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THE SECRET OF GREAT CEO'S



President's Message

Dear Friends,

Wishing you and your family a very and prosperous New Year – 2017. The preparations of most awaited and coveted 26th IMA International Management Conclave 2017 are in full swing. The theme of conclave this year is " Prism of Possibilities : Decoding India". The business leaders of tomorrow need to be forward looking with full grasp of the potential of the digital economy to explore the Prism of Possibilities of emerging business opportunities. The scope of the conclave is becoming broader every year with the knowledge and inspiration from the world's most inspired thinkers. These two days are full of knowledge sharing, idea sharing, business networking, formal and informal conversations. This year we are also celebrating All India Management Association's Diamond Jubilee at IMA International Management Conclave 2017. Last year we took certain initiatives at IMA to make the central India understand the role of leadership and thus create a healthy and professional environment for all. I do hope that all readers give their inputs in creating a more dynamic Indore Manager. Kindly drop in your suggestions in the journey of excellence. Also, with the expert leadership & guidance of Conclave Chairman 2017, Prof. Rishikesha Krishnan- Director IIM we are all set to create a benchmark like every year. There are many surprises at IMA International Management Conclave this year. I look forward to meeting you all there on February 3 & 4, 2017, Abhay Prashal, Indore.

Best wishes,
Santosh Muchhal
President IMA



Editor's Message

In any organization, culture flows from the top…so does the vision…and so does the strategy…in fact, everything. It is perfectly natural, because people always look up to someone, and someone up there would obviously get most of the eyeballs. That's what makes job of a CEO so important, as his personality and intellect decide the fate of organization and all its stakeholders.

Moreover, as organization is a social entity so the course it takes has a considerable impact on the industry it belongs to and the entire ecosystem of community and locality. This far-reaching effect adds even more sanctity to a CEO's profile.

In this issue of Indore manager, we explore the mind of a great CEO through excellent articles written exclusively for Indore Manager by luminaries of management fraternity. They are ably supported by related thoughts and regular features. We are sure that these ideas would go a long way in shaping your perspectives on the theme.

Wishing you well,
Sandeep Naolekar
Editor Indore Manager

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RAM CHARAN is a business adviser to CEOs and corporate boards, a director of several boards, and the author of more than 20 books, including of Boards That Lead (with Dennis Carey and Michael Useem, Harvard Business Review Press, 2014).

THE SECRETS OF GREAT CEO SELECTION

Nothing good comes of having the wrong CEO. Mentoring, coaching, senior team members with complementary skills, and special help from the board can't compensate.The misses are devastating-and very public. Yet some boards still pick chief executives who aren't right for the job-repeatedly. The revolving doors at HP before Meg Whitman, at Apple before Steve Jobs's second tenure, and at Yahoo during the past decade are only a few of many recent examples. On the other hand, I've seen some surprising CEO appointments that turned out extraordinarily well, such as Lou Gerstner at IBM, Alan Mulally at Ford, and Steve Jobs in his return to Apple. Why are some boards great at hiring company leaders, while others struggle?

For more than three decades, I've been involved in CEO successions in the United States, China, Japan, India, Brazil, and Europe, as a director, an adviser, or a member of the selection committee. I've observed firsthand situations in which the board made a terrible choice, and I've worked with boards that were extremely skilled at selection and whose choices created enormous value. Throughout the years I've noticed that great succession decisions were really driven by one or two directors, whose judgment and expertise the board relied on, and I've worked to distill their common approaches and "mental algorithms." In my experience, board members who are adept at picking CEOs do four things others don't: They work painstakingly to clarify the essential qualities needed to succeed in the job; they keep an open mind about where the best candidate will come from; they go deep to understand which candidate is the best fit; and they allow for imperfections in the chosen candidate. Rigorous succession planning is essential. But it takes you only so far. Eventually a decision must be made, and when it comes to choosing among two or three final candidates, judgment really matters. Here's what directors that excel at it do to make sure their judgment is sound.

FINDING "THE PIVOT"

Boards should always have a viable pool of CEO candidates and, in case of a sudden succession crisis, a so-called name in the envelope. But when the moment of truth is imminent, directors who make great CEO picks set those lists aside. They start by understanding the current and future requirements of the job, zeroing in on the critical capabilities that will make or break the company. The result is not a laundry list of leadership traits any CEO should have, nor is it a single item. It's a strand of two or three capabilities that are tightly interwoven and required for the new leader to succeed. This is what makes the decision turn toward one candidate over another. That's why I call it "the pivot."

WHEN YOU'RE CHOOSING THE FINAL CANDIDATE, JUDGMENT ABOUT THE FIT MATTERS.

Each situation is distinct, and so is each CEO job's pivot. It's important to identify the pivot in very specific terms-and to get it right. Consider the retail industry. Today legacy retailers need leaders who can credibly go up against Jeff Bezos and Amazon. Their pivots should include the ability to focus on the end-to-end consumer experience, deep familiarity with digital innovations (such as instore geotracking and digitally driven logistics), and the ability to shape the retailing ecosystem of vendors and delivery services. A legacy entertainment company, in contrast, might need a CEO who can amass digital properties, create a team that will use streaming and algorithms to put the company on offense, and make the necessary shifts in people and resources. For a traditional automotive parts supplier, the pivot might include sufficient knowledge of technologies OEMs are using to engage in discussions about industry standards and direction, the ability to build advanced technology into the organization's core competence, and skill at partnering with upcoming digitalborn companies.

Directors who choose the right CEOs do a lot of work before arriving at the pivot. They take the time to fully understand the company's current challenges and how the external context is changing. They read analyst reports, talk to insiders, and consult outside experts to expand their thinking.They go both broader and deeper than board members typically do. They don't dismiss complexities or contradictions; they cut through them and deduce what skills and capabilities are essential, iterating until they hit on the right combination. Take Tom Murphy, former CEO of Capital Cities/ABC, and the late Jim Burke, former CEO of Johnson & Johnson, who tapped Lou Gerstner to take the helm of IBM in 1993. IBM was failing at the time, and the outgoing CEO had already announced its imminent breakup. Directors Murphy and Burke spent a month visiting customers and industry experts around the world, listening to their issues to better understand what was happening externally. What they learned convinced them that the company's problems were more business-oriented than technological. They didn't rule out CEO candidates from the tech industry, but they saw that tech company experience was not the most important thing. As the business press hotly debated which technologist the board would ultimately choose-a New York Times article titled "Help Wanted: Computer Skills a Must" named John Sculley from Apple, Ben Rosen from Compaq, and George Fisher from Motorola as likely options-the IBM directors turned elsewhere. The pivot they were looking for was a mix of proven business acumen, customer orientation, and the ability to make a large organization more decisive and accountable.The position was first offered to Jack Welch, the celebrated CEO of GE, whose business acumen and ability to deliver results were legendary. When he declined, they asked if GE would buy IBM. No again. Then they turned to Larry Bossidy, a Welch disciple who had demonstrated the skills they sought as vice chair at GE and as head of AlliedSignal. After he rejected them, they reached out to Gerstner, a marketing whiz who had delivered a decade of profitable growth at American Express. Having left Amex when he hit a ceiling there, and not quite liking his new post as CEO of RJR Nabisco, Gerstner was game for the challenge. And as history shows, he rose to it. Within weeks of taking the job, Gerstner diagnosed IBM's problems. The mainframe business wasn't dead; it had a bloated cost structure, and the pricing was wrong because the company didn't have the right people setting it. IBM didn't need to be broken apart; on the contrary, its ability to give customers a single access point for a mix of offerings was a competitive edge. Gerstner knew this from his years at American Express, a longtime customer of Big Blue's. He could also see that IBM needed to shift away from hardware toward software and services, allow compatibility with competitors' products, and reduce its bureaucracy so that it could execute better.

Gerstner acted quickly, announcing plans to cut prices by roughly 30% and costs by some $7 billion. The results were almost immediate. By the third quarter of 1993, solvency was no longer an issue, and by 1994 the bottom line had swung from an $8 billion loss to a $3 billion profit. The stock price doubled in less than three years. The firm's performance continued to improve year by year, creating enormous value, and IBM became a leader in U.S. business and in the global technology industry once again. Clarity about the pivot also helped Apple get back on track after it ran into trouble in the 1990s. One morning in 1997, I got a call from Ed Woolard, the former CEO of DuPont who had just become Apple's lead director. In the 12 years since Steve Jobs had been pushed out, the company had suffered a string of disastrous product releases and seen its market share erode, and bankruptcy was becoming a distinct possibility-the sad result of three consecutive failed CEO selections. Woolard and I had worked together for many years. He wanted me to find out if Michael Dell was interested in purchasing the company. The response from Dell was a flat no. Dell, in fact, would later tell a crowd of several thousand tech executives at the ITxpo97 that Apple should just shut down completely and give its shareholders their money back. Nobody-not Compaq, AT&T, or IBM-wanted to buy the company. Apple's one last chance, Woolard figured, was a new CEO, and he began to ponder what the job would really require. The company had a soul, an exceptional brand, and a large contingent of diehard customers even though it was in decline. Apple products were higher-end and higher-priced, and customers loved their ease of use and aesthetics. Woolard identified the pivot: Apple needed a CEO who was imaginative with a flair for creating a highly differentiated experience that consumers wanted. The CEO had to be an innovator and a game changer. Searching for candidates who fit that description, he called me again. "Do you know of anyone?" he asked. I didn't. "What do you think of bringing back Steve Jobs?" he asked. Jobs's mercurial behavior was legendary, and NeXT, another company he had started, had floundered. But his third venture, the computer-animated-film pioneer Pixar, had pulled off a highly successful IPO. As we talked I could see that Woolard's instincts were right: Jobs had a strong innovative streak and a feel for the consumer. Woolard stayed in close touch with his fellow board members throughout the process, sharing with them the data he gathered on how quickly the company was deteriorating. They eventually came around to fully backing the move to replace the incumbent CEO with Jobs. They even agreed to give up their board posts-a condition Jobs imposed. To ensure a smooth transition, Woolard became a mentor to Jobs, so much so that when Jobs called Woolard's home and Woolard's wife

Start where you are. Use what you have. Do what you can - Arthur Ashe

Eagles come in all shapes and sizes, but you will recognize them chiefly by their attitudes - Charles Prestwich Scott

answered, she would call out, "Ed, your son is on the phone!" We all know the outcome of the decision to bring Jobs back. The iPhone and the iPad are among the blockbuster innovations that followed, and Apple became the world's most valuable company, in part because its lead director understood the pivot. What if you get the pivot wrong? Consider what happened at a large Chinese real estate company. Its chairman was a bold thinker with ambitions to grow quickly. He bought a lot of land by borrowing heavily and built offices and apartments at a very fast pace-too fast for the market to absorb. Quality was slipping, inventory was piling up, and cash flow was increasingly negative. Meanwhile, tensions were rising between headquarters and the field. As he set out to hire a CEO, the chairman remained squarely focused on executing his growth vision, raising substantial funds from Hong Kong, and preparing the company for an IPO within two years. He hired an experienced leader with great contacts in Hong Kong who promised to raise the necessary money and ready the firm for the public offering. Four months later it was clear that the CEO could not deliver the funding, and the internal problems had worsened. The chairman removed the CEO. He then revised the pivot: The company needed someone who could sell off inventory, cut costs, and get project managers to work with headquarters to generate cash. The IPO could wait. Shortly thereafter he hired a new CEO, who in his first few months improved execution by an order of magnitude and turned the cash drain into cash reserves.

KEEPING AN OPEN MIND

When drafting the final short list of candidates who might fit the pivot, skilled board members start with a clean slate. They realize that in a fast-paced business world, a company's needs can shift suddenly and the entire set of candidates their succession plan identified may now be irrelevant. They back off from longtime favorites and keep an open mind. They battle against hidden assumptions and biases-their own and other people's-as they home in on two or three prospects and, ultimately, a final choice. Of course, at companies that take succession planning seriously, directors make a point of getting to know the company's top leaders over time. They observe them during boardroom presentations, talk with them over cocktails and dinner, and sometimes make site visits, where they see the leaders working with their teams. But along the way, directors often develop favorites, especially if they've coached someone in the succession pool. Those psychological bonds can be hard to break. I've seen directors form definite opinions about a person in their first encounter and never change their views, be it positive or negative, even in the face of lots of contradictory evidence. I saw one director advocate for a particular individual who clearly lacked an important capability the board had agreed on, because he had been impressed by the sharpness of the person's boardroom presentations early on.

DIRECTORS SHOULD BE WILLING TO LOOK AT LEADERS A FEW LEVELS BELOW THE CEO.

Directors who are great at selection strive for objectivity as they review candidates. They don't take the existing front-runners or the CEO's recommendations as a given. And they don't assume an insider or outsider is best. Many boards use headhunters to add a few external candidates to the final list, if only for the sake of due diligence. (That step shouldn't be perfunctory; the search firm has to understand the pivot so that it doesn't offer up just the usual accomplished CEOs.) When considering outsiders, astute CEO selectors don't let themselves be unduly influenced by a candidate's celebrity or the halo effect of having worked at a marquee company. Ivan Seidenberg, the former CEO of Verizon, who is a veteran of more than half a dozen boards, including those at BlackRock, Boston Properties, Honeywell, and Wyeth, is decidedly good at picking CEOs. He has noted a recent trend toward thinking that only an outsider can do the CEO job. In my experience some directors go the opposite way, always favoring insiders. Seidenberg avoids such foregone conclusions. As he neared his own retirement, he made sure he gave the board lots of exposure to the handful of internal leaders he saw as top contenders. "My point was to give the board options," he recently told me, "so the board would feel comfortable with its decision, whether or not it decided to go outside. I always tried to keep the process dynamic." Sometimes it's assumed that leaders must report directly to the CEO to be in the running. But directors who excel at selection are willing to expand the lens, to look at leaders a few levels below the CEO. Especially in this digital age, years of experience probably matter less than they once did, and they could even be an impediment to necessary change. We've seen many examples of leaders below the age of 35 who grew their leadership skills as fast as their companies, from Michael Dell and Bill Gates to Mark Zuckerberg and Larry Page. Frank D'Souza, who put Cognizant on a tear, was 38 when he was named CEO.

FINDING THE FIT

When you're down to the final few potential successors, each will have passed multiple filters and is likely to be a highly accomplished leader. Savvy CEO selectors go deeper than most to understand how well each person matches up against the pivot. They create a complete and accurate picture of each candidate to determine not the best leader but the best fit.

Of course, interviews between directors and final candidates are standard at many companies, but in my experience there is startling variation in the depth of those conversations. One way to be more thorough is through a mechanism I saw the search committee of a large midwestern insurance company use. Once it had defined the pivot, it advanced two internal and three external candidates to the final stage. The six committee members then set aside a weekend for the sole purpose of doing interviews. They broke into two teams, and each team interviewed the candidates one at a time for about an hour and a half apiece. The team members talked after each interview, and toward the end of the weekend, the two teams compared their opinions. Each team had drilled into a different line of questioning, but remarkably they ended up with similar views. The directors thought one outside candidate had imaginative ideas for taking the company into new areas, but they weren't sure he could execute. Another, they concluded, was essentially used to building through acquisitions and had no organic growth experience.

EVERY CEO HAS AN OPEN FLANK. OFTEN THE GAP CAN BE PLUGGED BY A COACH OR COO.

The more the search committee members mulled over the candidates, the less sure they were that any of them could make the firm successful. They had been searching for a leader who would move the business into adjacent market segments, but the interview process made them see that there was room to grow within the industry. By the end of the weekend, the committee had rejected all five candidates, even the internal ones some members had initially supported, and redefined the pivot. The firm's headhunter went back to work and recommended two more outside candidates. The committee repeated the small-group interview process, and a new top contender emerged. After the board approved his hiring, the new CEO performed very well.

Ultimately, every board member has to be comfortable with a CEO appointment. Seidenberg says, "I always thought it was important to go around the table at the board meeting and ask every director to weigh in on the choice. The conversation and the issues people raise are always illuminating, both positive and negative. Even the most experienced board members benefit from that conversation." Reference checking is important too, and great directors do their own. Headhunters can provide an enormous amount of useful background data, but people tell me they will be more candid with a director because they are concerned that the headhunter may keep their comments on file for future use. Direct conversations with people who know a candidate well also give a feel for the strength of their convictions. Jack Krol, the former CEO of DuPont, who has helped hire more than a dozen CEOs, likes going to people who have managed candidates and asking what results those candidates produced and how they developed other people. Board members who are superficial and overly impressed by things like great communication skills, quickness, and "presence" won't get much out of the conversations, but discriminating directors ask questions that get past the generalities to what candidates actually did and under what conditions. People don't hesitate to discuss the positives, so you can learn a lot about where a person's greatest talent lies. That's the best way to know if a prospect matches the pivot.

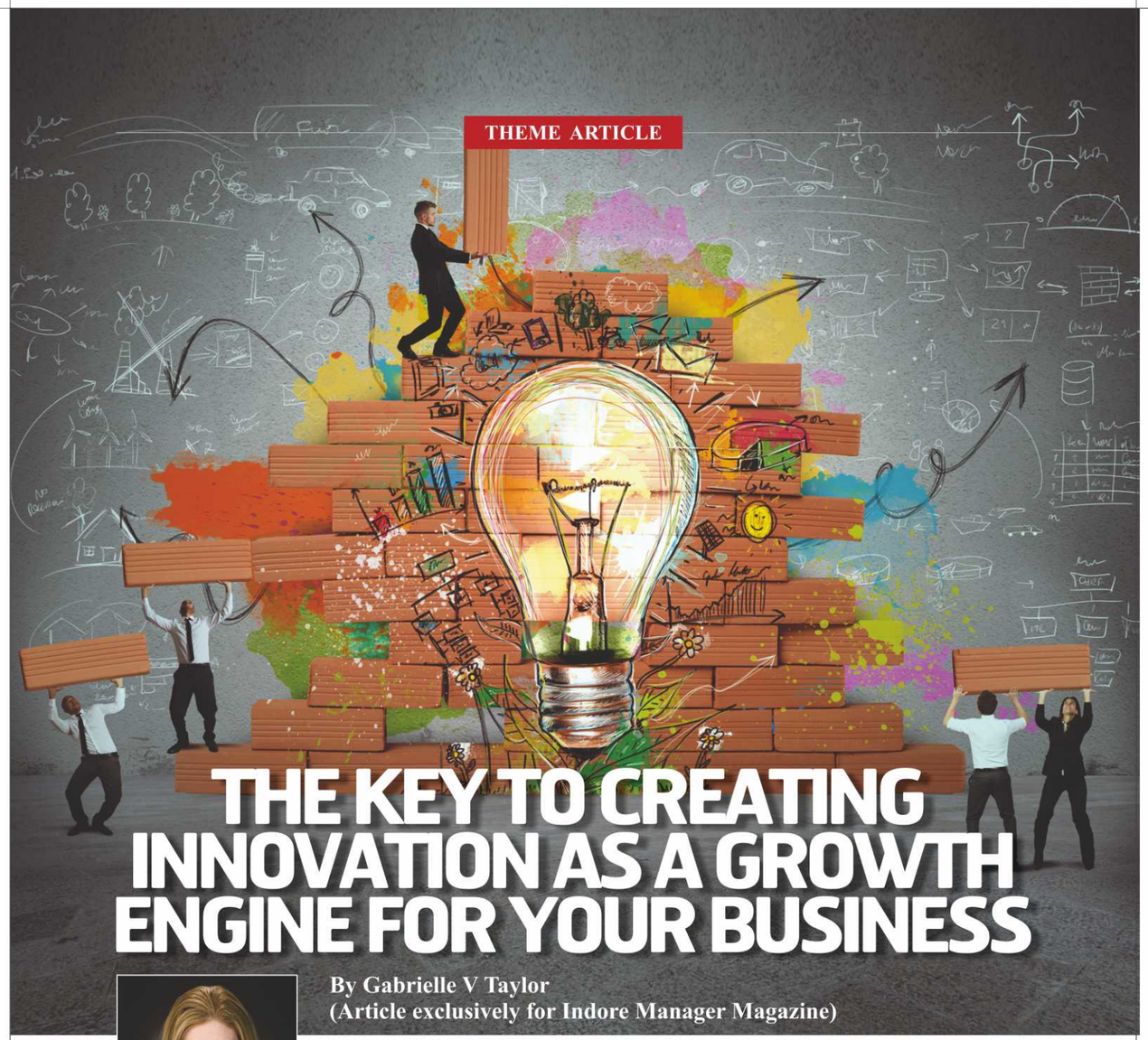
PLANNING FOR IMPERFECTION

Every CEO has an open flank. The typical vetting process will bring candidates' quirks and flaws to the surface, but wise selectors accept imperfection when they make their decision. Trade-offs are inevitable. For example, many CEOs who come from strategy, planning, or finance backgrounds are weak on people skills or operating skills. Meanwhile, leaders who are strong in digital technology may be weak on finance. When the directors of one of the world's largest technology companies were seeking a new CEO, they winnowed a field of 20 candidates down to two strong ones: an insider who understood technology and had successfully run a P&L center, and a proven CEO with stellar performance at two nontech companies. Two questions loomed: If they chose the CEO, would he have the expertise and intuition to make fate-changing technology decisions? If they chose the insider, who was untested as a chief executive, would he be able to expand into the broader role? The board members bet that the tech-savvy candidate would grow into the job, and so far their choice is proving to be right. One board was convinced it had the right next CEO, but the directors also knew he was likely to overpay for acquisitions. They decided they could live with that. Later, when as CEO he proposed a significant acquisition, one of the directors persuaded him to pass on the deal unless the price was cut dramatically. Another board felt that its top choice for CEO was probably not tough enough, so the directors might have to push him occasionally. These boards focused squarely on the pivot, and their selections turned out to be good ones. Sometimes the gaps can be easily filled. I've known directors to suggest plugging them with a coach or by hiring a chief operating officer or an expert in government relations. Venture capitalists like Andreessen Horowitz are famous for supplementing the skills of their entrepreneurial CEOs by connecting them with people who can help with organizational design or the business model. The VCs do whatever they can to make the CEO successful. At Delphi in 2009, filling the gap saved the CEO and arguably the company. A new group of investors had stepped in as the firm worked its way out of bankruptcy, and the board had just been reconstituted to include independent directors and representatives from hedge funds. Krol recalls that immediately after he joined as chairman, the hedge funds told him that he would have to fire the CEO, who, they argued, was not communicating well with Wall Street. Krol believed that the decision to choose a CEO should begin with the dominant needs of the company. Relations with the investment community were important, but so was internal transformation. The pivot, in Krol's view, was operational excellence, a focus on technology, the ability to work with OEMs as Delphi expanded its customer base, and the ability to mobilize the workforce. The board members ultimately came together and agreed on the pivot-and that the incumbent CEO had the necessary skills in spades. What about the gap? They addressed it by hiring a strong CFO, and the combination worked beautifully. The CEO's performance until his retirement, in 2015, was nothing short of outstanding. The once-struggling company is today one of the world's largest suppliers of automotive technology to a full range of large OEMs. It also boasts a world-class cost base and outstanding financial performance. The board's move to fill the gap was spot-on.

SELECTING THE SEARCH LEADERS

Choosing a CEO is the responsibility of the full board, but picking the directors who will lead the process is critical. If the wrong people take charge, you'll run into difficulties. Steer toward those who have earned their colleagues' trust and respect. More often than not, they are committee or board chairs or lead directors already. Frequently, they're former CEOs with proven business acumen and very strong values. Their leadership of the search emerges naturally, and their colleagues should welcome it. Other board members add objectivity through their questions and comments, which any good search leader will welcome. The current CEO also has a role to play in building a cadre of executives the board might choose from and helping the directors learn more about them and the company. No CEO selection is risk-free, and the results take time to see, but by focusing on the pivot, not playing favorites, and going deep in their understanding of candidates' strengths while also allowing for their imperfections, those driving the decision can avoid common pitfalls and improve the chances of making a fantastic choice.

A version of this article appeared in the December 2016 issue (pp.52-59) of Harvard Business Review.



THEME ARTICLE

THE KEY TO CREATING INNOVATION AS A GROWTH ENGINE FOR YOUR BUSINESS



By Gabrielle V Taylor
(Article exclusively for Indore Manager Magazine)

Having worked in both a corporate and consulting environment, I have gained a unique perspective from being on both sides of the table in which business opportunities and challenges are defined, analyzed, and resolved. Many companies hire consulting firms to help them with such activities primarily due to the advantage of a well-trained, outside perspective; while other companies find it best to tackle these issues by themselves. With either approach, the most common goal I dealt with was how to drive company growth and decide whether to grow through new products and services or increased organizational efficiencies. Both approaches to growth fell under the same category of innovation.

In my time crafting and implementing new initiatives and business objectives, I found the teachings from my grandmother directly related to the connection between developing wisdom and being able to innovate in business. The connection of wisdom to innovation can perhaps best be seen as a result of the development of two key abilities: The practice of independent thinking and the productive use of one's imagination. This sounds simple but can be complicated when working in teams or with colleagues across functional areas in a wide variety of businesses. I learned these key abilities through conversations with my grandmother. Our conversations were focused on how innovation emerged and succeeded in the business environment. She drew direct parallels to independent thinking and the utilization of imagination. She believed that both traits were necessary to develop a wise mind capable of innovation and the implementation of ideas.

In our conversations, we first established the fundamental need to develop the habit of thinking independently. This is counter to current practices in which companies create teams to tackle problems or pursue opportunities in a group setting. After decades of using the highly touted approach of group brainstorming, studies over the same course of time have repeatedly revealed that group brainstorming is not the best way to inspire individual creativity. Further, it has been shown that if you send people off alone to create ideas and solutions, they will come up with much more effective ideas than if you put them in a room together. Yet to this day, businesses and committees still react with excitement and optimism when someone shouts, "Let's brainstorm!" The popularity of working in teams and working together to create solutions is revered as the right approach by many business leaders. And, while brainstorming sessions can be effective for some purposes, it is my experience that group discussions are most effective and yield the best results only after individual thinking by all members of the group has been done first.

A study recently published in Applied Cognitive Psychology, by Nicholas W. Kohn of the University of Texas at Arlington and Steven M. Smith of Texas A&M, has piled on yet more evidence that group brainstorming is not the best strategy to generate unique and varied ideas. The researchers concluded that group brainstorming exercises often lead to fixation on one idea or possibility, blocking out other ideas and possibilities. The result is a conformity of ideas. According to Kohn, "Fixation to other people's ideas can occur unconsciously and lead to you suggesting ideas that mimic your brainstorming partners. Thus, you potentially become less creative." Conformity is a limiting factor for innovation and will likely result in lackluster ideas and results. Further, the advantage of individuals creating their own ideas is that a greater number of ideas will result from the ideation process while conversely, the group brainstorming distills the number of ideas down significantly as the group's ideas converge.

When William H. Whyte coined the term Groupthink in 1952, he was not just referring to instinctive conformity but to "a rationalized conformity" - an open, articulate philosophy which holds that group values are not only expedient but right and good as well." Today people often use Groupthink to refer to any kind of thinking that reflects the group rather than the individual. Even if we want to benefit the group, we best do so when we think for ourselves first. It is important to bring out individual ideas to a group.

To me, studies into the risks of Groupthink and the limitations of group brainstorming simply confirm what experience, intuition, and my grandmother have all taught me: The importance of thinking for ourselves is paramount. Not only does it serve our individual development, but the creativity it engenders is a benefit to business growth.

After the role of individual thought had been established, the appreciation for the power of one's imagination came to the forefront of our conversations. Often when I was grappling with a business challenge or opportunity and not sure what to do next, my grandmother would say, "Just use your imagination!" It was her strong belief that imagination was the second key ability to develop. In her opinion, the "win-win" solutions were the ideal outcomes. And, while imagination does not always lead to creativity, all creativity does seem to spring from imagination. If you don't allow yourself to imagine anything beyond the accepted knowledge of the past or the physical realities in front of you, then you will never produce much of anything new and dynamic. It took a leap of imagination for Einstein to theorize that space and time are relative rather than absolute, that matter could be turned into energy and vice versa, and that light moves as both a wave and a particle. Science and our world have not been the same since. And, we all benefit because our GPS devices accurately calculate distance thanks to our understanding of relativity. Most importantly, Einstein relied on his imagination to explain his theories based on the effects caused by experimentation.

Grandmother taught me that the mind is essentially a muscle and that the more you use it, the stronger it becomes. If the imagination is as critical a component to consciousness as thousands of years of philosophers have determined, then the more you actively exercise your imagination, the stronger your consciousness becomes, and therefore the stronger your mind. Wise people recognize that the effort to apply imagination to knowledge can result in rewards that far exceed what we can possibly imagine.

Imagination is one of the components of wisdom that allows us to create something from nothing. We can also use our imagination to inspire and motivate ourselves and others to succeed. And, the ability to think independently gives our imagination the space to create without the constraints of conformity. Innovative solutions to opportunities and challenges are more effectively developed through the power of individual thought and imagination. Driving growth through innovation is a critical tool in business today. Without innovation and the ability to stay one step ahead, we risk becoming irrelevant and not reaching the potential growth that every company can achieve.

Gabrielle V. Taylor leads a strategic management consultancy based in Littleton, Colorado and is author of LEGACY OF WISDOM, a book about passing memories and wisdom from one generation to the next. She holds an MBA in finance and marketing from the University of Chicago and a BA in economics from the School of Liberal Arts at the University of Illinois. She resides with her husband and two daughters in Columbine Valley, Colorado. For more information please visit LegacyOfWisdom.zone

I've failed over and over and over again.
And that is why I succeed - Michael Jordan

Try not to be a person of success, but rather
a person of virtue - Albert Einstein



How Artificial Intelligence Will Redefine Management

Many alarms have sounded on the potential for artificial intelligence (AI) technologies to upend the workforce, especially for easy-to-automate jobs. But managers at all levels will have to adapt to the world of smart machines. The fact is, artificial intelligence will soon be able to do the administrative tasks that consume much of managers' time faster, better, and at a lower cost.

How can managers - from the front lines to the C-suite - thrive in the age of AI? To find out, we surveyed 1,770 managers from 14 countries and interviewed 37 executives in charge of digital transformation at their organizations. Using this data, we identified five practices that successful managers will need to master.

PRACTICE 1: LEAVE ADMINISTRATION TO AI

According to the survey, managers across all levels spend more than half of their time on administrative coordination and control tasks. (For instance, a typical store manager or a lead nurse at a nursing home must constantly juggle shift schedules because of staff members' illnesses, vacations, or sudden departures.) These are the very responsibilities that the same managers expect to see AI affecting the most. And they are correct: AI will automate many of these tasks. Report writing is another relevant example. The Associated Press expanded its quarterly earnings reporting from approximately 300 stories to 4,400 with the help of AI-powered software robots. In doing so, technology freed up journalists to conduct more investigative and interpretive reporting. Imagine technology like this drafting your next management report; in fact, this is already possible for some analytical management reports. Recently, the data analytics company Tableau announced a partnership with Narrative Science, a Chicago-based provider of natural language generation tools. The result of the collaboration is Narratives for Tableau, a free Chrome extension that automatically creates written explanations for Tableau graphics.

The managers we surveyed see such change in a positive light: Eighty-six percent said they would like AI support with monitoring and reporting.

PRACTICE 2: FOCUS ON JUDGMENT WORK

Many decisions require insight beyond what artificial intelligence can squeeze from data alone. Managers use their knowledge of organizational history and culture, as well as empathy and ethical reflection. This is the essence of human judgment - the application of experience and expertise to critical business decisions and practices. Managers we surveyed have a sense of a shift in this direction and identify the judgment-oriented skills of creative thinking and experimentation, data analysis and interpretation, and strategy development as three of the four top new skills that will be required to succeed in the future.

As Layne Thompson, director of ERP Services for a U.S. Navy IT organization, told us: "More often than not, managers think of what they're doing as requiring judgment, discretion, experience, and the capacity to improvise, as opposed to simply applying rules. And if one of the potential promises of machine learning is the ability to help make decisions, then we should think of technology as being intended to support rather than replace [managers]."

PRACTICE 3: TREAT INTELLIGENT MACHINES AS "COLLEAGUES"

Managers who view AI as a kind of colleague will recognize that there's no need to "race against a machine." While human judgment is unlikely to be automated, intelligent machines can add enormously to this type of work, assisting in decision support and data-driven simulations as well as search and discovery activities. In fact, 78% of the surveyed managers believe that they will trust the advice of intelligent systems in making business decisions in the future.

One company that is trying to address these opportunities is Kensho Technologies, a provider of next-generation investment analytics. Its system allows investment managers to ask investment-related questions in plain English, such as, "What sectors and industries perform best three months before and after a rate hike?" and get answers within minutes. Picture how such technologies could support individuals and teams of managers in assessing decision consequences and exploring scenarios.

Not only will AI augment managers' work, but it will also enable managers to interact with intelligent machines in collegial ways, through conversation or other intuitive interfaces. AI will be their always-available assistant and adviser.

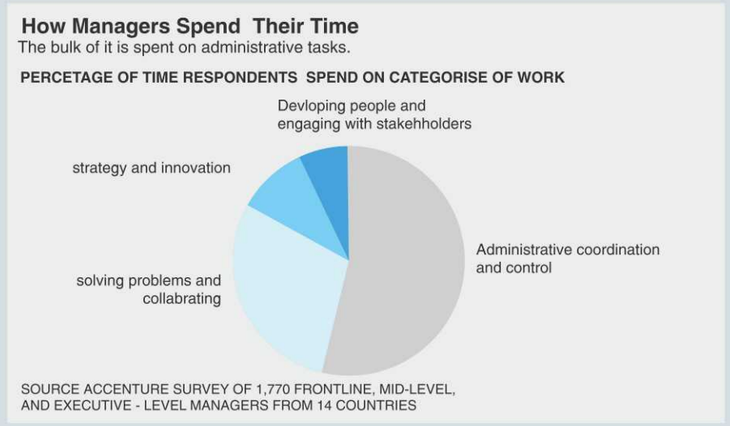
Practice 4: Work Like a Designer

While managers' own creative abilities are vital, perhaps even more important is their ability to harness others' creativity. Manager-designers bring together diverse ideas into integrated, workable, and appealing solutions. They embed design thinking into the practices of their teams and organizations. A third of the managers in our survey identified creative thinking and experimentation as a key skill area they need to learn to stay successful as AI increasingly takes over administrative work.

In an interview, Peter Harmer, CEO of Insurance Australia Group, emphasized the need for managers who foster collaborative creativity in the digital enterprise: "We need people who can actually layer ideas on ideas. Not somebody who has to win in a competition around ideas, but somebody who can say, 'Crikey! If we bring

When you know what you want and you want it badly enough,you'll find a way to get it - Jim Rohn

The only person you are destined to become is the person you decide to be - Ralph Waldo Emerson



these two or three or four things together, we've got something very, very different.' That's the creativity, the curiosity [we need in managers]."

PRACTICE 5: DEVELOP SOCIAL SKILLS AND NETWORKS

The managers we surveyed recognized the value of judgment work. But they undervalued the deep social skills critical to networking, coaching, and collaborating that will help them stand out in a world where AI carries out many of the administrative and analytical tasks they perform today.

While they will use digital technologies to tap into the knowledge and judgment of partners, customers, and communities, they must be able to tease out and bring together diverse perspectives, insights, and experiences.

STEPS TO SUCCESS

AI will ultimately prove to be cheaper, more efficient, and potentially more impartial in its actions than human beings. But such a scenario should not be cause for concern for managers. It just means that their jobs will change to focus on things only humans can do.

Writing earnings reports is one thing, but developing messages that can engage a workforce and provide a sense of purpose is human through and through. Tracking schedules and resources may soon fall within the jurisdiction of machines, but drafting strategy remains unmistakably human. Simply put, our recommendation is to adopt AI in order to automate administration and to augment but not replace human judgment.

If the current shortage of analytical talent is any indication, organizations can ill afford to wait and see whether their managers are equipped to work alongside AI. To prepare themselves and their organizations for the kinds of human-led work that will gain prominence as technology takes on more routine tasks, leaders must take the following steps:

Explore early. To navigate in an uncertain future, managers must experiment with AI and apply their insights to the next cycle of experiments.

Adopt new key performance indicators to drive adoption. AI will bring new criteria for success: collaboration capabilities, information sharing, experimentation, learning and decision-making effectiveness, and the ability to reach beyond the organization for insights.

Develop training and recruitment strategies for creativity, collaboration, empathy, and judgment skills. Leaders should develop a diverse workforce and team of managers that balance experience with creative and social intelligence - each side complementing the other to support sound collective judgment.

While oncoming disruptions won't arrive all at once, the pace of development is faster and the implications more far-reaching than most executives and managers realize. Those managers capable of assessing what the workforce of the future will look like can prepare themselves for the arrival of AI. They should view it as an opportunity to flourish.

Source: https://hbr.org/2016/11/how-artificial-intelligence-will-redefine-management



Successful people ask better questions, and as a result, they get better answers - Tony Robbins

MORAL STORY



FELLING THE GREAT TREE

There was once a gigantic 100-year-old tree in the middle of the great forest. When woodcutters came to chop it down, the tree said, 'If you can be patient, wait for the spring to pass, so that my flowers can feed the bees and butterflies, and maybe for the summer to pass, so that my fruits can feed the bats and squirrels. When you do cut, cut me branch by branch, for there are birds who live on these branches, and monkeys too, and snakes. Make sure I do not fall where there are saplings germinating so that they do not die before they have a chance to live. Yes, take my wood, but with least problems to all those who depend on me.' The woodcutters were impressed by the tree's wisdom. They realized it was the Bodhisattva, the compassionate one, whose stories are compiled in the Jatakas.

Often regulators, as well as corporations, take seemingly small policy decisions that have huge impact on the market. The one taking the decision focuses on his job and his rules, without taking into consideration the vast network of dependencies that his ruling will impact. Their decision is like felling the great tree in the Jataka story, and when that tree falls a whole ecosystem is destroyed with it. In the world of business, it means the end of livelihoods for many, especially in a country like ours. And we are not talking simply of the directors here, we are also speaking of the doorman, the chai-wala, the driver, the housekeeping staff, who need those organizations to exist to earn their daily wage.

So seemingly ethical ban on a food item by a respected government agency has a huge consequence. And it is not just about the multinational company, which markets the product, or the millions of consumers who will be denied their favorite food. On the production side, raw materials will not be used. In a country where distribution of food is always a problem, the grains and cereals will not make it to the market. They will stay in warehouses and rot. On the logistics side, huge number of transporters will no longer be distributing that product. Retailers will not display the product. Distributors and wholesalers will have return stocks. Finished goods, that cannot be sold legally, will be sold illegally, or destroyed.

And then there will be financial repercussions. Payments will be stopped. Loans will be pulled back. Cash flow will be affected. Businesses will shut down as their cycle of payment will grind to a halt. Who will be affected most? The many at the bottom of the pyramid, not the few on the top. Everyone will be suffer, but the pain will be most intense with the least power and privilege.

And then there will be the social implications. The status associated with being a distributor of a popular brand is a matter of status. It is an indicator of success in trading communities. It guarantees credit worthiness, even marriage proposals. For the multi-national company, it becomes a huge brand setback, and an insult at international levels, as reputations are questioned. The stock market wonders negatively. Market capital is affected.

Policies are passed on religious and moral grounds without consideration to the eating habits of other communities, or the economic repercussions of such actions on the producers and distributors. Animal rights activists save animals from poor people who have no other choice but to exploit animals to earn a living. Environmental activists stop mining activities to save the ecosystem. Non-Governmental agencies are being shut down for being anti-national, without realizing that they also employ large number of people. Where will those people go to earn a wage? In the moral high-ground that comes from saving animals, ecosystems and the nation, there comes the moral price of depriving people, usually the poorest of the poor, from livelihoods. The rich simply shift focus elsewhere.

In a world where a lot of attention is being to macroeconomics and to 'saving the world', very little attention is being given to the microeconomics of 'saving livelihoods' or 'creating livelihoods'. Every business, profit making or non-profit making, creates an ecosystem of vendors and partners and contract laborers. In a world that is becoming increasingly moralistic, we need to question the morality of stripping people of livelihoods. In a world where ethics is valued, we must ask questions if it is ethical to deny people a source of income. Yes, we want to save the consumer and the planet and the nation, but surely, we first want to make sure everyone has some food first.

Source:http://devdutt.com/ articles/ applied-mythology/ leadership/ felling-the-great-tree.html

To respond is positive, to react is negative - Zig Ziglar



Becoming Truly Energetic and Alive

One level of energy is the food that you eat, the water that you drink, the air that you breathe and the sunlight that you receive. These things become the day-to-day energy that you experience. Another way of looking at it is that what you call "life" or what you call "myself" is energy. How alive and wakeful you are is how energetic you are. The ability to convert food, water, air and whatever other inputs go into your system will be different in different people.

All spiritual practices - the kriyas and meditation - are fundamentally to make your energies more awake than what they are right now.

It is not just about digestion and assimilation. The conversion of energy happens in different states, depending on how alive or how awake your energies are. Once you start certain spiritual practices, you might have seen that your level of energy is totally different. Your ability to stay awake, not be tired and to go on with life is so much better once you start these practices. If you practice these kriyas daily, you can see that if you don't do them for one day, there is a distinct difference. In a way, all spiritual practices - the kriyas and meditation - are fundamentally to make your energies more awake than what they are right now.

Whether we are talking about kundalini or, as they say in English, "plain, simple energy," it is basically about raising ourselves to a higher level of energy. What you call "life" itself is energy. If you want to function on a higher plane of life, you need a higher level or quality of energy. There are many methods to do this. There are dramatic ways to energize a person, but such methods need proper preparation, balance and control over life. That requires much more awareness from a person, to know what he is doing and not doing with himself. Most people, even the so-called "spiritual" people, do not know what is happening within themselves 98 percent of the time, especially when it comes to their body or their energy. And when it comes to their mind and emotions, they usually do not know until it becomes acute.

If a person is peaceful and happy, his energies begin to come alive in a certain way.

Right now, a certain emotion may be building up within you in a very small way, and you may not even be aware of it. For example, if someone suddenly calls you an idiot, you will explode. You think you are getting angry only now, but actually, it has been building up for days, weeks, or even months. It was not in your awareness because of your state of energy. When this is the case, the whole process of life is accidental, and your energy is accidental. When it is accidental, you will see that one day you are energetic, the next day you are not.

You will definitely notice that on a certain day, if you are very happy, you seem to be very energetic. Another day, when you are not so happy, you have no energy. One reason we are always talking about being peaceful and happy is not for the sake of peace and happiness, but only because if a person is peaceful and happy, his energies begin to come alive in a certain way. Otherwise, the system is simply blocked up. Only if these energies are alive can you activate them towards a higher possibility.

Being Truly Energetic

Being energetic means different things to different people. For a school kid, being energetic means being able to go to school, play games, come back home and fall asleep. For a laborer on the street, it means to be able to perform his activity all day. For an executive, it may mean to sleep less, travel more, or be more productive. For a yogi, he doesn't want to sleep or eat. He wants to be that way for many days - just being alive by his own contact with existence, not by putting something into him.

So, when you say "energetic," if it is just about being a little more energetic in performing your day-to-day activities in the world, there are many simple practices that will definitely take care of it. If that is not enough, there are ways to upgrade that a little bit so that it can be taken care of. For me, being truly energetic means that when you just sit, the physical body is no more a limitation for you. If your energies are really active, the physical body is no longer a limitation; energy becomes the main contact. Right now, your body, mind and emotions are the main contact that you have with the rest of the world. That is how you communicate and reach out. You can touch someone physically. Or, you can communicate with your thoughts, or emotionally convey something.

But once you are truly energetic, you can communicate with everything in the existence energy-wise. When you start communicating energy-wise, there is no distinction between this and that. Once the barrier is broken, that is ultimate nature. When you start a spiritual process, being energetic means going beyond all limitations, because in energy there is oneness. In the physical body, there can never be oneness. In mental thought, there can never be oneness. We may talk about oneness, but it is never going to happen. With our emotions, we may think we are one, but we are still separate. No two people can feel exactly the same way. You may believe so, but if you have any sense, you will realize within a short time that it is not so. Some people may take years to realize; a few people will realize quickly, but everyone will realize. No two people are exactly alike physically, mentally, emotionally; it's not possible. But when you become truly energetic, oneness is just natural. That is the way it is.

Source:http://isha.sadhguru.org/blog/lifestyle/health-fitness/becoming-truly-energetic-alive/

To different minds, the same world is a hell, and a heaven - Ralph Waldo Emerson

All fixed set patterns are incapable of adaptability or pliability. The truth is outside of all fixed patterns - Bruce Lee

IMA STUDENT CHAPTER PROGRAMMES



IMA STUDENT CHAPTER Inauguration by Mr. R. Gopalkrishnan (author & corporate advisor) @ Daly College Business School, Indore on Monday, October 3, 2016.
The topic was "Awakening Young Minds".



IMA STUDENT CHAPTER CEO Talk @ Acropolis Technical Campus, Ralamandal, Indore on Wednesday, 19 October 2016.
The topic was "How to have an awesome attitude for corporate world". The Speaker was Mr. Aseem Shrivastav (MD at Kirloskar Ebra Pumps Ltd.).



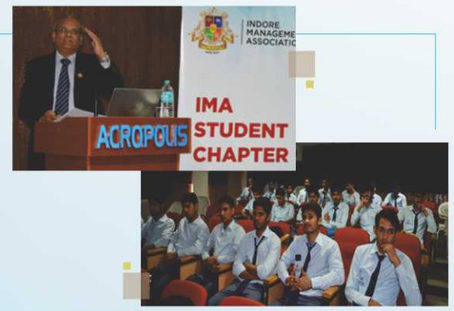
IMA STUDENT CHAPTER CEO Talk @ PRESTIGE INSTITUTE OF MANAGEMENT AND RESEARCH (PG CAMPUS) on Thursday, 3 November 2016.
The topic was "Rural Advertising & Corporate Social Responsibility". The Speaker was Mr. Abhishek Nandedkar (CEO Vastrambar).



IMA Organized Student Chapter CEO Talk@ Sri Vaishnav Vidyapeeth Vishwavidalaya, Indore on Monday, 24 October 2016. The topic was "Time Flies when you are on facebook". The Speaker was Mr. Rajendra Joshi (Former VP John Deere).



IMA Student Chapter CEO Talk @ Swami Vivekanand Group of Institution on Wednesday, 9 November 2016.
The topic was "How to Make Everyday....a Terrific Day". The Speaker was Mr. Ujjesh Sinha (Former Head & Director of State Bank Foundation).



IMA Student Chapter CEO Talk @ Acropolis Institute of Management Studies & Research on Wednesday, 16 November 2016 . The topic was "Developing your Positive Mental Attitude". The Speaker was Mr. Ujjesh Sinha (Former Head & Director of State Bank Foundation).

Life is about making an impact, not making an income - Kevin Kruse



IMA Student Chapter CEO Talk @ IBMR, IPS Academy, Indore on Thursday, 17 November 2016. The topic was "Discover Your Passion". The Speaker was Mr. N.Mohan (Global Head Leather Products – TATA International Ltd.)



IMA Student Chapter CEO Talk @ Acropolis faculty of Management & Research on Monday, 28 November 2016.
The topic was "Global Perspective of India's Youth". Speaker was Mr. Karanveer Singh (Founder and Chairman Visionum Group).



IMA Student Chapter CEO Talk @ Sri Aurobindo Institute of Technology, Indore, on Friday, 25 November 2016. The topic was "Team Building" The Speaker for the Session was Mr. Satendra Tiwari (Plant Manager, Case New Holland, Pithampur).



IMA Management Film Show @ Acropolis technical Campus, Ralamandal, Indore, on Tuesday, 22 November 2016.
The two films were "Vijeta and Lakshya". The Speaker was Dr. Sandeep Atre (Founder Director of Socialigence and CH Edge Makers).

IMA STUDENT CHAPTERS

Sr. No.	Name of Institute	Student Coordinators
1.	Prestige Institute of Mgmt. & Research UG Campus	Ms. Sakshi Jain, Mr. Jaskeerat Singh Grover
2.	IBMR, IPS Academy	Ms. Jaya Rathor, Mr. Anshul Goyal
3.	Shri Vaishnav Vidhyapeeth University	Ms. Veena Dashore, Mr. Ratan Singhal
4.	Prestige Institute of Mgmt. & Research PG Campus	Mr. Dhrumil Bhandari, Mr. Praveen Mandal
5.	Symbiosis University of Applied Science	Ms. Simran Juneja, Ms. Simran Dhawan
6.	Acropolis Institute of Mgmt Studies & Research	Ms. Tripti Jain, Ms. Aashi Jain
7.	Acropolis Institute of Technology & Research	Mr. Agam Jain, Ms. Aarshita Yawar
8.	Acropolis Faculty of Mgmt. & Research	Ms. Pooja Rajani, Mr. Vaseem Virani
9.	Acropolis Technical Campus, Ralamandal	Mr. Archit Kesariya, Mr. Swarup Hegde
10.	Sri Aurobindo Institute of Mgmt. & Science	Mr. Vishal Rana, Mr. karan Rane
11.	Swami Vivekanand college of Engineering	Mr. Sarvesh Singh

Whatever the mind of man can conceive and believe, it can achieve - Napoleon Hill

IMA EVENING PROGRAMMES & TRAININGS





#ONCEUPONATIME: STORIES OF CHAMPIONS
Mr. Rajesh Agrawal shared his experiences on Saturday, November 5, 2016 at The Daly College, Indore. Mr. Rajesh Agrawal is Deputy Mayor of London for Business.



CENTRE OF EXCELLENCE
Indore Management Association organized Centre of Excellence (COE), an evening talk on the topic Building a Brand through Marketing Communications, on 9th, November 2016 at IMA Meeting Room Indore. The Facilitators for the session were Ms. Julia Cook (Lecturer DMU, UK) and Dr Deviraj Gill (Lecturer strategic management & marketing, UK)



TRAINING@DOORSTEP-DEWAS
The topic was "Conflict Management and Resolution Essentials" on Saturday, 19 November 2016 at Sun Pharma, Dewas.
Faculty for this workshop was Prof. Pankaj Kothari, Chartered Accountant.



IMA READER'S CLIQUE
Indore Management Association organized a book review on the book "The Tipping Point"on Wednesday, November 16, 2016 at Jall Auditorium, Indore. The Moderator for the session was Mr. Sushil Dubey(Marketing consultant)

Strive not to be a success, but rather to be of value - Albert Einstein



IMA MANAGEMENT FILM SHOW
The Film Show was based on the theme "Project Gabbar from the Movie Sholay"and was organized on Wednesday, November 23, 2016 at Jall Auditorium, Indore. The Moderator for the session was CA. B.P.Inani.
CA B.P. Inani, Director, Swan Finance Ltd and Executive Council Member - IMA



EVOLUTION FOR EXCELLENCE
Excellence workshop on "A Conscious living for Corporate World - UltaPulta Way to success" on Tuesday, October 18, 2016 at Hotel Sayaji (Sapphire Hall), Indore. Faculty for this workshop is Mr. Aseem Shrivastava (Former Managing Director at Kirloskar Ebara Pumps Ltd. Pune)
Learning • Building the right attitude / mind set for corporate world • Understanding global cultures, based on Fons theory • Practicing the power of now • How to be star, based on Robert Kelly philosophy



TRAINING@DOORSTEP-PITHAMPUR
Training@Doorstep workshop on the topic "Getting Results without Authority" On Wednesday, September, 28 2016 at Force Motors, Pithampur. Facilitator for the workshop was CA Deepak Mulchandani.
Learning.
• Understand resistance to change • Adapt to social styles • Develop your personal power • Pass the Message clearly • Appeal to emotion
• Stress benefits over features
• Synthesize, synthesize, synthesize
• Structure your points appropriately
• Persist



CENTRE OF EXCELLENCE
Indore Management Association organized Centre of Excellence (COE), an evening talk on the topic **Power of Positive Attitude,** on 4, October 2016 at IMA Meeting Room, Indore. The Facilitator for the session was Ms.Claudia Joshi (Soft skills trainer)



IMA READER'S CLIQUE
Book review on the book "The Godfather" for management professionals and students in IMA Reader's Clique. The program was organized on Friday, October 14, 2016 at Jall Auditorium, Indore. The Moderator for the session was Mr. Rahul Jain, Managing Director, PSPL Advertising Pvt. Ltd. and Director, Swift Intermedia Convergence Pvt. Ltd.

Two roads diverged in a wood, and I-I took the one less traveled by, And that has made all the difference - Robert Frost





HR FORUM MEETING

Indore Management Association had organized HR Forum Meeting on the topic "Multi-skilling- today's need" on 25th October 2016 at IMA Meeting Room, Jall Auditorium, Indore. The discussion revolved around the following key points:

- Need of the hour: Multi-skilled employees
- Advantages of multi-skilled labour
- Multiple skills to handle leadership positions

Subsequently thereafter both pros and cons of multi skilling were also discussed. Different corporates, academicians, industrialist, bankers put their views on the topic and the challenges, possibility and scope of multi skilling were also discussed in the same.



EVOLUTION FOR EXCELLENCE

A one-day workshop for the corporate people on November, 09, 2016 at Best Western Hotel South Tukoganj, Indore. The module for the workshop was: "Nonverbal Communication for Professionals" and Speaker for the session was 'Social Intelligence Expert' Dr. Sandeep Atre.



TRAINING@DOORSTEP-PITHAMPUR

Indore Management Association had organized Training@Doorstep workshop on the topic "Conflict Management and Resolution Essentials" on Tuesday 25th October 2016 at Cipla Limited Pithampur. The Trainer for the workshop was Prof. Pankaj Kothari (Corporate trainer)

He shared Five Styles of Conflict Management which are as follows:-

• Avoidance • Accommodation • Competition • Compromise • Collaboration He further shared that Successful conflict resolution solely depends on your ability to:

• Manage stress • Control your emotions and behaviour • Pay attention to the feelings • Be aware of and respectful of differences He further discussed Four Sutras for Conflict Management which are as follows:

• Cool off • Use "I messages" • Retell the person what you heard • Take responsibility

I attribute my success to this: I never gave or took any excuse - Florence Nightingale



HOW TO MANAGE YOUR EMOTIONS WITHOUT FIGHTING THEM.

We often hear tips and tricks for helping us to "control" our emotions, but that's the wrong idea: strong emotions aren't bad, and they don't need to be pushed down or controlled; they are, in fact, data. Our emotions evolved as a signaling system, a way to help us communicate with each other and to better understand ourselves. What we need to do is learn to develop emotional agility, the capacity to mine even the most difficult emotions for data that can help us make better decisions.

WHAT'S THE FUNCTION OF THE EMOTION?

To make the most of that data, ask yourself what the function of your emotion is. What is it telling you? What is it trying to signal?

Consider the example of Mikhail, who found himself in a perpetual cycle of stress because of the never-ending onslaught of tasks at work. As he more precisely defined his emotions, he realized what he was feeling wasn't just stress: he felt a more general dissatisfaction with his work, disappointment in some of his career choices, and anxiety about what the future held for him. Once Mikhail recognized and accepted these emotions, he was able to see what they were signaling to him: he had started to question whether he was on the right career path.

This revelation meant that instead of tackling a productivity problem-by becoming more disciplined about prioritizing his tasks or saying no to extra work-Mikhail was able to do something much more appropriate and constructive: he began working with a career coach. By examining what his emotions were telling him, rather than pushing them away or focusing on the wrong problem, he learned something new about himself and was eventually able to find a new career path where he was just as busy-but felt much less stressed.

Our emotions can teach us valuable lessons. Let them shine a light on what you want to change, how you want to act in the future, or what is valuable to you.

Is your reaction aligned with your values?

Our emotions can also help us understand our deepest values. They can often signal what is more important to us: You feel love to your family. You feel ambition at work, and appreciate achievement and self-worth. You feel fulfilled when you've been able to help a direct report achieve their goals. You feel peace and satisfaction on a mountain summit. It's far better to focus on these deeper values rather than your immediate emotions, which can spur poor decisions.

Consider this example: let's say that you need to give some difficult feedback to one of your direct reports. You're anxious about the conversation and you've been putting it off (which just makes you more anxious). In examining your emotions, you realize that one of the values behind your procrastination is fairness. She's a strong employee, and you just don't want to be unfair to her. So, you ask yourself, how does having or not having the conversation either bring you toward or move you away from your value of fairness? Looking at the situation in this light, you can see that giving her the feedback and helping her to succeed is actually more fair to her-and to your whole team-than caving to your anxieties. You've been able to unhook yourself from the thrall of your immediate emotions in order to make a better choice that is true to the values that underlie them.

This kind of thinking can help you avoid situations in which you do something that helps you feel good in the short term but doesn't align with your values in the long term. Avoiding a conversation is a typical example, but there are many others: brashly telling someone off for getting on your nerves when you value compassion; sticking with a comfortable job that doesn't align with your dream of starting a business when you value growth; criticizing yourself for the smallest things when you really value self-affirmation.

Managing emotions isn't just doing away with them; it's putting strategies in place that let you use them effectively rather than letting them govern your behaviors and actions. Your emotions are your natural guidance system-and they are more effective when you don't try to fight them.

Source:https://hbr.org/2016/11/how-to-manage-your-emotions-without-fighting-them

The most difficult thing is the decision to act, the rest is merely tenacity - Amelia Earhart



Health Benefits Of Indian Gooseberry Or Amla

The health benefits of Indian Gooseberry, also known as Amla, can be partially attributed to its high vitamin-C content. Amla enhances food absorption, balances stomach acid, fortifies the liver, nourishes the brain and mental functioning, supports the heart, strengthens the lungs, regulates elimination of free radicals, enhances fertility, helps the urinary system, increases skin health, promotes healthier hair, acts as a body coolant, flushes out toxins, increases vitality, strengthens eyes, improves muscle tone and, acts as an antioxidant.

The Indian Gooseberry belongs to the Euphorbiaceae family. This fruit ripens in the autumn in wet, forested, hilly areas on the Indian subcontinent. In India it is considered a sacred tree. The fruit is very nourishing, but it tastes sour. Both dried and fresh fruits can be consumed for their health benefits.

It provides remedies for many diseases, so it is widely used in Ayurvedic treatment. Gooseberry is very rich in Vitamin C, and contains many minerals and vitamins like Calcium, Phosphorus, Iron, Carotene and Vitamin B Complex. Amla is also a powerful antioxidant agent.

Many health problems are caused by oxidative damage (when body cells use oxygen, they produce by-products called free radicals that can cause damage). Antioxidant agents prevent and repair these damages. Vitamin-C is a good antioxidant agent, which makes gooseberries a powerful tool against a variety of conditions, including various types of cancer.

HEALTH BENEFITS OF AMLA

The health benefits of amla include the following:

Hair care: Amla is used in many hair tonics because it enriches hair growth and hair pigmentation. It strengthens the roots of hair, maintains color, and improves luster. Eating fresh gooseberry or applying its paste on hair roots improves hair growth and color. Amla oil is very popular in India because it has been shown to reduce the chances of hair loss and baldness. This quality is due to the carotene content of Amla, as well as its iron content and general antioxidant capacity, which reduces hair loss by not allowing free radicals to damage hair follicles or impact the hormones that can cause premature hair loss.

Eye Care: Drinking Gooseberry juice with honey is good for improving eyesight, and studies have shown it to improve nearsightedness and cataracts, while reducing intra-ocular tension. This is mainly due to its impressive content of carotene, which have long been known for their powerful effect on vision-related conditions, including those that stem from free radical activity. Vitamin A and carotenes reduce macular degeneration, night blindness, and strengthen your vision before the age-related degeneration from free radicals can occur!

Calcium Absorption: One of the less discussed benefits of Amla is how it helps the body absorb calcium in a positive way. Calcium is an essential component of our bones, teeth, and nails, and also ensures that we have beautiful lustrous hair. So, eating a vitamin C-rich fruit like Indian gooseberries is a great way to keep your body looking and feeling great!

Metabolic Activity: Eating foods that are high in protein is one of the most important ways to stay healthy, since proteins are an essential part of our body's metabolic activities. Our enzymes can breakdown plant proteins into amino acids and reassemble them into usable proteins for our body. Protein is necessary for cellular growth, muscle development, organ health, and a wide range of other metabolic activities that we need to remain healthy and happy!

Menstrual Cramps: Some of the minerals and vitamins in Alma combine to make it very useful in the treatment of menstrual cramps. Since it takes a while for the necessary elements to accrue in the body, it is better to consume Alma on a regular basis so it is always in the system and menstrual cramps can be prevented every month for women.

Diabetes: Gooseberry contains chromium, which has a therapeutic value for diabetic patients. Indian Gooseberry stimulates the isolated group of cells that secrete the hormone insulin, thereby reducing blood sugar in diabetic patients and keeping their body balanced and healthy. When blood sugar is reduced, it means that glucose is also being used by the cells as functional energy, so the metabolism is stronger and you have more energy, without the plunges and spikes in blood sugar that are so dangerous for diabetic patients. Chromium also enhances the effect of betablockers, which are used for heart health, by reducing the LDL cholesterol content of the body.

Diuretic Activity: Besides being a fruit that is very high in water, Amla is also slightly diuretic in nature. This means that it increases the frequency and volume of urination. Urination helps our body eliminate unwanted toxins and excess levels of water, salts, and uric acid. Furthermore, it can help you lose weight, since up to 4% of urine is actually composed of fat. Therefore, a diuretic substance is always necessary for keeping our kidneys healthy, and also preventing urinary infections and uterine infections. Alma is a great way to do this!

Digestion: Alma is very high in fiber, like most fruits. Fiber adds bulk to the stool and helps food move through the bowels and keeps your bowel movements regular. This reduces the chances of constipation, and fiber can also bulk up loose stools and reduce diarrhea. Fiber also stimulates the secretion of gastric and digestive juices, so food is digested efficiently, nutrients are absorbed in an optimal way, and you feel lighter and healthier. Reducing constipation can also help protect your from various gastrointestinal disorders, even colorectal cancer!

Heart Disease: As mentioned above, gooseberry strengthens the heart muscles, so the heart pumps blood smoothly throughout the body. By reducing excess cholesterol buildup, the chromium can reduce the chances of atherosclerosis, or plaque buildup in the vessels and arteries. This can reduce the chances of strokes and heart attacks. The iron content promotes the creation of new red blood cells, increasing circulation and the oxygenation of organs and cells to maximize growth and regeneration of tissue, while keeping the blood vessels and arteries clean.

Infection: Due to its antibacterial and astringent attributes, Indian Gooseberries protect the body against infection and improves the body's immune response. They are also a very good source of vitamin C, which is famous for its impressive antioxidant abilities and its stimulation of the immune system. It increases the white blood cell count in the body, which is the main line of defense for the immune system, since white blood cells attack and eliminate foreign toxins and substances in the bloodstream and throughout the body.

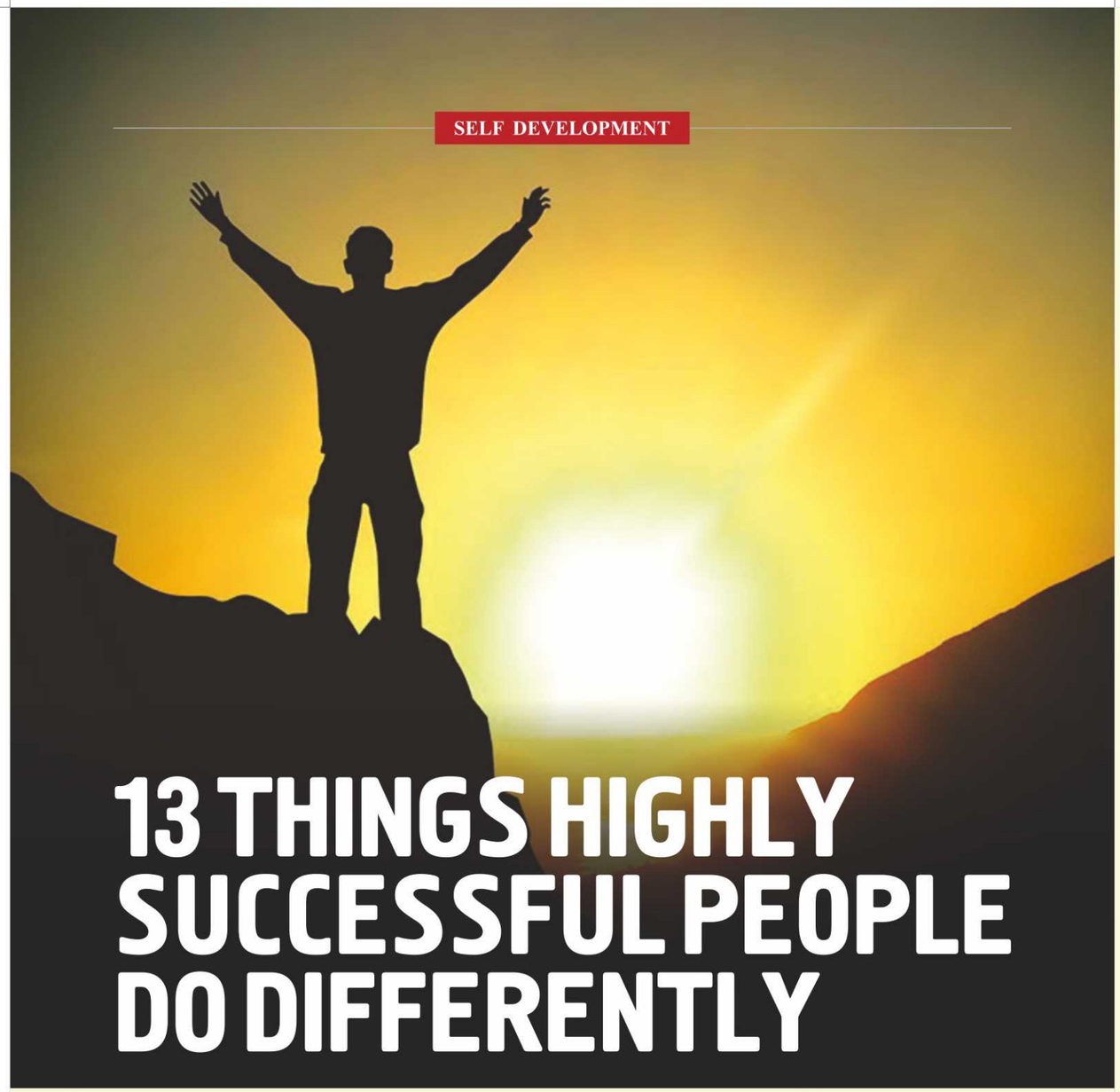
Diarrhea and Dysentery: Due to its strong cooling and laxative properties, Gooseberry is a useful component in remedies for diarrhea and dysentery. It provides great relief for gastric syndrome and hyperchlorhydria (burning sensation in the abdomen). As a laxative, it helps flush out any toxins or harmful substances you may have eaten that are causing your discomfort or illness, thereby eliminating it from your system so the healing process can begin, and cooling the burning and discomfort often felt when diarrhea occurs.

Improving Appetite: Consuming Gooseberry powder with butter and honey before a meal improves appetite. It also helps to balance nitrogen levels, thereby increasing weight in a healthy way.

Anti-Aging: Amla prevents health-related hyperlipidaemia by reducing the amount of free radicals in the body through its antioxidant qualities. Free radicals are associated with signs of aging like wrinkles and age spots.

The fresh fruit of gooseberries contains more than 80% water, protein, minerals, carbohydrates and fiber. It is also used as a remedy for fever, liver disorder, indigestion, anemia, urinary problems, respiratory problems, cerebral, gastric and cardiovascular illness. Gooseberry lowers cholesterol levels, increases red blood cell production, and strengthens teeth and nails.

In other words, consume Indian Gooseberry (Amla) as a fresh fruit, juice, or dried form to see a big improvement in your health!



13 THINGS HIGHLY SUCCESSFUL PEOPLE DO DIFFERENTLY

"THINGS MAY COME TO THOSE WHO WAIT, BUT ONLY THE THINGS LEFT BY THOSE WHO HUSTLE," SAID ABRAHAM LINCOLN.

Indeed, successful people are the ones who hustle hardest, reach highest, and think greatest. However, there are other habits of theirs that the rest of us would be wise to adopt.

"Intelligence is sexy" t-shirt?!

WHAT IS IT THAT THESE PEOPLE DO DIFFERENTLY THAT MAKES THEM WHO THEY ARE?

Here are thirteen things highly successful people do differently than the rest of us:

1. THEY KEEP THEIR ENERGY LEVELS HIGH.

Wellness makes us more productive. Successful people prioritize the health of their mind and body. Their sleep, nutrition, and stress management methods are optimized to keep them working at full capacity.

2. THEY PRACTICE A MORNING RITUAL.

A well designed morning ritual will engage and awaken the mind, body, and spirit. Try one that involves light exercise and good nutrition. It should also include some sort of meditation, reading, reflection, journaling or prayer.

3. THEY COMPLETE IT AND FORGET IT.

A successful person won't read a memo, go do other things, think about it again, respond to it later, and then revise it still again. They will read, react, and reply right away upon opening it. When faced with a short task, keep it short. Deal with it once and let it go.

9 Things Financially Successful People Do Differently

4. THEY DELEGATE.

Nobody "does it all" on their own. Successful people nurture a team that they trust, and delegate tasks to them. This allows them to focus only on high-level issues.

5. THEY BELIEVE IN "GOOD ENOUGH."

Perfectionism wastes time and increases stress. Most successful people accept this, and actively avoid falling into the "perfection trap". As Salvador Dalí said, "Have no fear of perfection - you'll never reach it."

6. THEY FOLLOW THE PARETO PRINCIPLE.

This dictates that 80% of your results will come from 20% of your effort and activity. Successful people identify that important 20% and put their focus there. Then, they cut as much of the 80% as possible.

7. THEY DO NOT FEEL GUILTY ABOUT SAYING "NO". THEY DO IT ALL THE TIME.

Successful people do not jump at the chance to "touch" every project they can get their hands on. Instead, they choose two or three, and they do them very well.

8. THEY AVOID MEETINGS WHENEVER POSSIBLE.

Most meetings move slowly, include too many topics, and generally waste a lot of time. Many things can be done more quickly through a strategic set of phone calls and emails.

30 of the Greatest Quotes from Abraham Lincoln about Life and Success

9. THEY "BATCH" THEIR EMAILS.

Highly successful people do not stay glued to their inbox. Instead, they set aside a specific time - or a few throughout the day - to read and answer their emails. This allows them to operate free from distraction. Then, when they do respond, they are able to do so in a focused way.

10. THEY GROW A THICK SKIN.

As Herbert Bayard Swope said, "I can't give you a sure-fire formula for success, but I can give you a formula for failure: try to please everybody all the time."

11. THEY TREASURE THEIR NOTEBOOK.

Successful people write everything down.

12. THEY EMBRACE A BALANCED LIFESTYLE.

Successful people maintain a life outside of the office. They may spend time with family, train for marathons, or volunteer in the community. This allows them to stay motivated and fight burnout.

Why Are People Who Wear Crazy Socks So Brilliant and Successful

13. THEY CHOOSE CALENDARS OVER TO-DO LISTS.

Don't focus on what needs to be done. Focus on when you will do it. Rather than adding a new task to their already lengthy list, a highly successful person will put it on their schedule and deal with it when the time arises.

"Success means doing the best we can with what we have. Success is the doing, not the getting; in the trying, not the triumph. Success is a personal standard, reaching for the highest that is in us, becoming all that we can be," wrote Zig Ziglar. Use the tools outlined above, and strive to become your most successful self.

DON'T DO IT FOR THE MONEY, THE POWER, THE EGO BOOST, OR EVEN THE ADMIRATION OF OTHERS.

DO IT FOR YOURSELF.

Source:http://iheartintelligence.com/2016/11/25/highly-successful-people-do/

Life isn't about getting and having, it's about giving and being - Kevin Kruse

The most common way people give up their power is by thinking they don't have any - Alice Walker

TIT - BIT

30 Commonly Misunderstood Words & Phrases



People misunderstand words and phrases all the time. This may be because of poor hearing or comprehension. Speaking informally Can also cause a person to misunderstand and misuse words.

Homonyms, or words that sound alike, can also present as an obstacle in comprehending words. however, the spellingd should always be observed because changing one letter could change the entire meaning of the word.

For all intents and purposes
'For all intents and purposes' mean for practical purposes.

By and large
mistaken as 'by in large .; This phrase is used when discussing a subject in a general sense.

Sneak Peek
Often mistaken as 'sneak peak.' This phrase mean to take an early look at something.

Lie/lay
These two words are often misused for the other. lie means to rest on a surface while lay means to put something in place.

Literally
Literally is often misused to express intensity when infact, It is a word that implies something is completelytrue. Don't use literally unless something is true.

Supposed
This is often misused as 'suppose to' which is incorrect because it lacks the letter 'd.'

Should of
'Should Of' is not proper. use 'should have' instead.

Toward/Afterward/Anyway
None of these words should end with 's.'

Beck and Call
Often Mistaken as 'beckon call.' This phrase means being made available.

Bemused
This word is not related to 'amuse' in any way. Bemused means bewildered or perplexed.

Hunger pangs
Mistaken as 'hunger pains.' This is the contraction of the empty stomach or intestines.

Fewer/Less
'Fewer' is used for things you can count while 'less' is for things you can't count.

Another think coming
Often mistaken as 'another thing coming' The phrase implies you have another thought coming.

Wreak havoe
Mistaken as 'wreck havoc.' This phrase mean to Cause chaos.

Scapegoat
Often mistaken as 'escape goat.' A scapegoatis someone who gets blamed for the erors ofother. An Escape goat, on the other hands, is a goat that has escaped.

Couldn't careless
misused as 'could care less.' With this phrase,it isimportant to keep things negative. With could care less, you are implying that you care and you couldcare less. With couldn't care less, you don't care and wouldn't care any less.

Deep-seated
This is often mistaken as 'deep-seated.' If you would thinkabout it, deep seaded does make a lot of sense because itindicates something is deeply planted into the ground but it is an incorrect expression nonetheless. Deep-seated mean that something is firmly established.

Exact revenge
Often mistaken or misundersatand as 'extract revenge.' Extract revenge mean you would 'remove' revenge like a tooth. in contrast, exact revenge means to 'achieve' vengeance.

Sleight of hand
Misunderstand as ' slight of hand.' Slight is an insult while sleight of hand refers to dexterity or cunningness especially in the world of magic and illussion.

Peace of mind
Mistaken as 'piece of mind' which mean a portion of the brain . Peace of mind refers to tranquility and calmness.

Whet your appetite
It is often mistaken as 'wet your appetite.' Whet mean to stimulate.

Farther/Further
'Farther' refers to physical distance. 'Further' means advan cement.

Climactie/Climatie
climactic is derived from climax while climatic refers to the climate.

(i.e.)/(e.g.)
l.e. is the abbreviation for the latin term 'id est' which means 'in other woirds.' This abbreviation is used to explain something further. If you want to abbreviate something or enumerate examples , you should use e.g

Accept/Except
Accept is a verb which mean 'to receive.' Except can be used as a preposition to mean 'not including.'

Affect/Effect
Affect means'to influence 'Effect is a noun and it is a result of an event.

Capital/Capitol
Capital is a place or center of a place. Capitol refers to a building where lawmakers meet.

Elicit/ Illicit
Elicit is a verb that means to bring out or evoke. Illicit is an adjective which means unlawful.

Emigrate/immigrate
emigrate is leaving one country to move to another while immigrate means to enter or reside in another country.

Principal/Principle
A principal is the head of a school while principle means basic truth or law.

References: http://wsuonline.weber.edu/wrh/words.htm http://www.huffingtonpost.com/2014/02/01/commonly-misused-words_n_4652969.htmlhttp://www.sheknow.com/living/articles/1003885/17-phrases-youre-probably-saying-wrong http://www.inc.com/christina-desmarais/20-embarrassing-phrases-even-smart-people misuse.html

TOP TEN

THE EMAIL HABITS OF 10 TOP BUSINESS LEADERS

When you receive almost 150 work emails every day, your inbox can quickly become the bain of your existence. That suffering increases exponentially when you're the leader of a company. So how do top CEOs like Bill Gates and Tim Cook manage their overwhelming inbox flux?

1 CEO JEFF BEZOS FORWARDS PRESSING EMAILS WITH ONE ADDED CHARACTER

When a customer emails Bezos to complain about something Amazon-related, which they can very easily do, Bezos often forwards the message to the appropriate person at the company, adding just one character: “?"

"When Amazon employees get a Bezos question mark email, they react as though they've discovered a ticking bomb," Business week reported in 2013. "They've typically got a few hours to solve whatever issue the CEO has flagged and prepare a thorough explanation for how it occurred, a response that will be reviewed by a succession of managers before the answer is presented to Bezos himself."

2 HUFFINGTON POST COFOUNDER ARIANNA HUFFINGTON HAS THREE EMAIL NO-NOS

HUFFINGTON HAS THREE SIMPLE RULES FOR EMAIL:

1. No emails for half an hour before bed
2. No rushing to emails as soon as she wakes
3. No emails while she is with her children

"The last time my mother got angry with me before she died was when she saw me reading my email and talking to my children at the same time," Huffington wrote in her book, "Thrive." "… being connected in a shallow way to the entire world can prevent us from being deeply connected to those closest to us - including ourselves."

3 APPLE CEO TIM COOK READS MOST OF HIS 700-PLUS EMAILS

The CEO who wakes up at 3:45 a.m. each day said during an interview with ABC that he receives somewhere between 700 and 800 emails a day.

"And I read the majority of those … Every day, every day. I'm a workaholic."

4 BIRCHBOX COFOUNDER KATIA BEAUCHAMP MAKES EMPLOYEES INCLUDE A RESPONSE DEADLINE

The beauty-sample subscription service cofounder told Life hacker that insisting people on the team indicate when they need a response in all emails is one of her best time-saving tricks.

"It makes prioritization so much faster," she said.

5 ZAPPOS CEO TONY HSIEH EMPLOYS A FULL-TIME TEAM OF EMAIL NINJAS

In a fascinating Quora thread about CEO email habits, Michael Chen, a responder who once met Hsieh, wrote that the Zappos CEO told him he had a team of four or five full-time email handlers.

"Fun fact, I think their official titles are Email Ninja," Chen said.

6 ETSY CEO CHAD DICKERSON HAS A SYSTEM FOR REMEMBERING CONTACTS

The online marketplace CEO told Fast Company that you need to have a system for everything, no matter what it is.

For example, whenever he meets someone new and adds their contact information to his address book, he includes a note about when they met and what they discussed. That way, whenever he emails someone, he can directly reference their meeting before he moves on to the ask.

7 MICROSOFT CEO BILL GATES IS BLESSED WITH TOO FEW EMAILS TO STRESS about inbox zero

Gates told "Today" in 2013 that he only received between 40 and 50 emails a day.

"So you process some, and get back to others at night. You make sure if you put something off you get back to it later," he explained.

8 HINT WATER FOUNDER AND CEO KARA GOLDIN WAKES UP EARLY TO CHECK EMAIL

Goldin considers her morning a critical part of her day and devotes the wee hours of the morning to checking her email and schedule. She says she heads straight to her inbox at 5:30 a.m. because "doing this gives me a clear understanding of what the next 12 hours are going to look like and what my priorities are once I get to the office."

9 HOOTSUITE CEO AND FOUNDER RYAN HOLMES GOES FOR EMAIL BROKE

When overwhelmed with his inbox, Holmes likes to "declare inbox bankruptcy" and delete everything so he can start fresh.

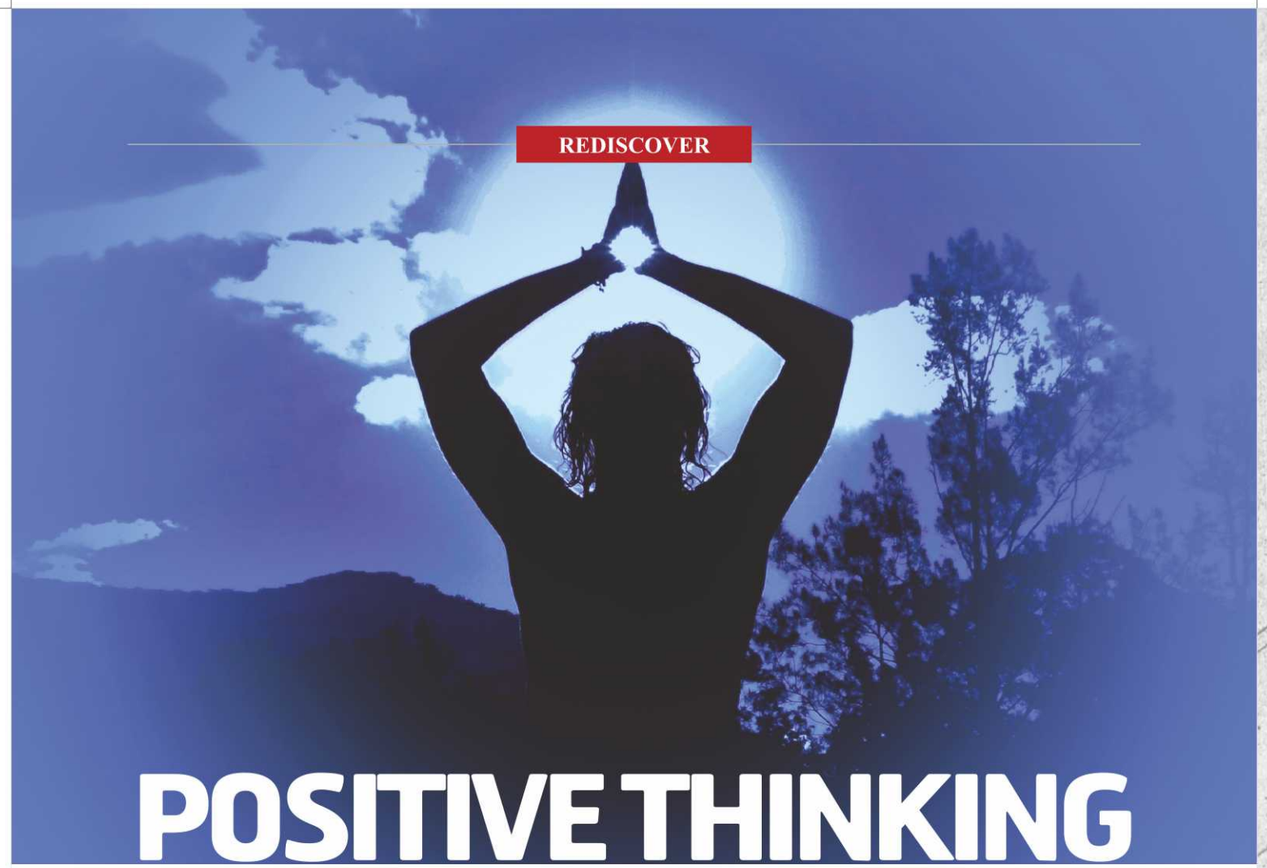
He recommends only doing this once every few years, and practitioners should add a disclaimer message to their email signature after deleting unread mails. Something like, "Sorry if I didn't get back to your last email. To become a better communicator in 2015, I've recently declared email bankruptcy," he advises.

10 GOOGLE EXECUTIVE CHAIRMAN ERIC SCHMIDT RESPONDS QUICKLY TO EVERY EMAIL

In his book "How Google Works," the former Google CEO wrote, "Most of the best - and busiest - people we know act quickly on their emails, not just to us or to a select few senders, but to everyone."

Even if the answer is a simple "got it," Schmidt says being responsive establishes a positive communication loop and a culture focused on merit.

Source: https://www.weforum.org/agenda/2015/05/the-email-habits-of-10-top-business-leaders/



POSITIVE THINKING IS BOUND TO CRASH

SADHGURU EXPLAINS WHY TRYING TO "THINK POSITIVE" IS BOUND TO CRASH EVENTUALLY

Is there really a benefit to positive thinking? Sadhguru explains why trying to "think positive" is bound to crash eventually.

There is a lot of teaching out there about positive thinking and how it can transform your life. Yet, there is something about people who are always repeating positive affirmations that seem shallow. Is it that simple? Can positive thinking help you get rid of karma, or at least keep you from creating more karma?

The reason these people have lost depth to their life is that they have become frivolous by focusing their attention only on what is convenient for them, which they call positive. They want everything quick, quick, quick. There is no dedication to anything. Suppose someone has to become a scientist. He has to study for years. Maybe he will forget his wife, his children, he forgets everything and gives himself. Only then something opens up for him, even on the physical plane.

Such steady focus is mostly missing in the modern world, because there is too much of this kind of teaching: "Don't worry, be happy. Everything is fine. Just enjoy yourself!" This kind of happiness will inevitably crash and people will get into mentally sick situations. One particularly popular statement I hear in the West, and it is starting to catch up in India as well, is "Be happy, live in the moment." Please live somewhere else and show me. Anyway you are in the moment, where else can you be? Everyone quotes this because books have been written and programs have been conducted by people who have no experience or understanding.

THE KARMIC SPRING

If you watch those people who always talk about "Be happy," depending on their lifestyles, within a few years they end up depressed. It will invariably hit you very deep because your energies are apportioned for different possibilities according to your karmic structure. There is something for your pain, for your grief, your joy, your love. This is called prarabdha karma. It is not just in your mind. Karma is data. Your energy is functioning according to this data. The prarabdha is like a coiled spring. It has to find its release. If those things do not find expression, if you deny them, they will take root in a completely different way.

It is important that you simply see everything the way it is. You do not deny anything. If grief comes, grief. Sadness comes, sadness. Joy comes, joy. Ecstasy comes, ecstasy. When you do this, you are not denying or trying to stop anything. At the same time, everything is happening, but you are free from it.

Source:http://isha.sadhguru.org/blog/lifestyle/positive-thinking-bound-crash/

JANUARY

Date	Program	Topic
Tuesday, January 3, 2017	COE	Exploring Leadership
Saturday, January 7, 2017	Readers Clique	Management learning's from Chanakya
Wednesday, January 11, 2017	Film Show	Ice Age
Monday, January 16, 2017	HR Forum	HR Case Study

FEBRUARY

Date	Program	Topic
Friday, February 10, 2017	COE	Virtual life Vs. Real Life
Thursday, February 16, 2017	Readers Clique	The Rise and Fall of Nations: Forces of Change in the Post-Crisis World - By Ruchir Sharma
Tuesday, February 21, 2017	Film Show	Kung Fu Panda
Tuesday, February 28, 2017	HR Forum	HR Case Study

MARCH

Date	Program	Topic
Tuesday, March 7, 2017	COE	learning's from life of Mahatma Gandhi
Wednesday, March 15, 2017	Readers Clique	Execution: The Discipline of Getting Things Done - By Larry Bossidy, Ram Charan, Charles Burck
Monday, March 20, 2017	Film Show	Star Wars
Friday, March 24, 2017	HR Forum	HR Case Study

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