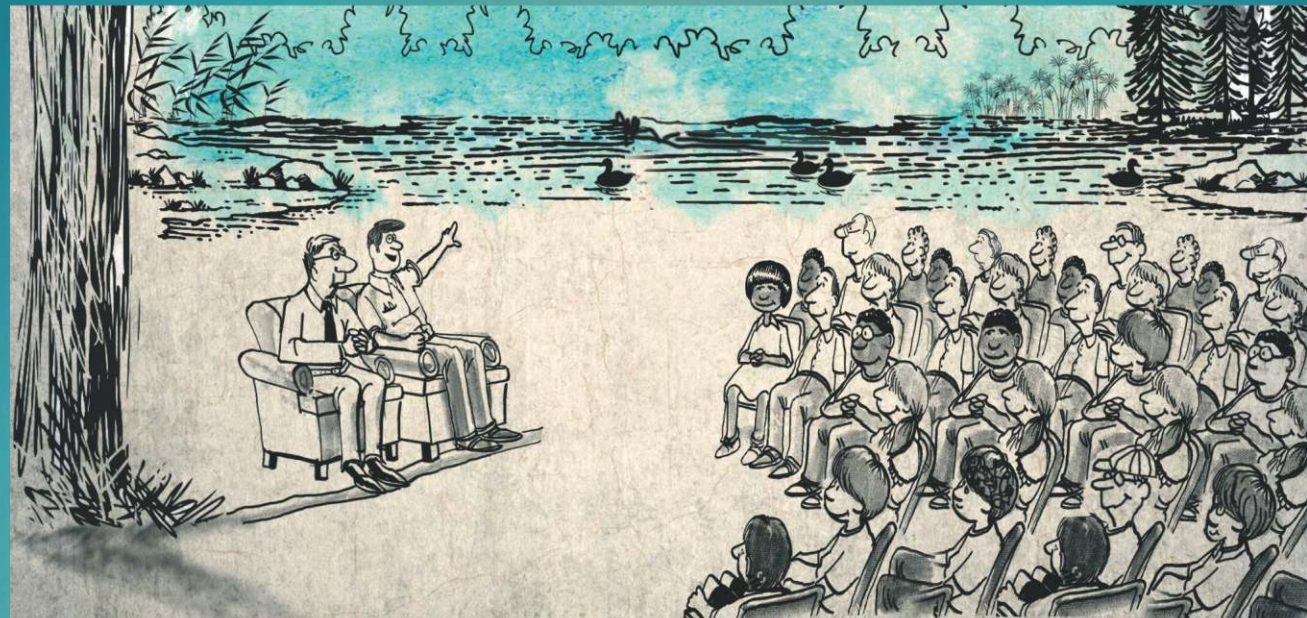




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# INDORE MANAGER

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## DISRUPTIVE TECHNOLOGIES

Emerging technologies have the potential to truly reshape the world in which we live and work. Leaders in both government and business must not only know what's on the horizon but also start preparing for its impact. One of the most consistent patterns in business is the failure of leading companies to stay at the top of their industries when technologies or markets change. Organizations continue to look ahead and use technologies to improve internal performance.





## Editor's Message

What, at first, was seen as an invasion, then became an intervention and has finally turned out to be indispensability. Well! We are talking about the role of technology in 'business and management'. Today, technology no more aids the work, it navigates it. It is no more just value-additive, now it even shapes the new ways of creating value for all stakeholders.

Moreover, the best thing is that what is helping businesses evolve is also evolving all the time! And ability to leverage this extraordinary pace of technological upgrade is what is increasingly becoming the all-important differentiator for organizations.

In this issue of Indore manager, we present to you ideas on how 'disruptive technologies' are playing the role of trump-card and how organizations can learn to incorporate this game-changer into their structures and strategies. We hope that these theme-thoughts and the other regular features of Indore Manager would make you realize, think and brainstorm.

Wishing you well,  
**Sandeep Naolekar**  
Editor Indore Manager

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## Disruptive technologies:

Advances that will transform life, business, and the global economy



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# Disruptive technologies: Advances that will transform life, business, and the global economy

Twelve emerging technologies including the mobile Internet, autonomous vehicles, and advanced genomics have the potential to truly reshape the world in which we live and work. Leaders in both government and business must not only know what's on the horizon but also start preparing for its impact.

The relentless parade of new technologies is unfolding on many fronts. Almost every advance is billed as a breakthrough, and the list of "next big things" grows ever longer. Not every emerging technology will alter the business or social landscape—but some truly do have the potential to disrupt the status quo, alter the way people live and work, and rearrange value pools. It is therefore critical that business and policy leaders understand which technologies will matter to them and prepare accordingly.

Disruptive technologies: Advances that will transform life, business, and the global economy, a report from the McKinsey Global Institute, cuts through the noise and identifies 12 technologies that could drive truly massive economic transformations and disruptions in the coming years. The report also looks at exactly how these technologies could change our world, as well as their benefits and challenges, and offers guidelines to help leaders from businesses and other institutions respond.

We estimate that, together, applications of the 12 technologies discussed in the report could have a potential economic impact between \$14 trillion and \$33 trillion a year in 2025. This estimate is neither predictive nor comprehensive. It is based on an in-depth analysis of key potential applications and the value they could create in a number of ways, including the consumer surplus that arises from better products, lower prices, a cleaner environment, and better health.

Some technologies detailed in the report have been gestating for years and thus will be familiar. Others are more surprising. Examples of the 12 disruptive technologies include:

Advanced robotics—that is, increasingly capable robots or robotic tools, with enhanced "senses," dexterity, and intelligence—can take on tasks once thought too delicate or uneconomical to automate. These technologies can also generate significant societal benefits, including robotic surgical systems that make procedures less invasive, as well as robotic prosthetics and "exoskeletons" that restore functions of amputees and the elderly.

Next-generation genomics marries the science used for imaging nucleotide base pairs (the units that make up DNA) with rapidly advancing computational and analytic capabilities. As our understanding of the genomic makeup of humans increases, so does the ability to manipulate genes and improve health diagnostics and treatments. Next-generation genomics will offer similar advances in our understanding of plants and animals, potentially creating opportunities to improve the performance of agriculture and to create high-value substances—for instance, ethanol and biodiesel—from ordinary organisms, such as *E. coli* bacteria.

Energy-storage devices or physical systems store energy for later use. These technologies, such as lithium-ion



batteries and fuel cells, already power electric and hybrid vehicles, along with billions of portable consumer electronics. Over the coming decade, advancing energy-storage technology could make electric vehicles cost competitive, bring electricity to remote areas of developing countries, and improve the efficiency of the utility grid.

The potential benefits of the technologies discussed in the report are tremendous—but so are the challenges of preparing for their impact. If business and government leaders wait until these technologies are exerting their full influence on the economy, it will be too late to capture the benefits or react to the consequences. While the appropriate responses will vary by stakeholder and technology, we find that certain guiding principles can help businesses and governments as they plan for the effects of disruptive technologies.

Business leaders should keep their organizational strategies updated in the face of continually evolving technologies, ensure that their organizations continue to look ahead, and use technologies to improve internal performance. Disruptive technologies can change the game for businesses, creating entirely new products and services, as well as shifting pools of value between producers or from producers to consumers. Organizations will often need to use business-model innovations to capture some of that value. Leaders need

to plan for a range of scenarios, abandoning assumptions about where competition and risk could come from, and not be afraid to look beyond long-established models. Organizations will also need to keep their employees' skills up-to-date and balance the potential benefits of emerging technologies with the risks they sometimes pose.

Policy makers can use advanced technology to address their own operational challenges (for example, by deploying the Internet of Things to improve infrastructure management). The nature of work will continue to change, and that will require strong education and retraining programs. To address challenges that the new technologies themselves will bring, policy makers can use some of those very technologies—for example, by creating new educational and training systems with the mobile Internet, which can also help address an ever-increasing productivity imperative to deliver public services more efficiently and effectively. To develop a more nuanced and useful view of technology's impact, governments may also want to consider new metrics that capture more than GDP effects. This approach can help policy makers balance the need to encourage growth with their responsibility to look out for the public welfare as new technologies reshape economies and lives.

Source: <http://www.mckinsey.com/business-functions/business-technology/our-insights/disruptive-technologies>

# MANAGING DISRUPTIVE TECHNOLOGY: A CONVERSATION WITH INVESTOR CHAMATH PALIHAPITIYA

The venture investor and former Facebook executive examines technologies he thinks will improve the quality of life and economic output—and explains why most executives undervalue technical proficiency.

"Technology will disrupt every facet of every job," says Chamath Palihapitiya, the former Facebook executive turned venture investor. For executives, he argues, it isn't enough just to understand the technologies, such as sensors and autonomous vehicles, that will have an outsized impact on improving the quality of life and economic output. New waves of technological disruption will probably blindside executives who don't build technical proficiency into the way they manage their organizations. This interview was conducted by James Manyika, a director in McKinsey's San Francisco office. What follows is an edited transcript of Palihapitiya's remarks.

## THREE TECHNOLOGIES TO WATCH

I'll tell you the three things that I'm most excited by. The first is sensor networks. I'm extremely excited about that. The second is actually this push towards automated transportation. And the third is around a very specific application of big data.

So for the first example, what we're seeing now is sensors everywhere. And before, sensors were when people thought, "Oh, is that an RFID chip?" No. It's your phone, which has like 19 different things that it could be measuring at any given time. It's clothing that you're wearing, it's a Nike FuelBand, a Fitbit, whatever. But the point is, the number of physical sensors are just exploding

in scale. They're in the roads, they're in the air, they're on your body, they're in the phone, what have you.

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And as that happens, what we're going to see are extremely explicit ways of improving one's quality of life, one's economic output, in really tangible and simple ways. So I'll give you a very simple example. There's a great little company that's built a sensor that sits on top of an asthma inhaler. So why is that important? Well, there's like 30 or 40 million people that unfortunately have to deal with asthma. And when you think about the cost of asthma as a health-care problem within the United States alone, it's \$40 to \$50 billion when you measure all the emergency-room visits, et cetera.

And why are people going to the emergency room? Well, it's because they don't have a fundamental understanding of when they should be using their inhaler proactively. So what does this sensor do? This sensor measures the time and the date of when you last used your inhaler, and then it measures all this environmental data. "Where are you? What's the pollen count? Tell me what the weather looks like."

And then it starts to build this heuristic model. And then it starts to paint it forward and say, "Oh my gosh, tomorrow is a bad day. Take a preventative dose. Do this more often; don't do that." What happens? You don't have these

massive attacks. The point is, these sensor networks will drive tremendous value and efficiency for people. And I think we're not yet ready to really understand the totality of that impact, but it's going to touch every facet of our lives. So that's one area that I'm extremely excited by.

The second is really what Google is pioneering in the autonomous-vehicle space. It is probably the one thing that I've seen that could fundamentally have the high-order-bit effect on GDP. You can completely reenvision cities, transportation models, and commerce with all these autonomous vehicles, with the ability to ship goods.

So you can imagine a fleet of small electric cars that deliver all mail. A fleet of drones that drops off parcels from Amazon, Walmart, and Target, right to your doorstep. A fleet of trucks that doesn't cause traffic and congestion. An entire fleet of city vehicles paid for and bought by a state or by a city that provides public transportation in a predictable way. All these things have massive impacts to commerce and the mobility of individuals. And I think it's not well understood.

And then the last idea is that big data is kind of like this stupid buzz word-like "growth hacking," frankly—where you're really talking about just creating more noise and not enough signals. But in the specific case of genetics, I think we're making an extremely important shift, which is shifting the burden away from biologists to computer scientists.

Because when you sequence an entire genome, what you're really doing is spitting out a 4 GB to 5 GB flat file of codes, which can be interpreted, where you can build machine learning-supervised or not-to-intuit things, to make connections, to find correlations, to hopefully find causality. And across a broad population of people, you have the ability to use computer science to solve some of the most intricate problems of biology and life.

And so I suspect in the next 10 to 15 years, you're going to see these massive advances there, where it will literally be a group of computer scientists who basically say, "If you express the BRCA1 breast cancer gene, here's the protocol that we've seen across a wide population of women that actually prevents the onset of breast cancer." Amazing.

## MANAGING DISRUPTION

The single most important thing, in my opinion, is the management, the rewards, and the development of human capital. Now, people say that all the time, though: "Oh, of course, it's all about people." But I think now the framework for what that means can be better understood.

If we think about all these things that we've talked about, there's an arc of quantitative understanding that is lacking in a lot of companies. There's an arc of technical proficiency that's lacking in most companies. There's an arc of rewards and recognition that tends to lag and tends to not feed the top 1 percent or 5 percent but tends to manage to the middle. Those are extremely inherent biases that have existed in companies for decades.

But when you see the few companies that get it right, what they've done is they've disrupted those three specific things. They'll say, "OK, you know what? It's all about the top 1 percent. Everyone else, tough luck. We celebrate the

best, and everybody else can tag along. We cull the bottom, and we're super aggressive. We have an extremely deep quantitative understanding of our business. We know how to optimize it, we know how to think long term about it, and we make long-term tradeoffs every day for the future long-term defensibility and success.

And everyone is rooted with a technical understanding, because technology will disrupt every facet of every job as expressed by all these people in my company. So unless they're adept at seeing it before I am, by the time they filter it up to me as a CEO or president, it's too late. Because what am I doing? I'm glad-handing with people, I'm having random meetings. Everyone's telling me everything is great, until it's not."

## SPEAKING JAVASCRIPT

I believe very strongly in the value of technology, its ability to sort of improve productivity. The problem with many of the productivity gains that we see in the economy today is they actually leave more people behind, in many ways, than they pull forward. So one way to think about that is that as more and more things become technological by definition—less mechanical and more technological—you actually need more technical people. And so the way to think about that is, for example, when you think about education. Education today teaches you social science, it teaches you philosophy, it teaches you English, it teaches you math. But we don't view technological understanding, or the knowledge of a framework, as the equivalent of understanding any other language.


So if we thought it was really important for everyone in the United States to speak English, and hopefully for a large majority maybe to speak Spanish, why shouldn't people understand how to "speak" JavaScript? I don't know. And how do you think about now graduating or matriculating millions and millions of kids who "speak" technology as proficiently as they speak a verbal language?

And probably what you find is, if you actually had knowledge of a technical language, you would probably "speak" that language more in your daily life than the actual verbal language. I think coding is the blue-collar job of the 21st century. There's nothing wrong with that. We are in a world right now where these abstractions are getting so good. What it meant to code 10 or 15 years ago when I was learning was actually a very difficult premise, in my opinion.

These are extremely low-level languages. You're dealing with hardware in a way that you don't have to, today. We're so well abstracted that, in four or five years, my children will code by drawing things on a page and it will translate it into code. So what it means "to code" is becoming a simpler definition, which means by extension that more people should be able to do it.

So it is the type of thing that I think is universally translatable. Learn to code; everything else is secondary. College doesn't matter that much. It is the most important job of the next hundred years.

Source: <http://www.mckinsey.com/industries/high-tech/our-insights/managing-disruptive-technology-a-conversation-with-investor-chamath-palihapitiya>



# THE IMPACT OF DISRUPTIVE TECHNOLOGY: A CONVERSATION WITH ERIC SCHMIDT

## BIOLOGY GOES DIGITAL

The screen that you want to apply about technology is not what technologies are interesting, because there are so many that are interesting. You want to look at which ones have a chance of having a volume impact on many, many people, or large segments of the society.

We're going, in a single lifetime, from a small elite having access to information to essentially everyone in the world having access to all of the world's information. That has huge implications for privacy, communications, security, the way people behave, the way information is spread, censorship, how governments behave, and so forth.

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That's the primary narrative, I think, today. It changes education. It changes the way intellectual property works, it changes the way businesses work, it changes the way the media works, on and on and on. We're in the middle of that right now.

The one that comes next is undoubtedly biology. The same tools and techniques for combinatorial calculations,

the kind of analytical computer use that we do today, when applied to biological systems, has an even greater impact. As we begin to say, "We're going to take the analog world of biology-how genes work, how diseases work-put them in a digital framework, calculate for a while, do some machine learning on how things happen," we'll be able to not only help you become a better human being, but predict what's going to happen to you physically in terms of your health, and so forth.

Everything that we can do to build a model of how biology works, and in particular how the human brain works, how DNA works, how protein folding works, these sorts of things, is a serious step change for humanity. So, all of the grand challenges, like the sequencing of the human genome, for example. There are now firms and foundations building databases of DNA to use, to move to a model of individual diagnosis of disease, where you literally just press a button, the sequences occur, and it tells you what's wrong. So the use of analytical tools in a historically analog world is a very big change.

## MATERIALS AND MANUFACTURING

What's happened in technology is that a new set of ultra-powerful, ultra-light, ultra-conductive materials can now be manufactured at scale. And there's a revolution, largely driven by a set of universities, around new kinds of these manufacturing services that will change everything.

So that revolution, plus the arrival of three-dimensional printing, where you can essentially build your own thing, means that-during the rest of our lifetimes, anyway-it'll be possible to build very interesting things from very interesting, new materials, which have all sorts of new properties.

We already know that there's a whole hobbyist area around buying these 3-D printers for plastic. Well, if you can get these new materials, you could put them in the printers, and then over time those printers will become capable of machining, mining, and producing these materials.

## MY COMPUTER, MY FRIEND

It's certainly true that much of what we call innovation today is essentially routine, or evolutionary innovation. Cloud computing has been around for a long time, right? And it's getting better, and better, and better. After all, cloud computing is just mainframe computing in a different way, which is how I learned how to compute when I was a young boy. So the fact of the matter is these ideas have been around for a long time. Is that going to change the world? It certainly makes it better, but it's another step in the evolution of computer architecture.

There's a new generation of user-interface theory that says there should not be a user interface; the information should just be around you. We have a product called Google Now, which is available on Android, which actually attempts (by watching what you're doing, and with your permission, and so forth) to make some suggestions.

So it's now figured out roughly where I live, and roughly where I work. And it tells me how long it takes me to get back and forth to work. Sort of useful. I didn't ask it to do that. It figured out that I was going back and forth every day, and it said, "Oh, there's a traffic jam," and so forth. Now what are the limits of that technology? That's an artificial-intelligence question. But it's highly useful for it to have made a suggestion that would be good.

So I think we're going to go from the sort of command-and-control interfaces where you tell the computer, like a dog, "Bark," to a situation where the computer becomes much more of a friend. And, a friend in the sense that the computer says, "Well, we kind of know what you care about." And again, you've given it permission to do this. And it says, "Well, maybe you should do this," or, "Maybe you should do that."

And the ultimate model is that the computer does what it does well, which is these complicated, analytical needle-in-a-haystack problems, and has perfect memory. And humans do what we do well, which is judgment, and having fun, and thinking about things. The relationship is symbiotic. The computer is making suggestions that are pretty good, they're pretty helpful, but you're ultimately in charge.

## MAN VS. MACHINE

The race that's not being followed in the media is the race between humans and automation. And this race is run every day, and it's a very tough race. So when I go to the local convenience store, they've replaced a low-wage worker with a machine to do my checkout. And that machine costs a great deal of money. And I'm sure it was a good business decision for them.

So what happened to that low-wage worker? Well, their low wages probably did not go up. They might have even gone down. Maybe they're on part of government assistance. So what's the solution for that low-wage worker? Better education. So in the race against automation, which is the race we're winning, and which politicians never articulate, the answer is better education.

Now there are some other answers as well. For example, immigration of high-skilled workers; rather, we don't have to educate everybody in America. We can also get a few educated people from other countries, and they'll help us out, because they'll hire all these other people here in America. And again, people are slowly beginning to understand that, in any particular country, you want an unfair share of highly educated people-in all industries, by the way-because in the race, they're the winners.

Source: <http://www.mckinsey.com/industries/high-tech/our-insights/the-impact-of-disruptive-technology-a-conversation-with-eric-schmidt>

# DISRUPTIVE INNOVATION

Disruptive innovation, a term of art coined by Clayton Christensen, describes a process by which a product or service takes root initially in simple applications at the bottom of a market and then relentlessly moves up market, eventually displacing established competitors.

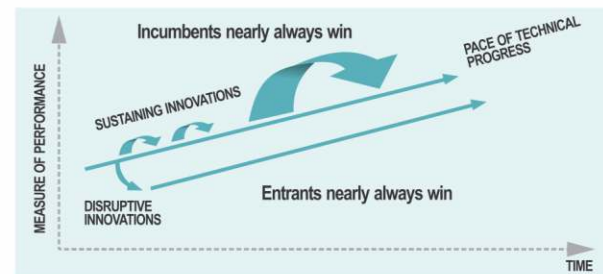
Some examples of disruptive innovation include:

Disruptor	Disruptee
Personal computers	Mainframe and mini computers
Mini mills	Integrated steel mills
Cellular phones	Fixed line telephony
Community colleges	Four-year colleges
Discount retailers	Full-service department stores
Retail medical clinics	Traditional doctor's offices

As companies tend to innovate faster than their customers' needs evolve, most organizations eventually end up producing products or services that are actually too sophisticated, too expensive, and too complicated for many customers in their market.

Companies pursue these "sustaining innovations" at the higher tiers of their markets because this is what has historically helped them succeed: by charging the highest prices to their most demanding and sophisticated customers at the top of the market, companies will achieve the greatest profitability.

However, by doing so, companies unwittingly open the door to "disruptive innovations" at the bottom of the



market. An innovation that is disruptive allows a whole new population of consumers at the bottom of a market access to a product or service that was historically only accessible to consumers with a lot of money or a lot of skill.

Characteristics of disruptive businesses, at least in their initial stages, can include: lower gross margins, smaller target markets, and simpler products and services that may not appear as attractive as existing solutions when compared against traditional performance metrics. Because these lower tiers of the market offer lower gross margins, they are unattractive to other firms moving upward in the market, creating space at the bottom of the market for new disruptive competitors to emerge.

Source: <http://www.claytonchristensen.com/key-concepts/>

# 4 THINGS YOU SHOULD KNOW ABOUT TYING A TIE

## From getting the right length to mastering the tie dimple.

### GET THE LENGTH RIGHT

How long should your tie be? "It's all based on where your pant sits. You want to tie your tie so the corner of it hits the top of the waist band, or the point of the tie should hit the middle of the belt." It shouldn't peek out of the gap of your jacket once you've buttoned up.

### GO FROM PASSABLE TO POLISH WITH THE TIE DIMPLE

The tie dimple is the secret weapon in your tie arsenal. Here's how to get it right.

- Start off with a classic four around hand or the 'four-in-hand' knot.
- When you're almost done tying your tie, start formatting a crease just beneath the knot with your thumb and index finger.
- Pull down the narrow end of the tie to tighten the dimple, make the tie crisp, and "that knot really severe."
- Finally set it in place.

### THE 'TIE LIFT' IS EVERYTHING

There's nothing like a great, well-executed tie. Though mundane, tie lifts are everything. Here's what you need to know about the tie lift.

- Give a little movement and character to the tie by investing in a good tie bar.
- Tug upwards, giving your tie a slack on the top.
- Clip on the tie bar, to attach your tie to your shirt.
- The tie bar gives your tie a little lift, and will keep it in place.

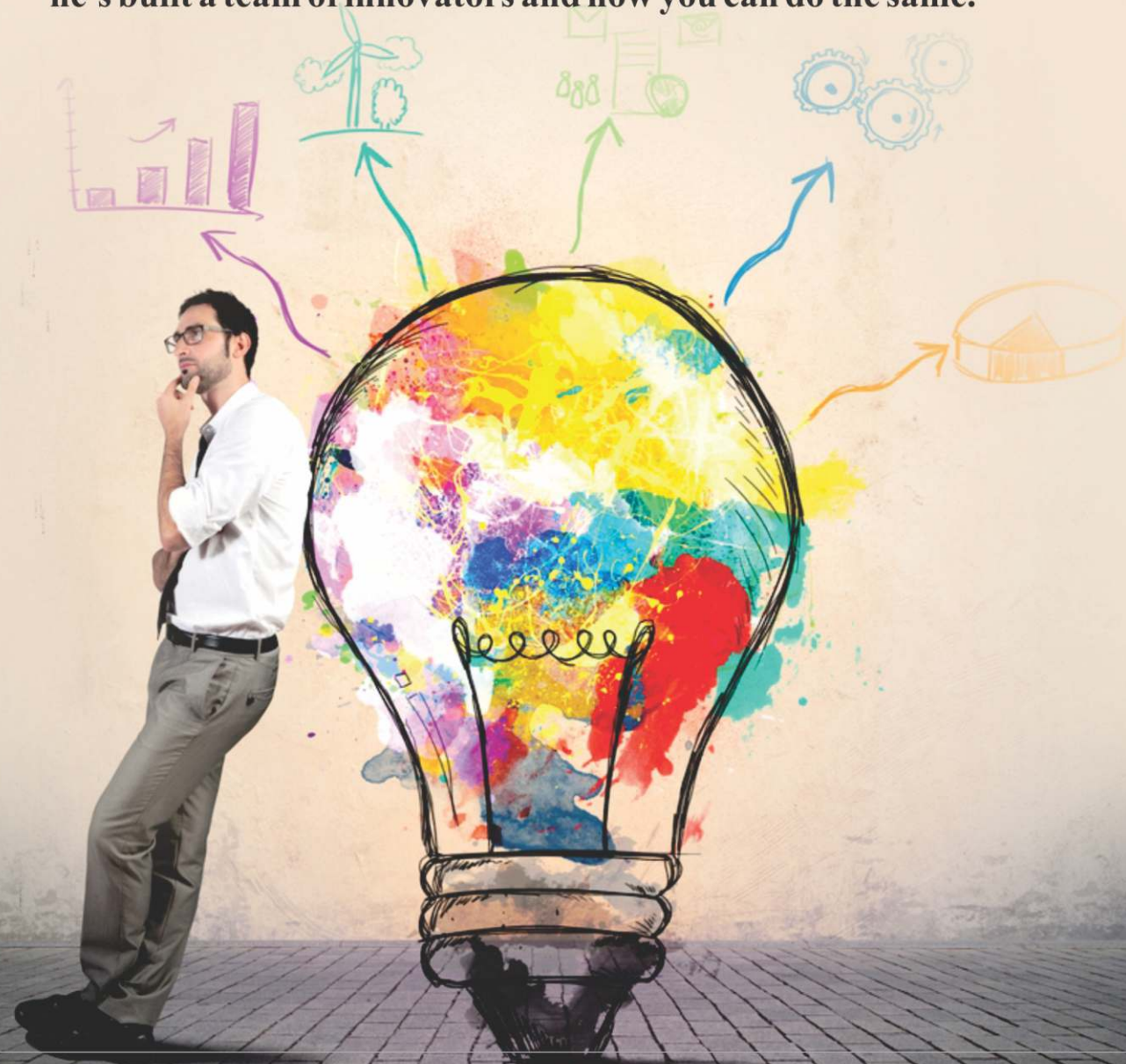
### DITCH THE SILK

.... and match your tie with the season and ties that are "currently in style" instead. Your tie gives personality to your entire look so in summers, pair your linen or khaki suits with a slim cotton tie. Come winter, opt for a woolly tie in hounds tooth, classic patterns or checks to compliment your tweed jacket.

Source: <http://www.gqindia.com/look-good/style-fashion/4-things-you-should-know-about-tying-a-tie/#get-the-length-right>

# 5 WAYS TO BRING INNOVATION TO YOUR COMPANY

The Entourage Founder & CEO, Jack Delosa, outlines how he's built a team of innovators and how you can do the same.



Innovation in business is often grossly misunderstood. Putting innovation into action requires leaders to do more than simply develop an innovation policy or hire an innovation team.

Instead great innovation comes from ingraining particular ways of thinking into the DNA and essence of an organization. Innovation needs to become a function of who your business is, rather than something you simply 'do'.

Here are five tangible strategies you and your team can embrace in order to bring innovation into the heartbeat of your organization:

## OBSCESS ABOUT THE FUTURE

The key ingredient that underpins innovation in any organization is how obsessed you are with the future.

It's not enough to think only about what your consumer wants and needs now, instead you need to try and anticipate the future needs of the market you serve. Anticipate the wants, fears and frustrations of your consumer in ten years and use this as the foundation upon which you build your strategy today.

## DO THE THINKING AND RESEARCH REQUIRED

Innovation is not making wild assumptions or 'out there' predictions about what's going to happen and then throwing all your resources at that. Instead, great innovation is grounded in thorough research and a deep understanding of the industry you are operating within. This level of research empowers you with the knowledge required to then make effective decisions.

While others may view your decisions as risky, to you and your team they will be the logical next move, if you have done the research required informing them. My game is education, so personally I spend my weekends researching the education system in Finland.

Why? Well, because Finland is known for having the best education system in the world. Through research I'm able to reverse engineer and dissect the elements that make Finland's education system so unique and then, more importantly, consider how this can be applied in Australia and what it will look like in ten years from now.

I consistently encourage my team to research areas of World's Best Practice that are relevant to their roles, so collectively as a business we can become World's Next Practice.

## DON'T LET 'WHAT IS' CONFINE 'WHAT COULD BE'

When researching World's Best Practice, you shouldn't be doing so in order to model it or validate your ideas.

Instead, use it to inform your understanding of how your industry has changed, and where the current yardstick sits. Without this knowledge you may not realize that an "innovative idea" your company thinks of, is actually something someone else has been doing for years.

While the research is important, don't let yourself be contained by what the "best" are doing, simply use it to get a glimpse into the future and re-imagine what is possible. Ultimately, the innovator's dilemma is that when you are truly innovating, by definition there will be little evidence to support your thinking.

If you could point to tried and tested models to validate your conclusions, what you're envisioning is not innovative; it is simply an improvement of 'what already is'.

## TOLERATE FAILURE

True innovation requires you to be comfortable with taking risks. While you and your team can better prepare yourself by researching the landscape in which you are innovating, ultimately you will still be entering uncharted territory.

If you want to build a team that feel comfortable innovating and pursuing new ideas, you need to tolerate failure. At different points in the journey to create something new you will make bad judgments and your team will make mistakes.

See this hard-fought experience as an opportunity to learn and grow. If you build innovation into the DNA of your organization you can create the support system, adaptability and flexibility to recover quickly when the failures occur.

## EMBRACE RESISTANCE

To create something truly original requires a deep sense of courage and vision. Those who strive to create new things are quickly confronted by the stark reality that we live in a world that finds comfort in doing what is tried and tested.

When your plans are not supported by data and the reassurance that evidence provides, you can find yourself being ridiculed, criticized or even completely ignored, by those who simply do not believe what you are setting out to do is plausible.

They all too easily close the door on your way of thinking because it's new, it's unfamiliar and it challenges the rules, in which they are invested. The battle against conventional wisdom therefore becomes the innovator's greatest encounter.

Source: <http://www.gqindia.com/get-smart/pop-culture/5-ways-to-bring-innovation-to-your-company/#obsess-about-the-future>



# 10 PHRASES IN YOUR EMAILS THAT MAKE YOU SOUND UNPROFESSIONAL

Writing professional and formal emails isn't as easy and straightforward as it seems. It can sometimes go horribly wrong. Many people don't realize that the phrases they use can take on different, sometimes unintended, meanings in the workplace, especially when interacting with crucial clients and senior people in the company. Having a professional bearing is good, but having professional communicative skills is far more important.

**1**

## "I DON'T KNOW"

The phrase 'I don't know' is the pinnacle of unprofessionalism as it conveys that the writer is bluntly washing their hands away from the work at hand and is not even willing to find a solution to it. The ideal phrase should be: "I will get back to you on that subject matter/issue/topic" or "That is exactly what we are looking to resolve/find out/figure out."

You are certainly not expected to know everything, but reassure the other person over the mail that you will find out what is needed or that you are working towards finding out what you don't know. Doing this helps you come across as an efficient and hardworking professional.

**2**

## "IS THAT OKAY?"

When you have to follow up, discuss or enquire about a particular issue that you don't know about, you certainly need the time to do so. Asking the person if "that is okay" can put them off. If the person replies that it's not okay, it will make the conversation unproductive and it heads nowhere. Not only does it make you look unprofessional, but it also makes it seem like you are sloppy at your job.

When you know that a particular matter will not be possible or needs time, it's right to form a crisp reply and end it there without any further words. If the person is not comfortable with the decision, then run it through your boss and respond accordingly.

**3**

## "I AM THE \*DESIGNATION TITLE\*"

Whether you have a junior-level title or a senior-level title, it's arrogant to start an email with such a sentence. If you have a junior-level designation, it is better not to include it at all because it comes across as brash and superficial to potential clients and higher management.

**4**

## "HEY"

Never begin an email with the word 'hey'. It is far too casual for a professional setting and gives the reader the impression that you are a random person who has appeared from nowhere.

A better way to introduce yourself is by saying "Hello" or "I am \*name\* from \*name of department\*." It inspires more confidence and gives the impression that you were invited to be included in this conversation.

**5**

## "THANKS"

Anything less than a 'Thank you' is righteously believed to be either sarcastic or flippant. The word 'thanks' is slightly harsh as well. Refrain from using it even verbally in the office environment.

**6**

## "THAT'S FINE."

'Fine' is a word that can be interpreted in many ways. It could mean fine in the manner of quality, or it could mean the work is average and not better. So, instead of confusing the reader with a colloquial term, it is better and more professional to be specific in all the words you use. Instead of "fine", say "that is/was a good effort" or "that is/was not up to the mark."

**7**

## "I'M SORRY."

Saying "I'm sorry" sounds offhand and almost like you don't mean it at all. Always keep in mind that when you need to apologise, it is better done in person. However, if you have to type it out in an email before that, say something like "My sincere apologies for the inconvenience, let us make it up to you by \*doing something else\*." Always apologise and follow it up with a small service that you can extend to the other party with a genuine intention.

**8**

## "EXTREMELY", "ENORMOUSLY", AND "EXCEPTIONALLY"

Avoid using adverbs like these in professional emails should be fact-based and not express emotion or emphasise a feeling. For instance, when you want to say "I'm extremely busy this week," instead say, "I have a tight schedule this week."

**9**

## "I'M EXHAUSTED."

While we all know you are bound to get tired after working long hours, saying it in an email is like telling people that you can't manage your work life. Successful people know how to work hard and work smart.

**10**

## "!!!!!!?"

Exclamation points will be the death of your professional image in a work environment. Do not use or overuse them at all if you can help it. It looks very childlike, and using them could send mixed signals to the receiver. Exclamation points are used when you want to tone up your virtual voice or say something in an authoritative manner.

While you may think that you sound like a proactive and efficient individual, it just may happen that you come across as pompous and rude. Mean well, write smart and sound sincere, and things will work in your favour.

Source: <https://yourstory.com/2016/07/email-phrases-to-avoid/>





Centre of Excellence (COE) on the topic "Laws of Likability", on Thursday, June 2, 2016 at Sayaji Training Room, Indore.

**KEY TAKEAWAYS:**

- It is important to be 'mentally and emotionally' present in the very moment
- Empathy, compassion, customization and exclusivity - all are offshoots of seeing something from other's perspective



HR Forum Meeting on the topic "Strategic Reorientation & Organizational Transformation" on Thursday, June 23, 2016.

**KEY TAKEAWAYS:**

- Along with the structural changes, the attitude of employees, their perspectives as well as the culture of the organization undergoes a significant change
- Employees should be given freedom to express their thoughts, suggestions & even concerns without any hesitation via different mediums



Management Film show "Money ball" on Tuesday, July 5, 2016.

**KEY TAKEAWAYS:**

- Focuses on the power of data analytics to transform failure into success
- How the use of statistical analysis by an economist makes the worst-performing baseball team with lowest budget to create world-record of 20 straight wins



Training @ Doorstep on "Energizing People for Performance" on Thursday 21, July, 2016 at MAHLE Engine Component India Pvt. Ltd.

**KEY TAKEAWAYS:**

- Listen intently & express gratitude
- Hold an open call for ideas
- Simplify challenges
- Work harder yourself
- Share inspiring examples



Management Film Show "Manjhi" on Wednesday, June 15, 2016.

**KEY TAKEAWAYS:**

- Focus on wars, not battles
- Don't be a product of your circumstances, be a product of your decisions
- Persevere, persist and trust your initiative.



Reader's Clique on the book "Indian Summer" on Wednesday, June 8, 2016.

The central subject of the book, is the Mountbatten couple and their dynamics and relations with the Indian leadership, particularly Jawaharlal Nehru and Mohandas Gandhi.



Evolution for Excellence on "The Lean Way to Improve Efficiency" on Friday, July 8, 2016.

**KEY TAKEAWAYS:**

- Quality performance
- Fewer defects and rework
- Lower levels of Inventory
- Higher efficiencies and more output per man hour
- Improved delivery performance



Centre of Excellence on the topic "Transform Better-Transform Faster", on Thursday, July 19, 2016.

**KEY TAKEAWAYS:**

- Organization transform themselves organically
- Identify your own recipe for change



Evolution for Excellence on the Topic ISO - 'A way of Life' on Thursday, June 09, 2016.

**KEY TAKEAWAYS:**

- To improve Quality of Products and Services
- Increasing Customer focus and Nurturing Leadership
- Engagement of people, Enhancing Process Management



Training @ Doorstep on the topic "Managing Disagreements - Strategies For Improved Communications" on Thursday 23, June, 2016 at Piramal Enterprises Ltd. Pithampur.

**KEY TAKEAWAYS:**

- To deal with Disagreement
- Compete as player
- Learn to Collaborate
- Avoid unhealthy arguments



HR Forum Meeting on the topic "Positive Reinforcement towards Modeling Behaviors" on Tuesday, July 26, 2016.

**KEY TAKEAWAYS:**

- Leverage power of positive affirmation by re-sequencing the phases of Discovery, Dream, Design and Destiny
- Discovering the positive core of the organization consisting of successful business models, processes, people practices, values and culture



#OnceUponATime on Friday, July 29, 2016 at The Daly College, Indore with Mr. Renuka Aradhya.

**KEY TAKEAWAYS:**

- If you take care of your customers, then you've won the battle
- To earn money, we must have a vision and make the best of opportunities that come our way
- Total dedication and keeping a good track record is important

## HOW TO DRESS FOR A JOB INTERVIEW

**Going for a job interview? Here's a failsafe guide to making a good first impression in front of your potential employer**

When you're facing a big job interview, the last thing you want to be worrying about is whether you've dressed right for the role. However, at a time when dress codes are becoming less and less important in the office (it all started with Casual Friday), where does a man start? Here, we bring you eleven of our essential rules for what to wear at a job interview that will ensure you look your best. Now all you have to do is practice that winning handshake...

### DRESS FOR THE JOB YOU WANT NOT THE JOB YOU HAVE

A careers advice cliché, true, but no less valid for it - especially if you are currently unemployed.

### DRESS FOR SUCCESS, BUT NOT TOO SUCCESSFULLY

If you give the impression that you don't need to work then your interviewer might not be inclined to offer you any. Gold monogrammed cufflinks are more appropriate for a boardroom pow-wow or big presentation. If in doubt, dial it down a notch.

### WEAR SOMETHING NEUTRAL

As suggested by Louis Vuitton menswear designer Kim Jones. "Nothing too flashy and nothing that makes you look as though you're trying too hard," says Jones. "If you're going into a bank wear a suit, but if you're doing something creative, wear what you expect you're going to wear doing the job. Start as you mean to go on."

### SCOPE OUT THE OFFICE DRESS CODE

Go on a reconnaissance mission to the company's office one lunch time (but not on a Friday) and have a look at what the better-dressed employees are wearing. Copy them - and do it better. Make it easy for your interviewer

to be able to picture you doing the job.

### AVOID JEANS

No matter how dressed down your prospective office might be, denim is a risky choice at the interview stage of things. If the office is year-round casual, keep things on the smart side of dressed-down by wearing a suit with a solid-coloured T-shirt and trainers (preferably box-fresh) instead.

### MATCH YOUR SOCKS TO YOUR TROUSERS

Now is not the time to reveal your Wildean wit via the medium of novelty hosiery.

### DON'T OVER-DRESS YOUR CHEST

When it comes to pockets squares, less is definitely more. If you do feel one is absolutely necessary, stick to a solid white one (folded, not puffing out of your top pocket).

### GET A TRIM A WEEK BEFORE

Your hair is one area though where you'd be wise to imitate Mad Men: short, neat and sensible. Unless you're applying to be the new lead singer of a rock band.

### UNLESS THE JOB IS AT AN UNDERTAKER'S, DON'T WEAR A BLACK SUIT

Grey and navy are much less severe and much more forgiving on most skin tones. Or, for an on-trend alternative, try one in dark green.

### WEAR PROPER, POLISHED SHOES

As someone in the GQ office recently commented of one trainer-wearing (unsuccessful) internship candidate, if you can't be bothered to make a little effort in an interview, your interviewer's assumption will be that you'll make little effort in the job.

### OH, AND FINALLY...

A white shirt always works.

Source: <http://www.gqindia.com/look-good/how-tos/how-to-dress-for-a-job-interview/#oh-and-finally>

## FIVE WAYS TO DRIVE AN ENTREPRENEURIAL WORK CULTURE

**Organizations are increasingly looking to encourage entrepreneurial work culture in order to accelerate creativity, innovation and risk-taking among employees. Teams that can pursue ideas without the fear of failure are more productive, thereby leading to better outcomes for the company. ET's Brinda Dasgupta brings you tips from experts on how to drive an entrepreneurial work culture.**

### DRIVE THE RIGHT ENVIRONMENT

It's essential to get the basics of the work environment right in order to encourage an entrepreneurial culture, says Preethi Madappa, director, HR, Intel South Asia. "Show a focus and commitment to accelerate creativity, innovation and risk-taking among employees. Foster an environment where employees are encouraged to engage in disruptive thinking and pursue their ideas without the fear of failure," she says.

### ORGANISE HACKATHONS

Running regular hackathons is a great way to encourage

employees to think out of the box and, therefore, bring about a collective entrepreneurial mind set. "A large-scale participation from the workforce can result in many interesting ideas, some of which can be turned into prototypes," says DP Singh, vice-president and head of HR, IBM India/South Asia.

### DRIVE OWNERSHIP

"Encourage a shared ownership for the performance of the organization. One of the fundamental ways to do that is through broad based stock and bonus programmes that are linked to company performance. This goes a long way towards creating a culture where employees feel a strong sense of shared purpose and a desire to make a positive difference," says Madappa.

### PROVIDE PLATFORMS

Employees will be more passionate about generating ideas if they have a common platform to put them on and the chance to collaborate with others for projects. "Providing investment in deserving ideas as well as regular rewards and recognitions for breakthrough innovations will encourage people to think differently," says Singh.

### CONVERSATIONS

"Millennials thrive in a culture of open feedback, which leads to higher outcomes. Have frequent conversations on goals, activities and performance - this will help you develop entrepreneurial talent within the organization," says Singh.

Source: [http://economictimes.indiatimes.com/articleshow/53763960.cms?utm\\_source=contentofinterest&utm\\_medium=text&utm\\_campaign=cppst](http://economictimes.indiatimes.com/articleshow/53763960.cms?utm_source=contentofinterest&utm_medium=text&utm_campaign=cppst)



# CAREER VS. SELF-REALIZATION

Sadhguru explores a question of time management – should one pursue career or self-realization?

Let's clear whatever ideas you or anyone may have about self-realization. Do you have a cell phone? Do you use a camera? Isn't it true that whatever instrument you use in your life, the more you know about this instrument, the better you can handle it? If you give a camera to someone who doesn't know how to operate it, he won't even get it turned on. If you give the same camera to someone who knows what it is, he will produce such magic out of it that people are willing to sit in the dark and watch it for hours.

If you drive with me, I will show you all the things you can do with a car. The more you know about something, what you can do with it is greatly enhanced. If this is true with everything that we handle, is that not true with your Self? The more you know about it, the better you can handle it. Do not think of self-realization as something that happens in a Himalayan cave. It did happen there also, but I want you to understand it from your context.

Self-realization means just knowing your Self. How could it be against your vocation? How could it be against

anything that you wish to do in your life? I am asking you, how can you live an effective life without knowing anything about yourself? People are trying to teach each other how to be confident without knowing anything about the life process. Confidence without clarity is a disaster.

Unfortunately, we think confidence is a substitute for clarity. Let's say we blindfold you and ask you to walk around. If you are sensible, you will feel your way, here, there, and slowly walk around, touch the walls, feeling with your feet and hands. But if you are very confident and walk without seeing, the rocks are not going to be kind to you. Life is not going to be kind to you either, if you are confident without clarity. To perform your activity in the world, to be successful in whatever you are doing, to do anything well in your life, you need clarity, not confidence.

The more you know about yourself, the greater the things you can do with yourself. With other instruments, you can only know them from outside. Your Self, you can know inside out. You can look at it from inside. If you know it inside out, it becomes like magic. Whatever you do will be magic. If you sit, you can do things, if you close your eyes, you can do things, if you sleep also, you can do things. If you are awake or asleep, you can still do magical things with this system, once you know it inside out.

Source : <http://isha.sadhguru.org/blog/lifestyle/success/career-vs-self-realization/>

**Self-realization means just knowing your Self. How could it be against your vocation? How could it be against anything that you wish to do in your life?**

# CONFESSIONS OF THE RECRUITMENT INDUSTRY



**1<sup>st</sup>** application received 200 seconds after a job is posted

average time spent looking at a CV is 5-7 seconds

**17%** chance that your cover letter will be read

**1** spelling or grammar mistake and your CV will be thrown in the trash can

**f 68%** of employers will find you on Facebook

**@ 76%** of CV's are ignored if you e-mail address is unprofessional

**88%** job rejection rate if you have a photo of yourself in your CV

an average of **250** CV's are received for each job position

**89%** of business planned to use social media networks for recruitment in 2011

- 86%** LinkedIn
- 60%** Facebook
- 50%** Twitter

**1 in 3** employers rejected candidates based on something they found about them online

**427k** CV's are posted on Monster every week. That is approx the population of Luxembourg

# HOW SHOULD YOU LIVE THE FINAL STRETCH OF YOUR LIFE?

## Sadhguru, how should one prepare for the last leg of the journey on this planet, spiritually, physically, and morally?

It is the last step, so don't walk slowly. Go all out. Do not make a distinction between the first and last step. If you made a distinction in the beginning, at least learn not to now. It does not matter whether you have another hundred steps to walk or just one - walk the same way, don't make the distinction. People say, "At least towards the end of your life, you must think about God." If you lived your life blindly and think everything will be okay if you say "Ram, Ram" at the last moment, it does not work like that.

Have you heard of Biju Patnaik? He was the Chief Minister of Odisha. He lived life in his own way though he was a Chief Minister in the political limelight. When he was on his death bed, people brought the Gita and wanted to read it to him. He said, "Shut up with all that nonsense. I have lived my life well."

### FULLTIME PREOCCUPATIONS

So what should you do? There is a Sanskrit verse, "Balastavat krida saktaha" - when you were a child, your playfulness engaged you fully; your playfulness was fulltime. When you became youthful, all that playfulness looked a little silly. You thought you are getting more serious and purposeful. Then what happened? Your intelligence got hijacked by hormones. After that you could not see anything clearly! Suddenly, when you looked at a man or woman, all kinds of things happened. Then age happened. Old people are simply worried. A child is too engaged in play. You cannot talk to him about the Ultimate. Youth is fully hijacked by hormones. You

cannot talk to him about it. Old people are worried about what their hierarchy will be in heaven. You cannot talk to them about it. Then who the hell is there? Someone who is neither a child, nor youthful, nor old, someone who is just life - only to him you can speak.

### A PIECE OF LIFE

So don't think of this as your first or last step. Just be here as a piece of life. That is the best way to be. You are not a young man; you are not an old man. Earth will decide when it should take your body back. When the manure has matured, it will collect it back - the trees are waiting! Don't worry about that. You are just a piece of life. In terms of this life, this is not young, this is not old; this has to mature into something bigger.

Whether you are two days old or you only have two days left, see how to just be here as a piece of life, not identified with anything.

And only if you are here as a piece of life, all the aspects of life will happen to you. If you sit here as a man, some things will happen to you. If you sit here as a woman, some other things will happen to you. If you sit here as a child, something else will happen to you. If you sit here as a doctor, or an engineer, or an artist, this or that - different things will happen to you. Only if you sit here as a piece of life, everything that can happen to life will happen to you.

Whether you are two days old or you only have two days left, see how to just be here as a piece of life, not identified with anything. Not identified with the earth or heaven, simply being here. Then, whether we have one day to live or a hundred years to live, what does it matter? When it does not matter, everything that needs to happen to this life will anyway happen to you. And that is willingness.

Source: <http://isha.sadhguru.org/blog/lifestyle/health-fitness/how-should-you-live-the-final-stretch-of-your-life/>

# ACCEPT, TREASURE, AND CHERISH YOUR AUTHENTIC SELF

**You would never tell a friend, or even a stranger, that she was fat or stupid. You would never tell your brother he can't do anything right. You would certainly never tell your child that he is worthless and nobody likes him.**

Buddha once said "You yourself, as much as anybody in the entire universe, deserve your love and affection." I was once told that I should speak to myself the way I would a beloved child - with empathy and kindness. Almost nobody does this. Truthfully, most of us do not even speak to ourselves with the same kind words we would use for a stranger.

### 1. REALIZE THAT THERE IS A DIFFERENCE BETWEEN BEING SELFISH AND TREATING YOURSELF WITH VALUE.

All living things have needs - including you. Your needs go far beyond food, water, and shelter. You need fulfillment, rest, and emotional support as well. Meeting those needs is important. Doing so helps you to be a better person. The well cared for version of you is undoubtedly a better worker, student, friend, and parent. However, many people are reluctant to meet their own needs, or to advocate for them being met. We are wrongfully conditioned to believe that caring for ourselves is selfish. Parents are especially vulnerable to this misconception. If you are hesitant to take an hour for yourself to soak in a long bubble bath or go for a bike ride, remember good it will do. You are not only giving yourself some much-needed self-care, but you are showing your children how to do the same.

### 2. KNOW THAT YOU HAVE NOTHING TO PROVE.

"Too many people overvalue what they are not and

undervalue what they are," observed Malcolm S. Forbes. Everyone puts on their best mask to face the world - and few of us remember this when we look around. The natural inclination to compare yourself to others is toxic because it is unfair. You do not have all the information, and neither do they. It is natural to seek validation and approval. However, the times in which we feel most connected to others are often when the masks come off. It is scary to allow yourself to be vulnerable. It is also what makes you human. By taking off your own mask, you might inspire someone else to remove theirs, as well. If you do, you are sure to be surprised by what you find. They probably look a lot like you below the surface.

### 3. EMBRACE YOUR DARKER SIDE WITH COMPASSION.

We have all done things in the past that we are not proud of. Most of us tend to either dwell on them, continually punishing ourselves, or attempt to put them from our minds entirely. Neither of these strategies is effective. Both will only keep you living in shame and distance you from your most authentic self. Own up to your mistakes, and attempt to work through them. Talk to a therapist about them, or share with a trusted friend. Find a way to make things right for yourself, and for anyone you might have hurt. If you stole something as a teenager, go to the store and pay for it. If you cannot pay your sins back, pay them forward. Don't try to erase your past - that simply doesn't work. Instead, try to write a more satisfying ending.

As Michel de Montaigne once said, "The greatest thing in the world is to know how to belong to oneself." Own yourself, cherish yourself, and treasure yourself. This relationship is the most important one you will ever have.

Source: <http://theartintelligence.com/2016/08/08/authentic-self/>

# MELTING AND MERGING - GOING BEYOND LIKES AND DISLIKES

The ego is always trying to stick out. It is not seeing how to be in tune with what is surrounding it. Among people, you want to stick out like a sore thumb, and a sore thumb always hurts. Once, after returning from London, Shankaran Pillai was decked out in new tight denim pants, a body-hugging satin shirt, and was sporting a new hairdo. He went to the nearest park to show off his new look. He approached an old man who was sitting on a bench and sat down next to him. The old man stared at Shankaran Pillai, looking him up and down. His stare finally focused in on the six inch multicolored spikes coming out of Shankaran Pillai's head.



The spikes were all flashy colors - orange, purple, green, yellow, blue and pink. Shankaran Pillai looked over at the old man and said sarcastically, "What's the matter, old-timer? Never done anything wild in your life?" Without batting an eye the old man replied, "Well, I got drunk once and had a date with a parrot, and I was just wondering if you were my son." These days, you are making a whole culture of trying to stick out. The more exclusive you try to be, the more excluded you are getting from life and existence, hence the hurt.

## MELTING AND MERGING

The more you try to be special, the more you get hurt. Just be, just melt and become part of the wind around you, the earth around you, become a part of everything. Forget your comforts, your sensibilities, your likes and dislikes. Leave all that nonsense. Live like the snakes. Just crawl around, eat and if you feel like curling up under a tree, do it - at least for a few days, it is worthwhile. A lot of barriers can be removed by going out and living in nature. That is the reason why, when one begins a spiritual journey, they go to the Himalayas or to some other mountain. Just by merging with nature and living there, the ego will be destroyed. That itself is half the sadhana.

A lot of barriers can be removed by going out and living in nature... Just by merging with nature and living there, the ego will be destroyed. That itself is half the sadhana.

I met some Naga Babas in a place just above Kedar, in the Himalayas, and stayed with them for two days. They had run out of money, and they were hungry and cold. For two days I took care of their food and spent time with them. I only had on a little woolen in-shirt and a T-shirt. Fortunately, somebody had given me a shawl which was a big blessing. If the shawl had not been there, I would have frozen. It was so cold that even my insides were shivering. I could literally feel the stomach bag shiver. These Babas are naked sadhus who are not supposed to wear anything that is stitched. They wrapped something like a shawl over themselves, because it was too cold. They were not wearing footwear, and they did not even have money for tea. They were saving the little they had to go to the Kumbha Mela.

That was more important for them than having something to eat. When I asked them what their sadhana was, they said they were doing nothing. They just roam about like the nagas, the snakes. Their Guru had told them to spend twelve years in the Himalayas and then he would initiate

them. When one is so uni-directional that he can wait twelve years, oblivious to harsh weather and difficult living conditions, and just wait for his initiation, reaching the highest cannot be denied to him.

There is not much for the Guru to do - whether he has something to give or not, these guys will get it anyway because of the very way they have made themselves. They do not need a Guru. If a man has that much patience and stamina that he can stay twelve years, not knowing when or if the next meal is going to come, just waiting in that terrifying cold in a queue to be initiated, he will get it anyway. That itself is a sadhana.

The Guru knows that if he initiates someone the same day the person comes to him, it will be wasted on the man. He will waste the whole opportunity. So he sends hundreds of people to the mountains like this every year. Maybe only some of them make it - many run away because it is a very difficult path. It is very tough to stay in such conditions. When a person is willing to do this, whether he does it or not, that is not the point. If he is willing to go to any length, that man gets it. It is that simple. It is not that you should not be comfortable, but if you are seeking comfort, forget it. This path is definitely not yours.

## BEYOND LIKES AND DISLIKES

Your likes and dislikes are the basis of all the limitations you have set for yourself as a person. Take a careful look at your personality; you will see it is just a bundle of likes and dislikes. These likes and dislikes have risen from your enslavement to the duality of life, which is the bedrock of ignorance. The very word "yoga" means to transcend this duality and know the oneness of existence. Various devices have been used to help people go beyond this enslaving duality. You like or dislike something simply because somewhere deep down you have identified it as either good or bad. Whatever you identify as good, you cannot help liking and whatever you identify as bad, you cannot help disliking.

This is why in Indian culture, we created the personality of Shiva as a complex amalgamation of all that is beautiful, ugly, terrible, pleasant, good and bad. They made him the highest so that in accepting him, you accept everything. You transcend the limitations of your likes and dislikes and in turn, your dualities.

Source: <http://isha.sadhguru.org/blog/lifestyle/success/choosing-what-to-do-in-life/>



# 3 FUNDAMENTALS FOR GOOD HEALTH

## #1 EATING RIGHT

When it comes to food, one of the most important aspects that you must be conscious of is how quickly a certain type of food digests and becomes a part of yourself. If you eat something and it does not digest within three hours, it means you have eaten food that should either be avoided or reduced in quantity. If the food moves out of your stomach within three hours, it means that even if it is not the best food, it is still something your system is able to handle.

If you go to bed with a full stomach, it puts pressure on other organs in the abdomen. This will also lead to various kinds of health issues.

If you maintain a clear gap of five to six hours between one meal and the other without having anything in between, cleansing will happen on the cellular level. This cleansing on the cellular level is most important for a healthful life. If you are over 30 years of age, two good meals a day will suffice - one in the morning and one in the evening.

There must be three hours after the evening meal, before you go to bed. If this includes at least 20 to 30 minutes of light physical activity - such as simple walking - your system will largely be healthy. If you go to bed with food still inside the stomach, it generates a certain level of inertia in the system. Physiologically, this inertia is like an acceleration towards death. Death is ultimate inertia.

Another dimension is that if you go to bed with a full stomach, it puts pressure on other organs in the abdomen.

This will also lead to various kinds of health issues. For that reason too, it is very important that before you go to bed, the food you have eaten has moved out of the stomach. As you sleep in different postures, the stomach should not put pressure on other organs at any point.

## #2 USE YOUR BODY

When it comes to activity, one simple thing that we need to consider is that our body is capable of bending forward, bending backward, and twisting to both sides. This much activity must happen in some kind of form. Classical hatha yoga is the best way to do it, and a scientific one. If classical hatha yoga is not yet part of your life, you must somehow make sure that every day, you bend forward, backward, twist to both sides, and squat so that the spinal column is stretched. This is a must for everybody on a daily basis if you want to keep the entire system healthy - particularly the neurological system, which will otherwise be an issue as one ages.

## #3 GET ENOUGH REST... BUT NOT TOO MUCH!

The volume of rest that an individual person needs is determined by various factors. One important factor is the type and the volume of food that you consume. You must experiment with different types of foods and see which ones make you feel heavy, and which ones leave you light and agile. If you make sure that at least 40% of your diet consists of fresh vegetables and fruits, there will be lightness in the body.

What the body needs is restfulness, not necessarily sleep. It is a misunderstanding to think that sleep is the only way to rest. Even as you sit or stand, you can either be in a state of restfulness, in a state of agitation, or in a state of inertia. If you are in a lively state of restfulness, every moment of your life, the volume of sleep you require will decrease.

## THE FIVE SHEATHS OF THE BODY

In yoga, we look at the human system as five sheaths or layers. Every aspect of the human system, including the mind, is seen as body, and yoga is a technology to transform it. These five layers of the body are called Annamaya Kosha, Manomaya Kosha, Pranamaya Kosha, Vignanamaya Kosha, and Anandamaya Kosha.

Anna means food. Your physical body or Annamaya Kosha is basically the food that you have eaten - small or big is your choice, but it is a heap of food nonetheless. As there is a physical body that you have gathered from outside, there is a mental body. The mind is not in one

particular part of the body - every cell in the body has its own memory and intelligence. This mental body is known as Manomaya Kosha. The physical body is the hardware - the mental body is the software.

If you bring the physical body, the mental body, and the energy body into proper alignment and balance, you will not have any physical or psychological ailments.

Hardware and software cannot do much unless you plug them into quality power. The third layer of the body is called Pranamaya Kosha or energy body. Physical body, mental body, and energy body are all in the realm of physicality, but on different levels of subtlety. To use an analogy - you can clearly see that a light bulb is physical. But the light it diffuses is also physical. And the electricity behind it is physical as well. Light bulb, light, and electricity: all are physical but differ in subtlety. Similarly, the physical body, the mental body, and the energy body are all physical but differ in subtlety.

The next layer of the body is a transitory body that is known as Vignanamaya Kosha. It facilitates the transition from the physical to the non-physical. It does not ascribe to any of the physical qualities, but at the same time, it is not yet completely nonphysical either. The fifth layer is called Anandamaya Kosha, which in English translates as "bliss body". This does not mean there is a bubble of bliss in you. We call it bliss body because in our experience, whenever we touch it, we become blissful. Bliss is not its nature, bliss is what it causes for us. Anandamaya Kosha is a nonphysical dimension which is the source of everything that is physical.

**If you bring the physical body, the mental body, and the energy body into proper alignment and balance, you will not have any physical or psychological ailments.**

I could show you hundreds and thousands of people who have come out of their health issues - particularly chronic ailments and psychological problems - simply by creating the necessary alignment within themselves. It is misalignment that causes all kinds of problems. When the body is at ease, there is no disease.

Only if you bring the first three layers of the body into alignment, there will be a passage and a possibility of touching Anandamaya Kosha, where blissfulness becomes a natural state of being. Not blissful about something in particular - simply blissful because that is the nature of life.

<http://isha.sadhguru.org/blog/lifestyle/health-fitness/3-fundamentals-good-health/>

# 26 CRAZY FACTS YOU NEVER KNEW ABOUT Google

Do you remember what it was like before you could "Google" something? From its revolutionary inception to its commonplace use, Google continues to be an online giant with secrets and idiosyncrasies.

## 1 EARLY GOOGLE

One of the early versions of Google could process **30-50 pages** per second.

Now Google can process millions of pages per second.



Google was first stored on ten 4GB hard drives in a Lego casing, now showcased by Stanford University.

The Lego design would let the founders expand storage capacity easily.

The index now has over 100 million GB of data.

## Backrub

Google's original name was Backrub, based on the system finding and ranking pages based on back links.



Since the founders weren't looking to start their own business, they tried to sell their search engine system.

Yahoo originally said no, but in 2002 offered to buy google for **\$3 billion**.

Google said no, and it's now valued at **\$400 billion**.

The name Google was misspelling.



One story says investors misspelled the mathematical term "googol" as "google" on a check, and the spelling stuck.

Another story says that a fellow student misspelled "googol" when looking for an available name for the company.

## GOOGLE HOMEPAGE



The company's unofficial motto is "Don't be evil."



Stanford still owns the patent to Google's algorithm, named PageRank.



In 1998, the Google homepage included a Yahoo-like punctuation mark: the exclamation point!



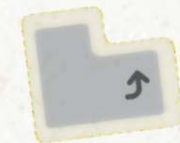
The first Google Doodle was an out of office message in 1998 when brain and page were traveling to Nevada to attend the Burning Man festival.

The doodle was a man standing behind the second O.

They wanted users to know they wouldn't be available to fix tech issues.



The homepage is notoriously sparse because the founders didn't know HTML to make it fancy, and they wanted a simple user interface.



At first, you had to press the return key on the keyboard, as they didn't know how to design a submit button.



Until March 2001, the Google homepage was aligned on the right side of the page instead of centered.



The first April Fool's jock was in 2000 when google announced its mind reading ability for searches called "MentalPlex."



Google added Klingon as language interface option in 2002



DO YOU KNOW?

# GOOGLE COMMUNICATIONS AND APPS

**14** The company's first tweet was "I'm feeling lucky" in binary code  
 "IM 01100110 01100101 01100101 01101100 01101001  
 01101110 01100111 00100000 01101100 01110101 01100011  
 01101011 01111001 00001010."



In 2006, the Merriam-Webster and Oxford English dictionaries included the verb "google" in their listings.

It means to "Search for information about someone or something) on the Internet using the search engine Google."

**15**

**16** *overlook*

Google's reCAPTCHA helps their computers learn how to read text. The computers are able to identify words scanned from books, even if they are wrapped.



The Google Street View has about 28 million miles of photographed roads.

**17**

## THE GOOGLEPLEX

**18**

Google rents 200 goats to "mow" the weeds and brush around headquarters.



**19**

Dogs with strong bladders and friendly dispositions are welcomed in the offices, but cats are discouraged due to the number of doges present.



**20**

Known for providing gourmet food and snacks to employees, the first Google snack in 1999 was Swedish Fish, a chewy candy.



**21**

Headquarters is full of odd decorations, such as a T. rex nicknamed Stan, a space ship, pink flamingos, a Lego figure, adult-sized ball pits, Android statues, and phone boxes painted in Google colors.



**22**

While employees are called Googlers, new employees are called Nooglers.

## THE FOUNDERS & THEIR COMPANY

**23**

Larry Page's brother was a co-founder of eGroups, a dot-com company that Yahoo bought for about \$500 million in 2000

**24**

Larry Page and Sergey Brin met at Stanford when Brin was asked to show Page, who was a new student, around the school.



**25**

Google has averaged a new company acquisition each week since 2010.

**26**



From the outset, Google has worked hard to be unconventional and innovative. As an archetype of the modern tech company, Google continues to set the bar for the interesting, offbeat, and creative.