



# IMA announces 'Version 2.0' of the 20th YMC and 16th QFL Competition



**QFL:** Last date of registration : 15th December 2014 with Audio Visual Presentation  
Registration charges : ₹ 1500+12.36% S.T till 15th December 2014  
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# INDORE MANAGER

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THE MONTHLY MANAGEMENT MAGAZINE

PRICE ₹50



## The Future of 'WORK'

Millennials are going to be the majority workforce in the coming years. Cubicles and offices will no longer be mandatory but optional...

## The Third Wave of Virtual Work

To a career planner, McCulloch's might seem like an erratic path. For us, as longtime observers of workers...

## History of Apple Logo

It's incredible how far Apple has come since its humble inception nearly 40 years ago. The branding and marketing ...

## Predictions for the Future of Work

As a Corporate Anthropologist, I study the cultures of organizations-how they evolve and intersect with...

## Editors's Message

Dear Friends,

One observant look back and it is glaringly visible that with every invention or innovation, the concepts and practices of 'work' have got metamorphosed. From tools and techniques to technologies, whenever human capacities and capabilities have grown, there has been a new wave of change in the forms and styles of work. It is not for nothing that management calls technology a game-changer!

We all have witnessed the sweeping changes in our industries and organizations in the last decade or so. Be it bidding goodbyes to many processes and portfolios or welcoming the unheard-of products and services, it has been a rollercoaster ride. And future promises to be even more thrilling! In this issue of 'Indore Manager', we make an attempt to crystal-gaze, and bring to you an interesting collage of how our workplaces, organizational cultures, job-profiles, delivery-models and business-rules are waiting to be changed in... 'the future of work'.

**Mr. Sandeep Naolekar**  
Editor Indore Manager



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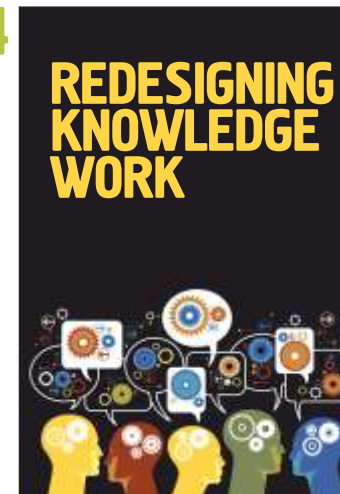
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4



## THE THIRD WAVE OF VIRTUAL WORK

8



## A FILM SHOW ON "THE SECRET"

## THE REAL LEADERSHIP LESSONS OF Steve Jobs



26

## THE IMPORTANCE OF BEING ON TIME



31

Contents

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By : George Anders

# REDESIGNING KNOWLEDGE WORK

by Martin Dewhurst, Bryan Hancock, and Diana Ellsworth



**Experts with prized skills are too rare to squander on jobs others can do. That's why some organizations are relieving their valuable talent of those responsibilities so that they can spend more time on the tasks only they can perform-by redesigning job roles within the company or by turning to external providers of specialized expertise.**

In today's knowledge economy, competitive advantage is increasingly coming from the particular, hard-to-duplicate know-how of a company's most skilled people: talented (and highly paid) engineers, salespeople, scientists, and other professionals. The problem is that across the private, public, and social sectors there aren't enough knowledge workers to go around. And the situation promises to get worse: Recent research by the McKinsey Global Institute suggests that by 2020 the worldwide shortage of highly skilled, college-educated workers could reach 38 million to 40 million, or 13% of demand.

In response, some firms are taking steps to expand the talent pool-for example, by investing in apprenticeships and other training programs. But a number of companies are going further: They are redefining the jobs of their experts, transferring some of their tasks to lower-skill people inside or outside their organizations, and outsourcing work that requires scarce skills but is not strategically important.

Such moves aren't new, of course. Firms have long been carving off repeatable, transactional work-such as call center services, payroll, or IT support-and either shifting it to lower-cost locations or outsourcing it. What is new is that companies are now doing this with knowledge-based jobs that are core to the business.

In the past five years, we have worked with or studied more than 50 companies in a wide range of industries on talent management issues. We found that redefining high-value knowledge jobs not only can help companies address skills shortages. It also can lower costs and increase job satisfaction.

Some organizations are already familiar with ways to break work into highly specialized pieces. In this article, we'll show how to do that for high-

**In the past five years, we have worked with or studied more than 50 companies in a wide range of industries on talent management issues. We found that redefining high-value knowledge jobs not only can help companies address skill shortage. It also can lower costs and increase job satisfaction.**

end knowledge work. The process involves several basic steps: identifying the gap between the talent your firm has and what it will need; creating narrower, more-focused job descriptions in areas where talent is scarce; choosing from various options for filling the skills gap; and rewiring processes for talent and knowledge management.

Identify the Skills Gap :

The first step in redesigning knowledge work is to conduct an inventory of skills and create a detailed estimate of the kinds and amounts of skills your firm will need to execute its strategy over the next five years or more. This will require a thoughtful discussion among top managers, leaders of business units, and HR team members, and should be a part of the strategic-planning process.

Source: <http://hbr.org/2013/01/redesigning-knowledge-work/ar/1>



# THE THIRD WAVE OF VIRTUAL WORK

by Tammy Johns and Lynda Gratton

If you wanted to find three decades of the evolution of knowledge work encapsulated in a single career, Heidi McCulloch's would be a good one to be considered. As a Liberal Arts graduate, McCulloch started out working in corporate marketing departments and then moved to an advertising agency, becoming an outside service provider to companies like the ones where she'd previously worked.

After starting her family, she stepped away from that world and took on an entrepreneurial challenge: restoring and selling a historic inn. She came back to agency work a few years later and rose to vice president by playing specialized roles on global project teams. And now? She's on to new ventures. She is an independent consultant, and in July 2012 she created a "boutique collaborative workspace" in downtown Toronto for people like her. It's an oasis for mobile knowledge workers, who can do their jobs from anywhere but who gravitate to where they can do them best—in the company of other creative people engaged in work that matters to them.

To a career planner, McCulloch's might seem like an erratic path. For us, as longtime observers of workers and their relationship to workplaces, it reflects a progression. In studying the dramatic changes that have taken place since the 1980s, we have discerned three major waves in the "virtualization" of knowledge work. They developed for different reasons, and they are all still moving forward. McCulloch seems to have caught each one.

In this article we describe how each wave came about through a confluence of shifting employee priorities, evolving employer imperatives, and emerging communications and collaboration technologies. With experts projecting that within a few years, more than 1.3 billion people will work virtually—that is, through rich electronic connections from sites of their choice it is important to understand the transformation under way.

**Evolving Work Models** Remember your first personal computer—bringing it home and booting it up? If you're over 50, you remember that well, because you did it as an adult. You also remember your first forays onto the internet. Did you envision then that you might do white-collar work from home (perhaps even in your pajamas) rather than in an office building? That thought occurred quickly to some people, and they set off the first wave of work-world change.

**Wave One: Virtual freelancers.** Untethered work on a large scale began in the early 1980s, when a "freelance nation" of virtual workers using nascent e-mail networks emerged.

The new connectivity allowed an individual who might otherwise have worked inside a company, or at a specialized vendor serving a company, to set up a one-person shop instead. It also enabled marginalized talent—stay-at-home parents, caregivers, retirees, students—to enter the labor market. Services typically provided in this way included graphic design, report writing, translation, and transcription. As companies contracted with virtual freelancers for discrete tasks that weren't reliant on real-time collaboration, both sides gained flexibility.

As technology continued to evolve, so did virtual freelance work. In 1995 eBay arrived, creating a market infrastructure, secure payment mechanisms, and a governance system in the form of a reputation-rating protocol. It wasn't long before services were being traded on hundreds of similar marketplaces. Elance and oDesk alone have together attracted 2 million registered users and have connected workers with projects to the tune of almost a billion dollars in billings since they were launched, in 1999 and 2003, respectively.

Source: <http://hbr.org/2013/01/the-third-wave-of-virtual-work/ar/1>

# MAKING STAR TEAMS OUT OF STAR PLAYERS

by Michael Mankins, Alan Bird, and James Root

When it comes to an organization's scarcest resource—talent—the difference between the best and the rest is enormous. In fields that involve repetitive, transactional tasks, top performers are typically two or three times as productive as others. Justo Thomas, the best fish butcher at Le Bernardin restaurant in New York, can portion as much fish in an hour as the average prep cook can manage in three hours. In highly specialized or creative work, the difference is likely to be a factor of six or more. Before becoming chief justice of the U.S. Supreme Court, John Roberts prevailed in 25 of the 39 cases he argued before the Court.

That record is almost nine times better than the average record of other winning attorneys (excluding solicitors general) who have argued before the Court since 1950. (For other examples of star productivity, see "What 'A' Players Bring to the Table.") Across all job types, we estimate, the best performers are roughly four times as productive as average performers. That holds in every industry, geographical region, and type of organization we've examined.

What "A" Players bring to the Table Why, then, do companies so rarely bring together a team of star players to tackle a big challenge? The easy answer—indeed, the conventional wisdom—is that all-star teams just don't work. Egos will take over. The stars won't work well with one another. They'll drive the team leader crazy.

We think it's time to reconsider that assumption. To be sure, managing a team of stars is not for the faint of heart. (The conventional wisdom is there for a reason.) But when the stakes are high—when a business model needs to be reinvented, say, or a key new product designed, or a strategic problem solved—doesn't it seem foolish not to put your best people on the job, provided you can find a way to manage them effectively?

We have seen all-star teams do extraordinary work. For example, it took just 600 Apple engineers less than two years to develop, debug, and deploy OS X, a revolutionary change in the company's operating system.

By contrast, it took as many as 10,000 engineers more than five years to develop, debug, deploy, and eventually retract Microsoft's Windows Vista.

Common sense suggests that all-star teams would have two big advantages:

**Sheer firepower.** If you have world-class talent of all kinds on a team, you multiply the productivity and performance advantages that stand-alone stars deliver. Consider auto-racing pit crews. Kyle Busch's six-man crew is widely considered the finest on the NASCAR circuit. And each member is the best for his position—gas man, jackman, tire carriers, and tire changers. Crew members train together year-round with one clear goal in mind: to get Busch's #18 racer in and out of the pit in the shortest possible time. The crew can execute a standard pit stop—73 maneuvers, including refueling and a change of all four tires—in 12.12 seconds. Add just one average player to Busch's crew—say, an ordinary tire changer—and that time nearly doubles, to 23.09 seconds. Add two average team members to the mix, and it climbs to well over half a minute.

Source : <https://hbr.org/2013/01/making-star-teams-out-of-star-players/ar/>

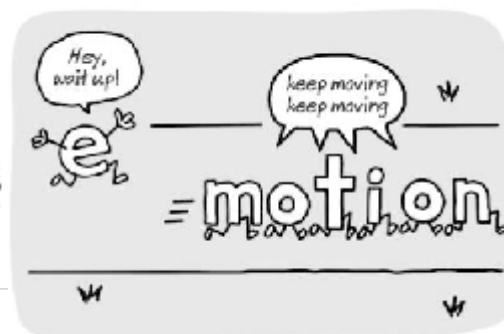
**If you have world-class talent of all kinds on a team, you multiply the productivity and performance advantages that stand-alone stars deliver. Consider auto-racing pit crews. Kyle Busch's six-man crew is widely considered the finest on the NASCAR circuit. And each member is the best for his position—gas man, jackman, tire carriers, and tire changers. Crew members train together year-round with one clear goal in mind: to get Busch's #18 racer in and out of the pit in the shortest possible time. The crew can execute a standard pit stop—73 maneuvers, including refueling and a change of all four tires—in 12.12 seconds.**



# HOW TO RUN A MEETING?

by Antony Jay

emotional detachment



**Why have a meeting anyway? Why indeed? Many important matters are quite satisfactorily conducted by a single individual who consults nobody. Many more are resolved by a letter, a memo, a phone call, or a simple conversation between two people. Sometimes five minutes spent with six people separately is more effective and productive than a half-hour meeting with them all together.**

Certainly a great many meetings waste a great deal of everyone's time and seem to be held for historical rather than practical reasons; many long-established committees are little more than memorials to dead problems. It would probably save no end of managerial time if every committee had to discuss its own dissolution once a year, and put up a case if it felt it should continue for another twelve months. If this requirement did nothing else, it would at least re-focus the minds of the committee members on their purposes and objectives.

But having said that, and granting that "referring the matter to a committee" can be a device for diluting authority, diffusing responsibility, and delaying decisions, I cannot deny that meetings fulfill a deep human need. Man is a social species. In every organization and every human culture of which we have record, people come together in small groups at regular and frequent intervals, and in larger "tribal" gatherings from time to time. If there are no meetings in the places where they work, people's attachment to the organizations they work for will be small, and they will meet in regular formal or informal gatherings in associations, societies, teams, clubs, or pubs when work is over.

This need for meetings is clearly something more positive than just a legacy from our primitive hunting past. From time to time, some technomaniac or other comes up with a vision of the executive who never leaves his home, who controls his whole operation from an all-electronic, multichannel, microwave, fiber-optic video display dream console in his living room. But any manager who has ever had to make an organization work

**In the simplest and most basic way, a meeting defines the team, the group, or the unit. Those present belong to it; those absent do not. Everyone is able to look around and perceive the whole group and sense the collective identity of which he or she forms a part.**

greets this vision with a smile that soon stretches into a yawn.

There is a world of science fiction, and a world of human reality; and those who live in the world of human reality know that it is held together by face-to-face meetings. A meeting still performs functions that will never be taken over by telephones, teleprinters, Xerox copiers, tape recorders, television monitors, or any other technological instruments of the information revolution.

Functions of a Meeting At this point, it may help us understand the meaning of meetings if we look at the six main functions that meetings will always perform better than any of the more recent communication devices.

In the simplest and most basic way, a meeting defines the team, the group, or the unit. Those present, belong to it; those absent do not. Everyone is able to look around and perceive the whole group and sense the collective identity of which he or she forms a part. We all know who we are—whether we are on the board of Universal International, in the overseas sales department of Flexitube, Inc., a member of the school management committee, on the East Hampton football team, or in Section No. 2 of Platoon 4, Company B.

Source: <http://hbr.org/1976/03/how-to-run-a-meeting>

# 51ST FOUNDATION DAY OF IMA

Friday, September 12, 2014



## 51 ST FOUNDATION DAY CELEBRATION

**INDORE MANAGEMENT ASSOCIATION** celebrated its prestigious 51st Foundation Day in a grand manner on Friday, 12th September 2014 at Hotel Fortune Landmark, Indore.

Mr. Kewal Handa, Former MD, Pfizer Ltd. delivered the Foundation Day Lecture on the topic: "Double Digit Growth - Making It Happen".

The lecture was followed by an interesting Panel

Discussion, with eminent panellists on the topic: "Indian Business - Today & Tomorrow".

During the occasion, IMA also honoured its Corporate & Individual Members for their long term association.



INDORE MANAGEMENT ASSOCIATION  
PRESENTS

## Tête-à-tête

Dr. Vithal Kamat,  
Chairman, The Orchid - Five Star Ecotel Hotel

Monday, September 15, 2014  
Hotel Radisson Blu



IMA ACTIVITIES

# EVOLUTION FOR EXCELLENCE WORKSHOP

IMA organized its Evolution for Excellence a One day workshop on "TQM" on Friday, September 05, 2014.



# Tete-a-tete

Indore Management Association organized its Tete-a-Tete on Monday, September 15, 2014 at Hotel Radisson Blu, Indore.

Dr. Vithal Venkatesh Kamat, Chairman, Asia's first - Ecotel Hotel - The Orchid was the Chief Guest and Speaker for the occasion. Mr. Kamat addressed the gathering on the topic "Learning Through Experience".



# CENTER OF EXCELLENCE ON THE TOPIC "GROW OR DIE"

Indore Management Association organized its COE, an Evening Talk Show on the topic "Grow or Die" Lie on Saturday, August 30, 2014 at IMA Meeting Room.



# IMA'S HR FORUM MEETING

IMA organized its 'HR Forum Meeting' on the topic "The Root Causes of Low Employee Morale" on Friday, August 22, 2014 at IMA Meeting Room.



# A FILM SHOW ON "THE SECRET"

Indore Management Association organized a Film Show, on "The Secret" for management professionals and students. The program was organized on Saturday, 9th August, 2014 at IMA's Meeting Room

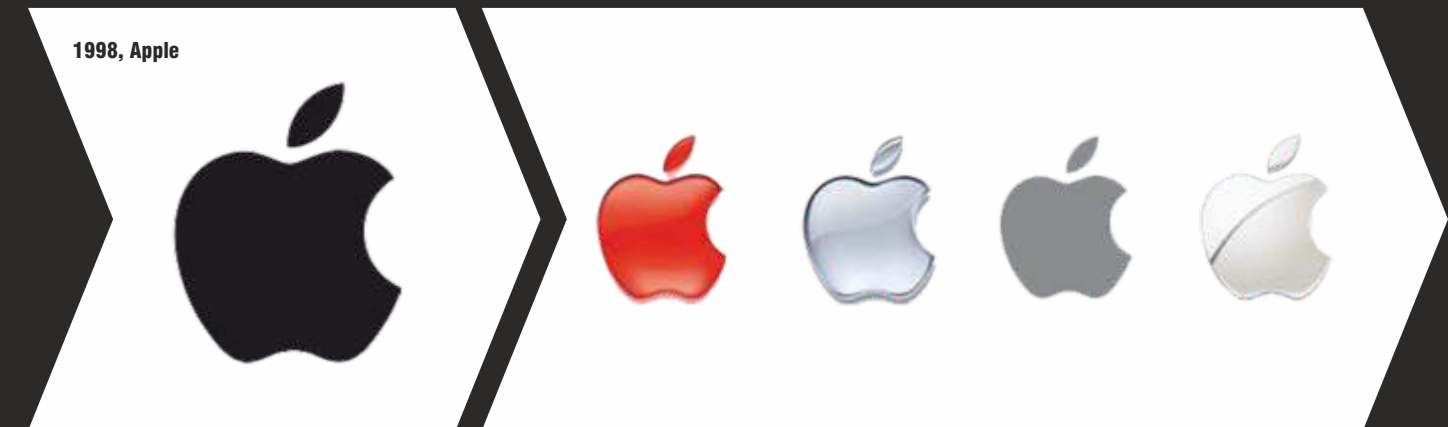


# TRAINING @ DOORSTEP

IMA organized its Training @ Doorstep Workshop on "Art of Effective Delegation" on Wednesday, August 20, 2014 at PIRAMAL, Pithampur.



# HISTORY OF APPLE LOGO



Beyond Apple's epic legacy of innovative products lies an equally compelling history of corporate identity. The first Apple logo was designed by Steve Jobs and Ronald Wayne in 1976, featuring Isaac Newton sitting under an apple tree. It was inspired by a quotation by Wordsworth that was also inscribed into the logo that said: "Newton... a mind forever voyaging through strange seas of thought" with 'Apple Computer Co.' on a ribbon banner ornamenting the picture frame.

It was a good start, but in the end Steve wasn't 100% convinced so in 1977 he commissioned designer Rob Janoff to focus more on the apple itself. Janoff did not disappoint, delivering the iconic logo we know so well, albeit a more colorful version dubbed the "rainbow apple". This was done to commemorate the discoveries of gravity (the apple) and the separation of light (the colors) done by Isaac Newton and possibly to tribute the 'fruit of the Tree of Knowledge' in Adam and Eve's story. Even the term 'Macintosh' refers to a particular variety of an apple of which Steve Jobs was fond. Living as a frugivore at the time he practically lived off apples.

The logo not only stuck, but provoked further speculation to its meaning by designers at the time. Some believed that the rainbow colored Apple logo was used to advertise the color capability of the Apple II computer. Others, like author Sadie Plant

of Zeroes and Ones, considers the Apple logo as homage to Alan Turing, the father of modern computing, who was persecuted for his homosexuality and committed suicide by eating a cyanide-laced apple. Since then the logo endured small iterations over the years, taking on a stark black look in 1998, followed by more 3D versions and finally the white or chrome versions we see today.

The speculation has not stopped however. Apart from the symbolism of the logo some designers have analyzed the actual design itself. Probably one of the more interesting studies is by graphic designer Thiago Barcelos who applied the Fibonacci sequence, or Golden Ratio as the underlying structure of the logo itself. We can't say for sure if this was indeed the blueprint for Apple's logo, but Thiago's work illustrates one of the possible reasons why Apple's logo has endured the

test of time.

It's incredible how far Apple has come since its humble inception nearly 40 years ago. The branding and marketing has no doubt kept up with its frantic pace of innovation. The folks over at Edible Apple Blog poked a bit of fun with this idea, creating a mockup of what current Apple products might look like with the old rainbow logo. Little did they know that the idea would actually be appealing to some people. One blogger in particular developed his own tiny hack for getting a little taste of yesteryear in his new Macbook Pro.

Today few companies enjoy the enthusiastic fanbase that Apple does, and it is clear that their visual prowess plays just as big a role in their success as the industry-shifting technology they are known for cranking out. It just hits home the importance of inspired marketing and presentation. Build the right brand and they will come.

Source: <http://fineprintnyc.com/blog/history-of-the-apple-logo>

**The logo not only stuck, but provoked further speculation to its meaning by designers at the time. Some believed that the rainbow colored Apple logo was used to advertise the color capability of the Apple II computer.**

# THE REAL LEADERSHIP LESSONS OF Steve Jobs

by Walter Isaacson

**His saga is the entrepreneurial creation myth writ large: Steve Jobs cofounded Apple in his parents' garage in 1976, was ousted in 1985, returned to rescue it from near bankruptcy in 1997, and by the time he died, in October 2011, had built it into the world's most valuable company.**

Along the way he helped to transform seven industries: personal computing, animated movies, music, phones, tablet computing, retail stores, and digital publishing. He thus belongs in the pantheon of America's great

innovators, along with Thomas Edison, Henry Ford, and Walt Disney. None of these men was a saint, but long after their personalities are forgotten, history will remember how they applied imagination to technology and business.



In the months since my biography of Jobs came out, countless commentators have tried to draw management lessons from it. Some of those readers have been insightful, but I think that many of them (especially those with no experience in entrepreneurship) fixate too much on the rough edges of his personality. The essence of Jobs, I think, is that his personality was integral to his way of doing business. He acted as if the normal rules didn't apply to him, and the passion, intensity, and extreme emotionalism he brought to everyday life were things he also poured into the products he made. His petulance and impatience were part and parcel of his perfectionism.

One of the last time I saw him, after I had finished writing most of the book, I asked him again about his tendency to be rough on people. "Look at the results," he replied. "These are all smart people I work with, and any of them could get a top job at another place if they were truly feeling brutalized. But they don't." Then he paused for a few moments and said, almost wistfully, "And we got some amazing things done." Indeed, he and Apple had had a string of hits over the past dozen years that was greater than that of any other innovative company in modern times: iMac, iPod, iPod nano, iTunes Store, Apple Stores, MacBook, iPhone, iPad, App Store, OS X Lion—not to mention every Pixar film. And as he battled his final illness, Jobs was surrounded by an intensely loyal cadre of colleagues who had been inspired by him for years and a very loving wife, sister, and four children.

So I think the real lessons from Steve Jobs have to be drawn from looking at what he actually accomplished. I once asked him what he thought was his most important creation, thinking he would answer the iPad or the Macintosh. Instead he said it was Apple the company. Making an enduring company, he said, was both far harder and more important than making a great product. How did he do it? Business schools will be studying that question a century from now. Here are what I consider the keys to his success.

## Focus

When Jobs returned to Apple in 1997, it was producing a random array of computers and peripherals, including a dozen different versions of the Macintosh. After a few weeks of product review sessions, he'd finally had enough. "Stop!" he shouted. "This is crazy." He grabbed a Magic Marker, padded in his bare feet to a whiteboard, and drew a two-by-two grid. "Here's what we need," he declared. Atop the two columns, he wrote "Consumer" and "Pro." He labeled the two rows "Desktop" and "Portable." Their job, he told his team members, was to focus on four great products, one for each quadrant. All other products should be canceled. There was a stunned silence. But by getting Apple to focus on making just four computers, he saved the company. "Deciding what not to do is as important as deciding what to do," he told me. "That's true for companies, and it's true for products."

After he righted the company, Jobs began taking his "top 100" people on a retreat each year. On the last day, he would stand in front of a whiteboard (he loved whiteboards, because they gave him complete control of a situation and they engendered focus) and asked, "What are the 10 things we should be doing next?" People would fight to get their suggestions on the list. Jobs would write them down—and then cross off the ones he decreed dumb. After much jockeying, the group would come up with a list of 10. Then Jobs would slash the bottom seven and announce, "We can only do three."

Focus was ingrained in Jobs's personality and had been honed by his Zen training. He relentlessly filtered out what he considered distractions. Colleagues and family members would at times be exasperated as they tried to get him to deal with issues—a legal problem, a medical diagnosis—they considered important. But he would give a cold stare and refuse to shift his laserlike focus until he was ready.

Near the end of his life, Jobs was visited at home by Larry Page, who was about to resume control of Google, the company he had cofounded. Even though their companies were feuding, Jobs was willing to give some advice. "The main thing I stressed was focus," he recalled. Figure out what Google wants to be when it grows up, he told Page. "It's now all over the map. What are the five products you want to focus on? Get rid of the rest, because they're dragging you down. They're turning you into Microsoft. They're causing you to turn out products that are adequate but not great." Page followed the advice. In January 2012 he told employees to focus on just a few priorities, such as Android and Google+, and to make them "beautiful," the way Jobs would have done.

Source: <http://hbr.org/2012/04/the-real-leadership-lessons-of-steve-jobs/>

**Focus was ingrained in Jobs's personality and had been honed by his Zen training. He relentlessly filtered out what he considered distractions.**



It's not just iPhone 6 that's bigger. The world's most advanced mobile operating system has made a huge leap too. iOS 8 has new capabilities and functions that let you do things you could only imagine before, like using your health and fitness apps to communicate with your doctor. Developers now have deeper access and more tools to bring some of the amazing new features of iOS 8 to their apps. And it all looks great on the large Retina HD display.

#### WHAT'S NEW IN iOS 8.

iOS 8 is full of features that make every experience better. More fun, useful and surprising ways to send messages. A better picture of your health and fitness information. A whole new way to bring harmony to your family's digital life.

#### MESSAGES

Now you can tap to add your voice or a video to any message. Share your location. Name your group chats, and mute or leave the conversation whenever you like.

#### HEALTH

Your health and fitness apps can talk to each other so they can work harder for you. And you can see a clear picture of all your health and fitness data in an easy-to-read dashboard.

#### FAMILY SHARING

Now up to six family members can share purchases from iTunes, iBooks and the App Store without sharing accounts. So you can give your favourite people access to all your favourite things.

#### ICLOUD DRIVE

Store any kind of file — presentations, spreadsheets, PDFs, images and more — in iCloud and access them from your iPhone, iPad,

iPod touch, Mac or PC. And edits you make on one device appear on all of them.

#### NOTIFICATIONS

Take action on texts, email, calendar invitations, reminders and even messages, straight from the apps' notifications banners, and without leaving the app you're in.

#### IPHONE COMES WITH AN AMAZING COLLECTION OF APPS

iPhone 6 is ready to do big things, and everyday things, straight out of the box. Edit photos on the go. Create the perfect playlist. iPhone comes packed with great built-in apps that are optimised to take advantage of the A8 chip's 64-bit desktop-class architecture.

#### CAMERA

Take beautiful photos and videos with just the touch of a button. Create a time-lapse video or epic panorama images. Shoot in slow motion. And apply live filters.

#### PHOTOS

The all-new photos app makes it simpler to find and rediscover your favourite photos. And edit them on the go with powerful new editing tools.

#### PHONE

Dial with a single tap. Instantly reply to a call with a text message. Turn on Do Not Disturb. And check messages in any order you want with Visual Voicemail.

#### FACETIME

With the new front-facing FaceTime HD camera, you can take your best selfies and group shots, and make video or audio calls over WiFi or a mobile network to an iPhone, iPad, iPod touch or Mac.

#### MAIL

Send, receive and reply across all your accounts. Swipe to scan your inbox and tap to open attachments. Keep track of email conversations by thread. Turn your iPhone 6 Plus from portrait to landscape to see your inbox and messages in a single view.

#### PASSBOOK

Passbook stores boarding passes, tickets, gift cards and more, automatically displays them on your Lock screen when and where you need them.

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#### WHATEVER DEVELOPERS DO NEXT, YOU CAN BE SURE IT WILL BE BIG

iOS 8 is the biggest iOS release ever. With deeper access and more tools, developers are leveraging the new capabilities of iOS 8 to create amazing apps and features. You'll see new keyboard options, you'll have even more ways to share your content, and you'll be able to use iCloud and Touch ID in ways you never have before.

Source : <https://www.apple.com/in/iphone-6/ios-8/>

# IT'S HOPE THAT KEEPS US GOING

By: Ezekiel Isaac Malekar

**Hope literary means “expectation and desires combined”, or “feeling of trust”. Hope, though deceitful, carries us pleasantly to the end of life because it is hope that keeps us alive.**

We all hope and reaffirm our faith in situations when we are distressed or disappointed and even though some like to say that hope is merely disappointment deferred. A hopeful man always sees success rather than failure, the sunrise rather than sunset, and hope is the pillar that holds up the world and allows us to cherish our dreams.

Life is full of surprises and life is not always fair. We can never predict with certainty what is going happen. Therefore one should not become depressed at the unexpected and not get dismayed when things don't go according to plan. Nothing ever remains the same. In Judaism, hope is the highest act of faith. Despair is a sin for which there is no forgiveness.

Hope is internal whereas wish and desire are external factors. Desires and aspirations for attaining or possessing something can lead to disappointments. We often mistake a desire of the body for a yearning of the soul. We ought to consider our wishes in life to determine which are ephemeral and which are truly worthwhile.

Hope is also an expectation though it is said a person who expects nothing shall never be disappointed. It is true that one should not have expectations or else he will be disappointed if his hopes are not fulfilled – yet, you are advised to live with hope. Expectation is something reciprocal and invective whereas hope is sufficient unto itself. It is said that there is no medicine like hope, no incentive so great and no tonic so powerful.

We keep our hopes alive via faith and vision. Because we have faith, we have a future. Jews survived because they are optimistic. No obstacles stopped them. No crisis dismayed them. No catastrophe crushed them. They swallowed the

bitterness of life and pursued the sweetness thereof because hope and faith in the Almighty kept them alive.

God gives us strength, courage, patience and hope, renewing our spiritual resources. We hope for serenity, tranquility of mind and a peaceful, joyous, harmonious and healthy, successful life without fear, worry or tension. We must learn to have confidence in ourselves so that we can face the future unafraid and help make our lives as long and fulfilling as possible.

Hope and imagination are always linked together because imagination can be a source of fear. Worry and fear are destructive and suck away energy. The only thing we have to fear is fear.

If we have faith nothing is impossible in this world. Faith is an inner conviction whereas prayers are premised on faith in divinity within. Rituals are only aids to help us find ourselves. Prayer may not end all sufferings but it can certainly help us to endure well what cannot be cured. However, we need to remember that faith alone can never be a substitute for executing one's responsibilities in life. A pragmatic approach is necessary.

Life is not always easy, comfortable or simple. Life is very complex with its unexpected twists and turns. There will always be tensions, worries, problems – perhaps in differing degrees or intensity -- because each one of us has special desires, hopes, expectations, beliefs and attitude. Therefore philosophy teaches us to hope and we attain salvation though good deeds.

Source : <http://www.speakingtree.in/spiritual-articles/new-age/it-s-hope-that-keeps-us-going>



# FOLLOW THESE EASY TIPS AND BOOST ENERGY AND WELL-BEING THIS WINTER.

For optimum health it is vital to eat a well balanced diet that is high in fibre and includes all the major food groups.



1. For optimum health it is vital to include both soluble and insoluble fibres daily. Soluble fibre is found in foods such as psyllium husk, apples, oat bran and legumes (chickpeas, lentils). Sources of insoluble fibre include whole grains, broccoli, nuts, seeds and vegetable skins.
2. Including fibre in your diet will offer benefits beyond your bowel. Fibre plays an important role in helping to prevent serious health conditions. Fibre can also help manage the digestive complaints associated with Irritable Bowel Syndrome (IBS).
3. The easiest way to boost your fibre intake is to eat foods in their most natural state i.e. fresh fruit and vegetables, whole grains (steel cut oats, rolled rye, brown rice, whole-wheat), legumes, nuts and seeds. If you are struggling to reach the recommended 25-30g of fibre per day, you may wish to boost your intake with a fibre supplement made from psyllium husk.
4. Make it a priority to drink 500ml of water before breakfast. Staying well hydrated will give you more energy, mental clarity and enhanced digestive function.
5. The first step to good nutrition is to remove all highly processed foods from your kitchen. This will allow room for nutrient dense, fresh foods.
6. Preparation is key, plan your meals at the start of the week, pre cook and freeze meals ahead of busy days and always carry healthy snacks in your bag, when you are on the run.
7. Make an effort to include raw foods such as fruits, vegetables, sprouts, nuts, seeds and fresh herbs. Raw foods provide enzymes, vitamins and disease protective antioxidants.

- 8 When it comes to fruits and vegetables variety is a must. Take the time to learn what is in season and try something new. Selecting seasonal produce ensures variety, optimal taste and quality.
- 9 When preparing meals you should simply think rainbow. If your plate is full of brightly coloured fresh produce you know you are on the right track.
- 10 Drinking herbal tea is a tasty way to improve hydration. Herbal tea includes ginger, mint, jasmine, lemon grass, and chamomile.
- 11 A healthy diet is a balanced diet complete with all major food groups. Meals should contain a mixture of fibre rich carbohydrates, good quality protein and essential fatty acids.
- 12 It is estimated between 30- 50% of Australian adults are deficient in vitamin D. The easiest way to increase vitamin D levels is by going for a walk outdoors and enjoying sensible sun exposure.
- 13 Serving sizes have doubled over the years making it easy to overeat. Limit your portion size by eating from a smaller plate or bowl.
- 14 Limit added sugars to no more than 10% of your daily calorie intake or 6- 10 teaspoons per day. To calculate how many teaspoons of sugar is in a food product divide the grams of sugar by 4. For example 16 grams of sugar is equivalent to 4 teaspoons of sugar.
- 15 Probiotics are the beneficial 'good' bacteria essential for health and digestive function. Aim to consume probiotic rich foods like natural yogurt, fermented vegetables and fermented milk drinks on a regular basis.
- 16 Health is a state of complete physical and mental well-being. Do not neglect your emotional health, take time out to stop, relax and breathe.
- 17 Spice things up at meal times by using a variety of herbs and spices. Including fresh herbs will enhance flavour, texture and boost the nutrient value of any meal.

**A healthy diet is a balanced diet complete with all major food groups. Meals should contain a mixture of fibre rich carbohydrates, good quality protein and essential fatty acids.**

- 18 Good quality sleep is vital for good health. Poor sleep can impact on everyday life affecting concentration, mood, stress levels and weight gain. Aim to get into bed early and enjoy around 8 hours of deep sleep.
- 19 Fibre can benefit energy levels. Soluble fibre slows the rate of carbohydrate digestion and absorption therefore preventing blood sugar surges and crashes. Foods that are high in fibre are ideal choices for sustained, balanced energy throughout the day.
- 20 Studies have indicated that consuming around 7g of soluble fibre per day can help lower blood cholesterol levels. Once consumed soluble fibre binds to cholesterol aiding its passage through the body and eventual elimination. Don't forget to drink plenty of water, soluble fibre works best when partnered with water.

Source : <http://www.news.com.au/lifestyle/health/easy-winter-health-tips/story-fneuz9ev-1226646402496>



# THE IMPORTANCE OF BEING ON TIME

**The life of George Washington was characterized by a scrupulous regard for punctuality.**

**When he asked a man to bring by some horses he was interested in buying at five in the morning, and the man arrived fifteen minutes late, he was told by the stable groom that the general had been waiting there at five, but had now moved on to other business, and that he wouldn't be able to examine the horses again until the following week.**

When he told Congress that he'd meet with them at noon, he could almost always be found striding into the chamber just as the clock was striking twelve.

Washington's promptness extended to his mealtimes as well. He ate dinner each day at exactly 4 o'clock, and when he invited members of Congress to dine with him, and they arrived late, they were often surprised to find the president halfway done with his meal or even pushing back from the table. To his startled, tardy guest he would say, "We are punctual here. My cook never asks whether the company has arrived, but whether the hour has come."

And when Washington's secretary arrived late to a meeting, and blamed his watch for his tardiness, Washington quietly replied, "Then you must get another watch, or I another secretary."

George Washington's passion for punctuality was born from his youthful study of "The Rules of Civility" - his repeated copying of maxims like "Undertake not what you cannot perform but be Careful to keep your Promise." For Washington, being on time was a way of showing respect to others, and he expected to be treated with the same level of respect in return.

We may no longer live in an age of knickers and powdered wigs, but being punctual is just as important as it ever was. It has been called "a homely, but solid virtue," and it certainly doesn't cause one's breast to swell in the way that pondering courage or

resolution does. But related as punctuality is to discipline and self-mastery, to integrity and respect, it is - if not particularly sexy - still an essential component of the character of an upstanding man.

## Why Is Being Punctual Important?

"The habit of being prompt once formed extends to everything - meeting friends, paying debts, going to church, reaching and leaving place of business, keeping promises, retiring at night and rising in the morning, going to the lecture and town-meeting, and, indeed, to every relation and act, however trivial it may seem to observers." -William Makepeace Thayer, Tact and Grit, 1882.

**The importance of punctuality is not universal and varies from culture to culture.**

In some places like Latin America and the Pacific Islands, life moves at a different pace and meeting times are meant to be fuzzy. But this does not negate the value of punctuality to a man living in a culture that does define being on time more strictly, just as the well-rounded man of the West seeks competence in things like shaking hands, wearing a tie, working out with a kettle bell, and holding open doors for women, even if such things are not practiced the world over.



## Here's why.

"I have always been a quarter of an hour before my time, and it has made a man of me." -Horatio, Lord Nelson

Being punctual strengthens and reveals your integrity. If you tell someone that you will meet them at a certain time, you have essentially made them a promise. And if you say you'll be there at 8:00, and yet arrive at 8:15, you have essentially broken that promise. Being on time shows others that you are a man of your word.

**Being punctual shows you are dependable.** A man can always be found at his post, carrying out the duties needful for that time. People know they can rely on such a man - if he says he will be there, he'll be there. But if a man is not punctual, others cannot depend on him - they do not know where he will be when they need him. His associates will begin to feel he cannot organize his own time, and these doubts will seep into matters beyond the clock, as it naturally raises the question: "If he is careless about time, what else is he careless about?"

Benjamin Franklin once said to an employee who was always late, but always ready with an excuse: "I have generally found that the man who is good at an excuse is good for nothing else."

**Being punctual builds your self-confidence.** Showing up on time not only tells other people you are dependable, it teaches you that you can depend on yourself. The more you keep the promises you make, the more your self-confidence will grow. And the more you gain in self-mastery, the less you will be at the mercy of your compulsions and habits, and the more in control of your life you will feel.

**Being punctual assures you're at your best.** After riding someone's bumper, speeding like a maniac, scanning for cops, and cursing at red lights, it's hard to then turn your focus to making a presentation at a meeting or charming a date - you're shaky and depleted from the adrenaline and stress. But when you show up on time, better yet a little early, you have a few minutes to collect your thoughts, review your materials, and get your game face on.

"Soldiers should be minutemen. Punctuality is one of the most valuable habits a soldier can possess." -Christopher Columbus Andrews, Hints to Company Officers on Their Military Duties, 1863

**Being punctual builds and reveals your discipline.** The punctual man shows that he can organize his time, that he pays attention to details, and that he can put aside this to do that - he can set aside a pleasure to take care of business.

"'There is great dignity in being waited for,' said one who was in this habit, and who had not much of which he need be vain, unless it was this want of promptness." -John Todd, The Students Manual, 1854

**Being punctual shows your humility.** That bumper sticker maxim: "Always late, but worth the wait" shows

that tardiness and an overestimation of one's worth sometimes go hand in hand. People will be glad to see you when you arrive, but they would have been gladder still had you come on time.

**Being punctual shows your respect for others.** Being late is a selfish act, for it puts your needs above another's. You want an extra minute to do what you'd like, but in gaining that minute for yourself, you take a minute from another, which is why....

**Being late is a form of stealing.** That's a tough truth, but it's a truth nonetheless. When you make others wait for you, you rob minutes from them that they'll never get back. Time they could have turned into money, or simply used for the things important to them. In coming to meet you at the agreed upon hour, they may have made sacrifices - woken up early, cut short their workout, told their kid they couldn't read a story together - and your lateness negates those sacrifices. If you wouldn't think of taking ten dollars from another man's wallet, you shouldn't think of stealing ten minutes from him either. Being punctual shows you value time yourself, and thus wouldn't think of depriving others of this precious, but limited resource.

**"It has been said that time is money.** That proverb understates the case. Time is a great deal more than money. If you have time you can obtain money-usually. But though you have the wealth of a cloak-room attendant at the Carlton Hotel, you cannot buy yourself a minute more time than I have, or the cat by the fire has." - Arnold Bennett, How to Live on Twenty-Four Hours a Day, 1910

**Being late disturbs the experiences of other people.** Your tardiness not only robs others of their time, but of the fullness of their experiences as well. The student who interrupts a professor in the middle of his lecture; the family which climbs over you to get to their seats at the middle of the row in the theater; the man who opens the creaky door in the middle of a eulogy. When an old man was once asked why he had been so punctual in arriving at his church on time for decades, he replied, "I made it my religion not to disturb the religion of others."

**Being late strains your relationships.** When you're late in meeting other people, it makes them feel under-valued, that whatever you couldn't pull yourself away from was more important or that they didn't mean enough to you to warrant allotting sufficient time to arrive on schedule. The guest who flies in to see you feels like a dope standing at the airport alone, your date feels awkward sitting at the restaurant by herself, and your child feels abandoned as she waits with her teacher for you to arrive, all the other children having already been picked up from school.

Source: <http://www.artofmanliness.com/2012/07/16/a-man-is-punctual-the-importance-of-being-on-time/>

## TOP TEN

# 7 PREDICTIONS FOR THE FUTURE OF WORK

WE MIGHT NOT HAVE HOLOGRAPHIC CONFERENCE CALLS OR TELEPORTING COMMUTES (YET), BUT CORPORATE ANTHROPOLOGY CAN GIVE US A REALISTIC GLIMPSE OF OUR FUTURES IN THE WORKPLACE.

# 1

## THE TALENT POOL WILL GROW

As the use of robotics and automation technology increase, humans will no longer be asked to perform rote tasks. That means the nature of jobs will change. Greater connectivity means we will have greater access to talent literally all over the planet.

A new form of labor pool and market where individuals, project teams, or even entrepreneurial companies (that are really just teams of teams) from all over the world will bid on high-value tasks and opportunities. This new dynamic will not only increase the efficiency of organizations, it will also change the notion of what "managing" means. It will also create competitive pressures for organizations to embrace global languages and cultural awareness as a way to appeal to the most talented workers.

Everything you thought you knew about the workplace is already outdated. Gone are the days when decisions were made from the top down and when all anyone was expected to do was simply "their job." As a Corporate Anthropologist, I study the cultures of organizations--how they evolve and intersect with what's happening right now, and how the people in them influence and shape their communities.

## 2 COLLABORATION WILL BE THE NORM

The type of company--and people--that will thrive in this new environment will embrace collaboration and teamwork. I call them the Betas. The old-fashioned Alphaway of doing business--top-down, command-and-control--will no longer be viable.

As Alpha methods die out, employers will be looking for innovators, technologists, and big thinkers. Data managers will remain in high demand as will people with the skills to manage a diverse workforce.

## 3 A RISE IN "LIMITED CONTRACTS"

As we move into a craftsman and service economy, people will work for organizations for two to four years with incentives built in to compensate them for the level of impact they bring to the organization.

## 4 SPECIALIZATION WILL BE EVEN MORE ESSENTIAL

The flatter and more networked the workplace becomes, the more essential it will be for people to continually build their skillset and maintain a level of specialization that enables them to stand out in a crowd of talent.

## 5 SOCIAL NETWORKS BECOME A WAY TO PARTNER

Workers at all levels will need to market themselves through their social networks, forming partnerships and gaining influence by striking deals based on their deep skill specialization.

## 6 EVERYONE WILL BECOME AN ENTREPRENEUR

People will work for and with many clients and partners simultaneously. At the same time, individuals will have greater control over the kind of work they tackle and how they are compensated.

## 7 INDIVIDUAL CONTRIBUTION, NOT PAY GRADE, WILL BE REWARDED

With a more peer-to-peer network in place, individuals stand to reap greater rewards than in the more inefficient hierarchical systems of the past where those at the top of the pyramid paid themselves first. Rewards will be tied to the value of an individual's contribution and not to any artificial title. The future of work will be different than it is today and, as the old adage says, fortune favors the prepared.

SOURCE:  
<http://www.fastcompany.com/3026345/leadership-now/7-predictions-for-the-future-of-work>



ARTICLE



Mr. Shailesh S. Danani  
Managing Director  
(Omega Rubber Industries)

# INNOVATE

Increasingly, however, that is not enough, to remain competitive in today's business world, every firm must make innovation a central pillar of its strategy for differentiation and growth. However, Indian firms have to prepare themselves to make innovation an integral part of their growth strategies.

Respect yourself and others will respect you. (Confucius)



Every five years or so, it seems, the balance of power in business shifts, and a new set of frameworks is needed to bring the new realities into focus.

In the early 1990s, as the technology sector rose to power, the new reality was technology-enabled markets and the new frameworks included the Technology Adoption Life Cycle.

In the late 1990s, it was all about the rise of the Internet, the dotcoms, and dizzying stock market valuations, and managing for shareholder value became core.

With the downturn in the early 2000s, management retrenched to dig itself out of a huge economic hole, and execution gained more importance.

In the latter half of the 2000s, yet another set of issues became prominent. The great growth market opportunities got transplanted to Asia and with them local economic advantage as well.

Moreover, businesses incubated in low-cost economies can be expected to disrupt business models in established markets.

Now, as we enter the early 2010s the world, including India is facing yet another cycle of an economic slowdown. As the global economy slows down, organizations face new challenges and opportunities. However signs of improvement in the economy are likely to be seen as we get ready for the new year 2015.

Today's leading enterprises can compete successfully for revenues and profits in a globalized, commoditized, deregulated marketplace with the help of innovation.

In today's interconnected world, it is impractical for companies to suspend

their innovation initiatives until the worst of the storm blows over. To do so is to risk being well behind the curve when the economy recovers, and losing precious ground to competitors who found creative ways to keep their innovation initiatives moving during the darkest days of the downturn.

Businesses must seek to focus on frameworks that reinterpret the changing landscape of business to highlight new forces that have come to the fore.

The key issues today are innovation and inertia, and how companies must manage both to create superior economic returns.

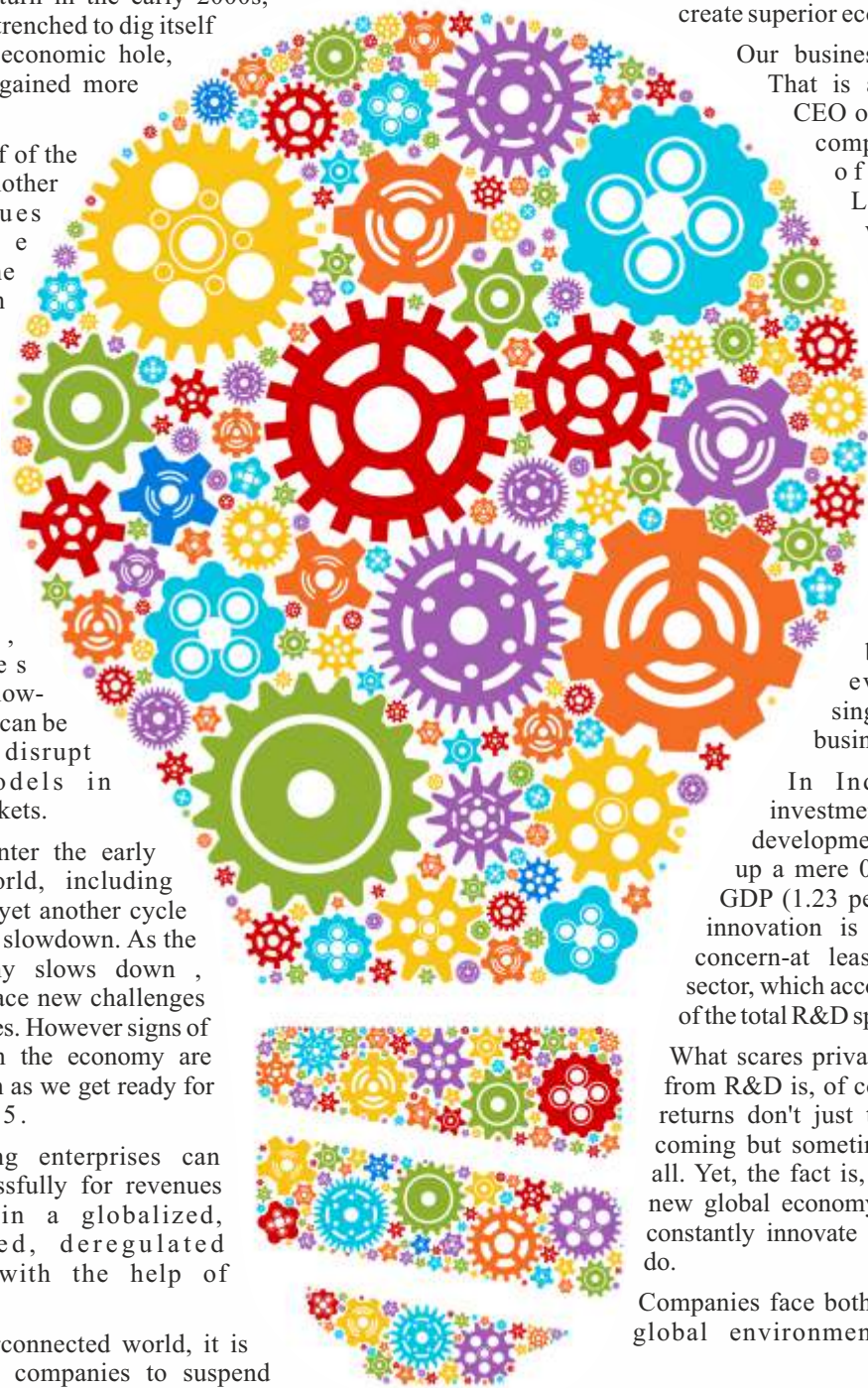
Our business is innovation." That is a quote from the CEO of a pharmaceutical company (G.V.Prasad of Dr Reddy's Laboratories), where innovation is, indeed, the core business.

But with costs soaring, the market place getting increasingly cluttered, and customers becoming more demanding, innovation is bound to become every company's single-most important business.

In India, where the investment in research & development (R&D) makes up a mere 0.8 per cent of the GDP (1.23 per cent for China), innovation is a relatively new concern—at least, in the private sector, which accounts for just a fifth of the total R&D spend.

What scares private enterprise away from R&D is, of course, the fact that returns don't just take a long while coming but sometimes don't come at all. Yet, the fact is, to compete in the new global economy, companies must constantly innovate in everything they do.

Companies face both a domestic and a global environment that is more



competitive than ever before. For years, firms have focused on reducing costs, increasing operational efficiencies, and targeting their products and services carefully at specific customer segments.

Increasingly, however, that is not enough. To remain competitive in today's business world, every firm must make innovation a central pillar of its strategy for differentiation and growth. However Indian firms have to prepare themselves to make innovation an integral part of their growth strategies.

Indian firms recognise how critical innovation is to thriving (or even just surviving) in today's global market, and some have taken important steps towards building the kinds of leadership, strategy, systems, partnerships, and culture required for innovation. At the same time, senior executives also believe that their efforts to build truly innovative Indian firms confront significant constraints.

Many Multinational companies on the other hand were able to survive and excel in the competitive global world for years due to their ability to recognise the need to innovate early in their business life cycle.

They adopted various strategies to build upon their strengths, Indian Corporates can learn from their experiences and the strategies adopted by multinationals in order to grow multifold so as to bring a quantum change in their business volumes and their geographical area of reach and become Indian Multinationals which other countries and companies can replicate.

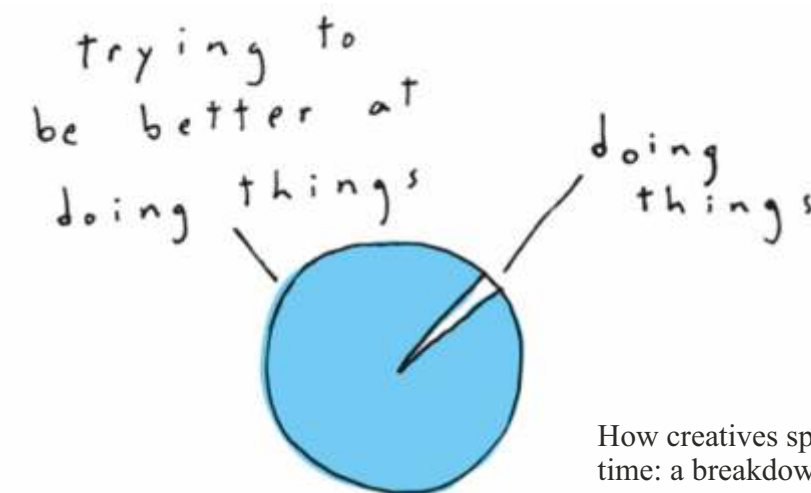
Bharti Airtel, for one, has established the Future Factory- a "center of innovation" that aims to develop innovative applications specifically targeted at individual customer segments.

Wipro has established an "Advisory Board" and "Innovation Council" to invest in and manage innovation projects.

Tata Motors has initiated a "New Product Introduction" process that defines business processes for new products-tackling everything from understanding

customer requirements to

**Our business is innovation." That is a quote from the CEO of a pharmaceutical company (G.V.Prasad of Dr Reddy's Laboratories), where innovation is, indeed, the core business.**



How creatives spend their time: a breakdown