

Now, You Can Measure Happiness @ Work

by Verne Harnish



Successful leaders know they need to balance the needs of employees, customers, and shareholders to build a thriving company. Many firms excel at tracking key performance indicators (KPIs) like profits, as well as customer feedback on a weekly or daily basis, but they fall flat when it comes to monitoring employees' morale—and it shows. New research by Gallup found that 52% of American workers are not engaged in their work, while another 18% are “actively disengaged.”

Inside

LetterFromTheEditor Ratan Tata's magic turnaround formula	4
News Wipro, HCL in Elite Greenpeace Cool IT list	6
Trends Agile Selling during Slow Down USP is Dead, Long Live UFP	7
ChangeAgent Nachiket Mor on Deep Capability to Solve Problems of the Poor	9
SocialExecutive Knowing Aravind Sitaraman	11
CoachingSecrets New book on Jose Mourinho's Secret of Success	13
TechTalk 3D Tech - New Dimensions	16
GuruMantra Sadhguru on What Decides our Success	18
Food4Thought Meditation: Myths and Misconceptions	20
Book review Subroto Bagchi's Elephant Catchers V.Raghunathan's Locks, Mahabharata and Mathematics	21
Bookshelf	25
Events	29
Offbeat	31

Mission: To enable engaging conversations through fresh insights and perspectives

Editor
Benedict Paramanand

Publisher
Romi Malhotra

Contributing Editor
Sharmila Chand, Delhi

Editor - Sustainability
Sangeeta Mansur

Assistant Editor
Suchitra Jayaprabhu

Contributing Writer
Suhruda Kulkarni, Pune

Support
Sanjeev Kumar, Delhi

Illustrator
Nectu Singh

Editorial Advisors
Ramesh Ramanathan, Founder, Janaagraha
Harish Bijoor, CEO, Harish Bijoor Consults
Rishiksha T. Krishnan,
Faculty, IIM, Bengaluru
Rajeev Gowda, Faculty, IIM, Bengaluru
Jessie Paul, MD, Paul Writer

Advisor
Ranganath Iyengar
Partner, Strategic Interventions
Ravi Shankar
Media Consultant

Letters and Article Submission
benedict@managementnext.com

Advertising
www.managementnext.com/advertise
+91 80 4171 4161

Design
efilos
innovation • technology • service www.efilos.com

Printed, published and owned ManagementNext Media & Publications LLP and printed at Rukmini Prakashana & Mudarana, 38, Behind Modi Hospital, Nagapur, Bangalore - 560 086 and published at Bangalore. Editor - Benedict Paramanand, #2, Bilden Park, G.M. Palya, Bangalore - 560 075.

Information in this publication is drawn from a variety of sources, including published reports, interviews with practicing managers, academia and consultants. While doing so utmost importance is given to authenticity.

www.managementnext.com

© ManagementNext Media & Publication LLP

CoverStory

Many CEOs think that they can keep an eye on morale with annual employee survey, but that is like driving your car by only looking in the rearview mirror. By the time you get the results, most of the “accidents” have already happened: Grumpy employees have alienated good customers, incompetent managers have killed productivity, and the best talent has left for the competition. You need to measure employee happiness daily or weekly.

New analytics tools

There are some cutting edge tools to help. Apple and Rackspace use the employee Net Promoter System (eNPS), a metric that is picking up traction, as Fred Reichheld, the intellectual father of NPS, mentions in his book *The Ultimate Question 2.0*. He has launched a new software-as-a-service (SaaS) tool that will make it possible for team leaders to drive weekly conversations about progress toward goals, constraints and priorities for keeping customers happy. It is now in beta testing. Stay tuned.



While the well-known NPS tracks customer loyalty, the eNPS measures employees' happiness, asking them in a confidential survey: “On a scale of 0 to 10, how likely is it that you would recommend your workplace to a friend or family member?” Employees have room to comment, providing qualitative data, too.

Be prepared: The scores you get from your team are likely to be lower than you get from your customers on the traditional NPS. Employees tend to be tough critics—but if you're willing to listen, they will tell you what you need to hear. At the same time, don't obsess about your scores. The qualitative data is important, too.

People, your most valuable asset, are intangible in accounting terms. Measuring their happiness is a way of making them tangible. It will be some time until this type of metric will appear on a balance sheet, but that doesn't mean you should not pay attention to these measures

Atlassian, an Australian software company, created an internal app called MoodApp(I love the name!) for iPads and scattered them throughout their headquarters, including one to the side of the elevator. On their way out, employees answer questions like "How are you feeling today?" and "Do you think Atlassian is a fun place to work?" A question about how much feedback people get from their managers uncovered deficits and triggered leadership development training to improve the situation.

Choosing a tool that will allow you to measure morale on your team daily, weekly or at other frequent intervals will help you keep levels of engagement high. TINYPulse, a cloud-based tool that sends out weekly survey emails, captures anonymous feedback from employees and offers tools to help management to visualize and analyze the data. When answering a "question of the week," employees have space to add comments and suggestions.



One handy feature of TINYPulse is the ability to customize the questions you ask. One company I know lets employees come up with the weekly question--a technique that is worth considering.

TINYPulse also allows you to comment directly on suggestions and initiate a private, forum-like dialogue with the employee. Just make sure that you use the system in a way that does not violate employees' anonymity, or they won't want to use it anymore.

Talk with employees weekly

New technologies are no substitute for meaningful conversations with your team. Senior leaders should formally visit with one employee each week and ask three simple questions: "What do we need to start doing, stop doing and keep doing?"

Then take a few minutes at the weekly management meeting to share what you've learned. This qualitative data, collected weekly, will give the senior team a real sense of what's working and not working among the employees as patterns emerge over weeks and months of conversations.

Add to this feedback by looking at some KPIs such as absenteeism, attrition or tenure with the company,

knowledge-sharing activities, training hours, or the number of kudos people give each other.

Respond to feedback quickly

Make sure that you have the management bandwidth to quickly respond to feedback. Gathering data is useless if you don't act on it. Nothing is more frustrating than being asked your opinion and then seeing it ignored.

People, your most valuable asset, are intangible in accounting terms. Measuring their happiness is a way of making them tangible. It will be some time until this type of metric will appear on a balance sheet, but that doesn't mean you should not pay attention to these measures. They're some of the best leading indicators of a company's overall health and value.



Verne Harnish is the author of *Mastering the Rockefeller Habits* and published in Chinese, Japanese, Korean, Russian, Serbian, Polish,

Dutch, German and Spanish. Verne chairs annual growth summits in North America, Australia, Europe, and Latin America.

www.gazelles.com

Ratan Tata's magic turnaround formula

Mr. Ratan Tata has given the world of business a magic formula about how to turn around big sick foreign companies. This formula has worked more than once. It's not a secret formula; it's there for all to see and it even looks simple.

My inspiration to write this piece is Ray Hutton's recent book 'Jewels in the Crown: How Tata of India Transformed Britain's Jaguar and Land Rover'. This is Tata's third mega turnaround story after South Korea's Daewoo Motors' (Commercial Vehicles Division) in 2004, and Corus Steel. The formula adopted in all the three appear to be the same. Corus Steel, Tata's biggest acquisition in 2006, is also beginning to make profit after a few glitches especially due to weak global demand. These three were big-ticket acquisitions among more than 30 acquisitions Mr. Ratan Tata made during his tenure as chairman from 1991 to 2013.

Based on Mr. Ratan Tata's statements and reports in the public domain, I have tried to list the key elements of the formula in the order of importance – of course, all of them have to work in tandem for the formula to succeed:

- Not imposing an Indian CEO on the acquired company (appointing a local CEO)
- Not disturbing essential brand salience
- Positive vibe with employees with humility – exceeding promises
- Introducing aggressive product lines with big investment in R&D
- Strict financial discipline even if you have good reserves
- Exceeding customer expectation with improved design and quality
- Going for broke – Example – retaining third JLR plant during slowdown; entering mid-size truck segment in South Korea when there were already big players in it
- Genuine engagement with communities around the plants



Low expectation of the market, and employees initially, because the Tata name was relatively unknown in their countries, helped by not burdening the already fragile companies with unreasonable pressure. With the JLR success, the Tatas have certainly raised the expectation levels sky high. Expectation management may well be a new art the Tatas have to learn, something which Mr. Cyrus Mistry, the new Tata Chairman, would have to work on.

Tata's turnaround stories are even more impressive because they acquired companies during global and regional economic downturns and when they were turned around, these economies were still in a recovery mode.

It's possible that setting one's house in order is easier during difficult times. Access to cheap capital helps in better cost management and vendors too offer competitive rates helping margins. Top talent too is easy to poach. Employees, for whom job security is paramount when their company's survival is at stake, don't mind breaking their backs to make their new bosses happy.

Tata's acquisitions shed inertia and get on the road in quick time. For example, in just two years of acquiring Daewoo Motors' (Commercial Vehicles Division) in 2004, Tata Daewoo celebrated \$100 million in exports to 40 countries, even receiving an award from the South Korean

LetterFromTheEditor

government. This figure doubled in 2008. JLR moved from red to black zone in 2011, all in three years when it was acquired by the Tatas in 2008. Remember, Europe is still in a slow down mode and the US is just recovering.

Dr. Oh-Hwa-seok, CEO of India Fortune, part of the Indian Economy Research Institute in Seoul, captures the Tata Way lucidly in an article in Asia Pacific Business & Technology, January 2010 issue: “Tata Motors acquired the entire equity of Tata Daewoo, but it never behaved as if it were an occupation force. It appointed a native Korean as CEO (who was voted best Korean CEO in 2007) and it respected the Korean business style and corporate culture, while slowly integrating its strength of trust and ethical management into the whole organization.”

Answering a scribe’s question in one of the auto shows in Europe, Mr. Tata said: “We are very conscious that the brands belong to Britain (Jaguar Land Rover) and they will continue to be British. Who owns them is not as material as the brands themselves, the enterprise and the people. In all the companies we acquire, we have to be satisfied that they share the same value systems and ethical practices and that we gel on a human level.”

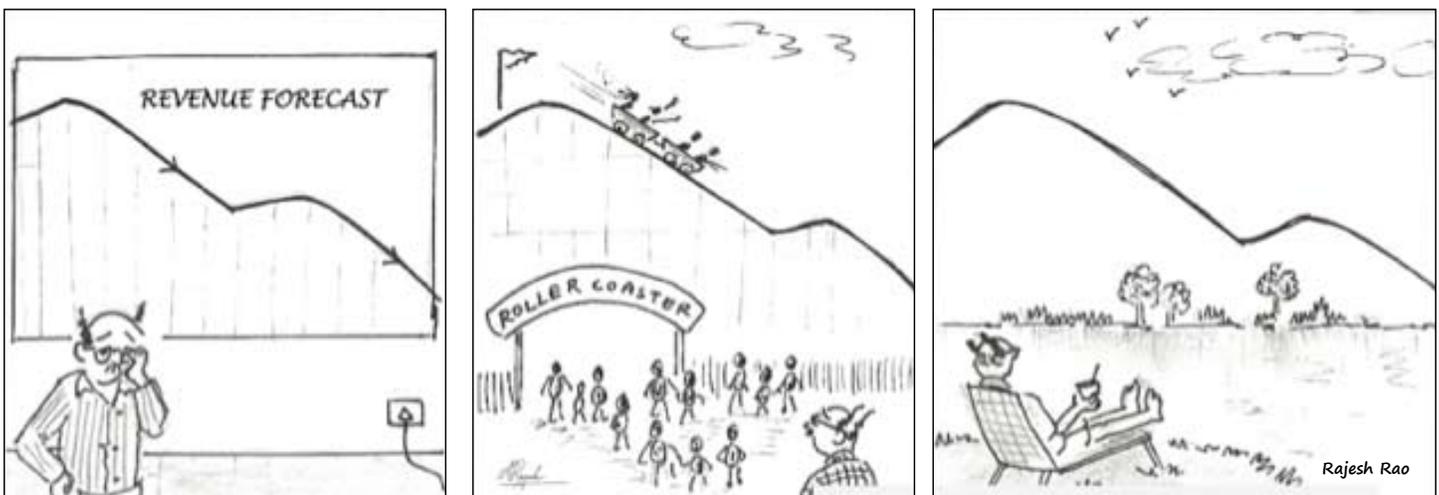
Going for broke

It’s an insult to say the Tatas acquisitions were just bold - they were unimaginable by an Indian company. Having risked big money already, it is even more risky to adopt a go-for-broke strategy – if they had bombed, the whole investment could have gone up in smoke. They didn’t.

The new truck model by Tata Daewoo sold like hotcakes. It took only 20 months for Tata Daewoo to occupy a 35 percent share in the medium-sized truck market in South Korea. Not closing the third plant of JLR, despite strong suggestions to cut costs to stay viable during slow down, helped in meeting growing demand for newer models of Land Rover in 2011-12. Indeed, big bets get you big rewards!

From now, analysts and everyone else, will no longer be “stunned” when the Tatas, or an Indian company, acquire a big global brand. Tatas have also shown that small fish can eat big fish, not necessarily the other way around. The Tatas have shown, even with Tetley Tea in 2000, that the small fish need not really eat its prey – it can get the big fish to shed flab to make it fighting fit and teach some new tricks so that it competes with the other big fish in the global market.

benedict@managementnext.com



THIS SHAPE IS DEPRESSINGLY FAMILIAR. EVEN MY HOLIDAY FEELS LIKE I AM BACK AT WORK

Wipro, HCL in elite Greenpeace Cool IT list

Wipro earned a significant increase in its score in this Leaderboard, gaining 10 points and raising its overall ranking to 5th place, primarily on the strength of its score in the IT Energy Impact and Advocacy leadership criteria

Overall Scores

Company Ranking	Score
1st Cisco	58
Google	58
3rd Ericsson	51
4th Fujitsu	44
5th Sprint	43
Wipro	43
HP	43
8th IBM	40
Alcatel-Lucent	40
Vodafone	40
11th SoftBank	39
12th Microsoft	34
13th HCL	28
14th Dell	27
15th SAP	24
16th Telefónica	21
17th NTT	20
18th AT&T	19
19th NEC	17
20th Toshiba	13
Hitachi	13

Source: Greenpeace.org

Two Indian IT companies, (Wipro 5th and HCL 13th) have made it much ahead of several Fortune 100 global companies in Greenpeace sixth annual ranking of 20 Cool IT companies for 2013. Surprisingly, TCS has been removed in this year's ranking due to 'significant decline in performance'. Google and Cisco are ranked first.

Greenpeace launched the Cool IT Challenge in 2009 to call on Information Technology (IT) companies to power technological solutions needed to fight climate change. Greenpeace believes that the IT sector possesses the innovative spirit, technological know-how and political influence to bring about a rapid clean energy revolution. It also takes into account in-house energy management and contributions to the wider green economy.

SMART 2020 report, published in 2008, had noted the IT sector's opportunity to drive transformative change in the consumption and production of energy,

with the potential to drive a significant reduction in the greenhouse gases (GHGs) that cause climate change. This analysis was reconfirmed in 2012 in the SMARTer2020 report, with global estimates of GHG reduction potential exceeding 16% by 2020.

However, Greenpeace said, the sector still lacks leadership in demanding policy changes needed to drive investment in clean technology and renewable energy deployment. "To combat the formidable power of this dirty energy political bloc, IT companies have to take vocal leadership in advocating for renewable energy, as well as the IT energy solutions they can provide as the backbone of a modern, 21st century energy infrastructure."

Wipro earned a significant increase in its score in this Leaderboard, gaining 10 points and raising its overall ranking to 5th place, primarily on the strength of its score in the IT Energy Impact and Advocacy leadership criteria.

HCL increased its score in its second ranking in the Cool IT Leaderboard, primarily through greater advocacy leadership in India, providing critical support for laws supporting renewable energy. However, HCL still lags far behind its competitors in offering IT energy saving solutions, and also has substantial room for improvement in mitigating its own climate footprint.

Greenpeace sixth IT Leaderboard report looks at 21 global leaders in the space covering market solutions that can help customer's reduce energy use, internal energy footprint and their advocacy of new governmental policies encouraging the adoption of renewable energy and energy efficiency. It's surprising the list doesn't include, as it did last year, two of the biggest names in the high-tech industry, Apple and Facebook.

The fact that the first ranked company obtained only 58 out of 100 means there's potential for global IT companies to do more.

Agile Selling During Slow Down

Recessions and slowdowns force companies to become innovative with their sales strategy. Unlike before sales function has become more complex and requires alignment between sales, marketing and service. Agile selling is a new term that organizations could consider if they want to boost their sales through better customer experience.

A recent Accenture report advocates adoption of agile sales techniques in place of traditional methods which are inadequate to address the demands of the new customer. The report lists agile selling into three: using connected customer insights to differentiate the buying process, providing a consistent customer experience across all channels, and taking advantage of social, mobile, analytics and cloud capabilities to reduce time to market and meet customers where they want to transact.

Accenture, in collaboration with CSO Insights, a leading research and benchmarking resource for chief sales officers (CSOs), recently completed the 19th annual study on sales performance optimization. The research surveyed more than 1,200 companies worldwide to assess current sales performance, challenges facing sales teams, the reasons those problems exist, and what

organizations are doing to effectively address these issues.

Agile selling requires companies to operate at dramatically different execution speeds and different and levels of collaboration. When done strategically, it can help to provide the flexibility, accountability and responsiveness necessary to capitalize on growth opportunities in today's economic environment and in response to changing customer behavior.

In this new era, the report finds, CSOs will be most effective by taking a holistic approach to sales effectiveness across the entire sales organization—from strategy, processes and incentives, to talent, enablement and operations. At the focal point is delivering a consistent and superior customer experience that draws together marketing, sales and service to inform and sell more dynamically, and provide service to meet customers' ever-expanding expectations.

Key findings

- Seventy-six percent of CSOs perceive that mobile CRM improves sales team performance; however, less than half that number (30 percent) have a formal mobile device policy.
- Current hiring and training practices contribute to suboptimized sales force

effectiveness This new reality demands a tailored and integrated customer experience—from touch points initiated by marketing, to promises made by sales, to customer service and support consistently delivered after the product is purchased

- Sales leaders now recognize that sales and service must be better integrated. Eighty-two percent are not directing customer service representatives to take advantage of cross-selling or up-selling opportunities
- Increased focus on sales effectiveness across the enterprise—beyond the sales organization—is needed to achieve targeted revenue gains. For the first time, CSOs reported that they are proactively investing in cross-functional improvements in two key areas outside of sales.





USP is dead, long live UFP

by Rohit Bidappa

When I studied marketing in the 90s, an entire generation of marketers learnt to centralise our thinking and planning around the Unique Selling Proposition or USP. Its place is now taken by Unique Fitment Proposition. I believe that the concept of the USP is outdated for the two reasons:

- USP is all about me. It focuses on why my product or service is better than the competition and my single biggest point of attraction from my perspective. USP is all about me, mine, ours and why I am the best in my industry and is entirely company-competition centric, missing out on the third critical pillar of business – the customer. USP is an inside out perspective on my business to my market.
- Consumer behaviour. Call it a tough economy or more choices or the explosion of information, but I believe today's consumers are opportunistic buyers. Brand loyalty, for the better part, is dead. Consumers today are materialistic and opportunistic and just want a good deal. In addition, they re-evaluate brand choices every single time they shop and have little or no interest in maintaining a relationship with a particular brand in a category. Some people say that examples like Apple prove me wrong, but I disagree. Apple will continue to

dominate the smartphone category only as long as they continue to innovate and build cooler products and features. The growth of Samsung in the same category and decline of Nokia and BlackBerry in fact highlights the disappearance of brand loyalty today.

Unique Fitment Proposition

I believe marketers today need to focus on the unique fitment proposition. My premise is that consumers today buy like businesses, i.e. seeking to solve a problem or need. Hence you may have what is a fabulous USP but if it doesn't fit a consumer need your message will be ignored. An example in India is how luxury car brands came to market ten years ago with a USP of engineering excellence. While a strong USP and heady aspiration, most consumers appreciated the message but it didn't move them towards purchase consideration as affordability was an issue. Hence a strong USP didn't fit

The fundamental change for marketers is the need to look outside in at their business and message and understand what their consumers really want and bring out that fitment in their messaging accordingly

a consumer need and the business impact desired didn't happen. Over time, the same companies started adding the message of low interest finance options, which then started to attain fitment as affordability was then not as much of an issue, and the market began to appreciate the overlying USP of quality and innovation.

UFP seeks to demonstrate to a consumer how a product or service will benefit them, this is evident in the low end smartphone market for example, where consumers will compromise on brand to buy affordable technology as fitment is more important to the bulk of buyers than brand equity. The fundamental change for marketers is the need to look outside in at their business and message and understand what their consumers really want and bring out that fitment in their messaging accordingly.

A good example of this is McDonalds with their Happy Price menu, where they communicate affordable fast food, realising their actual competition is not KFC in India but small eateries and the fitment is not fast food but cheap food. UFP fundamentally means gaining consumer insight, thinking like your consumer and tweaking your messaging accordingly, and complementing the on-going shift in marketing practice from outbound to inbound marketing strategies.

Solving Problems of the Poor

Deep Capability and Hard Work



Dr. Nachiket Mor, Chairman - SughaVazhvu Healthcare and Former Deputy MD of ICICI Bank has taken to social entrepreneurship in the health sector as his second career and is very passionate about it. Addressing students of **Manipal Institute of Management** recently, he emphasized the need for real understanding, not superficial knowledge and hard work, if Indians are to solve large-scale social and economic problems. Edited excerpts:

My current passion is the challenges of growth and development in India. Despite all the growth and success that we have enjoyed we are still one of the poorest countries in the world. One of the popular indicators that are used to decide poverty line is 1.25 dollar a day. With this about 35% of our population falls below the poverty line. At 2 dollars a day is taken, 70% of our population will fall below the poverty line. The US defines its poverty line at 10 dollars a day. If we take half of that our poverty line will include 97% of our population.

So, one of the challenges we have is that while we are experiencing growth – It is very likely that by 2015 we could become one of the richest nations in terms of size – but if we don't do something about it we will also be one of the poorest nations in the world. What are the steps that we should take? What do we do as individuals? Think about where can your contribution be? Relief programs are important but that cannot be the primary development strategy.

We have to think where the impediments are; what is not allowing people to move ahead and what can we do systematically to try and address these issues? The list is very long. What appeals to me are - elementary education, healthcare and access to finance.

Healthcare is not just about birth

We have a large pool of trained healthcare workers yet we have the worst health care systems in the world. The states that we applaud

Kerala, Tamil Nadu they are nice relative to Bihar but if you compare them to any health system, for example to Thailand, we are in a very bad position. When we say primary healthcare in India we focus on one episode in a person's life which is their birth and vaccination. If I ask somebody what is the cardio vascular disease strategy of the country, we have none. We are simply opening hospitals and more and more people are showing up but we don't have a strategy in place.

One of the issues that we are facing is that politically, healthcare is not as important as education or some other schemes. People do not value healthcare directly. If I look at the proportion of money that the government spends on health care we are 174th in health care I don't think activism is going to help much. Like South Korea unless the country crosses 5000 to 6000 dollars per capita, the population does not regard healthcare as its primary need. This is why we are able to function with a very

In a country of 1.2 billion people, you can work 48 hours a day, it's not going to solve the problems. What you need is the ability to think about complexity, understand the underlying working of what is going on and then approach the problem



One of the popular indicators that are used to decide poverty line is dollar a day, about 35% of our population falls below the poverty line. At 2 dollars a day, 70% of our populations falls below the poverty line. The US defines its poverty line at 10 dollars a day. If we take half of that and say 5 dollars our poverty line will include 97% of our population

broken healthcare system and continue to exist without strong unrest. That means there is an enormous opportunity for the private sector.

The private sector has gotten very comfortable in setting up large tertiary institutions that are spinning off cash. They are benefiting from the disease burden – while supply is increasing rapidly, sick people are increasing even faster and capacity to pay is going up.

Unless we fix these issues on the ground as quickly as we can we will not be able to move forward. We have enough people, momentum; people are spending enough money in terms of total expenditure on healthcare. 60-

70% is going to tertiary care hospitals while 70% has to go to primary care.

Recently I spent two weeks in eastern UP in one of the poorest parts of the country. I saw a financial institution that serves 500,000 people. They have bypassed the computer entirely. They use a mobile phone. They can tell you what is happening in their entire catchment area within half an hour of the activity having taken place. They can close their books at 5 every evening and upload for the next day. Innovation is not happening in the big banks, the big banks have too much at play, and we cannot be innovative. We have to steady the titanic; we cannot be the little boat that is darting here and there. Innovation is happening in smaller institutions.

After 25 years of work in the banking sector and 5-6 years of intensive work in the social sector, I think what is missing is capability, deep technical capability. What this institution offers you and what I would invite you to make the best of that opportunity is to build that depth of capability that you need because the country's problems are not such that mere hard work will solve it. In a country of 1.2 billion people, you can work 48 hours a day, it's not going to solve the problems. What you need is the ability to think about complexity, understand the underlying working of what is going on and then approach the problem.

If you decide if you are going to be agents of change, Mahatma Gandhi's words "Be the change you want to see," if you want to be that you have to build capability. You have to be good at what you do and spend time getting to know it really well.



Knowing Aravind Sitaraman

Aravind Sitaraman is a rare man – A computer scientist with 57 patents at Cisco and a 2012 Karnataka Rajyotsava Award winner for social service. Son of a freedom fighter, he has a strong urge and drive to transform India. He believed he could do that by joining politics. He even quit his top job at Cisco to take up social work full-time between 2004 and 2007; a period he recalls as his best phase of life.

It was a proverbial return of the prodigal son when Aravind heeded Cisco's big boss John Chambers call to come back and do what he wanted to. It was a perfect deal. As president of inclusive growth, Aravind drives the CSR activities of the company.

Aravind feels he has cracked the 'happiness formula' for executives after nearly three decades of intense corporate and social life aided by ancient wisdom. He has written a yet-to-be-released booklet for executives who have questions about balancing various demands.

Benedict Paramanand caught up with Aravind to know how he lives two lives and much more...

How do you balance your aggressive social life with aggressive professional life?

Well, if your social life becomes a professional life, you don't need to balance it. What you have to do in life is to do what you want to do, then, you don't have to balance. Most of the times, people are caught in situations where what they are doing and what they have to do in life, is not what they want to do. So what I always tell people is, you need to figure out a very fast way to get to the fourth quadrant - which is what you have to do is what you want to do.



You can get there in two ways - you can grow in your present career or have an attitude change to get to do what you want. Most people give up their best things first. Let's say, for example, certain family rituals that they you like doing, something that makes you internally peaceful, that's the first thing that people will drop. They won't stop movies, cricket or pub hopping and they will always say they don't have time. So, for me, attitude change is most important because most people cannot manage both their careers and their personal need for a fulfilling life. But if you change your attitude about what you are doing, you will easily find your way there and will love what you are doing. It's all about choice.

You relocated to India in 2000 after a very successful career in Cisco in the US. What has been your experience so far?

I wanted to come back and join politics. I wanted to change (the country). Coming from a freedom fighter family, you want to do something. The year 2000 was my

second home coming. In 1985 I came back after studies and I wanted to join politics but was talked out of it. In 2000, when I came in, Cisco said if you are going back to India why don't you help set up this site. So, I said 2 years and it ended up being 4 years, and at the end of 4 years I said, I have to see what I want to do. I quit and talked to many people. I realized I will make a terrible politician; I was way too transparent, too ethical and uncompromising.

So I put all my energies into social work which is what I really wanted to do – change through social work. It's probably the three years - from 2004 to 2007 - are the most productive years of my life. I am very proud of what I have done. Those three years were very fulfilling because I worked enormously long hours.

As I was working, doing all the social work, developing website, guess what I was worried about every day? My SEO rankings! I asked 'what am I doing? I am searching for achievement again? That's when it dawned on me that

you don't have to leave a role and go somewhere else to find fulfillment and achievement. You can be where you are to find a happy balance and that was a big learning.

Strangely enough, I didn't realize it then but our philosophy teaches that – you don't have to go anywhere (to find fulfillment). Having seen a lot of rural India I was very convinced that for this country to go forward, it has to leapfrog and technology is the way to change it. Strangely enough at that time I got a call from Cisco.

When I met John Chambers, Cisco CEO, four years ago, he said you probably can do more for society in Cisco rather than from outside. In many ways he is right because I started the 'Feed a Child program' in Cisco, we feed 38,000 children every day. We started 'Adopt a School program', eight schools benefit from it. We did Samudhaya, a huge community of people. I agree that if I had not been in Cisco then my range of influence would have been smaller.

Is that a message for many aspiring change agents - you don't have to get out of the system to make a difference....

That's what got me to write a book about it because so many people are coming and asking me, usually in their 40s, usually men – what do I do? Where is my career going? What is my life about? The focus of the book is - how do you graduate your life, how do you move up the scale without losing your core essence. You don't need to become a sanyasi to do that. The book is based on my personal experience. I'm sure many can get some insights from it.

Jose Mourinho Unraveled

Jose Mourinho, 50, has won more trophies in different countries than anyone else as a superstar coach. It's no surprise more books on his secrets of success have been published than anyone else. The most recent one, *'The Manager - Inside the Minds of Football's Leaders,'* by long time friend Mike Carson (Bloomsbury, August 2013), has a chapter titled 'Handling Outrageous Talent' that goes into various less known facets of Mourinho's stormy personality. The 'Special One's' recent return to Chelsea has raised fans' expectation big time. And Mourinho usually doesn't let them down.

For the first time, 30 of the biggest names including legendary coaches Alex Ferguson and Arsene Wenger were interviewed for the book. The book explains their methods, gives examples of lessons they've learnt along the way, and describes the decisions they make and the leadership they provided. This book could be any executive's or a leader's must-read and execute manual.





Mourinho reassuring Frank Lampard

Confrontational approach

The Telegraph (UK) published an interview with Mourinho after the release of the book. Here are edited excerpts of his interview;

He explains why he felt the need to adopt a more confrontational approach during his first period in charge at Chelsea in 2004.

“I think the Chelsea players at the time needed a leadership to fit their motivation and fit their ambition every day. I cannot be happy by winning two matches, three matches. No – we needed more and more and more. I think that, as a manager, you are always a leader, but sometimes you can be a different kind of leader.

There, I was a confrontational leader because I felt that was what the team needed at the time. The guys desperately needed to make the jump from potential to reality, and I think they needed the kind of leader I was.”

He calls his style confrontational leadership. “We were not afraid to say we are the best, we were not afraid to say we are going to win, or we are special, we are going to prove that we are – so it was perfect.” Clearly, Mourinho redefined the role of coach in football by mixing coaching theory with motivational and psychological techniques.

Mourinho was fortunate to be groomed by Sir Bobby Robson, one of the legendary coaches in the 1990s

as his assistant coach and interpreter. “One of the most important things I learnt from Bobby Robson is that when you win, you shouldn't assume you are the team, and when you lose, you shouldn't think you are rubbish.”

Frank Lampard

Mourinho told Frank Lampard: “You are one of the best players in the world, but nobody knows. In one of the seasons Frank was a finalist in what is now the Ballon d’Or, and I think he didn’t win because he was not a European champion. If Frank’s 2012 Champions League win had come before, he would have been voted the best.”

To him, 2004 and 2008 were really the best years of football. “It was a brilliant phase. I learnt so much with them, and I think they learnt a lot with me too. My big learning was the main idea of motivating the group [through confrontation].”

Managing older players

One of Mourinho’s biggest leadership secret is effectively managing older players. “Older players must not feel that you are there to end their careers. They must feel they have a lot to give until the last moment they are there. Then, probably the last period of their career will give them what the best years of their career didn’t give to them. You have to understand everything about them: frustrations, ambitions, doubts. You have to understand a lot and work with them.”

On how to handle talent

Mourinho has managed some of the game’s biggest talents, from Didier Drogba and John Terry to Cristiano

CoachingSecrets

Ronaldo and Zlatan Ibrahimovic. He reveals his approach to handling their sometimes difficult personalities. “I have never had a problem with working with that special talent – never. And I never understood when people say that it is a problem, or you can have a special talent but not two or three or four. I want 11 special talents in my team!”

The fact that Mourinho was not much older than the players compared to his contemporaries helped him a lot. “In terms of mentality, I’m not much older than the players – I think I have the ability to put myself at their level.”

“The more you understand them the more you can lead them. I never liked the kind of leadership where the boys say: ‘He’s my leader, I have to respect him.’ I prefer them to say: ‘I respect him and he’s my leader.’ It is a completely different thing. They can say: ‘I do that because he tells me to do that and I have to.’ I prefer them to say: ‘I believe in him so much, and trust him so much that everything he says I want to do!’ I prefer much more this kind of empathy.”

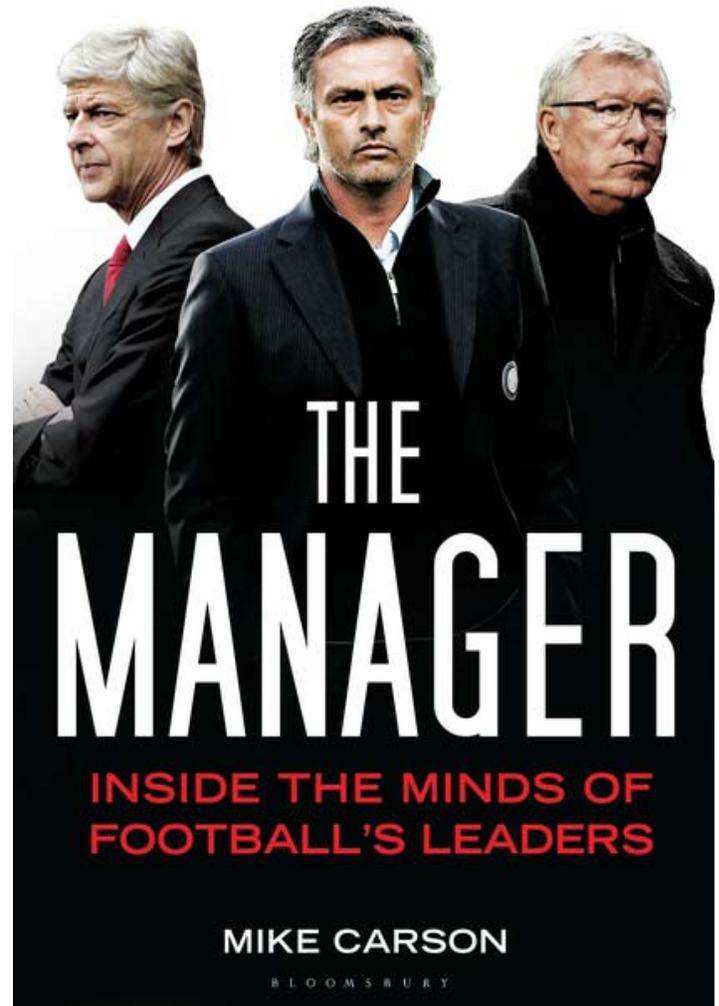
Friends with players

“Many people say we cannot be friends with the players. I say exactly the opposite. If you are not friends with the players you do not reach the maximum potential of that group. You have to be friends with them, but they have to understand that between friends the answer is never the answer they are expecting, or the answer they want to hear. They have to understand that.”

Mourinho not only talks friendship, he lives it. He travelled in the same class as that of the players, unlike most coaches who always flew business class. And in the event of not enough seats in business class for everyone, he preferred to ask players to take the business class and he travelled economy.

On integration of new players in the team, he said: “For any new player arriving, the integration is about getting him to understand we are organized in every aspect and he has to follow us – times, tactics, routines. He has to do it, he has to adapt. We will not change to him – he has to change. So it is about making him feel and understand that he is a special talent, yes – but before him we were a special

One of the things you must remember as a leader is your people are more important than you



team, and this team wants to improve and needs him in order to improve.”

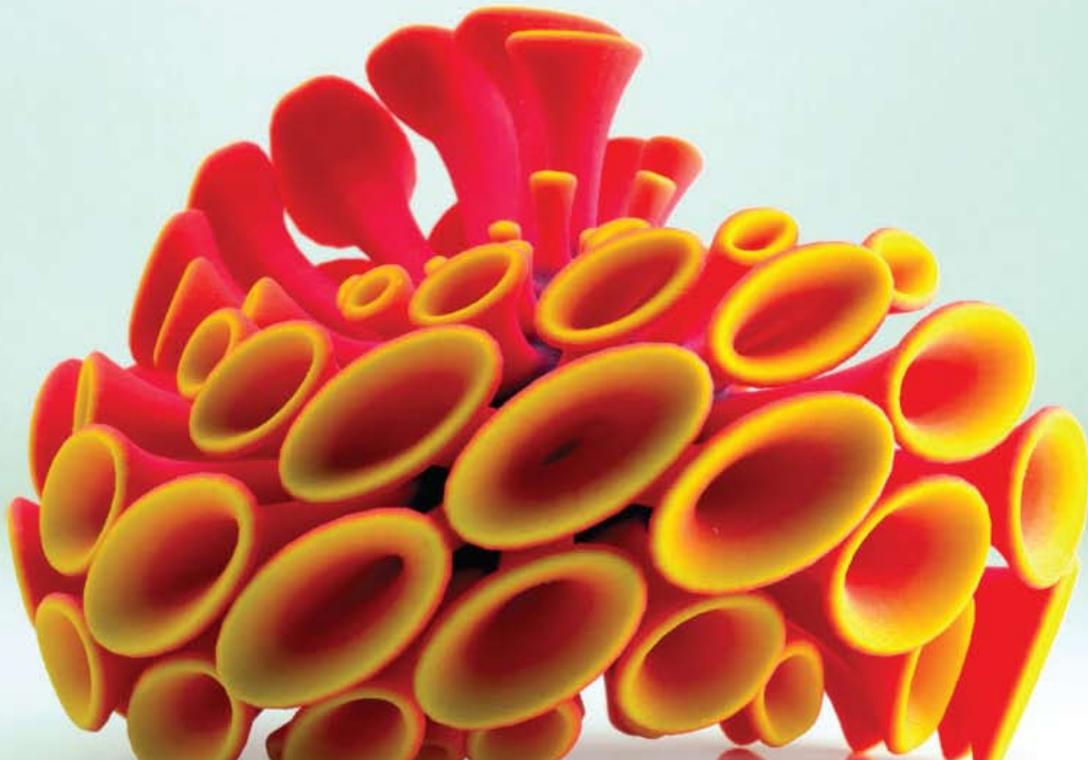
Mourinho is happy he got to work in four countries – Spain, Italy, England and Portugal – a rare opportunity for a coach. “The good thing is to have the chance to compare the different emotions and the experiences of different competitions. We can always discuss the qualities of the football in the different countries, but not about the emotions of the game or the atmosphere.”

“The atmosphere, the intensity and the emotion in England is something you cannot compare with other countries and for somebody that is really in love with the game, as I am, this is the place where you enjoy it the most.”

3D Technology

The new dimension in our lives

by **Ranganath Iyengar**,
Senior Industry Advisor and
Coach – Strategic Interventions
ranga@siplconsulting.com



We naturally live in a 3 dimensional world – in fact if we use all our

senses, we perceive people and objects in multiple dimensions that are visual, auditory and kinesthetic – visually our

eyes naturally are more accustomed to 3D as that is how our brains interpret visuals.

Over the years, we have compromised by using media such as books, pictures, sound and television mostly as 2D media. If you grew up with photography as a hobby, you may remember a term called 'depth of field' which often referred to the 'depth' of the picture or a third dimension.

3D technology and our eyes

The distance between our eyes produces two slightly different images which is interpreted by our brain as distance and depth to create a three dimensional image. A simple way to understand 3D technology is to consider how 3D glasses work – broadly classified as active and passive which use either electronics to change the image or use simple linear or circular polarization to create the 3D effect.

In reality though, the eyes are naturally designed to interpret 3D images. Newer displays therefore, use autostereoscopic 3D displays that do not require glasses – technically the knowledge has been around for more than 60 years but is being adapted for consumers only over the recent decade although 3D movies first made their appearance in 1930s.

3D applications

Since we are intuitively tuned to 3D objects, 3D technology has got significant ramifications than just the novelty factor as it gives the viewer a sense of reality. Today, 3D applications are visible all around us – industrial and consumer applications in manufacturing, healthcare, education, media, cinema, television, books and phones etc. Let us look at

the benefits of some of these.

Industrial applications

3D has revolutionized the way industries work – at the core is its impact on industrial design – while production still requires 2D drawings, 3D models often help designers visualize an entire product as well as test several parameters without actually producing the product as this can be achieved through simulations – good examples are military applications, aerospace, automobile designing, textile printing, walk through architectures, medical imaging, material stress analysis, color separation and alignment, printing etc.

Medical and nursing professionals today are trained using 3D models and interactive hardware and software. Architects and structural consultants use 3D to get an instructive and intuitive view of how buildings are made. Researchers use 3D in various fields ranging from history, art, science, defence and electronics to design, construct, re-construct, define or analyze data and large information sets. 3D Simulators are used by airlines, car companies, power stations and many other industries for training, safety, analysis, reconstruction of scenarios and many other applications and in these the mechanical movements mirror the actual scenario for the individual.

Consumer applications

3D has created fresh perspectives on consumer products such as phones, television and movies, office printing, projection systems, gaming, entertainment spaces, surround

sound, shopping, sports etc. by bringing in visual appeal and making the experience more natural. Today, sports sequences are often analyzed using 3D and presented to the viewers as well as using by the teams to analyze competition.

Interactive Kiosks are very common applications of 3D whether we go to a bank, railway station and airport or use 3D maps while commuting. Several new mobile apps use 3D for the user interface. Since a lot of consumer interaction has shifted to the internet, a lot of product experiences are created around 3D for taking size measurements (shoes, suits and glasses) so people can get products rendered to their size and contour.

So what's new in 3D?

You can try sites like Enjoy3d.com for varied retail shopping in a 3D environment, make your products come alive with 3D printing from Cycloid.in, take online medical courses in 3D on Imaios.com or perhaps try immersive and interactive Virtual Reality at Worldviz.com. To conclude 3D is a technology that has myriad possibilities and applications in our daily lives and can enrich our experience – for a technology that has starting firing the imagination of consumers over the last decade, the 3D experience is just beginning to evolve and truly come alive!

What Decides Our Success?

Sadhguru of Isha Foundation answers a few questions on top of everyone's mind



If we want to succeed in life, what plays a major role – fate, God, effort or luck?

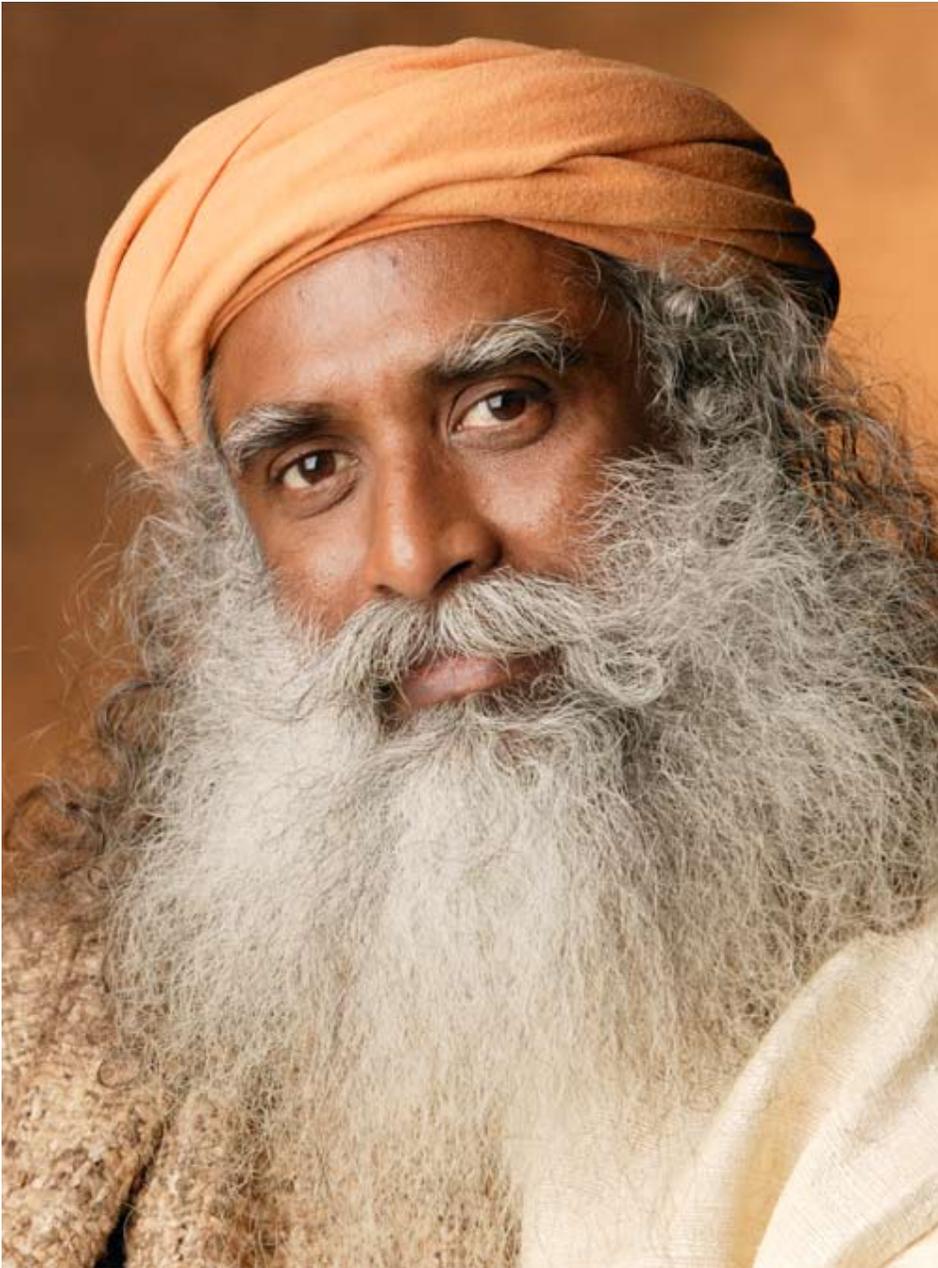
Sadhguru: Fate, God, luck, effort – maybe all of them, but in what proportion? When you say fate, obviously it is something you cannot do anything about. When you say luck, again obviously it is something you cannot do anything about. God is also not something you can do anything about. The only thing that is in your hands is effort.

Put your hundred percent into your effort. What is going to happen, will happen. Don't leave proportions of your energy and your capability to luck, God, fate, and all these things – that is not your business. If there is such a thing, it will act. Your business is only effort, and the effort has to be incisive; it should be focused and calibrated. Simply creating effort is foolish. Hard labor alone is not going to get you somewhere. The right kind of action, the right timing, the right place – all are important.

For these things to happen, you need perception and intelligence. That is all you must do in your life – constantly look for ways to enhance your perception and your intelligence. “How do I grow my intelligence?” Don't worry about that. The important thing is to enhance your perception. If you are able to see life just the way it is, you have the necessary intelligence to conduct it well. If you are not able to see life the way it is, your intelligence will work against you. Intelligent people on this planet are generally the most miserable people on the planet. This is simply because they have an active intelligence but no perception of life.

People today are trying to broaden their minds, which may make one socially successful, not truly successful. If you want to be truly successful, you must be able to see everything just the way it is, without distortions. If you can see everything just the way it is, life becomes a play, a game. You can play it joyfully and you can play it well for sure. If you can play it well, people will say you are successful.

You should not be aspiring for success. It is a miserable way to structure your life. You will simply cause pain and suffering to yourself and everyone,



because your idea of success right now is that everyone should be below you, while you are on top.

This is not success; this is sickness. Never think, “I want to be successful.” Just see how to make yourself into a full-fledged being, and it will find expression. If it finds good expression, people around you will say, “He

is a great success!” That is fine. People should recognize that you are a success, but you should not be thinking about how to be successful. That is a very wrong way to approach life.

Once you have come here as a human being, the potential of what it means to be human, all the dimensions of who

you are must be experienced. Only then I would say you are successful. And the ability to explore that potential, the daring to explore that potential will come to you when you come to a state within yourself where there is no fear of suffering, that no matter what the life situation is, your experience of life will not alter itself.

If you have to find fulfillment, if you have to know the joy of doing something, you will only know it when your action is total – hundred percent. In everything that you are doing, if you are absolutely hundred percent, you will notice your action will have a certain sense of exuberance. My activity stretches for almost eighteen to twenty hours a day, seven days of the week, and three hundred and sixty-five days a year.

Maybe in someone else’s mind this would look like slavery. It is not so for me, because I spend my days in absolute exuberance, and that is so for lots of people around me. This is success, if you want to name it that way. But what I would say is this is life. Life, if lived totally, is success but if it is lived in a meager fashion, that is not being successful. Once you are here, you must explore, live and experience the full depth and dimension of your life.

Sadhguru, a yogi, is a visionary, humanitarian and a prominent spiritual leader. An author, poet, and internationally-renowned speaker, Sadhguru’s wit and piercing logic provoke and widen our perception of life.

www.ishafoundation.com

Meditation

Myths and Misconceptions



by **Indroneil**

Indroneil is a Human Alchemist & Transformational Coach
reachme@indroneil.com | www.indroneil.com

Google, Facebook and Twitter and many others have embraced meditation and contemplative practices as a part of their corporate culture. Promega Corp., a biotech company in the West, encourages its workforce to go for yoga / meditation sessions on company time, paying rates heavily subsidized by their employer.

Despite the benefits of leading a meditative corporate life and its positive impact on profitability being proven, not much has been heard of companies encouraging such practice amongst its employees, leave alone embracing them as a part of organization's culture in India – a country from where it is believed contemplative practices like yoga and meditation originated.

Having grown up with meditation since my early teens, lived it through my corporate journey of 18 years and integrated it as a part of my practice as a transformational enabler for more than a decade, here's an attempt to list

below the ten most prevalent myths and misconceptions surrounding meditation:

1. Meditation does not necessarily mean sitting for a long time, with your eyes closed. You can be meditative while brushing your teeth, having your breakfast, driving your car or even attending a meeting.
2. You cannot 'do' meditation. Meditation is non-doing. Even in active meditation, where one is required to move, through guidance s/he is made to dissociate from the movement to be a witness, thereby getting into a non-doing state.
3. Yoga is not meditation. You do not need to bend your body and twist your limbs to meditate. You can meditate while standing, sitting or even lying down.
4. Addictive substances have nothing to do with meditation. They alter your consciousness and mimic the state of expanded consciousness that you may achieve through meditation.
5. You do not have anything to achieve, any objective to meet in meditation. Trying to reduce stress through meditation can make you more stressful. Meditating with an objective to attain enlightenment will take you farther, farther away from it.
6. Meditation is not consciousness, awareness or mindfulness. It's a tool or a path to conscious awareness.
7. There are many methods of meditation and none of these are better than another. It completely depends on the one who meditates, the guide and ambiance on how effective a method can be.
8. Meditation is not necessarily a group activity, needing a lot of gizmos. You can be meditative alone in your own space without any prop, whatsoever.
9. Awakening, cleaning or alignment of chakras is not meditation. These are healing techniques with physical implications, having little or nothing to do with awareness, which is what meditation is a path way to.
10. There is nothing religious or even spiritual about meditation. You do not need to learn stringent methods and rituals for meditating. You are, as a human, by nature meditative. All you need is a compassionate guide.

It may prove to be a boon to embrace the goodness of meditation at workplace in trying times like now. Who knows, besides improving individual and organizational performance, it may actually bring in more awakening amongst people in general making the country as a whole more aware, more accountable and more abundant.

The Scale Debate

by Benedict Paramanand

There's been a spurt in business and motivational book publishing industry in India in the last five years. Interestingly, while reading books in print form is dying in the rest of the world, in India, it seems to be growing briskly. Many reasons are attributed to this trend. One is the demographic dividend – a section of the thousands of new job entrants are beginning to read. It's also an indication of the search for insight and inspiration among the aspiring youth.

Increasingly, business books are being written by successful entrepreneurs and business leaders who are role models for aspiring Indians. Indians are entrepreneurial by nature and therefore love stories by and about entrepreneurs. Perhaps the more important factor is the new approach to book writing by the new-age writers – generous with credible anecdotes and the use of easy conversational language. Also, the cost of books has not gone up, relative to cost of most other things, making them accessible to a larger audience.

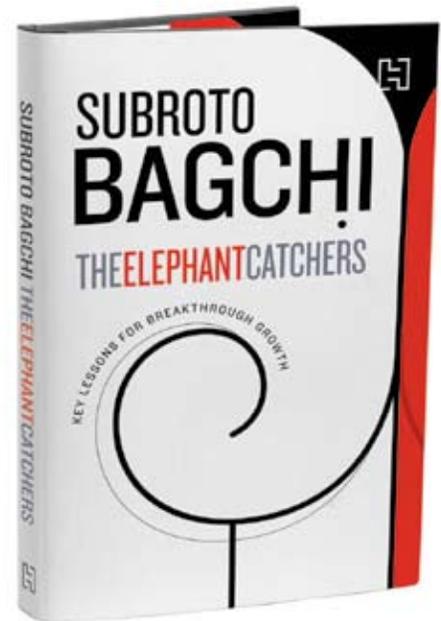
Subroto Bagchi may well be the leader of the pack of new-age business book writers. He already has a few best-sellers up his sleeve, the prominent one being 'The High Performance Entrepreneur.' 'Go Kiss the World' is a moving personal life story of how he beat all odds to make it where he is today – a founder of a \$400 million IT solutions company, Mindtree Ltd, after a successful career with Wipro.

His books can be enjoyed, digested and shared by a 25-year old budding executive out of a business school as much as a mid-career executive who is seeking answers for his state of being. The young IT, ITES, mobile app and e-commerce entrepreneurs relish Subroto's books as he speaks their language. Subroto has mastered the art of blending almost a perfect brew of business reality, high performance imperative with integrity and soft spirituality. This is working well both for him and his readers.

His latest book 'The Elephant Catchers – Key Lessons for Breakthrough Growth' meets a dire need in India where millions of entrepreneurs, especially in the SME segment and in B-towns, are gripped with morbid fear of going from small to medium or from medium to large. They have big dreams but are weighted down by too many constraints – labor, capital, red-tape, corruption and more. It is easier in India to start a business and stay small than grow to any significant size. The ones that have done, with liberal exceptions, are well-established family-run businesses who recklessly diversify into everything around them.

Scaling the intellect

It's great that the Confederation of Indian Industry is taking Subroto on a B-town circuit to mentor entrepreneurs out of their 'small is beautiful' world. Subroto is clear that small can still remain beautiful – but this has to be by conscious choice



just as going after scale is also about informed choice. The common factor between the two is how comfortable one is with either of the two.

The book touches almost all aspects of scaling through real-life examples, especially the intangible ones. Helping people to scale through a framework will be very useful since Indian entrepreneurs are yet to realize the power of happy and engaged employees. Often entrepreneurs think scaling is an external exercise of money and influence. Subroto's key focus during his circuit may have to be 'scaling of the intellect' of the leaders themselves.

It's a fact that a majority of entrepreneurs in India are comfortable with vernacular language – which is reflected in the robust growth of regional and Hindi language newspapers and magazines, as against declining growth of English publications – it could be a good idea

BookReview

to launch translated versions of ‘The Elephant Catchers.’

Not sure if the exact translation of the title in Indian language will work considering the class and religious symbolism attached to the gentle creature. Subroto may have to wear his thinking cap for once since it looked like he didn't have to when he wrote the book – it flows effortlessly just like the way elephants swim across a river.

Does India love scale?

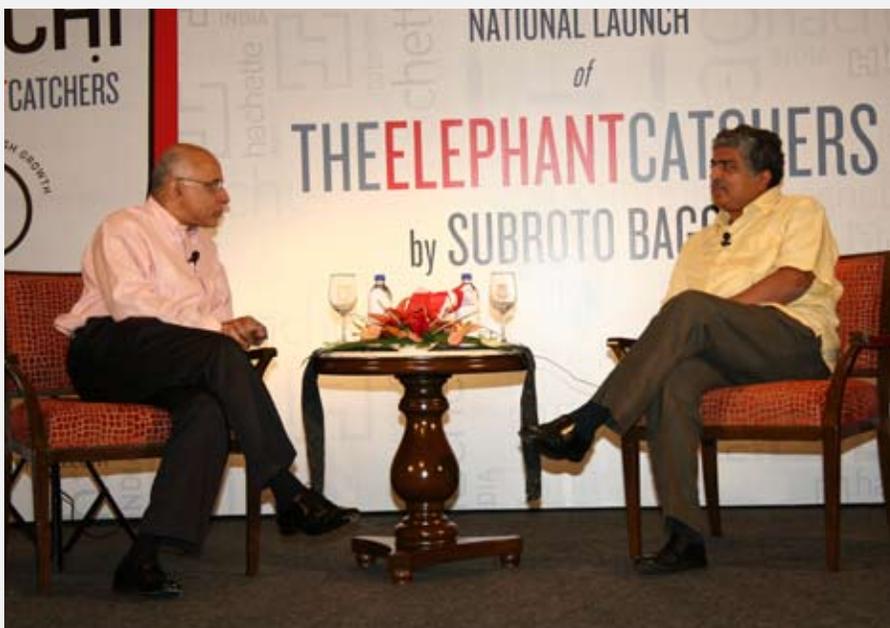
India is a country that has been not

just comfortable but efficient with the concept of scale for several centuries. Starting from Asoka, the Guptas to the Mughal Empire – Red Fort, Taj Mahal – India has managed scale in mammoth proportion. In modern times, Dirubhai's Reliance, the Tata Steel, TCS, the Amul story, the Kumbh Mela, the general elections, the Adhaar program are all massive and successful scale stories.

Subroto's book is relevant largely to small entrepreneurs who are scared

of scale not so much because they cannot but the system does not allow them to. IT and ITES, which Subroto represents, has scaled because the governments agencies did not put spokes into them. What most Indian entrepreneurs need today is liberal and non intrusive business environment and scale could happen on its own. Scale and entrepreneurship, as late Prof. C K Prahalad said, is more to do with imagination and less with constraints.

Purpose can drive scale



Q&A between **Subroto Bagchi** and **Nandan Nilekani** during the book launch at Taj Westend, in Bangalore

What does it take to scale as an individual, as an organization and how do you look at scale at the level of government?

One of the things that you talk about in the book is being comfortable with the idea of scale, I think that's the key thing - you can't scale unless you are comfortable with scale. Scaling is not about implementing growth. What I have learnt in both my private sector and government life is that you must be comfortable to scale and have a mental model of what is the point of arrival, where is this leading us to. When we were a small company in the 90s we thought of being a billion dollar company and that was a huge task.

Similarly when we started Adhaar project we decided right from day one that we will give 1.2 billion people an identity and visualizing

their future, visualizing that in terms of extricating details is the key to expanding your mind and once you do that the rest follows.

I have seen how purpose plays a crucial role in one's ability to scale...

I think what happens is we tend to underestimate the power of passion of people. Everybody wants to be a part of something bigger than themselves and therefore when you set a very audacious goal, it really looks incredible when you think about and when people realize that that is the end game, then they get very energized. Setting these audacious goals is a great way to unlock people's passion and potential. People will be much more passionate, ordinary people will do extraordinary things because the vision will unlock the passion. I think the combination of thinking scale and having a set of people who are energized by this scale, that's what will work.

What brought you here will not get you there. How relevant is this for entrepreneurs in B towns, especially.....

In business it boils down to how many customers you have and how much revenue you are able to get. When you realize that if a customer is going to give you \$10 million of business then you are not on the radar screen of the top guy, you

Setting these audacious goals is a great way to unlock people's passion and potential. People will be much more passionate, ordinary people will do extraordinary things because the vision will unlock the passion.

are probably on the radar screen of the IT manager. But if you want to be so important to him to get after \$100 million of business then you have to be on the radar of the CEO. Once you realize that the sales guys you have at that point may be good enough to sell to the IT manager but not good enough to sell to the CEO. It is only when you think of scale you will realize the short comings of the current model.

Scale your business only if you scale your intellect; how do you scale a construct in your mind. Tell us from your Adhaar experience

If we have to solve the problem of giving 1.2 billion people their identity and people don't have the patience for waiting for this to happen, you need to add scale and speed. You will realize you can't do it the old fashioned way - start an organization and hire thousands of guys. The way to do that is collaboration and partnerships. We created a whole ecosystem, the whole Adhaar team is just 280 people, the ecosystem is 100,000 probably. They don't work for us, they work for our

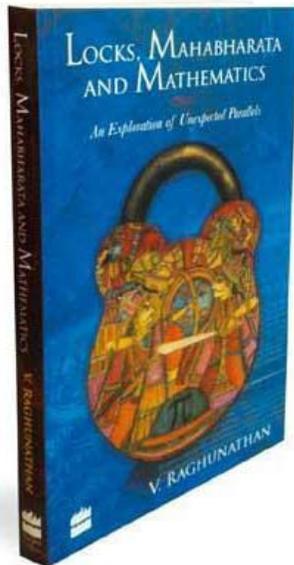
partners, agencies, post offices, state governments. All the ecosystem partners are playing to the symphony that we have written.

How does the symphony work? Each guy is reading his script. The question is how do you manage this synchronization, how do you scale in public space, by creating a group partnership where everybody is playing to the same tune. Today, we have 400 million Adhaar cards. We do a million a day, that's happening because in 25,000 locations in the country people are landing up for enrolment.

How do you deal with frustration?

It's not that everybody is comfortable with scale. If there is somebody who is very comfortable doing something at a particular level I think we should respect that. As long as individual has a sense of awareness about it, it's fine.

One thing I must say is that people in the government are very comfortable with scale. But execution is a big part of scalability. Indians are good with details and all that but I think in some sense, they see it (execution) as somebody else's problem. May be it's a part of the caste system. Some people think people down there will do it but unfortunately there is nobody down there who can make it work and then the whole thing doesn't work.



Locks, Mahabharata and Mathematics

An Exploration of Unexpected Parallels Fascinating

Dr. V. Raghunathan's is a very courageous attempt to link three seemingly disparate subjects. Just the thought of what the link between them could be will force a reader to dive into the book.

The book does different things to different type of readers. To those who already know a bit of Mahabharata, and have done well in mathematics in high school, and have a sense of adventure, this book works wonders. Some can relate to two of them and ignore one of the three and still enjoy it. What takes the cake are the astounding variety and intricacies of locks and explanation of how they work and the intrigue, artistry and imagination behind them. Their connection to mathematics is fascinating but the author's attempt to relate to Mahabharata is superb only in some cases.

The language is easy, witty, especially while the author is sticking to the subject matter. But his or his editor's attempt to speak in today's casual tone and reference to CBI or IIT exams really jars.

Raghu has carved a niche for himself for choosing outlandish topics and that's his forte. His earlier books, for those who've missed them, are -Ganesha on the Dashboard, The Corruption Conundrum and other Paradoxes and Dilemmas, Don't Sprint the Marathon, Games Indians Play. Look forward to many more from the management professor turned CEO with eclectic tastes. The possibility of a book on locks embedded in a Sherlock Holmes style fiction series is already giving me goose bumps.

Suchitra Jayaprabhu
suchitra@managementnext.com

Subroto Bagchi on Locks, Mahabharata and Mathematics

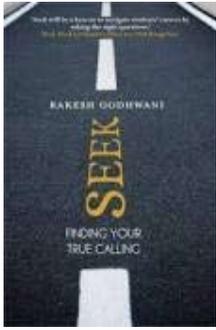
Raghu's genius lies in going in and out of these three worlds like a child. With humor, simplicity, abundance, creativity of an eight-year-old, he keeps moving from one to another and he doesn't do that alone. He takes you, and sometimes

he leaves you, and he comes back as you are lost in one world, picks you up and says come lets go to the other world.

I recommend this book to every young person. Apart from anything else, this must be taught

in engineering and management schools on how to think. This is a book on how to unleash your own creativity. I really wish I had written this book.

(Excerpts of Subroto's talk at the launch of the book)



Seek: Finding Your True Calling

by **Rakesh Godhwani** | Random House Publishers, 2013

If I don't crack this job, how will I repay my education loan? If I join an IT company, will I be able to shift to banking after two years? These questions seem very familiar don't they? Every student has similar concerns about what career path they should tread. Seek provides insights into the various fields and industries? Consulting, IT, media, oil and gas? By delving into stories of successful IIM Bangalore alumni like Arun Balakrishnan, Malavika Harita, and Apurva Purohit who have made a dent in their respective professions and fields, Rakesh Godhwani offers smart, practical advice on following your passion and finding your dream job.

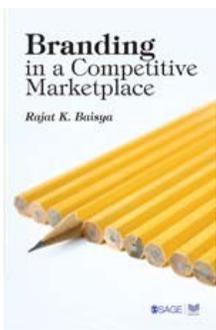


Management Essentials

by **Arindam Banerjee** | Sage Publications, 2013

Management Essentials is a simplified and synthesized version of core management principles to help readers appreciate the fundamentals of managing enterprises successfully in a competitive environment. It addresses the current dilemma in the field of management, where a strong perception exists that management theory and actual practice are increasingly disconnected from each other.

The book delves into the notion of 'value' creation cycle in an enterprise in relation to the competition and the importance to stay ahead on this curve vis-à-vis the competition. It discusses the interrelated concepts of analysis and decision making, and then goes further to connect the popular notion of branding to good business acumen.

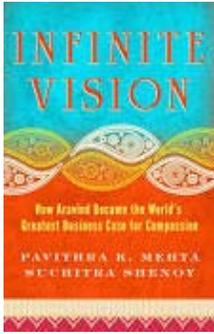


Branding in a Competitive Marketplace

by **Rajat K. Baisya** | Sage, 2013

In a fiercely competitive marketplace, brand marketers need innovative ideas and strategies that will make their brand stand out in a clutter and result in definite sales. Branding in a Competitive Marketplace discusses core issues in brand management-the concept of brand, its value, and its strategic management. It also covers brand extension, brand positioning, brand acquisition, and brand valuation and divestment as well as new models for successfully managing brands in a competitive business environment.

The book has numerous real-life examples from brands like Mortein, Kingfisher, Godrej, Canon, Ujala, and Nirula's to illustrate its points. It also includes live cases to highlight the elements of branding that made those brands successful. These cases also show how marketers methodically projected their brand's superiority over competitors' and succeeded in winning the consumer's mind-space. The book has been designed to provide brand marketers with systematic lessons on strategic thinking, strategic planning and strategic actions.

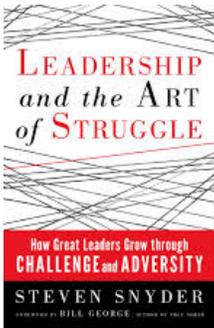


Infinite Vision - How Aravind Became the World's Greatest Business Case for Compassion

by **Pavithra K. Mehta, Suchitra Shenoy** | HarperCollins India Original, 2013

In the Aravind experience I see the path that we need to take — a transformation of life into a powerful instrument of right action' — Dr. A.P.J. Abdul Kalam, Former President of India

In 1976, Dr Govindappa Venkataswamy founded Aravind, an 11-bed eye clinic in south India, with no money, business plan or safety net. Dr V was 58 years old at the time, and over the next three decades his humble clinic would defy the odds to become the largest provider of eye care in the world. Aravind has now treated over 32 million patients and performed over 4 million surgeries, the majority for free. Its business model is emulated everywhere from Tanzania to the United States, and a case study on Aravind's work is mandatory reading for every MBA student at Harvard Business School. Going far beyond typical business analysis, this book dives deep into the heart and mind of one of the most phenomenal visionaries of our time. Its narrative will appeal to a diverse audience — ranging from management students and corporate leaders to social entrepreneurs and lay readers seeking an inspiring tale. Infinite Vision tells an unforgettable story ... one that has lit the eyes of millions.



Leadership and the Art of Struggle

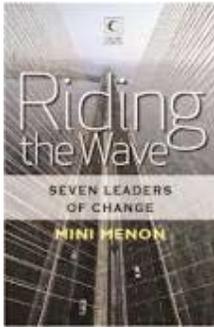
by **Steven Snyder** | HarperCollins UK Original, 2013

Shatters leadership myths to reveal a new understanding of how exceptional leaders grow from adversity.

The image that effective leaders guide their organizations on perpetually smooth journeys quite simply defies reality. Leadership is often a struggle and yet strong taboos keep us from talking openly and honestly about our struggles for fear of looking weak and seeming to lack confidence.

Exceptional leaders embrace struggle as an opportunity for learning, as an art to be mastered.

Leadership and the Art of Struggle paints a realistic portrait of how great leaders navigate intense challenges for personal growth and organizational success. Through 150 stories of leadership struggle drawn from nearly one hundred interviews, as well as from his experiences as a junior executive at Microsoft, a CEO of a public company and an executive coach, Steven Snyder derives mastery strategies for welcoming struggle as an integral part of your leadership journey. To help you implement each of these strategies, he offers a host of unique tools and specific, hands-on practices.



Riding the Wave - Seven Leaders of Change

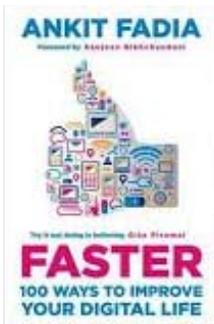
by **Mini Menon** | HarperCollins India Original, 2013

A timely description of some intriguing shapers of the India of today...’ Tarun Khanna

1991 was the watershed year for India’s business climate. From decades of static growth, it got pushed into instant high gear. As the business arena opened up to competition, many old players fell away and vanished from the scene. But a few lingered on and made it big. Others emerged to dominate the new scene.

Riding the Wave is the story of seven entrepreneurs, some products of the Licence-Permit Raj, others new-age businessmen. But they all have one thing in common – they have changed the rules of the game. Together they hold the promise of a transformed Indian business that can take on the best in the world.

In these in-depth profiles, Mini Menon, who has been covering Indian business for the last fourteen years, talks about Ajay Piramal, deal-maker extraordinaire; Gautam Thapar, the unlikely heir to a business legacy; Rajeev Chandrashekar, who went from being a software engineer to one of India’s big telecom Turks, only to lose his shirt and fight back; Baba Kalyani, who set new milestones in Indian manufacturing; Ronnie Screwvala, India’s shrewdest media mogul; G.M. Rao, the man whose sky-high ambitions have given the country some of its best airports; and Ajit Gulabchand, whose sea link is Mumbai’s glittering diadem. As a portrayal of these fascinating individuals who reflect the cut and thrust of a demanding business environment, riding the Wave is the best introduction yet to the journey of Indian business in the new century.

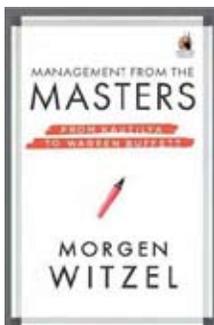


Faster: 100 Ways to Improve Your Digital Life

by **Ankit Fadia** | Penguin Books India, 2013

Our phones, computers and tablets are getting more powerful—but how many of us know the ways to get the most out of them? Bestselling author Ankit Fadia shows you how.

Faster: 100 Ways to Improve Your Digital Life contains all the tips and tricks for you to stretch the limits of emails, computers, social networks, video sites and everything else digital. With easy-to-use examples and loads of screenshots, Faster is the perfect digital companion for you.



Management from the Masters - From Kautilya to Warren Buffett

by **Morgen Witzel** | Penguin Books India, 2013

Every successful manager knows that there are immutable laws that impact almost every aspect of management. This slim volume collects together the twenty essential rules that every manager must be aware of. From Kautilya, Confucius and Darwin to Parkinson, Deming, Buffett, Grove and Drucker, these are timeless pronouncements on the art of management from thought leaders across the ages.

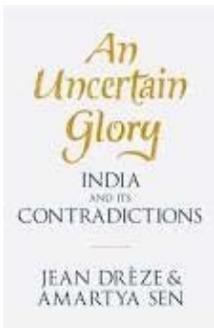


Predatory Thinking: A Master class in Out-Thinking the Competition

by **Dave Trott** | Macmillan, 2013

Powerful strategies for how to out-think the competition -- from one of the true greats of the advertising world two explorers are walking through the jungle. Suddenly they hear a tiger roar. One explorer sits down and takes a pair of running shoes out of his backpack. 'You're crazy, you'll never out-run a tiger,' says the other explorer. 'I don't have to out-run the tiger,' he replies. 'I just have to out-run you.' Predatory Thinking involves looking at a challenge you can't solve and getting upstream of it - changing it into a challenge you can solve.

Written in the form of engaging, brilliantly lean anecdotes and stories, it is the philosophy that has underpinned Dave Trott's distinguished career as a copywriter, creative director, and founder of some of London's most high-profile advertising agencies. Drawing on Eastern and Western philosophy, and colorful characters that range from Second World War fighter pilots to Picasso, Socrates and Warren Beatty, this book represents the distilled wisdom of a lifetime at the creative cutting edge.



An Uncertain Glory - India and its Contradictions

by **Jean Drèze, Amartya Sen** | Penguin Books India, 2013

Maintaining rapid as well as environmentally sustainable growth is an important and achievable goal for India. In An Uncertain Glory, two of India's leading economists argue that the country's main problems lie elsewhere, particularly in the lack of attention paid to the essential needs of the people, especially the poor.

The deep inequalities in Indian society tend to constrict public discussion in India's vibrant media to the lives and concerns of the relatively affluent. One of the biggest failures has been the very inadequate use of the public resources generated by economic growth to expand India's lagging physical and social infrastructure (in sharp contrast, for example, to what China has done): there is a continued inadequacy both of social services such as schooling, medical care and immunization, and of physical services such as the provision of safe water, electricity, drainage and sanitation. Even as India has overtaken a large number of other countries in the rate of economic growth, it has, because of these inadequacies, fallen behind many of the same countries - often very poor ones - in the progress of quality of life.

Because of the importance of democracy in India, addressing these failures will require not only significant policy rethinking by the government, but also a better public understanding of the abysmal extent of these social and economic deprivations. This book makes a powerful contribution to that understanding.

Events

20 **MSME Summit - The Future of India**
September 2013 Hotel Babylon Inn, Chhattisgarh, India
<http://www.cii.in/>

3-5 **International Conference on Ecosystem Conservation, Climate Change And Sustainable Development**
October 2013 Thiruvananthapuram, Kerala, India
<http://ecocas2013.in/>

4-5 **First International Conference on Emerging Trends in Engineering and Technology – 2013**
October 2013 Munnar, Kerala, India
<http://www.ijbrmm.org/IC%28ET%2913/Aim.html>

5-6 **International Conference on “Advancements in Computing Sciences, Information Techniques & Emerging E-Learning Technologies” (ACSITEET– 2013)**
October 2013 New Delhi, Delhi, India
http://www.krishisanskriti.org/itcs_jnuconference.html

10-11 **International conference on “Emerging Trends in Communication, Control, Signal Processing and Computing Applications”**
October 2013 Bangalore, Karnataka, India
<http://c2spca.com>

14-15 **Sustainability Solutions Summit 2013**
October 2013 New Delhi, India
<http://www.sustainabledevelopment.in/events>

22-23 **Advanced training programme on Green Building Rating Systems**
October 2013 Chennai
<http://www.greenbusinesscentre.com/site/ciigbc/viewevent.jsp?eventid=408612&event=dd>

24-26 **Capstone Business Simulation Workshop**
October 2013 Hyderabad, India
http://www.sansrisk1.com/capstone_program1.html

Events

24-26 **Green Building Congress - International Conference & Exhibition on Green Buildings**
October 2013
Chennai Trade Centre; Chennai; India
<http://www.greenbuildingcongress.com/site/gbc/index.jsp>

8-9 **HR Conference on Developing People Strategy for Global Competitiveness**
November 2013
Ranchi, Jharkhand, India
<http://eagleeyepublications.wix.com/xiss1>

15-16 **International Information on Cloud Computing, Ubiquitous Computing & Emerging Technologies**
November 2013
Pune, Maharashtra, India
<http://www.thecubeconf.com/academic>

28-29 **Waste Management Summit 2013**
November 2013
Bangalore.
<http://www.greenbusinesscentre.com/site/ciigbc/viewevent.jsp?eventid=413666&event=dd>

28-30 **FORE International Marketing Conference FIMC 2013**
November 2013
New Delhi, India
<http://www.fsm.ac.in/fimc2013>

11-12 **7th Cloud Computing & Big Data 2013**
December 2013
Matthan Hotel, Bangalore, India
<http://www.virtueinsight.com/technology/7th-Cloud-Computing--Big-Data-2013/>

12-14 **IEEE International Conference on Green Computing, Communication and Conservation of Energy**
December 2013
Chennai, Tamilnadu, India
<http://www.rmd.ac.in/ICGCE2013/contact.html>

16-18 **IEEE Sponsored International Conference on Control, Automation, Robotics & Embedded systems**
December 2013
Jabalpur, MP, India
<http://care.iiitdmj.ac.in>

30 **Yale-Great Lakes International Research Conference**
December 2013
Chennai, Tamil Nadu, India
<http://greatlakes.edu.in/conferences-research/yale-about>



Vespa makes others see shockingly yellow

No one expected Vespa to come back that too with a bang. And who knew shocking yellow would be its most sought after color? Yes. Vespa's new avatar is doing very well in India. It used to be a cult brand like Chetak and Lambretta in the scooter segment more than a decade ago. What's the reason for its success, you may ask? The answer is, someone saw a niche in the segment none of the others did – non commuting segment.

India is still a value driven market and almost all vehicles are used for

commuting for work. Now, Vespa saw a segment that simply wants a bike/scooter just to go around the corner to meet friends, shop or simply to hang out with friends. This is the segment that is between the higher middle class and the uber rich that lives in gated communities or suburbs. Bright colors and power drew the youth like a kid to a mela.

Why not? A dozen or so scooter brands in the market are either too bulky or too fragile and look alike except for the logo or a twist in the tail lamp. The youth wanted something to pull

them out of their boring environment with zest and power for some quick acceleration, which Vespa offers – without worrying about mileage or warranty or finance – all such boring details which the middle class bothers about.

Vespa is reported to have done 50,000 units in the first year. It's priced at a 40-45 per cent premium. Just like the Italian restaurants that are springing up on high streets, you will find a bright pink or an orange Vespa zip past you.

Stand up and be fit

Inactivity is rampant these days. A typical car-driving, television-watching cubicle slave would have to walk an extra 19 kms a day to match the physical-activity levels of the few remaining people who still live as hunter-gatherers.

Prolonged periods of inactivity are bad regardless of how much time you spend in jogging or pounding treadmills

in the gym. Anything from watching television to playing video games to reading—serves to increase the amount of calories people eat without increasing the quantity that they burn. What you need as well, the latest research suggests, is constant low-level activity. This can be so low-level that you might not think of it as activity at all. Even just standing up counts, for it uses muscles that sitting does not, just like standing up for yourself rarely lets you down.

SR. TEST MANAGER

Company: Vodafone India Services Pvt. Ltd
Exp: 10-17
Location: Pune
Job Id: 070813000819

PRINCIPAL ENGINEER POSITION

Company: Infineon
Exp: 15-25
Location: Bengaluru/Bangalore
Job Id: 310513003350

WINDOWS PHONE ARCHITECT

Company: CSC India Pvt Ltd.
Exp: 10-15
Location: Chennai
Job Id: 290813002111

ORACLE APPS - PROJECT MANAGER

Company: Wipro Infotech
Exp: 10-15
Location: Gurgaon
Job Id: 260813001258

PRINCIPAL SOFTWARE ENGINEER

Company: TomTom India Pvt Ltd.
Exp: 11-15
Location: Pune
Job Id: 190713002163

AGM - ACCOUNTS & FINANCE

Company: Leading Manufacturing Auto Anacillary Company
Exp: 10-18
Location: Gurgaon
Job Id: 110913000147

CLOUD SOLUTION ARCHITECT

Company: Dimension Data India Ltd.
Exp: 12-15
Location: Mumbai
Job Id: 100913900613

INFORMATICA PRACTICE LEAD

Company: NTT Global Delivery Services Ltd.
Exp: 12-18
Location: Bengaluru/Bangalore
Job Id: 030913000858

GM (HR AND TRAINING)

Company: Bikanervala Foods (P) Ltd.
Exp: 10-18
Location: Delhi/NCR, Delhi
Job Id: 100913003670

SR. SOFTWARE ENGINEER

Company: Amazon Development Centre (India) Pvt. Ltd.
Exp: 10-15
Location: Hyderabad / Secunderabad
Job Id: 100913002732

TECHNICAL LEAD - ORACLE CEP

Company: ASAP Info Systems Pvt Ltd
Exp: 10-15
Location: Bengaluru/Bangalore
Job Id: 090913900576

GM - PROJECTS

Company: Aparna Constructions & Estates Pvt. Ltd
Exp: 18-22
Location: Hyderabad / Secunderabad
Job Id: 080513004192

SR. MANAGER NOC

Company: RMS India
Exp: 10-20
Location: Noida
Job Id: 100913900234

ACCOUNT MANAGER.

Company: Persistent Systems Ltd.
Exp: 12-19
Location: Hyderabad / Secunderabad
Job Id: 090913000038

PROJECT MANAGER

Company: Jasubhai Engineering Pvt Ltd
Exp: 10-15
Location: Vadodara/Baroda
Job Id: 230813002774

TO APPLY FOR THESE JOBS **1** Logon to www.naukri.com **2** Type the Job ID in the 'Search Jobs' Box **3** Click the 'Search' button



PLAN YOUR
NEXT CAREER MOVE
 Top jobs. Top companies @ Naukri.com