in daily life, your life can be much smoother. Following abilities are discussed so far:

1. Planning, Organizing and Execution Skills;
2. Rational Thinking Skills;
3. Time Management Skills;
4. Communication Skills.

Now, we will discuss remaining abilities.

Stress Handling Ability

The word stress is used very loosely without actually knowing what it really means. So, next time you think you are having stress or you tell someone that he or she has stress, think twice and check whether it really is a stress or something different. Stress causes lot of harm to body. Blood pressure, breathing, heart rate goes up, cells are flooded with calcium, potassium and magnesium. Immune system (your body's ability to fight disease) is compromised and you suffer from insomnia.

What Stress is?

Stress is a mental or physical burden arising out of adverse circumstances (fear of loss of job, financial loss, divorce, care of elderly, illness, injury, natural disaster, theft, rape, children's problems, perceived loss of prestige) lasting for a fairly long duration. All these, put mental pressure and worrisome thoughts keep haunting you repeatedly. This is not a normal state of mind and mind wants to return to normalcy which places a tremendous load on mind. When we are unable to handle it, nervous system sees it as life threatening and prepares you to fight the situation or move away from situation by releasing harmful chemicals in the body. In a short term event like missing a plane or train journey, mind returns to normal state after the event is over.

Physical stress is the tension body exerts to return to normal relaxed state. (e.g. continuous hard work, heavy sport). Body does not experience stress after a short bout of hard work. It returns to normal state as soon as hard work is over.

Your stress handling ability is how well you are able to handle stress. With good ability, stress can be managed well.

How to Develop Personal Ability to Handle Stress?

Self- Awareness and Self-Responsibility

1. Be self-aware on stress. This means knowing your level of proneness to stress, and reason/s for stress (relationship? money? workload? illness? loss of spouse? or near ones?). Know whether you see such situations as threatening or otherwise. If you perceive the situation as threating, you will fell stressed. If you are prone to stress, just accept it, don't deny. Take responsibility to handle stress. No one else can do it for you.

Noticing Early Signals

2. From experience or otherwise, ability to notice early signals of a likelihood of occurrence of stressful situation is useful to prevent its occurrence.

Ability to Manage Stress

3. Attitude to stress is very important. If your attitude to stressful situation changes, felt experience of stress is likely to be minimum. For example, one individual may feel stressed at an illness and another may take it in its own stride.
4. Find solution instead of worrying which adds to stress. Stress due to illness can be resolved by taking steps, not worrying.
5. Time management ability helps to manage time related stress.
6. Manage physical stress by taking rest.
7. Relationship stress can be managed through letting go, forgiving, forgetting, not feeling hurt, changing perception, being flexible, keeping healthy relations with family and friends, sharing stress and keeping minimum expectations. Without feeling shy, ask for help in appropriate situation.
8. If situation is not within your control, just relax (e.g. traffic bottleneck)
9. Exercise and meditate daily for at least 10 minutes. Meditation calms you down.

Witnessing Mode Ability

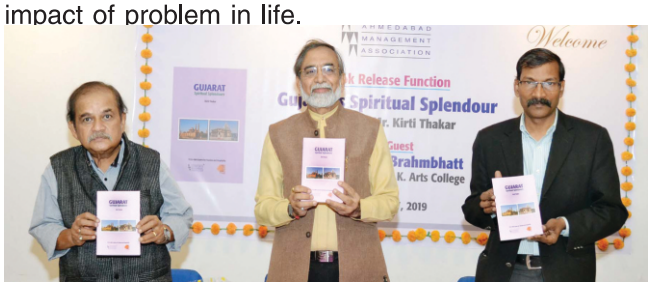
10. Though very difficult to cultivate, with practice you can develop ability to remain in witnessing mode. Don't jump into fray, there is no need to respond to everything and anything happening in and around family and society. Stand apart from situation and just witness what is going on.

Problem Solving Ability

We run into small and big problems almost daily. Some, have inherent ability to solve problems. Others, get into a messy situation. To acquire problem solving ability, we must begin with the beginning, viz. understanding what problem means.

What Problem Means in Daily Living?

Problem is something or some situation which needs to be corrected and if not solved, can lead to harmful or undesirable outcomes. It is a hitch or hindrance or obstruction or an obstacle. Simply stated, it is the gap between what is expected to happen, but is not happening. Unresolved problems can result into disastrous consequences depending on complexity and impact of problem in life.



Book Release Function: "Gujarat's Spiritual Splendour" written by Mr. Kirti Thakar. Chief Guest: Prof. Subash Brahmbhatt , Former Principal, H.K. Arts College

How to Improve Problem Solving Ability?

1. First, understand the situation in depth to know what exactly problem is and identify causes for problem.
2. To work out a solution, think rationally and not emotionally or intuitively or instinctively. All these responses are automatic and originate from below your conscious level (i.e. without your awareness and without application of mind). Solutions derived from such responses are likely to be harmful and consequences likely to be unfavorable. Tackle problem rationally. For a complex problem, study the issue, collect and analyze information, think rationally, know pros and cons, generate two or three options and then select the best option. Idea generation abilities help a lot in creating options. Ideas can be generated through brain storming techniques.
3. Problem solving process could be long or short. Know about it.
4. Take help of well-wishers and draw from their experiences.
5. Remain aware about new technologies impacting life, learn useful new things, and keep abreast of development surrounding you and in the world.

(Please send me your comments at mrjoshipura@gmail.com)

REMEMBERING VERGHESE KURIEN – INDIA'S FIRST MILKMAN *by Sharad Gupta*

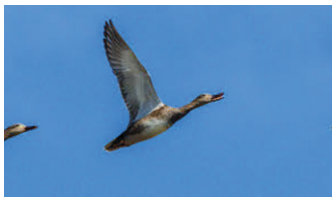


More than 60 years ago, Verghese Kurien wrote a prospectus for dairying in India. At the time, large amounts of scarce foreign exchange were being spent to import dairy products from New Zealand and Europe. He had been working with the Kaira District Cooperative Milk Producers' Union, building an organisation with people of exceptional talent. He was well into his partnership with Tribhuvandas Patel, the cooperative's first Chairman and a man of great integrity, wisdom and faith in rural people. The prospectus can be found in Kurien's autobiographical book, *An Unfinished Dream*. It was a blueprint for the development of dairying in India, an effort that Kurien always said was not about dairying, but about people. In that book, Kurien outlined a vision. That vision was that dairying could help transform the lives of India's rural people.

Sharad Gupta is Editor & Publisher, Dairy India Yearbook,New Delhi, and Co-Founder, www.IndiaDairy.com

Feature

by William A. Lybarger, Ph.D



Strategy has to do with differentiating your product or service from competitors, structure has to do with organizing things and people to get work done and culture relates to the more nebulas unwritten rules about how people behave in your organization.

Less-is-More: A Reality-Based Alignment Process

Adversity is Often Accompanied by Opportunity:

Most organizations will eventually face hard times. I am suggesting that organizational leaders see this event as an opportunity rather than a trauma. First, managers can make changes during hard times that would not be possible during normal conditions. Second, most executive managers are human and therefore will not initiate actions that result in pain. Third, adversity is often accompanied by opportunity. Fourth, in reality, this is an opportunity to create the organizational alignment that will serve as the foundation for achieving long term competitive advantage. Fifth, operating a "lean" organization is a good thing. The fastest way to make a profit is to stop doing things that don't make a profit. Sixth, a great way to boost morale is to ask employees to identify redundant work and then empower them do discontinue that work. So suck it up, and do what you get paid for doing. I like what Gordon Bethune said, "I am an executive, I execute."

A good place to start is two or three days away from work. I suggest that part of that time be spent with a person who has insights into the Less-Is-More concept. Part of the need for this physical separation is the fact that you were in charge during the evolution of the problem needing correction. It is unrealistic to think that you can repose at the local Starbucks and the necessary organizational interventions will evolve out of your mocha. I suggest that you read four books and one chapter of another. I prescribe [1] chapter five of "Good To Great" by Jim Collins, [2] "Direct From Dell" by Michael Dell, [3] "From Worst To First" by Gordon Bethune, [4] "Plain Talk" by Ken Iverson and [6] "Winning" by Jack Welch. Also, it is important that you, intellectually, disconnect from the executive management team with whom you spend most work time. Intellectual incest is a terminal disease of certainty and some of them may fit the "redundant employee" category. You might consider talking with other executive leaders in your profession. Additionally, you might talk to a few non-executive employees about their perception of your/their organization. Finally, if you don't get this right, you may be a "redundant employee."

Value Based Horizontal Alignment Analysis:

I believe in continuous-lean-management. That means you search for less rather than more in all portions of your organization except customer satisfaction, employee satisfaction, employee compensation and profit. This alignment analysis starts with identifying the most important success for your organization. For example, Gordon Bethune identified on time arrival as the most important success for Continental. Michael Dell prefered Return on Investment Capital and at Nucor Ken Iverson preferred cost-per-ton-of steel. Once that success has been identified, use the Lybarger Right-To-Left Management strategy to identify non-aligned organizational activities. This should be a three step process. First, identify your organizations most important (macro) success. Second, go through the organization and identify all activities, buildings, work and people that do not directly increase the probability of achieving your most important (macro) success. Place those items in the "Recycle Bin." Third, go through the "Recycle Bin" and identify items that, even though they don't add value directly, have indirect value and should be retained. Fourth, the organization must be rearranged to bring it into alignment with the macro success. The composition of the team completing this analysis deserves attention. I believe the concept upon which the 360 degree performance evaluation is based should be considered. This is an opportunity to open the organization by including employees at all levels in the process. To bring a more complete 360 process,

you need participation and input from people outside the organization. A key concept here is that "all business problems are people problems." This effort should increase alignment between the organizations macro success and resource allocation.

Vertical Alignment:

You should be interested in two types of alignment; horizontal and vertical. Horizontal has more to do with operations and is micro. Vertical is macro and involves organizational strategy, organizational structure and the work culture. I think the information you need for this analysis resides in the books by Dell, Bethune and Iverson. Strategy has to do with differentiating your product or service from competitors, structure has to do with organizing things and people to get work done and culture relates to the more nebulas unwritten rules about how people behave in your organization. To me, there are four issues to be considered related to strategy formulation; [1] is organizational strategy aligned with your macro success, [2] who creates the strategy, [3] what is the process for determining whether or not the strategy is working and [4] how, when and who is responsible for revising the strategy? For structure, destroy the hierarchy. Gordon Bethune and Ken Iverson provided great insights into creating structure without creating rules. The work culture should be "people first" and give employees a reason to exert "discretionary" effort.

Generic Success Templates:

No matter what your macro success or strategy might be, I have concluded that there are success templates that represent generic organizational truths. These truths, I believe, are applicable in most all organizations. This is my list and is based on 30 years of management experience, ten years of teaching graduate courses in management and a recent infatuation with books written by people who have done something rather than people who have thought about doing something.

- Seventy-five percent of your employees will give a days work for a days pay if you remove demotivating factors from the work environment.
- Hire or create the 90 - 90 employee. This person does 90% of their work correctly 90% of the time with little or no supervision.
- Have the least number of supervisors possible.
- Hire slow and fire fast.
- Have the least number of employees possible and pay them as much as possible.
- Make every person a decision maker.
- Give people a stake in the business.
- Destroy the hierarchy.
- Stop doing traditional performance evaluations.
- Replace rules with structure.
- Change the role of HR from compliance to success support.
- Take the advice you receive from the CFO and attorneys with a grain of salt.
- Increase your connection with the people who do the work.
- Create a "people first culture."
- Retain the capacity to create "mega" change as incremental change usually makes people happy and results in no change.
- Plan less and do more.
- Move the decision making process as far down in the organization as possible.
- Be careful, just because something feels good to you does not mean it is good for you.
- You can delegate authority but you cannot delegate responsibility.
- Autonomy can be dangerous.
- If the people you spend most of your time with are telling how great you are, you may not be great.

Source: experts.com

MEMBERS NEWS : A WORTHY INITIATIVE

by Sarvanga Godiawala

The world has entered an era of Renewable Energy. Solar, Wind-Mill, Tidal, Geo-thermal, Hydro-Electric as well Bio-Gas Plants are known sources of Renewable Energy.

When the wet waste (leftover food, rotten fruits etc.) treated as raw material for Bio-Gas Plant is poured in an anaerobic chemical reaction takes place and renewable energies like Bio-gas and Liquid fertilizer is generated. One can use Bio-gas to get heat energy for cooking or lighting lamps. The liquid fertilizer can make the garden green. Jagannath Mandir prepares food for 1200 sadhu everyday by using only Bio-Gas in their kitchen. Ahmedabad City have been awarded "Heritage City" recently but it is not the cleanest city of India. We all wish that our city must be the cleanest city. A senior citizen, Sarvanga Godiawala, decided to join the "Ahmedabad Clean" movement and has already started work by adopting Bio-Gas renewable energy plants. She has already initiated Bio-Gas Plants at 1. Jivan-Sandhya old age Home, Naranpura; 2. GLS University; 3. Blind's men Association, Vastrapur, etc.

She favors Bio-Gas Plants in each garden of the city to get rid of wet waste, generate Renewable Energies and to clean the city to achieve the title of the cleanest city of India.

10 Ways to Deal with Difficult Employees



For most leaders and managers, dealing with a difficult employee is something that is, frankly, difficult-employees-articledifficult. But, it doesn't have to be that way. The reason why so many managers struggle in this area of business is because they simply don't take measures to mitigate or analyze a situation, then apply an effective solution. It's natural to want an employee to follow your instructions to the letter – to just do what you say – and leave it at that. Unfortunately, it doesn't always work out like that. Additional degrees of actions are needed by you and, to make matters more complicated (but not impossible), they usually differ depending on employee personality and/or scenario. Here are 10 strategies and tactics for dealing with difficult employees:

1.) **The Independent -** This approach is based on a personality assessment, which you must make as a leader (all of your strategies should be like this). Some people have a high level of skill and a high level of motivation. I call this person the Independent. If you are having difficulty with them, it could be because you are working too closely with them, looming over their shoulder, and dictating every twist and turn. Or, someone else is. This person needs room to breath, and lots of it! Point them in the right direction, and then turn them loose. You will be surprised to find the difficulty evaporates and the results flow in.

2.) **The Hand-Holder -** This is the person who has low skill and low motivation (hopefully, a lot of potential too, or you should re-evaluate why this person is there). This employee will enter a realm of difficulty if he/she is not watched closely with someone peering over the shoulder, and given specific step-by-step instructions. This is the exact opposite of the Independent. If there is difficulty with this individual, it's because they are not receiving enough direct and constant guidance.

3.) **The Sloth -** This is the person who has a high level of skill but lacks motivation to get the job done, typically because of their high skill level. There are other motivational issues which can be a factor, but this one is based on their assumption that hard work is not needed because they have already succeeded in so much they have done. This employee needs a friendly reminder that such a high skill level needs to continue being put to good use. And, you need to consider whether or not you are paying enough for it.

4.) **High Octane -** This associate is one with low skill but high motivation. Truth-be-told, this is one of the easiest difficulties to deal with. Skill level can easily be addressed with training. You can teach anyone to do anything, as long as they have the drive to do it, and High Octane has that drive. Barring needed specialized abilities, this is the best employee to have. If they are being difficult, it's because your business is not providing the training they need to match their motivation level.

5.) **Legitimate Issue -** Someone could be a low performer because they have a legitimate issue either in their professional life or even their personal life that affects their output. Management (preferably) or HR must take time to speak with this person and find out what is happening. It could be something serious, like sexual harassment or the recent death of a family member. Maybe they are having trouble paying certain bills, or experiencing a health concern. These are issues that must be dealt with by providing the necessary time off and work-life connections so that personal needs can be met. Any company willing to do this for an employee will see a tremendous difference in performance, but one must be willing to allow the time needed for it to happen.

6.) **Mr. Motivator -** Don't let the "Mr" part fool you. This could be a man or woman, and I'm talking about you and not the employee. Motivation, or lack thereof, can have a huge impact on performance, causing associates to respond negatively and be difficult in a variety of ways. This is where good leadership comes into play, by once again talking with an employee and getting to the heart of things. What was it that drew them to your business to begin with? Was it just the money? Or, was it the chance to help people? Was it the creativity? Maybe they are recently retired and wanted to be a service to the community again? Whatever the motivation might be, it's your job to find out, and then act on it. This employee is posing as a difficulty because they are not experiencing it. In this case, you must be part manager and part muse, otherwise known as a leader. Find any way possible for your employee to re-connect with the thing that truly motivates them. Put them in a project or position which can provide this.

7.) **Additional Responsibility -** Many people begin to transition into difficulty because they crave more responsibility but aren't getting it. If they can't be relied on or trusted to do more for a business, why should they do much of anything? Though unacceptable, this is the mindset of some people who create difficulties. Don't hoard all the responsibility. Give some of it away and let your people do the work. This not only develops a sense of ownership in what is being done, but it also creates a sense pride and accomplishment that could be missing from this particular employee's life.

8.) **Leadership -** There are many associates out there who could do quite well in leadership positions, but are still held down by management above them. Naturally, this hurts a desire to do a good job and often leads (no pun intended) associates to become the dreaded difficult employee. As a leader and manager yourself, you should be able to discern whether or not someone has the capacity for more of a leadership role and/or whether they are ready to get training for such a position. Of particular note, this should apply to everyone in your company, either receiving training on how to become better leaders or being placed into leadership roles, even if only at mid-level. This increased level of responsibility in your company instills value and worth in your employee that will resonate in their performance.

9.) **Water Tester -** There are a few people out there who just like to test the water and see what they can get away with, having not grown out of this from their younger years. That is where disciplinary action can come into affect, whether it's performance probation or lost pay, you should have some form of policy in place that deals with response to negative actions. What those actions are should be listed and provided to everyone in your company.

10.) **The Door** – No matter how many of these useful methodologies you apply, there will eventually be an employee that just isn't going to work out, which you will need to let go. For a truly effective business, this is a method that should be used only as a last resort, if at all possible. Employees must take responsibility for themselves and their actions, at some point. Although you should do much to help them along the way, sometimes the best option is to cut loose an employee and start over. *source:businesstrainingmedia.com*

5 Ways to Identify Effective Unconscious Bias Training

by Emily Troiano



Organizations and business professionals are becoming more and more aware that everyone has unconscious bias. But having an unconscious bias doesn't make us bad—it just makes us human. Unconscious biases can have a significant negative impact on workplaces, leading to differences in who gets hired and recruited, who gets offered new opportunities, and whose voice is listened to in meetings and beyond.

With a strategic corporate training strategy, however, we can all learn ways to manage and even interrupt our unconscious biases. But how? As unconscious bias training becomes increasingly popular, how do we know what works and what doesn't? What kinds of training are the most effective for ourselves and our teams?

Here are 5 things to look for when considering unconscious bias workplace training:

- It Starts With Awareness
- It is critical for learners to understand what unconscious bias is, where it comes from, and what it looks like at work. A good training will help learners understand why this matters and make them want to be part of a solution.

Moves From Awareness to Action

Awareness is vital—but awareness alone is rarely effective for change. Learners need tools and skills so they can then take action to change behaviors and interrupt unconscious biases. In fact, just teaching awareness without also delivering actionable strategies for change can be a frustrating and disheartening experience, possibly leading to a backlash.

Uses Real-World Workplace Examples

Research has shown that learners will retain comprehension of critical concepts when they relate to real world, concrete situations. Unconscious bias training for the workplace should include relatable examples and scenarios that happen often in real work settings.

Learners Set Challenging but Attainable Goals

Unconscious bias training should leave learners with actions and a plan for how to move forward. Recent research has also found that by setting actionable goals, learners can have more success building lasting behaviors and habits that help manage unconscious bias.

Teaches That Unconscious Bias is a Life-Long Journey

No one training is going to solve the significant problem of unconscious bias in the workplace. So good training should invite participants to engage in constant awareness-building as a lifelong journey into how we make decisions. *source:business.edx.org*

Perspective

by Joel Garfinkle



Business Coaching is needed today more than ever as a critical tool for organizational change... Change is essential for an organization to grow and adapt to today's rapidly shifting marketplace... In changing from old hierarchical models to relational models for leading and influencing, businesses are creating coaching cultures that encourage organizational learning. Coaching has emerged as the best way to help individuals learn to think and work together more effectively.

-Georgetown Univ, Center for Prof Development.

Business Management Development

Like all the skills in your professional toolbox, management skills require time and effort in development and practice in order to stay sharp and excel in today's business market. Just as you consider the ongoing training and improvement of your staff and their skillsets, it is important not to neglect your own path. Make sure you're continuing to hone your own qualities and flex your management muscles.

Identify Critical Management Qualities for Success

Where are your key skills? What are you good at? What areas would you like to develop to improve your management? Consider the following and make your own list.

Critical Qualities

- Leadership
- Motivation
- Flexibility
- Determination
- Self-Confidence
- Decisiveness
- Sound Business Judgement

My Core Management Skills: My Skills for Development:

Network in your Company and your Industry

Put in the effort to see and be seen both internally and externally to your company. Exposure to others, both for their management styles and their professional expertise and industry contacts is critical to your own management development.

- Network outside your company in order to maintain contacts with people in your industry. This could involve local professional associations, industry conferences, and events in which you share ideas, information, support, and referrals.
- Network within your company and increase your visibility by staying in contact with different divisions and departments so you can be a source of information, someone who can add value and coordinate activities.

Hone Your Communication Skills

Communication is critical in successful management. Development could be needed in your style, or in your manner of address. Think about your qualities just as you would one of your employees, and consider where you need to spend more time. Are you:

- Able to communicate clearly and effectively?
- Prepared to communicate in difficult situations?
- Skilled in persuasive and motivational communication?

Learn to Delegate

Management is as much about learning what not to do as learning what to do – take stock of the tasks you're doing, and ask yourself:

- Do I like doing this?
- Am I good at this task?
- Do I bring unique skills to this task?
- Would the organization be better served by me overseeing this instead of doing it myself?
- What else could I be doing if I weren't doing this task?

Take on Problem Personnel Issues Head On

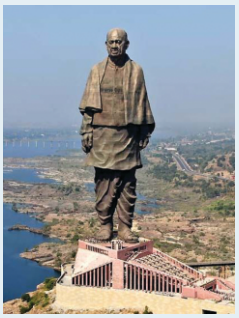
Difficult situations with coworkers can be some of the most challenging to master in management. Consider where you might need more development:

- Dealing effectively with problem coworkers (e.g., gossiping, harassment, backstabbing, and power plays).
- Communicating and listening without judgment.
- Establishing common ground and treating your coworkers as equals.
- Discovering ways to connect with your team by understanding who they are, what they think and feel, and why they behave the way they do.

source: garfinkleexecutivecoaching.com

Sardar Patel's Statue Of Unity

The World's Tallest Statue (182 Metres) India's Spirit of Unity in Diversity



Since time immemorial, architecture and monuments have given India her identity. From historical Ajanta & Ellora caves to Delwara Temple of Mount Abu and from Taj Mahal to Meenakshi Temple of Madurai, Indian architecture showcases its elegance and superiority across the globe. The most prolific creation in recent times, the Statue of Unity, is the World's Tallest Monument. It represents more than a colossal structure facing the Sardar Sarovar Dam on the river Narmada. It is an iconic symbol of the 'Iron Man', who played an important role during India's freedom struggle and thereafter in the unification of the princely states. It reminds the world of the towering personality of Sardar Vallabhbhai Patel, the nucleus of India's integration as a united country.

Vallabhbhai Patel (October 31, 1875 – December 15, 1950), the icon of India's solidarity and integrity and the champion of peasant's movement in British India, was a political and social leader of India who played a major role in the country's struggle for Independence and subsequently guided its integration into a united, Independent nation. He is known as the 'Iron Man of India'. After the great victory of Bardoli peasants' movement, people named him 'Sardar' which means "Chief" or "Leader" in many languages of India. Vallabhbhai Patel already had a successful practice as a lawyer when he was first inspired by the work and philosophy of Mahatma Gandhi. Deeply influenced by Gandhi's ideology and principles, he was the first Home Minister and Deputy Prime Minister of India.

It was the wit and whip of this 'Iron Man' that 562 small and big princely states unanimously agreed to become an integral part of India. The elucidation of the Statue directly correlates with the meaning and value of unity. While, it is one of the finest interpretations of the designers with its modern construal, it also symbolizes and describes the quintessence of the statue to visitors. The world's tallest statue is an engineering marvel that was constructed in merely 46 months.

Sardar Patel, respected for his commitment and drive, took up the challenge of convincing all the princely states using diplomacy and peaceful means, or the iron hand when needed. Aimed to inspire generations, the Statue showcases Sardar Vallabhbhai Patel's vision on unity, patriotism, inclusive growth and good governance.

This monument of India's doyen of integrity and honesty is well designed to be a catalyst for development of the tribal population in the area around the Sardar Sarovar Dam. In conjunction with the Statue of Unity, several projects are being undertaken such as top-quality tourist facilities, excellent transport infrastructure with good connectivity, healthcare and education infrastructure and various tribal development initiatives.



Importance of Spirituality in Business Management a Dialogue with Spiritual Master HH Sri M



Jigar M. Patel, International Tax Attorney & Leading Expert on NRI Matters addressed on THE NRI GUIDE 'Everything an NRI should know about Tax & Investment Planning in India'



Prof. Sudhir Chandra addressed on Gandhi: An Impossible Possibility



2nd CFO Forum Meeting on The multi-dimensional CFO: Partner in Value Creation *By* Mr. Chandrasingh Purohit, Director & CFO, Claris Group. *Moderated by:* Mr. Rajiv Bhatt, Associate Partner, Ernst & Young LLP

Insight

by Linda Lacina



You can push past your limits — if you ask for help.

A big part of the success of his climb, Ballinger realized, was empowering his team to push back on him and give them a chance to step up and find solutions that he never would.

"You have to step back and look bigger," he says.

This Entrepreneur's Failed Mount Everest Summit Changed How He Manages His Team

For most people, summiting Mount Everest is enough of a challenge. The mountain, 30,000 feet at its highest, requires top-notch climbing, camping and survival skills, not to mention physical stamina for a climbing trip that can sometimes take more than two months. For Adrian Ballinger, a climber with his own expedition company, Alpenglow Expeditions, he has managed to climb the mountain multiple times, just with supplemental oxygen. He wondered if he could do it without.

"I always had more resources to give and to guide," Ballinger says on this week's How Success Happens podcast. "That led me to dream, 'Would it be possible to try without supplemental oxygen, and if I do try, will I find that true physical emotional limit of myself?'"

Fewer than 200 ascents have been made without oxygen, but Ballinger felt optimistic. He attempted that climb in 2016.

On the climb, things started out well. Without the weight of an oxygen tank, he could move more quickly than usual. But once he got closer to the summit, he ran out of reserves. He couldn't keep his body warm and with no feeling in his hands, he could no longer work his ropes. He found himself free-climbing without a rope over a 9,000 foot drop wobbling along the side of a mountain ridge. He didn't make the summit. He told himself it was too cold, that it wasn't his day. Still, it wasn't long until he started thinking about what he'd done wrong and what he could have done differently.

He learned, that in part, he'd likely exhausted himself long before the final summit, trying to pitch in with the things he usually did on climbs, cooking food and setting up a tent. And also, he realized if he wanted to reach a goal he'd never reached before, doing what he always did wouldn't help. In fact, his experience alone, wouldn't even prepare him. He'd need advice, support and coaching, even as an experienced climber.

"I realized I had to look outside of myself and ask for help," he recalls.

So, he dived into the process to learn more, reaching out to an Olympic Nordic ski coach, a nutritionist as well as the University of California-Davis Sports performance lab. And on his next attempt, he allowed himself to depend more on his team — his sherpas, his expedition doctor, his teammates and his climbing partner — so that he could focus on his goal.

Training for a new attempt wasn't easy and involved skiing in near starvation conditions to train his body to burn fats differently, so he'd have the energy needed. And it meant resisting the urge to pore over the details he usually does on a climb — from weather models to little details only he cares about, like rearranging the ketchup bottles at basecamp. Mostly, it taught him to think differently about climbing altogether, that success didn't need to be synonymous with suffering, and he could use tools to work smarter, not harder. Ballinger summited without supplemental oxygen in 2017. The effort changed how he trains and was an important reminder to him that while he was an expert climber, there was still more he could learn.

It also changed how he managed his team.

He's now instituted monthly big-picture planning sessions that help him step back and better understand the company's goals and challenges so others can contribute ideas and solutions. This shift has helped him focus on what he cares most about: create solutions he couldn't have imagined and boosted his team's excitement and engagement.

source: entrepreneur.com

Management Potpourri

A Notice from a Company on Hard Times

Due to the Current Financial Status of The Company, All Employees Are Encouraged To Adopt The Following Cost-Cutting Measures:

Lodging:

All employees are encouraged to stay with relatives and friends while on business travel. If weather permits, public areas such as parks should be used as temporary lodging sites. Bus terminals, train stations, and office lobbies may provide shelter in periods of inclement weather.

Transportation:

Hitchhiking is the preferred mode of travel in lieu of commercial transport. Luminescent safety vests will be issued to all employees prior to their departure on business trips. Bus transportation will be used only when work schedules require such travel. Airline tickets will be authorized in extreme circumstances and the lowest fares will be used. For example, if a meeting is scheduled in Seattle, but the lower fare can be obtained by traveling to Detroit, then travel to Detroit will be substituted for travel to Seattle.

Meals:

Expenditures for meals will be limited to an absolute minimum. It should be noted that certain grocery and specialty chains, such as Hickory Farms, General Nutrition centers, and, Costco, Sams stores etc. often provide free samples of promotional items. Entire meals can be obtained in this manner. Travelers should also be familiar with indigenous roots, berries, and other protein sources available at their destinations. If restaurants must be utilized, travelers should use "all you can eat" salad bars. This is especially effective for employees traveling together as one plate can be used to feed the entire group. Employees are also encouraged to bring their own food on business travel. Cans of Spam and tuna fish (extra points for those who get their tuna from a store's pet food section) can be consumed at your leisure without the necessary bother of heating or costly preparation.

Miscellaneous:

All employees are encouraged to devise innovative techniques in an effort to save company dollars. One enterprising individual has already suggested that money could be raised during airport layover periods, which could be used to defray travel expenses. In support of this idea, red caps will be issued to all employees prior to their departure so that they may earn tips by helping others with their luggage. Small plastic roses and ball point pens will also be available to employees so that sales may be made as time permits.



DAILY TECH QUIZ

Based on Technological concepts, facts & terms used in our Daily lives

Mr. Sanjay Chakraborty, Marketing Communications Advisor conducted the Quiz. Over 200 persons attended the programme. Prizes were sponsored by: Wild Stone; Plushvie; & Premchand Gokuldas.

Corporate Buzzer

Questions:

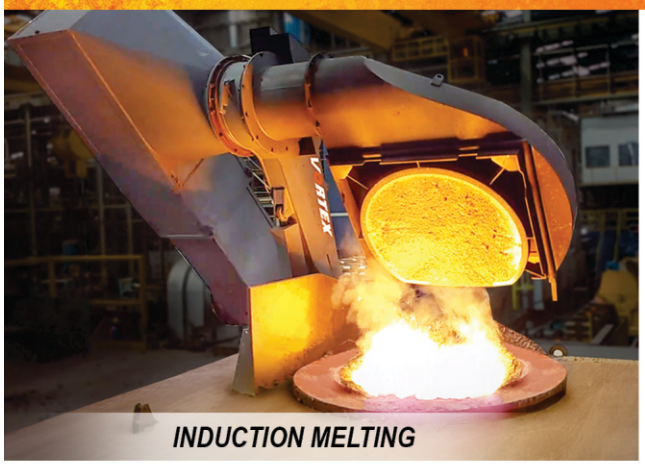
1. Which Indian apparel brand / chain has the tagline 'Celebrate India' ?
2. What did Christopher Messina use in a tweet in 2007 for the first time that later became very popular in social media ?
3. Pellegrini's an Italian restaurant in Australia baked a 336 foot pizza that yielded 4000 slices. To whom did they donate the proceeds of the sale ?
4. One of the things turning 100 in 2020 is due to the "efforts" of one Josephine Knight who was the wife of a cotton buyer and had her moments of carelessness at housework and cooking. Which item?
5. Which retail chain owns the multi-brand multi-product multi-location service chain ResQ ?
6. How is the Pashmina shawl known in the west ?
7. Which Ahmedabad based co has regd the MODI Kurta brand – mandarin collar shirts with an Indian twist ?
8. Fabindia is test marketing a cola based on an unusual ingredient in some Indian cities. What is the ingredient ?
9. The IndiGo airhostesses all have a similar hairstyle. How and Why ?
10. What unique variant of Snickers was launched by Mars International in India first ?

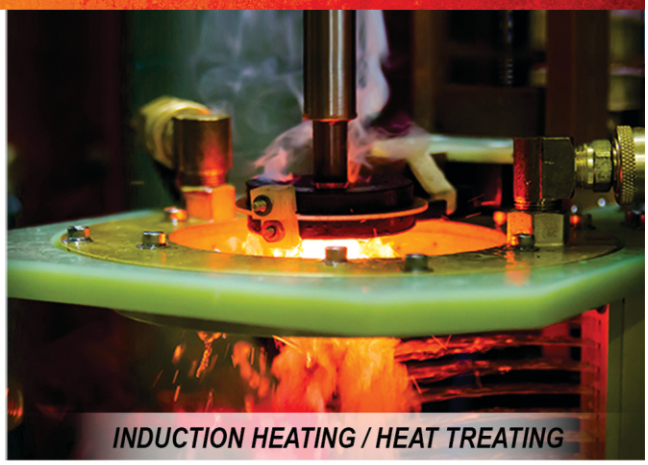
ANSWERS

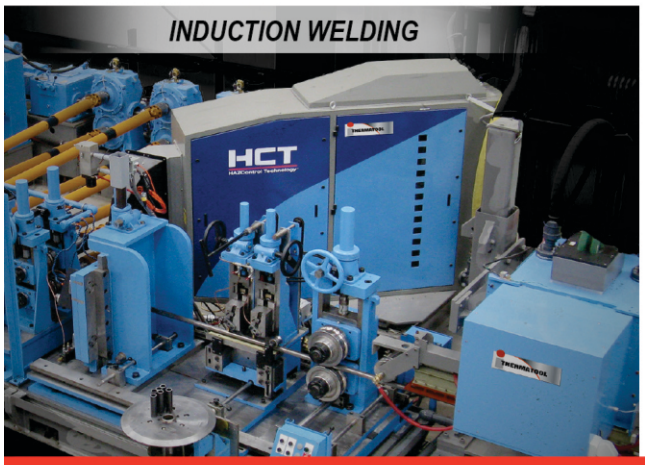
1. Fabindia
2. Hashtag #
3. The Firemen helping in putting out the Bushfires in Australia
4. Band Aid
5. Reliance
6. Cashmere
7. Jade Blue
8. Tulsi
9. Wigs, to save on time
10. 100 % vegetarian

By **Sanjay Chakraborty**
Marketing Communication Advisor

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Important: Appropriate Personal Protective Equipment (PPE) must be worn by anyone in proximity to molten metal.

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