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For details contact:

Mr. Jagwant Singh Mangat | M: +91 8889996130 | Email: marketing@imaindore.com

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FIND THE FORMULA

Leadership Lessons

One of the most exciting and - sometimes anxiety-producing transitions in a career - comes when you move from being an individual contributor to becoming a Leader. At this juncture, what you think, what you say, and how you show up - in effect, your leadership presence - can have a direct impact on those you are now leading and managing for the first time. In this issue of Indore Manager let's understand that as a new leader, how do you build an authentic and connected leadership presence that has a positive impact on your team and colleagues.



Editor's Message

Dear Members,

A leader represents two brands- his own and that of his company/organisation. If he succeeds in branding himself as a good leader, it helps his company too. So what are some elements of his own brand?

Some of these could be ethical behaviour, doing the right thing in difficult situations and delegating effectively. These are not skills learnt overnight, but built up over years of experience. Being thrown into a crisis also makes some leaders emerge as a wiser leader. Whatever the personal character of the leader, it reflects in his personal brand. That can affect the company he works for.

Many leadership lessons await you, dear reader, in this issue, from different perspectives. To be a leader also needs you to listen and act. Mixing with employees both professionally and socially makes one a complete leader, with better understanding of perspectives of others.

Here is to great leaders, in companies large and small!

Wishing you well,
Professor Rajendra Nargundkar
Editor - Indore Manager



President's Message

Dear Members,

I believe that self-image sets the boundaries of individual accomplishment. But if it is a leader, whose image is in question, the accomplishments then don't restrict to an individual. A leader's presence affects his team's accomplishments. More so, when the leader has newly assumed the role.

Simplistically put, leadership presence is all about image management. A new leader is under a constant scanner, being evaluated on how well he displays confidence, composure, credibility, connection, and charisma.

A leader's 'presence' speaks much before he can and by displaying an influential guise, he holds the power to attract followers. Leadership is now not just about brains and brawn but beauty as well or rather an electrifying persona. As world renowned social psychologist, Amy Cuddy says how we present ourselves has an immense effect on how we feel; a leader's image holds power to affect not only his mental well-being but that of his followers as well. That is the reason some people make for natural leaders.

Transitioning to a leadership role one should focus on the concept of C-Cube or Confidence, Communication and Credibility as the guiding forces and leverage the power of Presence.

I would like to conclude on the note that when assuming a leadership role, remember that trust is the conduit of influence, and the only way to establish real trust is by being present!

The 27th edition of most awaited signature event "IMA International Management Conclave" has been scheduled on 2nd & 3rd Feb.'18 on the theme "भारत भाग्य विधाता" - Innovate & Lead"

I request you all to pls ensure your participation & involvement to make the event a grand success. Preparation of the Conclave is in full swing under the capable leadership of Prof. Rishikesh Krishnan, Director, IIM, Indore. Your suggestions & feedback are most valuable to achieve the objective of IMA.

Best wishes,
CA. Santosh Muchhal
President- IMA

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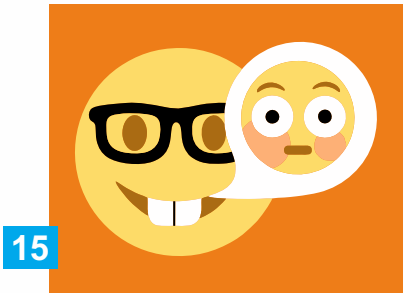
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Indore Management Association

Jall Auditorium, 56/1, South
Tukoganj, Indore - 452 001.
(T) +91-731-2512544-45, 4069545.
(F) +91-731-2528680
(E) mail@ima-indore.com
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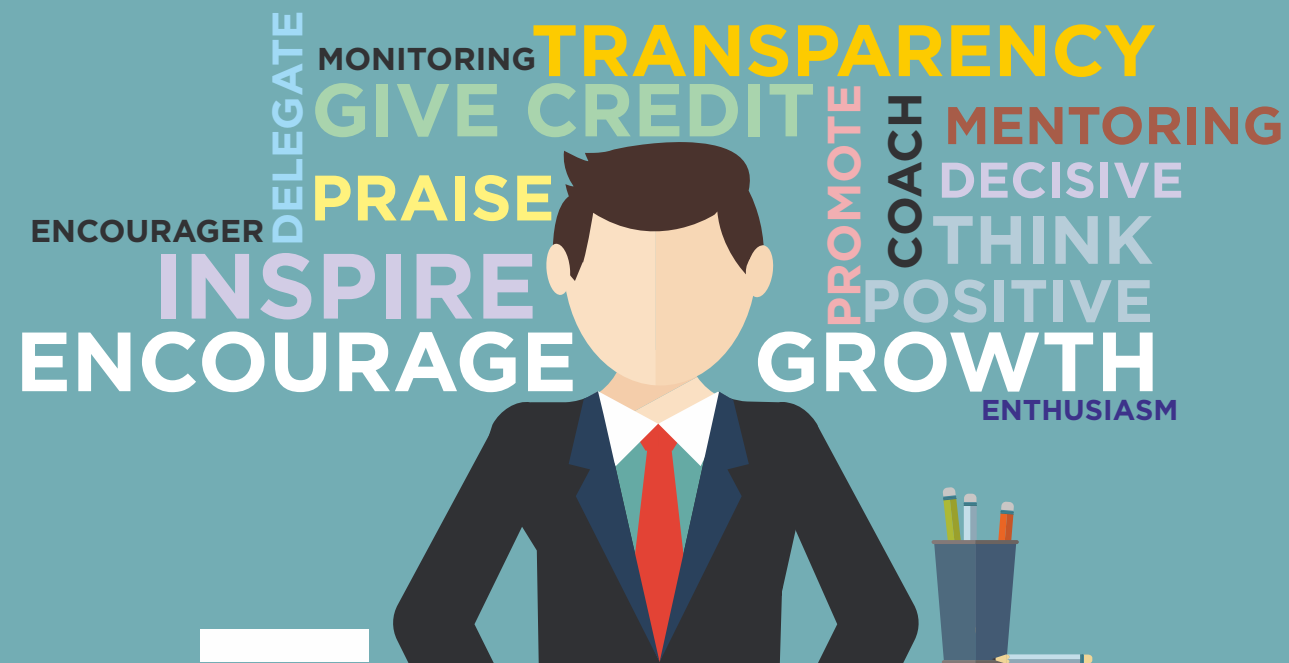
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BECOME A BETTER BOSS

The animating spirit of business has always been an ambition to do big things—to build something valuable, to solve a difficult problem, to provide a useful service, to explore the frontiers of human possibility.

At its essence, therefore, business is about human endeavor. And for humans to endeavor together, there must be an animating ethos and ethic of endeavor.

But it's getting harder for leaders to foster this ethos, and to lead through it on the way to doing big things. That's because they're trying to do so in a world that is not just rapidly changing, but in one that has been dramatically reshaped. And the world has been reshaped faster than we've been able to reshape ourselves, our institutions, and our models of leadership.

First, individuals around the world have gone from being merely connected a generation ago to globally interdependent today. The behavior of any one person can affect so many others, even those a continent away, as never before.

Second, technology is bringing strangers into intimate

proximity at an accelerated pace, affording us richer experiences, but also demanding new levels of empathy and understanding. When the swipe of a smartphone can bring a traveler into our bed, a handyman into our home, and a stranger into our car, *how* we behave becomes more critical. Social media, likewise, has shrunk the distances between nations, between citizens and their governments, and between consumers and businesses everywhere. Any one of us, at any time, can amplify our sentiments with a tweet or post about who's good or bad—meting out sympathy and scorn, condemnation and redemption, to a potentially global audience.

Third, these same technologies are granting us MRI-like vision into the innermost workings of once-opaque organizations and even into the mindsets of their leaders.

The forces reshaping the world—interdependence, proximity, and forced transparency—have left us disoriented and morally unmoored, with few bulwarks to lean on. Trust has broken down—between citizens and elected officials, between business leaders and employees, between consumers and suppliers, between

people with opposing opinions.

For executives who pride themselves on facing up to hard truths, here's one: No one is exempt from this moral crisis and its consequences. Leaders can't afford to dismiss it or to watch it unfold while privately thinking, "It doesn't affect me and my business." The forces behind it are sweeping, indiscriminate, and unforgiving, and the time to reckon with them is now.

Only one kind of leadership can respond to this moral crisis of trust and that's moral leadership. It doesn't come, however, from formal authority. You don't get it by winning an election, or being named the boss, or locking it up with super-voting shares. You can't buy or seize it. Moral leadership stems from an authority that must be earned every day.

How? It isn't easy. But in my years studying leadership in business, government, and other pursuits, I've found that the most authentic practitioners, at every level in their careers, follow certain principles. Here are four guideposts for building and sustaining moral authority.

Moral Leaders Are Driven By Purpose.

True authority is formed when leaders pursue—and are seen by others to be pursuing—a worthy, valuable, and noble purpose connected to human progress or the betterment of the world. Purpose is about the fundamental nature of an organization's endeavor. The more worthwhile the endeavor, the more it elevates and can generate dedication, devotion, and hope. Above all, when leaders pursue their purpose in ways that are bigger than themselves, it creates the space for others to share in the mission. People who marry their own sense of purpose to a larger one are people others want to join.

Moral leaders see the path ahead as a journey and frame it explicitly as such for those whom they lead. In so doing, they leverage what journeys are about: focusing on the progress, not just on results and the bottom line. Journeys challenge us to be resilient and hopeful, because journeys are hard, long, and curvilinear. They go up and down, they zig and zag. Journeys force us to learn, adapt, and experiment—and to embrace and learn from mistakes and failures as we strive forward. The ability to do these things together, and to stick together when up or down, calls forth from us all that is moral. What makes it moral is *how* we journey—how we maintain hope, truth, and the will to find our way when we are lost.

Moral Leaders Inspire and Elevate Others.

Those with moral authority understand what they can demand of others and what they must inspire in them. Honesty, for example, can be demanded. But loyalty must be inspired. Moral leaders do not ask for personal loyalty. Just like we ask government leaders to take an oath and be loyal to the Constitution, by analogy, moral leaders ask people to be loyal not to them, but rather to the overall purpose and mission of the organization.

For these leaders, how they wield authority follows directly from how they view others. They don't see

direct reports but fellow journeyers, animated by hopes and longings, struggles and dreams. Therefore, every decision is made with consideration of others' full humanity. And because they see that humanity in others, they're more inclusive and better able to listen to and learn from those whom they lead.

Moral Leaders Are Animated by Both Courage and Patience.

Many leaders use their formal authority (their rank or position in the corporate hierarchy) to keep doing the next thing right. Moral leaders, instead, focus on doing the next right thing.

For a CEO or political leader to do the next right thing, it often takes more than intelligence and competence; it takes courage. It takes courage, for instance, to speak out for a principle or larger truth, especially when such an action has the potential to put that leader in an uncomfortable or vulnerable territory.

But courage isn't enough. Moral leaders also need patience. Think of patience as a way of extending trust to others by allowing them the time to be more thorough, rigorous and creative. Patience allows for reflection and the chance to consider the broader, longer-term outcomes of any action. While those with mere formal, or top-down, authority often feel captive to the moment and pressured to act, those with moral authority feel empowered—and, indeed are entrusted by others—to do the next right thing.

Moral Leaders Keep Building Muscle.

Authentic leaders don't stop learning and growing just because they've accumulated formal authority in an organization. They continue to build moral muscle—I call it "going to the moral gym"—by wrestling with questions of right and wrong, fairness and justice, what serves others and what doesn't. Their wisdom comes from viewing the world through a lens that magnifies their own actions; their moral authority is enhanced when they frame issues by how their own actions impact the greater good.

This isn't about not making mistakes. We all make them. (A lot.) Rather, it's about what we do and say after those failures and shortcomings. It's about how authentically we apologize and make amends. Those with moral authority challenge themselves—and ask whether the mistake came from a deviation of principle or, perhaps, as the direct result of a misguided strategy. Moral leaders pause. They continually ask if what they're doing—or what their company or organization is doing—is compatible with their purpose and mission. Reflecting on their own actions and leadership in this way builds knowledge and wisdom that can be shared with their teams, helping others to see their own impact on the world around them.

This is all an important part of the shared journey. It makes the world better and wiser. And that's a worthy journey to be on.

<https://www.weforum.org/agenda/2017/09/4-ways-to-become-a-better-boss>



THE SNAP JUDGMENTS PEOPLE MAKE WHEN THEY FIRST MEET YOU

Amy Cuddy, a psychologist at the Harvard Business School, has been studying first impressions for more than a decade. She and her colleagues found that we make snap judgments about other people that answer two primary questions:

- Can I trust this person?
- Can I respect this person's capabilities?

According to Cuddy's research, 80% to 90% of a first impression is based on these two traits. Subconsciously, you and the people you meet are asking yourselves, "Can I trust that this person has good intentions toward me?" and "Is this person capable?"

We often assume that competence is the most important factor, and people have a tendency to play this up when they meet someone; however, Cuddy's research shows that trust is the most important factor. In order for your competence to matter, people must trust you first. If there's no trust, people actually perceive competence as a negative. As Cuddy said, "A warm, trustworthy person who is also strong elicits admiration, but only after you've achieved trust does your strength become a gift rather than a threat."

How to Master the Art of the First Impression

Since it only takes seconds for someone to decide if you're trustworthy and competent, and research shows that first impressions are very difficult to change, the pressure that comes with meeting new people is justifiably intense.

If you try to project confidence but haven't first established trust, your efforts will backfire. No one wants to end up respected but disliked. As Cuddy said, "If someone you're trying to influence doesn't trust you, you're not going to get very far; in fact, you might even elicit suspicion, because you come across as manipulative."

Once you recognize the importance of trustworthiness over competence, you can take control of the first impressions you make. Here are some tips to help you make that happen the next time you meet someone new:

Let the person you're meeting speak first. Let them take the lead in the conversation, and you can always ask good questions to help this along. Taking the floor right away shows dominance, and that won't help you build trust. Trust and warmth are created when people feel understood, and they need to be doing a lot of sharing for that to happen.

Use positive body language. Becoming cognizant of your gestures, expressions, and tone of voice and making certain they're positive will draw people to you

like ants to a picnic. Using an enthusiastic tone, uncrossing your arms, maintaining eye contact, and leaning towards the speaker are all forms of positive body language, which can make all the difference.

Put away your phone. It's impossible to build trust and monitor your phone at the same time. Nothing turns people off like a mid-conversation text message or even a quick glance at your phone. When you commit to a conversation, focus all your energy on the conversation. You will find that conversations are more enjoyable and effective when you immerse yourself in them.

Make time for small talk. It might sound trivial, but research shows that starting meetings with just five minutes of small talk gets better results. Many trust builders, such as small talk, can seem a waste of time to people who don't understand their purpose.

Practice active listening. Active listening means concentrating on what the other person is saying, rather than planning what you're going to say next. Asking insightful questions is a great way to illustrate that you're really paying attention. If you're not checking for understanding or asking a probing question, you shouldn't be talking. Not only does thinking about what you're going to say next take your attention away from the speaker, hijacking the conversation shows that you think you have something more important to say. This means that you shouldn't jump in with solutions to the speaker's problems. It's human nature to want to help people, but what a lot of us don't realize is that when we jump in with advice or a solution, we're shutting the other person down and destroying trust. It's essentially a more socially acceptable way of saying, "Okay, I've got it. You can stop now!" The effect is the same.

Do your homework. People love it when you know things about them that they didn't have to share. Not creepy stuff, but simple facts that you took the time to learn from their LinkedIn page or company website. While this may not work for chance encounters, it's crucial when a first meeting is planned ahead of time, such as a job interview or a consultation with a potential client. Find out as much as you can about all the people you're meeting, their company, their company's primary challenges, and so on. This demonstrates competence and trustworthiness by highlighting your initiative and responsibility.

Bringing It All Together

It's the little things that make a first impression a good one, and the importance of establishing trust cannot be overstated. Now if someone would just tell this to the politicians!

<https://www.weforum.org/agenda/2017/07/these-are-the-snap-judgements-people-make-when-they-first-meet-you>



HERE'S WHY YOUR ATTITUDE IS MORE IMPORTANT THAN YOUR INTELLIGENCE

When it comes to success, it's easy to think that people blessed with brains are inevitably going to leave the rest of us in the dust. But new research from Stanford University will change your mind (and your attitude).

Psychologist Carol Dweck has spent her entire career studying attitude and performance, and her latest study shows that your attitude is a better predictor of your success than your IQ.

Dweck found that people's core attitudes fall into one of two categories: a fixed mindset or a growth mindset.

With a fixed mindset, you believe you are who you are and you cannot change. This creates problems when you're challenged because anything that appears to be more than you can handle is bound to make you feel hopeless and overwhelmed.

People with a growth mindset believe that they can improve with effort. They outperform those with a fixed mindset, even when they have a lower IQ, because they embrace challenges, treating them as opportunities to learn something new.

Common sense would suggest that having ability, like being smart, inspires confidence. It does, but only while the going is easy. The deciding factor in life is how you handle setbacks and challenges. People with a growth mindset welcome setbacks with open arms.

According to Dweck, success in life is all about how you deal with failure. She describes the approach to failure of people with the growth mindset this way,

"Failure is information—we label it failure, but it's more like, 'This didn't work, and I'm a problem solver, so I'll try something else.'"

Regardless of which side of the chart you fall on, you can make changes and develop a growth mindset. What follows are some strategies that will fine-tune your mindset and help you make certain it's as growth oriented as possible.

Don't stay helpless. We all hit moments when we feel helpless. The test is how we react to that feeling. We can either learn from it and move forward or let it drag us down. There are countless successful people who would

have never made it if they had succumbed to feelings of helplessness: Walt Disney was fired from the Kansas City Star because he "lacked imagination and had no good ideas," Oprah Winfrey was fired from her job as a TV anchor in Baltimore for being "too emotionally invested in her stories," Henry Ford had two failed car companies prior to succeeding with Ford, and Steven Spielberg was rejected by USC's Cinematic Arts School multiple times. Imagine what would have happened if any of these people had a fixed mindset. They would have succumbed to the rejection and given up hope. People with a growth mindset don't feel helpless because they know that in order to be successful, you need to be willing to fail hard and then bounce right back.

Be passionate. Empowered people pursue their passions relentlessly. There's always going to be someone who's more naturally talented than you are, but what you lack in talent, you can make up for in passion. Empowered people's passion is what drives their unrelenting pursuit of excellence. Warren Buffet recommends finding your truest passions using, what he calls, the 5/25 technique: Write down the 25 things that you care about the most. Then, cross out the bottom 20. The remaining 5 are your true passions. Everything else is merely a distraction.

Take action. It's not that people with a growth mindset are able to overcome their fears because they are braver than the rest of us; it's just that they know fear and anxiety are paralyzing emotions and that the best way to overcome this paralysis is to take action. People with a growth mindset are empowered, and empowered people know that there's no such thing as a truly perfect moment to move forward. So why wait for one? Taking action turns all your worry and concern about failure into positive, focused energy.

Then go the extra mile (or two). Empowered people give it their all, even on their worst days. They're always pushing themselves to go the extra mile. One of Bruce

Lee's pupils ran three miles every day with him. One day, they were about to hit the three-mile mark when Bruce said, "Let's do two more." His pupil was tired and said, "I'll die if I run two more." Bruce's response? "Then do it." His pupil became so angry that he finished the full five miles. Exhausted and furious, he confronted Bruce about his comment, and Bruce explained it this way: "Quit and you might as well be dead. If you always put limits on what you can do, physical or anything else, it'll spread over into the rest of your life. It'll spread into your work, into your morality, into your entire being. There are no limits. There are plateaus, but you must not stay there; you must go beyond them. If it kills you, it kills you. A man must constantly exceed his level."

If you aren't getting a little bit better each day, then you're most likely getting a little worse—and what kind of life is that?

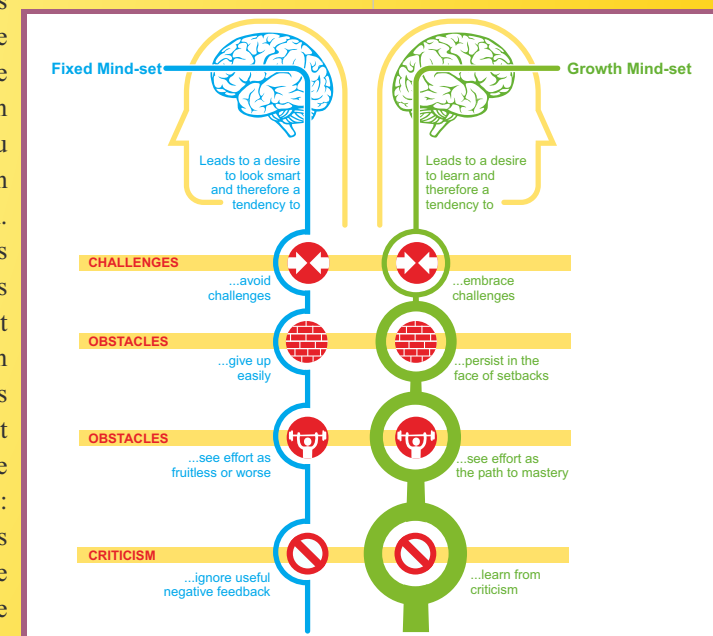
Expect results. People with a growth mindset know that they're going to fail from time to time, but they never let that keep them from expecting results. Expecting results keeps you motivated and feeds the cycle of empowerment. After all, if you don't think you're going to succeed, then why bother?

Be flexible. Everyone encounters

unanticipated adversity. People with an empowered, growth-oriented mindset embrace adversity as a means for improvement, as opposed to something that holds them back. When an unexpected situation challenges an empowered person, they flex until they get results.

Don't complain when things don't go your way. Complaining is an obvious sign of a fixed mindset. A growth mindset looks for opportunity in everything, so there's no room for complaints.

By keeping track of how you respond to the little things, you can work every day to keep yourself on the right side of the chart above.



<https://www.weforum.org/agenda/2017/08/heres-why-your-attitude-is-more-important-than-your-intelligence>

How to Become a More Well-Rounded Leader

For years, when I spoke with CEOs or senior leaders, it was because they were interested in how my consulting firm could help their employees become more engaged, or innovative, or sustainably high-performing. During the past year - and especially the past six months - I've been hearing a different and much more personal initial question: "Can you help me better manage my own life?"

Consider the challenges that modern corporate leaders - and especially CEOs - now face, in addition to running their companies every day:

- A high likelihood that the company they run has a business model that is being seriously disrupted, most often as a result of technology.
- A far more vocal and influential group of stakeholders, including employees, customers, and the public at large, all emboldened by their access to social media and by the speed at which their opinions can go viral.
- A highly volatile political climate that has prompted fear and uncertainty both inside and outside companies.
- Ambivalence about how to best attract, manage, and

retain Millennials, who now represent the largest generation in the workforce, expect more flexibility in the way they work, and prefer to work for employers with a mission that goes beyond maximizing profit.

How can leaders balance these complex and often competing demands? The core challenge for modern leaders, I believe, is to become more wholly human - to actively develop a wider range of capabilities and to more deeply understand themselves.

Consider the following qualities:

- Self-control • Tenacity • Boldness • Honesty
- Focus on results • Confidence Pragmatism
- Decisiveness

Is there any doubt these are desirable strengths for any leader? Most of us think in binary terms. What's good is absolutely good, and the alternative is bad. Given a choice between an employee with the profile on the left, and the one on the right, it's a no-brainer, isn't it?

STRENGTH

- Self-control • Tenacity • Boldness
- Honesty • Focus on results • Confidence
- Pragmatism • Decisiveness

NEGATIVE OPPOSITE

- Impulsiveness • Laziness • Hesitancy
- Deceitfulness • Aimlessness • Insecurity
- Impracticality • Wishy-washiness

Common as it is to see the world through an either-or lens, it's more limiting than we recognize. And relying on one set of relatively fixed strengths turns out to be insufficient to manage the complex environment leaders must now navigate.

Here's what happens, for example, when we overuse or rely too exclusively on the strengths on the left.

STRENGTH

- Self-control • Tenacity • Courage • Honesty
- Focus on results • Confidence • Pragmatism
- decisiveness

STRENGTH OVERUSED

- Rigidity • Ruthlessness • Recklessness • Cruelty
- Narrowness • Arrogance • Unimaginativeness
- Dogmatism

Think for a moment about one of your own strengths - a quality that has served you well at work and has been admired by others.

Now try to recall a situation in which you have overused or over-relied on this quality. Are there occasions when your strength became a liability, causing more harm than good and even leading to the opposite of what you intended?

We most often overuse our strengths under stress. When we're not getting what we want, our instinct is to double-down on whatever has worked best in the past. It's the same sort of impulse that prompts an addict to increase the dose when the drug of choice no longer produces the same high it originally did.

I recognize this inclination in myself. When I think of qualities that have served me well at work, drive and perseverance are high up on my list. But during the past year, as we introduced a new business model, I felt

compelled to push harder and exercise more control than I had in the past. It was a rocky road. At times, I know my colleagues felt intimidated and discounted, rather than inspired and empowered.

Simply noticing this inclination has reminded me of the choices I can make every day at work. But that's not enough. It is also important to build complementary strengths or "positive opposites." Consider the qualities in the right-hand column below:

STRENGTH

- Self-control • Tenacity • Discernment
- Honesty • Focus on results • Confidence
- Pragmatism • Decisiveness

POSITIVE OPPOSITE

- Spontaneity • Patience • Acceptance
- Compassion • Reflectiveness • Humility
- Imaginativeness • Open-mindedness

In Good to Great, Jim Collins wrote that the best leaders were characterized by a blend of "humility and fierce resolve."

In my experience, it's rare to find leaders who equally value the qualities on both the left and the right. Our tendency is to favor one, rather than recognizing the ways that each can serve as a balancing function for the other.

A leader who values directness is more likely to give feedback that others can hear and apply if she balances her honesty with care and compassion. The opposite is also true. A compassionate leader who avoids difficult conversations for fear of hurting people ends up impeding their growth.

The first step is simply deepening self-awareness. We can't change what we don't notice. What are your signal strengths? What does it look like when you overuse them? What potentially balancing qualities have you undervalued?

The goal is not to find a perfect balance, but to build a complementary set of strengths, so that we can move gracefully along a spectrum of leadership qualities. Embracing our own complexity makes us more wholly human and gives us additional resources to manage ourselves and others in an increasingly complex world.

<https://hbr.org/2017/07/how-to-become-a-more-well-rounded-leader>



WHY WE PREFER DOMINANT LEADERS IN UNCERTAIN TIMES

We are witnessing a worldwide surge in a certain type of leader claiming the highest offices of power - leaders who are confident, controlling, and strongly hierarchical. Indian voters elected the dominant Narendra Modi into power in 2014, Britain's Nigel Farage saw his sharply argued views endorsed during the 2016 Brexit campaign, Donald Trump was elected president of the U.S. in 2016 after repeatedly promising to be "strong," and autocratic Turkish president Recep Tayyip Erdogan was reelected this year. The question is: Why are voters choosing this type of leader now? Our research (recently published in the Proceedings of the National Academy of Sciences) attempts to answer this by focusing on when and why such leaders ascend to leadership roles.

We drew on research from evolutionary and social

psychology, which distinguishes between dominance and prestige as two alternative pathways to leadership. Leaders associated with dominance are assertive, confident, controlling, decisive, dominating, and intimidating. Many of these traits are positive, but dominant leaders have also been known to exhibit negative traits such as narcissism, aggression, and uncooperativeness. They are the prototypical "alpha male" in the group, and they frequently claim leadership positions instead of waiting to have leadership responsibility conferred upon them.

The prestige pathway, on the other hand, is associated with individuals who are respected, admired, and held in high esteem by others. They are not only competent themselves but also pass on knowledge and skills to

others within their group. They are considered to be cultural role models. As a result, they are bestowed with prestige and granted leadership roles by their group members. Dominance and prestige are not necessarily good or bad - they are just two different strategies for attaining leadership roles. However, prestige-based leaders typically have traits that are deemed more likable (for example, warmth) and more socially acceptable than those of dominant leaders.

We contend that a dominant leader becomes more appealing than a prestige leader when the socioeconomic environment is riddled with uncertainty. When it's unclear what the future holds, people experience a lack of personal control and a sense that they cannot influence an outcome. We propose that this feeling is so deeply aversive (since feeling in control is a fundamental human need) that individuals try to compensate by supporting leaders who they believe hold greater agency and control. A dominant (alpha) leader is generally perceived as decisive, action-oriented, and agentic, and therefore may be considered more appealing in such situations. In other words, endorsing a dominant leader in times of uncertainty is a response aimed at restoring one's sense of personal control. This is consistent with other research finding that a perceived lack of personal control leads individuals to support external entities - such as governments, gods, and hierarchies - that appear to possess greater agency.

We tested these propositions across several studies. In the first study we recruited 750 participants from 46 U.S. states and recorded their voting preference for Hillary Clinton or Donald Trump. This data was collected on the day of the third and final presidential debate, before the debate began. We purposely collected data close to Election Day to ensure voters had sufficient exposure to the presidential candidates to have formed a concrete preference. Apart from reporting their voting preference, participants also indicated their political ideology (liberal or conservative), demographic characteristics, and the zip code where they lived. For each reported zip code, we calculated economic uncertainty of that area by aggregating its poverty rate, unemployment rate, and housing vacancy rate.

As a pretest, we had a separate group of people indicate

Clinton's and Trump's level of dominance or prestige using a validated dominance-prestige scale. They rated Trump significantly higher on dominance than Clinton, and Clinton significantly higher on prestige than Trump. Thus, if participants indicated a preference to vote for Trump, they would be endorsing a dominant leader.

After controlling for participants' ideology, demographics, personal income, and time spent living in the zip code, as well as the total population and population density of the zip code, we found that the greater the economic uncertainty in the area, the more people preferred voting for Trump. This corroborated our view that economic uncertainty influences people's preference for a dominant leader over a prestige-based leader.

But we wanted to make sure our results were not being influenced by people's impressions of Clinton and Trump specifically. So in the second study we did not have people evaluate actual candidates. Instead, we asked roughly 1,400 different participants from 50 U.S. states whether they would prefer a local leader who demonstrated more dominance or more prestige. We used a validated dominance-prestige scale, asking participants to state their agreement with statements such as "I would like a leader who often tries to get his/her way regardless of what others may want" (for dominance) and "I would like a leader who is respected and admired by other members" (for prestige). After indicating their preference on a dominance-prestige scale, participants stated their demographics and the zip code they lived in. We calculated economic uncertainty for each zip code, similar to the first study, and controlled for the same variables that could interact with people's leadership preferences.

The resulting analysis revealed that economic uncertainty was significantly related to participants' preference for a dominant leader and negatively associated with preference for prestige-based leaders. These findings not only confirm the role of uncertainty in favoring a dominant leader but also show that it can lead to disfavoring a prestige-based leader. Taken together, our results demonstrate how economic uncertainty may influence the leaders we choose.

In the third study we wanted to assess the generalizability

of our findings beyond the U.S. and test whether lack of personal control is the psychological driver of this phenomenon. We used data from the World Values Survey, an organization that has been surveying people's political and social attitudes across the globe since 1983. The data for our main dependent variables - preferring a dominant leader and how much control people have in their lives - came from more than 138,000 responses made from 1994 to the present and across 69 countries. We calculated economic uncertainty from a separate data set provided by the World Bank, using the change in a country's unemployment rate from the year prior as a proxy. We merged these two data sets to test our predictions.

Replicating our earlier findings, we found that an increase in a country's unemployment was positively associated with its citizens' preference for a dominant leader. Unemployment and lack of personal control were also positively correlated - that is, the greater the country's unemployment, the more participants in that country reported a lack of control. This could mean that a lack of personal control due to higher unemployment is driving the stronger preference for a dominant leader. In short, economic uncertainty could lead to a feeling of losing control, which could then result in favoring a more dominant leader.

To explore this connection further, we conducted several lab experiments in which we could manipulate participants' sense of control. We randomly assigned a group of 813 participants to either a low- or high-control condition, asking them to write about something negative that happened to them that was their fault or that they had no control over. They were then provided with a description of both dominant and prestige leaders and asked to indicate the type of local leader they would prefer of the two. Similar to our other studies, we measured the economic uncertainty of their zip codes.

We found that those in the low-control condition who experienced high economic uncertainty preferred a dominant leader more than those in the low-control condition who experienced low economic uncertainty.

We saw no difference in leadership preference among participants assigned to the high-control condition, despite different levels of economic uncertainty.

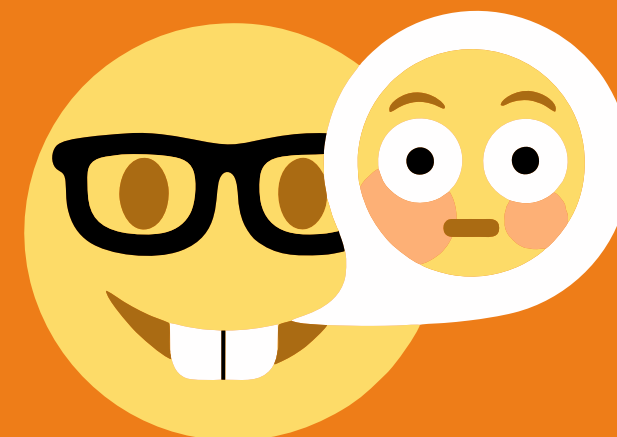
These effects were not limited to economic uncertainty. For instance, in another study we informed participants of a terrorist attack in a U.S. town and told them that the likelihood of a repeat attack not taking place was either certain or uncertain. Those in our uncertain condition expressed greater support for a dominant leader in their upcoming local election, again suggesting the critical role of uncertainty in influencing people's choice of a leader.

This research should help us understand when and why citizens may seek a dominant leader. Our findings suggest that uncertainty in any form can breed preference for strong authoritarian leaders.

We've seen this phenomenon in the past. For example, the late Indira Gandhi, former prime minister of India, enjoyed support from much of the public when she imposed the period of "Emergency" in India, disregarding constitutional procedures, incarcerating opposition leaders, and diluting citizens' rights. There are numerous examples in the histories of other countries. The implication is worrisome: Dominant leaders are propped into power under uncertainty, but once in power they can fuel more uncertainty and further solidify their appeal.

Taken together, our research findings suggest that the worldwide rise of dominant-authoritarian leaders is partly rooted in people's psychological desire for restoring their sense of personal control, which is threatened in times of uncertainty. Although dominant leaders appear to allay voters' worries about uncertainty and lack of control, whether these leaders accomplish this feat in reality when voted into power remains unanswered. Once appointed, such leaders have the authority to enact economic regulations and political policies that could actually lead to further chaos and uncertainty, potentially extending their appeal and their hold on power.

<https://hbr.org/2017/08/why-we-prefer-dominant-leaders-in-uncertain-times>



MOST COMMON MISUSED WORDS

TRAVESTY

WRONG: a tragedy, an unfortunate event
RIGHT: a mockery; a parody

IRONIC

WRONG: a funny coincidence
RIGHT: contrary to what you might expect

BEMUSED

WRONG: amused
RIGHT: confused

PERUSE

WRONG: to skim or glance over something
RIGHT: to review something carefully

COMPELLED

WRONG: to willingly do something, to feel like you need to do something
RIGHT: to be forced to do something

NAUSEOUS

WRONG: to feel sick
RIGHT: to cause nausea

CONVERSATE

WRONG: to hold a conversation
RIGHT: absolutely nothing

REFUTE

WRONG: rebut
RIGHT: disprove with evidence

REDUNDANT

WRONG: repetitive
RIGHT: superfluous, able to be cut out

ENORMITY

WRONG: enormousness
RIGHT: extreme evil



Learning from the Life of Legends

IMA had organized an evening talk on Learning from Life of Legend - Swami Vivekananda on Friday, August 04, 2017 with 'Social Intelligence Expert' Dr. Sandeep Atre.



Training@Doorstep workshop

IMA had organized Training@Doorstep workshop on the topic "The Power of Appreciation – Developing Unsung Heroes in Your Organization" on Friday 04, August, 2017 at MAN Trucks India Pvt. Ltd. Trainer for this workshop was Mr. Harshwardhan Phatak, corporate trainer.



Centre Of Excellence

IMA had organized Centre of Excellence (COE), an evening talk on "Had a difficult conversation at Workplace. What Next?" on Saturday, August 12, 2017 at IMA Meeting Room with Mr. Amber S Arondekar. He is founder and mentor of Powertrain Incorporation.



Evolution For Excellence

IMA had organized its Evolution for Excellence, a one-day workshop for the corporate people on August, 12, 2017 at Best Western Hotel South Tukoganj, Indore. The module for the workshop was: "Applied neuroscience – Unleashing brain power for you and your people" and Speaker for the session was 'Social Intelligence Expert' Dr. Sandeep Atre.



Mind Your Etiquettes

IMA had organized "Mind Your Etiquettes" program on the topic "Meeting Etiquettes" on Tuesday, August 29, 2017 at IMA Meeting Room, Indore. Facilitated by Ms. Deepika Munot, Corporate Trainer.



IMA Ujjain Chapter Inauguration :

IMA had Inaugurated its Ujjain Chapter and organized a Motivational Lecture on the topic "हौसलों की उड़ान" on Saturday 2 September 2017 at Hotel Rudraksha, Ujjain . The Speaker for the Session was Mr. Amber Arondekar. Mr. Arondekar is founder & mentor of Powertrain Incorporation.



Learning from the Life of Legends

IMA organized its evening program Learning from the Life of Legend - Albert Einstein on Thursday, September 07, 2017 at IMA Meeting Room, Indore. The Facilitator for the session was CA Bhanu Prakash Inani. Mr. Inani is the Director at Swan Finance Limited – a boutique Investment & Business Consulting organization in Indore.





Training@Doorstep workshop

IMA organized its Training@Doorstep workshop (Dewas) on the topic "The Power of Appreciation – Developing Unsung Heroes in Your Organization" on Thursday 07, September, 2017 at Cummins Technologies India Pvt. Ltd. Trainer for this workshop was Mr. Harshwardhan Pathak, corporate trainer.



Management Film Show

IMA organized its 54th Foundation Day Program and conducted Management Film Show on "Interview and speeches" on Thursday, September 14, 2017 at IMA Meeting Room. The moderator for the session was Mr. Pratik Uppal, Motivational Speaker and Corporate Trainer.



"Quizotainment" Management Quiz

IMA had organized "Quizotainment" Management Quiz for Corporates and Students on Saturday 16th September 2017 at PIMR UG Campus on the occasion of 54th IMA Foundation Day Celebration.



IMA Student Chapter

IMA Student Chapter had organized CEO Talk on the topic "Passion for Excellence" on September 16, 2017. Speaker for this session was Mr. Pratik Singh Uppal, Motivational Speaker.



Evolution for Excellence

IMA organized its Evolution for Excellence on September, 26, 2017 at Best Western Hotel South Tukoganj, Indore. The module for the workshop was: "What Got You Here Won't Get You There". Trainer for the session was Ms. Veena Chhibber, Corporate Consultant.



Centre of Excellence

IMA organized Centre of Excellence (COE), an evening talk on the topic The Power of Charm on Wednesday, September 20, 2017, at IMA Meeting Room, Indore. The Facilitator for the session was Ms. Claudia Joshi, corporate trainer.



In House workshop

IMA organized its In House workshop in Cummins ReCon, Pithampur on September 19, 2017 on the topic Social and Emotional Intelligence and facilitator for the workshop was 'Social Intelligence Expert' Dr. Sandeep Atre.

~~Synergy. Innovative.~~
~~Expert. Go to person.~~
~~Team player.~~
 Hard worker.

WORDS AND PHRASES TO NEVER USE IN A RESUME

Resumes are tricky things. The tried-and-true resume tropes of old no longer make the cut in today's competitive market.

Odds are good that your resume will go through an applicant tracking system scan to determine whether it contains the right keywords before it even hits a hiring manager's desk. But let's assume you've passed that test and your resume is awaiting review. The difference between getting an interview and getting a thanks-but-no-thanks email (or no acknowledgment at all) could come down to the words or phrases you used in your resume. Here are twenty-six of them to eradicate.

Avoid cliches like the plague.

Google's dictionary defines a cliché as "a phrase or opinion that is overused and betrays a lack of original

thought." The last thing you want to display on a document meant to dazzle an employer is a lack of original thought. Here are a few offenders to watch for.

Best-of-breed

If you're a prize standard poodle and you've recently scored a prestigious win at Crufts, then by all means use this term. Otherwise, thirty-eight percent of employers who responded to a Career Builder survey think you should slash it from your resume immediately.

Think outside the box

There's a certain irony in using a played-out expression to say that you're a creative, original thinker. This one's almost certain to make a hiring manager groan, or at least roll her eyes.

Go-to person

You want to show that your colleagues rely on you for answers. Unfortunately, this trite phrase is more likely to make it seem like they rely on you as a source of antiquated tropes.

Track record

Yeah, we get it, Seabiscuit- you're always charging over that finish line, proving that you're the fastest and the brightest. But the fastest and the brightest could find a better way to express that than "track record," don't you think?

Win-win

No-no. This term has had its day. Let it fade from existence gracefully.

Buzzwords are beastly.

Office jargon-we love to hate it, don't we? You probably wouldn't have to think very long to come up with five stock words or phrases from office culture that make you cringe (at least inwardly) every time you hear them. Unfortunately, these words and phrases are pervasive. It's all too easy to find yourself throwing them into your resume without a second thought. Time to send these beastly buzzwords out to pasture.

Synergy

We bet you can't find even one person who'll defend the use of the term "synergy" in business culture, but you're welcome to try. Go ahead. We'll wait. Twenty-two percent of Career Builder survey respondents rated this one a deal breaker.

Action (used as a verb)

You didn't "action" that major project. Although verbs describe action, the word action itself is a noun. Please use it that way.

Dynamic

Don't get us wrong, dynamic is a solid word. It refers to a force that stimulates change or progress, or a system or process characterized by constant change and progress. All good things! But this word is so good that it's become played out. These days, it's a red flag signifying that you can't think of a better way to express yourself.

Going forward

You may want to show that you single-handedly led a project in a more positive direction, but if you say that the changes your team implemented "going forward" were successful, you may find hiring managers twitching rather than applauding.

Thought leadership

Of course hiring managers are looking for people whose ideas are authoritative and influential. But if you use a tired phrase like "thought leader" to describe yourself, you're likely to come across as lacking vision rather than having it.

Filler is useless

Every word counts when you're trying to keep your resume lean. Many people include stock filler words and phrases simply because they seem like part of a time-honored tradition. But your resume is a place to stand out from the pack, not merge with it.

Responsible for

Booooo-ring. Use active verbs to describe your responsibilities. "Responsible for leading a committee" should become "Led a committee."

Salary negotiable

Yes, yes, the recruiter knows that you'll negotiate your salary. But you have to be offered a position first. With this phrase on your resume, your odds of that are decidedly slimmer.

References upon request

It's assumed that if you're asked to provide references you'll give them. This phrase just takes up space.

Phone and/or Email

Of course you should put your phone number and email address on your resume. But no, you don't have to identify them as such with the words Phone and Email.

And twelve more words to eliminate . . .

The words and phrases above are some of the biggest resume offenders. Here are twelve more words and phrases you can also obliterate with impunity.

- Go-getter • Value add • Results-driven • Team player
- Ambitious • Proactive • Hard worker • Seasoned
- Strategic thinker • Self-motivated • Problem-solver
- Detail-oriented

"Show, don't tell" is the golden rule.

When you're creating or updating your resume, remember that showing is more powerful than telling. Instead of saying that you "think outside the box" say that you "envisioned and designed an innovative social media strategy that increased engagement by eighty-nine percent in three months."

Remember to give concrete examples of your skills and successes-while avoiding cliches, buzzwords and filler-and your resume will shine like a beacon to recruiters and hiring managers everywhere.

<https://hbr.org/2017/09/prioritize-your-opportunities-with-this-checklist>



REDISCOVER

KNOW YOUR TENDENCY

Gretchen Rubin says people come in four types, or “tendencies.”

Each tendency is best suited to certain types of work environments.

Knowing your tendency can help you find a role you enjoy and one in which you do well.

Finding a job that fits your personality might seem self-indulgent - do you really need to feel like your boss and coworkers “get” you? Isn’t it enough to do your work well, get a solid performance review, and go home?

Ask Gretchen Rubin and she’ll tell you that personality plays a key role in not only how much you like your job, but also how well you perform at your job.

Rubin is the best-selling author of multiple books including, most recently, “The Four Tendencies,” in which she divides people into four personality types, or tendencies. (You can take Rubin’s quiz to figure out which tendency you fall into.)

Rubin’s quick to acknowledge that anyone can do any job, no matter their tendency, but she says certain tendencies are most likely to thrive in certain work environments.

These are the four types:

- Obligers
- Upholders
- Questioners
- Rebels

Upholders generally meet both inner and outer expectations, meaning they don’t let others or themselves down. Questioners meet inner expectations; they’ll only do something if they think it makes sense.

Obligers are the biggest category. Obligers meet outer expectations but don’t always meet inner ones; they usually need some form of external accountability. Rebels resist both inner and outer expectations; if you ask a rebel to do something, they’ll likely resist.

When she visited the Business Insider office in September, Rubin outlined the best types of workplaces for each tendency.

Obligers

“Obligers are great to have around,” Rubin said. “They can be invaluable team members and visionary leaders - but they need that outer accountability.”

If a boss tells an obliger, “When you get a little bit of downtime, can you run those numbers for me and get that report?” they’re not providing much in the way of accountability.

The good news, Rubin said, is that most workplaces do have a lot of accountability, in the form of oversight, deadlines, and deliverables. But obligers sometimes run into problems when they go freelance or start their own business.

If you’re an obliger in that situation, you might want to hire a coach who keeps you on track. One person Rubin spoke to announced that the first 20 people who signed up for their business got a free e-book - then they actually had to write the e-book.

Upholders

In “The Four Tendencies,” Rubin writes that upholders tend to do well as entrepreneurs or freelancers because they’re “self-motivated. They can identify what needs to be done and then follow through, even when they don’t have a client, customer, or boss to hold them accountable.”

<https://www.weforum.org/agenda/2017/09/people-come-in-four-types-according-to-this-habit-expert>

The flip side is that upholders “sometimes get impatient when others struggle to meet expectations” - especially if those others are their direct reports.

Questioners

“Questioners often run into problems in the workplace because their questioning can be seen by others as being draining and overwhelming,” Rubin said. “Or, if they have a thin-skinned boss, that boss can feel undermined or like someone’s questioning their authority.”

If you’re a questioner, try to find a work environment that values your relentless curiosity and your willingness to challenge edicts from above.

Rebels

As for rebels, Rubin said, they “typically do better in situations where there’s a lot of change. Rebels tend to like spontaneity; they don’t like doing the same things every day.”

That’s why rebels tend to do well in sales roles, Rubin said. Not only are you visiting different offices every day making sales calls; “it’s good for people who are willing to think outside the box, maybe are comfortable flouting convention.”

The bottom line: Knowing yourself is always a plus when you’re job-searching. Keep in mind your personality traits - even the ones you exhibit outside the workplace - when you’re choosing a job or a company.

“Obligers are great to have around,” Rubin said. “They can be invaluable team members and visionary leaders - but they need that outer accountability.”



THINGS YOU SHOULD AVOID SAYING IN A JOB INTERVIEW

Could the things you're saying during job interviews be costing you offers? Knowing the right things to say requires practice and a little finesse. But accidentally saying the wrong thing is all too easy to do. Interviews are stressful, and it can be challenging to keep a cool head when your palms are sweating and your heart is beating double-time.

Taking the time to prepare can mean the difference between walking away from an interview with a sinking feeling and landing the sweet gig you've been hoping for. Study this list of the top ten things you should avoid saying during an interview and you'll be less likely to make critical mistakes.

SO, WHAT DOES THIS JOB PAY?

Sure, salary is a concern, but this is a question to save for later. Generally, you'll address salary after you've

received an offer of employment. If you have concerns that the wage might not be competitive, save them until you've been offered a second interview. Talking salary too early in the process will make it seem as though you're more concerned about money than you are about the work itself.

I'LL DO WHATEVER.

Sure, you need a job, but interviews are not the time to let your desperation show. Employers want to know that you're passionate about the work they're considering hiring you to do. If you want to express that you're open to different kinds of work, you might say, "I love working in [career specialty], but I'm also versatile and I enjoy learning new things. I'm open to exploring different roles."

MY LAST BOSS WAS A TOTAL.

So, your last boss really was a horrible micromanager who blamed you for everything that went wrong. Your potential new boss doesn't need to hear it. Bad-mouthing your previous boss, manager, or even other coworkers will only raise red flags. A hiring manager isn't likely to see your boss as the tyrant you're making him out to be. It's more likely she'll see you as someone who might be difficult to work with.

PERFECTIONISM IS MY BIGGEST WEAKNESS.

Here's the thing—you think you're being clever when you tell a hiring manager that your one true weakness is that you want everything to be flawless. But what she's hearing will sound more like "Oh, woe is me—I'm so fabulous that nothing short of perfection will do!" Not to mention, you'll be spouting a cliché she's probably heard dozens, if not hundreds of times before. Yes, you may be asked to address the question of your weaknesses, but there are better ways to answer.

I HATE MY JOB.

Maybe you do hate your job, but when you're interviewing you need to play this fact close to the vest. Make diplomacy your watchword. If you need to address job challenges as part of the "Why are you leaving your current position?" question, frame them as positively as you can. Otherwise, you risk the hiring manager perceiving you as difficult to please, which also means that you might not be satisfied with what the position has to offer.

I WAS THE COMPANY'S GO-TO PERSON, WITH A PROVEN TRACK RECORD FOR CREATING WIN-WIN SCENARIOS.

Buzzwords and clichés don't make you sound sharp or impressive; they make you seem as though you value flash over substance. Instead, come to the table with solid documentation of your successes. Facts and numbers say

a lot more to a potential employer than telling him you "think outside the box." In fact, saying that you "think outside the box" is more likely to indicate that you don't.

WHAT'S YOUR POLICY ON WORKING FROM HOME?

Companies are getting more comfortable with the idea of employees working from home at least some of the time, but don't ask about the possibility of telecommuting during the interview. If a work-from-home situation is what you need, you should apply for jobs with listings that specifically state that remote work is part of the offering.

IS THE SCHEDULE FLEXIBLE?

No one wants to hire someone who's asking them to adjust to their schedule rather than the other way around. Once you have a job offer, it's okay to ask for some scheduling leeway if you absolutely need it, but not before.

TELL ME ABOUT WHAT THIS COMPANY DOES.

If you want a job offer, you should have already done your homework, which means you should know what the company does. Instead of asking for a broad explanation of what the company's all about, go to your interview armed with what you already know. Ask specific clarifying questions. For example: "On your blog, I read that customer service improvements are a major focus for [company] right now. Could you tell me more about how those new initiatives carry over to the sales team?"

NO, I DON'T HAVE ANY QUESTIONS.

When the hiring manager asks "Do you have any questions for me?" you should absolutely have some. Prepare thoughtful questions in advance. Hiring works both ways—the hiring manager wants to learn whether you're a fit for the position, but she also wants to see that you care enough to assess whether the position is a fit for you. Otherwise, you just look desperate.

<https://www.grammarly.com/blog/things-to-avoid-saying-at-job-interview/>

A young student asks Sadhguru how to let go of judgments. Sadhguru responds, don't make judgments and then try to let them go – simply don't make them! When you think too much of yourself, he says, you will make judgments without even looking. But if you realize how little you know, then you will pay attention to everything.

Sadhguru: Why do you make them and then try to let them go? Just do not make them. A judgment is an assumption. Right now I look at this person and think, "Oh, she is brilliant, she is silly, she is good, she is bad." These are all assumptions. Why not simply look without making assumptions? This is something that, as young people, you must cultivate. If you do not want to make judgments, you have to bring a certain equanimity to your mind. Only that mind sees clearly, others are all rubbish – opinions and opinions and opinions. They are not seeing reality. Some time ago this book, a compilation of talks, came to me for the title. I said, "Of Mystics and Mistakes." Our publication department said, "Sadhguru, this title is too harsh, will rub people the wrong way!" I said, "That is the intention."

Paying Attention to Life

People must know that you are either a mystic or a mistake. There is no other way. Either you see things just the way they are, or you are making things up in your head. Your head is not here to make up things. You do not have intelligence to make up opinions. You are equipped with such intelligence so that you can see things beyond their surface level manifestation.

You are able to see things for what they really are, not what they are on the surface. This is what human intelligence is about. Intelligence should be penetrative, not hallucinatory. Your judgments are hallucinatory. The moment you think this is good and this is bad, then everyone falls into some category.

You must understand, every life is a unique life. No one falls into any category. If you know how to identify the uniqueness of every creature around us – not just humans, every life around us – you will see how tremendous every life is.

All of you should spend some time paying attention to some life, not human beings. Let's say an ant. I spent an enormous amount of time looking at ants because, as I looked at the ant more and more, I thought it is one of the greatest pieces of machinery on the planet. If you could

create a vehicle which moves like an ant, would it not be the best vehicle we have? Now, if we could see everything the way it is, we would not have to go on making scientific discoveries and stupid observations as we do once in twenty-five years.

We know we were wrong twenty-five years ago and again we are going to be wrong in twenty-five years' time. If you paid enough attention to every life, you would know the relevance of every life in this existence. If you do not already know this, if the worms on this planet disappear right now, all life on this planet will disappear in twelve to eighteen months. If the insects disappear, all life on this planet will disappear in three to four years' time. But if you and I disappear, if the entire human race disappears, the planet will flourish.

A Super Micro Speck

In the order of significance for life upon this planet, we are at the lowest, but we think too much of ourselves.

When you think too much of yourself, you will make judgments and judgments.

enormously, still, what we know is a minuscule amount in this cosmos. If you are constantly aware of this, you would not make judgments about anything. When you think you know it all, that is when you make judgments. You are a super, super micro speck in the existence. If you are conscious of it, you will not make judgments. If you think you are very big, it is natural for you to make judgments. Do not try to let go of the judgments – there is no such thing. Let go of the rubbish that you believe about yourself. Are people teaching you, "Believe in yourself?" Just know that you are a bloody fool who does not even know the nature of your own existence. This is the reality of a human being. To know that "I am stupid," takes a lot of intelligence. The difference between an intelligent person and a fool is; an intelligent person knows that he is a fool, but a fool does not know that he is a fool. That is a big difference. If you know you are a fool, you will not make any judgments. You will pay more and more attention to everything. If you realize you know very little, you will pay enormous attention to everything. If you think you know it all, even without looking you make judgments.

STOP MAKING JUDGMENTS; START PAYING ATTENTION

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<http://isha.sadhguru.org/blog/lifestyle/relationships/stop-making-judgments-start-paying-attention/>



WORLD CHAMPION PUBLIC SPEAKERS OFFER THEIR TOP TIPS

There are fundamentals all great public speakers master. We spoke with the last four Toastmasters International world champions of public speaking. Their advice applies to everything from a TED Talk to a presentation to a few colleagues. Being a great public speaker requires much more than confidence.

It's about connecting to audience members on a personal level and leaving them with a satisfying message they can act on.

We spoke with some of the most talented speakers around

the globe—the last four Toastmasters International world champions of public speaking: Dananjaya Hettiarachchi (2014), Mohammed Qahtani (2015), Darren Tay (2016), and Manoj Vasudevan (2017).

Each winner beat out around 30,000 competitors over a six-month-long competition, the largest of its kind.

They explained how anyone can become a better speaker by practicing several basic skills. These same tactics work whether you're giving a TED Talk to 2,000 people or a presentation to 10 of your colleagues.

HERE ARE

TECHNIQUES

1

Determine your message and let it define your presentation.

Hettiarachchi said a common mistake beginners make is basing their presentation around a topic rather than a message. Think of your message as a thesis statement, and make it as clear and concise as possible.

For example, when Tay was crafting his speech last year, he said he initially went into it wanting to tell an amusing story. "That really got my speech message very diluted and disconnected," he said. His mentor told him he needed to start from the beginning and

determine his message before writing another word. He settled on: "We are all our own worst bullies, and the best way to deal with that is by fully acknowledging the presence of negative thoughts in our mind rather than fighting or ignoring them." Tay said that the elements of an engaging speech flowed more naturally after he clarified this.

As Vasudevan told us, when developing a presentation, you should have every line you say pass the test, "Does this further my message?"

<https://www.weforum.org/agenda/2017/09/these-world-champion-public-speakers-offer-their-top-tips>

"The leader has to be practical and a realist yet must talk the language of the visionary and the idealist. -Eric Hoffer

2

Focus on adding value to your audience.

Vasudevan explained that ahead of a presentation, there's an obvious question that easy to overlook: "Why should the audience members even listen to you?"

Whether you're giving a speech or showing PowerPoint slides to your colleagues, you should empathize with your audience. Determine what you can teach them and cut anything that could appear self-indulgent or redundant.

As Vasudevan said, your speech is not about your ego; it's about your message. Make sure that message is worth listening to.

3

Let your body language flow naturally.

Each of the four speakers said that body language is an aspect of presenting novices struggle with, but only because they over think it.

Vasudevan said that body language rehearsal should be minimal. The key is to let your body follow your emotions, and for that to work you need to be emotionally invested in what you're saying. "Your body language automatically follows your voice," he said.

As for the few elements you should practice, Tay said that you should keep your gestures around the torso of your body. Moving your hands too close to your face or belt is distracting.

The speakers agreed that appearing natural on stage is the ideal, but recognized that achieving this comfort level comes with practice.

"It took me 10 years to learn to be myself on stage," Hettiarachchi told us, laughing.

4

Internalize, don't memorize, your speech.

Each of the speakers said that trying to memorize a speech or presentation word-for-word is setting yourself up for failure. Write down what you would like to say, but practice it enough times that you leave room to adjust your delivery.

Qahtani said that he imagines maps for his speeches, giving himself benchmarks on his way to the end, but allowing himself room to fill in the way to get to each one. Vasudevan said that you must constantly read your audience and adjust accordingly. In this year's winning speech, he cut a couple jokes from his speech because the energy of the room was low. Similarly, he added some words and phrases he hadn't written in his original draft, for the purpose of bolstering key points that he saw resonated with his audience.

5

Speak as if you are having a conversation.

Vasudevan said that for nearly the entirety of his winning speech, "I'm looking at someone and talking to them. It's a huge audience, but I keep picking some random person who's interested in listening to me and I look at the person."

He said that when you are in front of a large audience, you may need to add some drama to your gestures and delivery, but you should still speak as if you were talking to a friend across the table from you. It's about establishing a genuine connection with the audience.

As Hettiarachchi told us, "A speech should be conversational, not theatrical."

6

Strike an emotional balance.

For the typical speech, carrying yourself with too much earnestness or too much levity can prompt eye rolls in the audience.

Qahtani said that he opened his winning 2015 speech with humor to get the audience laughing and relaxed, but would have fallen into a stand-up act if he didn't transition into moving personal anecdotes. And if he kept his entire speech heavy, his audience would have left feeling sad or bored rather than satisfied.

Each of the speakers agree that when you open a presentation, you need to disarm the audience within the first couple minutes before you can engage them, and humor is one way to do this.

Hettiarachchi said that speeches should be like "roller coasters" that reach peaks and valleys of emotion.

7

Leave your audience with a call to action.

The last thing you want your audience members to think when you conclude your presentation is "Finally!"

Someone giving a speech for a Toastmasters competition has a different objective from someone presenting a slideshow on new company software, but both should leave their audience with a prompt to place what they (hopefully) just learned into action.

SPIRITUALITY



A ROLLER COASTER LIFE

Q: Ever since I started my practices, my pain, my grief, my joy, everything has become so much more intense. Isn't spirituality supposed to settle all these things? Am I going off track?

Sadhguru: Once you are actively on a spiritual path, some fools might tell you, "Everything will be okay." Being on the spiritual path is not about making everything okay. If you want things to be okay you have to fix them, and still only some things will be okay, not everything. The significance of being on the spiritual path is not to seek comfort but to put your life on fast-forward. So, more fluctuations than you ever imagined possible may happen in your life. Things that would have happened in ten years may happen in two months. Whether you have the courage, capability and the stability to take it is the question. If you want it evenly spread out and you want to come back for we don't know how long, that's up to you.

Sadhana, in a measured way, is created so that on the one hand it creates stability, on the other hand it creates speed.

Once you ask for speed, if you ask for speed without stability you are asking for trouble. Sadhana, in a measured way, is created so that on the one hand it creates stability, on the other hand it creates speed. If there is no speed in you, you will feel like a tombstone not going anywhere. If you are very fast, then it feels like a

rollercoaster ride. A rollercoaster gives you a feeling of being out of control but actually, it is perfectly safe because it is locked onto the rail on which it runs. A spiritual process is like that. If you have clamped onto the inner rail, everything may be going wild and weird but it does not matter because there is one spot which is steady, so anyway it is not going to fall off. If you have fixed yourself like that with what is internal, then let the outside situations go as weird as you can imagine, still it will be on track. Somebody may think these things are weird but you can also think it is exciting. If you don't like excitement, if you cannot handle excitement, then it is a lot of trouble. But if you enjoy excitement, a rollercoaster is a good place.

So, the significance of being on the spiritual path is not that everything is going to be fixed. Even if nothing is fixed and everything is going crazy, "I am fixed so everything is fine with me" - that's all. If you don't fix the rail and the rollercoaster, then it is going to fly off at the first dip. If the inner rail is fixed, it goes wherever it wants, it gives you all the excitement, but still it does not fly off. All the excitement will be outside. The ups and downs, the flying and falling, everything will be okay.

Spirituality is not about fixing life. "I am fixed." Then we fix the rest of life to the extent we can, but the important thing is, this one must be fixed. That must happen.

<http://isha.sadhguru.org/blog/lifestyle/relationships/stop-making-judgments-start-paying-attention/>



PRIORITIZE YOUR OPPORTUNITIES WITH THIS CHECKLIST

How do you evaluate a business opportunity? The world is replete with SWOT mechanisms for evaluating a prospective new product offering, as well as with opportunity assessment templates for evaluating a project against overall business goals, customer impact, strategic potential, and competitive urgency. These instruments play a vital role in acquisitions, new products and features, and even the new divisions of business you'd like to deploy.

But how do you evaluate the myriad smaller opportunities you come across every day? Should you speak at that event? Author a book? Attend a strategy summit?

Some years ago, I learned a fast and effective way to evaluate day-to-day opportunities from Dan Sullivan, the

cofounder of Strategic Coach, which I have refined even further for myself. I have taught it to my teams and assistants as well, as a way for them to evaluate in advance whether an opportunity is worth recommending to me.

For leaders and organizations who have more capabilities than opportunities, the challenge is scouting enough of the right opportunities to fill their plate in an optimized way. For them, this instrument becomes an opportunity optimizer to evaluate and select the highest-ranking initiatives to pursue.

But many leaders and teams are blessed with far more opportunities than they can possibly seize. For them, this system becomes an opportunity filter to evaluate the most-optimal uses of your time and resources.

Ultimately, as I have become skilled in using this metric, it has become a calculation that I can do in my head.

When you find an opportunity, or as you seek a new one to pursue, ask how it ranks according to five critical factors. Rank each item from -1 to +5 and tally your score. (Note: Starting with -1 highlights that some aspects of a project are actually a net negative - such as speaking to the wrong audience or the wrong industry.) The five critical factors:

Ability. Will this opportunity utilize your unique talents and abilities? For a company or team decision, does the opportunity highlight your greatest differentiation to customers? For you personally, does it showcase your greatest and best personal skills? In my case, making complex ideas simple is a skill that I have honed and that I enjoy to such a degree that if the answer is yes, I would rank this a 4 or a 5.

Reward. In some cases the impact reward will often carry more weight than the monetary consideration. For example, I have ranked speaking to a small group of teens at a crisis center higher than speaking to a large audience that may drive a six-figure revenue. The impact on these teens, in this case, becomes a benefit that can outweigh the financial compensation.

Consider the ripple effect of the immediate decision as well. In a purely business consideration, speaking to a small group of influencers who are likely to buy may outweigh the impact of speaking to a large audience for a large fee. Of course, it is always appropriate to see if the schedule or timing you are offered can be adjusted to allow you to capture both opportunities when the rewards on both sides are exceptionally high. It's hard to put a numeric score on an opportunity that would literally result in saving even one life, but this aspect for me would clearly receive the highest possible score I could give it - a 5. In terms of a revenue reward, I have often ranked speaking to an audience of 100 or more of the right prospects a 5, and will often rearrange my schedule to seize such an opportunity.

Enhancement. We can't experience maximum growth without stepping outside our comfort zone, as outside that zone is where the magic happens. Let's say an interview or speech to 100 doctors or real estate experts would require preparation in an area you've never fully studied before. Should you take that opportunity, or should you do the thing that is entirely within your comfort zone? In my case, if an opportunity requires me to grow, I will rank it a 5.

Appreciation. In the real estate business, appreciation refers to the increasing worth of an asset, as

when your house appreciates in value. Likewise, in a business opportunity, appreciation means an increase in value for the audience or customer base. By assessing the potential increase in engagement, loyalty, and willingness to buy, we can assign this factor an appropriate score. For example, a meeting to educate the general public about planning for retirement may be worth a 3 in my estimation, but if the audience is primarily Baby Boomers who are preparing for retirement, the future potential for a working relationship is high enough that I would probably rank it a 5.

Referral. Ideally, I would not want an opportunity to be a dead end or a one-off experience. Far better is an opportunity that yields cross-pollination - such as referrals to new customers or new opportunities to market the business. For example, if I have an opportunity to present to an audience of business leaders and savers who are serious about planning for their retirement, or who are already in retirement, the value of this referral opportunity could be worth many times the number of people in the room. Depending on the quality of that alignment, I would rank that opportunity a 4 or a 5.

I use the opportunity filter so frequently that it is easy to tally the score in my head. An opportunity that scores a 15 or lower is not worth considering or bringing forward for a discussion unless my schedule is open enough, or there are extenuating circumstances. But for a score of 20 or higher, the decision is clear: We move forward, full steam ahead.

When you first begin to use this opportunity filter, you may want to post the five critical factors in a visible place, as a quick reminder. But eventually this assessment may become second nature. As it does, your profitability and effectiveness, as well as your team's, will soar.

For leaders and organizations who have more capabilities than opportunities, the challenge is scouting enough of the right opportunities to fill their plate in an optimized way

<https://hbr.org/2017/09/prioritize-your-opportunities-with-this-checklist>



PUNISHING YOURSELF WON'T MAKE YOU MORE PRODUCTIVE

"No pain, no gain." It's a thing people say when you're trying to get in shape, and you're at the gym crying, or dying, or something in between, because your arms are burning and shaking and you've got one more push-up left.

The aphorism is true, in the sense that a leisurely stroll around the block won't do much for your biceps. The problem is that the inverse - fun and comfort mean your

mind and body are slowly deteriorating - is not.

This myth is one of several that bestselling author Jon Acuff dismantles in his book "Finish," a breezy but insightful guide to tackling the perfectionistic impulses that keep us from hitting our goals.

Acuff writes: "Perfectionism believes that the harder something is, the more miserable something is, the better." Meaning things only "count" - say, as healthful

or educational - if you're having a terrible time. And they definitely do not count if you're enjoying yourself.

This is wrong, Acuff says. So wrong. Not solely because fun stuff counts for something, too, but because we're more likely to achieve our goals when we're having fun.

Case in point: Acuff writes about a photographer named Jeremy Cowart who wanted to "give back" - which is a pretty common, and commonly abandoned, goal. But Cowart asked himself what he already enjoyed doing that he could use to help his community. So he started taking free portraits at events around the world, and has taken upwards of half a million photos.

Acuff himself was determined to read more; but instead of limiting his reading to the likes of "War and Peace," he broadened his horizons to include audiobooks, business books, and even comic books.

Acuff writes: "What invisible standard was my personal goal of reading a hundred books in a year supposed to be measured against? Whose quality level was I judging my goal based on? I made the rules and I decided to make them fun."

"Finish" was partly inspired by a study, led by University of Memphis Ph.D. student Mike Peasley, of 900 participants in Acuff's online goal-reaching video course, "30 Days of Hustle." Based on Peasley's observations, Acuff writes that choosing a goal you believe will be enjoyable increases your likelihood of satisfaction by about 31%. What's more surprising is that you'll also perform about 46% better.

Acuff also cites a paper led by Daniel Chambliss at Hamilton college, which asserts that elite swimmers don't find their rigorous practice sessions and tough competitions excruciating. Instead, they rather enjoy them.

In other words: Pick an activity you enjoy that will help you get stronger, or smarter, or more successful, and you'll have a better shot at becoming stronger, smarter, or more successful than you would if you picked an activity you positively hated.

<https://www.weforum.org/agenda/2017/09/punishing-yourself-wont-make-you-more-productive>

"Action is the foundational key to all success."
- Pablo Picasso

It's worth noting here that some psychologists - most notably, Anders Ericsson of Florida State University - see sacrifice and struggle as an often important component of success. The kind of practice that will make you an expert at something - if that's what you're going for - isn't supposed to be enjoyable, at least not in the moment. Fun probably doesn't "count" toward your goal of mastery.

That said, Acuff does have a few tricks up his sleeve for making even the dullest or most strenuous of activities more enjoyable.

"Make it fun if you want it done," he writes. It can be as simple as one author's strategy of treating himself to a Friday movie if he finished his work. Acuff upgrades his rental car when he goes on business trips. The important thing is that there's no shame in making it a game.

Acuff uses the phrase "cheating" a few times throughout his book, and says that making things easier for yourself is good, not bad. As in: Hitting up a Zumba class instead of running on the treadmill, assuming they're equally strenuous but you enjoy Zumba more, is good.

No pain, no gain? Sure. But enjoying life is OK, too.

Acuff writes: "What invisible standard was my personal goal of reading a hundred books in a year supposed to be measured against? Whose quality level was I judging my goal based on? I made the rules and I decided to make them fun."



USE IT OR LOSE IT! KEEPING THE BODY HEALTHY

Sadhguru explains that the key to keeping the body healthy is to use it well, and build up our level of activity over a period of time.

There was once a young physician. He had some problems with a diagnosis of a patient, so he went to a senior colleague for advice. The senior colleague said, "Oh! Nerves and vomiting, is it? Hmm..." "Yes," replied the young man, "but I don't find any medical reason for him to have nerves and vomiting." So the senior colleague suggested, "Ask him if he is playing golf. If he does play, tell him to stop. If he says he doesn't, ask him to play. He'll become ok!" Health is like that!

You can keep this body well only by using it.
The more you use it the better it gets.

Some people are over-worked and have ill-health. But most people are under-worked and have ill-health. If you had lived 200 years ago, you would be doing at least 20 times more physical activity than what you are doing right now. You would have walked everywhere and would have done everything with your hands. If you were doing that much activity, I would have told you to take a break and get some rest. But for most people today, the body has not been used enough. In terms of physical activity, many 20-year-olds would not be able to do what a 60-year-old was doing 100 years ago. That means we are just weakening humanity. You can keep this body well only by using it. The more you use it the better it gets.

Walk-Kings!

Many years ago, I took a bunch of people and went trekking in the Western Ghats. These are areas in the Hassan-Mangalore segment that I had trekked extensively, so I know the beauty and charm of these places. They are absolutely magical - full of wildlife and thick vegetation. A few weeks before that, a naval helicopter going to Bangalore had crashed in the area somewhere in the forest. The search teams did all kinds of aerial stuff but couldn't find it. Then they brought in a battalion of over 200 army personnel who began combing the forest, and they could not locate the helicopter even after a few weeks. That's how thick the vegetation is!

One of the simplest things about health is just to use the body. If you use the body sufficiently, it has everything to create health for itself.

There were about 35-40 of us walking through this area. We were having problems cooking and everything because it was pouring rain and we had walked for a whole day. Then we walked into this army camp and made ourselves uninvited guests because the food smelt good! You really know the value of food only when you have used your body like that. We walked in and the commanding officer was very generous - he welcomed us and was very happy to have us join them.

One of the sergeants of the battalion asked us why we were walking, and when we said we were doing it because we wanted to, he couldn't believe it. "Just like that?" he asked. "We are here for so many weeks just waiting when this damn thing will be over. Every day we have to walk 20-30 kilometers searching for this damn helicopter which we can't find and you are just walking for fun?!" He just wouldn't believe us, "Is it possible that somebody could just walk for fun? With all the blisters in your legs and everything!" He didn't understand that what he was doing as a forced exercise was keeping him so healthy and well.

http://isha.sadhguru.org/yoga/yoga_articles_body_health/use-lose-keeping-body-healthy/

Allow Life to Function Fully

One of the simplest things about health is just to use the body. If you use the body sufficiently, it has everything to create health for itself. I would say, if we physically used our bodies as much as we should, 80% of the ailments on this planet would just disappear. Of the remaining 20%, another 10% is because of the type of foods people are eating. If you change that, another 10% would disappear. That means only 10% of the ailments would remain. That has happened because of a variety of reasons. One is karmic, another could be atmospheric and there are other aspects that could have happened in the system, which can be looked at. Out of all the sick people, if 90% of them become healthy just by using the body and eating the right food, 10% could be easily handled. But now, the volume of ailment is so big because we don't eat properly or we eat very properly and we don't use the body properly.

You just have to use your body, your head and your energies. If these three things are well-exercised and balanced, you will be healthy.

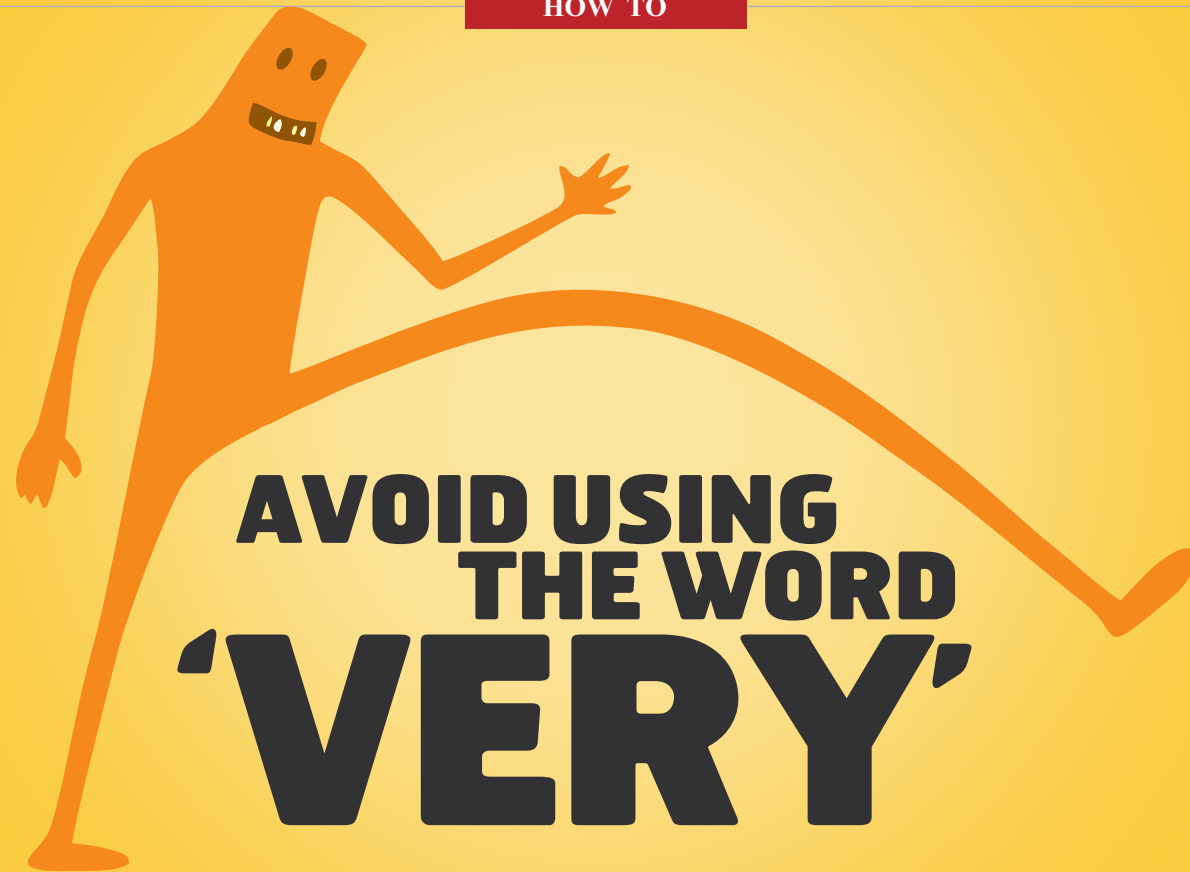
People are acting as if health is our idea and we created health. Health is not something that you invent. It is not your idea. When the life process is happening well, that's health. If you allow life to function fully, it is healthy.

So you just have to use your body, your head and your energies. If these three things are well-exercised and balanced, you will be healthy. This happened to me once. This was way back during the second or third Bhava Spandana program. I was conducting it in one of those little places where I had to run up and down the staircase any number of times because the arrangement was like that. I just counted on one particular day when I was conducting the program and I had to manage the kitchen too, I went up and down the staircase 125 times, and I felt very healthy at the end of the program.

A sudden burst of activity may lay you down, but if you build activity - physical, mental and energy - into your life, health will come. Your body is working well, your mind is working well and your energy is supporting the two making sure nothing goes wrong - that's health. Life is happening in full flow, that's health.

You just have to use your body, your head and your energies. If these three things are well-exercised and balanced, you will be healthy.

HOW TO



AVOID USING THE WORD 'VERY'

1 Substitute 'damn' every time you're inclined to write 'very;' your editor will delete it and the writing will be just as it should be. ~Mark Twain

2 'Very' is the most useless word in the English language and can always come out. More than useless, it is treacherous because it invariably weakens what it is intended to strengthen. ~Florence King

3 So avoid using the word 'very' because it's lazy. A man is not very tired, he is exhausted. Don't use very sad, use morose. Language was invented for one reason, boys - to woo women - and, in that endeavor, laziness will not do. It also won't do in your essays. ~N.H. Kleinbaum

45 ways to avoid using the word 'very'

Avoid saying very	Rather say	Avoid saying very	Rather say
afraid	terrified	neat	immaculate
angry	furious	old	ancient
bad	atrocious	poor	destitute
beautiful	exquisite	pretty	beautiful
big	immense	quiet	silent
bright	dazzling	risky	perilous
capable	accomplished	roomy	spacious
clean	spotless	rude	vulgar
clever	brilliant	serious	solemn
cold	freezing	small	tiny
conventional	conservative	strong	unyielding
dirty	squalid	stupid	idiotic
dry	parched	tasty	delicious
eager	keen	thin	gaunt
fast	quick	tired	exhausted
fierce	ferocious	ugly	hideous
good	superb	valuable	precious
happy	jubilant	weak	feeble
hot	scalding	wet	soaked
hungry	ravenous	wicked	villainous
large	colossal	wise	sagacious
lively	vivacious	worried	anxious
loved	adored		

<https://writerswrite.co.za/45-ways-to-avoid-using-the-word-very/>



IMA TRAINING CALENDAR NOVEMBER 2017 – MARCH 2018

NOVEMBER - 2017

Date	Program	Topics
09-11-17	Evolution for Excellence	Holistic Approach to Management
23-11-17	Training@Doorstep	Leadership & Managing Generation Y

DECEMBER-2017

13-12-17	Evolution for Excellence	Listening Skills for the Better world
20-12-17	Training@Doorstep	Excelling as Highly Effective Team

JANUARY-2018

10-01-18	Evolution for Excellence	Managing Unmanageable: Tough People & Situations
20-01-18	Management Development Program	Mastering Time - The Power of Now

FEBRUARY-2018

23-02-18	Evolution for Excellence	Knowing SELF: The real YOU
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MARCH -2018

08-03-18	Evolution for Excellence	Business Communication for Professionals
17-03-18	Develop Your USP	Digital World and Managers
27-03-18	Training@Doorstep	Maximizing Work Life Balance

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KNOW YOUR IMA SECRETARIAT

Mr. Ujjesh Sinha	88899 96137	gm@imaindore.com
Mr. Jagwant S. Mangat	88899 96130	marketing@imaindore.com
Ms. Harshita Tiwari	88899 96133	mail@imaindore.com
Ms. Suman Agrawal	88899 96136	ima@imaindore.com
Ms. Kratika Jain	88899 96784	ima.trainings@gmail.com
Mr. Prakash Mehra	88899 96134	
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