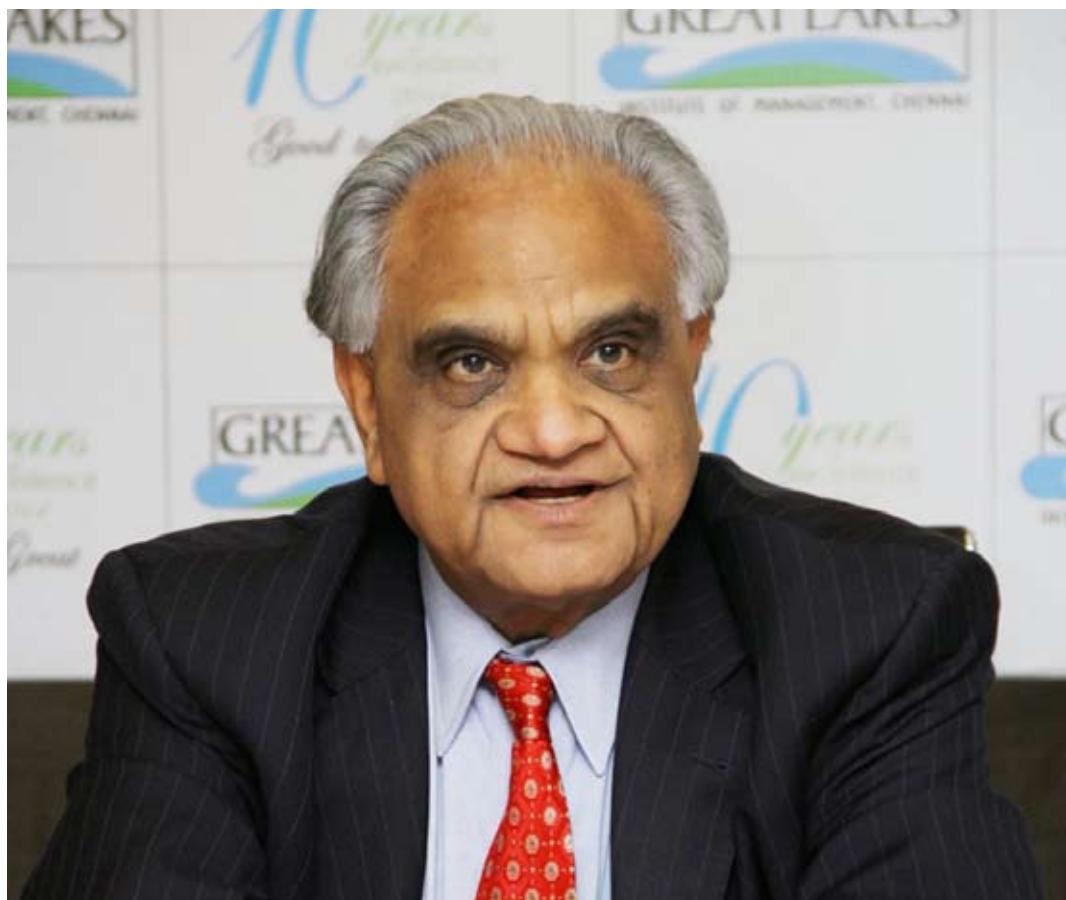


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February 2014
₹ 50

Rajinikanth of Management



When Prof. Bala Balachandran, founder and Dean of Great Lakes Institute of Management, Chennai, says something he not only means it, he is emphatic about it. What does he mean when he called **Dr. Ram Charan** the Rajinikanth of Management at a leadership workshop in Chennai recently?

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Just like the super star or many would say, god of Tamil cinema, Dr. Ram Charan is an execution and delivery guru amidst panoply of gurus who are simply happy with theorizing and lecturing. Just like Rajinikanth's movies are watched by millions, Ram Charan's books, especially 'Execution: The Discipline of Getting Things Done,' have sold two million or more copies and is translated into several languages.

More than that 'dialogue is their key pull factor. "The difference that achieves great results is the quality of the dialogue," Dr. Charan wrote in 'Execution'. He has been conducting such dialogues with leaders for more than three decades with effective results. Jack Welch, celebrated former chairman of GE, said: "He (Ram Charan) has the rare ability to distill meaningful from meaningless and transfer it to others in a quiet, effective way."

It's no secret that Rajini's dialogues and punch lines have stayed on much longer with his fans' memory than his movie titles. The only difference is, unlike the don, he delivers it with gusto.

Both Ram Charan and Rajini come from modest background but have gone on to achieve superstardom in their fields. The don, 75, belonged to a family of 13 that ran a shoe shop in a small town in Uttar Pradesh. He did his schooling in Hindi medium before doing his engineering from the Banaras Hindu University. He went on to do his MBA and doctorate at the Harvard University with distinction. Ram Charan has stayed single so that he could support his large family which went beyond its means to support his education.

Rajini was a bus conductor in Bangalore before he turned to acting. Even today he often goes, in disguise, to the lanes where he grew up to meet his friends. Interestingly, one of the 15 books Ram Charan wrote is 'The New Rules for Getting the Right Things Done in Difficult Times.' Rajini's ways of getting things done is legendary and even borders on sci-fi.

To Prof. Bala, both are lone rangers. They have fought their battles alone and continue to do so. Rajini knows no competition, but he knows what his fans want. Ram

Charan's famous line to CEOs is: 'Follow your customers, not your competition if you want to succeed.'

Rajini has no known weapon when he fights other than his guts. Ram Charan doesn't use power point or notes when he teaches or speaks to CEOs. They are superstars of their professions but are humble in their personal and social lives.

Leadership Mantra during Turbulent Times

Ram Charan spoke to more than 150 senior executives in Chennai about current trends and pains facing businesses globally and how to manage them. Here are a few highlights:

- Hire people with P&L acumen, those who can make numbers dance, those who have a nose for making money
- Ask the right questions. The higher you go premium on asking the right questions gets higher. And, no questions should be more than 15 words
- Listening well is in short supply. Hearing is not listening. "Listening with patience and tolerance to someone else's viewpoint is important and also helps you crystallize your ideas better"
- Seek out viewpoints: Actively seek out viewpoints of different people. Allot half a day a quarter only to listen to others
- Lead people first and businesses later. Successful leaders have the ability to read people well with an intuitive sense
- Every company should give importance to how digitization, internet and sensors are going to impact their business
- MNCs are buying up equity in emerging markets, which means there will be more intense competition in local markets
- Tighten social networks
- Don't hire based on English speaking ability, hire based on business acumen and positive attitude

Ram Charan said everyone knows all the above but the devil is in working out the details, accessing the right tools and following it.

Kindly
Block your diary for...
Wednesday, 26th Feb. 2014,
Crystal Room, Taj Colaba, Mumbai



Confederation of Indian Industry



RESPONSIBLE GROWTH

A BUSINESS IMPERATIVE

26 February 2014, Crystal Room, Taj Mahal Palace Hotel, Colaba, Mumbai

Responsible business implies a way of doing business that creates long-term shareholder value by embracing opportunities and managing risks deriving from economic, environmental and social developments. Innovation, efficiency and sustainability together are fundamental to responsible business.

The 1st edition of the Conference, aims to take a fresh look in shaping and leveraging the challenges faced by Industry in pursuing its journey to strike a balance between economic growth and social and environmental concerns, as based on the following sub-themes:

- **Responsible Growth for Future**
- **Responsible Growth and Environment – Need for new business planning**
- **Emerging Social Implications of Responsible Growth**
- **Making a Business Case for Sustainability**

Chief Guest	: Mr Arun Maira Member, Planning Commission, Government of India
Special Address	: Mr Suresh Prabhu Politician and Leader
Welcome Address	: Mr R Mukundan Chairman, CII WR and Managing Director, Tata Chemicals Ltd
Conference Chairman	: Mr Pradeep Banerjee Executive Director - Supply Chain, Hindustan Unilever Ltd

Who should attend?

- CEOs
- Presidents & Vice Presidents
- Directors
- Heads of Manufacturing
- Environmental Specialists
- Senior Executives
- Partners
- Sustainability Managers
- Consultants and
- Others

Speakers Invited

Dr Pragnya Ram Aditya Birla Management Corporation Pvt Ltd	Mr Ashok B Chakraborty Indian Institute of Corporate Affairs	Mr K N Rao ACC Ltd
Mr H N Daruwalla Godrej & Boyce Mfg Co Ltd	Mr Anand Padmanabhan Wipro Ltd	Mr Yogesh Chandra Coca Cola Foundation
Ms Beroz Gazdar Mahindra & Mahindra Ltd	Mr Shankar Venkateswaran Tata Sustainability Group	Mr Sanjay Harlalka Hindustan Unilever
Mr S R Lohokare National Peroxide Ltd	Dr Yogendra Saxena Tata Power	Mr Saurabh Yadav Suzlon Energy Ltd
Mr Pankaj Baliga Tata Consultancy Services Ltd	Mr Rohan Parikh Infosys Technologies	Ms Bhavna Prasad WWF Ltd
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For CII Non Members	₹ 4,500/-
For SME Members	₹ 2,500/-

- A discount of 10 % is available on nominations of 3 delegates and above
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HR SENATE 2014

23 - 24 April 2014 | Ascott Makati, Manila, Philippines



WHY YOU CANNOT MISS OUT THIS EVENT

Philippines are known for low-cost and quality human resource outsourcing services. By 2016, around 12.4 million Filipinos would still be unemployed, underemployed, or would have to work or create work for themselves in the informal sector. Addressing this growing job challenges, companies needs to look into addressing issues that can help to improve existing process flow in an organisation. HR Manila by Trueventus is a one stop conference that will look into moving away from HR's day-to-day accountabilities while focusing on leadership and business skills you need to succeed. This will be a platform to hear from award-winning HR and business leaders in designing a fruitful journey in developing the right talent for an organisation.

KEY FEATURES OF THIS CONFERENCE

- Staying ahead of the latest compensation and benefits trends in the market
- Adopting non-monetary policies as an effective, long-term strategy to attract, retain and engage employees
- Looking at methods to engage and retain employees
- Discovering the outcomes of having a clear and differentiated Employee Value Proposition (EVP)
- Building congenial work culture to optimise employee performance
- Enhancing employee engagement and organisational growth through continuous learning and development
- Understanding the power of employee recognition in driving organisation success

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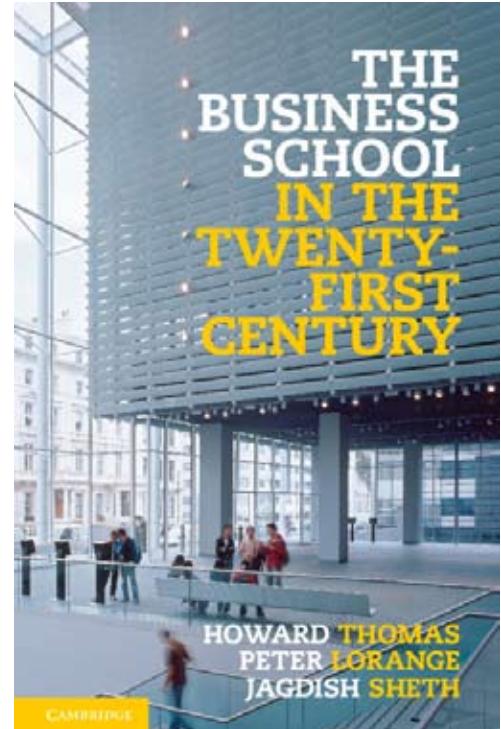
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BusinessSchool Update

MBA Course Should Start after 10th

Even after fifty years of teaching, Prof. Jagdish Sheth, 75, is busy talking and leading innovation in management education. He is proposing radical changes in the content and structure of management teaching both globally and in India. He is now strongly advocating global exposure during internship, starting of MBA soon after 10th standard, compulsory teaching of humanities among other things. Excerpts of his talk at the launch of 'The Business School in the Twenty First Century – Emergent Challenges and New Business Models' in Delhi recently.



We have suddenly discovered the big gold mine isn't in America or in Europe but in emerging economies. The Indian School of Business is doing fantastically well in their second campus as well because their faculty comes from world class institutions.'

My view is that in the Indian situation, we are definitely having a shake out. What is peripheral will become core and what is core will become peripheral. This is what we are seeing clearly out there. Online courses are becoming very popular. So the paradigm is changing.

Now since we have world class faculty coming in what's the threat? My view is that our MBA programs will continue to thrive especially at respected institutions where we have brand equity, good curriculum and good placement. Politicians, IAS officers need business degrees, so there is a new market and we are so entrepreneurial that we will figure out how to offer them.

There will be other major opportunities. I believe that one of the key ingredients for MBA is going to be creating global reputation and the way to do it is to go out of your way to seek global accreditation, not just domestic accreditation. Even if you are certified by AICTE, it doesn't make any difference either in the demand side or the reputation side from attracting faculty.



Jagdish Sheth,
renowned Professor of Marketing

Going Abroad is a Must

My passion in distance education in this country is in the undergraduate segment. We can create the IITs of business schools which begin from 10+2. That pool is large but don't train them like typical commerce majors. It should be a 4 year program, the first two years liberal arts is mandatory. Nobody can lead or manage without having humanities in their own understanding. In my generation we started with accounting right after high school and then business education the next two years. This is so much needed, the market is so large and then like IIT graduates they immediately go into corporate world and not into consultancy.

I have been creating programs where in the second year after the liberal arts education a student has an internship in a company and then you link it with a university where they get an MBA from a world reputed institute. Cost is low and they get the global experience. We are now insisting that going abroad is not a choice. Internships should be done

abroad as part of the program. We used to do it for executive MBA but now it's for every student. In our distance program also we are going to mandate that they have to go abroad for their internship. That is how the reality is going to be.

Business Schools in the US are going through a mid-life crisis and need an alternative business model. If Indian business schools don't watch out, they are headed that way unless they can do some reverse innovation. But that can happen only by law in India.

Tool to Assess Impact of Business School on Community

EFMD launches Business School Impact Survey, a key tool for measuring a business school's impact on the world. EFMD is a leading international network of business schools and companies (820 members / 82 countries) at the forefront of raising the standards of management education and development globally.

Prof. Eric Cornuel, CEO & Director General of EFMD said, "BSIS is a vital addition to the EFMD portfolio of services as it provides a process and tool to capture the value that a school brings to a defined region. It is a service for any business school anywhere in the world that is interested in collecting key statistical data on its impact. Once collected this information can then be used both internally and externally with key stakeholders to widen the debate about "the role of business schools in society" and showcase the enormous added value and impact they bring to a community."

The BSIS tool identifies the tangible and intangible benefits that a business school brings to its local environment. A business school also

provides an important intellectual forum for the introduction of new ideas in a wide variety of social, cultural and political areas of concern within a region. Last but not least, it contributes to the image of the city or region.

"Demonstrating the many ways in which they add economic and social value to the environment in which they operate has become a challenge for business schools. To meet this demand for greater accountability, BSIS is an effective tool to help schools identify, measure and communicate all the positive contributions they make to the world around them.

At a time when all organizations, public or private, are being held accountable for their activities, there is a need to demonstrate the impact that they are having on their immediate environment. This is particularly the case when they are financed or politically supported by local stakeholders.

If you would like further information or are interested in your school taking part you can visit www.efmd.org/bsis or email bsis@efmd.org

Exempt Faculty Salary from Income Tax

Dr. (Col.) A Balasubramanian's President of Sri Balaji Society, which operates several educational institutions, has given his wish list for improving management education. Here's an excerpt:

As long as there is industrial growth, MBA education will be in demand. But what matters is quality. The quality depends on the faculty, which at present is in acute shortage. Quality faculty in B-Schools cannot be traced purely on academic grounds. Until and unless the practitioners from the industry join academics as full time staff, the quality up gradation will remain only on paper.

If you want to attract quality faculty, the Government of India has to take benevolent and drastic measures. One such step would be to ensure that the salaries of the teacher and faculty should be exempted from tax. Whatever one may say it is a fact that the corporate sector provides growth and good compensation/remuneration; therefore, the B-Schools have to match this demand when they hire industry-faculty. The unaided B-Schools as it is are mobilizing all resources



and living hand to mouth. The current system of taxation would cause the faculty to pay out 30 percent of their meager salary as tax.

The other requirement for the industry people to join B-Schools is their appointment should be based on their experience rather than outdated or irrelevant PhDs. Management science should not be treated as pure academics. If only doctors can teach medicine, lawyers can teach law, only management professionals from corporate sectors should teach core management subjects in B Schools. This is what is happening in good B School in developed economy.

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Switch to Circular Economy Soon



With global business houses like Unilever, Renault, Philips and Cisco joining the Ellen MacArthur Foundation the idea of Circular Economy has gained critical momentum. The ‘take-make-dispose’ model is slowly but surely making way for ‘made-to-be-made-again’ model. Businesses are expecting to reap huge gains by driving costs down.

By Benedict Paramanand

Mining companies no longer want to sell minerals to producers. Instead, they want to lease it to them. Washing machine companies want to lease machines to communities and not sell single pieces to consumers. Cars and scooters are being designed in such a way that most of the parts can last a life time and more.

Welcome to the ‘Circular Economy’ model that could soon replace the ‘take-make-dispose’ model. A good beginning is being made with the World Economic Forum taking it up this year. The serious talk is about why it is inevitable to

shift from a throughput and linear manufacturing model to a restorative model where almost nothing goes waste. This model is the ultimate form of biomimicry – nothing that Nature produces goes waste.

This is not some fashionable concept touted by nerdy economists any more. Already, Unilever, Cisco, Kingfisher, Philips and Renault have joined Ellen MacArthur Foundation (education) which is promoting the circular economy model globally. This group represents key industry players working to pilot and test circular economy

BigPicture - Circular Economy

practices at scale. Their industry expertise reach across information technology, retail, healthcare, consumer lifestyle, lighting, automotive and FMCG.

The circular economy is enabled by disruptive information technology and the design of materials and products to flow in effective cycles and at high quality – ‘made to be made again’. It promises billions of dollars of materials cost savings every year.

Conditions are ripe today for the circular economy model to spread widely and quickly – upward trending and volatile materials and energy prices, difficult credit conditions are going to be the key value driver for the coming decades. A recent book titled ‘A New Dynamic: Effective Business in a Circular Economy’ features leading thinkers and practitioners in the field. It offers a comprehensive overview of the model, business case studies, the performance economy, history and the entrepreneurial opportunities.

Why Circular Economy

Paul Polman, CEO of Unilever, the newest member to join the Ellen MacArthur foundation said: “The concept of a circular economy promises a way out. Here products do not quickly become waste, but are reused to extract their maximum value before safely and productively returning to the biosphere. Most importantly for business leaders, such an economy can deliver growth. Innovative product designers and business leaders are already venturing into this space.”

Ken Webster, an expert in Circular Economy told SustainabilityNext in an interview that resource companies such as mining, steel, metals are realizing that they are losing their precious molecule even as prices are going up. “The old saying was - today’s products are tomorrow’s resources at yesterday’s prices. For 100 years price of metals has been falling and it was silly to keep it. Now the challenge is, it’s going to be more expensive and so they are exploring different business models.” Webster is head of learning at Ellen foundation and is that author of the influential book ‘Sense and Sustainability: Educating for a Low Carbon World’

Towards Circular Economy - Toolkit

A collaboration between the World Economic Forum, the Ellen MacArthur Foundation and McKinsey & Company, the third volume of ‘Towards Circular Economy’ (January 2014) aims to reconcile the goal of scaling a circular model with the reality of a global economy and complex multi-tier supply chains. The key objective is to propose a very specific joint plan of action for industry leaders. In its previous reports, the Foundation focused on the economic and business benefits of such a circular model of development.

Unilever believes it has the potential to pilot circularity across global fast-moving supply chains, and with two billion consumers worldwide using a Unilever product each day, the opportunity to test it at scale is clear. The foundation outlined a \$ \$700 billion opportunity for the FMCG sector in its second economic report in 2013.

The authors note: “The consumer goods industry is starting to embrace the potential of the circular model. For durables, the benefits of reuse have been more widely demonstrated. For consumer goods – such as food and beverages or apparel and their packaging – which are short-lived and often transformed during use, the economic benefits of a circular design seem initially harder to capture. Yet recovering part of the US \$2.6 trillion of material value lost each year is a huge opportunity for fast-moving consumer goods companies and Unilever will prove to be an important pathfinder within the industry.”

CONFERENCE ON SMART SUSTAINABLE CITIES



Confederation of Indian Industry

Conference Focus Areas:

- Sustainable Infrastructure Development
- Energy Efficiency & Green Power
- Waste Management

18 February 2014,
Hotel Radisson, Noida

Noida and Greater Noida Authority have agreed to partner CII for this initiative.

Some of the key confirmed speakers are:

- Mr Rama Raman, Chairman & CEO, Noida Authority and Greater Noida Authority
- Dr Praveen Kumar, Commissioner - Municipal Corporation, Gurgaon
- Dr Prem C Jain, Chairman, Indian Green Building Council & Chairman, AECOM India
- Mr V Suresh, Director, Hiranandani Palace Gardens Pvt Ltd & Former CMD, HUDCO
- Mr VidurBharadwaj, Director, The 3C Company
- Mr Jens Burgdorf, Director, Indo-German Energy Programme, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)
- Mr Mukund Vasudevan, Managing Director, Pentair Water India Pvt Ltd
- Mr K S V Nair, Managing Director, Environ Technologies
- Mr Ashwini Aggarwal, Director, Applied Materials India Private Ltd
- Mr Prabhpreet S Shah, Executive Director, Creative Group

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Management by Idiots



Arup Roy Choudhury is the Chairman & Managing Director, NTPC Limited, one of the largest and best run power companies in the world, since September 2010. He shares unique insights from his book 'Management by Idiots'

How much of the insights in the book Management by Idiots is based on Indian philosophies?

The fundamental insight captured in the last Chapter 'Sankalpa shuddha hi siddha' (If your intentions are pure, you are bound to succeed) is from my Guruji Maharaj, who is part of the great Indian spiritual tradition.

Going through the book, the reader will find several references to wisdom contained in the Indian philosophical literature like the reference of The Bhagawad Gita in the chapter 'Jo dar gaya samjho mar gaya'.

I have not consciously tried to look at the philosophical traditions of East and West while putting together my thoughts in the book. The book is intended to be a light read and I have consciously avoided any structured reference to any kind of philosophical or academic streams. However, the Indian ethos, the 'Sanskara' shaped my growth as an individual and the western ideas were embedded in me as a student and as a professional and the two get inseparably intertwined when I respond, think, decide or strategize.

What according to you is a nice blend of Indian and western

models to become a good manager?

Western science and eastern ethics was the motto of the Japanese restoration in the period 1868-1912. In the globalized world of today, there is a blend of the global and local in practically all facets of business including the methods of management. A nice blend of Indian and western models was exemplified in the management of Tata Steel Limited (formerly Tata Iron and Steel Company Limited (TISCO)). The company promoted not only lifelong but generational employment and loyalty among the workers, most of whom came from neighbourhood areas and at the same time adopted modern factory processes and the system of marketing and distribution.

What is the secret of NTPC's success?

Strong systems with focus on compliance, target orientation, commitment of the people, the talent and expertise available in the Company, looking at global best practices in association with the leading power sector experts abroad are among the factors behind NTPC's sustained success.

It gets top ranking in best place to work competing even with the private companies – what are your unique HR policies?

It begins with being one of the most sought after employers. What with NTPC receiving 1,60,000 applications for about 350 positions for engineering trainees! Competitive and lucrative salaries, technology-strength of the company attract some of the best people. The Company provides a very good training exposure of a very comprehensive kind. In fact, many of the private sector organizations also seek NTPC's help in training their young executives. The projects and stations of NTPC are very well built and maintained with facilities for recreation and sports.

NTPC launched the PUPS (Providing Urban facilities at Projects and Stations) program, which aims at providing urban facilities at the sites, so that young people avail of cafes, libraries, wi-fi spots and social media etc. in the townships.

There is a DaD (Directors at your Door program), under which senior most executives visit the projects and stations to talk to the employees on a single platform.

Obsession with proven-ness and with 'tried and tested' methods should be replaced by the spirit of trying out novel methods and approaches

'Meet the CMD' is another mechanism under which employees are free to apply for a time slot with the Chairman & Managing Director of the Company and meet him to redress their grievances or seek help in realizing their aspirations.

How can Indian public sector be reformed if they are to become like NTPC?

Many Public Sector companies are in the same league as NTPC i.e. globally comparable in terms of size and efficiency. Many Public Sector Enterprises have also shown tremendous capability to achieve turnaround in their performance and fortunes.

SCOPE, the apex forum of Public Sector Enterprises helps in dissemination of knowledge and best practices in different areas of performance for the Public Sector Enterprises.

It's the idiots and the foolish who go on to succeed big time, what should the Indian system do or correct to get such a crop?

Organizations need to encourage innovation and out-of-the-box thinking. New ideas should not be ridiculed nor shot down. People giving new ideas should be encouraged to do so.

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InFlux: Contemporary Art in Asia

There is now lesser dependence on Western validation for Asian artists



What's your definition of 'contemporary art' in Asia? How is it different from, say the last 20 years?

The clubbing of 'contemporary' with 'Asia' is quite recent and goes back to the 1990s. There is now lesser dependence of Western validation for artists to be 'discovered' in their own country.

How does it compare with contemporary art in Europe/Americas?

I don't see any intrinsic differentiation with Western artists with the proliferation of new media art in Asia. What often gives away the 'Asianness' of Asian artists is the degree to which they draw their frame of reference from the West.

How's the market for art evolving in India?

The private players like the art collector, art galleries and dealers are calling the shots and there is greater global

connectivity among them. The art scene is now very diverse with many opportunities for emerging artists to gain visibility through social websites and networking. They need not depend on state patronage.

Please do include interesting factors that you think an art maven would like to know about the book.

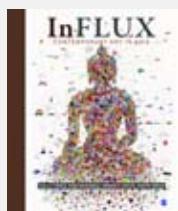
It is both alarming and reassuring that while the state patronage has receded since last 20 years, many private art galleries are taking upon the role of not only patronizing artists but also art documentation and archiving.

This will change the character of art as the reference to the nation state is withering and the artists often see themselves as 'global citizens'. This may lead to more elitism in art than what already exists. Here, state intervention can come as a corrective.

The success of the art fairs is worth pondering upon. They have the potential of democratizing art in the way they offer a wide public access. If these coincide with state initiatives in boosting the education sector (Humanities, not just art education), then 'real' development can ensue.

The book brings together leading authors on art and curating to critically examine art-practice and its discourses in Asia. As an edited volume with contributors covering diverse regions spanning China, Thailand, Iran, Pakistan, Kazakhstan, Hong Kong and Cambodia, the book provides a multiplicity of perspectives in order to question any singular notion of 'Asia'.

The strength of this book lies in its ability to provide its



readers with a critical scrutiny of the category of Asia, as art in Asia today is not just art produced within Asia, but covers the whole range of art activities carried out by the Asian diaspora across the world. Through examples of exhibitions in Europe curated by Asians and with the works of Asian artists on display, the book illustrates how the canon of eurocentrism is being challenged by Asian artists in the heart of Europe.

If you don't blow your own trumpet, someone else will use it as a spittoon



When the American humorist Will Rogers (Go for the Gold: Thoughts on Achieving your Personal Best) says, 'Get someone else to blow your horn and the sound will carry twice as far', he is far off the mark in the corporate context. Here, you have to honk your own horn and blow your own trumpet.

From the time you enter the competitive world, beginning with your entry into school, you vie for attention, approval and acceptance from your teachers.

In this eagerness of striving for acceptance and appreciation you not only continuously improve on what you do but you also try to impress your teachers by your good behavior, your responses, your presentation and above all, by informing your teachers, from time to time, of what you have been working on, based on their directions and guidance.

When you enter the corporate world, you start working at a junior level as one among many people performing somewhat similar work and reporting to the same boss. The effort should be to do well and also get noticed, and be seen as a person who is a step above-a cut above the rest.

This can be done only if what you do, how you do it, and what you achieve must be projected at the right time to the right person.

Imagine a situation when you have completed a group task in which your contribution has been the key to achieving the breakthrough. Also, suppose you have not taken any further initiative to inform your supervisor as to how it was done. But instead of you, your colleague has given this information and cornered all the credit and appreciation. I am sure, if you

look at your entire career span, you would find many such instances.

I do not intend to recommend the kind of credit hogging which proves detrimental to team spirit or performance orientation. Never.

Wall Flower

The most effective and ultimately beneficial approach is to do productive hard work and make concrete contribution. But having done that hard work and having made that contribution, you should not remain a wall flower or a doormat. And, importantly, do not let anyone else mask your contribution. Therefore, it is good to do well and also speak up for yourself at times.



I also do not recommend the approach of being pompous or arrogant. You have to be a good performer. Humble. A team player. At the same time, you need to be capable of confidence and grace. If you do not do this, you're not-so-generous colleagues may manage to keep you perpetually hidden in the background and utilize your hard work for their self promotion in the eyes of the superiors. Never let that happen.



And it is for this reasons that I recommend that occasionally you must blow your own trumpet. I am happy to know that management experts also subscribe to the common sense wisdom contained in the motto, 'If you don't blow your own trumpet, someone else will use it as a spittoon.'

Stick With Your Team

“ I’m responsible whenever I’m in poor form, not my team,” tennis superstar Rafael Nadal said when asked why he has retained every member of his support and coaching team since 2007 by a journalist recently. Such a candid remark is rarely seen in the corporate or the business world where blame game begins the minute something goes wrong.

The hard-headed hire and fire style of American business is a fading art. Collaborative style of leadership is replacing the jingoistic style and people are becoming the best differentiators in an organization. Today’s technology is tomorrow’s commodity, the same cannot be said of people.

Nadal fought back his world number one spot in 2013 after a seven-month injury break in 2012. The injury was serious enough for tennis analysts to almost write him off. And if at all he was back, they thought he’d find it hard to find a place in the top 10.

Nadal’s return, like a raging Matador to the courts early last year, was a dramatic phase in world tennis. Without him the tournaments looked dull for many months. His contemporaries are good but don’t have the court presence like Nadal does, with the exception of Roger Federer.

Instead of expecting fans’ sympathy, he trained hard to give them the old Nadal back. The much-refreshed Rafa looked lean, mean and a bit more polished. Now he appears as if he is going to break everyone’s record in the next three to five years.

Nadal could be the sport’s best model for entrepreneurs – His is a never give up style of playing. He wins largely with aggressive defense, wears down his opponents, and rarely gets perturbed on the court. Off court he is magnanimous with his praise for his opponents.

If anyone is down on motivation and direction, think of Nadal.

benedict@managementnext.com

“I’m responsible whenever I’m in poor form, not my team”

Work on Yourself First



Jeby Cherian, Managing Partner, IBM Global Services, speaks to **Sadhguru Jaggi Vasudev**, Founder, Isha Foundation, about the various challenges faced by entrepreneurs and executives during their work life

As an individual what is your incentive to go out and find out the next new thing if I am not able to monetize it?

Ideas can be monetized to a certain extent but all ideas being monetized will obviously cripple society over a period of time. If money is the only incentive I think it's a very poor life.

Entrepreneur's challenges while wanting to grow big...

If you want to operate in large situations, the larger the situation gets, more things will be out of control. If a situation is small you can keep everything under control. Once it gets large, a whole lot of things will not happen the way you think it should happen. For most human beings on this planet the only source of misery in their life is something is not happening in the way they think it should happen. Life is not working

out the way they want. So the fear of suffering is the biggest block for any kind of enterprise.

You must first work upon yourself which is completely missing. You are stepping into areas where there could be 50 percent chance of failure. If there is 90 percent chance of failure and you still continue, then you are a true adventurer if you succeed but if you get killed on the way they will think you are foolish. But if there is 90 percent chance of failure and nobody wants to go there and you go there and make it a success, then you are a celebrated adventurer.

Is there an alternative model that you are proposing of scaling up?

If it's destructive to do more you shouldn't be doing more. There are a whole lot of things in the world, it will

be better if more of it happens. Those are the things that need to be scaled up. This is not something that we need to make a judgment on a daily basis. Are you driven by your purpose or are you driven by whim or lust for money, that's the whole thing.

Is money wrong? No, money is either right or wrong. As long as you understand that money was created only as a means, never as a goal.

How do you overcome that fear of suffering?

You don't overcome the fear of suffering; you need to understand that all human experiences are being generated from within. Fear is a great crippler of everything and it's not a good feeling to live with. If you have no fear of suffering, you have no fear of anything.

Your view on so many scams in India and why do people do that?

That is an essential thing that the world is yet to recognize, ultimately it's the quality of human beings that we produce, and it will determine the efficiency of everything. So I have been repeating this continuously that if you feel that your work is important, the first thing that you need to work with is that you have to work upon yourself. This culture existed in this land for a long time, first thing you need to work upon yourself and only then touch work. We have to bring this back at least into those who are going to be entrepreneurs or administrators', policy makers. The leadership in the country and the world must have this inner experience, inner strength, inner balance which is not determined by outside forces.



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The Course Expert Trainer has over 20 years of experience and subject matter expertise in HR Transformation, Shared Services, Service Delivery, Talent Management, Governance and Operations experience across various MNCs. He has worked with some of the leading industry leaders including Tube Investments, Oracle, Standard Chartered (Scope International), DELL and Cognizant. He has spent the last 9 years in HR operations and further specialised into building and enhancing employee value proposition through HR Shared Services. He has also supervised and managed 28 large geos process transitions into SS, gained specialisation in setting up SS model for M&A processes.

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Mid-Career Blues? Go Rock Climbing!



Kavitha Reddy, 41, is unreal. She is a founding member of India's highly successful staffing company TeamLease; has climbed a 7075 metre peak, Mt. Satopanth; is a leadership trainer, a motivational speaker and raises funds for an NGO by selling her photographs.

What's all this got to do for people facing mid-career blues or even mid-life crisis? Find out from this chat she had with *ManagementNext*

What are the unexpected and unusual learnings for executives who take part in adventure activities like yours?

In our outdoor and adventure activities there are many unexpected learnings which are not visible in classroom training. Activities are conducted in unknown and unfamiliar territory, that itself takes away the comfort zone executives are used to. Such activities help in recognition of leadership types/styles because every person has her style and instead of trying to follow a style, it encourages them to strengthen their own styles.

They are also exposed to aspects of conflict management, co-ordination, risk-taking, multi tasking, resource management through our outdoor/adventure activities in a very practical and visible way.

Why is doing way of learning so important compared to other forms?

I believe in Dale's Cone theory that people generally remember

only 10% of what they read, 20% of what they hear, 30% what they see, 50% of what they see and hear, 70% of what they say and write and 90% of what they do. So these activities help us to analyze, define, create and evaluate.

Today, executives in their mid or late 40s are going through mid-career/mid-life crisis. How can adventure sport help?

I recommend outbound training strongly for professionals in their mid-career. They are the most stressed and need to realign their lives if they have to enjoy the rest of their career. They need to learn to unlearn more than learning new stuff.

Mid-career is where one questions/confronts oneself on many issue like career path, objectives, lifestyle, family, finances, taking risk etc. Outbound training can de-stress, re-assure and help them unlearn and help in articulating their new challenges and how best they can face them better.



Why do you say your company is unique?

We have built Basecamp, since 2009, as an all-women promoted and operated integrated adventure, outbound training and consulting organization.

We offer adventure sports across all terrains - Land - trekking, hiking, rock climbing; Mountains – climbing, expeditions, skiing, high altitude trekking; Water - rafting, scuba diving, kayaking; skies - parasailing, paragliding, bungee jumping and General Interest - bird watching, nature photography, rural tourism and more.

What's been the advantage of having an all-women team?

More women join our treks, events and programs. Many are initially curious but not apprehensive when we tell we are a all women team, but they feel that we are more focused.

We do work harder and get all the required training compared to a majority of adventure tour operators as we know we are competing in a man's world. But we have never been discriminated by participants/corporate/institutions because of our gender.

SEO and Product Marketing

For a long time, Search Engine Optimization (SEO) was considered as the only answer and solution for any product wanting to use the digital world for marketing. It's surprising to hear experts say SEO days are over. How will this affect product marketing?

Recently SEO expert Jill Whalen announced she's ending her SEO career wrote:

"Finally, however, Google put their money where their mouth was with their Panda and Penguin updates. At last the only real way to do SEO was what I had been espousing all along. And it's a beautiful thing! Today's SEO blogs and conferences are bursting with SEO consultants talking about how, when you create amazing websites and content for your users, the search engines will follow. This "means, my friends, that my work here is done."

Consider these

• Lack of Quality Content

If you know that the only way to market your product through your website is to have quality content why don't you just publish good content? The trick is not to build artificial links to mundane content

but rather share interesting, well-written, well-produced content that people really want to read, connect or interact with. People recommend specific content as the most relevant information on that topic, as a result, when someone searches, Google sees relevancy and naturally rewards a particular site.

• Social Media

More and more people are using social media to find websites to visit. The search engines are well aware of this, and are incorporating many social indicators into the way they rank sites. SEO experts will need to properly implement social media marketing, which will not only drive traffic from the social sites, but also help improve the rankings in the SERPs.

• Target Audience

We should go back to the basics. We should be thinking about our audience and what we can do to benefit them. At the end of the day, they're the people purchasing our product, right? And we need to convince them. So the thumb rule is that in 2014, it will be the audience who will decide the popularity of the particular product, definitely not the SEO.

• Mobile Phones

The top three positions on a search page matter even more in mobile

world since the digital shelf gets really small on mobile devices. In fact, according to Google's Zero Moment of Truth, a drop to the first (below paid ads) position can result in a conversion plunge of 90% or more! This means that your SEO campaigns need to take into account click-through rates and search volume in the mobile realm.

The other big difference is that mobile users do not want to scroll. So this will surely affect the SEO and subsequently, the product marketing as well.

• Discovery

Lastly, SEO is about matching intent with discovery. The very nature of search is about discovery and SEOs need to master it. This means looking beyond the keyword and to the other ways in which users discover content from Google and other search platforms.

For example, Google+ and Google Now, AppStore recommendations and how Open Graph meta tags influence presentation, shares and clicks. So if you still want to boost your results or wish to market your product successfully, then undoubtedly you are better off paying for a Google or Facebook ad than an ongoing SEO strategy.

Source: www.productleadership.in





Global Tilt: Leading Your Business through the Great Economic Power Shift

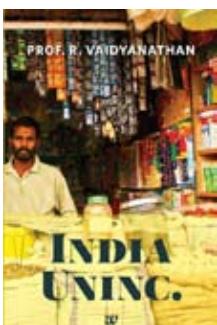
By **Ram Charan** | Crown Business, 2014

The global tilt is nothing less than an irreversible shift of economic power—jobs, wealth, and market opportunities—from a small part of the world to its entirety. It is improving the lives of millions of people around the world, and while it is creating immense opportunities, it is disrupting the world as you know it with dizzying speed.

If you're an American or European, any assumptions you may have about national and managerial superiority are obsolete. Businesses in China, Singapore, India, Brazil, Malaysia, and other countries on the move have ready access to the capital and expertise they need to grow. Their leaders have just as much knowledge, talent, and drive as you do. And they are unleashing their entrepreneurial verve to scale up fast and grab once-in-a-lifetime opportunities.

These businesses will soon be competing with yours everywhere on the planet, even if you're not aware of them yet. Finding opportunities of your own requires you to consider vastly different perspectives and to see the new global landscape in its entirety and then change the content of your work to pursue them.

In *Global Tilt*, New York Times bestselling author Ram Charan gives business leaders the guidance they need to succeed in a tilted world. Those who can pursue the opportunities in a tilted world have a remarkably bright future. Ram Charan's unparalleled experience with global leaders and companies and the unique and powerful insights he brings to this book will light the way for you and your exciting journey.



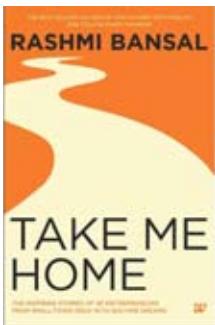
India Uninc.

By **Prof.R Vaidyanathan** | Westland, Jan 2014

While the nation's newspapers, journals, business magazines, TV channels and the internet continue to churn out reams, airtime and gigabytes of information about India's business houses—India Inc.—in this one-of-its kind book, Prof. R. Vaidyanathan delves deep into India Uninc. And presents a persuasive case for why the latter is really what is at the heart of our economy, and why any growth story about India is incomplete if that real engine of our growth is ignored.

The author argues that the real India story, over generations, lies with the many proprietorship and partnership firms, small manufacturing units, kirana stores, single entrepreneurs and household enterprises. That they are being finally given their due, in this important study, is the result of many years of cutting-edge research, which lays bare the lopsided viewpoints of policy-makers and 'experts', and urges a broader vision of the country's economy. The small entrepreneur says Prof. Vaidyanathan, should prevail over crony capitalism.

Scholarly yet accessible and offering a wealth of information on an uncharted territory, *India Uninc.* is a must-read for any

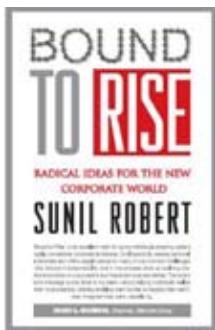


Take Me Home - The Inspiring Stories of 20 Entrepreneurs

By **Rashmi Bansal** | Westland, 2014

Take Me Home is the story of 20 entrepreneurs who have built remarkable enterprises, while remaining true to their roots. From small towns across India, they run giant global companies with locally trained talent.

The ability to run a professional business is no longer limited by location. What you need is a vision and a mission and a burning desire. To 'make it happen', wherever you are.

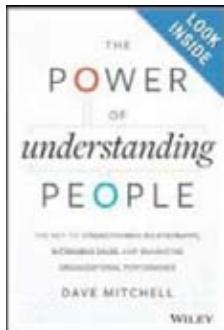


Bound to Rise

By **Sunil Robert** | Westland, 2014

Corporate life is tough. Really tough. If the hours or the jargon ('think out of the box', bottom-line, top line et al) don't get you, the politics most certainly will. Given that much of our waking hours are spent at work, how then does one negotiate the minefield that is the office? How does one get a life and also understand that we are much more than our jobs?

Enter Sunil Robert's Bound to Rise. Its homespun wisdom and practical advice embellished with real-life anecdotes show you the way. Years of experience in varied sectors, job profiles and countries have given Sunil Robert a unique view of corporate life. This depth of understanding has been further enhanced by his avocations--sports writing, motivational speaking and marathon running. This rich mosaic of experiences gives the reader a fresh set of insights that enables him not just to survive, but 'TO RISE'.



The Power of Understanding People: The Key to Strengthening Relationships, Increasing Sales, and Enhancing Organizational Performance

By **Dave Mitchell** | Wiley; 2013

How to build lasting connections through meaningful communication.

Developing successful relationships is critical to our success in both our personal and professional lives. The Power of Understanding People shows you how to establish and develop extremely effective relationships by providing you with techniques to better identify and understand the intrinsic needs of others. As a result, you will achieve better team dynamics, increased sales and client satisfaction, higher levels of employee engagement and performance, and even more satisfying marriages and friendships. This book provides the tools to understand others' unique communication style as well as your own. Get detailed advice on how to adjust to diverse communication styles, develop a unifying language for the organization, and better match motivational techniques to team members. Through storytelling and experiential exercises, author Dave Mitchell helps you gain insight into your own unique interaction style and teaches you how to communicate, motivate, sell, and service more successfully no matter the personality types involved.

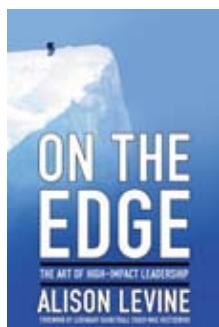
Leaders Eat Last: Why Some Teams Pull Together and Others Don't

By Simon Sinek | Portfolio Hardcover, 2014

Why do only a few people get to say "I love my job"? It seems unfair that finding fulfillment at work is like winning a lottery; that only a few lucky ones get to feel valued by their organizations, to feel like they belong.

Imagine a world where almost everyone wakes up inspired to go to work, feels trusted and valued during the day, then returns home feeling fulfilled.

This is not a crazy, idealized notion. Today, in many successful organizations, great leaders are creating environments in which people naturally work together to do remarkable things. The biology is clear: when it matters most, leaders who are willing to eat last are rewarded with deeply loyal colleagues who will stop at nothing to advance their leader's vision and their organization's interests. It's amazing how well it works.



On the Edge: The Art of High-Impact Leadership

By Alison Levine | Business Plus, 2014

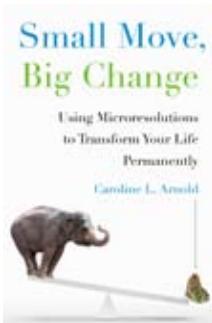
On the Edge is an engaging leadership manual that provides concrete insights garnered from various extreme environments ranging from Mt Everest to the South Pole. By reflecting on the lessons learned from her various expeditions, author Alison Levine makes the case that the leadership principles that apply in extreme adventure sport also apply in today's extreme business environments. Both settings require you to be able to make crucial decisions on the spot when the conditions around you are far from perfect. Your survival -and the survival of your team-depend on it. On the Edge provides a framework to help people scale whatever big peaks they aspire to climb-be they literal or figurative-by offering practical, humorous, and often unorthodox advice about how to grow as a leader.

Quick and Nimble: Lessons from Leading CEOs on How to Create a Culture of Innovation

By Adam Bryant | Times Books, 2014

More than two hundred CEOs reveal their candid insights on how to build and foster a corporate culture that encourages innovation and drives results.

In Quick and Nimble, Adam Bryant draws on interviews with more than two hundred CEOs to offer business leaders the wisdom and guidance to move an organization faster, to be quick and nimble, and to rekindle the whatever-it-takes collective spark of a start-up, all with the goal of innovating and thriving in a relentlessly challenging global economy. By analyzing the lessons that these leaders have shared in his regular "Corner Office" feature in The New York Times, Bryant has identified the biggest drivers of corporate culture, bringing them to life with real-world examples that reflect this hard-earned wisdom.



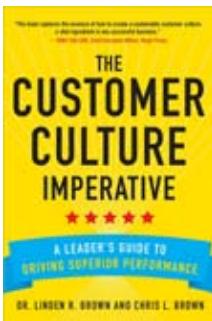
Small Move, Big Change: Using Microresolutions to Transform Your Life Permanently

By Caroline Arnold | Viking Adult, 2014

A Wall Street tech leader explains how small behavioral changes lead to major self-improvement

Whether trying to lose weight, save money, or get organized, we're always setting goals and making resolutions but rarely following through on them. Determination and willpower aren't strong enough to defeat our mass of ingrained habits; to succeed we have to learn how to focus our self-control on precise behavioral targets and overwhelm them, according to longtime Wall Street technology strategist Caroline Arnold.

Small Move, Big Change is Arnold's guide to turning broad personal goals into meaningful and discrete behavioral changes that lead to permanent improvement. A microresolution is easily kept and designed to nail a self-improvement target exactly and deliver benefits immediately. While the traditional resolution promises rewards on a distant "someday," a microresolution rewards us today by instantly altering our routines and, ultimately, ourselves.

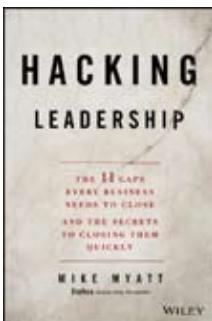


The Customer Culture Imperative: A Leader's Guide to Driving Superior Performance

By Linden Brown, Christopher Brown | McGraw-Hill, 2013

Become the envy of your industry with a customer-centric culture.

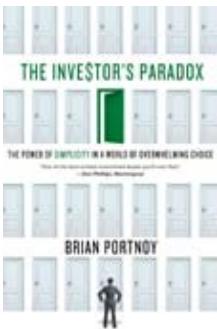
For the first time, this groundbreaking guide unlocks the secrets used by Amazon, Virgin, Apple, Starbucks, and salesforce.com. It creates a guide for success based on three years of scientific study drawing insights from more than 100 businesses to identify seven key factors. When implemented together these factors have been proven to drive superior business performance. Customer culture is fundamental to business performance as breathing is to living. It is the life force of your business. This applies no matter what your industry sector.



Hacking Leadership: The 11 Gaps Every Business Needs to Close and the Secrets to Closing Them Quickly

By Mike Myatt | Wiley, 2013

Hacking Leadership is Mike Myatt's latest leadership book written for leaders at every level. Leadership isn't broken, but how it's currently being practiced certainly is. Everyone has blind spots. The purpose of Hacking Leadership is to equip leaders at every level with an actionable framework to identify blind spots and close leadership gaps. The bulk of the book is based on actionable, topical leadership and management hacks to bridge eleven gaps every business needs to cross in order to create a culture of leadership: leadership, purpose, future, mediocrity, culture, talent, knowledge, innovation, expectation, complexity, and failure. Each chapter:

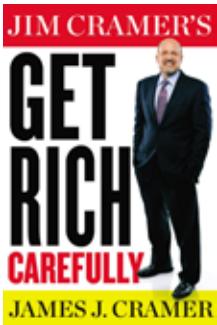


The Investor's Paradox: The Power of Simplicity in a World of Overwhelming Choice

By Brian Portnoy | Palgrave Macmillan, 2014

Investors are in a jam. A troubled global economy, unpredictable markets, and a bewildering number of investment choices create a dangerous landscape for individual and institutional investors alike. To meet this challenge, most of us rely on a portfolio of fund managers to take risk on our behalves. Here, investment expert Brian Portnoy delivers a powerful framework for choosing the right ones – and avoiding the losers.

The Investor's Paradox lights a path toward simplicity in a world of dangerous markets and overwhelming choice. Written in accessible, jargon-free language, with a healthy skepticism of today's money management industry, it offers not only practical tools for investment success but also a message of empowerment for investors drowning in possibility.

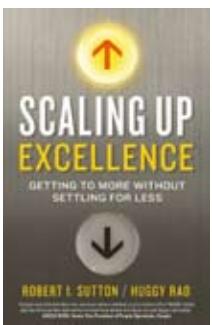


Jim Cramer's Get Rich Carefully

By James J. Cramer | Blue Rider Press, 2013

Tired of phony promises about getting rich quickly, promises that lead to reckless decisions (the stepping stones to the poor house)? How about trying something different? How about going for lasting wealth—and doing it the cautious way? In Get Rich Carefully, Jim Cramer uses his thirty-five years of experience as a Wall Street veteran and host of CNBC's Mad Money to create a guide to high-yield, low-risk investing. In our recovering economy, this is the plan you need to make big money without taking big risks.

The personal finance book of the year, Get Rich Carefully is the invaluable guide to turning your savings into real, lasting wealth in a practical, and yes—because this is, after all, a book by Jim Cramer—highly readable and entertaining way.



Scaling up Excellence - Getting to More Without Settling for Less

By Robert I. Sutton and Huggy Rao | Random House, 2014

In Scaling Up Excellence, bestselling author Robert Sutton and Stanford colleague Huggy Rao tackle a challenge that determines every organization's success: scaling up farther, faster, and more effectively as a program or an organization creates a larger footprint. Sutton and Rao have devoted much of the last decade to uncovering what it takes to build and uncover pockets of exemplary performance, to help spread them, and to keep recharging organizations with ever better work practices. Drawing on inside accounts and case studies and academic research from a wealth of industries – including start-ups, pharmaceuticals, airlines, retail, financial services, high-tech, education, non-profits, government, and healthcare -- Sutton and Rao identify the key scaling challenges that confront every organization.

Events

- 6-7 February 2014** **International Conference on Corporate Social Responsibility: Expectations, Reality and Challenges**
New Delhi, Delhi, India
<http://csrinternationalconf.wix.com/shyamlalcollegeevedu>
-
- 7-8 February 2014** **Global HRM: Trends and Challenges**
Tiruchirappalli, Tamil Nadu, India
<http://icgmr.in>
-
- 10-12 February 2014** **3rd International Conference on Management Innovations**
Haridwar, Uttarakhand, India
http://gkv.ac.in/?page_id=5500
-
- 12-14 February 2014** **India leadership forum 2014**
<http://indialeadershipforum.nasscom.in/Indialeadershipforum-2014>
-
- 13-14 February 2014** **HR Conclave 2014**
Hotel Clarks, Raipur, Chhattisgarh, India
<http://cii.in>
-
- 17-18 February 2014** **National Seminar on School Education: Classroom Innovations and Leadership for Institution Building**
New Delhi, Delhi, India
<http://goo.gl/AOcBYP>
-
- 19 February 2014** **Annual IT Conclave 2014**
Hotel Royal Orchid and KGA, Bangalore
<http://cii.in>
-
- 21-22 February 2014** **Knowledge Summit 2014**
Taj West End, Ball Room, Race Course Road, Bangalore, Karnataka
<http://cii.in>
-
- 7-8 March 2014** **International Conference on innovative Management Strategies**
Bangalore, India
www.mba.mits.ac.in/ICIMS/home.html

Events

7-8 March 2014 International Conference on Emerging Trends in Global Management Practices – An Interdisciplinary Approach
Noida, Delhi, India
<http://scmsnoida.ac.in/events/inconsym-2014>

21-22 March 2014 International Conference on Sustainability and Management Strategy 2014
Nagpur, Maharashtra, India
<http://imtnagpur.ac.in/ICMS2014.pdf>

16 April 2014 NASSCOM GIC Conclave 2014
Hyatt Regency, Pune
<http://nasscom.in/gic>

2-7 February 2014 Aspen India
Globalization Seminar 3 for ILI 4
Jordan
http://aspenindia.org/upcoming_programmes.aspx

7-12 February 2014 Globalization Seminar 3 for ILI 4
India
http://aspenindia.org/upcoming_programmes.aspx

7-12 February 2014 Globalization Seminar 3 for ILI 4
Jordan
http://aspenindia.org/upcoming_programmes.aspx

XIX US-India Track II Strategic Dialogue Co-chairs
8-10 February 2014
India: Naresh Chandra, S.K. Lambah and Tarun Das
USA: Joseph Nye & Brent Scowcroft, Washington DC
http://aspenindia.org/upcoming_programmes.aspx

1-6 March 2014 Globalization Seminar 3 for ILI 4
China
http://aspenindia.org/upcoming_programmes.aspx

1-6 March 2014 Globalization Seminar 3 for ILI 4
Aspen Colorado
http://aspenindia.org/upcoming_programmes.aspx

23-25 March 2014 The Growth Net 2014
New Delhi
http://aspenindia.org/upcoming_programmes.aspx

How Tenali Rama helped a Loss-making Hotel Become Profitable?



Tenali Rama, the famous jester in Krishnadevaraya's court in the Vijayanagar Empire in the 13th Century, was not only funny but also had a keen business sense. Once his friend Raju, who owned a hotel called Deccan Queen, met him to tell him how his business was down despite doing everything he could – making guests comfortable and not charging them too much. And that he was considering closing the hotel and do something more profitable.

Tenali Rama, like Birbal in Akbar's court, was famous for extreme contrarian thinking which would make no sense to the listener. Tenali told Raju to rename his hotel as Five Bells and instead of hanging five bells outside the entrance, hang six. Raju was puzzled but was in no position to argue. He blindly followed his friend's advice.

The trick started working. Everyone who passed by the hotel were amused at the 'stupidity'. Some would stop by to point out the mistake and while doing so took a good look at the well-laid out lobby and the courteous reception. In a few months the hotel started doing roaring business. Moral of the story – solutions to problems can come from most

unexpected sources. Only those with an open mind can see it.

Handsome CEOs are Good for Business

It sounds politically incorrect but study after study has shown that good looking people earn more for themselves as well as help their companies and shareholders earn more as well. The latest study by two academics at the University of Wisconsin Milwaukee Joseph T. Halford and Hung-Chia Hsu, found that when a company hires an attractive CEO, its shares tend to climb shortly after the announcement. They say that "When good-looking bosses appear on TV, stock in their companies gets a boost. They also do better at the negotiating table than their less attractive counterparts."

The catch is that this is a short-term effect. Smart companies capitalize on the good start but most would still go for long-held beliefs that integrity, high performance and people's person generate long-term sustainable value. The old adage – beauty is only skin deep – seems to apply even now.