AMA NEWS

AHMEDABAD MANAGEMENT ASSOCIATION®

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

September 2019 | Volume 47 No. 9 | For Private Circulation

From the President's Desk



The Ahmedabad Management Association will be entering into its 63rd year when India celebrated the birth centenary year of the AMA Founder President, Dr. Vikram Sarabhai; he lead AMA from 1956-61. Another happy occasion coinciding with this will be the landing of Chandrayan – II on the Moon on September 7.

I will be formally completing my term in this month and the new leadership will take over. I extend my best wishes. I would like to share a happy moment for all of us. AMA was selected for the Best Management Association Award Category – I by the All India Management Association in the second consecutive year during my two - year term.

The Japan Information and Study Centre is progressing with newer activities under the inspiration and support from Mr. Mukesh Patel, our Past President and President of Indo-Japan Friendship Association. A series of events held on August 30 and 31 witnessed, apart from the Exhibition on Japan Tourism, a Seminar on "Japan-India Cooperation – Opportunities Unlimited" and Business Session on "India-Japan Ties – Sharing Recipes for Success". Leading Japanese companies operating in India and large industries from Gujarat participated in these mega events.

While AMA has been providing a vibrant and regular Forum for professional development, my appeal to all Members will be to give us regular feedback and suggestions to further improve AMA's activity standards. I take this opportunity to express my heartfelt thanks to all Members for the cooperation and support extended to AMA's activities. I look forward to your continued participation and interest in AMA.

I thank you and bid farewell, as President, with a deep sense of appreciation !

■ **Rajiv Mehta**

In this issue

- **Focus :** Live Good Life by Choice, Not Chance (Part-81) 2-3
- **Book Review** 3
- **Feature:** Other Side of Being an Entrepreneur 4-5
- Safety – Way of Life 6-7
- **Perspective:** 8 Complexity Management Strategies that will Help you Cope 8-9
- **Insight:** Four Pillars of Professional Life 10
- **Management Potpourri** 11
- **Corporate Buzzer** 11

Introducing **Wagh Bakri Instant Coffee.**

WAGH BAKRI® Best Quality Tea For Over 100 Years

Editorial Board: Seema Agarwal • Sanjay Chakraborty • Dr. Mukund Patel • Francis Lobo

By **M. R. Joshipura**



If we mishandle (take wrong actions) a situation, outcome will be unfavorable and life could be messy. But we won't accept this fact of mishandling. We always believe that we are right and therefore, there is no need to learn better ways of doing things. This is a supreme tragedy of our life. How you handle life depends on your ability to handle.

LIVE GOOD LIFE BY CHOICE, NOT CHANCE

Section II: Managing Five Facets of Life

Part 81: Managing Daily Life -4th Facet of Life

Moments make Life

Daily life is the fourth facet of our living, the other three already discussed are, Life Choices, Work and Work and Money and Relationships. We live life around these three plus two more facets viz. Daily Life and Self Improvement.

Moments make minutes, minutes make hours, hours make days, days make weeks, weeks make months, months make years and years make your life. At the foundation of life, is your moments and day. If you manage your daily life well, overall life will be good and happy. A tall order indeed.

What is Daily Life and What is its Importance?

1. What is life is an oft asked question. My definition is that, Life is sum total of daily experiences. Experience is what happens to you in a given moment. What happens to you depends on your state of mind, circumstances and physical conditions and activities you do during the day. Enjoying a company of young kid at a given moment is immensely joyful i.e. that experience is pleasant and that is what is happening to you at that moment. If you are in pain, then, that is your experience at that moment and that is what is happening to you. If your moments are happy and good, your day is good and just add up this and you have good life.
2. In reality, we suffer, face problems, relations turn sour and people close to you, leave this world and so on. We experience happiness or sadness, stress and tensions, illness or health and anything happening, at daily level. Hence managing daily life is of great importance.
3. All our routine activities like eating, bathing, cooking, going to work and other actions, are at daily level. Cumulatively, our daily actions impact overall life, but we are blissfully ignorant. We do things that unknowingly impact life adversely.

Readers must have recognized by now, that moments and daily life are at the foundation of overall life.

Understanding Daily Life

Conceptual understanding of six interrelated aspects of daily life is given below. Mark the word interrelated. Anything you do or avoid doing will fall in one or the other aspect and has impact on other aspect/s. For example, if your home environment is stressful, it will impact your efficiency at work or maybe you need to apply your life skills to manage the situation. Hence managing all these aspects is of great significance to overall life.

How to Manage Daily Life?- Some Tips

When we don't know exact meaning of words, we don't grasp its significance. One such word is "managing", which means handling a situation, an issue or a thing for getting favorable outcomes. Handling means taking actions. If we mishandle (take wrong actions) a situation, outcome will be unfavorable and life could be messy. But we won't accept this fact of mishandling. We always believe that we are right and therefore, there is no need to learn better ways of doing things. This is a supreme tragedy of our life. How you handle life depends on your ability to handle. If you learn to manage daily

life, quality of life would improve. We will discuss each of the six aspects one by one.

Organizing Daily Life- Aspect One

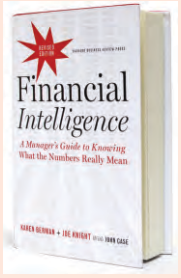
1. Please don't be confused. Word is organizing, not managing. Organizing is one aspect of managing. Organized means systematic and orderly, efficient, neat, planned and well thought out.
2. Organizing daily routine (get up, do morning chores, bathe, eat, exercise, send children to school or any routine) is important, unless your work schedule does not permit you to do so. This saves time and energy.
3. Follow nature's rhythm in sleep-wake cycle. Nature demands that you follow body clock and day and night cycle. Keeping up late at night is suicidal for health in long run. A minimum of 7:30 hours of sleep is needed for body to repair itself. If you are stressed out on time, wake up 15 minutes earlier, do not watch TV or social media messages in morning and reduce time on newspapers. Spend at least 30 minutes for physical fitness. Do walking, Asana, Exercise, Pranayama or whatever you think is best. Eat healthy food daily. Health is at foundation of good life and it happens at daily level not at some point of time in future.
4. Improve your inner energy (Prana) and mental strength on daily basis.
5. Organize your travel time to work if your work place happens to be far away.
6. Plan out the day. It will save time in execution of things you have to do during the day.
7. Minimize frictions in house and at work and events that upset you and stresses. Don't pack too much work in a short time. Keep reasonable time gap between two events to reduce time related stress. Do not fret and fume at traffic junction. Situation is not in your control. Remain calm.
8. Live with full awareness, mindfulness and consciousness so that you just don't sleep walk through life.
9. Take baby steps for self-improvement on daily basis.
10. Your daily choices governs your life. Make wise choices.
11. Maintain work-life balance. Spend time with family. If it does not happen at daily level, it won't happen over a life time.
12. If any of your actions on daily basis has impact on your overall life, please be watchful.

If daily life is organized, lot of good things will happen to you in long run.

Please send me your comments at mrjoshipura@gmail.com

BOOK REVIEW : Financial Intelligence

By Karen Berman and Joe Knight



A unique work on management which focuses on the significance of financial awareness for a manager to be able to make key decisions in an informed manner. The authors argue that a lot of managers are not properly acquainted with basic financial concepts and know even little about the source of financial information which makes things even more difficult. Going a step further, this work details on the possible biases in financial information made available to managers and how they can account for these biases. An excellent work for nonfinancial managers which would help them acquire necessary financial skills to enhance their efficiency.

Key Takeaway from this Top Management Book

If a manager is not financially aware it would affect the quality of his decisions and authors of this work present a reliable approach to filling in this gap. It also argues that a manager needs to be in the know about possible biases in the financial information and how to deal with them efficiently. A complete work on the significance of financial intelligence in management.





Dr. Sugata Bose, Gardiner Professor of History, Harvard University addressed on "Rediscovering the Freedom Fighter Netaji Subhas Chandra Bose: His Ideals for a Modern India"



Mr. D. Suresh addressed on "What a Common Man can do in Climate Change"



Mr. M.S. Sridhar, Smart Solutions, Mumbai addressed on "E–Publishing - Emerging Opportunities"

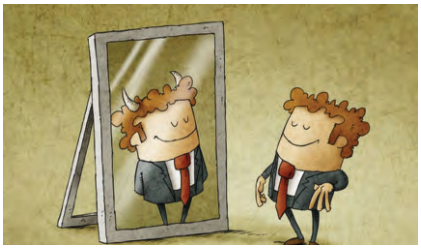


Mr. Rajesh Jain, MD & CEO, UK India Global Business & Epitude Consultants addressed on "Emotional Intelligence (EI) and its Importance in Personal & Professional Life"

Feature

Other Side of Being an Entrepreneur

by Deepak Choudhary



The obstacle of failure is ever-present and always daunting when you're leading a business, and working through that failure is too much for some. However, the ability to recover from failure is what separates super successes from the rest.

Entrepreneurship is like a roller coaster ride. Happiness and madness knock your door at the same time. Every motivational quote you have ever read about struggle, pain, blood, sweat, and hard work it takes to succeed are more than just words, they are raw facts. Being an entrepreneur isn't all fun-and-games, here are few facets of being an entrepreneur:

No Work-life Balance

Becoming an entrepreneur is not an easy achievement as it comes with its own sets of challenges and setbacks. An entrepreneur cannot afford the luxury of taking a break while starting out a new enterprise. Running an entire business comes with added pressure. Achieving a well-balanced work and home life is way more difficult than you can imagine.

One is lonely on this journey. Your circle will get limited to oneself and your employees. Missing important family events and occasions will be common. The most important thing 'Things never go as planned'. You will have high work time, sleepless nights but it is nothing before your love for the passion.

Failures

Failure is an inevitable part of entrepreneurship and realizing it makes it easier to accept. However, the ability to recover from a failure, minor or major, is what makes the difference. Before starting your journey as an entrepreneur, you should seriously think whether you are mentally tough enough to cope up with the stress of failure. Your entire company might go under. If it doesn't, there will be some other failure, massive or minor, that will interfere with your plans and compromise your vision.

The obstacle of failure is ever-present and always daunting when you're leading a business, and working through that failure is too much for some. However, the ability to recover from failure is what separates super successes from the rest. Remember, nothing is wasted. At the end of the day either you are going to be the winner or more experienced person.

Lecture Series on BUSINESS COMPLIANCE



Mr. B B Vyas, Director, B B Vyas & Co and Mr. R B Vyas, Director, R B Vyas & Co addressed on "Registration, Procedural and Legal Compliances – Labour Laws, PF and ESI"



Mr. T R Patel, Managing Director, T R Associates addressed on "Pollution Control Compliances"



CA Punit Prajapati, Managing Partner, Punit Prajapati & Co. addressed on "GST Registration, Procedural Compliances"



CS Manish Buchasia, Proprietor, M S Buchasia & Associates addressed on "Company Law Compliances"



Coordinator: CA Pradip K Modi, PKM Advisory & Member, Programmes Committee, AMA



Glimpse of participants attending Lecture series on Business Compliance

Big Responsibility

An employee is only responsible for his job but a leader is responsible for the whole company. Something that makes the difference between average and successful business is the responsibility of an entrepreneur. If you want to build a successful business, you must be entirely responsible for that.

The Pressure of Raising Capital

There is no denying that finance is the lifeblood of every business; big or small. Some businesses take years until they make a profit. The main trouble that small businesses face while accessing funds/finance is the problem of uncertainty. A small business is seriously handicapped by lack of past record that potential lenders can analyze to determine whether or not to furnish the small business with the required fund needed for expansion. For most startups, banks and other financial institutions cannot get insightful information about your business. Entrepreneurs are demanded to provide:

- Detailed business plan;
- List of the firm's assets;
- Details of the experience of directors and managers;
- How they intend to provide security for the amount

An unimaginable amount of stress and pressure exists even at the beginning of the journey.

Competition/Staying Relevant

Business competitions are vital to the entrepreneurial ecosystem. Competitors will always exist—no matter what you do. So, rather than approaching competition with dread, you should view your competitors as the impetus for innovation and fuel to do things differently and better!

Steve Jobs has rightly remarked, "It is not fun for sane people. One should be exceedingly passionate about his/her idea to do this day in and day out."

source: entrepreneur.com



Mr. Nitinbhai Patel, Hon'ble Deputy Chief Minister of Gujarat inaugurated "India-Japan Business and Tourism Conclave at J.B. Auditorium. The inauguration also encompassed the launch of Coffee-table Book "Nihon Wa Subarashii", which means, "Japan is Amazing!"

CONDOLENCE MESSAGE



It is with a deep sense of sorrow that we report the sad demise of Professor Vasant L Mote, Past President of AMA.

As an ace academician he served the prestigious Indian Institute of Management, Ahmedabad, from its very inception in mid 1963. His utmost loyalty and integrity to the Institute is evident from the fact that he spent his almost entire work life there through assuming several academic roles. Several hundreds of his vast community of students and colleagues attended his prayer meeting on the campus the other day.

Professor Mote played a pivotal role in bringing about the best in people. He identified talent, guided and supported them by giving intellectual inputs in the best possible manner. He was sometimes restless, intolerant and impatient towards mediocrity and incompetence, but he ably and diligently helped those under his influence in overcoming such deficiencies.

His intellectual prowess and honesty are evident in every action that he initiated at AMA to fulfil the ambition, scaling new heights over time. Those who interacted with him will never be able to forget him. While bidding him a tearful farewell, we pray for his soul to rest in eternal peace !

Safety – Way of Life

FCS Parimal Vasavada, (Ex General Manager Shell)



Yes we are agonised and hearts burnt on watching and hearing about those dreaded fires, but that remains just news except for those who lost their heartthrobs. A few days some clandestine here and there and it's over. Gone are gone, hurt are hurt. Simply criminal simply unacceptable. Because, because they are the result of some gross negligence and connivance by humans.

Do we realise how dangerously and callously we live as Indians? We may guard ourselves but we have no right to harm others, no right. Simple and harsh as that. Do we realise how dangerous it is to work on open wires and plugs with no protective equipments put on? How dangerous it is to work on a construction site standing on scaffoldings, painting, cutting, laying etc. without safety harness? We create structures and connections and fix equipments just to get some advantage and we don't care a damn. We do not have risk mitigates, safety escapes .We rejoice shining ultra smooth tiles, even stairs; we cook oils and use cookers and burners standing too close and without aprons and glasses? We don't think we should not talk on mobile or put on seat belts. In fact we think it's smart. I have learnt people paste tapes on numbers to escape Police Camera in case of traffic violation. Nearly 4.61 lakh road accidents and 1.49 lakhs fatalities in 2018. Yes it's the way we live. It's the way we think it's ok to live. It's Not I am Ok You are Ok kind .And we do not even realise at what risks we are.

If you ask individually everyone agrees that he/she doesn't want to harm itself of others. So why this behaviour? Because we are used to take life and issues too easily. *Thik hai, Chalta hai, kya ho jaega, aise hi hota hai* , *roj roj thoda hota hai* and like that. The root cause to my belief is our ancestral wisdom to accept life as it comes. *Raam rakhe aise rahio*. This was great mantra for moving ahead in stressful life. But then it became so much part of behaviour that it started compromising our safety. We don't realise that the everyday news of accidents, fires, injuries, fatalities, ailments are mostly results of our own negligence towards own safety. Life is equal to all .That we can ourselves be subjects any day. This is equally true for individuals and companies, firms. We as authority, executors and owners simply compromise either for selfish interests or ignorance. We need to realise that all accidents as we understand are human made.

The world of business has changed. New businesses, new technology, new laws, severe competition, global markets, social awareness, complex processes, demanding and highly skilled employees have completely created a different profile for a business. True, that constantly innovative technology has made project engineering seamless but expectations of the society, complexity of projects and strained resources have added focus on the aspect of the way a business is done and just rightly. No longer can things be taken for granted. In this context Health, Safety and Environment, or HSE to put them to gather, have now become key areas of a business and not just welfare. Any compromise on HSE aspects could have serious direct financial, personnel, governance and reputational implications. Businesses have now been realizing this and HSE is increasingly becoming critical business activity. Its best that no organisation has any surprises. Its critical to create an attitude of zero tolerance. *Nahin Chalega !*

Let's go slightly technical to understand the safety aspect in a task. Task is any act. All tasks have inherent risk elements or hazards. Unless measures are taken to mitigate impact of these hazards they will create damage while a task is being performed. Different acts have different levels of hazards. Now to mitigate the damage which a hazard could create , we resort to creating protectors or barriers. More hazards in a task we call it risky, very risky etc.

For industry models are scientifically developed to identify, assess, mitigate and negate impact of hazards in a task. There are also Emergency Response Management (ERM) models Different standard tools are available for different types of industries. Some of the factors involved in a risk management or ERM are *Barriers, Risk Matrix, ALARP, Bow-Tie, Risk Pyramid, Near Miss etc.*

Hazard an element or object of danger which can cause *damage* or harm while performing a task.

Risk chance of triggering of actual harm that a hazard can cause, happening of an *incident* can be called risk/s involved in performance of a task.

Incident **is** happening of an event, which involves a safety issue.

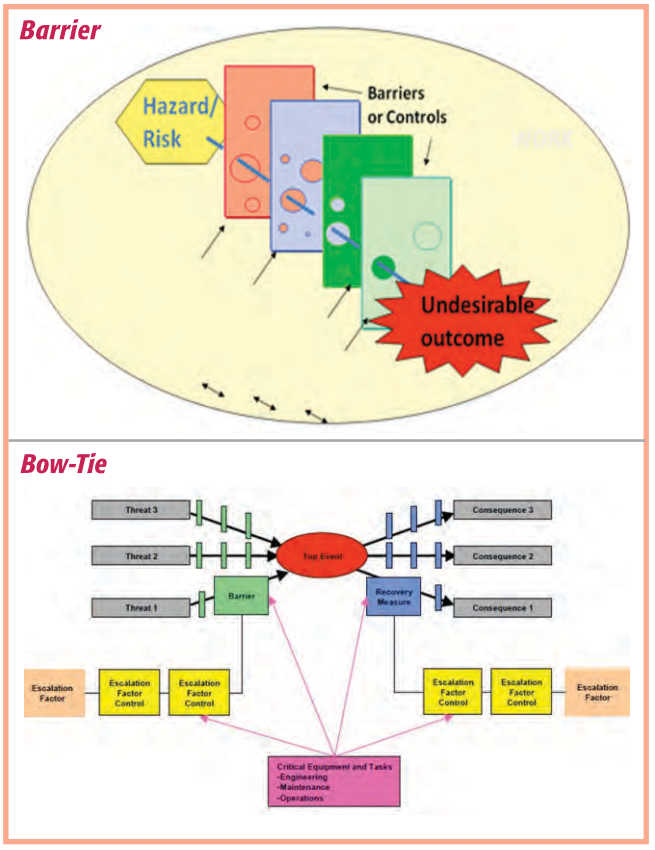
Assessment of a Risk

Now each task will have different exposure to risk. A risk can be divided into *low risk, medium risk* and *high risk*. A task is evaluated on the basis of risks involved in performing it.

Barrier is a safety device to avoid/mitigate impact of a hazard.

ALARP **:** is '*as low as reasonably practicable*'. Reducing Risks to ALARP means constant efforts in reducing risk

in a task to a level which costs and efforts can maximum achieve. i.e. the lowest level risk achievable, acceptable.



The entire process of risk control mechanism can be represented in a *hazard bow-tie model.* When presented pictorially relations between the hazards, threats and consequences resemble a bow-tie. Preparing a bow-tie for major hazards helps:

1. To identify controls required to effectively manage the hazard;
2. To demonstrate the risks associated with the hazards are tolerable and ALARP;
3. To identify critical tasks required to manage the hazard;
4. To communicate the hazard management process;
5. To capture best practices to manage the hazard.

Near Miss Near Miss is a situation which explains an incident almost happening. In an organization hundreds of tasks are performed involving various situations, locations, people and equipments. As we understood there is a potential of a risk involved at each step of each task.

Herbert Heinrich, a 19th century American and an industrial safety pioneer, propounded that in a workplace,as many as 95 percent of all workplace accidents are caused by unsafe acts and that 88 percent of all workplace accidents and injuries/illnesses are caused by "man-failure. It's, therefore critical to check on all near misses and evolve corrective measures. Each near miss will provide learning into holes in barriers and hence provide opportunities to fill them up and create an effective bow-tie.

Culture of Safety:

All these parameters help creating a culture of safety in an organization. An organization can gradually enhance its safety culture by effectively implementing various Safety Control Mechanisms. Best practice safety tools , mechanisms and models for almost all more serious hazardous activities including driving, natural calamities are available as also scores of research papers . A safety culture is moving from no responses or physical simple straight responses to gradually reach to a level where safety becomes a natural way of doing tasks and so much so that it also influences other subjects to do the same way.

We may tend to believe that it's only project or process engineering which needs these lessons. *No.* Safety is important everywhere. May be at project execution the risks are higher. Thus even at most sophisticated office chance of a person slipping on a floor does exist. At homes when you hold a knife and cut eatables, when you drive, when at a function, institutions, every place and act where people gather, everywhere you are exposed to risks. Isn't it? I have marked in even 5 star hotels in posh wooden complicated dim lit washroom areas there are no signage of Exit. Most malls don't have signage or safety arrangements. Whenever you step in to any place just see first how you can escape. How have you entered, reached and what's the scene around.

Safety is essentially an attitude. Safety is both a personal and collective effort. It requires some extra vision, motivation and preparedness. We need to change our perspective. No act is without a risk. Question is how alert we are and how much prerpared. A chronic unease should sustainably prevail. Constant questions '*is there a risk', 'There has to be done something'.' ok what can be done?'* We need to look at the things afresh and from different angles. Each of my staff , my beloveds, my students, my clients, my interests , my assets are important to me. I do not have right to harm others. A smiling circle of safety reflects on a successful society and joy of life.



Dr. Krishnamurthy Subramanian, Chief Economic Adviser to the Government of India delivered the Dr. R.L. Sanghvi Endowment AMA 16th Annual Economics Lecture on "Strategic Blueprint for $5 trillion Indian Economy".

Perspective

by Kim Buch-Madsen



Complexity management is needed when you have many and diverse elements that are quite autonomous, yet interrelated in nonlinear patterns, and when emergence produces outcomes intended by nobody.

8 Complexity Management Strategies that will Help you Cope

Complex organizations are far more difficult to manage. It's harder to predict what will happen, because complex systems interact in unexpected ways. It's harder to make sense of things, because the degree of complexity often exceeds our cognitive limits. And it's harder to place bets, since the past behavior of a complex system may not predict its future behavior.

Complexity management is needed when you have many and diverse elements that are quite autonomous, yet interrelated in nonlinear patterns, and when emergence produces outcomes intended by nobody. Complexity may occur in business external environments, in the internal organization or both.

Complexity Management

5 reasons why Complexity Management is your Business;

There are at least five good reasons to enhance your complexity management abilities:

- You have no choice;
- It will reduce stress and make you feel better;
- Your value in the job market will rise;
- You will be harder to replace;
- You will gain more influence.

Comprehensive research from the World Economic Forum concluded in the fall of 2016 that the ability to handle complexity is now the most sought after quality in employees across industries and countries all over the world and is expected to become even more so by 2020.

The ability to comprehend, interpret and manage complexity has always been an important source of power according to theories and experience. It seems like that road to influence will broaden in the future.

Moreover, it seems like a very good investment. The Global Simplicity Index has identified that the world's largest companies lose an average of 10.2% of their profits due to poor handling of complexity.

8 Ways to Manage Complexity

#1 – Accept it: Confusion, ambiguities and contradictions should be expected instead of rejected. Especially, get rid of the "or" and embrace the "and". Modern organizational life is few absolutes and many relatives. It's not about hard or soft data, but both. It's not about short or long term, but both. It's not about stick or carrot, but both. It's not about productivity or creativity but both. And so on. Paradoxes can fuel energy and flexibility and are well suited for handling complexity.

#2 – Loosen up your need to feel in control: Probably more often than we think, we are not in control. Control what you can, let go what you can't and know the difference. We might need the illusion of control and often seek it through plans and strategies. Nothing wrong with planning. Unless we mistake plans for reality. As simplified expectations of reality, the value of plans might be more about the process than the product.

Eisenhower knew that decades ago when he claimed his famous words "plans are nothing, planning is everything". It's valuable to think through options, priorities, resources and expectations. But who would stick to a plan heading north if opportunities and customers start heading east or

west? You may smile, but that can very well happen when implementation of the plan takes precedence over building value and profit.

#3 – Accept partial and temporary truths: A statistician once said "You don' have to eat the whole ox to know if it is tough". In complex situations we may not have the time, money, knowledge or cognitive ability to see the whole picture. Of course in high risk, high stake or otherwise high importance situations, we need to do everything possible to build the best understanding we can. But in other situations, less will do and plausibility will do fine as a substitute for precision.

#4 – Expect surprises and be prepared to change your understanding or point of view: Back in the seventies a Danish prime minister changed his mind about a strongly exposed political point of view. He explained his turnaround in these simple words "You have a point of view until you take another". That's a good mindset in complex conditions because you stay open and ready for new information, different perspectives and opposing points of view. This is an efficient way to work when understanding is more an ongoing process than a "thing" or outcome.

#5 – Create/look for islands of simplicity: You need it and so does your company. No people or organizations have resources, energy and cognitive ability to fully understand everything or go for 100 % solutions every time. "Good enough" often is…….well, good enough and perfect easily becomes the enemy of "done". Create zones of routine and simplicity. The 20/80 rule might very well apply here. 20 % of your working situations or assignments might bear 80 % of the complexity in your job and if they do, you can go for simplicity in 80 % of your assignments.

#6 – Practice holistic, non-linear thinking: It works and robots cannot do it (very well). Look for stories, metaphors, analogies, symbols and archetypes. Human beings developed these tools for capturing complicated concepts through thousands of years, now we need them more than ever. These tools work well as shortcuts for understanding and describing complex matters that often include nonverbal, tacit or otherwise hard-to-grab aspects.

#7 – Seek diversity across organizational or professional silo thinking: High complexity situations are simply too complicated for one mind. Furthermore, the process of socialization that built our professional identity often makes us blind or reluctant to adopt perspectives beyond our profession. If we seek out perspectives, tools and points of view from other professions and departments, we can apply the kaleidoscopic thinking that works well in high complexity situations. But organizational borders, resource battles and deeply embedded paradigms often make this difficult.

#8 – Avoid the trap of analysis paralysis and start acting: Rational, linear cultures are deeply socialized in a tradition of understanding through analysis. We expect causality and seek a clear "why" answer to everything. And when we don't find it, we tend to overdo analysis or simply freeze. But action can be a better way to understanding and solutions than analysis. In complex or low experience situations, muddling through and trial and error often work better.

Take a simple metaphor from this writer's job as a 19 year old trainee in a big retail chain of warehouses. When you put about a hundred pairs of shoes of different sizes into a big cage and in no boxes, only tied together by the laces and then price these as a special offer, this is what happens: Before the end of the day, some of the shoes are no longer pairs of shoes, others still are, and they are all tangled up in one big huddle of shoes. They are tied together in what seems like one big knot, but really are hundreds of small knots.

The solution is not to "figure out" the pattern of the knots before you start. It's simply impossible. So you start untie one knot at a time and what seemed like no pattern at all will incrementally evolve as a pattern, mostly as separate chunks of interrelated knots. From that point the rest is routine. Complexity management often work the same way. You cannot think your way through, you need to act your way knot by knot.

The best way to handle complexity of course depends on context and situation and these 8 ways to handle complexity are not intended as anything but inspiration and starting points.

source: managemagazine.com

4th Brand Summit: "Branding in this Ever-changing World"



Chief Guest: Mr. Ambi M G Parameswaran, Brand Strategist; Founder - Brand-Building.com

Distinguished Speakers: Prof. Alan D'Souza; Mr. Sanjay Chakraborty; Mr. Jayen Mehta, Sr. General Manager, AMUL Dairy; Dr. Paresh Kariya, Chairman, PR Committee, AMA; Summit Coordinator.

Four Pillars of Professional Life

Contributed by Mr. Anurag Mehta



Only if the pillars are strong and more importantly you trust their strength, can you aim to build a very high structure in your career. If even one of the pillars is weak, your confidence to aim high will shake.

The quintessential pillars which will encompass a huge majority of professional life are the following:

a) Boss (from an employee's point of view);
b) Organisation;
c) Customers;
d) Spouse.

Let's take all pillars one by one:

Boss – Whether you like him or not, he has a winner's attitude and that is why he climbed up the ladder. In my experience, people can't accept this for a fact initially because they never looked at their boss like that. The fact is that because he is a proven task-oriented individual, he will want you to be task-oriented too. Is that a problem?? We are supposed to be that way, that's what we are paid for, isn't it!!

Being in such a good company and working with him makes us strong too for building our own foundation. You cannot ignore your boss, so might as well see the positives in him, for your own good (by the way we are not talking about flattering here, so don't get me wrong).

Organisation – The workplace is the only space which gives me a platform to express my skills. Virat Kohli couldn't have expressed his batting skills playing cricket in his bedroom. He is the best form of himself at the cricket pitch, all padded up. Similarly, I get a wonderful opportunity to showcase my abilities and skills at my workplace and shine in the world. How can I not love my workplace?

Nothing positive has ever come from our philosophical arguments and cribbing against the above three pillars. Pillars are supposed to be strengthened, not weakened. Loving them will create a lot of positivity within us and will enhance our performance and keep us happy.

Customers – Similarly, the organisation exists because of its customers. When we become greedy or remain target oriented, the expression of service disappears from my heart and I become a selfish businessman. I need to be loyal and truthful towards my customer with the attitude of giving first and taking later and not the other way round. The law of karma will do the rest in our favour. Human society per seneeds to work on the win-win attitude for a peaceful and prosperous existence.

Spouse – Work-life balance is not supposed to be dependant on that rare mail that comes from the HR. It is our responsibility. Remember this, no system in the world can ever stop a 'sincere performer' from maintaining work-life balance.

Honour your spouse for the contribution that is made by her / him. Do not take things for granted. When we desperately want, we take time out for everything. Almost all the well-known winners in corporate life had this pillar sorted and strengthened.

Now, whose responsibility is it to make the pillars strong? Is it that of pillars? Most certainly not. The entire responsibility is mine. It is the way I feed them in terms of the raw material needed to make them that matters.

If I don't understand this, I will always be blaming the pillars for either not making me build a high structure or making the structure fall (probably again and again). It is inevitable that we love all our pillars and are proud of them. That is the only way we can have faith in them to be the foundation of our huge professional structure.

Management Potpourri

10 Funny IT-Related Quips by Taylor Burgess

1. "Treat your password like your toothbrush. Don't let anybody else use it, and get a new one every six months." – *Clifford Stoll*
2. "A computer once beat me at chess, but it was no match for me at kick boxing." – *Emo Philips*
3. "A printer consists of three main parts: the case, the jammed paper tray and the blinking red light."
4. "If you give someone a program, you will frustrate them for a day; if you teach them how to program, you will frustrate them for a lifetime."
5. "My software never has bugs. It just develops random features."
6. "The purpose of most computer languages is to lengthen your resume by a word and a comma." – *Larry Wall*
7. "… one of the main causes of the fall of the Roman Empire was that, lacking zero, they had no way to indicate successful termination of their C programs." – *Robert Firth*
8. Sometimes when minor tragedies occur, it's good to clear one's mind, take a deep breath, and see the situation from a state of acceptance and detachment. Explaining an event in haiku form somehow magically turns it into a stepping stone on the way to enlightenment
9. Detach. Exhale. Use the fix that has worked since (roughly) the dawn of time:
   - Chaos reigns within.
   - Reflect, repent, and reboot
   - Order will return.
10. And finally, when the longtime CEO retires, leaving you to deal with a storage room full of ancient relics like 8-inch floppy disks and manuals for MS DOS and Lotus 123, you can laugh, knowing that Plato's interlocutor in Phaedrus elicited the true value of user manuals way back in 370 BCE:

    "…Then anyone who leaves behind him a written manual, and likewise anyone who receives it, in the belief that such writing will be clear and certain, must be exceedingly simple-minded…" — *Plato*



Dr. Pratibha Athavale, Dentist & Social Worker addressed on A Single Handed Social Transformation

Corporate Buzzer

Questions:

1. The Mayor of Tokyo, Mr. Shimpei Goto, named this brand with the hope that this brand, (a luxury item of those times), would become widely available to common people and be sold throughout the world. Identity this brand?
2. About what brand/product is Mahatma Gandhi reported to have remarked, "One of the few useful things invented"?
3. Who owns the company "Tracks & Records"?
4. Where would you find these :Small dot or a diamond symbolizing Mumbai , A five pointed star symbolizing Hyderabad, A small or thick dot symbolizing Noida, Nothing symbolizing Kolkata
5. This brand produced 381 million tires in 2011, making them the world's largest tyre manufacturer by number of units produced. In spite of the figures big tyre giants such as MRF, Bridgestone, Goodyear do not consider this manufacturer to be a threat. Which is the brand?
6. Which company's ticker symbol at NASDAQ is 'WIT'?

ANSWERS

1. Citizen Watches
2. Singer Sewing Machine
3. Usain Bolt
4. Indian Coins, these are the mint marks on the coins denoting where the coin was minted.
5. LEGO
6. WIPRO

By **Sanjay Chakraborty**
Marketing Communication Advisor



The Great India Quiz Season-4 conducted by Mr. Sanjay Chakraborty, Marketing Communications Advisor

WAGH BAKRI AND COFFEE? WOW!



Introducing **Wagh Bakri Instant Coffee.**

Available at all leading stores | Buy online: WWW.BUYTEA.COM | 1800-123-9912

Published by Publications Wing, AHMEDABAD MANAGEMENT ASSOCIATION, Core-AMA Management House, Torrent-AMA Management Centre, ATIRA Campus, Dr Vikram Sarabhai Marg, Ahmedabad 380 015
Phone: 079-26308601-05 • **Fax:** 079-26305692 • **Email:** ama@amaindia.org • **Website:** www.amaindia.org