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The Tiger Way

A new book on Tiger Woods shows how to become a peak performer and yet live life to the full

By Benedict Paramanand

With hardly any statesmen around and politicians' credibility at an all-time low, authors are turning to living sports legends for inspiration. The good news is – there are a good number of them around to share their life lessons today. For men and women in business, asked to perform at their peak all the time, three contemporary sportsmen stand out – Tiger Woods, Roger Federer and Lance Armstrong.

Brad Kearns's recent book *'How Tiger Does it: Put the Success Formula of a Champion into Everything You do'* (Tata McGraw-Hill Publishing, 2008), may well be one of the most inspirational books going around today. This is a sequel to his earlier book on the legendary cyclist Lance Armstrong, called *How Lance Does It: Put the Success Formula of a Champion Into Everything You Do*. It appears Brad, 41, is specializing in writing inspirational books on sports personalities. Why not? He is an accomplished sportsperson himself, and the rare combination of being an elite athlete, writer and coach gives

him a powerful platform to inspire people to achieve peak performance.

How Tiger Does It offers the secrets to living life to the fullest—the Tiger way. Using intimate interviews with Tiger's contemporaries and examples from his professional and personal life, Brad analyzes the mental drive behind the 33 year old's success to reveal the heart and mind of a great champion.

Beneath the ravings about Tiger Woods natural talent that made him a child prodigy, coaching by his father - a golfer himself, all the hard work and the killer instinct, runs a clear thread that touches a set of soft themes that provide the 'X Factor' in his success: **his temperament, balance, philosophy and compassion.**

It's amazing to see how Tiger Woods has been a real 'Game Changer', bringing into this relaxed game a new demand for

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FIND OUT HOW
INNOVATION WORKS.

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Why Singapore Airlines thrives in downturn

Prof. Rohit Deshpande discusses lessons businesses can learn from the way Singapore Airlines manages its customers during tough times

The global airline industry has got heavily commoditized thanks to short-sighted bosses whose preoccupation is yield management rather than customer service. The price war has resulted in most airlines treating passengers more like cattle rather than as human beings.



There's an exception though. While Southwest Airline is a classic case in the US, Singapore Airlines is teaching everyone a lesson or two on how to remain profitable even during recession, how to retain customers and how to extract the best deals by investing at a time everyone is busy cutting cost. A handful of airlines in India may be adopting the customer service model of Singapore Airlines but they still need to learn how to make money from it.

Prof. Rohit Deshpande, who teaches marketing at the Harvard Business School, teaches Singapore Airlines as a case study. In a Harvard Business IdeaCast a few weeks ago, he discussed why this airline is not just surviving the current downturn, but thriving. And what lessons CEOs from other businesses can learn from it.

Unlike most airlines, SA believes that passengers are willing to pay for good service and there is no need to take this away. In fact, SA focuses on proving the frills "the glamour way". Prof. Deshpande said, SA has made customer service an art and believes in "making flying glamorous and an enjoyable experience, the way it was couple of decades ago."

Through 'Human software', SA has invested in knowing minute details about its regular passengers. For example,

it knows the drink preference of most of its business and first class passengers. Not just that, it also knows how they take their drinks – Scotch with water or soda and how many cubes of ice in it.

No wonder, that the customer service metric – compliment-to-complaints ratio – 34 compliment to 1 complaint for 1,000 passengers. Prof. Deshpande says, "This is an amazing ratio."

It's not too late for other airlines to give up their bad habits. "There's hunger among passengers to be treated well – like human beings rather than cattle. The best way to keep passengers is to take care of them during hard times," the Professor said.

Investing during downturn

Heard of any airline placing orders for aircraft during the lean cycle? Aircraft makers Boeing and Airbus love SA because it is one of the very few which do it. The logic is simple. While aircraft makers are hungry for orders, they tend to offer better rates and discounts. The key is airlines should have money which most seldom seem to have after savagely cutting prices and costs to stay alive.

Lessons for others

Prof. Deshpande lists three lessons which all businesses can learn from the SA experience.

First, CEOs should treat marketing as an investment rather than cost.

Second, the focus should be on the customer rather on the product. Constantly focused on the customer – you can ride out the bad times. If you do this, customers will stay with you.

Finally, get the customer involved in all aspects of your business – co-opt customers in how service is offered.

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an aggressive physical power, leading organizers to ‘Tiger proof’ the holes to neutralize his power advantage, employing tradition-breaking approaches, challenging opponents to be real athletes and introducing new parameters into the game. Yet, beyond this realm of physical power at its hilt and superb competence at its finest, it is fascinating to see how his mind power and philosophical outlook contribute to his unprecedented success.

Using different temperaments appropriately is one kind of balance. Having a **bigger purpose** to throw your anchor on is another kind. Creating different sources of joy in different areas of your life apart from your main work is yet another kind of balance. Tiger Woods seems to do it all. **And balance is what he says you need to leverage for peak performance.**

You never, ever arrive

Tiger Woods is not known to over-work himself on or off the field or hurt himself while lifting because he knows when exactly to stop. He takes breaks from his work, even tournaments, whenever he feels like it - even though he has been criticized for this habit. He plays only an average of 19 tournaments per year compared to the range of 25 to 35 by his peers at the PGA. **The key is to manage your energies optimally - to leverage for peak performance.**

Amidst all the envious money, fame, glory and glamour that can distract and ruin a star player eventually, Tiger Woods is anchored on a different purpose. True, he badly wants to win every game but that’s not why he’s in this game. For him, thinking about the trophy (or even competition for that matter) is a real distraction! For him, **winning is a goal, but bigger than that is to excel in the journey and enjoying it.** If we look at his absolute insistence on playing each shot perfectly even when he doesn’t need perfection to win, we can understand what he means.

This sounds like flipping our result-oriented mindset over and discovering a new mindset. A new mindset which is all about process-oriented joy. Very much in line with the Eastern philosophy that advises renouncing attachment to the fruits of your action. Tiger is likely to have imbibed this outlook from Tida Tiger, his mother.

‘Coached’ in compassion by his dad and deeply aware that character and compassion are what will complete him as a human being, Tiger Woods set up the Earl Woods and Tiger Woods Foundation which launched a Learning Center that trains 8000 kids in after-school education-enrichment classes. And Tiger has said in more occasions than one, **“Golf is what I do and what I love, it’s not who I am. It does not define me as a person”**- implying that it’s his good work for the world that defines him. And that’s what he wants to be remembered for.

When it comes to work, of course, there’s no end to learning and improving, even at the top, even where it gets lonely. Because, “there’s always stuff to work on. You never, ever arrive.”

Ban spreadsheets, PPTs

A study of 750 failed companies finds one thing in common – they use PPTs, spreadsheets and jargon instead of open debates and real thinking

Paul Carroll, the author of *Big Blues: The Unmaking of IBM* (1998), is about to publish his second book. The book is on the lessons to be learned from corporate failures. Commenting in a blog on the need to ban jargons from the workplace, Paul wrote: “I’m struck by the fact that many of the 750 failures we studied in depth reflected the same sort of laziness. Someone would list ‘synergy’ on a powerpoint slide and make a multibillion-dollar acquisition without doing the hard work to understand whether there would, in fact, be any synergy.”

The other favourite and least understood phrase is ‘critical mass.’ He wrote: “Whenever I see a company announce that a deal will give it ‘critical mass,’ it makes my skin crawl. As we saw in our research, companies often assume that additional size will give them increased purchasing power, pricing power, and so on, without realizing that they’re still far too tiny a player in the market to dictate prices, and without understanding that additional size can also bring additional complexity.”

The good example is US Air. He wrote: “Look at US Air, which bought Piedmont in the mid-1980s in pursuit of critical mass. The two airlines had been profitable every year since deregulation... after achieving ‘critical mass,’ US Air’s margins fell to six or seven points below average, and the company had a decade of losses.”



Some companies today prefer memos to PPTs. The reason – someone can’t just list ‘synergy’ as a benefit in a memo; anyone claiming synergy would have to write out exactly who would do what to whom, when, where and why. When Gerstner took over at IBM in the ‘90s, he did a similar thing, banning the foils – cellophane sheets for use on overhead projectors – that were the core of any IBM meeting. Gerstner felt the foils limited the kind of free-flowing discussion he wanted to foster. “We know companies that are so addicted to spreadsheets – one CEO occasionally begins a meeting by saying, ‘gentlemen, start your spreadsheets’ – that we’ve recommended spreadsheets be banned.” Paul says.

Spreadsheets have a way of focusing people so much on the numbers in them that people forget that the numbers may be based on false assumptions or may be way off for some other reason. Paul wrote: “That’s surely what happened at some lenders caught up in the subprime crisis: they tinkered with the business models rather than seriously debating whether the whole business could go down the tube.”

Visual tools for simplifying reports

When reports get too tedious and long to read, it’s time to think visual

It’s said that a picture is worth 1000 words. At a time when senior management is inundated with reports they are in search for formats and tools that simplify their task. One such tool is based on visual cues.

Dave Gray, the founder and Chairman of XPLANE, has set up a firm to help corporates communicate complex concepts and processes visually. He offers visual thinking as a key creative problem solving strategy since it’s a powerful way to communicate ideas, quickly and intuitively. Gray is coming out with a book soon so that managers from all over can benefit.

The way he is launching his book *Marks and Meaning* is interesting. In a truly collaborative style, he has launched a pre-launch version of his book which you can buy (for \$34) and has invited readers to critique the content of this rough draft, plus submit their own interpretations and illustrations, which may be incorporated into later editions of the book. Dave has already started a Google Groups discussion list to get the dialogue started.

Converting the facts and figures of the hard science of Management into picture and diagrams would indeed take some art, for sure, and learning this art would indeed be a new area in Management.

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What's your Social Intelligence Quotient?

High IQ and emotional intelligence are not enough; executives today need social intelligence as well to make an impact

By Sangeeta Mansur



Daniel Coleman

The reason why star performers often fail when given senior organizational roles has baffled management thinkers for a long time. Only recently, findings based on serious research, have come up with the all-important differentiator – Social Intelligence.

A recent study of CEOs, both successful and not so successful, by Egon Zehnder International, a Zurich-based executive search consulting firm, found that **failed CEOs were hired for their IQ and business expertise, and were fired for poor emotional quotient and social skills.**

But didn't Management training make us believe that high performance is a function of IQ, knowledge, hard work and competence? Daniel Coleman, 'Father' of EQ, has been studying the link between performance and social skills, and his research indicates that **leaders with high Social Intelligence (SI) lead organizations to high revenue growth.** Convinced of its significance and having treated SI as a small component of EQ earlier, Coleman now insists on studying, understanding and learning SI explicitly.

Clearly, SI is set to become the 'Next' hot topic of interest in Management. Recent works in Management by Dacher Keltner, Robert Sutton, Allen Cohen and David Bradford, emphasize different aspects of this skill for leaders.

Despite all the research, SI is ultimately intuitive. If we must look at definitions, we can start with Thorndike. He said it's 'the ability to understand and manage men and women... to act wisely in human relations' Karl Albrecht defines it as the 'ability to get along well with others and to get them to cooperate with you'. So, it's surely different from merely 'getting things done', **this is about understanding the impacts others have on us, we have on others and maximizing the dynamics towards what we want to achieve.**

'Creating, managing, understanding and predicting the emotional contagions (in interpersonal interactions in organizations) can be a critical success factor', says Coleman. Karl Albrecht, another authority on the subject, in fact, positions SI as a '**new Science of Success**' itself.

While SI may sound too soft a thing the good news is that **it is learnable, trainable and measurable.** Besides, it has



implications for recruitment as well. Training in SI can not only give better cooperation, teamwork and harmony but also better retentions.

Of late, organizational counseling is catching up and is known to help individuals to cope with personal as well as interpersonal problems. Paul Ekman, who has been working in the area of SI for decades, offers what he calls the 'Micro Expression Tool'. It trains people in reading facial expressions for better interpersonal effectiveness. Mindhabits has a software that teaches habits that can reprogram the social mind for better social efficiency.

Research indicates that leaders with high Social Intelligence lead organizations to high revenue growth

Feeding this new interest in SI is modern Neuroscience. Unlike its earlier preoccupation with studying the human brain in isolation, it now studies the brain in interaction with others.

Not that new

SI may sound like a new thing but people like Edward Thorndike spoke about the significance of SI as far back as in 1920. Howard Gardner's Theory of Multiple Intelligences presented interpersonal intelligence as one of them. But new realities are now forcing thinkers to acknowledge the power of SI and give it its due.

Claudio Fernando Araoz, author of the book '*Great People Decisions*' (2007) emphasizes that people decision, which is a crucial part of SI, is a blind spot in Management and this is skill has the power to enhance the value of companies, individuals and countries.

The best place to begin SI training is of course at schools, at least at B-Schools. A mere workshop or two in soft-skills training would only be a token gesture. B-schools would do well to introduce training in SI and also build SI components into other subjects as well. Training in SI is a virgin area for entrepreneurs too. Hope to see some action here.

C K Prahalad to speak on 'Inclusive Entrepreneurship'



Prof. C K Prahalad will be the chief speaker at the TIE Entrepreneurial Summit 2008 to be held in Bangalore between December 16 and 18. The theme of the summit is 'Inclusive Entrepreneurship'.

This is pitted to be a mega event with over 1,500 delegates expected from all over Asia. The event will have opportunities for entrepreneurs to network and also explore

mentoring opportunities. The global exchange program is also an opportunity for networking with international delegates, who will include venture capitalists, angel investors and government officials.

The topic 'Inclusive Entrepreneurship' was chosen to signify TIE's effort to morph from being seen primarily as an organization supporting technology-oriented sectors to one that is open to diverse sectors. See www.tiebangalore.org

HR can finally get 'creative'

Creativity and HR may be an oxymoron but there's hope. R K Swamy BBDO, a leading marketing services group, has taken HR Direction, its HR communication division, online.

R K Swamy launched a unique portal offering 'ready-to-use' HR communication collaterals thus becoming the first one to offer online creative communication service for global markets.

The service offers over 1,000 creative posters which can be used for internal communication. The text on the posters can be easily edited to suit the requirement. The number of posters is being increased by 200 a month.

This tool will not only cut down the time taken to send out an internal communication but is expected to be cheaper. It essentially takes the magic of creating communication away from an expert and puts it into the hands of a non-creative person. This is a subscription-based service with various options.

Contact: www.hrdirectiononline.com

Mentoring too goes online

Professional mentoring has become critical to Indian executives as well as entrepreneurs today due to rising complexity of the marketplace. Face-to-face mentoring has its limitations and will not be able to meet the huge demand. The only way, it appears, is the Web route.

MentorSquare (www.mentorsquare.com), aimed at entrepreneurs, is ready for commercial launch. It has a panel of distinguished mentors who will advise entrepreneurs of all areas, big and small. Companies which want to avail of this service will have to enter into an annual subscription arrangement.

This mentor service is co-promoted by Mentor Partners, a Bangalore-based mentoring firm which helps entrepreneurs build world class IT and telecom companies. Other services like web-based seminars and lectures by well-known management professionals will be added shortly.

Says Ravi Narayan, CEO of MentorSquare: "A majority of businesses around the world have articulated their desire to grow and develop markets globally. At the same time, they realize that not all the resources necessary to develop and execute their plans can come from within their organizations. MentorSquare, a global network of experts and expertise, is going to be a crucial element in their growth plans."

Want to be a FireStarter?



Erehwon Consulting, a Bangalore-based innovation consulting firm, has taken up the challenge of igniting the innovation fire in India. FireStarter is Erehwon's mission to build an innovation movement and create a million innovators in India by 2011.

FireStarter™ is the result of 16 years of research and development effort from experiences of innovators within India and drawn from diverse industries like IT, financial services, FMCG, auto, pharma and telecom.

Erehwon says this is not merely another creativity and innovation program – it is meant to stoke the aspirations within the individual's sphere of influence. It goes beyond mere ideation and equips the individual with the tools and skills to carry an innovation from concept to realization.

For the first time, Erehwon is opening out these workshops in an open workshop format across 6 cities.

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Know the rules of the game

Why companies should know their law well before venturing into comparative advertising

By Diljeet Titus and Nagendra Kasana

Comparative advertising, as the name suggests, is advertising where a party (the advertiser) advertises his goods or services by comparing them with the goods or services of another party (usually the competitor). One of the main functions of comparative advertising is that it improves the quality of information available to consumers, enabling them to make well-founded and more informed decisions relating to the choice between competing products/services by demonstrating the merits of various comparable products. However, there is a danger that once undertakings address the merits and inadequacies of competing goods or services, they may be tempted to denigrate them or derive unfair advantages from such inaccurate comparisons. In case of comparative advertising, commercial relationships may be exposed to the constant threat of unfair practices.

One drawback of comparative advertising is that customers have become more skeptical about claims made by a company about its competitors

It's been held by Indian courts that even if there is no direct reference to the product of the plaintiff and only a reference is made to the entire class of product in its generic sense, even in those circumstances disparagement is possible. A tradesman is entitled to declare his goods to be the best in the world, even though the declaration is untrue. For the purpose of saying that his goods are the best in the world or his goods are better than his competitors, he can even compare the advantages of his goods over the goods of others.

However, he cannot say that his competitors' goods are bad, while saying his goods are better than his competitors'. If he says so, he really slanders the goods of his competitors. In other words he defames his competitors and their goods, which is not permissible. It's been held by courts in India that direct reference

about inferiority need not be shown in an advertisement. At the same time, it has also been held by courts that if a competitor makes the consumer aware of his mistaken impression, the plaintiff cannot complain of such action. Thus, truth is always a complete defense against any assault or challenge regardless of whether any damage is sustained as a result of it.

Directive 2006/114/EC is the latest EC Regulation dealing with comparative advertising. As per the Council, Comparative advertising, when it compares material, relevant, verifiable and representative features and is not misleading, may be a legitimate means of informing consumers of their advantage. The Directive permits comparative advertising subject to certain conditions.

Although India is not concerned with the Council Directive, yet, the new Indian law follows the essential features thereof because Indian law is largely based upon the UK TM Act, 1994 which, in turn, is in conformity with the EC Directive. Paris convention also forbids any act of unfair competition by anyone in any of member countries and it regards comparative advertising as one of the most common generally recognized acts of unfair competition. Since India is a party to the Paris Convention, it is bound to follow its provisions.

Thus, comparative advertising is allowed only if it is done within certain permissible parameters. Advertisers should be cautious and careful in targeting their competitors. Comparative advertising is mostly used by weaker firms targeting market leaders. One drawback of comparative advertising is that customers have become more skeptical about claims made by a company about its competitors because accurate information has not always been provided, thus making the effectiveness of comparative advertising questionable. In addition, companies that engage in comparative advertising must be careful not to misinform the public about a competitor's product.

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Demystifying virtualization

Ranganath Iyengar on virtualization that allows you to transform hardware into software



Simply put, Virtualization is about sharing resources of a single computer across multiple environments and users. Virtualization helps increase the utilization and flexibility of hardware by making it possible to run multiple operating systems and multiple applications on the same computer at the same time. A more radical way of thinking is of virtualization as a method that allows you to transform hardware into software.

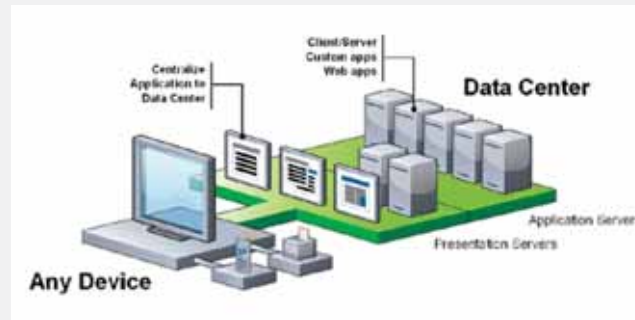
Anyone who uses a computer can benefit from virtualization. It saves time, money, energy and helps people achieve more with the computer hardware they already own. Software such as VMware ESX helps transform or virtualize the hardware resources of a computer including the CPU, RAM, hard disk and network controller to create a fully functional virtual machine. Multiple virtual machines share hardware resources without interfering with each other so that several operating systems and applications can be run at the same time on a single computer.

For small to mid size organizations, there are several benefits of virtualization that are direct and upfront – reduce costs of IT staff, get a service provider to remotely provision a range of services covering hardware, storage, backups, content filtering, patch management, license management, information security and several other such everyday uses priced as utility bundles from a managed service provider. The biggest benefit will be that of having enterprise class IT assets and services at an affordable pay per use pricing model which will help such companies reduce their ‘sunk costs’ into large IT assets that will obsolete soon.

Levels of virtualization

While a single computer can be easily virtualized, software such as VMware also allows creation of a robust virtualization platform that can scale across several interconnected computers and storage devices to form a virtualized infrastructure. Virtualization helps create pools of dynamic resources with unlimited capacity available to users at anytime.

Virtual computing vs. Static computing as defined by Microsoft address several key differentiators – key examples are Virtual presentation (user interface separated from O/S), Virtual applications (on demand applications), Virtual operating



system (can be assigned to any hardware), Virtual storage (storage and backup on the network) and Virtual network (localization of dispersed resources).

Advantages

With computing becoming more ubiquitous, powerful and portable, virtualization is an obvious part of

the roadmap as users look to more of ‘managed services’ that span across hardware and software. With virtualization, one can leverage a powerful combination of hardware and software ‘on tap’ truly leveraging the power of the internet.

Today, one can also see emergence of a new class of devices from several hardware vendors called mini note books or a combination of converged devices, that include a phone as well, that are very well positioned to leverage virtualization. Since a lot of the ‘heavy duty devices’ such as memory, storage, backup etc are virtualized, it is truly possible to have light and small form factor access devices that are truly powerful and allow users to have access to all of their digital assets on the go!

The biggest advantage of virtualization is cost reduction since computing resources are optimally shared and better utilized than concentration of individual assets. The biggest cost impact is energy efficiency. Conceptually, most of us have already been virtualized in some form or the other such as hosted email applications, web hosting, Google apps, Zoho and hosted storage to name a few. Virtualization also helps optimize software costs significantly since all users do not use all applications at the same time and as needed additional licenses can be provisioned quickly. The same concept can be extended to hardware assets as well with a little forward planning (e.g. storage). Microsoft’s system center will allow management of both physical and virtual assets for clients and servers including the ability to manage multiple hypervisors.

Therefore, while you virtualize, you also improve your cash flows by reducing fixed assets, space and people... So, if you are interested in further abstraction of your computing resources, here is some jargon that you can check out – full virtualization, hardware assisted virtualization, Para-virtualization, Channel bonding, Encapsulation, Grid computing, Logical volume management, Partition computing etc.

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'Jam' begins to pay off

IBM's biggest innovation exercise is showing results, says an MIT Sloan Review report

It's one thing to get thousands of people together to brainstorm and quite another to translate what came out of it into profitable business. IBM's, rather the largest ever innovation exercise, that started in 2001, and a follow up jam session in 2006 to translate the outcome into business ideas, seems to be paying off.

In an article titled 'An Inside View of IBM's Innovation Jam' Osvald M. Bjelland, chairman and founder of Xyntéo Ltd and Robert Chapman Wood, professor of strategic management at San José State University, in the latest issue of MIT Sloan Review, say that "The Jam was successful to a considerable degree. It uncovered, solved problems in and mobilized support for substantial new ways of using IBM technology." The process involved 150,000 IBM employees, family members, business partners, clients (from 67 companies) and university researchers. Participants Jammed from 104 countries, and conversations continued 24 hours a day. Incidentally, "Jam" was IBM's term for a "massively parallel conference" online.

Here's a list of businesses to come out of the Jam process:

Smart Health Care Payment Systems: Overhauling health care payment and management systems through the use of small personal devices (such as smart cards) that will automatically trigger financial transactions, the processing of insurance claims and the updating of electronic health records. This business has "graduated" from the incubator stage, and its products are now part of the IBM Healthcare Industry Solutions product offering.

Simplified Business Engines: Developing and bringing to market an intuitive, easy-to-use, prepackaged set of Web 2.0 services and blade server offerings that allow small and mid-size businesses to easily tap applications customized to their own specific business needs. This business has graduated and is now a business platform offering in IBM's software and systems business units.

Real-Time Translation Services: Offering advanced, real-time translation capabilities across major languages as a service for high-potential applications, industries and environments, such as health care, government and travel and transportation. This project is ongoing in IBM's Research Division, with funding to explore the viability of a variety of business models with clients.

Intelligent Utility Networks: Increasing the reliability and manageability of the world's power grids by building in "intelligence" in the form of real-time monitoring, control, analysis, simulation and optimization. Pilot projects have been developed and are in use by utilities. The technology has become a core product of IBM's public utility business.



3-D Internet:

Partnering with others to take the best of virtual worlds and gaming environments to build a seamless, standards-based 3-D Internet — the next platform for global commerce and day-to-day business operations. The new business unit is focusing on building tools that others can use to design easy-to-use 3-D Internet systems. Ongoing work building prototype engagements and exploring new business models.

"Digital Me": Creating a secure, user-friendly service that simplifies storage, management and long-term access to the deluge of personal content that people accumulate (digital photos, videos, music, health and financial records, personal identification documents, files, etc.).

Branchless Banking for the Masses: Enabling existing and new financial institutions to profitably provide basic banking services (checking, savings, payments and microlending) to often remote, inaccessible populations in fast-growing emerging markets. This unit continues to work with major banks on establishing viable hubs for microfinance in target emerging markets.

Integrated Mass Transit Information System: Establishing on-demand systems for integrating, managing and disseminating real-time data for all of a municipality's or region's transit systems, optimizing buses, rail, highways, waterways and airlines. The new business unit has received important orders from England, Singapore, Dubai and Australia. Name changed to "Intelligent Transportation Systems."

Electronic Health Record System: Creating a standards-based infrastructure to support automatic updating of, and pervasive access to, personal health care records and the integrating of patient data with global payer/provider transaction systems. IBM has decided to shelve this project because executives concluded that key decision makers are not ready to invest in electronic health record systems.

"Big Green" Innovations: Launching a new IBM business unit that will focus on applying the company's advanced expertise and technologies to emerging environmental opportunities, such as advanced water modeling, water filtration via nanotechnology and efficient solar power systems.

It will take a few more years to ascertain to what extent these businesses are guiding IBM's future.

To read the full article log on to <http://sloanreview.mit.edu/smr/issue/2008/fall/01/>

Ethics is beyond compliance



Kishore Choukar, Managing Director of Tata Industries and Chairman of Tata Council for Community Initiatives, takes Sangeeta Mansur through a few fundamental values that are critical for building and sustaining an ethical, yet flourishing enterprise

What is the vision for the House of Tatas in the increasingly globalized context?

Let me not give you the organization's exact vision statement here. The way I look at it is as a 'time-bound, result-oriented, ethical organization'. Time bound in the sense of working with time-bound goals and KRAs, result-oriented in the sense of achieving those goals, and ethical in the sense of a totality of ethics. This is how I see our vision.

How do you explain the concept 'totality of ethics'?

Totality of ethics is not in terms of personal conduct but the way you find it in Sufism or Buddhism or Mahabharata or Ramayana, for instance. In the sense of what is called 'dharma' which is not just personal ethics, not even personal Nirvana. Dharma is totality in ethics. It gives you an ethical code of conduct for every role you play.

Many times ethics gets interpreted in the narrow sense of compliance. 'So long as I'm not breaking the law, so long as what I do is not detected by others, I'm ethical'. This is not ethics. Our vision includes the totality of ethics.

Is this where Corporate Sustainability fits in?

Automatically! We have a multiplicity of stakeholders – employees, shareholders, customers, suppliers, communities, environment etc. each of whom has a stake in what we do. The skill and the orientation are to balance them. If you over exploit one, you get a lopsided organization. You have to figure out, who is your stakeholder, what are the stakes and what's the balancing stake that you need to manage when operating your business in your industry.

It's also like the issue of ethics. When you are in a role, you need to behave in a way consistent with the responsibility of that role. If you don't understand this, then you can't have a sustainable organization.

So, dharma has to be seen and interpreted in the context of the role.

Surely! Twenty years back when I was at MIT, a Prof. was trying to tell us that ethics is a concept with relationship as a significant aspect of it, and we started arguing. He said to us - 'Reflect on the Christian ethic of doing unto others as you'd have them do unto you. Perfect ethics, right? Fine. Tell me how does it work in relationships, say, between father and son? Between

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- **What creates stress today is not your work or travel but having to do what you don't believe in or not convinced about or think it is not right.**
 - **Corporate Sustainability is not a buzzword with us. It was thought out 100 years back. What's happening now is all emanating from that philosophy.**
 - **I feel it's very difficult to change someone if we don't have this value-match. It's easy to drum competence into a person but not character.**
-

husband and wife, will it work? Between senior and junior at work on the same side of the table and across the table, will it work?' It took us not more than ten minutes to understand what he was saying.

The problem is our inability to understand and appreciate this particular aspect of ethics. Those leaders, who understand this perfectly, are recognized by history as great and humane.

Given this requirement, how do you think organizational ethos can help an individual to interpret what's his dharma within his role-context? How does it happen at the Tatas?

The leadership communicates it. It's not just communication of course, but a multiplicity of elements in the leadership – Competence; Courage of conviction; ability to stand by ethics, your wisdom; faith in yourself. And all of this is not enough. It has to come out of a sense of goodness: concern for the wellbeing of others, of the society. Otherwise, Hitler would have been the greatest leader recognized in history! For, he had everything I mentioned, but goodness was what was lacking. Mahatma Gandhi, on the other hand, was not a charismatic speaker. Even Nehru was not a great orator. But their conviction and goodness were so transparent and overpowering that any shortcoming in oration was more than made up for. That touches you and inspires you. It is that kind of leadership that does it.

Do you think that a certain kind of people are attracted to the Tatas because of this ethical value-fit? Or is it that people join this ethical organization and then the ethics-based system takes over ...?

I'd say, people who've developed this sort of mindset because of their upbringing or education or inherent thought processes

get attracted. Because, they find themselves in a comfort zone here. Doing what you don't believe in or what you think is not right puts you in a conflict zone internally. What creates stress today is not your work or travel but having to do what you don't believe in or not convinced about or think it is not right. That creates an inner conflict. People who do not want such conflict automatically get attracted to us. They already have the value system in them. Then the kind of internal systems we have give it a certain focus and significance.

On the other hand, there are also people who come with a different orientation and our system does try to mould them. I feel it's very difficult to change someone if we don't have this value-match. It's easy to drum competence into a person but not character.

It's not impossible though. After all, the Ramayana was written by a convert. But the effort it takes for this kind of transformation is of a different degree altogether.

The Tata group is now talking about CSR as Sustainability and as business strategy. The outside world, which has always seen social activities by Tata as altruistic and not strategic, is likely to see this as a major shift in philosophy. Not many may realize how sustainability was, in fact, inherent in Jamshedji's vision. Would you like to comment on this public perception, as altruism, of what was always sustainability?

Yes, Jamshedji's vision did include sustainability. In the intervening period, the Tata's actions were seen as philanthropy and altruism rather than derived from a philosophy of seeing community as the very purpose. But the philosophy however has always been very well known within the House. But the public saw it as philanthropy. Perhaps it was not clarified as sustainability or as strategy to the extent it should have been.

And it is being clarified and made explicit now?

Yes. Because, now we think that the public should get a good understanding of why we are doing what we are doing. How they perceive it is their business. We can't dictate the perception. Corporate Sustainability is not a buzzword with us. It was thought out 100 years back. What's happening now is all that is emanating from that philosophy.

It's like an artist making a sketch and then you go on filling in colors and details-bringing more clarity and completeness. What was earlier a sketch is now being made clearer. Or, it's like the construction of a building based on a blueprint drawing. A bystander looking at the activity may not know what's coming up – a house or a garage or a school or a hospital building or what. But the architect knows what's being built- based on the blueprint. This is what has happened. This is a very rough analogy I can give to what has happened.

You are the leader!



Robert H. Thompson demystifies the much-feared word 'leadership' and explains what real leadership is all about

Leadership? You? Isn't that just for the top of the 'food chain'? You just want an entry-level job, a promotion to the next rung, or to simply keep your job in tight times, right? In today's corporate world, you think to yourself, you'll be lucky to get to a leadership position in the next five years. Wrong! If leadership is not the most overused and misunderstood word, then it certainly ranks in the top ten in today's corporate corridors. It's time to set the record straight.

In my book, *The Offsite: A Leadership Challenge Fable*, Gwen, a key character, learns leadership is not about title or position or being the decider - that's positional authority. It's not about knowing it all, creating a fearful atmosphere, or getting obedience from others. Real leadership is about collaboration, asking questions that promote learning, and creating an atmosphere of innovation. And, she also learns, real leadership is for everyone. Moreover, it can be honed with practice, but it starts internally and grows from there.

Gwen comes to understand real leadership is a way of life. It is a choice about creating open, honest, authentic relationships that urge others to want to discover their power and focus on what matters to them and their community. It is about knowing what matters to you and what you want from your life, not just your job. Gwen learns real leaders ask, "what do I want my life to look like today" not, "what do I have to do today". Big difference.

Four rules to becoming a leader

There are four simple to remember principles to keep in mind as you begin a leadership journey like Gwen. We call them **Robert's Rules: The Four Commitments**.

First, **Show Up**. Be present at all times. Leadership is a moment-to-moment choice. Close the gap between your beliefs and behaviors. If you can't walk the talk, sit down and zip your lips. Listening deeply to others and considering their perspective is a must. This gap closure creates a credibility path so that others want to "join" with you and not just be viewed as mere followers.

Second, **Speak Up**. Be heard. Discover your voice. Help others find theirs. Speak from your heart and create a vision story that offers a script of a positive future as well as everyone's potential role in it. Consider today's story and what the future needs to look like. Keep in mind who or what will assist or oppose. Invite others to join.

Real leaders ask, "what do I want my life to look like today" not, "what do I have to do today"

Just because they are working with you doesn't mean they feel welcomed. They need to know the benefits of walking the path with you.

Third, **Step Up**. Be an action hero. Erase your limiting thoughts. Question everything, especially systems, policies and procedures. Urge others to blow up their mental boundaries and see obstacles as opportunities for innovation. Remember, it's okay to fail. Not getting the result you thought you would get from an action might be the best learning tool on the planet.

Finally, **Serve Up**. Be of service at all times. Be an integral part of a diversified cast of talented leaders. Honor everyone's individuality. Recognize efforts creatively and meaningfully. Create your masterpiece and help others create theirs.

And don't forget to commit. Gwen learned that with commitment, people will climb the highest peak to help you challenge the largest obstacles. Without commitment, nothing changes. Not you. Not them. Nothing!

Robert H. Thompson is the author of The Offsite: A Leadership Challenge Fable, a speaker and executive coach. He can be reached at <http://www.leaderinsideout.com>

Pike Syndrome



Pike, a large carnivorous freshwater fish, was put into an aquarium, which had a glass partition dividing it. In the other half from the pike there were many small fish. The pike tried repeatedly to eat the fish but each time hit the glass partition. The partition was eventually removed but the pike did not attack the little fish. It had learned that trying to eat the little fish was futile and painful so it stopped trying. We often suffer from this "Pike Syndrome" where an early experience conditions us into wrong assumptions about similar but different situations.

Ambient media

Ambient media traditionally comprises outdoor, retail level activities and activation. In all, ambient is a Rs 2,300 crore

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game in India, including static, activation and digital. Static ambient media is present mainly in the top seven metros which account for nearly 75 per cent of the overall static pie.

Murketing:

A form of marketing where the product or service is not mentioned or shown. (Blend of 'murky' and 'marketing')

Beer companies spending fortunes on advertising that does not show their product, Red Bull splurging on its stealth events are all examples of 'murketing'

Neuroethics

The moral principles and standards governing the scanning, treatment and enhancement of the brain.

With Neurotechnology now capable of delving deep into the brain and revealing much more than what the person feels comfortable with, ethical concerns w.r.t. such methods are on the rise. The effects of knowing much more than what's needed are debatable, and loss of privacy is another issue that's behind the rise of neuroethics.

Neuromarketing

The neurological study of a person's mental state and reactions while being exposed to marketing messages.

Born at Harvard University with Gerry Zaltman and his associate scanning people's brains for understanding decision-making, Neuromarketing has now developed into neuro-technology that equips you to take a peek at the brain's functioning under marketing stimuli.

One of the most famous research centers deploying such technology is the BrightHouse Institute which has begun using magnetic resonance imaging (MRI), to reveal how people feel about things, such as products and commercials, more accurately than those people can explain their feelings in focus groups and surveys. This is a hope for filling a huge gap that stares between what people say in the surveys or focus groups and what they actually do.

Executive Education Update

If you are looking for an Executive Education Course in India and abroad, log on to www.managementnext.com.

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Can we have a global anthem?

What we need immediately is a more inclusive world, more inclusive economics, and above all an all inclusive human being



By Sadhguru

An economic revolution (in India) where only about 3% of the population is actively participating in is not really a revolution. If you want to do an economic revolution people should be empowered to participate

We as a nation are on a threshold of an economic revolution, or so we believe because still there are many, many ingredients which are necessary for an economic revolution to happen in this country. We are just hoping against hope that it will happen. The numbers are very encouraging and beautiful numbers. 10% growth is a beautiful number but 10% of what for one billion people? The whole nation's input in the last year, the Foreign Direct Investment, has been just 5.5 billion and we are a one billion population of a massive country. So 10% of what, are you talking about? You are talking small numbers but big percentages; it doesn't mean much for people. It will not make too much of a difference for a common man on the street.

Yes, things will change but still an economic revolution where only about 3% of the population is actively participating in is not really a revolution. Unless larger numbers are involved, unless we make the economy more inclusive, unless it becomes an inclusive economy including larger sections of population, unless they are educated and trained and made fit to participate in the economic process, we are going to sit on the threshold forever, seeing it pass by. If you want to do an economic revolution people should be empowered to participate.

For the first time in history, we, as the world, have the needed resources, technology and capability to solve all the basic problems of human population. Still, we are continuing to live in situations where for over 40% of human population, the fundamentals of nourishment, health, education have

not even been addressed, which has left a large segment of humanity crippled. Wars and basic apathy are robbing us of being a graceful and compassionate generation.

What we need immediately is a more inclusive world, more inclusive economics, and above all an all inclusive human being. Nations should think beyond their borders, corporations beyond their short-term balance sheets, and individuals should feel and experience beyond their individual identity.

Meditation for leaders

If we bring about meditateness into today's leadership - political, economic, or otherwise, it will help the leaders to see and act beyond the national, racial, religious, or any other identities of division. It is through the experience of inclusiveness that the necessary intention and action will happen beyond our limitations. Our present efforts are like that of an Australian aborigine who was gifted a new boomerang. The trouble was that he spent the rest of his life trying to throw the old one away. To make a difference for human lives and the other life around us, a deep sense of inclusiveness is crucial.

One thing that must happen is a more inclusive world and global culture. As a first expression of our inclusiveness, we can begin by evolving a global anthem; we and our children can sing the praise and glories of the world and the life upon this planet. Only when human being think and emote in a particular direction, the necessary action will happen.

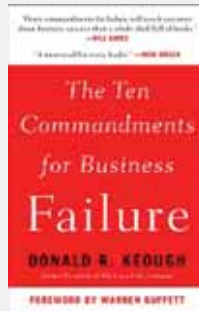
www.ishafoundation.org

The Ten Commandments for Business Failure

by Donald R. Keough, Portfolio, July 2008

Don Keough—a former top executive at Coca-Cola and now chairman of the elite investment banking firm Allen & Company—has witnessed plenty of failures in his sixty-year career (including New Coke) and in this book he reveals how great enterprises get into trouble.

This light-hearted “how-not-to” book includes anecdotes from Keough’s long career as well as other infamous failures. His commandments for failure include: Quit Taking Risks; Be Inflexible; Assume Infallibility; Put All Your Faith in Experts; Send Mixed Messages; and Be Afraid of the Future.



Six Disciplines® Execution Revolution: Solving the One Business Problem That Makes Solving All Other Problems Easier

by Gary Harpst, Six Disciplines Publishing, July 2008

As a follow-up to the success of Six Disciplines for Excellence, Harpst’s new book, *Six Disciplines® Execution Revolution*, details the elements of a complete strategy execution program, clarifies how it could only have happened now, and explains why such a program will soon become a mainstream requirement for your business

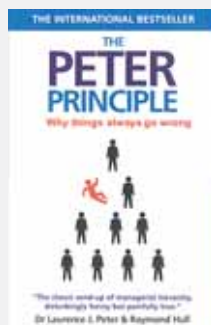


Based on breakthrough research, field testing and proven best-practices, the thought-leading vision described by Gary Harpst in *Six Disciplines® Execution Revolution* sets a new course for how small and mid-sized businesses can finally confront the never-ending challenge of executing strategy.

The Peter Principle: Why Things Always Go Wrong

by Dr Laurence J. Peter and Raymond Hull, Portfolio, August 2008

‘In a hierarchy, every employee tends to rise to his own level of incompetence.’ This dangerously simple maxim of organisational dysfunction, first spelt out more than thirty-three years ago, has wormed its way into everyday management vocabulary. The *Peter Principle* is required reading for all those now setting their feet on the first rung of the promotional ladder, their starry-eyed gaze fixed on the heights above them.



A classic masterpiece of management humour, written by a man who spent most of his working life teaching in universities, *The Peter Principle* is a massive international best-seller, and its message has never been more relevant than it is today.

Africa Rising: How 900 Million African Consumers Offer More than You Think

by Vijay Mahajan, Wharton School Publishing, August 2008

In *Africa Rising*, renowned global business consultant Vijay Mahajan reveals this remarkable marketplace as a continent with massive needs and surprising buying power.



Crossing thousands of miles across the continent, he shares the lessons that Africa’s businesses have learned about succeeding on the continent, shows how global companies are succeeding despite Africa’s unique political, economic, and resource challenges, introduces local entrepreneurs and foreign investors who are building a remarkable spectrum of profitable and sustainable business opportunities even in the most challenging locations, reveals how India and China are staking out huge positions throughout Africa and shows the power of the Diaspora in driving investment and development.

Personality Not Included: Why Companies Lose Their Authenticity And How Great Brands Get it Back

by Rohit Bhargava, Tata-McGraw Hill, 2008

Social media guru and influencer Rohit Bhargava illustrates in this book how successful businesses have redefined themselves in the new customer universe.

Personality Not Included is a powerhouse resource packed with bold new insights that show you how to shed the lifeless armor of your business and rediscover the soul of your brand. Sharing stories from the ethos of the world’s weirdest city, to how Manga has taken the comic book industry by storm, to showcasing brands like Intel, Boeing, ING, and Dyson, Bhargava shows you why personality matters from the inside out.

The Secret to GE's Success

by William E. Rothschild, Tat Mc-Graw Hill, 2008

In *The Secret to GE's Success*, Bill Rothschild, former GE Senior Strategist, draws out the key management lessons from GE’s entire history to show leaders everywhere how they can achieve GE-like success in their own organizations.

This compelling strategic leadership book looks at the four stages of GE’s development: the eras of Thomas Edison, Ralph Cordiner, Jack Welch, and Jeff Immelt, and explains how the successes and failures of each period contributed to making GE a world-class company.

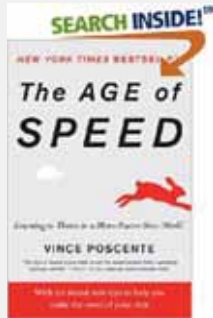
ManagementNext bookshelf

The Age of Speed: Learning to Thrive in a More-Faster-Now World

by Vince Poscente, Ballantine Books, August 2008

As Vince Poscente demonstrates in this rewarding and, yes, fast-paced book, speed has a unique ability to enrich your life. He empowers you to take control of your time, your tasks, your priorities and your talents, and start making life everything you want it to be.

Speed provides amazing benefits—you become more conscious of how you spend your time, understand your authentic purpose, and find yourself more flexible and open to new opportunities. When you harness the power of speed, your life and work become less stressful, less busy, and more balanced.

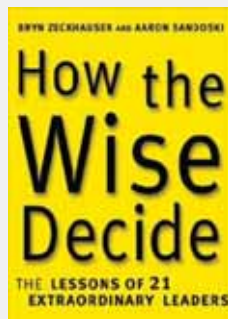


How the Wise Decide: The Lessons of 21 Extraordinary Leaders

by Aaron Sandoski, Bryn Zeckhauser, Crown Business, August 2008

Discover the formula used by twenty-one of the world's most extraordinary leaders to make consistent and smart decisions.

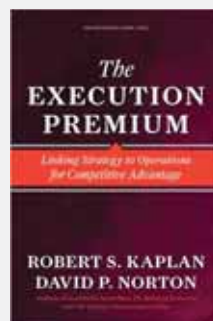
How do the wise decide and lead businesses and organizations to great success is the question Bryn Zeckhauser and Aaron Sandoski posed to themselves after landing their first jobs as managers. Despite the best training the world could offer—Harvard MBAs and stints at McKinsey & Company, the elite powerhouse consulting firm—they felt unprepared when faced with the pressure to make critical decisions. So they set out on a three-year quest to discover how people with remarkable success and experience in both corporate and public life—"the wise"—went about making crucial, often make-or-break decisions.



Execution Premium: Linking Strategy to Operations for Competitive Advantage

by Robert S. Kaplan, David P. Norton, Harvard Business School Press, July 2008

In a world of stiffening competition, business strategy is more crucial than ever. Yet most organizations struggle in this area—not with formulating strategy but with executing it or putting their strategy into action. Owing to execution failures, companies realize just a fraction of the financial performance promised in their strategic plans.



It doesn't have to be that way, maintain Robert Kaplan and David Norton in *The Execution Premium*. Building on their breakthrough works on strategy-focused organizations, the authors describe a multistage system that enables you to gain measurable benefits from your carefully formulated business strategy.

FORUM: The Secret Advantage of Successful Leaders

by Mo Fathelbab, Lulu.com publication, April 2008

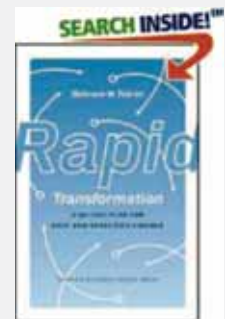
Forum has been the secret of successful leaders, entrepreneurs and presidents for decades. This book is a complete "how to" guide and is full of practical examples and stories both for start-up forums and for experienced forums. Also full of communication skills that can be used with in the workplace and at home.



Rapid Transformation: A 90-day Plan for Fast and Effective Change

By Behnam N Tabrizi, Harvard Business School Press, 1 edition November 2007

Profound organizational transformation takes years and in most cases is unsuccessful, right? Not according to change expert Behnam Tabrizi. In "Rapid Transformation: A 90-Day Plan for Fast and Effective Change," Tabrizi shows you how to accomplish successful transformational change in your firm in just 90 days. Based on 10 years of research into more than 500 leading companies, including 3M, IBM, GE, Nissan, Apple, Bay Networks, Verisign, HP and Best Buy, this book demystifies fast, effective change and lays out a clear roadmap for achieving it. Tabrizi's 90-day transformational model comprises three main phases, each lasting 30 days. The model enables you to analyze your company's specific challenge, develop a new course of action, and carry out the plan. Moreover, you apply the model in parallel with the normal workings of your organization so you don't have to put your company on hold for the sake of the change effort. With its detailed recipe and insightful stories from actual corporate reinventions, this book defies long-held assumptions about change and provides a practical and immediately actionable guide.



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Fiat 500



The much awaited, 500, arrived in India accompanied by a celebration in true Italian style. The 'new Fiat'. Cinquecento, as the car is known in Italian, was originally designed by Dante Giocosa and was launched in 1957 in Turin. Exactly, fifty years after its original launch the new Fiat 500 was introduced last year in Turin amidst much fanfare that spread across several cities in Italy. The car which was then launched all over Europe including Berlin and London has not taken too long to drive to India. A little over a year's wait and the icon of Italian style has announced its arrival to one of the fastest growing economies of the world.

Specs

Engine	- 1.3 litre multijet diesel
Gearbox	- 5-speed manual
Max Power	- 75 bhp
Max Torque	- 144 Nm
Acceleration	- 12.5 seconds (0-100 kmph)
Top Speed	- 165 kmph
Price	- About Rs. 15 lakh



Philips' USB memory

Philips Electronics in collaboration with Swarovski made the 'Active Crystal' collection of USB memory. These are really fancy.

This is platinum USB drive hand set with 350 white diamonds. It even comes with a solid platinum chain and you can have it for \$38,000.



Air Rejuven8

Nike has launched the designer sneaker series called Air Rejuven8 which are designed to "rejuvenate" or help the foot recover from intense workouts. There are several models of the Rejuven8 line which includes the above sneaker. The sneaker version looks to have taken some ideas from Nike Free as well.

Designed by footwear designer Bob Mervar, the sneaker is a network of diamond shaped struts that allow for airflow, breathability and the movement of moisture away from the skin.

Available in Nike Stores Rs. 4,500/-



Montblanc TimeWalker Chronograph Automatic

The Montblanc TimeWalker collection combines traditional values and the perfection of traditional Swiss watchmaking with the aesthetics of the 21st Century. The TimeWalker Chronograph has a 42 mm 18 K red gold case with sapphire crystal case back which reveals the automatic movement with chronograph function and date display.

Options include a genuine brown alligator strap with 18 K red gold pin buckle secures the watch on the wearer's wrist. 43 mm stainless steel watch with black dial and red gold-plated hands and figures, automatic movement with chronograph function, date display, sapphire crystal case back.

The Jag is back!



Jaguar has won its first major car award since being taken over by Tata Motors, beating a string of fancied rivals. So much for the West's fear that Jag would lose its premium brand image after the Tata's took over.

The Jaguar XF was named Car of the Year by Auto Express, Britain's largest-selling weekly motoring magazine. Jaguar's multi-award winning sports saloon claimed its crown following another victory in the 'Best Executive Car' category ahead of the BMW 5 Series, the Mercedes CLS and E-Class, the Audi A6 and the Lexus GS.

Jaguar design director Ian Callum, who collected the trophy at a dinner attended by major figures from the British motor industry, declared: 'The Jaguar is back. Tata Motors bought Jaguar and Land Rover from Ford in March for \$2.3 billion, breathing life into the financially troubled British carmakers.'

IIMA students get a taste of political parties

It appears management grads from premium business schools finally want to know the real India and want to hobnob with the 'real' managers of India. As in many other things, IIMA is a pioneer in getting its students do their internship with political parties. A recent beginning was made when two students hooked up with CPIM's Sitaram Yechury.

Was CPIM the right party to begin? Not sure considering their recent pull-out from the government for not very convincing reasons. And the way they have handled West Bengal crisis with the Tatas and the state-sponsored killings in villages supporting opposition parties, this party has lost its moral high ground.

Lalu has been regaling management grads in many schools with his wit and the so-called success of Indian Railways. No one should forget how he set back Bihar by some 50 years during his chief ministership of 15 years.

If not anything, getting to know how the real India works will be an eye-opener for the grads who are so used to dreaming about the number of zeroes in their pay checks.

Golfers live longer

Executives picked up golf primarily for networking and to strike

business deals. It's been found that there are other benefits as well. A recent Swedish study has found that golfers live an average of five years more than non-golfers. Sweden's highly respected Karolinska Institutet found that the death rate for golfers was 40 percent lower than for other people of the same sex, age and socio-economic status. The study, published in the 'Scandinavian Journal of Medicine and Science and Sports,' is based on data from 300,000 Swedish golfers.

"A round of golf means being outside for 4 to 5 hours, walking at a fast pace for 6-7 kms, something which is known to be good for health. People play golf into old age, and there are also positive social and psychological aspects to the game that can be of help," the study said.

Are you a jargon hater?

Scott Berkun is the author of the best-selling *The Myths of Innovation and Making Things Happen: Mastering Project Management*. According to him, the following words which is a staple of all management talk and writings, should be banned.

- Breakthrough; Transformative; Next-generation; Seamless; Game-changing; Ideation; Disruptive; Incentivize; Innovation Infrastructure; Customer-centric; Radical.

To the author, these are the lazy words of 2008. To use these words with a straight face is to assume the listener is an idiot. They are intellectual insults. They are shortcuts away from good marketing and strong thinking since they try to sneak by with claims they know they cannot prove or do not make any sense.

Four-day week

Four-day weeks are being encouraged by several governments in the US and Canada to save energy. The trailblazer is the US. Several states in the US have followed this idea, inspired by the Utah example. The State Govt. in Utah has already launched Working 4 Utah initiative-the brain child of Jon Huntsman, the Governor. Estimates say the four day work week plan, which covers 17000 people and 1000 state buildings that shut don every Friday, is expected to bring in savings of around \$3 million annually in energy costs.

Besides the obvious benefits in travel costs and reduced emissions, the plan supposedly offers better work-life balance and job satisfaction too-despite the fact that you need to put in the same number of total week hours as before. Research by Rex Facer and Lori Wadsworth of Brigham Young University has found that the workers enjoying the four-day work week are more satisfied with their jobs and less likely to look for employment elsewhere over the next year.

It's only a start. These countries need to do more to cut back their fuel-guzzling life-styles.

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