

# QFL & YMC QUEST FOR LEADERS YOUNG MANAGERS COMPETITION

Indore Management Association presents you a welcome opportunity to test your Leadership Skills, Oratory Skills, Team Work and Competitiveness and demonstrate them in front of the Industry Titans and Corporate Magnates of India's Premiere Local Management Association

The aim of IMA is to create and nurture a learning culture and bring out the spirit of enterprise at all levels so as to effectively pursue challenges in today's global environment. Quest for Leaders and Young Manager's Competition play an important role in accomplishing these objectives.

**BRACE YOURSELF AND GEAR UP WITH YOUR PRESENTATIONS**

Theme

**\$5 TRILLION ECONOMY: VISION TO REALITY**

**Reporting Time:- 9:00 AM**

QFL

**QFL for all Institutions**

Competition – Nov 22, 2019 (Friday)

Last Date for Registration – Nov 11, 2019 (Monday)

Submission Date of Abstract – Nov 18, 2019 (Monday)

Registration Fee –  
INR 2600 + 18% GST

YMC

**YMC for all Professionals**

Competition – Nov 23, 2019 (Saturday)

Last Date for Registration – Nov 11, 2019 (Monday)

Submission Date of Abstract – Nov 18, 2019 (Monday)

Registration Fee –  
INR 4600 + 18% GST

**Venue – Daly College Business School, Indore**



IMA INTERNATIONAL  
MANAGEMENT CONCLAVE  
17 & 18 JANUARY 2020, INDORE, INDIA  
\$5 TRILLION ECONOMY: VISION TO REALITY



OFFICIAL HOST  
DALY COLLEGE BUSINESS SCHOOL

JALL AUDITORIUM, 56/1, SOUTH TUKOGANJ, INDORE – 452001(M.P.)

For QFL Registration, Contact:- Rahaber Raza (E) info@imaindore.com (M) 8889996135  
For YMC registration contact:- Jagwant Singh Mangat (E) marketing@imaindore.com (M) 8889996130

For private circulation only

ISSN 2278-7852



# INDORE MANAGER

VOLUME XXVIII | ISSUE 3 | JULY-AUGUST 2019  
THE BI - MONTHLY MANAGEMENT MAGAZINE

PRICE ₹50

**"Best is the enemy of good," it's often said.**

A healthy dose of perfectionism can propel us towards achieving our goals. But there's a giant leap from a healthy pursuit of dreams to striving to meet hopelessly unrealistic standards. The key is to find balance and to relax into a place where good enough becomes the new perfect. Getting out of the perfection trap can also free up time to work on the bigger changes needed to bring work and life into better alignment.

In the current issue of Indore Manager we would like to address how to harness the positives of perfectionism while mitigating the negatives.

## MANAGING PERFECTIONISM





Editorial Message

It is a little audacious to have an issue of a management magazine on 'perfectionism' that doesn't eulogize it. After all, that is what drives individuals, teams and organizations to continuously push the benchmark upwards and get closer to what they are innately capable of but are unaware of. Well, but when was the last time you had a management concept that was one-dimensional? Yes, that's precisely what the point of discussion here is - to see the various aspects of perfectionism from various angles.

And we do it to help you see this into, so that you can reassess your pursuit of perfectionism with a more balanced view of what it is and what it should not be. We, as a fraternity, have to begin to revisit some of the established concepts of our domain with healthy skepticism because every concept is born in a certain context and cannot be applied without reassessment in a changed world. We hope that this issue will give you the perfect opportunity to do so with perfectionism.

Editorial Team  
Indore Manager



President's Message

First of All, A very Happy Diwali to All !

In our last issue of "Indore Manager" we had discussed on the subject of happiness quotient. I do hope you found the content both enjoyable & practical tips in creating happiness in all walks of your life.

In this issue we ponder over the issue of **Managing Perfectionism**.

Perfectionism is a double-edged sword. On one hand, it can motivate you to perform at a high level and deliver top-quality work. On the other hand, it can cause you unnecessary anxiety and slow you down.

How can you harness the positives of your perfectionism while mitigating the negatives? What measures or practices can you use to keep your perfectionism in check?

Are perfectionistic tendencies rooted in fear and insecurity? Do professionals cling to their perfectionism even when it's counterproductive? Reining in your perfectionistic propensities is not as hard as it sounds.

"It's about rechanneling a strength of yours rather than aiming for a lower goal." Your aim is to take "some of the pressure off yourself," says Alice Boyes, a former clinical psychologist and author of the **Healthy Mind Toolkit** and **The Anxiety Toolkit**. Of course that's easier said than done. But the fact remains, "if you genuinely want to be a high achiever, you're bound to do some things imperfectly."

Then should we be pursuing progress instead of chasing perfection? These are the issues we will be talking about in this issue as trying to be perfect all the time can be exhausting. Ready for a change? Follow the tips given in this issue for a healthier, happier you.

Sincerely yours,  
**Akhilesh Rath**  
President IMA  
Managing Director Savitt Universal Ltd.

Editorial Board & Team IMA

Associate Editor  
Dr. Sandeep Atre

Joint Editor  
CA. Navin Khandelwal

Editorial Board  
Ms. Chani Trivedi  
Prof. Siddhartha K. Rastogi  
Mr. Rakesh Jain  
Mr. Ashwin Palshikar

IMA Secretariat  
Dr. Nina Jain  
Mr. Jagwant Singh Mangat  
Ms. Harshita Tiwari  
Ms. Kratika Jain  
Ms. Abhya Yadav  
Mr. Rahaber Raza  
Mr. Dev Prakash Mehra  
Mr. Devilal Purohit

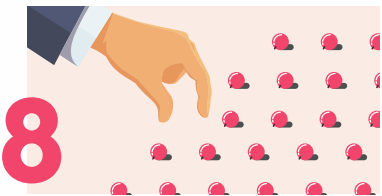
Designed by  
VB&A

Join us on   
Twitter:  
<https://twitter.com/IMAIndore>  
Facebook:  
<https://www.facebook.com/groups/imaindore/>  
Instagram:  
[https://instagram.com/ima\\_conclave/](https://instagram.com/ima_conclave/)

Indore Management Association  
Jall Auditorium, 56/1, South Tukoganj,  
Indore - 452 001.  
(T) +91-731-2512544-45, 4069545.  
(F) +91-731-2528680  
(E) [mail@imaindore.com](mailto:mail@imaindore.com)  
(W) [www.imaindore.com](http://www.imaindore.com)



How to Manage Your Perfectionism.



How Perfectionists Can Get Out of Their Own Way



The Pros and Cons of PERFECTIONISM



Nine Signs Your Perfectionism Is Out Of Control



How to Say No: A Guide to Saying No Politely



Sitting Still Settling the Mind and Body



Making Connections: How We Use (and Misuse) Technology to Stay in Touch



How Personal Principles Drive a Company's Success

YES, I would like to subscribe to the Indore Manager.

Enclosed is Cheque/DD No.       Dated        
Bank Drawn \_\_\_\_\_

Please write your name and address on the reverse of the Cheque/DD. Demand Draft should be payable at Indore favouring "Indore Management Association" for ₹500 for 6 issues.

Name \_\_\_\_\_  
Address \_\_\_\_\_  
City \_\_\_\_\_ State \_\_\_\_\_ Pin        
Phone \_\_\_\_\_ Email \_\_\_\_\_

Please fill this order form and mail it with your remittance to Indore Management Association.

Terms & Conditions: Rates and offer valid in India only. Please allow 4-6 weeks of delivery of your first copy of the magazine/s by courier/post. All disputes shall be subject to Indore jurisdiction.

Perfectionism is a double-edged sword. On one hand, it can motivate you to perform at a high level and deliver top-quality work. On the other hand, it can cause you unnecessary anxiety and slow you down. How can you harness the positives of your perfectionism while mitigating the negatives? What measures or practices can you use to keep your perfectionism in check? Should you enlist the help of others?

### WHAT THE EXPERTS SAY

"A lot of perfectionistic tendencies are rooted in fear and insecurity," says Matt Plummer, founder of Zarvana, the online coaching service that helps workers become more productive. "Many perfectionists worry that if they let go of their meticulousness and conscientiousness, it will hurt their performance and standing." And so they cling to their perfectionism even when it's counterproductive. If this describes you, take heart. Reining in your perfectionistic propensities is not as hard as it sounds. "It's about rechanneling a strength of yours rather than aiming for a lower goal." Your aim is to take "some of the pressure off yourself," says Alice Boyes, a former clinical psychologist and author of *The Healthy Mind Toolkit* and *The Anxiety Toolkit*. Of course that's easier said than done. But the fact remains, "if you genuinely want to be a high achiever, you're bound to do some things imperfectly." Here are some ideas of how to let go of your penchant for perfectionism.

### SEE THE BIG PICTURE

As any perfectionist will tell you, being perfect isn't easy. Your diligence "takes a lot of effort," and your attention to detail is "incredibly time-consuming," says Plummer. Of course, as a perfectionist you're never going to aim for merely adequate - nor should you. But you must also "recognize the opportunity cost and time" of your behavior. "Ask yourself: Am I using my time wisely? Am I being productive?" He recommends focusing on "maximizing the impact" of your work. "You can spend an extra three hours making a presentation perfect, but does that improve the impact for the client or your organization?" Boyes concurs. "Shift your mindset," she says. You're going to be "less perfect about some things, so you can concentrate on what's important." If you're continuing to tinker on an assignment that most others would consider complete, try to "recognize that just getting it done" is a decent goal. "There's a point of diminishing returns" when it comes to sweating the small stuff and nitpicking niggling details.

### ADJUST YOUR STANDARDS

Managing your perfectionism also requires you to "calibrate your standards," says Plummer. Say, for example, you're grinding out an important memo for your organization. He suggests showing your efforts to a colleague or supervisor early in the process. You may discover it's "already good enough" and "that task you thought could take 10 hours

could really take only five." Don't be shy or embarrassed. "It's your first draft," says Boyes. And even if you need to continue to work on it, the "feedback you receive will help you improve." Keep in mind, too, that this memo needn't be worthy of a Pulitzer. "What you're saying doesn't have to be the final word, it just has to contribute something useful."

### CREATE A CHECKLIST

The pursuit of perfection is a bit like wandering on an aimless journey, says Plummer. "You keep walking and walking, but you're not sure that you're getting any closer to your destination," he says. Similarly, "a perfectionist is always going to want to keep working [on a given assignment.] But the end result is rarely satisfying." So, rather than toil "in search of this amorphous goal of perfection," he recommends, "creating a checklist" for each task. Say, for instance, you're working on an important client pitch. The perfectionist in you might fret over the font choice and sweat every semi-colon. But with a checklist that reminds you to confirm you've spelled things correctly and to eliminate basic editing errors, you needn't endlessly slog. "You're following a process with discrete and measurable goals," he says. Once you've ticked off the items on your list, "you're done."

### BREAK THE CYCLE OF RUMINATION

Many perfectionists have a proclivity to ruminate - repetitively mulling over a thought or problem without ever coming to a resolution. "It's related to anxiety," says Boyes. People who ruminate tend to be "less forgiving of themselves." It's unhealthy, and it's unproductive. "Don't confuse ruminating with problem-solving." Instead look for ways to disrupt the cycle.

- **Identify your triggers.** The first step in conquering this habit is to "learn to recognize when you're ruminating," says Boyes. Figure out what sets you off. Make note of the situation:

where you are, the time of day, and who's around. "Find your consistent patterns," then think about ways you might steer clear of or control those factors.

- **Don't trust your first reaction.** If you're dwelling on a past event, such as an interaction with a colleague, be cautious. You might not have an accurate read of the situation, says Boyes. When you ruminate, "you tend to focus on all the bad things," she says. "So you can't trust what your ruminating mind is telling you." Try hard to get perspective and give yourself time and distance before taking action. You might be "blowing it out of proportion."
- **Seek a diversion.** "Distractions are useful," says Boyes. "Do something that is cognitively absorbing but that's also tedious and doesn't induce anxiety, such as filling out an expense report." Often spending just 10 minutes on a mundane but practical task like that "breaks the chain" and keeps you from "spinning your wheels."
- **Think positive.** Ruminating often leads to "avoidance" of certain tasks, notes Boyes. "There's a feeling of, 'If I can't do it perfectly I won't bother,'" she says. To combat this idea, she recommends reflecting on times in your past when you tried something new. "Think about the successes you've had," she says. By reminding yourself of the pathways that led to your accomplishments, you'll be able to see that you achieved a meaningful outcome despite not being "100% certain of success" in advance. This helps you "learn from your experiences," she says.

### GET PERSPECTIVE

You may find it "helpful to talk to someone about your tendencies," says Boyes. That person could be "a boss who's willing to engage with you emotionally, a friend, sibling, mentor, or spouse." Be honest and open. Tell this person that you're working on getting better. "Say, 'I give



you permission to let me know if I'm being too fussy/high maintenance/finicky" about a given topic. Make it clear that you want to hear how you come across. "Say, I may get defensive, but I promise to think about what you say." And be sure to make good on that pledge.

MONITOR YOUR  
PROGRESS

As you're working on moderating your perfectionist tendencies, Boyes recommends undertaking "a weekly review" in which you reflect on your progress. Try to get some "psychological distance" and ask yourself, "Was there anything I avoided this week due to fear of making mistakes? Were there any instances where my perfectionism was not worth it? Were there any times this week when I took action, even when I felt uncertain, and ended up moving things forward?" Your objective, says Plummer, is to "learn where perfectionism has a positive impact and where it does not." Remember, you're not fundamentally "changing course"; rather, you're, "redirecting your personality."

PRINCIPLES TO  
REMEMBER

Do

- Learn to recognize the point of diminishing returns when you're aiming to complete a task perfectly. Sometimes just getting it done is a worthy goal.
- Reflect on your progress. Identify examples of when you successfully moderated your perfectionist tendencies.
- Calibrate your standards. Oftentimes what you're writing or saying doesn't have to be the final word, it just has to contribute something useful.

Don't

- Mistake ruminating for problem solving. When

your mind is twisting and turning, seek out distractions to break the cycle.

- Toil in pursuit of an amorphous goal of perfection. Create a checklist that ensures you follow a process with measurable targets.
- Go it alone. Ask others - a trusted colleague, friend, or mentor - for perspective and support.

CASE STUDY #1

Shift your mindset and get  
comfortable with imperfection

In the past, Stacy Caprio's perfectionism led her to avoid certain tasks. "I never wanted to start something unless I knew exactly how to do it," she says. "It was a road block. It literally stopped me from doing new things."

Earlier in her career, she worked for an online marketing agency. One of her tasks was to add tracking tags to client websites, which would allow her organization to gather more information about their customers' revenue and sales.

Stacy had never added a tag before and was petrified of doing it wrong. "I wanted my work to be good, and I wanted to be seen as doing a good job," she says. "I didn't want to mess up."

Instead of trying and risking imperfection, Stacy busied herself with email, building ad sets, and working on other marketing campaigns.

Her avoidance of the task didn't keep her from ruminating on it, though. "I thought about it constantly," she says. "Every time I have something new to do, it doesn't go away for me. It was at the top of my to-do list."

Still, she couldn't force herself to try. She realized a shift in mindset was in order. "To get this in check, I needed to make it clear to myself that getting it done was more important than making it perfect."

The turning point came when she happened upon a series of blogs by published authors. "Writers talked about that first step of getting a draft on paper," she says. "The first

draft is usually terrible. But then they go back and edit and rework it."

Learning more about the writing process helped her gain perspective on her situation. "I had to give myself permission to know that the first one was not going to be great; it might not even work," she says. "But I will get better."

Eventually, she plucked up her courage and took a shot. Her first one was fine; her second one was an improvement. Her third attempt was great.

Today Stacy is her own boss. She runs a website devoted to inspiring side hustles, her CEO. She has learned many lessons about battling her perfectionist demons. "Just because I think something is perfect doesn't mean it is," she says. "I likely need feedback from others, especially customers, so that I can change the product over time to keep making it better."

CASE STUDY #2

Seek support and perspective and  
focus on the big picture

Flame Schoeder, a professional certified coach based in Omaha, Nebraska, admits she is a "recovering perfectionist." While her perfectionism has helped her excel professionally, it has also contributed to feelings of insecurity.

Earlier in her career, for instance, she noticed that she sometimes had the tendency to "freeze up" when talking to clients. "I'd get so in my head," she says. "I'd have something to say and then I'd think, 'That's not a smart enough or insightful enough comment,' and so I wouldn't say it."

A similar thing happened when she had a big client proposal to write. Beginning the project was hard because she "had a ton of self-doubt."

The solution: "I realized that all I needed to do was ask for help," she says.

Flame discovered that reaching out to a friend or colleague and "talking through ideas" helps her see that she does indeed have something to offer. Now she does this every time she's having difficulty getting a project under way. "It needs to be someone who knows that I am a perfectionist and knows that I get stuck," she says. "They give me the solid ground and the creative energy to start moving."

Colleagues also give her perspective on her work. Recently, she was working with a team on a marketing pitch for a restaurant brand. The pitch was for a new client, so "there was some uncertainty" about what this client would like or dislike.

Flame and another colleague - a fellow perfectionist - hemmed and hawed over the proposal. "Perfectionists tend to focus on what needs to be fixed and we negate everything that's good," she says. "The two of us went over and over the details and reworked things."

Finally, Flame asked her colleague a critical question: Is this pitch good enough for the client? "And we both had an 'ah-ha moment' that it was," she says.

They submitted the pitch, and the client loved it. "The client never saw that anything was missing," she says. "They saw the creativity, the polish, and the finesse."

This approval was a powerful signal to Flame. "I try to remind myself that I am not dealing with life-or-death situations. It's just marketing."

By: Rebecca Knight



Like any extreme trait, perfectionism can be a double-edged sword. Having high standards and being hardworking can help someone stand out in a crowded field, and their tenacity can help them improve their skills over time. And, to an extent, being very conscientious can help avoid errors.

The benefits I've mentioned, and a fear that any flaw will result in catastrophe, can keep people hooked on their perfectionist mindset. However, there are also significant downsides to attempting mistake-free performance.

If you're struggling to let go of some of your perfectionistic tendencies, or managing someone who is, it can be helpful to remember the ways perfectionists can self-sabotage in the workplace. I'll discuss five below. You'll notice a general theme of the person losing sight of the big picture.

### How perfectionists get in their own way

No matter how much it may feel like perfectionism is a helpful trait, it usually isn't. Not every perfectionist will do all of these things, but all of them are counterproductive.

**Struggling to make decisions or take action.** Perfectionists are motivated to make the absolute best choice - even when doing so isn't strictly necessary. This can lead to decision paralysis. For example, Bob wants to buy a tool that will accelerate his work, but he's determined to find an option that has no negative reviews. He's driven to do this, even though logically he knows that even great products usually have some negative feedback, and that the specific negative comments he reads aren't particularly relevant to how he plans to mainly use the tool. But because of his self-imposed criteria, it takes him several weeks to choose what to purchase. As a result, he misses out on the benefits of using the tool, and the people on his team see him as indecisive and disorganized.

**Worrying excessively about sunk costs.** Since perfectionists tend to ruminate over even tiny mistakes, they're strongly motivated to attempt to recover situations involving sunk costs. For example, Andrea signs up to a service with a monthly fee but doesn't use it. She stays subscribed and sets a goal to get "double value" from the service going forward in order to emotionally recover the money she's lost paying the monthly fee for several months but not using the service. Likewise, Marcus spends 10 minutes on the phone trying to resolve a customer service issue with an agent who clearly

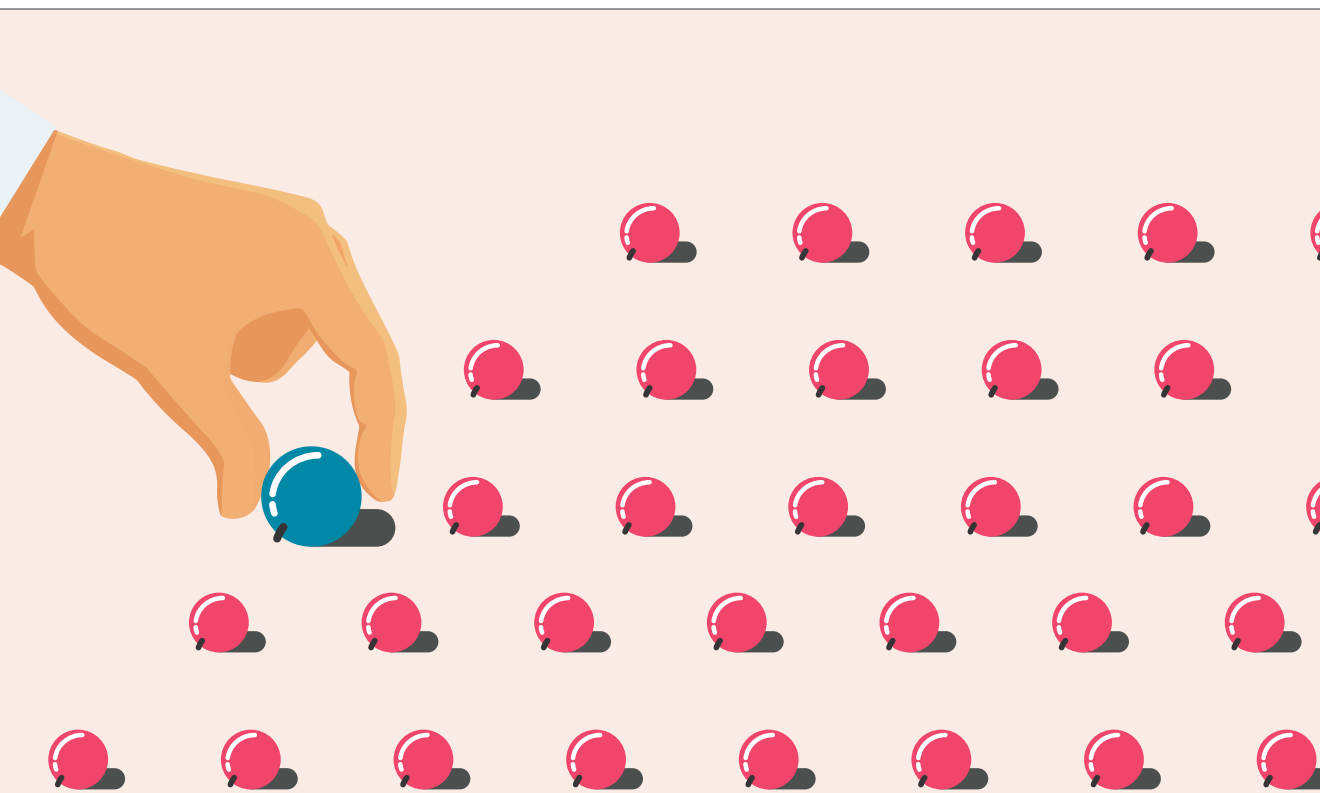
doesn't have the power to correct the problem. He doesn't want to give up without success, so stays on the phone for another 20 minutes. Perfectionists can spend too long working on marginally productive activities before moving on.

## How Perfectionists Can Get Out of Their Own Way

**Avoiding challenges to avoid failure.** Perfectionists want to feel absolutely ready before taking on challenges. This can lead to holding back from advancement or leadership roles. For example, Art thinks "Before I speak at a conference, I need to take a public speaking course" when that's not really necessary and not something he'll realistically do anytime soon. As a result, he misses a great opportunity.

**Applying their high standards to others.** For the most part, perfectionists tend to apply their extremely rigorous standards to only themselves. However, there can be some bleed-through where the perfectionist also expects others to conform to their standards. This especially applies to group projects where the end result will reflect on the perfectionist. Ranjay alienated his colleagues when he suggested a bunch of last-minute tweaks to a presentation they were preparing; the changes weren't that major, but the team was exhausted and wanted to head home. It felt to them like he was piling on. Nitpicking colleagues or being too demanding can harm relationships and sometimes lead to the perfectionist being socially excluded because they're emotionally hard work to deal with.

**Ruminating about weaknesses, mistakes, and failures.** One reason perfectionists are so strongly motivated to avoid small mistakes is because making them triggers their tendency to ruminate. Andrea ruminates over the subscription service she doesn't use; Ranjay can't let go of how sloppy that presentation looked. Rumination is negatively-toned overthinking about situations that have occurred (in contrast to worry that's overthinking about situations that might occur). It intensifies emotional pain to the point it's out of proportion to the situation. It causes irritability and feelings of depression, and can disrupt the person's performance and relationships.



### What perfectionists can do to change

If you've had a "that's me" experience reading this article so far, these are some practical solutions for minimizing the downsides of perfectionistic tendencies.

**Learn from successes.** The idea of learning from your mistakes is likely to feel too confronting to a perfectionist, and trigger rumination. An alternative is to learn from your successes. By reflecting on the pathways that led to your successes, you'll be able to see that you achieved a meaningful end despite not doing everything completely flawlessly or being 100% certain of success in advance. Through this process, you'll be able to understand how you can benefit from taking a ready, fire, aim approach, where you tweak your processes and decisions based on experience rather than from exhaustive research and deliberation.

You can also identify non-perfectionistic, but successful, role models and colleagues - how are they able to be effective without succumbing to perfectionism? Observe what they do and learn from it.

**Develop heuristics to enable faster decision-making and action taking.** Heuristics or rules of thumb are aimed at producing good decisions most but not all of the time. They help balance the benefits of faster decision-making against any incremental gains you might get from delaying action and continued thinking. For example, a useful heuristic might be, when selecting a hotel to host a work event, you'll define 5 criteria and pick

a hotel that meets at least 4 of these 5.

Heuristics are a great method of prioritizing for perfectionists. My personal rule of thumb is "Do jobs worth \$100+ before <\$100 jobs." This helps me deprioritize marginally productive behaviors, like spending 30 mins returning an unsatisfactory low value item to a store when I could be doing something much more productive.

**Ask yourself "How could I improve by 1%?"** This is a popular approach that's especially useful if you're prone to over complicating solutions to problems. Because perfectionists want to be flawless, they're typically dismissive of incremental gains. By looking for how you can improve your behavior by 1%, you'll start to see that there are easier ways to improve than what you're imagining. For example, someone who knows they're too negative and that others find their attitude demoralizing might decide to start making one positive comment during each meeting they attend. This is both a 1% improvement strategy and an example of a useful rule of thumb.

**Learn strategies to disrupt rumination.** It's a lot easier to tolerate making mistakes and having flaws if you know how to curb rumination. Notice when you are starting to mull over something, and ask yourself if obsessing over it is really helping you. Often, rumination feels like problem-solving - but it isn't. If your thoughts are just going in circles, or you're noticing that your rumination is putting you into a bad mood, let it go.

By becoming aware of the costs of perfectionism, and how it affects your productivity, well-being, and relationships (both at work and at home), you can start to mitigate this destructive habit.

<https://hbr.org/2018/04/how-perfectionists-can-get-out-of-their-own-way>



# The Pros and Cons of PERFECTIONISM



## “What is your biggest weakness?”

One of the most common answers to this interview question is, “I am a perfectionist.” But is perfectionism a weakness? Wouldn’t many interviewers see it as a strength?

Extensive research has found the psychology of perfectionism to be rather complex. Yes, perfectionists strive to produce flawless work, and they also have higher levels of motivation and conscientiousness than non-perfectionists. However, they are also more likely to set inflexible and excessively high standards, to evaluate their behavior overly critically, to hold an all-or-nothing mindset about their performance (“my work is either

perfect or a total failure”), and to believe their self-worth is contingent on performing perfectly. Studies have also found that perfectionists have higher levels of stress, burnout, and anxiety.

So while certain aspects of perfectionism might be beneficial in the workplace, perfectionistic tendencies can also clearly impair employees at work. Does this make it a weakness?

We combed through four decades of study on perfectionism to answer a more basic question: Are perfectionists better performers at work? We conducted a meta-analysis of 95 studies, conducted from the 1980s to

today, that examined the relationship between perfectionism and factors that impact employees’ effectiveness. These studies included nearly 25,000 working-age individuals. The short answer, we found, is that perfectionism is a much bigger weakness than job applicants and interviewers probably assume.

Our results affirm that perfectionism meaningfully and consistently predicts several “beneficial” workplace outcomes. For example, perfectionists are more motivated on the job, work longer hours, and can be more engaged at work.

However, our results also indicate that perfectionism is strongly and consistently related to numerous “detrimental” work and non-work outcomes, including higher levels of burnout, stress, workaholism, anxiety, and depression.

While these effects were consistently evident for perfectionists in general, closer examination yielded important distinctions about when these effects were more or less extreme. Research has identified two distinct but related sub-dimensions of perfectionism. The first, which we call excellence-seeking perfectionism, involves tendencies to fixate on and demand excessively high standards. Excellence-seeking perfectionists not only stringently evaluate their own performance but also hold high performance expectations for other people in their lives. The second, which we call failure-avoiding perfectionism, involves an obsessive concern with and aversion to failing to reach high performance standards. Failure-avoiding perfectionists are constantly worried their work is not quite right or good enough and believe that they will lose respect from others if they do not achieve perfection.

Our results demonstrate that perfectionists’ tendencies may be focused in just one or both of these sub-dimensions, and that this focus produces slightly different outcomes. The “beneficial” effects of perfectionism were stronger for those higher in excellence-seeking perfectionism than those who exhibit more failure-avoiding perfectionistic tendencies. On the flip side, the “detrimental” effects of perfectionism were stronger for those higher in failure-avoiding perfectionism, but were usually still present for people higher in excellence-seeking perfectionism.

Critically, our results showed that performance and perfectionism were not related to each other - perfectionists are not better or worse performers than non-perfectionists. Even employees high in excellence-

seeking perfectionism were not better performers. However, we could not identify a specific reason for the absence of the relationship. It is possible that perfectionists spend too much time perfecting certain work or projects while neglecting other tasks or projects. Alternatively, perhaps any advantages gained by employees’ perfectionistic tendencies are washed away by the consequences of those same tendencies. Identifying definitive causes will require future research.

Taken as a whole, our results indicate that perfectionism is likely not constructive at work. We did find consistent, modestly-sized relationships between perfectionism and variables widely considered to be beneficial for employees and organizations (i.e., motivation and conscientiousness). Yet critically, we found no link between perfectionism and performance. This, coupled with the strong effects of perfectionism on burnout and mental well-being, suggests perfectionism has an overarching detrimental effect for employees and organizations. In other words, if perfectionism is expected to impact employee performance by increased engagement and motivation, then that impact is being offset by opposing forces, like higher depression and anxiety, which have serious consequences beyond just the workplace.

This is not to say that managers should downgrade candidates or employees with high perfectionistic tendencies. Rather, managers should look to harness the benefits while simultaneously acknowledging and mitigating potential consequences. For instance, instead of constantly reminding perfectionists of performance goals (which is likely unnecessary as perfectionists typically hold themselves to the highest possible standards), managers could focus on encouraging perfectionists to set goals for rejuvenating, non-work recovery activities - ones that could help mitigate stress and burnout. Managers can also clearly detail their expectations and communicate tolerance for some mistakes.

Taking measures to better manage perfectionists will become a bigger managerial priority. One study of nearly 42,000 young people around the world found that perfectionism has risen over the last 27 years. Striving to be perfect is not overly beneficial for employees and has significant costs for employees and organizations. Instead of encouraging employees to be “perfect,” we might be better off with going for “good enough.”

by :Brian Swider, Dana Harari, Amy P. Breidenthal, Laurens Bujold Steed

<https://hbr.org/2018/12/the-pros-and-cons-of-perfectionism-according-to-research>



## Nine Signs Your Perfectionism Is Out Of Control

We live in a world that idolizes perfectionism. From a very young age, parents, coaches, and teachers push us to be high achievers, but they fail to teach us balance. We live our lives with an ingrained desire to give our all in pursuit of lofty goals, but we don't know when to pull back. We don't know when enough actually is enough.

Most people lean hard into their perfectionism—they extol it as a virtue to the point that it becomes a vice. Doing so is troubling because separate studies from the University of British Columbia and the University of Tehran show that perfectionism is linked to depression, anxiety, and a slew of mental health issues.

To defeat perfectionism, you have to learn to spot when it's holding you back. This task is difficult because perfectionistic tendencies like to hide under the guise of hard work and zeal.

Tal Ben-Shahar suggests that you shift your mentality from that of a perfectionist to that of an optimalist. Optimacists strive just as hard for success, but they're more flexible, resilient, and adaptive in the pursuit of their goals.

### The Perfectionist

### The Optimalist

Journey as a straight line	◄-----►	Journey as an irregular spiral
Fear of failure	◄-----►	Failure as feedback
Focus on destination	◄-----►	Focus on journey and destination
All-or-nothing thinking	◄-----►	Nuanced, complex thinking
Defensive	◄-----►	Open to suggestions
Faultfinder	◄-----►	Benefit finder
Harsh	◄-----►	Forgiving
Rigid, static	◄-----►	Adaptable, dynamic

Shifting your approach from perfectionism to optimalism is bound to make you happier and more productive. First, you need to recognize the signs of perfectionism that's holding you back. What follows are the hallmarks of perfectionism that has gotten out of control.

**You recognize that your perfectionism is a problem, but you think that's what it takes to be successful.** Sometimes, you really need to push yourself hard to be successful. When your perfectionism gets out of control, using hard work as the justification for the unnecessary pain and suffering you endure is easy. Make no mistake about it, perfectionism does create unnecessary struggle and strife. When you get your perfectionism under control, you can work less and get more done.

**You get defensive when receiving feedback.** Perfectionists care deeply about what other people think of them, and this can make feedback hard to take. Even well-presented, useful feedback feels like a needle to the eye. You likely catch yourself acting defensively before you even realize that you take issue with the feedback. It's a knee-jerk reaction. As a perfectionist, you naturally have an intense desire to succeed. Take comfort in the fact that feedback (even brutal feedback) is ultimately helping you improve your work. Take it in stride, and feedback will actually help you get closer to perfection.

**However, you're critical of others.** Considering their inability to receive criticism, perfectionists sure can dish it out. Perfectionists can't help but measure themselves against other people, so taking someone down a notch, especially if that person is

a threat, feels good. Though, this isn't always the reason. Perfectionists are also critical of others because they compare them to the same unobtainable standard to which they compare themselves.

**You procrastinate all the time.** Perfectionism and fear of failure go hand in hand. This combination leads to procrastination because even mundane tasks are intimidating when they must be completed perfectly. Most writers spend countless hours brainstorming characters and plot, and they even write page after page that they know they'll never include in the book. They do this because they know that ideas need time to develop. We tend to freeze up when it's time to get started because we know that our ideas aren't perfect and what we produce might not be any good. However, how can you ever produce something great if you don't get started and give your ideas time to evolve? Author Jodi Picoult summarized the importance of avoiding perfectionism perfectly: "You can edit a bad page, but you can't edit a blank page."

**You have a guilty conscience.** Perfectionists have a steady stream of guilty thoughts running through their minds, because they're always feeling like they're coming up short. This guilt elevates stress, and it can easily spiral into depression and anxiety. Guilt is fueled by your self-talk. The more you ruminate on negative thoughts, the more power you give them. Most of our negative thoughts are just that—thoughts, not facts. When you find yourself believing the negative and pessimistic things your inner voice says, it's time to stop and write them down. Literally stop what you're doing and write down what you're thinking. Once you've taken a moment to slow down the negative momentum of your thoughts, you'll be more rational and clear-headed in evaluating their veracity.

**You take mistakes personally.** Perfectionists take their work so seriously that they tend to overestimate the impact of their mistakes. Minor events can cause them to experience bitter disappointment. This issue is significant because it makes you less resilient, and the ability to bounce back from failure is critical to success. Perfectionists must learn that failure is not a confirmation that they aren't good enough.

**You take pleasure in other people's failures.** This little known secret of perfectionists is not as evil as it sounds. Misery loves company, and perfectionists can't help but find satisfaction in knowing that other people experience the same frustrations as they do. These moments of relief are short lived, and they

make perfectionists feel bad for being so competitive.

**You're afraid to take risks.** With the fear of failure comes the fear of taking risks. Perfectionists' hard work, research, and attention to detail produce novel ideas. Unfortunately, their great ideas are often placed on the back burner because of their fear of risk. The only way to get comfortable with taking risks is to take risks. Starting the process is never easy, but by actively leaning into the very things that make us uncomfortable, we build confidence and realize that it's never as bad as we build it up in our minds to be.

**You live in fear of rejection.** Perfectionists need the approval of others to feel successful. This mentality leads to a crippling fear of rejection. Perfectionists dread things, such as asking for a raise or pursuing their passions in lieu of something that will win approval from others. Living in fear of rejection feels terrible, stifles creativity, and slows down your progression as a person. Whenever you find yourself overly concerned with what other people think of you, remember Dr. Seuss's take on authenticity: "Be who you are and say what you feel, because those who mind don't matter, and those who matter don't mind."

To beat perfectionism, you need to be the most authentic version of yourself you can be. This means pursuing the things you love, trusting that hard work will pay off, learning from your mistakes, and deriving satisfaction from within.

### ABOUT THE AUTHOR:

#### Bringing It All Together

Dr. Travis Bradberry is the award-winning co-author of the #1 bestselling book, Emotional Intelligence 2.0, and the cofounder of Talent Smart, the world's leading provider of emotional intelligence tests and training, serving more than 75% of Fortune 500 companies. His bestselling books have been translated into 25 languages and are available in more than 150 countries. Dr. Bradberry has written for, or been covered by, Newsweek, TIME, Business Week, Fortune, Forbes, Fast Company, Inc., USA Today, The Wall Street Journal, The Washington Post, and The Harvard Business Review.

By- Dr.Travis Bradberry

<https://www.linkedin.com/pulse/telltale-signs-your-perfectionism-out-control-dr-travis-bradberry>



## IMA ACTIVITIES

# IMA ACTIVITIES

### CONTEMPORARY LEARNING



Indore Management Association organized contemporary learning session on the topic "Lead without Fear, in alignment with your mind" on July 5, 2019 at IMA Meeting Room, Jall Auditorium. The Facilitator for the session was Mr. Edward Peters - An accredited Performance Coach and Practitioner of NLP at GE Coaching in UK.

### CENTER OF EXCELLENCE

Indore Management Association organized Center of Excellence for management professionals and students. The session featured a discussion on "How to keep your job in the Cloud World" on Wednesday, July 17, 2019 at IMA meeting room, Jall Sabhagrah, Indore. The facilitator for the session was Mr. Sonik Porwal - Founder, Paarangat Consulting.



### EXCLUSIVE SESSION FOR WOMEN



Indore Management Association organized an exclusive session for women on the topic "Why MS Excel is important in your daily life" on July 19, 2019 at IMA Meeting Room, Jall Auditorium, Indore. The Facilitator for the session was Mr. Sandeep M. Tahlilramaney - Business Head, Financial Planning at Indira Securities Ltd.

### LEARNING FROM LIFE OF LEGENDS



Indore Management Association organized a session on Learning from Life of Legends for management professionals and students. The session featured a discussion on "How Founders' personal principles drive a company's success" inspired by the life of Mr. Narayana Murthy, Founder of Infosys, on Wednesday, July 24, 2019 at IMA meeting room, Jall Sabhagrah, Indore. The moderator of the session was Ms. Susmita Narayan - Founder, Paarangat Consulting.

### READER'S CLIQUE

Indore Management Association organized a book review session on the book "The Fountain head" for management professionals and students under the program IMA Reader's Clique. The program was organized on Wednesday, July 31st, 2019 at IMA Meeting Room, Indore. The narrator for the session was Dr. Sameer Golwelkar - Counsellor at Options Guidance & an author of Epiphanies of a Mortal.



### STUDENT CHAPTER INDUSTRIAL VISIT



IMA Student Chapter had organized an Industrial Visit for the students of Shri Govindram Seksaria Institute of Technology & Science (SGSITS), Indore on Saturday, July 27, 2019 at Vijay Shri Packaging Limited, Indore.

### CENTER OF EXCELLENCE

Indore Management Association organized Centre of Excellence (COE), an interactive session on the topic "New Product Development - Challenges and Process" on September 10, 2019 at IMA Meeting Room, Jall Auditorium, Indore. The Facilitator for the session was Dr. Abhishek Mishra - Associate Professor (Marketing Management) at IIM, Indore.





## IMA ACTIVITIES

# IMA ACTIVITIES

### STUDENT SKILL ENHANCEMENT PROGRAM



IMA organized Student Skill Enhancement Program on How to Face Interview- an Interactive Session for students on Saturday, July 27, 2019 at IMA office. Speakers for the session were Mr. Akhilesh Sengar, DGM, Capability Management at Vodafone Idea Limited, and Mr. Dhruv Mishra, Training & Development Head at Indira Securities, Indore.

### OPEN HOUSE SESSION

Indore Management Association in association with Indore Branch of CIRC of ICAI organized an open house session on Live Screening & Analysis of Union Budget 2019 on Friday, July 5, 2019 at ICAI Auditorium, Indore. The session was followed by panel discussion by experts.



### EVOLUTION FOR EXCELLENCE



Indore Management Association organized a session on Evolution for Excellence, a one-day workshop for the corporate people on the topic "Effective Communication & Interpersonal Skills" on Friday, July 26, 2019 from 9:30 AM to 5:00 PM at Hotel Effotel, Indore. The faculty for this workshop was Ms. Monica Anand (Specialist for Communication Skills training programs)

### IN-HOUSE WORKSHOP

Indore Management Association (IMA) organized its In-house Workshop for the Shop floor people of John Deere India Private Limited, Dewas on the topic "Version None to Version One" on Saturday, July 20, 2019 from 8:30 AM to 4:00 PM at. The faculty for this workshop was Ms. Archana Sharma (Thought Technologist)



### EXCLUSIVE SESSION



Indore Management Association participated as an Industry Association Partner at an Exclusive CEO's event with Zee Business - Dare to Dream, Growth Matters at Marriott Hotel, Indore on July 22, 2019.



## IMA ACTIVITIES

# IMA ACTIVITIES

### STUDENT CHAPTER EXCLUSIVE SESSION



IMA Student Chapter had organized an Exclusive Session for the Engineering students of Indore on Saturday, August 3, 2019 at IMA office, Indore. Topic for the session was "Technology Trends @ 2020". Speakers for the session were Dr. Subodh Shrivastava, CEO iNTRED Private Limited, Mr. Raj Kumar Vatnani, Delivery Manager at World Pay India Pvt Limited and Mr. Apurva Joshi, Delivery Manager at Waste Management Inc.

### STUDENT CHAPTER SESSION

IMA Student Chapter had organized a session on "Awakening Young Minds" for students of Idyllic Institute of Management, Indore on Saturday, August 10, 2019. Speaker for the session were Mr. Akhilesh Sengar, DGM, Capability Management at Vodafone Idea Limited and Co Founder of YUVA – Taking Business Beyond Yardstick.



### STUDENT CHAPTER INDUSTRIAL VISIT



IMA Student Chapter Program had organized an Industrial Visit for the students of Shri Govindram Seksaria Institute of Technology & Science, Indore on Friday, August 30, 2019 at Mahindra & Mahindra Limited (Two Wheelers Division) at Pithampur.

### EXCLUSIVE SESSION ON MANAGEMENT GAMES



IMA Student Chapter had organized an Exclusive session on "Management Games" for the students at IMA Meeting Room on Saturday, August 31, 2019. Facilitator for the program was CA Nidhi Agrawal.

### CENTER OF EXCELLENCE

Indore Management Association organized Centre of Excellence (COE), an interactive session on the topic "Block chain Technology" on August 9, 2019 at IMA Meeting Room, Jall Auditorium, Indore. The Facilitator for the session was Mr. Amit Agrawal, Chief Operating Officer (COO) at Cyber Infrastructure (p) Ltd. Indore.



### CENTER OF EXCELLENCE

Indore Management Association organized Centre of Excellence (COE), an interactive session on the topic "Creating and Sustaining competitive advantage" on Wednesday, August 14, 2019 at IMA Meeting Room, Jall Auditorium, Indore. The Facilitator for the session was Prof. Dr Prashant Salwan-Professor of Strategic Management and International Business at IIM, Indore.



### MENTORING FROM CEOs

Indore Management Association organized Mentoring from CEO's session on "Planning & Controlling in Business" on Wednesday, August 28, 2019 at IMA Meeting Room, Jall Auditorium, Indore. The Facilitator for the session was Mr. Ambarish Sinha – Plant head, ROCA Bathroom Products Pvt. Ltd.





# IMA ACTIVITIES

## EXCLUSIVE TALK



AIMA Young Leader's Council Indore Chapter with Indore Management Association organized CEOs' Round Table Meeting with Mr. P Dwarkanath - Chairman, GSK Consumer Healthcare, India on Friday, August 9, 2019 at Hotel Marriott, Indore. The faculty for this workshop was Ms. Archana Sharma - Thought Technologist.

## EVOLUTION FOR EXCELLENCE

Indore Management Association (IMA) organized its Evolution for Excellence, a one-day workshop for the corporate people on the topic "The Power Of Not Knowing" on Saturday, August 03, 2019 at Radisson Blu Hotel, Indore. The faculty for this workshop was Ms. Archana Sharma - Thought Technologist.



## TÊTE-À-TÊTE



Indore Management Association organized a Tête-à-Tête with Mr. CP Gurnani - MD & CEO, Tech Mahindra on the topic "Authentic Leadership through Diversity & Inclusion" on Saturday, August 3, 2019 at Hotel Sayaji, Indore.

## STUDENT CHAPTER EXCLUSIVE SESSION



IMA Student Chapter had organized an Exclusive Session for the Management students of Indore on Friday, September 27, 2019 at Prestige Institute of Management & Research (PG Campus), Indore. Topic for the session was "Innovation". Speaker for the session was Mr. Ravi Arora - Vice President, Innovation, Tata Sons.

## MANAGEMENT FILM SHOW

IMA Student Chapter Program had organized Management Film Show on "Goal Setting through Famous Bollywood Movies" for students of Institute of Business Management & Research, IPS Academy, Indore on Monday, September 09, 2019. Speaker for the session was Dr. Subodh Shrivastava, CEO iNTRED Services Pvt. Ltd.



## CENTER OF EXCELLENCE



IMA Student Chapter had organized Centre of Excellence on Converting Potential into Performance on Thursday, September 12, 2019 at Jaipuria Institute of Management, Dakachaya, Near Shipra Naka, Indore and the speaker for the session was Capt. Jaison Thomas.



## TIT BITS

**1 ADVANCE VS ADVANCED**

When you hear about something "in advance," you receive notice or information ahead of the usual schedule.

Advanced means sophisticated, complex, far on, ahead, or at a higher level than others.

**2 AFFECT VS EFFECT**

Affect means to influence or to change in some measure.

An effect is a result, consequence, or outcome.

**3 ALTOGETHER VS ALL TOGETHER**

Altogether means completely, all things considered, or on the whole.

"All together" means everyone together or everything together.

**4 ALTERNATE VS ALTERNATIVE**

Alternate means "to happen or exist one after the other repeatedly." It's a tricky word, since it can be used as a noun, an adjective, or a verb.

The adjective (or noun) alternative describes another option: a possible replacement or substitute.

**5 AMOUNT VS NUMBER**

Amount describes cumulative total.

Number is used for a countable collection of individuals or items.

**6 AMUSED VS BEMUSED**

A person who is amused is pleasantly entertained perhaps laughing.

Bemused means somewhat bewildered or baffled, and does not mean amused.

**7 APART VS A PART**

Apart means separate from. This word can be used with the preposition from, or it can be used on its own to describe another word or phrase.

"A part" is a two-word phrase that refers to a section or an individual sub-set: one part of a whole.

**8 APPRAISE VS APPRISE**

Appraise means to ascertain the value of.

Apprise means to inform.

**9 BREATH VS BREATHE**

Breath is a noun and stands for that lovely air that goes into and out of your lungs. It rhymes with Seth.

Breathe is the verb that describes the action of moving air into and out of the lungs: inhaling and exhaling. The word breathe rhymes with seethe.

**10 BREACH VS BREECH**

Breach, as a noun, means a gap or violation such as a breach of contract or a breach in the dam. The verb breach means to break, break open, or break through.

Breach, on the other hand, literally means the lower part or back of something, typically a human, that comes after the back but before the legs. (Yes, breech means ass.)

**11 BRING VS TAKE**

"To bring" means to cause an item that was there to now come here. It implies movement towards someone or something.

"To take" means to remove, to cause an item that was here to now go there. It implies movement away from someone or something.

**12 DEPRECIATE VS DEPRECATE**

The verb depreciate means "to decrease in value."

The verb deprecate means "to disparage."

**13 DESERTS VS DESERTS VS DESSERTS**

The plural noun deserts is pronounced with the emphasis on the first syllable: "DEH-zurts," and refers to more than one of those hot, dry, sand-filled places where camels roam around.

The verb deserts is pronounced "deh-ZURTS," and means "to abandon," "to leave completely alone," (treacherously or disloyally).

When the word is spelled desserts, it describes multiple tasty after-meal offerings, typically sweet, and never to be eaten before you have finished your vegetables.

**14 DIFFUSE VS DEFUSE**

The word diffuse means "to spread over a wide area," "to disperse" or "to scatter."

Defuse means "to disarm," literally to remove the fuse (the detonating mechanism) from an explosive device; "to calm," or "to reduce or eliminate danger."



## 44 COMMON CONFUSIONS to Annoy the Grammar Police **Part 1/2**

**15 DISINTERESTED VS UNINTERESTED**

Disinterested means you do not have a financial or personal stake in something.

If you are not interested in, or are or bored by something, you are uninterested.

**19 FLAUNT VS FLOUT**

Flaunt means to show off.

Flout means to disregard.

**16 e.g. VS i.e.**

"E.g." is an abbreviation for the Latin phrase exempli gratia ("for example").

"I.e." is an abbreviation for the Latin phrase id est ("that is").

**20 GRISLY VS GRIZZLY VS GRIZZLED**

That which is grisly is gruesome: outright related to blood, gore, injury, and other such unpleasantness.

While a grizzly, one of those large bears who inhabit the western United States, might cause grisly injury, the bear might be just as likely to lumber by in search of a nice salmon.

Hair or beards that are grizzled are streaked with gray. Occasionally, one might refer to this sort of graying pattern as grizzly, but the better adjective is grizzled.

**17 ECONOMIC VS ECONOMICAL**

That which is economic relates to the economy: finance, cash flow, interest rates, and so on.

Being done or acquired in a manner that is thrifty: it's a good deal, not wasteful.

**21 HOME IN VS HONE IN**

"To home in" means to converge upon.

"To hone" means to sharpen. "To hone in" doesn't exist.

**18 EMIGRATE VS IMMIGRATE**

"To emigrate" means to leave one's country to immigrate (take up permanent residence in a different country.)

"To immigrate" means to take up permanent residence in a different country.

**22 HORDE VS HOARD**

A horde is an overgrown crowd, a surging mass of people or other life.

Hoard is commonly used as both a noun and a verb, and the meaning are similar. To hoard (verb) is to amass a cache of possessions, jewels, food, or even animals that is obtained in the hoard (noun).



## TIT BITS

### 23 INCREDIBLE VS INCREDULOUS

While the word incredible actually means unbelievable, over time, the adjective has come to signify that something is especially good.



Incredulous, on the other hand, has a more negative connotation: it means skeptical.



### 24 INFECTIOUS VS CONTAGIOUS

Something that is infectious may or may not be contagious, because infectious refers to cause.



Something that is contagious is spread by direct or nearly direct physical contact, and contagious refers to the possibility of transmission.



### 25 IT'S VS ITS

"It's" is a common contraction of "it is" or "it has".  
"It's a funny fruit."



Its is the possessive form of it. Use its if replacing it with "it is" or "it has" doesn't make sense.  
"Its name is Rambutan!"

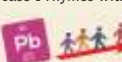


### 26 LED VS LEAD

The word led is the past participle of "to lead", and it means that someone or something has been deliberately guided.



This version of the word lead refers to the metal, lead. The same word can be used as a verb, "to lead", and in that case it rhymes with "seed" and "bead". As a verb it means to intentionally guide, conduct or steer.



### 27 LESS VS FEWER

If there is a substance, idea, or a thing that can't be separated and counted, then when some of it is lost, there is less of it.



There is a simple rule: If items can be counted, no matter what they are, when their number goes down, there are fewer of them.



### 28 LIE VS LAY

"To lie down" means to recline: to do that oneself, without performing the action on someone or something else.



"To lay" means to perform the action of setting an object, or even a person, down: to effectively make someone or something else recline or rest.



### 29 LITERALLY VS FIGURATIVELY

Literally refers to that which is exactly and precisely true as spoken or as written.



Figuratively, on the other hand, means that whatever is being spoken of or written of is an analogy, a comparison, or an allusion.



### 30 LOSE VS LOOSE

Lose means to suffer a loss.



Loose means not tightly fitted.



### 31 MEET VS MEET WITH

"To meet someone" is to make their acquaintance: to encounter them for the first time, or to encounter them by chance, or by arrangement at a certain place—but not for an organized work meeting or for a planned event.

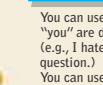


"To meet with someone" is to have a meeting: to sit down together to discuss something.

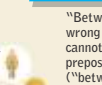


### 32 ME VS MYSELF VS I

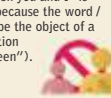
"Between you and I" might sound scholarly, but it is always wrong. You must say: between you and me.



You can use the word myself when "you" are doing something to "you" (e.g., I hate myself. / I asked myself a question.)  
You can use the word myself for emphasis (e.g., I did it myself.)  
(In this role, the word myself is acting as an emphatic pronoun.)



"Between you and I" is wrong because the word "I" cannot be the object of a preposition ("between").



### 33 MOST IMPORTANT VS MOST IMPORTANTLY

"Most important" should be used to describe an idea, a consideration, a very specific situation, etc. — that is, to describe a "thing".



It has become common in American English to introduce sentences using what are known as disjunct adverbs: Frankly... Sadly... Importantly... These adverbs are adverbial phrases express a speaker's attitude toward what is being described — toward an entire idea, a complete action.



### 34 PAST VS PASSED

Past is most often used as a noun or an adjective that refers to history, what has happened in prior times.



Passed is a verb form that tells you something has already happened or has travelled by.



### 35 PORE VS POUR

When used as a verb, pore means to examine closely.



When pour is used as a verb, it refers to the transfer of a liquid or fluid-like substance from one place to another.



### 36 PREYING VS PRAYING

Preying is targeting a person or animal, typically one who is vulnerable, with the intent to injure, kill, or take some kind of advantage.



Praying, on the other hand, is making an appeal or an expression of gratitude to a higher power, on the basis of faith.



### 37 SAW VS SEEN

The word saw is used alone as a past-tense verb (I saw, you saw, he saw, we saw, they saw).



Seen should be used in past-tense phrases with forms of the verb have (has seen, had seen, having seen).



### 38 STAUNCH VS STANCH

Staunch means loyal and sturdy.

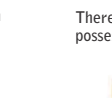


Stanch means to stop a flow.

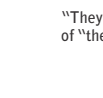


### 39 THERE VS THEIR VS THEY'RE

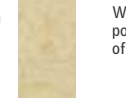
There is an adverb, in or at that place.



There is a possessive pronoun.

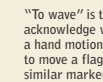


"They're" is a contraction of "they are."



### 40 WAIVE VS WAVE VS WAVER VS WAIVER

"To waive" is to give up a right or claim.



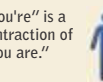
"To wave" is to acknowledge with a hand motion, or to move a flag or similar marker to gain attention.



"To waver" is to lose one's determination, to hesitate, or to physically wobble.



A waiver is the removal of a responsibility or cost that would normally apply.

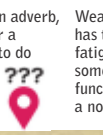


### 41 WERE VS WE'RE VS WHERE VS WEAR

Were is a verb and is the past tense of be.



"We're" is a contraction of "we are."



Where can be an adverb, a conjunction, or a pronoun. It has to do with direction or place of origin.



Wear is also a verb, but has to do with clothes or fatigue. It can also sometimes function as a noun.



### 42 WHO VS WHOM

Who is a pronoun that replaces the specific name (Nancy, D'Andre, Chalm...) of someone performing an action; it is used as a grammatical subject.



Whom is a pronoun that replaces a specific name, but it is used as a grammatical object.

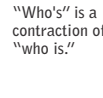


### 43 WHOSE VS WHO'S

Whose is a possessive form of who.



"Who's" is a contraction of "who is."



### 44 YOU'RE VS YOUR

"You're" is a contraction of "you are."



Your is a possessive form of you.





# 17

## Pretentious words & What to Use Instead

### 1 **oeuvre** ("OOV-ruh"): an artist's entire body of works

Tossed around by those who like to use French words to appear cultured.

"Of course I'm familiar with Rembrandt's oeuvre, But I find his earlier work more powerful."

**Use instead:** **works, output**



### 2 **to summer/ to winter** These are seasons, not verbs.

"We love to summer in the Hamptons, whereas Lady Sansa enjoys wintering at Winterfell."

**Please avoid such usage if you're born after 1900 and don't belong to aristocracy.**



### 6 **plethora** ("PLETH-or-uh"): many, plenty, tons, lots

Just a big word for small minds.

"I ate a plethora of vegan snacks because I'm so woke."

**Why use three syllables when you can use two? Don't be a pompous turd. Opt for one of the words in the definition above.**



### 7 **haute couture** ("OAT-koo-TOOR"): exclusive fashions from design houses, such as those seen on runways

In other words, fashions too expensive for normal people to afford.

"After her divorce, Monique had to trade her haute couture for humiliating off-the-rack clothing."

**Use instead:** **high fashion**  
the English translation of this French phrase



### 8 **per se** ("per Say"): in and of itself

Tossed around by those who like to use French words to appear cultured.

"Of course I'm familiar with Rembrandt's oeuvre, But I find his earlier work more powerful."

**Use instead:** **works, output**



### 9 **modus operandi** ("MODE-usop-er-AND-ee"): a method of procedure

Normally used to indicate a distinct pattern, and thus a single criminal, in two or more crimes; unfortunately, often used in casual conversation.

"Yep, Charlie ate the last donut again. That's his M.O."

**Use modus operandi, or M.O., if you work in law or criminal justice. Otherwise, use approach, manner or technique.**



### 10 **milieu** ("meal-YOU"): environment, setting

People who say "milieu" are typically describing the social setting of a town. They'll then explain why they are better than the people in this town while sipping hot chai with their pinky up in the air.

"It was a humble village of rubes with a quaint milieu."

**Just go with the more straightforward words in the definition above.**



### 11 **cognizant** ("COG-niz-unt"): aware, mindful, or otherwise conscious

Commonly found in inflated business writing - especially job descriptions and employee handbooks.

"Please be cognizant of the effects that fragrances may have on your co-workers."

**Um, just tell us not to pour on the aftershave, OK?**



### 12 **paradigm** ("PAIR-a-dime"): a classic example or pattern

Usually has a tinge of fight-the-power attitude, as in "subvert the dominant paradigm, man."

"This job doesn't match my paradigm of the ideal career." If you aren't Stephen Covey or a member of the clergy, please refrain.



### 13 **splendiferous** ("spleen-DIFF-er-us"): impressive to an extraordinary degree

Who comes up with such words, and why?

"My trip to Singapore was splendiferous."

**Great will suffice. Otherwise, you're confusing everyone.**



### 14 **apropos** apropos ("app-pro-PO"): the French word for "appropriate"

Ironically, the use of "apropos" seems inappropriate in most cases. It's a ridiculously pompous word.

"The timing of Tarquin's proposal to Eliza right after her pregnancy announcement was apropos."

**Well, good for Tarquin for being appropriate. Let's not give him a big head by saying he was apropos.**



### 15 **sans** ("sanz"): without

Another French word.

"I'd like a grilled cheese sandwich, sans gluten and dairy, please."

**Just say without. We can do without your "Frenglish."**



### 16 **faux pas** ("foe-PAH"): mistake, blunder, or error.

If you misread a party invitation and arrive in a penguin costume, only to realize that the other guests are wearing elegant gowns and tuxedos, you'll understand what it means to commit a faux pas, or an awkward social mistake.

**A French expression again. Enough said. Just use one of the words in a definition above.**



### 17 **pretentious** (pre-TEN-shuss): using big words to make yourself sound smarter than you actually are.

Oddly enough, the word "pretentious" might sound pretentious. It's frequently used as a way to easily discredit people, works of art, ideas, or statements while boosting one's own status.

Dude #1: "I really like The Three Stooges!"

Dude #2: "Whatever. They're so pretentious."

Dude #1: "Do you even know what that word means?"

It's fine to use pretentious when it's called for, which is far less than pretentious people may think.





# SAYING NO ISN'T ALWAYS EASY-BUT IT'S OFTEN NECESSARY.

That's true both at work and in personal relationships. When a colleague asks you to take on a project you don't have the bandwidth for, pushing back without leaving them feeling rebuffed is a valuable skill. Likewise, when you get an invite you're just not up for, knowing how to say no politely keeps things from getting awkward.

So how do you finesse your tone over email or text so the person you're turning down knows you still care? Below you'll find five strategies, as well as examples of how to say no nicely.



## How to Say No: A Guide to Saying No Politely

# NO

### 1 Cushion it with kindness or a compliment.

A favorite of grandmothers everywhere, this is the classic "I love you, but no." The idea is to give the recipient a few words to feel good about despite the rejection, like so:

**Example:** This sounds like a great opportunity, but I have to pass. Thank you for considering me!

**Example:** Your proposal is intriguing and I'm glad you brought it up, but it's not a good fit for us.

That last phrase borrows from a longtime contributor to the venerable New Yorker, John McPhee, whose turn-down of choice was as mild as it is brief: "Not for us."

### 2 Give your reasons

Besides compliments, another thing the person you're saying no to might appreciate is knowing why. Sometimes it's best to be candid about your constraints.

**Example:** I can't handle the meeting for you this afternoon—I'm busy onboarding a new hire and have a deadline I need to hit.

**Example:** This is a sweet pitch, but our organization doesn't have a budget for this kind of project right now.

**Example:** A trip to Portland sounds fun, thanks! Unfortunately, I won't have the time to swing it this summer.

In other cases, you may prefer to reveal as little as possible—in which case, read on.

### 3 Be brief, but not brusque.

You don't always have to explain yourself when telling someone no. Still, it's often more considerate to provide a straight-up no rather than a non-response, because leaving people wondering tends to read as thoughtless.

And while it's generally wise to keep this type of message brief, it's possible to be a bit too short:

**Bad example:** I can't help with that.

**Better example:** Sadly, I'm afraid I can't help with that.

Note the use of the word sadly above. It shows you recognize the answer probably won't thrill the recipient, and it brings you no joy to say so.

Another fine example: Thank you for thinking of me for this assignment. I can't take more work on right now, but please keep in touch.

The words "right now" in that last example suggest you might be open to other assignments down the road; saying so politely helps keep your options open in the meantime. This brings us to our fourth strategy:

### 4 Leave the door cracked

Sometimes, you don't want to say "no" so much as "not now."

**Example:** Your point about needing to reevaluate and streamline our process is well taken. Why don't we put our heads together about it once the current round of hiring is done?

**Example:** Thanks—I'd love to speak at your event, but the timing this year is no good. Would you please keep me in mind for next year's summit?

Handy though this approach is, use it sparingly. Putting someone off indefinitely can come off as a lot less polite than telling them no at the outset.

### 5 Offer an alternative.

While your answer might be no, in the interest of courtesy, occasionally you'll want to help out the recipient in some other way—by suggesting another time or a different option, perhaps.

**Example:** I can't make the senator available for an interview before your deadline, but I'm happy to put you in touch with our chief of staff. She can give background on our policy if that's helpful to your story.

**Example:** It's not realistic for me to meet for coffee and career advice right now, but my colleague Frances is interested in taking on more of a mentorship role and may have some insights you'll find worthwhile. May I introduce you?

**Example:** I can't pick up the weekend shift for you this time, but I can cover for you Monday if you need a day to recover afterward.

Telling people no is an essential part of life. While you don't always have to offer the recipient a Plan B or an explanation, it's often worth taking the time to express yourself kindly.

In doing so, the last thing you want to do is trip over an avoidable misspelling or punctuation error.

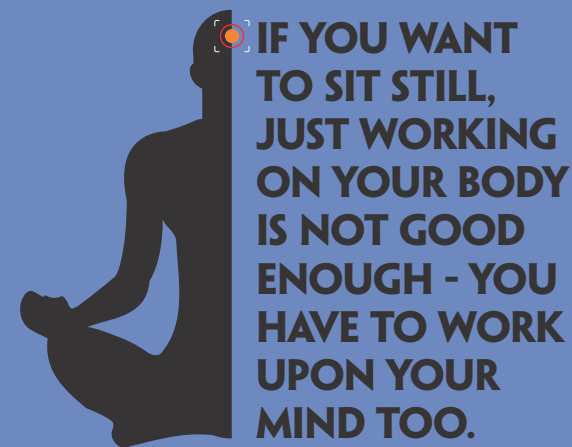
<https://www.grammarly.com/blog/saying-no/>



## CONCIOUSNESS

To sit still, definitely your body needs to be conditioned - hatha yoga is towards that. But even if your body is in a good condition, you still will not be able to sit still, unless you settle some other aspects.

There are eight limbs of yoga - yama and niyama, asana, pranayama, pratyahara, dharana, dhyana, and samadhi. They are not steps - they are limbs. If you had eight limbs, which one to move first is your choice, according to your need. Is there a rule which limb to move first? Since you are from India - do not think you must always put your right leg first. There are certain aspects of life where putting your right leg first is better, and there are other aspects where putting your left leg first is better. Which leg to move first depends on the activity. Similarly, which limb of yoga to use first depends on where you are.



For a long time in the history of humanity, the body was the strongest aspect and the biggest hurdle. Therefore, people were put through hatha yoga first. A few hundred years ago, only 5-10% of people had mental problems. Others only had physical problems. Even today, in the villages, most people only have physical problems, not mental problems. But generally, in the last few generations, people have had more mental problems than physical problems, because they use their mind more than they use their body. This is a big shift for humanity. Until 100 or 200 years ago, human beings used their body much more than their mind.

Since I am a contemporary mystic, I am looking at people who are here now. As their problems are more mental than physical, we generally start off with kriyas and meditation, which mainly work on the level of energies and mind, and only then go into hatha yoga.

If you want to sit still, just working on your body is not good enough - you have to work upon your mind too. Particularly for this generation, focusing on settling the whole system - mind, emotions, body, and energy - is important. It is a wrong perception that people of today are more brilliant than people of the past. It is just that people's minds are more out of control today because of haphazard use.

The way our education system is structured, it will invariably lead to disturbed minds. A child is going from reading poetry to mathematics - both are connected, but there is no one to make the connection. From mathematics, they go to music - both are connected, but there is no one to make the connection. From music, they go to chemistry - they are connected, but there is no one to make the connection, because the music department and the chemistry department do not get along.

Everything is taught in disjointed ways because after all, no one is studying with a passion to know. Everyone is studying to pass the examination and get a job. This is a very destructive way of educating yourself and a pathetic way to live. But no matter how senseless it is, the majority of people in the world have chosen to live like that.

Recently, I was at a very high profile evening event, where alcohol was being served in a corner. The host said, "Sadhguru is here, let's not have alcohol served." But some people could not keep their hands off it. There was a minister who came and said, "I'm sure Sadhguru is a man of the world - he won't mind." I said, "When did the whole world get drunk?" Today, it is made out like if you are a man of the world, you must drink, otherwise, you do not belong to this world.

We are culturing human minds in a completely wrong way. Then how can we expect them to be peaceful and blissful? It will not work. Unless you do the right things, right things will not happen to you. If your body is not at ease simply sitting here, obviously, something is not okay with it, even if you are medically certified as normal. I was surprised to know that according to the medical textbooks in the United States, going to the toilet twice a week is considered normal. According to yogic culture, yogis should go to the toilet twice a day, because excreta should not remain in the system. What should go out must go out at the earliest possible time. First thing when you get up in the morning, it should be done. Twice a week means on an average, you keep it in your body for

## SITTING STILL SETTLING THE MIND AND BODY



three days, and you expect your mind to be okay? It will not be okay because your colon and your mind are directly connected.

The colon is at the muladhara, which is the foundation of your energy system. Whatever happens at the muladhara, happens to the whole system, one way or the other - and particularly to your mind. Today's scientists are arriving

at such conclusions because they study the human being under a microscope - piece by piece. Therefore, about every bit, they come to a different conclusion. The whole cannot be perceived from outside - it can only be perceived from within.

Do your sadhana, change your diet to include more natural foods, and you will see in a couple of months' time, you will sit still.

[https://isha.sadhguru.org/yoga/yoga\\_articles\\_body\\_health/sitting-still-settling-mind-body/](https://isha.sadhguru.org/yoga/yoga_articles_body_health/sitting-still-settling-mind-body/)



## HEALTH SECTION

Cleansing the body periodically is an essential part of making it available for greater possibilities. It's always best to detox your body naturally, and this can start right at home. Yogi and mystic, Sadhguru, gives us simple methods to cleanse the five elements of the system and looks at how to detox and cleanse your body naturally.

**Sadhguru:** Essentially, the body is a play of the five elements - water, earth, air, fire and space. It is very common in India to refer to the body as a puppet made of five elements. By composition, the body is seventy-two percent water, twelve percent earth, six percent air, four percent fire, and the remaining six percent space or akash.

How these five elements behave within you will determine just about everything. "Bhuta" means elements; "bhutashuddhi" means to become free from the taint of the elements. It means to become free from the physical. Bhutashuddhi is a basic sadhana in yoga to transcend the limitations of the physical and to become available to a dimension beyond the physical.

There are some simple things you can do to do bhutashuddhi in a very natural way. It is not the ultimate type of bhutashuddhi, but you can do some cleansing of the five elements.

### WATER

Among the five elements, our biggest concern is water. You must take enormous care about water because it is seventy-two percent and it has tremendous memory. One

thing you can do is just put some neem or tulsi leaves in it. These will not remove chemical impurities but they will make the water very vibrant and energetic. Another thing is to store water in a copper vessel so that the water acquires a quality from the copper which is beneficial.

### EARTH

Earth is twelve percent. How food goes into you, from whose hands it comes to you, how you eat it, how you approach it, all these things are important. Above all, the food you eat is life. Other forms are givin  
g up their life to sustain us. If we can eat with enormous gratitude for all the living things which give up their life to sustain our lives, food will behave in a very different way within you.

### AIR

Air is six percent. In that, only one percent or less is your breath. The rest is happening in so many other ways. It is not just the air that you breathe that affects you, it is the way you keep the air within you. You must take care of that one percent too but if you are living in a city it may not be in your hands what kind of air you breathe. So go for a walk in the park or along the lake.

Especially if you have children, it is important that you take them out at least once a month - not to the cinema or somewhere like that because the limited air in that hall gets affected just by the sounds, intentions, and emotions that are happening on the screen and reflecting in people's minds. Instead of taking them to the cinema, take them to the river, teach them how to swim or climb a mountain. You needn't go all the way to the Himalayas. Even a small hill is a mountain for a child. Even a rock will do. Go climb and sit on one of them. Children will enjoy it immensely and will become fit. You will become fit, your body and mind will function differently, and above all you are in touch with the Creator's creation which is the most important thing.

### FIRE

You can also take care of what kind of fire burns within you. Get some sun on your body every day because sunlight is still pure. Fortunately, nobody can contaminate it. And what kind of fire burns within you - is it the fire of greed, fire of hatred, fire of anger, fire of love or fire of compassion. If you take care of that, you needn't worry about your physical and mental well-being. It gets taken care of.

### AKASH

Akash is an intermediary situation between that which is creation and that which is the source of creation.

If we keep the other four elements well, akash will take care of itself. If you know how to get the cooperation of akash into your life, this will be a blessed life.

## HOW TO DETOX AND CLEANSE YOUR BODY NATURALLY AT HOME

[https://isha.sadhguru.org/yoga/yoga\\_articles\\_body\\_health/detox-cleanse-body-naturally-home/](https://isha.sadhguru.org/yoga/yoga_articles_body_health/detox-cleanse-body-naturally-home/)



Technology  
is tricky.

On one hand, things like digital messages can enable you to connect with people on the other side of the world in what feels like an instant. On the other hand, the way we use those connections can cause stress and open you up to miscommunication that could be avoided by a simple in-person conversation.

Regardless of the implications, adopting new communication technologies tends to be the norm.

Take your phone, for example: How long do you spend on your various social media apps? And for that matter, how often do you actually spend time with the people you talk to on those apps?

Another thing to consider is your texting and other general phone habits. On average, Americans spend 26 minutes a day texting and send 5.3 more texts than the number of calls they make, according to a 2014 Gallup survey. And, as of 2015, 52% of smartphone users say they check their phones a few times an hour or more. That's a pretty substantial amount of attention to divert to an inanimate object.

Ever-  
changing  
tides

As new technologies emerge and grow, they tend to become the default, working their way into our lives because they are presented to us as the most convenient and therefore best-option. It's progress, after all.

Things like landlines and hand-written letters have fallen to the wayside in favor of these new, faster, and easier

modes of communication. It's a tendency that ingrains itself into society as quickly as we adopt each new method of communication, whether it's for our personal lives or our professional ones.

Constant connection like this can have an impact on our real lives. And that impact is far-reaching.

Some job recruiters, for example, are switching from phone-call initial interviews to

texting-based ones. And work-focused chat apps, like Slack, are also changing the way we talk with each other, making it easier to stay in the loop and take a more relaxed, informal approach to workplace communication.

What better way to connect when we all have our phones on us at all times, in all places?

But the blade slices both ways. One Pew survey found that 24% of teens who reported being constantly online said they met with their friends in person outside of school every day or almost every day, and 23% of less-frequently online teens said they saw their friends almost daily. Meanwhile, 69% of respondents who reported

being online 'constantly' said they talked to their friends through digital means every day, or close to that.

So, based on that survey, it seems that the more indirect contact you have with a person, the easier it is to feel like you've spent time with them.

These trends toward constant connection and low-effort modes of communication as a replacement for in-person interactions can also make us feel like we're beholden to answering any and all questions that are asked of us, and that, in turn, makes us more likely to choose the easiest option to reply. That means even less face time and more quick messages.

Changing  
attitudes

Just as our use of these technologies is changing, our attitudes towards them are changing, too. A 2018 survey from the

Pew Research Center revealed that more

people are beginning to see the internet as a mixed bag when it comes to impact on society than in previous years. It tied positive views of the internet to information access and connecting with others, while negative views were based on a wider range of issues, like effects on children and the potential for illegal activities.

Your perspective shapes your attitude toward communication technologies, but so does the way you use the tools at your disposal.

You can, for example, take these written messages as an opportunity to think about what you're saying and how you say it, to convey the right tone for the situation and thereby avoid gaffes.

But at the same time, you can unintentionally overlook things if you aren't taking the time to really consider the messages you receive in their broader context. Technology is a useful tool, but there are times when information would be more easily communicated given the context of things like the 21 distinct emotional facial expressions that most people can identify, or tone of voice. And choosing the easier path in those situations can lead to misunderstandings.

Ultimately, the merits of these tools we use to make digital connections depends on how we use them. And making intentional choices about the modes of communication we employ from day to day can go a long way in changing the way they impact our lives, as well as how we think about these technologies and their role in society at large.

## Making Connections:

How We Use  
(and Misuse)  
Technology to  
Stay in Touch

<https://www.grammarly.com/blog/connection-technology/>



# Perfectionist?

## 10 Ways to Stop Being Your Own Worst Enemy

How to replenish your energy and continue your pursuit of excellence.



Perfectionists are their own worst enemies. If you identify as a perfectionist, then you know that you have the ability to perform at a higher level than most people.

Unfortunately, your performance comes at a cost. You're often experiencing high levels of stress that impact all other areas of your life.

You may choose to be perfect in your career and then have to spend extra time repairing the relationships that you sacrifice for excellent workplace performance. You may have an unrelenting inner voice that perpetually tells you to work harder, but that same voice may tell you that your effort is never good enough.

Most perfectionists also experience burnout--feeling mentally and emotionally exhausted to such an extent that they don't want to continue.

Don't allow the world to take the wind out of your sails--start replenishing your energy and living a better life.

Here are ten ways for perfectionists to sustain their drive and get more out of life:

### 1 Create more realistic personal goals and expectations

Recognize that you are already enough and you don't need to be perfect to continue making progress towards your goals.

By setting more realistic goals, you'll eliminate excess energy that would go towards attempting the impossible, and have a more balanced lifestyle.

### 2 Challenge your inner critic and dispute negative thoughts

Don't let your motivation be the cause of your demise. It's important to use healthy rewards and positive feedback to achieve your goals rather than allowing your inner voice to wreak havoc on your emotional wellbeing.

Turn down the volume on that negativity, amplify your intuition, and allow positivity and love to propel you on the road to success and fulfillment.

### 3 Prioritize self-care and invest in yourself

Put on your own gas mask before trying to help the person next to you. Engage in therapy, re-connect with that old hobby, and continue reading so that you can take better care of yourself and others.

### 4 Practice saying no more often

Perfectionists often struggle with saying no to new opportunities due to their high ambition, however, setting healthy boundaries is the very thing that leads to sustainable energy.

Stop taking on extra tasks that aren't directly related to your passion so that you can invest in your own wellbeing and continue working on what truly matters.

### 5 Remember that time off is not time wasted

It's easy to look at relaxation as a waste of time when you're in the mindset of an overachieving perfectionist. However, it's important to remember that sleeping and engaging in light-hearted activities is a healthy and necessary way of refreshing your motivation.

Practice taking time to relax and recharge your batteries so that you can continue pursuing your dreams.

### 6 Trust that it will all get done in time

You have what it takes to complete any task--you've been doing it your whole life. Even if it means staying up all night and putting yourself through hell, you know that you'll finish a project and it'll be spotless by the time you're done.

Use that knowledge to feel more secure when you get overwhelmed--there's no reason to panic when your history indicates that you'll persevere.

### 7 Schedule breaks and recharge

Instead of thinking, "I'll take some time off when it feels right," go the extra step and schedule relaxation. Chances are, you're probably a Type A personality who needs to prioritize self-care or it won't ever happen.

Imagine what your life would look like if you gave relaxation even half the effort you put into other endeavors.

### 8 Take a weekend vacation to get away

There's nothing quite like leaving town and spending time in new environments. When you travel to new areas, you energetically cleanse yourself and dump the emotional and mental baggage that comes from working too hard for too long in the same surroundings.

### 9 Stop wasting your time by multitasking

You think that you're the exception to the multitasking rule, but you're not. Stop trying to do so many things at the same time it not only wastes energy, decreases efficiency, and disrupts memory, it also creates more stress, something you already have.

Start practicing meditation and allow that presence of mind to stay with you throughout the day.

### 10 Practice not holding others to your same standard

When everything you do is perfect, it's easy to fall into the trap of expecting others to execute at that same level. Unfortunately, or fortunately depending on your perspective, the rest of the world isn't wired like you.

The sooner you can adjust your expectations, the more quickly you'll get rid of your headache.

By Matthew Jones

<https://www.inc.com/matthew-jones/perfectionist-10-ways-to-stop-being-your-own-worst-enemy.html>



## NOTEWORTHY

'The real power of money is the power to give it away.'  
Mr. N. R. Narayana Murthy

In 1981, when 7 middle-class IT professionals got together to pool in Rs 10,000 to start Infosys, did they imagine it would have a market capitalization is \$ 48 Billion in little over 38 years, and will employ over 2.25 lakh people across the globe? Difficult to know their thoughts of those times, but what the Founders started out with was this amount from their savings and some strong core values or principles that helped them drive phenomenal growth over the years. All the personalities were different but had complementary skills, and the principles bound them together into an effective team.

I had the unique privilege of working in a team closely led by some of the Founders during a time when Infosys was moving away from ISO 9000 and trying to implement Software CMM from the Carnegie Mellon University, to gain early competitive advantage. Because

of my role in the Software Engineering Process Group, I had a ring-side view of how these principles were applied to everyday operations and made the company successful.

Some of the ways these principles were translated into action -

# How Personal Principles Drive a Company's Success



# 1

## Desire to share wealth

Through grant of stock options as reward for performance, the first salaried millionaires in India were created. Many of these employees turned entrepreneurs at an early age. Working conditions were world class at the offices, including school for young workers at the cafeteria who were probably the only wage earners in their families and missed education to earn a living.

# 2

## Stay humble and honest

The Founders followed the same rules and guidelines that other employees did, including eating the same food at the same cafeteria. They followed processes in letter and spirit, proactively making changes that allowed processes to be practically implementable and not just 'documents' for ISO and CMM. This ensured honesty in all work, including accounts. Ex-employees were traced to their new addresses to pay them their bonuses, that had been declared later for a period they were in employment.

# 3

## Enable, Empower and Retain Employees

The focus on employees was of primary importance for not just HR but all team managers. There were multiple avenues of learning - classroom sessions, library to on-demand teachers. There were regular knowledge sharing sessions. Employees were pampered, to the extent that at one time buses were provided for employees wanting to go home to watch the cricket world cup on TV! Food was subsidized, and sports facilities at the campus were better than any sports center. Salaries and allowances, especially for overseas assignments, allowed employees to have a good standard of living unlike some other

companies that short-changed employees on assignments. An Infoscion was way above competition in terms of access to skill development, career advancement and standard of living and working. For the company, these happy employees resulted in happy customers and higher profitability, which in turn came back to employees in the form of Stock Options.

# 4

## Innovation

Innovation, inspite of not much competition in the industry, was nurtured by all managers especially the Founders. New ideas or feedback from employees was heard and evolved to a level where it could be translated across the organization. Latest trends were discussed and adopted early.

# 5

## Risk-taking

Taking risks with known assessment of impact and plan to mitigate, was encouraged and failure was not blamed on a person, but assessment done to determine process or product root-causes.

Many questions have been asked about the controversies surrounding the company in recent years. I believe that the growth in size of the company and the complexity of global operations make it difficult for the core values to be emulated as uniformly as the Founders would like them to be.

These principles can be found at the core of any successful team or company.

**By Susmita Narayan**  
**Founder, Paarangat Consulting**



## GET SMART

The only constant is evolution.

From dragging heavy stuff until wheels were invented, to hopping on to a motorized vehicle instead of a bullock cart - such major leaps of change have happened in even our grandparents lifetime.

Information Technology is no different. From large corporate and government run mainframes to people owning a mobile with computing power larger than those mainframes has all happened just over the last 40 years. Each of these transformations came with fear of job losses and poverty for people and nations. Instead, the jobs that got created were not only higher in number, but also spread globally and of a higher quality. All these led to better standard of living and prosperity for nations adopting change early or capitalizing on the opportunity.

The current technology evolution is no different from these changes, and have been long anticipated by experts and industry strategists. In fact these have been designed by users of existing systems. The major trends that have been extensively adopted across industries are - Cloud, Analytics and Digital Experience. Cloud allows a pay-per-use model of IT infrastructure. Digital Experience involves enhancing and simplifying user experience across all touchpoints with a service or product provider, and Analytics allows companies to make better decisions such as how to retain customers and get more business from them. These abilities improve profitability and competitiveness of businesses at a scale unimaginable with traditional methods and tools. These allow optimum resource utilization, allowing human resources to work on higher business value work, such as helping a customer solve their problems, or selling for a company. With enhanced flexibility to deal with changes, these technology ideas are here to stay.

Yes the rumours are true - these do take away jobs, however in lieu of newer and better jobs. Jobs get eliminated due to a machine or a process taking that work over, or because the new job created by the revised process needs a higher level of skill. Just like the non-existent role of a telephone exchange operator, some jobs will never be needed at all. It may feel that your company or you will never be impacted by it. However if your company does not adopt these technologies, they will have difficulty sustaining in a competitive environment.

What can you do to keep your job? The first step is to recognize the threat or risk to your company and your job. Being aware of industry advances and trends, and assessing where your company and you stand with respect to competition will give you a fair idea of the future. To assess your own self-risk, I propose you ask yourself these 3 golden questions, that define the core value your company needs from you -

1. Am I selling for my company?
2. Am I building a product?
3. Am I servicing a customer?

If you cannot link the contribution of your work to any of these 3 areas, your job is at great risk.

What has worked with people are the following proactive actions

1. Ensure your work is contributing to the golden areas, Seek out opportunities to enhance your role
2. Enhance your business and domain knowledge, become valuable for your company
3. Be a driver of change, adopt and accept change and influence others to evolve
4. Be assertive in your communication - learn to use data and logic to communicate
5. Build a network of resources that you can leverage to do your job even better than today
6. Stay updated on trends and skills needed, self-learn and stop depending on classroom sessions that your company pays for

In conclusion, be prepared for the change. Build such a strong contribution and skills aura around you that your company will find ways to leverage you as they evolve.

**By Sonik Porwal**  
Founder, Paarangat Consulting

# How to Keep your Job in the Cloud world





## WHEN IT COMES TO STUDYING ABROAD, SELECT THE AWARD WINNING VIEC.

Amit and Neena Modi, the Directors of the award winning VIEC, have themselves studied and worked abroad, in Australia. They have years of experience in foreign education which comes in handy when you want to study abroad. Right from counseling & guidance, to Visa, travel and accommodation, VIEC is the best bet for all your foreign education needs. Choose VIEC, choose the very best.



- Winners of the Bhaskar Eminence Award for Best Foreign Education Consultants for year 2018-19 and 2019 - 20.
- Winner of ZEE M.P CG Award for Foreign Education Consultant for year 2018-19.

### VIEC Features & Services:

- Complete preparations for- GRE, GMAT, IELTS, SAT, PSAT, TOEFL, PTE
- Counselling • University short-listing • End-to-end admission process
- Visa • Pre departure • Forex • Travel and accommodation
- Alumni network support

### Countries covered:

- Australia • Canada • UK • Ireland
- France • New Zealand • Dubai
- Malaysia • Singapore • USA

AN OPTIONS GROUP VENTURE dedicated to education & careers



Visit VIEC Indore Today.

**VIEC**  
Better Education Better Life  
One Stop Solution For Foreign Education  
K.K. Bapna Arcade, 203-204, 7/1, Race Course Road, Zanjeerwala Square, Indore.  
Call: 0731 403 5165, 99777 99993

"There is nothing so useless as doing efficiently that which should not be done at all." - Peter F. Drucker

INDORE MANAGER | JULY-AUGUST- 2019 07

**Radisson BLU**  
HOTEL INDORE

## MEETINGS FOR SUCCESS.

Utmost professionalism is core to any business as it holds the key to its success. Devising strategies, arranging meetings form an important aspect to achieve growth. At Radisson Blu Hotel Indore, we understand the technicalities of hosting meetings that further the business value. One of the most preferred upscale hotels in Indore, it promises heartwarming hospitality, sophisticated infrastructure and insightful amenities. Be it service, accommodation and cuisine coupled with a comfortable and memorable stay, Radisson scores on every aspect.

Come, experience exclusivity in a true sense, experience Radisson.

### INFRASTRUCTURE & FACILITIES



#### RESIDENTIAL MEETINGS

Capability to handle meetings of every scale  
200 diverse, well-appointed rooms  
Accommodation capacity of maximum 500 people



#### CUSTOMIZED CONFERENCE PACKAGES

Convenient, bespoke meetings  
Fulfills preferences and requirements  
Viable and smarter alternative



#### OUTDOOR CATERING

A perfect alfresco setting  
Diversely curated cuisines  
Courteous and experienced staff



#### CORPORATE COCKTAILS

Spaces ideally suited for cocktail party  
Availability of global and IMFL spirits  
Customized packages for food & beverages

### RADISSON BLU HOTEL INDORE

12, Scheme No. 94 C, Ring Road, Indore, Madhya Pradesh 452 010  
+91 731 473 8888 | 80018 00333 (Toll-Free No.) | radissonblu.com/hotel-indore

A unit of **BESTECH** group Like us on [Facebook](#) Follow us [Twitter](#) Follow us [Instagram](#)