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Seductive route to the top



Nina DiSesa spells out uncensored tactics women executives can apply to reach the top faster

By Benedict Paramanand

Women have been complaining that they have are often blocked by the male club from moving up the corporate ladder. Not any more. They seem to have a magic formula today. Nina DiSesa, Chair(man) of McCann Erickson, New York, has come up with 'Uncensored tactics' to take on the male bastion.

DiSesa is no business guru spawning mantras about how to succeed in a man's world. She is someone who has been there, seen it and done it. In her recent book '*Seducing the Boy's Club – Uncensored Tactics of a Woman on Top*', she humorously takes the reader through her career and how she was able to fight her way through the male-dominated workplace.

Here's a sample of DiSesa's maxim:

- Learn to appreciate men. Men like women who like them.
- Remember that women are biologically wired to succeed.

- If you want to make a name for yourself, find a mess and fix it. A secure and comfortable job only holds you back.
- Don't assume that men never listen. They listen like a dog does.
- Don't be a quiet achiever.
- Act brave and you will look brave.
- Screw the rules. Make up your own.

This is a book even men would love to read just to know what to expect from their female colleagues. But with this formula, it appears, not many men stand a good chance if there ever was a neck-and-neck race for a top job.

The best advice from DiSesa seems to be this – women need to meld their feminine characteristics (nurturing, compassion, listening) with the traits of their male counterparts (competitiveness, decisiveness, combativeness) to expand their professional horizons.

Aren't the women at the top now using this formula already? But knowing women, rarely has anyone shared their

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Enterprise of the Future

A recent IBM survey of 1,130 global CEOs has come up with a compelling scenario of what forces will drive the evolution of a company in the near future. This study could benefit organizations and business leaders who are battling hard to keep pace with change.

A ManagementNext report

In the world of fast cars, the warning ‘speed thrills, but kills’ makes eminent sense. However, business organizations that believe in the dictum ‘slow and steady wins the race’ increasingly face the danger of being run over.

Eight out of ten CEOs IBM interviewed for the study saw significant changes ahead, “and the gap between expected change and the ability to manage it has almost tripled since its last Global CEO Study in 2006.” This frenetic speed is obviously because CEOs are rapidly repositioning their businesses to capture the growth opportunities in newer markets, newer segments and those thrown up by a churn in demography, snazzy design, disruptive innovation and technology breakthroughs.

IBM is even more surprised when CEOs rated their ability to manage change 22 percent lower than their expected need for it - a “change gap” that has nearly tripled since 2006. “While the number of companies successfully managing change has increased slightly, the number reporting limited or no success has risen by 60 percent.” Scary indeed!

Clearly, the way change will be managed will be different in the Enterprise of the Future. Unlike the usually informal, ad hoc or improvised approach, organizations will soon define and manage change as robust programs, structured around and driven to deliver defined business outcomes. **“Strong change management becomes core competence at all levels and will be nurtured as a professional discipline, not an ‘art.’”**

The third biennial global CEO study spread across industries, geographies and organizations of different sizes has noticed a surprisingly similar view of the traits that IBM believes will be needed for future success. The key similarities the study outlines are:

Hunger for change: The Enterprise of the Future is capable of changing quickly and successfully. Instead of merely responding to trends, it shapes and leads them. Market and industry shifts are a chance to move ahead of the competition.

Innovative beyond customer imagination: The Enterprise of the Future surpasses the expectations of increasingly demanding customers. Deep collaborative relationships allow it to surprise customers with innovations that make both its customers' and its own business more successful.



Globally Integrated: The Enterprise of the Future is integrating to take advantage of today’s global economy. Its business is strategically designed to access the best capabilities, knowledge and assets from wherever they reside in the world and apply them wherever required in the world.

Disruptive by Nature: The Enterprise of the Future radically challenges its business model, disrupting the basis of competition. It shifts the value proposition, overturns traditional delivery approaches, and, as soon as opportunities arise, reinvents itself and its entire industry.

Genuine, not just Generous: The Enterprise of the Future goes beyond philanthropy and compliance and reflects genuine concern for society in all actions and decisions.

With time, CEOs’ priorities have also changed and are expected to change even faster. In 2004, market factors, such as customer trends, market shifts and competitors’ actions, dominated the CEO agenda. Other external factors — socioeconomic, geopolitical and environmental issues — were seen as less critical, and rarely made it to the CEOs’ desk.

But in 2008, people skills are just as much in focus as market factors, and environmental issues demand twice as much attention as they did in the past. CEOs are most concerned about the impact of three external forces: market factors, people skills and technology. However, customer expectation shifts, competitive threats and industry consolidation continue to weigh on their minds.

CEOs are spending more to attract and retain increasingly prosperous, informed and socially aware customers. Nearly all CEOs are adapting their business models — two-thirds are implementing extensive innovations. More than 40 percent are changing their enterprise models to be more collaborative.

If you thought senior executives’ and owner managers’ jobs are getting easier and the cheques are getting fatter by the day, you are in for a shock. The eco-system in which the Enterprise of the Future is emerging is unforgiving, the way it is in Nature.

Log on to www.ibm.com/ibm/ideasfromibm/us/ceo/20080505/index1.shtml to read the full report.

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Publisher & Editor	Benedict Paramanand
Associate Publisher	Sangeeta Mansur
Contributing Editor	Rohitas Kumar
Subscriber Relations	Radha Prasad
Illustrator	Neetu Singh
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Media Consultant	Ravishankar N., Media Planning Associates
Management Consultant	Ranganath Iyengar, Strategic Interventions

Editorial Advisors

Ramesh Ramanathan	Founder, Janaagraha
Harish Bijoor	CEO, Harish Bijoor Consults
Rishikesh T Krishnan	Faculty, IIM Bengaluru
Rajeev Gowda	Faculty, IIM Bengaluru

Contributions in this Issue

Sadhguru Jaggi Vasudev	-	Founder, Isha Foundation
Dr. Madan Kataria	-	Founder, Laughter Yoga
Ashok Korwar	-	CEO, Growth Catalyst
Indraneel Mukerjee	-	MD, iProdigy Learning Services
Ranganath Iyengar	-	Director, Strategic Interventions

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Rishabh Media Network
2, Bilden Park, G.M. Palya, Bengaluru - 560 075
Ph: 91 80 41714161
email: benedict@managementnext.com

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secret of success. It has taken a bold advertising woman to do it.

DiSesa shows how her lessons helped change the climate of her highly-competitive workplace by identifying her masculine side in order to accomplish creative tasks, meet impossible deadlines and gain the trust of her co-workers. And in the process, she helped her co-workers find their feminine side, making the workplace more pleasant for everyone.

This formula appears practical, outrageous, and even controversial for making it to the top. It may take a while to see if this maxim works. Meanwhile, some men will already be penning down their counter to it. Interesting days, indeed!

14% make it to the top in India

According to Grant Thornton's International Business Report 2007, globally 38% of businesses have no senior managers and this proportion has been stagnant since 2004. The Indian proportion of businesses with women senior managers is 56% as against a global average of 59%, which appears impressive.

This is because in some countries like the US, Mexico, Russia, Poland, Italy and New Zealand, the proportion of businesses with senior women managers seems to be falling, and in countries like India, Taiwan, the Philippines, Hong Kong and Sweden, it seems to be increasing. Philippines seems to have mastered gender inclusivity, for 97% of its businesses have women senior managers, while China is at 91%, Brazil at 85% and Japan at an abysmal 25%.

This average of 56% in India does not mean organizations have large number of women senior managers. It only indicates a representative value. The proportion of women senior managers within organization is still a challenge. For instance, the same study states, out of all the women who join organizations, only 14% make it to the top in India.

And in the light of studies confirming correlation between women in senior levels and firm's financial performance, it's in the interest of the organizations to push up two measures: the proportion of businesses with women senior managers and the proportion of women senior managers within the organizations.



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HR incapable of talent management

The global talent pool is shrinking and talent management is almost assuming a strategic role in organizations. HR, which holds the mantle by default, doesn't seem to be doing a good job of it, implies a study by the consultancy firm Deloitte, reported in www.management-issues.com.

The study shows that about 3/4th of organizations delegate talent management responsibility to HR departments. But where talent management programs are actually succeeding is among the rest 1/4th of companies which give an organization-wide responsibility for talent management.



Talent management programs now have to be formed against a backdrop of ageing population on one side and the Generation Y with its new mindset on the other. HR with its armory of traditional

approaches does not seem well equipped to handle this. Even when it is known that employee involvement in CSR activities can help strengthen retentions, especially in Gen Y employees, less than two third companies are leveraging it, says the study. Nearly 80% still go with traditional approaches for rewarding performance. All this spells a dent in retention likelihood.

What is needed instead, are new approaches and sophisticated, advanced programs that look at critical business segments, assess their talent needs and programs designed based on these needs, and not just programs that focus on developing senior leadership positions as HR departments tend to do.

Either HR has to wake up to the challenge and refine its toolkit or give up the mantle to the senior rungs of the wider

organization. Either way, it'd be better than ruining retention and get questioned about the reason for existing.

ROI formula for attending seminars

Organizations are increasingly investing in their people by sending them to seminars and conferences. The objective is to expand knowledge and network. But with the burgeoning seminar and event industry and everyone in the company wanting to attend them, CEOs, rather, CFOs, are worried if the money spent is worth the while.

There is help. MarketingPros.com, a specialist in providing strategic and tactical marketing know-how for marketing and business professionals in organizations worldwide through a full range of online media, has developed a Forum ROI Worksheet to help estimate ROI for attending seminars/conferences.

It works this way – take 3 percent of gross sales of the previous financial year (a), minus it with the seminar fee (b); divide this number with the seminar fee and multiply it with 100. The formula simply is $(a - b \div b \times 100)$.

An ROI of 1-5 percent means it can help in growth in sales and revenue in the current year; a 5-10 percent ROI means that attending the seminar was a solid investment. If the return is negative, then sales needs a big boost.

HBR goes Green

The Harvard Business Review, the respectable management magazine, known for publishing many path-breaking management trends, theories and ideas, has gone green. It has turned its logo into green color and is on a big drive to transform Management, which is used to gray and black, into green.

For twelve weeks - from January 23 to April 16, 2008 – HBRGreen hosted six discussions on the emerging intersection of business and the environment. Through this exercise, it learnt that going green is more than a slogan. "It's a complicated business practice that requires a sustained and unified effort from a diverse set of companies, customers, suppliers, workers, nonprofits, governments and NGOs", HBR says.

To know more log on to www.hbrgreen.org

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Social networking for social good



That social networking sites are turning into powerful marketing tools is well known. But it seems their power increases especially in holiday seasons in

the US. And their power to promote cause-related products and services also seems to be high.

The American Marketing Association conducted a survey in which nearly half of the respondents admitted going to a social networking site to search for gift ideas for the holiday season. Gifts that are bought by them usually have a cause attached to them. Nearly a quarter would read/write blogs for product reviews.

One out of every three consumers said they would be more likely to buy a product or service if they knew that a certain amount of the purchase price was being donated directly to a cause or campaign. Young people aged 18 to 24 and women are most likely to buy such products.

Forty percent of women versus 30 percent of men were more likely to buy a product or service if they knew that a certain amount of the purchase price was being donated directly to a cause or campaign.

Forty-six percent of respondents aged 18 to 24 versus 31 percent of respondents aged 45 to 64 were more likely to buy cause-related products.

Surely, new age media like social networking are better suited to new age ideas like cause-related promotions and the trend is only set to increase in the future.

Companies slack about global trends

Executives say that global trends have become increasingly important, but few companies are addressing them successfully.

The McKinsey Quarterly conducted a survey on this topic in March 2008 across a worldwide representative sample of 1306 business executives, 41 percent of whom are CEOs, other C-level executives, or board directors.

According to the survey, there is a gap between awareness of the trends and leveraging them. For instance, the growing

number of consumers in emerging economies is considered to be an important global trend by almost 80% of executives, and yet, only a little more than one-third say that their companies have taken active steps to address it.

Only 17 percent of the executives report that actions their companies have taken on such trends have produced a significantly positive result.

The way the global trends are turned into opportunities does not show much proactiveness and innovation. About 70% say their companies respond by expanding current operations in emerging markets while only about 40% say their companies think about and act on actually producing new, low-cost products for these markets.

Obviously, there is a gap between recognizing trends and using these trends strategically. Respondents often cite higher strategic priorities, a lack of skills and resources and many a time uncertainty as the reasons for this gap.

Few companies which do act on the trends do so because they recognize the competitive advantage therein, the positive rub-offs in terms of profits and corporate reputation through larger good, fuelled by personal convictions of senior executives.

Clearly, a source of competitive advantage seems to lurk behind these new global trends, and the difference between those who do better than others and the rest will be at least partly determined by how quickly you act on these trends.

Purchase function needs a boost

Goods and services can represent 70 percent of a company's cost. Yet, many companies treat purchasing as backwaters; pay little attention to securing the best talent for the job; cling to a traditional mindset that focuses on saving money for specific items rather than on overall costs; and mostly ignore the potentially large role of procurement in implementing strategies, innovating and improving performance. Top performers, by contrast, view purchasing not only as the commercial conscience of the organization but also as its competitive eyes and ears.

A recent McKinsey Quarterly report observes that successful purchasing groups tend to adopt a more rigorous approach to talent, create higher aspirations for themselves and carefully align their sourcing efforts with the strategic goals of their companies. These pioneering organizations are laying the foundation for a better approach to procurement—one that average performers ignore at their peril.

In India, the purchase function is yet to get its due. For that, the purchase function should not wait for recognition and importance to come from top. It's time they asserted their vital role.

Don't ignore small growth

According to Ray Kurzweil, an avid and renowned innovator, it takes only 7 periods of doublings to turn one percent growth into 100 percent growth. "So small growth should not be dismissed."

At a presentation in MIT recently, he said "information-technology-driven innovation is characterized by exponential growth, not linear growth, which causes almost everyone to miss their projections of when technology-fueled advances will take off." Exponential growth means that performance doubles in a given period. Then in the next period (say a year), that doubles.

He also said because we don't understand this, we dismiss the potential of such technologies as solar energy, which is doubling every two years. Kurzweil says that in fewer than 5 years we will reach the tipping point where solar power will be less expensive than fossil-fuel power.

21st Century 1000 times faster than 20th

Ray Kurzweil also illustrated the growth of various technologies over the centuries. His main point: technology evolves exponentially; the rate of technical progress itself is accelerating, so expect to "see 20,000 years of progress in the 21st Century, about 1000 times greater than the 20th Century."



One of the predictors of the power of the internet, Kurzweil believe we can say goodbye to cancer and heart disease within 15 years, and hello to living way past 80. Among his other prognostications – computers "will combine the subtlety and pattern recognition of human intelligence with the speed, memory and knowledge sharing of machine intelligence." The

marriage of nanotechnology and AI will bring us "a killer app"--nanobots that can keep us healthy from the inside. Wow!

The bestselling author of *The Age of Spiritual Machines* presents the next stage of his compelling view of the future: the merging of humans and machines. In his latest book, *The Singularity Is Near* he makes a thrilling foray into the future, he envisions an event - the "singularity" – in which technological change becomes so rapid and so profound that our bodies and brains will merge with our machines.

Pay-for-performance spurs digital media

Call it the bug or the virus, pay-for-performance is spreading in the advertising work, particularly in the digital media space thick and fast. This is because transparency is a given in digital media unlike the traditional counterpart where credibility of numbers are still suspect. The good news is digital advertising is set to cross Rs. 1,000 crore mark this year, but still a small percentage of the Rs. 16,000 crore advertising Indian advertising industry.



While the PFP model is well accepted, the recent alliance between Lintas Media and Pinstorm takes this concept a step ahead. Here, the agency pays for the media and creative from its own pocket and advertisers pay only if their target has been achieved. The target includes a certain number of page views, leads, registrations or sales. Mahesh Murthy, founder of Pinstorm believes risk is high in this model but the returns are rewarding. Where clarity is yet to emerge is definitions of pay and performance.

The opportunity in India in the digital space is immense considering that there are 55 million internet and 200 million mobile phone users. With these numbers, the opportunity for those in the application space is immense.

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Roadmap for next phase of globalization

Craig Mundie, chief research and strategy officer at Microsoft has said that C K Prahalad and M S Krishnan's book 'The New Age of Innovation' – Driving Co-created Value through Global Networks' is a "compelling roadmap for the next phase of globalization." This is sufficient testimonial and a good enough reason for anyone associated with business to pick up the book.



The book (Tata McGraw-Hill, April 2008) says that the key to creating value and the future growth of every business depends on accessing a global network of resources (not necessarily owning them) to co-create unique experiences with customers, one at a time. To achieve this, CEOs, executives and managers at every level must transform systems, and supply chain management and

implement key social and technological architecture to create an ongoing innovation advantage.

This book is less about concepts or speculation but offers a strategic plan for achieving transformation of culture and reinventing processes to successfully meet the needs of the customer of the future.

What's more, it presents a new and unique perspective of the essence of innovation. It represents "the critical operational link in the evolving approach to innovation and value creation. The focus is on "building organizational capabilities that allow a firm to create the capacity for continuous innovation."

The new game, the authors say, is about more efficiency and more innovation. The managerial agenda in the book is about building a new strategic capital – a new approach to innovation and creating value.

Mail info@managementnext.com to avail of 15% discount on the book. Cover price Rs. 695/-

Ram Charan's lessons on everyday innovation

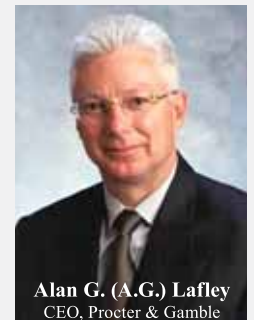
It is commonly believed that innovation is one-time or happens once in a while. However, several examples show that innovation has to be at work almost every day. In their latest book *The Game-changer: How Every Leader Can Drive Everyday Innovation*, Ram Charan and A. G. Lafley (Random House, April 2008) show how you can increase and sustain organic revenue and profit growth whether you're running an entire company or in your first management job.

Their best example is Procter & Gamble. Over the past seven years, P & G has tripled profits; significantly improved organic revenue growth, cash flow, and operating margins; and averaged earnings per share growth of 12 percent. How? A. G. Lafley and his leadership team have integrated innovation into everything P&G does and created new customers and new markets.

Through remarkable stories, the authors show how P&G and companies such as Honeywell, Nokia, LEGO, GE, HP, and DuPont have become game-changers. Their inspiring lessons can help anyone learn how to:

- Make consumers and customers the boss, not the CEO or the management team
- Innovate to grow a mature business
- Develop higher growth, higher margin businesses
- Create new customers and new markets

- Revitalize a business model
- Reach outside your own business and tap into the abundant brainpower and creativity of the world
- Integrate innovation into the mainstream of your managerial decision making
- Manage risk
- Become a leader of innovation



Alan G. (A.G.) Lafley
CEO, Procter & Gamble

In a world of unprecedented change, increasing global competitiveness, and the very real threat of commoditization, the authors say that innovation is arguably the only way to really win. "Innovation is not a separate, discrete activity but the job of everyone in a leadership position and the integral, central driving force for any business that wants to grow organically and succeed on a sustained basis."

Innovation Reporter

Here's an opportunity to report or share your innovation experience. You can also ask questions or doubts, our innovation experts will answer them for you. benedict@managementnext.com

New technology, new business!

Ranganath Iyengar compiles a few technologies that are impacting business in a big way



The Internet is always a happening place – in a cyclical manner, either business drives technology evolution or technology drives new business ideas. Web 1.0 was about ‘Read only’ with largely static information push whereas Web 2.0 dealt with ‘Read Write’ phenomena – examples are social webs, refined search engines, online media, content aggregation / syndication and mashups (Flickr, Google Maps etc). Here are a few technology changes which are impacting business on the internet...

As per ReadWriteWeb’s Richard MacManus, some of the key trends are –

- **Structured Information** (Data and Services) and not Pages are the future focus (e.g. Amazon E-Commerce API, Dapper, and Twitter API etc) which leads to concepts such as Symantec Web, Filters / recommendations and Personalization. All of this makes social and business interaction more secure, authentic and better organized.

Symantec web leverages existing web information, applying specific vertical semantic knowledge and delivering results as a consumer centric web application. A good example is Reuters Open Calais API that does a semantic markup on people, companies, places and events. Therefore, data portability and connectivity become very important for enabling the Symantec web. Some of the other products to watch include Twine, Freeset, Powerset, Talis, TrueKnowledge, AdaptiveBlue, TripIt, Spock, Quintura and Hakia.

- **Data driven web** is about APIs, web services and open data standards becoming more prominent – also beyond the PC, as the focus again shifts to mobile and IPTV which are again structured content – we can also see a lot of PC applications

being made available on the mobile to provide a seamless experience. There are many open data products – e.g. Google’s Android mobile OS, data remix products like Dapper and Yahoo! Pipes, lifestreaming apps like Tumblr, Jaiku, Onaswarm, FriendFeed etc

Open data standards involve data portability (taking data from one site to another – e.g. dataportability.org), open IDs (portable single sign on IDs), Social networks (e.g. Google’s Open Social) and APML (attention standard or what you read, write, share and consume)

- **Mobile web** focuses on applications and services that are portable, location aware and integrated with physical world. The mobile phone is always on, always carried and has a built in payment model that makes it attractive as a revenue generator. Devices like iPhone have revolutionized the web UI, added full feature desktop applications and rich HTML emails (competition to blackberry). Some interesting mobile apps include Gmail Java app, Google maps for mobile, Opera Mini, Fring (VoIP and IM), Twitter (for micro blogging) and Shozu (send media to the web).
- **Recommendation engines** cannot be far away with all that content on the web! These are primarily driven by a user need for personalization and involve different techniques (personalized, social, item or a combination of all the three). Examples of such engines include Amazon, Netflix, StumbleUpon, del.icio.us, Pandora etc.

Business view of these technologies

As per the McKinsey Quarterly, some of the key business trends include Information based business; automation of information, putting more science into management, using customers as innovators and extracting value from interactions. Interestingly, these relate directly to the technologies mentioned above in more ways than one and mostly revolve round the internet! Throw in a few more concepts like virtualization 2.0, web gadgets, branded professional video content, wireless USB and high speed Bluetooth and you have quite a handful of technologies to keep you busy for a while!!

e-mail: ranga@siiplconsulting.com

Poka-Yoke

Poka is a Japanese word meaning "inadvertent errors" and 'yoke' comes from Japanese word 'yokerie' meaning to avoid. The idea behind poka-yoke is to free a person's mind from maintaining repetitive vigil, which is often practically infeasible. It believes that a person without the fear of making mistake can constructively do more value-added activities. It says that simple poka-yoke devices can increase efficiency in production system which includes counters, checklists, limit switch, proximity, photo sensors and error detection alarms.

Jishu Hozen Pillar

The activities of Jishu Hozen Pillar focus on the equipment to make it perfect i.e. zero breakdowns and zero defective products due to the machine. It builds a relation between the man and the machine through a sequence of seven steps, whereby the operator owns the machine to the extent of taking care of its' routine maintenance activities.

TRIZ

This is a concept developed by a Russian mechanical engineer, Genrich Altshuller, fifty years ago. TRIZ breaks the myth that special people with special powers of intuition and some accidental enlightenment make inventions and discovery. It proves that there is a systematic and scientific way behind

inventions. TRIZ establishes that any person with common sense can be an inventor.

SMED (Single Minute Exchange of Dies)

Dr. Shigeo Shingo known as 'Dr. Improvement' made everybody to realize paying attention and reducing the time lost on set up is equally important for increasing the production to reduce the cost. By effective application of SMED principles, even one unit can be produced cost effectively. This concept helped in a great way in introduction of Just-in-Time and Kanban effectively.

Widgets

A web widget is a portable chunk of code that can be installed and executed within any separate HTML-based web page by an end user without requiring additional compilation. They help you save time by bringing your favorite content and services right to you.

Peripheral vision

From emerging technologies to changes in consumer tastes, tremendous opportunities and threats often begin as weak signals from the periphery. The difference between winners and the also-ran is how good they are at sensing, interpreting and acting on these signals. Research shows that less than 20 percent of the companies have this capability.

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Do you have the right question?

Ramalinga Raju wants graduates to know that asking questions is more important than knowing the answers. He wants them to go after their passion rather than intellect

My background is in commerce and business administration and hence, I'm an odd man out in the IT industry. **But my belief is, not knowing is sometimes better than knowing.** Because, not knowing gives you an opportunity to come out with approaches that are not traditional in nature. I certainly have been a beneficiary of not knowing something (IT, that is,) and have been able to contribute to the success of Satyam along with my colleagues.

I would like to share with you two things that stand out today in the world in general and business in particular.

The first is the size of opportunity. We face an opportunity today that no generation in the history of mankind has ever been able to access. It's very important that we recognize that. The second is the fact that your success is going to depend on how you manage change. **The rate of change accelerates so much that no traditional approaches can help manage it.**

When it comes to dimensions of change, the first thing is knowledge. Today, the size of knowledge is immense. Today, I imagine myself as a decimal of 40 digits to the right and 40 digits to the left. This is the size of knowledge today. There are many white spaces we have to fill. That's where excitement comes from. Please step out from this graduation ceremony with this mindset.

When it comes to economics, the size of the opportunity is very large. The opportunity is not just one trillion dollar economy in India. The opportunity is 50 trillion dollars if you add the 49 trillion dollars that lies outside India. This is possible because you operate in a seamless, networked world. Virtual platforms take you beyond the borders of countries. 70 percent of this 50 trillion dollar GDP is

in services – at least 50 percent of which can be done virtually. If you understand this, it can be a huge opportunity and it's important to recognize that. It's also important to know that when we say services, it applies to manufacturing too, since functions like HR, Finance etc. too are services.

Talking about what approaches you need to take and what we need to be aware of.

- Firstly, we need to appreciate that traditional hierarchical models are not effective any more.
- And in the last two decades, we have been hearing a lot about leadership. It's become highly important as things are changing rapidly. As Einstein said, **imagination is more important than knowledge**, and as a leader, you are required to be more imaginative and set new standards.
- Companies are expecting not only leadership from you but are expecting you to share risk as well. True, an entrepreneur's risk is of a higher magnitude, but in companies too you share risk. Incentives and ESOPs are all a form of such risk sharing. This is synonymous with every leadership role today.
- While managing the ecosystem, you need to balance thinking (strategy), doing (operations) and communicating, and **place stakeholders in the centre.**
- Nothing is more important than being goal-oriented. Make well conceived, judicious choices about your goals. Once you do this, **focus on the goals without shifting your priorities**, and be willing to course-correct.
- When the pilot of an aircraft attains a certain altitude, he puts the plane on



Ramalinga Raju, Chairman,
Satyam Computer Services

autopilot but here, it doesn't work for you that way. This is more like driving on the Indian roads. If you take your eyes off the road for a minute, you may meet with an accident.

- Do not assume intellect or knowledge is going to get you where you want to go. **Put ambition and passion ahead of intellect.** If you have passion, you'll anyway acquire knowledge that needs to be acquired.
- I would encourage you to be curious. Curiosity is what builds success. **Know that asking questions is more important than knowing the answers.** Today, provided you have the right question, answers are available to you through a simple Google search.

I would like to end my talk with this quote from Bertrand Russell. 'Good life is one which is inspired by love and guided by knowledge'

Excerpts from Ramalinga Raju's convocation speech at Great Lakes Institute of Management's graduation ceremony, April 2008



Growth lessons from Nature

We all want to grow, grow and grow. But is there only one way to grow? How does an oak tree grow? A honeycomb? Are they all the same? Clearly, Nature has found many different ways, different patterns, of growth. But we think companies can grow only one way. Let us look at some growth choices

The Oak Tree

The oak tree grows by accretion – every year, it adds a ring to its trunk and becomes thicker and thicker, until it becomes a giant. This is actually the most common way a company grows – become bigger but essentially along the same lines, always. We add markets, add products, the way an oak tree adds rings, over time, without changing anything in the basic architecture of the organism.

What are the special issues of managing such a growth pattern? What makes an oak tree strong?

- A strong trunk: i.e., a strong sense of ‘core’, great clarity on what is our business and what isn’t
- An equally strong sense of values
- And operating processes

As more and more businesses are added, the older businesses should not require attention. Their environment should be stable and unshakeable.

The Banyan Tree

The Banyan’s pattern of growth is totally different from that of the mighty oak. It creates replicas of itself, increasing its span, until, in the end, you cannot even tell the daughter from the mother tree. Each tree is self-sustaining, yet bound to its mother and its siblings, and ever ready to spread out again.

To follow this model, a company would keep creating self-sustaining businesses over time, and yet retain a strong sense of connectedness. Perhaps a company like Matsushita would answer to this description, with its penchant for spinning off new divisions, each held together only by finance, and a shared value system.

How does one manage such a growth?

- Creation of an infinite pool of entrepreneurs, each of whom can run a business independently

- Who are yet held together by shared values
- A commitment to support each spin-off with nourishment from the center until it stabilizes

When would such a model make sense? Clearly, where the environment creates new opportunities, each of whom are unrelated to each other, yet need to be part of a common ‘umbrella’ brand. Perhaps GE is another example of such a model.

The Beehive

More accurately, the Swarm of Bees. The beehive is created by hundreds of independent workers – no one of them has the knowledge and capability or even intelligence to build a hive, yet, together, they do it effortlessly. Where, in business, do we see this model in action? Perhaps the now-famous dabba wallas of Mumbai. Some religious organizations have this capability, perhaps Al Qaeda does, for all I know!

In a company, the closest I have seen to this model, is Polaris Software’s Lakshya process – a visioning exercise involving every last employee in the firm (all several thousand of them!), which tries to tap the collective consciousness of all of them. The result is not a business plan or even a written document, it is simply a collective consciousness.

Consulting companies like McKinsey may be another example – the collective knowledge and capability of ‘the firm’ is several orders of magnitude greater than that of any one set of consultant.

A ‘knowledge economy’ enterprise should probably look like this. Knowledge management is a very key management process in such companies. Like the Queen Bee of the beehive, whose role is really largely symbolic, the CEO or head of such a company should learn to be a good figurehead, symbol and role model, rather than attempt to direct and govern.

The Tornado (or Cyclone)

A tornado grows by gathering everything in its path, and somehow generating more and more energy as it roars along. A company that grows by furious acquisitions may be patterning itself after a tornado. It must be very uncomfortable to be swept up in a tornado, but it did transport Dorothy to the Land of Oz, remember! A tornado succeeds by its very fury, if it stops, it is lost. A company that grows like this cannot afford to pause and consolidate, it needs to keep moving, and roaring along.

A Virus

Perhaps the most successful creatures on earth are viruses. They grow by multiplying at a dizzying speed – once a single virus gets a host to grow in, it soon takes over the entire organism by producing millions of copies of itself – an illustration of the power of compounding if ever there was one.

What are the secrets to its success? Simplicity of structure is surely one – the simpler the structure, the easier it is to produce a full-blown copy, and faster. Can a business organization ever be simple enough to replicate like this? Perhaps communities of Indians who have settled down in far off shores like Kenya or Latin America have shown the ability to grow like this.

As there are many ways to grow each of them has a different implication for the organization.

Choosing the right model

If we open our eyes to the world around us, we could find the model that could work for us. But how to choose between them? Primarily, three criteria can be applied:

1. Your own self-image
2. The business environment
3. The appropriate business model

These are, of course, related, yet they may be independent considerations in their own right. For instance, a stable environment, where technology (therefore products) and customer behavior (therefore markets) are stable, may be the right soil for an Oak Tree model of growth. However, what if the founder/CEO's desire is to constantly do new things, try out new business models? Then the Banyan Tree may be more appropriate.

A software services company founder who pines to do products, a manufacturing company founder who wants to ride the infrastructure boom, would do well to emulate the Banyan Tree.

What if the business is promoted by a family with more than one obvious heirs/successors? Again, the Banyan Tree suggests itself. Again, what if the environment is so unstable (as it was in the days of the dotcom bubble, for instance), that speed of replication is the most important survival trait? The virus model looks attractive.

The appropriate business model comes into play when certain structural conditions become necessary. For instance,



By Ashok Korwar

The earlier we choose the growth model, the easier it will be to manage it later. Systems, processes, corporate culture, can be built from the beginning to suit the growth model

the business model may require enormous up-front investment, in which case the virus model becomes virtually impossible to execute.

Again, if the business is knowledge-intensive, the need to manage knowledge could push us towards the Beehive model, rather than, say, a command and control model like the Oak Tree, or a chaotic model like the Tornado or even the Virus.

The earlier we choose the growth model, the easier it will be to manage it later. Systems, processes, corporate culture, can be built from the beginning to suit the growth model. Else, there will be confusion later as the company tries to treat the Banyan daughter like an Oak Tree, or the Virus like a bee. Sounds odd when we put it like that, but that is what it will be, in fact!

*Ashok Korwar, formerly professor at IIMA,
runs Growth Catalyst. ashok@yourgrowthcatalyst.com*

Surrender to the call of your talent



By Indraneel Mukerjee

By engaging talent one creates a symbiotic alignment between the individual and institutional objectives, leading to a climate of win-win.

Talent management in the true sense of the discipline entails re-definition of approaches in five areas:

APPROACH TO	START	STOP
People as unique bundle of talents	Talent-centric mindset: appreciatively discovering what is innate that can be productively applied	Critical mindset: supplementative evaluation of what skills and competencies are missing
Talent acquisition	Looking for talents that can be productively applied	Looking for skill sets to match classical job descriptions
Talent-based role definition.	Discovering talents sets by spotting recurring patterns and finding a role in which they can be productively applied	Force-fitting individuals into pre-defined roles based on experience and skill sets
Talent engagement	Setting talent-based goals, providing inputs and giving feedback for meeting and exceeding goals	Fixing role-based goals that quantitatively contribute to the collective objective
Talent development	Creating a road-map that enables individuals to grow in the direction of their talent themes / strengths	Taking a myopic view restricted by what the project/ process has to offer, to career development.

Having said whatever makes little sense to the talent-fearing professionals, the need of the hour is to make a mindset shift. A shift from being resource-centric to talent-centric.

Indraneel Mukerjee, Founder & Managing Director, iProdigy Learning Services Private Limited <http://www.iprodigy.net>, Email: Indraneel@iprodigy.net

How often have you wished that after retirement you would go to the villages and teach children or open a restaurant of your own, to delight your clientele with exotic dishes that you would create as an innately talented chef? And what if your dream comes true! What do you think would the quality of your output be? Near perfect! When will you stop doing what you wish? If possible, never! And what would be your satisfaction levels? Fulfilled and energized, always. This is the power of talents. They make you dream of activities through which they can be harnessed. Despite all your and your well-wisher's wise directions, they make you gravitate towards such activities. And if by some sheer stroke of luck you manage to pull your self out of the rut of what seems to be the right-thing-to-do and surrender to the call of your talents, what you achieve is near-perfect quality of output, exponential productivity and a sustained sense of fulfillment. The very fact that none of these parameters, by and large, are close to what the industry desires, indicates that talent management, in its true essence, is missing.

Talents are inherent. They are naturally recurring patterns of thought, feeling, or behavior that are deeply embedded in any individual and are created by the neural connections formed through early life experiences and can be productively applied. Thus, talents are far enduring than any learned competency or skill. Why is talent management missing? The reason is both endemic and systemic. The prevailing so-called talent management systems and processes are by and large, cosmetic improvisations of classical competency, skills-based systems and processes, leaving little scope of truly managing 'talents'. There is not much understanding (and perhaps lesser need to understand) the chemistry of talent and what it takes to apply talent productively. The language used is not appreciative. It is not supportive of discovering talents and building upon it but of assessing gaps and supplementing the same.

On the other hand, the advantages of having a truly talent-driven working climate are enormous: Talents need not (and cannot) be engineered. Every human being is a bundle of talent waiting to be harnessed. Talents create a deep-seated yearning in the individuals for finding an avenue to action and display the same, leading to self-managed performance. The individual takes on a rapid and self-managed route to learning skills and techniques that help him or her to apply the talent productively in a given scenario. Talents are far more enduring than (platform) skills or (functional) competencies. They can be trained and re-trained for necessary skill and knowledge, as the situation demands. By engaging talent one creates a symbiotic alignment between the individual and institutional objectives, leading to a climate of win-win.

Everyone wants to do their best

If the atmospheres that we live in make us, we cannot call ourselves managers. If we make the atmospheres that we live in, only then we can call ourselves managers.



By Sadhguru

Being a manager means that we are going to create whatever we see as the most beautiful thing to happen right now. Allowing situations to create you is not management at all; creating the situations that you want is management.

Let's say somebody got a job; the first day when they went and sat behind this table, this table was the most fantastic place in the world. But within a few years, behind the same table, they're manufacturing blood pressure, diabetes, ulcers and what not. This is not because there is something wrong with the jobs that we do. This is not because there is something wrong with the world that we live in. This is simply because we have not paid enough attention to ourselves.

You need to make yourself capable, not only in terms of management and other skills, but also capable as a human being. You need to be like a lotus flower, to be able to go through situations untouched. You need to be able to maintain your beauty and fragrance, even if you're in the filthiest of situations. If one has this, he will float through life untouched. If one doesn't have it, life will eat him up in so many ways.

We must also know that when it comes to management, there's no such thing as perfect management. It is just that if people give themselves absolutely to what they're doing, things will happen. Management is your ability to be capable of inspiring people to do their best. And that's all we can do. If everybody around

Management is your ability to be capable of inspiring people to do their best. And that's all we can do. If everybody around us is doing their best, that's the best possible management that can happen

us is doing their best, that's the best possible management that can happen.

This is not going to come with manipulation. This is only going to come with dedication. This is only going to come with love. This is only going to come because you are willing to give yourself one hundred percent to the person who is sitting next to you at that moment.

If you just learn to touch the core of his humanity, then you see that every human being is willing to do his best for you, always. If you just learn how to touch the very core of a human being who's around you right now, you will see everybody is willing to lay down their lives for you. Only if people around you love you and they want to do their best for you, you will not get ulcers doing management.

If people around you are trying to pull you down, you will anyway get ulcers trying to manage situations. If we do not create the people who truly love us and want to give their best, then management is going to be a pain, management is going to be a huge suffering. Only when people around us really want to do their best for you, management can happen wonderfully.

Our lives become beautiful not because of what we do, our lives become beautiful simply because we have included everybody around us as a part of our dream of well-being.



Laughter Yoga

By *Dr Madan Kataria*



Dr Madan Kataria

Laughter Yoga is an innovative concept, developed by me in 1995. According to this concept, anyone can laugh in a group for no reason. We initiate laughter in a form of an exercise in the beginning but as the session proceeds and eye contact within group members increase, laughter becomes real and contagious.

This concept is fast sweeping the world and has already been a catalyst in setting up 5000 laughter clubs in 55 countries. The world wide media has helped in spreading its reach by featuring it in prestigious publications and shows like the TIME magazine and The Oprah Winfrey show.

We call it laughter yoga because we combine breathing exercises from yoga with laughter. This increases the net supply of oxygen to the body and

the brain thus improving physical and the mental health.

The unique features of Laughter Yoga are:

- ✧ You don't need sense of humour, jokes or comedies to laugh.
- ✧ You don't need to be happy in order to laugh.
- ✧ You can train your body and mind to laugh.

Benefits of Laughter Yoga

At a given time, your performance depends upon your mood and laughter yoga can help to change your mood within minutes by releasing neuropeptides from your brain cells called endorphins.

It also increases the net supply of oxygen especially to the brain which helps in optimal performance and boosts your energy levels within minutes.

Laughter yoga is a scientifically proven method of reducing stress. It is cost economical and less time-consuming. In December 2006, we conducted a research on 50 IT professionals in Bangalore, India and found a significant reduction in stress levels as shown by reduction in cortisol levels in saliva. In 2003 an IT company in Copenhagen, Denmark reported 40% rise in sales after doing laughter yoga for a month.

In 2003 an IT company in Copenhagen, Denmark reported 40% rise in sales after doing laughter yoga for a month

Laughter Yoga has the power to change your work environment drastically by making people happy and cheerful, bringing positive mental attitude, hope and optimism in your workforce. It will help to enhance job satisfaction and strengthen the immune system thereby reducing absenteeism.

Laughter will also help to connect people to increase communication skills and help in team-building.

Since laughter yoga is a playful activity, it will augment innovation and creativity to generate new ideas and new insights.

Laughter yoga can be effectively used to increase the attention span during HR training and other learning skills.

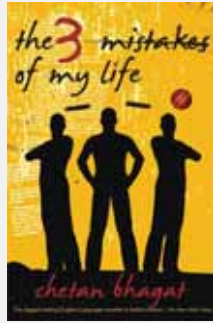
*Dr. Kataria conducts workshops and seminars for companies worldwide
www.laughteryoga.org*

The 3 Mistakes of My Life

A story of three boys who start a business in Ahmedabad
Chetan Bhagat, May 2008

In late-2000, a young boy in Ahmedabad called Govind dreamt of having a business. To accomodate his friends Ish and Omi's passion, they open a cricket shop. Govind's wants to make money and thinks big. Ish is all about nurturing Ali, the batsman with a rare gift. Omi knows his limited capabilities and just wants to be with his friends. However, nothing comes easy in a turbulent city. To realize their goals, they will have to face it all - religious politics, earthquakes, riots, unacceptable love and above all, their own mistakes. Will they make it? Can an individual's dreams overcome the nightmares offered by real life? Can we succeed despite a few mistakes?

Based on real events, from the bestselling author of "Five Point Someone" and "One Night @ the call centre", comes another dark, witty tale about modern India.



Totally Aligned Organization

by Raghu Ananthanarayanan - 12nd revised and updated edition, May 2008

The Central mission of this book is to explore ways by which we can ensure a hundred percent deployment of human potential in organizations. This can be the only goal for organization culture that will support initiatives like "Zero defect", "Zero waste", Lean JIT, TPM & TQM. The author uses seminal ideas from the Indian tradition: Alignment of thought, feeling and action at a personal level and at a collective level.



This fresh and original approach to organization building is illustrated through detailed case studies. The book offers many mental maps which have come out of the consulting practice of the author and is therefore both practical and powerful. This book advances a path breaking approach to culture building – A must for any manager serious about the human dimension of organizations.

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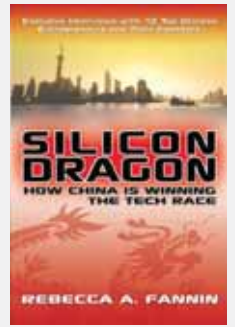
Silicon Dragon: How China Is Winning the Tech Race

Rebecca Fannin, Tata McGraw-Hill; January 2008

China is catching up to the United States as a global leader of technology--and, within a few years, may surpass every nation in the world. By modeling their new techno-based companies on successful American ones like Google and Yahoo, a new

breed of entrepreneur is leading China through a second Industrial Revolution.

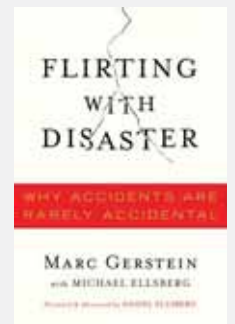
Financial journalist Rebecca A. Fannin traveled from Shanghai to Beijing and beyond to speak face-to-face with China's hottest up-and-comers or some of these young entrepreneurs, it's their first interview with the Western press--and their first chance to introduce their companies before the stocks hit Nasdaq. Fannin has had over 15 years of experience in terms of covering China & Asia.



Flirting with Disaster: Why Accidents Are Rarely Accidental

Michael Ellsberg, Union Square Press, June 2008

Despite warnings of impending disaster, preemptive action is rarely taken by those who have the ability to do so. How do smart, high-powered people, leaders of global corporations, national institutions, even nations, often get it so wrong? While most investigations focus on the technical causes of disaster, *Flirting With Disaster* examines the psychological, social, and cultural impediments to whistle-blowing, showing what we can do to reduce the possibility of disasters happening at all.



Discover Your Inner Economist

Tyler Cowen, Penguin, May 2008

Shows how economic notions--such as incentives, signals, and markets--apply far more widely than merely to the decisions of social planners, governments, and big business. What does economic theory say about ordering from a menu? Or attracting the right mate? Or controlling people who talk too much in meetings? Or dealing with your dentist? With a wryly amusing voice, in chapters such as "How to Control the World, The Basics" and "How to Control the World, Knowing When to Stop" Cowen reveals the hidden economic patterns behind everyday situations so you can get more of what you really want. Readers will also gain less selfish insights into how to be a good partner, neighbor and even citizen of the world. For instance, what is the best way to give to charity? The chapter title "How to Save the World—More Christmas Presents Won't Help" makes a point that is every bit as personal as it is global.

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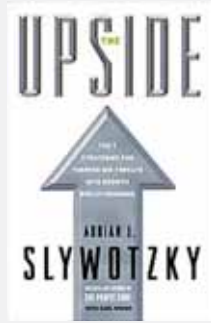
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The Upside: How to Turn Your Greatest Threat into Your Biggest Opportunity

by Adrian Slywotzky, Random House Inc, May 2007

Today, when your fortunes can literally change overnight, the new strategic imperative is making your moment of maximum risk your moment of maximum opportunity. In 'The Upside', Adrian Slywotzky provides bold and original ideas for growth breakthroughs.

In the 1980s conventional wisdom was that you could have high quality or low cost, but not both—until Japanese makers of cars and electronics showed otherwise. Now, high quality and low cost are required just to enter the marketplace. Today, we face a similar paradox when it comes to risk and reward. Rather than shrink from the high risk so integral to the tumultuous global economy, Adrian Slywotzky shows how it can be your greatest source of growth and future reward.



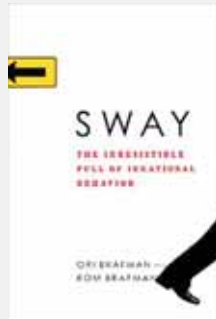
Sway: The Irresistible Pull of Irrational Behavior

by Ori Brafman, Rom Brafman, Currency, June 2008

A fascinating journey into the hidden psychological influences that derail our decision-making, Sway will change the way you think about the way you think. In Sway, Ori and Rom Brafman not only uncover rational explanations for a wide variety of irrational behaviors but also point readers toward ways to avoid succumbing to their pull.

Drawing on cutting-edge research from the fields of social psychology, behavioral economics, and organizational behavior, Sway reveals dynamic forces that influence every aspect of our personal and business lives, including loss aversion (our tendency to go to great lengths to avoid perceived losses), the diagnosis bias (our inability to reevaluate our initial diagnosis of a person or situation), and the “chameleon effect” (our tendency to take on characteristics that have been arbitrarily assigned to us).

Sway introduces us to the Harvard Business School professor who got his students to pay \$204 for a \$20 bill, the head of airline safety whose disregard for his years of training led to the transformation of an entire industry, and the football coach who turned conventional strategy on its head to lead his team to victory.



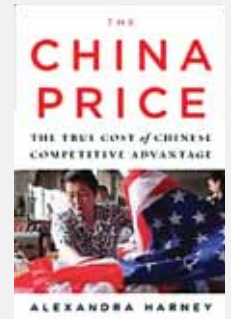
The China Price

By: Alexandra Harney, Penguin Press, March 2008

A landmark eyewitness exposé of how China's factory economy competes for Western business by selling out its workers, its environment, and its future

In The China Price, acclaimed Financial Times

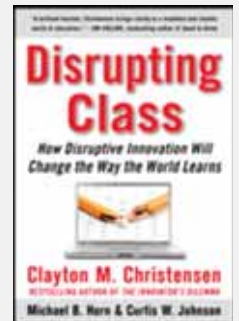
correspondent Alex Harney uncovers the truth about how China is able to offer such amazingly low prices to the rest of the world. What she has discovered is a brutal, Hobbesian world in which intense pricing pressure from Western companies combines with ubiquitous corruption and a lack of transparency to exact an unseen and unconscionable toll in human misery and environmental damage.



Disrupting Class: How Disruptive Innovation Will Change the Way the World Learns

Clayton M. Christensen, Curtis W. Johnson, Michael B. Horn, McGraw-Hill, May 2008

According to recent studies in neuroscience, the way we learn doesn't always match up with the way we are taught. If we hope to stay competitive-academically, economically, and technologically—we need to rethink our understanding of intelligence, reevaluate our educational system, and reinvigorate our commitment to learning. In other words, we need “disruptive innovation.”

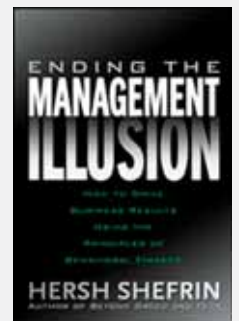


Now, in his long-awaited new book, Clayton M. Christensen and coauthors Michael B. Horn and Curtis W. Johnson take one of the most important issues of our time—education—and apply Christensen's now-famous theories of “disruptive” change using a wide range of real-life examples. Whether you're a school administrator, government official, business leader, parent, teacher, or entrepreneur, you'll discover surprising new ideas, outside-the-box strategies, and straight-A success stories.

Ending the Management Illusion: How to Drive Business Results Using the Principles of Behavioral Finance

Hersh Shefrin, McGraw-hill, April 2008

Psychologically smart companies manage both the pluses and minuses of human psychology through well-structured systems and processes. In *Ending the Management Illusion*, behavioral finance pioneer Hersh Shefrin addresses the biases that can take you or your organization off course and shows how to run psychologically smart businesses—specifically as it affects your bottom line.



Shefrin explores the psychological barriers you experience, and delivers concrete debiasing techniques for breaking through these barriers. This allows you to integrate your processes for accounting, planning, incentives, and information sharing—the main elements for optimizing corporate value.

Branding lessons from Mallika

If you thought you could get branding lessons only from gurus and successful corporate leaders, you are wrong. You simply have to look at a few people whom you admire, drool over or even ogle at for some free gyan. A Yahoo! journalist recently came up with some branding mantras that executives can pick up by studying Mallika Sherawat closely. And this time, without guilt. What makes Mallika - Mallika Sherawat.



Simply put, it is sharp focus on what you have to offer and most importantly, being yourself. Which means, Mallika is her own brand manager. She consistently makes sure people remember her for something.

Bad publicity is good publicity for her. Mallika had established herself as the actress who is bold enough to do any sort of scene and a tongue to match. She makes sure she has the media talk about her after every launch party.

Even small is big for her. Despite a small role in Jackie Chan's movie *Myth*, she has made it look as if she has what it takes to act in international films. She has been voted as one of Asia's 100 most beautiful people by the Hong Kong based fashion and beauty magazine - courtesy her carefully chosen attire in all public appearances. Lesson: flaunt your achievements.

The dictum - maintain your core strength and right customers will come around - is working for her. Mallika recently bagged a huge advertising contract worth a whopping Rs. 3.5 crore which is bigger than what many big celebrity actresses get. Way to go!

It's all about software, stupid!

Steve Jobs admits it himself. The key behind Apple's success is its software. Hip designs of hardware are nice, but software is the spirit and the brains of any great system. Rob Enderle, principal analyst at tech tracker Enderle Gro, lists a few software that he thinks are terrific. While OS X is based on Unix, like many other operating systems (including Linux), its user-friendly interface sets it apart. "It's a template of what you ought to do and what few people actually do,"

iLife, a software suite includes digital video, music-mixing, photo-editing and Web-design tools and more. "It's great because this software hits the sweet spot between hardcore professional image and music editing tools and the free crapware loaded onto Windows PCs. "It's a product that moved PCs," says Enderle.

The story about iTunes is well known. Not only does this software allow users to easily buy, acquire and organize their

movies and music; it meshes tightly with Apple's user-friendly iPod digital music players. "That was what most of the MP3 companies didn't get," says Enderle "It's the part of the end-to-end solution that made the iPod successful."

Newton, a computer in your pocket, introduced in 1993, was a commercial failure. Apple's pocket computer failed first, setting Apple up for success with the iPhone. And the iPhone is all about how well the software powering the phone - which is based on Apple's OS X desktop operating system - swaps between handling a phone call one moment, viewing a movie at another time and surfing the Web the next. "It shouldn't work, but it does."

Wi-Fi allergy

Santa Fe, from New Mexico, U.S is leading the charge to get wireless hotspots banned from public buildings in his city, claiming he and others are ultra-sensitive to Wi-Fi radio frequencies.

However, no medical or scientific groups have come out yet to substantiate claims like these, which have been making the media rounds for the last couple of years. A British woman who is trying to raise awareness about what some are calling electro-sensitivity received some press last year. Are we now on the cusp of spectrum sickness?

72 feet bill

Big Bazaar recently had to print a 72 feet bill in a small town call Sangli in Maharashtra. Small town big bill!

Green burials

With the world increasingly launching into sustainable initiatives in all spheres, the color green is suddenly becoming popular. It's even touching the site of burials. In the US, which happens to be the land of funeral professionalism where 'funeral gurus' are expanding their business each year, cemeteries that claim to be 'green' care are on the rise.

Green Hippocratic Oath?

Rakesh Khurana and Nitin Nohria, faculty at the Harvard Business School have suggested 'Green Hippocratic Oath' just like the way medical doctors have been taking for centuries. "A management oath should be created to encourage business leaders to be aware of the broader implications of their actions, including those related to the environment.," they suggest.

This also includes management learning, how to incorporate environmental and social goals in decision making. They will also need to break away from misleading and simplistic ideas that caricature managers as the hired hands of shareholders.

Send Offbeat and win Books
benedict@managementnext.com

EXECUTIVE EDUCATION OPEN PROGRAMMES CALENDAR: 2008 - 2009

S. No	Title	Dates	Area
1	Creativity, Reinvention and Self Development for Practicing Managers-I	2 - 6 June 2008	Leadership
2	Leadership Training For Software Professionals	2 - 4 June 2008	Leadership
3	Embedding Leadership Excellence-I	16 - 20 June 2008	Leadership
4	Strategic Analysis for Competitive Advantage	16 - 20 June 2008	Strategy & Gen. Mgmt
5	Negotiation and Managing Commercial Contracts	23 -27 June 2008	Finance & Control
6	Valuation	1 - 3 July 2008	Finance & Control
7	Technology-based Fraud Analytics for Banks	7 - 9 July 08	Finance & Control
8	Accelerating Sales Performance	16 - 18 July 2008	Marketing
9	NID-IIMB Joint Program on Design and Strategy	28 July - 1 Aug 2008	Strategy & Gen. Mgmt
10	Managing Exports-Imports-Customs-Forex, Intl. Trade Under Globalisation & WTO Regime	4 - 7 Aug 2008	Finance & Control
11	Risk Management for Banks and Financial Institutions	25 - 29 Aug 2008	Finance & Control
12	Supply Chain Management	8 -10 Sept 2008	Operations / QM
13	Creating and Sustaining Customer Value- Issues and Perspectives	8 - 9 Sept 2008	Marketing
14	Strategic Market Planning for Quantum Growth	10 - 12 Sept 2008	Marketing
15	Software Project Management	15 - 19 Sept 2008	Operations / QM
16	360 degree Marketing Communications	15 - 17 Sept 2008	Marketing
17	Six Sigma Green Belt Training	16 - 19 Sept.2008	Operations / QM
18	Creating and Managing Brand Equity	22 - 24 Sept 2008	Marketing
19	Business Analytics	22 -25 Sept 2008	Operations / QM
20	International Negotiating Skills	25 - 27 Sept 2008	Strategy & Gen. Mgmt
21	Brand Building and Consumer Psyche-The Indian Context	6 - 8 Oct 2008	Marketing
22	Creativity, Reinvention and Self Development for Practicing Managers-II	13 - 17 Oct 2008	Leadership
23	Finance for Decision Making - for Non-Finance Managers	13 -17 Oct 2008	Finance & Control
24	Demystifying Financial Derivatives	20 - 23 Oct. 2008	Finance & Control
25	Total Cost Management	20 - 22 Oct 2008	Finance & Control
26	Comprehensive Tax Planning and Management: Corporate Income Tax, VAT, Cenvat, Service Tax and Customs	3 - 7 Nov 2008	Finance & Control
27	Marketing Decision Models Using Spreadsheets	3 - 6 Nov 2008	Marketing
28	Embedding Leadership Excellence-II	10 - 14 Nov 2008	Leadership
29	Intellectual Capital - The Value Driver	17 - 19 Nov 2008	Strategy & Gen. Mgmt
30	Strategic Leadership Programme for IT Companies: Embedding Strategic Thinking	24 -26 Nov 2008	Leadership
31	Advances in Business-to-Business Marketing	1 - 5 Dec 2008	Marketing
32	Business Analytics with Matlab	1 - 3 Dec 2008	Operations / QM
33	Outsourcing Management : Creating Value through Collaboration	8 -10 Dec 2008	Strategy & Gen. Mgmt
34	Fixed Income Securities and Derivatives	11 - 13 Dec 2008	Finance & Control
35	Retailing - A paradigm shift: Challenges, Opportunities and strategies	15 - 18 Dec 2008	Marketing
36	Financial Models Using Spreadsheets	15 - 18 Dec 2008	Finance & Control
37	Marketing and Branding - A Three Pronged Approach	12 - 13 Jan. 2009	Marketing
38	Advanced Negotiation	12 - 14 Jan. 2009	Leadership
39	Strategic Sourcing & Supply Management	16 - 17 Jan 2009	Operations / QM
40	Reinvention through Entrepreneurial / Intrapreneurial Leadership	19 -23 Jan. 2009	Marketing
41	Managing People in Software Projects	21-23 Jan. 2009	Leadership
42	Creative Marketing for IT Companies	28 - 30 Jan 2009	Marketing
43	Organizational Growth and Strategic HRM	2 - 4 Feb 2009	Leadership
44	Competitive Marketing Strategy	2 - 4 Feb 2009	Marketing
45	International Negotiating Skills	12 -14 Feb. 2009	Strategy & Gen. Mgmt
46	Management Consulting: Acquiring and retaining clients	16 - 18 Feb. 2009	Strategy & Gen. Mgmt
47	Innovation Management	16 - 20 Feb 2009	Marketing
48	Leadership Actions for Talent Management	23 - 24 Feb 2009	Leadership



Chief Programme Officer

Indian Institute of Management Bangalore

Bannerghatta Road, Bangalore - 560 076

Phone: 080 26993264/3475/3742 Fax: 080 2658 4004. Email: edp@iimb.ernet.in / openpro@iimb.ernet.in

For Programme details, please visit: <http://www.iimb.ernet.in>