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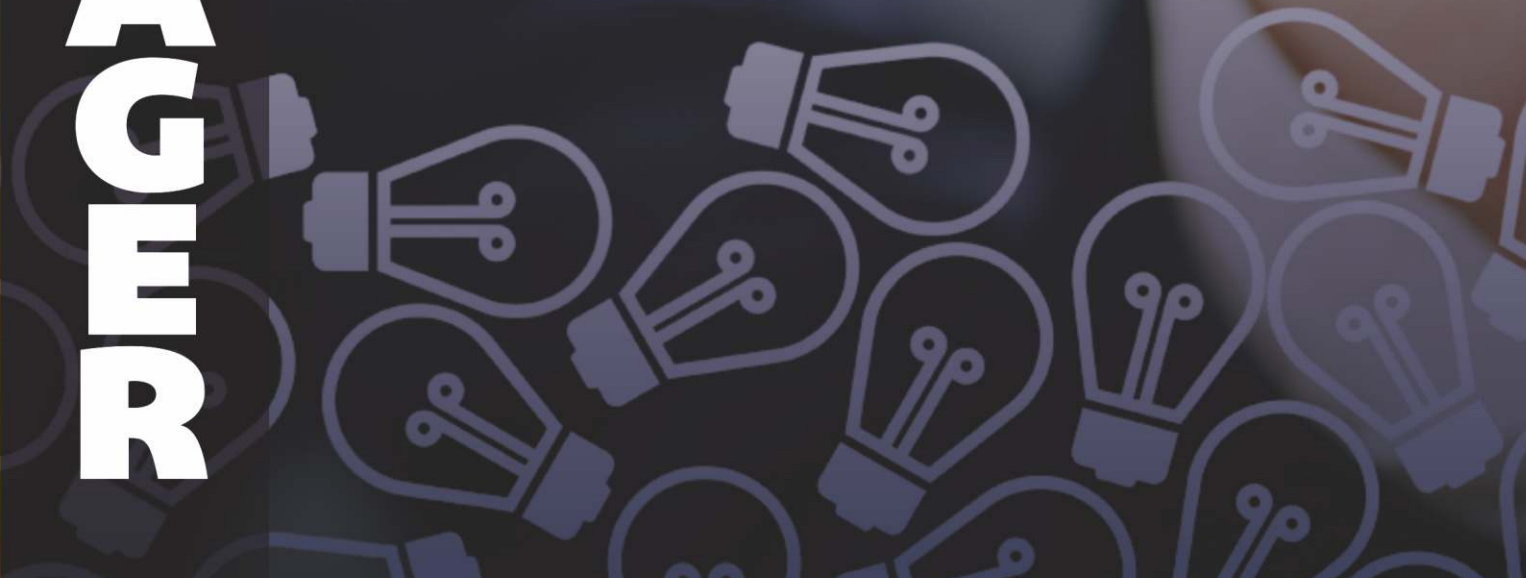
**INDORE
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**THE MAN
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MANAGER**

Ideate. Innovate. Acquire.

In the words of Picasso "Good artists copy, great artists steal" which connotes that great people don't just come up with great ideas, but take all the best ideas from the greatest minds and apply them to their own visions. It is not any one of the traits that mark a manager as the best. It is the combination of all. A manager's tactics would not be relevant if his team didn't respect him and buy into his philosophy, and he would not be able to think of all these tactics if he was not constantly learning new ideas. His willingness to learn is what accelerates his career from a rookie, to arguably the best manager in the world.





Editor's Message

Dear Reader,

We all want to become better than we are. In this quest, learning new things and managing ourselves at work and beyond are major priorities. This issue focuses on some essentials. People are the most critical resource in any business, and managing people is a skill we constantly need to update. You may find some of the ideas presented useful for your organization. For example, why inducting new recruits is important, or why working with teams is the need of the hour. Remaining healthy is as important, and there are a couple of articles that will help towards stress reduction and improving your health.

As usual, we are open to feedback from you, and aspire to make every issue interesting, informative and useful.

Sincerely Yours,
Professor Rajendra Nargundkar
Editor, Indore Manager



President's Message

Dear Friends,

The world is constantly changing, at the speed of lightning. Implying, one who doesn't flow with the current, runs the risk of being dated. I feel, in matters of principles - Be rock solid, otherwise Learn - Unlearn - Relearn. Failure is after all the first step to learning. And persistence is the kind of stuff that great leaders are made of. So, an insatiable desire to learn is what distinguishes a leader, for he is aware that only as long he stays relevant, he can lead.

At IMA, it has been our consistent endeavor to imbibe new ideas, theories, values and to look for inspiration everywhere. With this issue of Indore Manager, we would explore how to make learning a second nature. After all this is what leaders across spend 70% of their time doing - Learn !

I would like to conclude with the great words of American President John Q. Adams - "If your actions inspire others to dream more, learn more, do more and become more, you are a leader."

I request you all to be a part of IMA Programs and Training.

Sincerely yours
CA. Santosh Muchhal
President IMA

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TO MAKE BETTER CHOICES, LOOK AT ALL YOUR OPTIONS TOGETHER

We make thousands of decisions every day. Some are fairly simple - we decide when to wake up, what to have for breakfast, what to wear to work, which email to reply to - while others are more complex, requiring us to weigh different options. For example, when buying a laptop, we want to compare different models to find the best one for our budget; when choosing a retirement plan, we compare options to find one with the highest returns for our risk appetite; and when hiring, we compare multiple applicants to identify the best candidate.

When faced with such decisions, we can examine one option at a time or review all our options together. For example, when deciding which job candidates to interview, a hiring manager may evaluate one candidate's résumé at a time, form an opinion about it, and then move on to assess the next one. Alternatively, she may lay out the résumés of all applicants on a table, evaluate and compare them, and then decide whom to interview. Similarly, an investor may view the details of one mutual fund at a time or visit a mutual fund comparison website. And a supply chain manager may consider information of the suppliers individually or view them together on a spreadsheet.

In a study recently published in the journal *Organizational Behavior and Human Decision Processes*, we examined how these two ways of evaluating options can influence people's choices. We recruited 2,783 research participants in the U.S. from an online panel (Amazon Mechanical Turk) and a university in Singapore. Across seven experiments, these people were asked to make choices from options that were presented either sequentially or all at once. Some decisions were simple, such as which camera model to buy; others were complex decisions that a manager would make, such as which supplier to award a contract to. Overall, we found that people were, on average, 22% more likely to choose the objectively best option when they viewed options together rather than one at a time.

In the first experiment, we asked 201 online participants to choose different models of five types of electronic products (e.g., laptop, microwave oven). For each type of product, there were six models to choose from, each with varying attributes. For example, for each laptop model, we provided information about the processor speed, RAM, storage capacity, battery life, and warranty. The best option was the model with the highest value for these attributes.

We randomly selected half of the participants to view options together. For each product, they viewed the information of all six models together on their screen and then chose one. The other half of the participants viewed the options one at a time - information about the first model was displayed on the first screen, the second model on the next, and so on. Once they viewed all the models for a product, they could go back and forth between screens and choose one. We found that those who viewed options individually chose the best option 75% of the time, while those who viewed options together identified the best product 84% of the time.

In another experiment, we asked 472 online participants to imagine that they owned a restaurant and had to order weekly supplies for five items, such as milk and ketchup. For each product, the person had to choose one of five different suppliers, each quoting a different price for a given quantity of the product. For example, participants could choose to buy milk from a supplier selling 35 gallons for \$73.50, another selling 29 gallons for \$69.60, and so on. We designed the options such that there was

always one supplier that had the lowest price per unit of quantity but people would have to do some calculation to figure out which supplier that was. As in the previous experiment, half of the participants viewed all the suppliers for each product together and made a choice; the other half reviewed one supplier at a time and then made a choice. We found that participants who viewed options one at a time identified the cheapest supplier 55% of the time, whereas those who viewed the information together did so 61% of the time. We found the same pattern of results in another experiment, where we statistically controlled for people's math ability.

Why is it the case that people make better decisions when they view options all together rather than one at a time? One possibility is that with all the information in front of them, people can compare the options more thoroughly and can more easily identify the best option. But when people view options one at a time, they form an overall judgment about each option and then have to go back and compare.

We tested this possibility in another experiment, which employed a setup similar to the previous two but also asked participants to write down the thoughts they had when making their choices. We used a text analysis software called LIWC, which categorizes words into different classes, to analyze their written responses.

Once again we saw that people who viewed options together selected the best one more often than those who viewed options individually. We also found that compared with those who viewed options one at a time, people who viewed options together used more phrases suggesting deep thought (e.g., "I think X is more than Y" or "Hence, I feel Y is the correct option"). This finding provides support for our assumption that people compare options more thoroughly when they view them all together.

But people don't always evaluate their options simultaneously. In a separate survey, we asked 211 online participants to recall some past decisions and report whether they generally viewed options together or one at a time. These participants reported that they viewed options sequentially in about half of the decisions they made.

Similarly, companies don't always help consumers look at their options all at once. In analyzing the websites of leading auto manufacturers and life insurance providers, we found that all websites had pages for individual products (allowing people to consider one product at a time), but only some websites allowed people to view multiple products together on the same screen. Most websites had a comparison tool, but it only allowed people to compare options on a few dimensions.

How we appraise and present options might seem to be a trivial matter. But our research indicates that it can have a real impact on the ultimate quality of our decisions.

<https://hbr.org/2017/06/to-make-better-choices-look-at-all-your-options-together>

NEW MANAGERS SHOULD FOCUS ON HELPING THEIR TEAMS, NOT PLEASING THEIR BOSSES



When I first became a manager - an unexpected promotion soon after taking a new job - I found myself feeling awkward about the fact that I had been elevated above my peers. Still, my team was in the middle of a complex first-time project, so I wanted to impress my boss with my handling of it. My immediate instinct was to make it no one's problem but mine. I worked longer hours and assigned myself all the tasks that I was afraid to ask my former peers to do. But soon I found myself roiled by the frustration that my colleagues weren't magically stepping up to the plate. Were they somehow waiting for - or worse, willing - me to fail?

In hindsight, I know that I assumed the new-manager mantle badly. I was almost apologetic about getting the promotion and, in those early days, exhibited almost no real leadership. I was too worried about what everyone, especially my boss, was seeing in me and not worried enough about what they should be seeing in me. Luckily, I righted course quickly.

The irony for most newly appointed managers is that the skills and qualities that earned them the promotion are very different from those that will serve them well as a leader, and they're often left to figure it out on their own, like I was - and not always successfully. You can't help but wonder how many of the managers at rapidly growing companies, such as Uber, had any management experience and training before they assumed positions of power. Harvard Business School professor Francis Frei, who was recently recruited by Uber to help with the company's leadership and sexual harassment scandals, points out that the instant conclusion might be that the transportation company has bad managers. But in reality, she told Marketplace, those managers haven't been given the guidance they need. "It turns out we have not been giving leadership training to our managers," she observed. "So the managers haven't been set up for success."

Stanford academic Bob Sutton, author of *Good Boss, Bad Boss* and the forthcoming *The Asshole Survival Guide*, says the challenges that new managers face have a lot to do with where they place their own attention: "Your attention will naturally shift up - be directed up the hierarchy." This even happens in nature: The average baboon looks up at the alpha male every 30 seconds or so to see what he is doing. We do the same thing when we've been promoted, constantly looking up to make sure our boss is seeing and approving of us, which means we're paying less attention to the people we're now leading. And our former peers, for their part, are watching us more than they ever did before. What do our mood and expression suggest? Are we getting up from our desk more often? What are we spending our time on? Are we more or less friendly than we used to be? Who's in and who's out in the new hierarchy? This "asymmetry of attention," Sutton explains, is problematic for most new managers. You may be so eager to prove that you're the right promotion (or hire) to your own higher-ups that you unintentionally neglect the people who report to you.

So what should you do to counter this before you alienate your new charges and destructive patterns set in?

"It's uncomfortable to have the people who report to you watching you so closely," explains Harvard Business School professor Linda Hill, author of *Becoming the Boss*, but it's never been more important to pay attention to them. You need your new team to be on your side, giving you their best performance and trusting you to lead them. As you and your direct reports recalibrate your roles, they'll be looking for evidence of three specific things in you, Hill says:

- It's likely that you were promoted because you were good at your previous job, but are you competent as a manager?
- Do you want to do the right things as a new leader?
- Will you have the right network, respect, and ability to get the job done?

"People will be collecting evidence from your verbal and nonverbal clues," Hill says. "You need to pay attention not just to what you do but how you do it. Your words matter." If you are conscious of signaling your competence in these three areas, you'll go a long way to quelling your team's concerns. Some of it, Sutton advises, is simply changing your mindset: Are you their ally? Are you concerned that they shine, not just you? Are you fair in how you make decisions?

Your team members will be looking at your every move for clues as to what kind of boss you'll be and whether you have the trustworthiness, character, and influence to succeed. I made my share of mistakes in my early days of managing people by not realizing how much my behavior reverberated. For example, in trying to stay on top of my new job, I often sent or replied to emails late at night or on weekends. That served to relax me, knowing I had cleared my inbox and the ball was in someone else's court. Until one of my brave direct reports called me on it, I had no idea that I was unintentionally signaling to my team that I expected them to be engaged on email 24/7. Since that wasn't my intention, I started scheduling emails to be sent during office hours instead.

The experts recommend that you focus on demonstrating your vision, supporting and leading teamwork, and recognizing those who make significant contributions. You might, for example, make a point of listening more than talking to make clear that you value the expertise of your direct reports. When I finally focused on being a real leader, instead of a nervous new manager, I started asking my colleagues how we could best get the work done rather than simply figuring it out by myself. I think it signaled to them that I cared about their opinion and expertise, and that I was not assuming I was a one-man band. I also made a point of speaking well of them to my boss in private and in public, so they knew I was on their side. We won a top industry award the next year - an achievement I attribute to us finally pulling together as a team.

Just because you were a terrific producer before you were promoted doesn't mean you'll automatically be a terrific boss. Recognize that you have a lot to learn, and ask your own manager for help and guidance getting up to speed quickly. And cut yourself some slack as you progress on that learning curve. "You'll probably be feeling pretty overwhelmed as a new manager," Hill says. "You'll need to make sure you take care of yourself emotionally too, so you can be available for other people."

<https://hbr.org/2017/07/new-managers-should-focus-on-helping-their-teams-not-pleasing-their-bosses>



YOUR NEW HIRES WON'T SUCCEED UNLESS YOU ONBOARD THEM PROPERLY

It used to be that onboarding was a process of just a few days, but new research shows that spending as much as a year helping new employees get up to speed in the workplace is necessary to capitalize on the skills, knowledge, and excitement they bring to the organization. What's more, companies with successful on boarding programs are not just more likely to retain their new hires but even report measurable profit growth.

The first three to six months - when new hires are particularly susceptible to turnover - are most critical. On average, companies lose 17% of their new hires during the first three months, one study found.

Effective onboarding programs have the dual purpose of supporting both new employees and hiring managers through socialization and professional support. For example, Google now uses an electronic checklist to remind managers to discuss roles and responsibilities with new hires, set up check-in meetings for the first six months, and match new hires with a peer buddy. Zappos offers new hires a five-week course that teaches them about the culture and values of Zappos. At Twitter, managers start thinking about onboarding well before a new hire's first day by streamlining the many steps and interactions that must occur to make a new hire's first days at the company welcoming and successful.

A meta-analysis conducted by two of us examined the findings of 70 separate studies and showed that feeling socially accepted was a key factor in newcomer success. Integrating into the social network matters, in part, because it brings greater access to information and resources. Another recent study we conducted found that among software engineers in India, new employees sought out more information when they felt connected to others in the organization.

A new employee's manager is one of the most important people in the onboarding experience, and gaining this person's support may directly improve or undermine a new hire's chances of succeeding. In a study that followed 409 college graduates through their first two years on the job, the degree of supervisor support that new employees felt during that time period had implications for role clarity, job satisfaction, and even their salary over time. In another study we found that supervisors can promote or inhibit newcomer adjustment through their supportive or obstructive behaviors. This is critically important because it means that effective onboarding programs must take into account not just the experience of the newcomer but also that of hiring managers.

We know that managers are busy and rarely have time built into their formal roles for the onboarding of new employees. So what motivates managers to support new employees in their onboarding?

To answer this question, we conducted another field study of new software engineers in India, in which we surveyed new employees and their direct managers at different points in their onboarding experience. We

focused our attention on why some employees received support from their managers while others did not. We found that because managers have limited time, they look for signals that new employees are committed to their own onboarding. In other words, new employees who are proactive about their own onboarding will likely receive attention and support from managers. Managers were more likely to provide new employees with helpful information when employees actively sought out information about their role and worked at making connections with new colleagues. Those who asked for and got help from their managers were more likely to succeed. The potential downside is that managers may fail to support new employees whom they perceive as being less committed, which may or may not be an accurate assessment.

Even with elaborate onboarding programs, organizations need to be cognizant of the power of informal interactions between new employees and their managers, taking steps to ensure that this process facilitates onboarding rather than derailing it. It is important to encourage managers to check in with new employees and make time to offer support. At the same time, new employees should be encouraged to do their part to engage in and take control of their own socialization and onboarding by asking questions, seeking out information, and taking advantage of opportunities to meet fellow co-workers.

<https://hbr.org/2017/06/your-new-hires-wont-succeed-unless-you-onboard-them-properly>

We know that managers are busy and rarely have time built into their formal roles for the onboarding of new employees. So what motivates managers to support new employees in their onboarding?



THE MAGIC OF DOING ONE THING AT A TIME

Why is it that between 25% and 50% of people report feeling overwhelmed or burned out at work? It's not just the number of hours we're working, but also the fact that we spend too many continuous hours juggling too many things at the same time.

What we've lost, above all, are stopping points, finish lines and boundaries. Technology has blurred them beyond recognition. Wherever we go, our work follows us, on our digital devices, ever insistent and intrusive. It's like an itch we can't resist scratching, even though scratching invariably makes it worse.

TELL THE TRUTH:

Do you answer email during conference calls (and sometimes even during calls with one other person)? Do you bring your laptop to meetings and then pretend you're taking notes while you surf the net? Do you eat lunch at your desk? Do you make calls while you're driving, and even send the occasional text, even though you know you shouldn't?

THE BIGGEST COST

assuming you don't crash - is to your productivity. In part, that's a simple consequence of splitting your attention, so that you're partially engaged in multiple activities but rarely fully engaged in any one. In part, it's because when you switch away from a primary task to do something else, you're increasing the time it takes to finish that task by an average of 25 per cent.

But most insidiously, it's because if you're always doing something, you're relentlessly burning down your available reservoir of energy over the course of every day, so you have less available with every passing hour.

I know this from my own experience. I get two to three times as much writing accomplished when I focus without interruption for a designated period of time and then take a real break, away from my desk. The best way for an organization to fuel higher productivity and more innovative thinking is to strongly encourage finite periods of absorbed focus, as well as shorter periods of real renewal.

If you're a manager, here are three policies worth promoting:

- Maintain meeting discipline. Schedule meetings for 45 minutes, rather than an hour or longer, so participants can stay focused, take time afterward to reflect on what's been discussed, and recover before the next obligation. Start all meetings at a precise time, end at a precise time, and insist that all digital devices be turned off throughout the meeting.
- Stop demanding or expecting instant responsiveness at every moment of the day. It forces your people into reactive mode, fractures their attention, and makes it difficult for them to sustain attention on their priorities. Let them turn off their email at certain times. If it's urgent, you can call them - but that won't happen very often.

- Encourage renewal. Create at least one time during the day when you encourage your people to stop working and take a break. Offer a mid afternoon class in yoga, or meditation, organize a group walk or workout, or consider creating a renewal room where people can relax, or take a nap.

It's also up to individuals to set their own boundaries. Consider these three behaviors for yourself:

- Do the most important thing first in the morning, preferably without interruption, for 60 to 90 minutes, with a clear start and stop time. If possible, work in a private space during this period, or with sound-reducing earphones. Finally, resist every impulse to distraction, knowing that you have a designated stopping point. The more absorbed you can get, the more productive you'll be. When you're done, take at least a few minutes to renew.
- Establish regular, scheduled times to think more long term, creatively, or strategically. If you don't, you'll constantly succumb to the tyranny of the urgent. Also, find a different environment in which to do this activity - preferably one that's relaxed and conducive to open-ended thinking.
- Take real and regular vacations. Real means that when you're off, you're truly disconnecting from work. Regular means several times a year if possible, even if some are only two or three days added to a weekend. The research strongly suggests that you'll be far healthier if you take all of your vacation time, and more productive overall.

A single principle lies at the heart of all these suggestions. When you're engaged at work, fully engage, for defined periods of time. When you're renewing, truly renew. Make waves. Stop living your life in the gray zone.

Source: <https://hbr.org/2012/03/the-magic-of-doing-one-thing-a.html>

I know this from my own experience. I get two to three times as much writing accomplished when I focus without interruption for a designated period of time and then take a real break, away from my desk.



THE BIGGEST MISTAKES NEW EXECUTIVES MAKE

Organizations invest a lot of time and money in hiring the right CEO or senior executive to set a vision and make the changes in their company. Yet within the first 18 months, there's a 50% chance the executive will leave the organization. This failure comes with enormous costs, not only in disruption to the organization but financially, too. One estimate puts the cost at 10 times the executive's salary - sometimes more.

The reasons these individuals leave are many. They often cite poor cultural fit, inadequate onboarding, or the lack of appropriate expectations. But in reality, many new executives inadvertently set themselves up for failure within the first few months of their tenure through their own actions.

As an executive hired from outside the firm, you'll naturally want to add value and assure your employers and employees that you are the right hire. But based on my work helping executives transitioning into new organizations, I've discovered common traps new executives tend to fall in, even as they try to solve problems, make decisions, and improve the company. Fortunately, there are ways to sidestep these traps so you can assimilate successfully into your new organization.

TRAP 1:

Propose a new vision for the organization immediately. As a new executive, you're likely excited about your new

job and have a lot of ideas. But there may be valid reasons why your ideas haven't been implemented yet. Consider the example of Len, who was hired as vice president of a corporate training department of a Fortune 100 company. Interviewers were especially impressed by Len's ability to conceive of and drive a vision. During his first meeting, Len tried to implement some of this vision by outlining his plans to radically change the company's approach to executive education. Unfortunately for Len, he wasn't aware that his short-lived predecessor had made a similar proposal. Len's supervisors had a strong allergic reaction to the idea the first time, so when Len proposed it again, he was blindsided by the executives' immediate negativity.

While you might have some ideas that you're eager to share, it's important to absorb the landscape from your unique vantage point - an outsider - first. Communicating a big vision sets in motion many resources that are required to execute it. It's better to wait a few months before deploying those resources than having to make radical changes, throwing away work, and destroying morale. Take that time to observe the situation and your company, and listen to those around you, including both colleagues and customers. If you don't like how something's done, ask what else has been tried. You might be surprised to learn your ideas have already been tried, and even if they haven't, taking this approach helps to further shape, deepen, and sharpen your vision.

If you're asked about your strategic vision, don't feel pressured to respond before you're ready. Saurav was hired as president of a large Fortune 500 company. During his first week, an attendee at a leadership event asked him about his vision. Rather than lay out an early plan, Saurav made a thoughtful response: "I'm afraid I'm going to have to disappoint you right now. I don't think it's my place to lay out a vision at this point. This is my opportunity to listen and learn. Ask me in three months, and I'll have a different answer."

TRAP 2:

Make too many big decisions too quickly. Once your predecessor's tenure was near its end, many major

decisions were likely put on hold. By the time you join, the organization may seem ready to burst with pending decisions. But just as you should wait to implement a new vision, you should hold off making long-lasting decisions until you know more.

Create an interim decision-making process and ensure transparency. Set expectations that these decisions are only interim, and you might change course after the first quarter, once you've gathered more information. For example, you might freeze all open headcount for executive positions for the next couple of months. During that time, define interim measures for how to operate without key positions and create a process for submitting requests for potential exceptions, like a set of criteria to present to the C-suite to make the case for a new hire in a specific role, if you're unable to wait.

TRAP 3:

Tell people how you did things better in your previous organizations. I once ran an executive retreat for a CEO of a 4,000-person technology company who had recently been promoted from within the company ranks. The CEO had hired three executives from the outside. Roland, one of the external executives, had a lot of great ideas, but he started each idea with "At my other company..." Pretty soon people rolled their eyes whenever he started talking. His good ideas didn't receive the attention they deserved.

While you've been hired for your experience and track record, once you're on board, your new colleagues won't want to hear how you did things better in your previous organization. They believe their company is different and that you don't know enough about them right away to criticize. Instead, share your own experience sparingly. If you must talk about how to do something differently, suggest it directly - but only after you've asked enough questions to understand the company's unique situation and allowed others to share their opinions, so they know you've taken their viewpoints into account.

TRAP 4:

Prioritize external relationships over internal ones. With press releases about your new role, it's natural for people outside the company to want to connect with you. But by focusing too much attention to external contacts, you'll lose

a chance to form critical connections internally and better understand what you're representing and how to do so.

Instead, listen internally first. One way to intentionally listen is to go on a listening tour. Ask your direct reports to list a few dozen people within the organization who would be helpful to connect with. Schedule meetings with them, jot down a list of open-ended questions to ask them, and be ready to take notes and learn. After completing your listening tour, make a list of themes and share those with the team.

TRAP 5:

Go it alone. At first you may not know who to go to for help. You may not want to look indecisive by asking others for advice. And with the pressure to get work done fast, you may skip delegating work to others, inadvertently signaling that you don't trust them. This creates tension with your people, and you may also miss out on valuable knowledge others have to share.

To increase your chance of success in your first quarter, create a support team to help you learn about the organization and its culture. Partner with your support team to make a 90-day plan. Your support team should be able to help you with understanding how things are done here, how key messages are communicated, and who it's important to talk to. Typical roles in a support team are those of chief of staff, executive assistant, communications manager, technical assistant, and at least one of your direct reports. Lastly, also seek out a different type of support team member: find out who has the pulse of the organization's culture. Ask them if they'd be willing to be your informal cultural translator - they can help set context, explain what really took place during a puzzling interaction, or give you feedback when you have a cultural misstep.

Your long list of accomplishments got you hired into a new organization. But once you're inside, the very things people were attracted to may no longer hold as much appeal. Increase your odds of success by watching out for common traps and taking the time to learn about your new organization and its people before you act.

<https://hbr.org/2017/05/the-biggest-mistakes-new-executives-make>

ON THE SPIRITUAL PATH, THERE IS NO "BEST"

There is no such thing as "the best". The biggest mistake people make is that they want to choose that which is the best. Whether it is your career, marriage, spiritual choices, ultimate choices - there is no best thing to do in your life. If you put your everything into what you choose to do, it becomes a great thing. You should have something great going, not the best, because the best is in comparison with something else. Right now, I am feeling great, not because this is the best day or the best place in the universe. There is no such thing. But if you put yourself into it, it is a great place.

Drop this idea of choosing the best thing or finding the best person for you in your life. There is no such person in the universe. The moment you compare and ask if this is the best one, or if something else would be better, you will always be confused. Even when you are being buried, you will wonder if you are in the best coffin. What if you wanted a mahogany coffin but they chose something else? Even there, you will twist and turn, because you have lived life in comparison.

When it comes to the spiritual process, you have to decide if you want to go with your judgment, or if you think it is better to leave it to me. If you place it in my hands, I take care of the decision as to what works best for you right now. If you choose, you will choose what is most comfortable for you. It may not necessarily produce results, or it may be an unnecessarily long route. I am not interested in your comfort. I want you to get there, because your time and energy are limited. If you do not put it on an express mode, you will wander around and get lost.

But I will tell you what will work best for you only if you leave the decision to me. Otherwise, I will never impose my judgment on anyone and tell them what they should do in their lives. Only if you are one hundred percent sure that even if I ask you to go to hell, you will, and at the same time, you have the trust that I definitely do not want you to go to hell, will I make the decision for you. But if there is a possibility that halfway down, you start having doubts, I will not take up the decision.

If you prefer wandering around, that is up to you. I am not someone who is planning lifetimes. I want things to happen to people in this life. If you are thinking about making it in many lifetimes, there are ways to evolve slowly. There is nothing wrong with that, but I am not that patient, because this is my final round - that is for sure.

http://isha.sadhguru.org/yoga/yoga_articles_spirituality/spiritual-path-no-best/



Learning from the Life of Legends

IMA had organized an evening talk on Learning from life of legends 'Alexander the Great' on Friday, June 02, 2017 at IMA Meeting Room. Speaker for this session was Mr. Virendra Goel, Founder of Deepak Woolens and Former Director IMA.



Mind your language

IMA had organized Mind Your Language on the topic 'Communication Strengthens' on Friday, June 23, 2017 at SBI Auditorium, Indore. Speaker for this session was Ms. Abha Anand, Educationalist.



Readers Clique

IMA had organized a book review on the book 'Veronika Decides to Die' on Thursday, June 8, 2017 at IMA Meeting Room, Narrator for this session was Ms. Rewa Nandedkar, Entrepreneur.



Training@Doorstep

IMA had organized Training@doorstep workshop on the topic 'Assertive Skills For Managers and Supervisors' on Friday, 23 June, 2017 at Piramal Enterprises Ltd. Pithampur. Trainer for workshop was Mr. Amber S. Arondekar, Corporate Trainer.



A Rendezvous-An Exclusive CEOs Meet

IMA had organized A Rendezvous - An Exclusive CEOs Meet with Mr. Rakesh Biyani, Joint MD - Future Group, on Saturday, June 17, 2017 at Brilliant Convention Centre.



Exclusive workshop on GST

Indore Management Association (IMA) & Bombay Chartered Accountants' Society (BCAS) had jointly organized Exclusive Workshop on GST on Saturday, 24 June 2017 at Brilliant Convention Center, Indore.

Speakers for this workshop were CA Rajat Talati (Senior Partner - Indirect Tax at M/S Talati & Co Mumbai) and CA Deepak Thakkar (Senior Partner PHD & Associates, Mumbai)



USP Series Workshop

IMA had organized Develop Your USP (Series) Workshop on 'What is not taught in B- Schools' on Thursday, June 29, 2017 at Hotel Best Western, Indore. Speaker for this workshop was Mr. Akhilesh Sengar (HR Vertical Head - Idea).

IMA ACTIVITIES



Learning from the Life of Legends

IMA had organized Learning from Life of legends on 'J.R.D.Tata' on Tuesday, July 04, 2017 at IMA Meeting Room. Speaker for the session was Mr. Abhishek Sanghvi, Co-Founder, Swan Finance Ltd.



Evolution For Excellence

IMA had organized Evolution for Excellence workshop on 'Employment Law: Avoiding Legal Pitfalls' on Saturday 15, July, 2017 at Best Western Hotel, Indore. Faculty for this workshop was Advocate Girish Patwardhan, Labour Law Expert.



Mind Your Etiquettes

IMA had organized Mind Your Etiquettes on the topic 'Corporate Etiquettes' on Wednesday, July 19, 2017. Faculty for this session was Ms.Gul Parvez, Corporate Trainer.



IMA Student Chapter

IMA - Student Chapter had organised CEO Talk on Friday, July 21, 2017 at International Institute of Professional Studies (IIPS), DAVV Indore on the topic 'Dare to Dream' and the speaker for the session was Mr. Rajiv Shah, CEO, GIC Consultant Abu Dhabi.

IMA ACTIVITIES



Rendezvous - An Exclusive CEOs Meet

Indore Management Association organised its prestigious Rendezvous - An Exclusive CEOs Meet with Mr. Montek Singh Ahluwalia on Wednesday, July 26, 2017 on the topic 'Challenges Facing the Indian Economy' at Radisson Blu Hotel, Indore.

HOW TO DEAL WITH DESTRUCTIVE CRITICISM?



Once you are active in the world, people will throw all kinds of things at you. What life throws at you is determined by so many forces, but what you make out of it is one hundred percent up to you. Human beings have risen above the most impossible situations. Think of someone like Nelson Mandela. What he had been put through would have broken most people. From that, he came out as a gentle power, a kind of power that arises from not being identified with anything.

What life throws at you is determined by so many forces, but what you make out of it is one hundred percent up to you.

How to deal with critics and negative forces? It takes Asatoma Sadgamaya - to constantly move towards truth, towards what works. There will always be some who will try to throw a spanner in the works. Over the last twenty-seven years, some vicious defamation campaigns have been run against us. Though certain forces were determined to undermine our efforts, we have made Isha into a major movement, on all levels. Negative forces have to be dealt with in an appropriate manner. There is no point being philosophical about it. But unfortunately, too much philosophy has percolated into people's minds, not enough sense.

Even high-ranking law enforcement officers have told me, "Sadhguru, to all great beings, this has happened. You know what Rama and Krishna went through. You will anyway go beyond that." I said, "I didn't talk to the law enforcement to tell me about what Rama, Krishna, or Jesus went through. Do you want that to be the precedent?" Unfortunately, well-intentioned people are wrapped up in their philosophies. Ill-intentioned people are action-oriented. This is what we need to change in the country - well-intentioned people must become action-oriented. Ill-intentioned people, we must wrap them up in their own negativity.

If we want the nation to move forward, all of us must do

what works. There is too much activism, too little activity in this country. As a hangover from the pre-independence era, we are still honoring people who stop the nation from functioning. Rasta roko, rail roko, hartal, bandh may have been an appropriate means during the freedom struggle against our occupiers. But what sense does it make to lock down our own nation today? Bringing a nation to a halt is one kind of talent. Making a nation happen is a different kind of talent. If at any time, someone organized disruption in this country, there should be no chance for them to become a leader. These are elements who invest in other people's problems. This must go. There is work to be done in the country.

If you want to have deep insights into life, no one's opinion about you should mean anything to you.

If we can get people who hold key positions to change their mindsets, many things will change in the country. This includes bureaucratic leaders, business leaders, social leaders, and leaders in other areas. We have already touched about half of these people. They are making a quiet change, wherever they are. India has changed a lot in the last twelve years. This evolution happens quietly. If individuals make a fundamental change in the way they perceive, understand, and experience life, society will change. Let's say you are interacting with a minimum of ten people every day. Whenever you meet someone, you can either leave a positive impact on them or a negative one, or you can just let them pass by.

Every time you have someone in front of you, you must see how to positively impact them. If you can make them smile a little more, you made a positive impact. This is the least you can do. Whether you know the person or not, whether it is a stranger or someone from an enemy country, can you genuinely smile at them? I'm not talking about forcing a smile. If you keep smiling every day without joy in your heart, it will kill you. If there is joy in your heart, you will naturally have a smile on your face. If you think what you are doing is important, the first thing is to work upon yourself. Why don't you take stock of your life every month? Have you been a little better human being this month than you were last month? Have you become a little more joyful?

Criticism will anyway come. If you listen to praise, if you enjoy accolades, inevitably you will suffer criticism. If you want to have deep insights into life, no one's opinion about you should mean anything to you. About work and activity, you can listen to other people's opinions. About who you are and what you are committed to, you should not attach value to anyone's opinion. To get to this place takes a certain amount of inner work. Most people are a product of other people's opinions. If people keep telling you how good and wonderful you are, you will be floating on cloud nine. If people tell you otherwise, you will crash - cloud-burst.

If who you are is clearly established within yourself, then it won't matter what people say.

Living in society, you cannot shake off criticism just like that. Becoming insensitive is not the answer - it is only avoidance. If you want a true answer, you need to work upon yourself. An inner dimension has to evolve that does not depend upon what is happening around you. If who you are is clearly established within yourself, then it won't matter what people say. Some people say you are great, some people say you are horrible; some people say what you are doing is fantastic, some people say it's no good - it's okay. I don't have time to look in the rearview mirror - my eyes are always on the road. In the rearview mirror, someone may be gesticulating angrily, someone may be praising you - it doesn't matter.

This is not the time to enjoy successes or suffer failures. This is the time to put everything we have into creating the best possible results. That's all human life is about - to strive for what truly matters. What happens or doesn't happen is subject to various factors. But if you do not strive for what you truly care for, it is a wasted life. Before the drama starts, it is already a tragedy. So many issues arise just because people are not doing what they care for. If you are striving to create what you really care for, neither praise nor criticism will matter. If you can deal with situations without being affected by them, if the situations don't decide who you are but you decide how the situations should be - that's what I call success. That's what I think you should strive for in life.

Source: <http://isha.sadhguru.org/blog/sadhguru/spot/how-to-deal-with-destructive-criticism/>

If we want the nation to move forward, all of us must do what works. There is too much activism, too little activity in this country. As a hangover from the pre-independence era, we are still honoring people who stop the nation from functioning. Rasta roko, rail roko, hartal, bandh may have been an appropriate means during the freedom struggle against our occupiers.

LIFE IS UNCERTAIN, BUT UNCERTAINTY IS FREEDOM



Life is uncertain, but that uncertainty is not to be shunned. In an op-ed for the Economic Times newspaper, Sadhguru looks at how uncertainty is not to be shunned. When you walk into new terrain, there is uncertainty, but also many possibilities.

Nothing in the outside world is certain, that's a fact. It's uncertain and that's what makes it challenging. Uncertainty means things are changing; in other words there is no limbo. If you are walking fast, every step is new terrain. This new terrain is what you are calling "uncertainty" right now.

UNCERTAINTY MEANS POSSIBILITIES IN LIFE

For those seeking opportunity, uncertainty is the best time. Those who have a vision will make it a possibility; those who don't, will look at it as a problem. But, because you are in a constant state of compulsive reaction in your mind, you are seeking certainty.

Certainty is a state of limbo. If there is certainty there is status quo, isn't it? Status quo in a business, political or social situation means nothing changes; nothing evolves. By seeking certainty, ultimately, you are pitching for stagnation. If things are stagnant, you will get bored. If things are happening rapidly, then you don't have the balance to handle it. So, the problem is not with uncertainty; the problem is your interiority has become uncertain. If we have to fix the whole world for you to be peaceful, that's never going to happen. What we have to do instead is fix your interiority. What do we mean by that? It means, if your interiority is not compulsive, you will handle every situation to the best of your ability. Maybe you can't handle it like someone else, but you will handle it to the best of your ability, that's about it. You won't suffer every situation you come across simply because you are in a compulsive state of reaction.

FREEDOM FROM CERTAINTY & UNCERTAINTY

Interiority is a dimension by itself. It cannot be crafted according to external situations - "there is certainty in life right now, so I will have one kind of interiority." "Now there is uncertainty, so I will have another kind of interiority." "When people around me are sweet, I'll have one kind of interiority. When people are nasty, I will have another kind of interiority." It doesn't work that way. It is not something you determine; it is something that is. So, how to keep it? Well, there is no way to keep it. If it is conscious, it won't be compulsive.

You came here without any investment. And you will leave without any capital in your hand. Whatever happens in-between, you are anyway on the profit side, because all that you have is the experience of life. The important thing is how you experience it. So, if your interiority is in a non-compulsive, conscious state, then you determine your experience. With situations, you determine only part of them, the world determines a part of them. But how you experience life is one hundred percent in your hands.

THE FORMULA FOR BLISSFUL CHEMISTRY WITHIN

If you think your work is important, the first thing you should do is work upon yourself, so that internally you are a stable being, no matter what the situation is externally. When you are running a large business or enterprise, it's not just about you. Often, there are another thousand people

involved with you. So how you handle a situation not only impacts your life, but another thousand lives. Once you grow, the challenges will naturally grow; there's no question about it. But if you want to get into a jockey's place where you want to handle the horse, if you want to handle a situation, no matter how large, the first thing you have to do is equip yourself. I can teach you a way with which you can create a stable and blissful chemistry within yourself, your ability to deal with all the variety of ups and downs in life can be greatly, greatly enhanced. How? With yoga.

Yoga gives you this possibility that if you simply sit here, there is a little space between you and your body, there is a little space between you and your mind, and there is a little space between you and the world. Once you create this space within you, once you know what is you and what isn't, that is the end of suffering. When there is no fear of suffering, you will be able to look at everything with utmost clarity and address every issue to the best of your intelligence and capability. Situations will never overwhelm you.

When I say yoga, I don't mean yoga in a studio in Mumbai or LA or on television. Yoga has to be approached in a comprehensive way. Yoga offers a systematic way of working upon your interiority by showing you 112 ways in which you can address your immediate and ultimate wellbeing. It is an entire science and technology. If you invest 30-40 minutes a day, we can ensure that in terms of vitality in your body and mind, you will be at least 10 years younger in the next six months. And your ability to create and manage things will be such that what you can do right now in 8 hours, you will very easily do it in 4-5 hours. If you are sleeping 8 hours a day, very easily you can bring it down to 5-6 hours a day without stressing the body. So, 40 minutes of investment will give you extra time, extra clarity, extra possibility, and definitely extra money!

In other words, yoga is the technology that lets you read the user's manual of the most sophisticated gadget - the human mechanism. If you know how to handle the human mechanism, then what about external situations? Well, some you can handle, some you can't. But as long as you know how to handle yourself, it is not really a problem. It may be a challenge, but it's not a problem. There are only situations and situations and situations in life. Only those who don't know how to handle them label them as a "problem."

YOU NEED CLARITY NOT CERTAINTY IN LIFE

Don't think in terms of how to turn everything into something else. Learn how to see everything for what it is. For this you need clarity. If you need clarity, you need an unclouded and unprejudiced mind, a mind which is not in a state of confusion, but in the lap of consciousness. That mind will see everything as it is. Once it is like this, if you want to turn everything into an opportunity it's up to you, or you can enjoy it as it is. The greatest possibilities in life are its uncertainties.

<http://isha.sadhguru.org/blog/lifestyle/success/life-uncertain-uncertainty-freedom/>



THESE ARE THE BENEFITS OF BEING YOUR OWN BOSS

For 35 years, I've been my own boss. Recently, I reflected on how I got started. My dad taught me the foundations of entrepreneurship: hard work, character, and resourcefulness. As a union construction worker, he woke at 4 a.m. every day and headed for New York City to brave the elements outside. Whether it was a bitterly cold winter morning or a stiflingly hot summer afternoon, he showed up no matter what. No excuses.

He often got laid off when the New York economy was bad. But responsible for feeding a family of five, he always found a way through, taking any available jobs to provide for his family. Observing this emotional toil crystallized something for me: I couldn't leave my fate in someone else's hands and live someone else's dream.

So, for the last 35 years, I've called the shots at my own landscape company. It hasn't all been rosy: lots of ups and downs with many small, annoying problems. But I wouldn't trade being an entrepreneur for anything else. Here's why:

ONE

It builds character. You decide your destiny. If you fail, it's your fault. So, you toughen up quickly. You're the leader of your family. You learn to act like the general and never show panic, no matter how bad the finances get. Your family and employees need a calm captain to guide the ship.

TWO

You'll do whatever it takes to provide for your family, even in lean times. When 2008 hit, I couldn't even sell a flower to a client. People weren't paying for landscaping, my house was in foreclosure, and my car got repossessed in the middle of the night. I owed Amex \$80,000. Even my electricity got cut. But I never gave up. I refused to lose my house where my family was living. So, I cashed bags of coins at the grocery store to buy food. I even went to work for someone else for a year to keep the lights on. It

took seven years, but I paid off all of my debt and brought the company back to affluence.

THREE

You have freedom. I have two sons and attend all of their sports games. I don't need to ask permission to clock out early. My time doesn't get hijacked by pointless meetings. I have the freedom to attend any event I want, even if I have to work seven days a week to catch up.

FOUR

Obviously, you're the boss. Luckily, this responsibility is congruent with my personality. This life isn't for everyone. Maybe you need the certainty of a steady paycheck—there's absolutely nothing wrong with that. But I have the personality of a wild stallion. I can't be caged within the parameters of a job description. I can't clock in at 9 and pretend to be someone else until 5. It's not even about the money. It's about the hunt, the hustle, and the love of the sport—resolving big problems and closing monster deals. For me, nothing else tests my potential as much.

In summary, it seems like everyone loves to use the phrase, "I'm an entrepreneur." I suggest getting a "real job"—manual labor, not deskwork—for at least one year to prepare you for the battles ahead. On my first job as a laborer, I would say, "This sucks" every day while carrying lumber and concrete in the freezing cold, desert heat, gale force winds, or hard rain. But these experiences chiseled in me a foundation of resilience to withstand the pressure cooker of business.

<https://www.weforum.org/agenda/2017/06/these-are-the-benefits-of-being-your-own-boss>

In summary, it seems like everyone loves to use the phrase, "I'm an entrepreneur." I suggest getting a "real job"—manual labor, not deskwork—for at least one year to prepare you for the battles ahead. On my first job as a laborer, I would say, "This sucks" every day while carrying lumber and concrete in the freezing cold, desert heat, gale force winds, or hard rain.



HANDLE YOUR STRESS BETTER BY KNOWING WHAT CAUSES IT

No matter how brave, hardworking, and intelligent you may be, there comes a time when stress becomes overwhelming and you get triggered. Triggers are those things that cause you to have a knee-jerk reaction that may or may not be the best response to a given situation.

When you are triggered, the emotional part of your brain takes over. You are flooded with adrenaline and cortisol, the same neurotransmitters and hormones that have evolutionarily protected us from threats like bear attacks (freeze, fight, or flight). Your logical brain temporarily shuts down, and you lose the ability to solve problems, make decisions, and think rationally.

When this happens, you have been emotionally hijacked, and it is difficult to see things as they really are. You go into protection mode, and until the perceived threat or trigger has dissipated, you will remain there. Over time these reactions can lead to acute anxiety, depression, irritability, fatigue, and other health problems from heart disease to lowered immune response.

Work-related stress has gotten a lot of attention lately. Recent studies estimate that in the United States alone it is costing the economy over \$300 billion a year. And given the fact that workplace stress is blamed for 120,000 deaths per year, how we deal with it can literally be a matter of life and death - and a huge determining factor in our health, happiness, and productivity.

Stress is ubiquitous and inevitable, but we all react to difficult circumstances differently. How we manage stressful situations plays a huge role in determining how resilient we are. To better manage stress, start by asking how you respond when you are under pressure:

- How does stress affect you physically (e.g., tightness in your chest, sweating, knots in your stomach, headaches, etc.)?
- How does stress affect you psychologically or emotionally (e.g., feeling out of control)?
- How do you de-stress (e.g., laughing, meditating, practicing yoga, reading, etc.)?

Identifying your triggers is a key component in improving your emotional intelligence and resilience. Emotional intelligence is the ability to understand your mood and emotions, to be aware of the moods and emotions of others and to use this awareness to guide your behavior. Emotional intelligence determines how you interact with others, maintain relationships, stay motivated, make decisions, manage your emotions, influence others, and much more. The stronger your emotions, the more likely they are to dictate your behavior.

As the mother of a special needs child with severe behavioral and emotional challenges, I get triggered regularly, and I have had to learn how to proactively manage my stress response. This starts with being aware of my emotions.

If you pay attention to the times when you experience stress, overwhelming emotions, and frustration, you'll

begin to notice a pattern; there is usually someone or something or that triggers a stress response.

For example, take your typical workday, which is probably filled with meetings, deadlines, and other stressors. Imagine that a colleague embarrasses you in front of your manager and peers, sharing that you missed an important deadline. Your shoulders get tense, your palms get sweaty, and your stomach tightens. You have just been triggered, in this case by a feeling of embarrassment. If you're not careful, you can unknowingly think and behave in ways that impact your relationships and other experiences throughout the rest of the day.

Some common sources of stress we are all familiar with include:

- Work
- Children
- Finances
- Relationships
- Illness
- Over committing
- Loneliness
- Family dynamics
- Lack of work-life balance
- Uncertainty

The good news is, once you are aware of your triggers, you can manage how you choose to react to them. The following questions are helpful in identifying your triggers:

- It makes me angry when _____.
- I become overwhelmed when _____.
- I feel offended when _____.
- " I think it's rude to _____.
- At work I wish people would _____.
- It makes me crazy when _____.
- I get irritated when I come to work and _____.

In social psychology, fundamental attribution error refers to our tendency to judge others by their behavior and assign it to their character, but to judge ourselves based on our intent. Essentially, we make assumptions about people's motives and blame them for their actions. When they exhibit a behavior we don't like, we label it as a character flaw. What we don't realize is that in making these judgments about others, we increase our own levels of stress.

So, the next time someone says or does something that activates your stress triggers, practice acknowledging and understanding your emotions. Assume positive intent and look for the most hopeful interpretation of their behavior. Think about that example of a colleague pointing out that you missed a deadline. What if you interpreted the situation a bit differently? What if you assume that they were asked to give a status update and had no intention of embarrassing you? Yes, they could have approached it differently, but we're all human, and we all make mistakes.

When you focus your intentions on the most positive interpretation of a person or situation, you begin to see things differently. Not only does it reduce your stress levels but you will also be surprised at how much more optimistic you feel. You will be on your way to being happier, more productive, and more resilient.

To put this practice into action, start by identifying one situation that is challenging your emotional intelligence, and then ask yourself:

- How is it impacting me physically, emotionally, and psychologically?
- What triggers these feelings and emotions?
- What action can I take to manage the situation and my emotional response more effectively?

Resilience is a set of skills that can be practiced and honed. While there is no shortage of stress in our lives, proactively managing your triggers will put you back in control. You will find that you are triggered less often and your responses are more manageable. By practicing these skills, you will not only reduce your levels of stress but also build emotional intelligence, grit, and resilience.

<https://hbr.org/2017/06/handle-your-stress-better-by-knowing-what-causes-it>

So, the next time someone says or does something that activates your stress triggers, practice acknowledging and understanding your emotions. Assume positive intent and look for the most hopeful interpretation of their behavior. Think about that example of a colleague pointing out that you missed a deadline.



How to be a Google Power User

Search engines are the backbone of everyday internet use, but are you aware of the hidden tips and tricks available to improve your search?

Here are some pointers that'll save you Googling how to Google'

Search operators

Here's how to get the most out of your everyday Google searches.

Search exact phrases

"Search" If you are looking for an exact phrase, use quotation marks.

let them eat cake

Exclude a word

Add a hyphen before a word to exclude a search term. This is useful if you are searching for a word with several meanings.

- search

inception -movie

Search within a site

site: Get results from certain domains.

recipes site:theguardian.com

Search similar

Find sites with similar content to a URL you already know.

related:

related:visually

Search for words in text

allintext: find pages where the all terms appear in the text.

allintext: holidays hot bargain

Find pages where the one term appears in the text and other terms appear elsewhere in the

intext:

john lennon intext:liverpool

Search exact phrases

allintitle: Find pages whose title contains all words in the search

allintitle: the big lebowski review

Find pages whose title contains a particular word in the title with other terms appearing elsewhere in the document (e.g in the text or URL)

intitle:

flu shot intitle:help

Search for words in URL

allinurl: Find pages with the search query mentioned in the URL

allinurl: bbc news

Find news related to a particular location

Use this on Google News to find stories coming from a particular location.

location:

prince george location:auckland

Search for a particular filetype

filetype:suffix Google will restrict results to pages that end in suffix.

annual report 2014 filetype:pdf

Search for a number range

Separate numbers by two periods to see results that contain numbers in the given range.

dslr \$300..\$500

Blank

An asterisk works as a wildcard and helps you find the missing word in a phrase.

there is a *that never goes*

Either word

If you want to find pages with one of several words, use a capitalized OR. Without OR, results would show pages that include all the terms.

OR

olympics 2012 OR 2016

Aside from the examples above, Google doesn't usually recognize punctuation and grammar. However, punctuation and symbols that do work in google search include:



+ when searching for things such as blood type.



@ when searching for social tags.



& when searching for strongly connected ideas and phrases.



% when searching for percent values.



\$ when searching for prices.



when searching for trending topics that use hashtags.



- when searching for words that are strongly connected.

Google Search Features

Weather weather<city> weather brooklyn	Stock Quotes Stock Quotes APPL	Current Time time <city> time melbourne
Sport Scores <team name> manchester united	Calculator <equation> 91x4	Sunrise & Sunset Times sunset<city> sunset honolulu
Conversions <amount+unit1> to <unit 2> 10 miles to km	Dictionary define <term> define jingoism	Translations translate <word> to <language> translate pomme to english
IP address IP address will give your public IP address	Flight Statuses <flight number> BA 117	Package Tracking <tracking number> 1Z5615280351136446
Film Showings movie<postcode> movies M11F7		

And besides using search terms, Google also offers you a host of other ways to search.



Google Search Tricks

A useful app for enhancing your google searches and getting most from the search engine

Google Images

lets you to search for images related to a particular word or phrase. You can also upload or link to an image to find more about it, similar images.



Google Goggles

lets you search the Web using your mobile phone's cameras instead of words. Simply take a picture of the item you want to search for, and look at the results.

Google Trends

lets you explore trending search topics on Google and see what other people are searching for.



Google Books


lets you search and preview books from millions of publishers around the world

Google Scholar

And for those who just want to have a bit of fun, try some of these search terms in Google:



And for those who just want to have a bit of fun, try some of these search terms in Google:



do a barrel roll |



askew |



the loneliest number |



google in 1998 |



Google sphere |
google sphere (and click "I'm feeling lucky")



Atari breakout |
(in Google Image search)

For most, Google is already an incredibly useful resource, but by following these tricks and tips, you can transform it into your most valuable research tool.

Sources

- Search Operators - support.google.com
- All tips and tricks - google.com
- What did the world search for in 2013? - google.co.uk
- Search features - google.com
- Google Developers - code.google.com
- GoogleGuide: making searching even easier - googleguide.com

5 BAD WRITING HABITS YOU CAN BREAK TODAY

1 Avoid Filler Words

Grammar expletives are literally constructions that begin with the words **it**, **here**, or **there** followed by a form of the verb **to be**.

Common construction

it is, it was, it won't, it takes, here is, there is, there will be

Problem:

When **it**, **here**, and **there** refer to nouns later in sentence or - worse - to something unnamed, they weaken your writing by shifting emphasis away from the true drivers of your sentences. And they usually require other support words such as **who**, **that**, and **when**, which further dilute your writing.

Example:

There are some bloggers who seem to have...

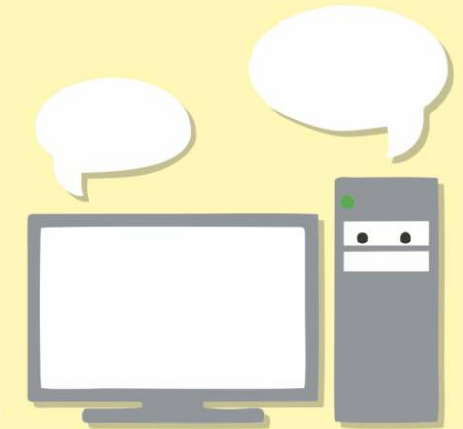
The **there are** expletive places the sentence's focus on some nebulous thing called **there** instead of the true focus of the sentence - some bloggers. And the writer must then use another unnecessary word - **who** - that's three unnecessary words in one unfocused sentence.

Tip:

Use your word processor's find functionality and search for **there**, **here** and **it** and determine if you've used an expletive.

Before-and-after examples:

It's fun to edit	Editing is fun	✓
There are many people who write	Many people write	✓
Here are some things to consider:	Some things to consider are:	✓



2 Avoid Weak Words

Not only does **to be** conspire **with it**, **there** and **here** to create nasty grammar expletives, but it's also responsible for its own class of sentence impairing constructions

Certain uses of **to be** in its various forms weaken words that follow.

The solution is to replace these lightweights with more powerful alternatives.

Before-and-after examples:

She is blogging	she blogs	✓
People are in love with him	People love him	✓
He is aware that people love him	He knows people love him	✓



Use visceral verbs or verbs that express some action:

Give out	Offer
Make it clever	Clarify
He went to Mexico	He traveled to Mexico

3 Avoid Weak Adjectives

Use the best adjectives possible when describing nouns and pronouns. And, be mindful that certain words like **really** are **very** usually precede weak adjectives.

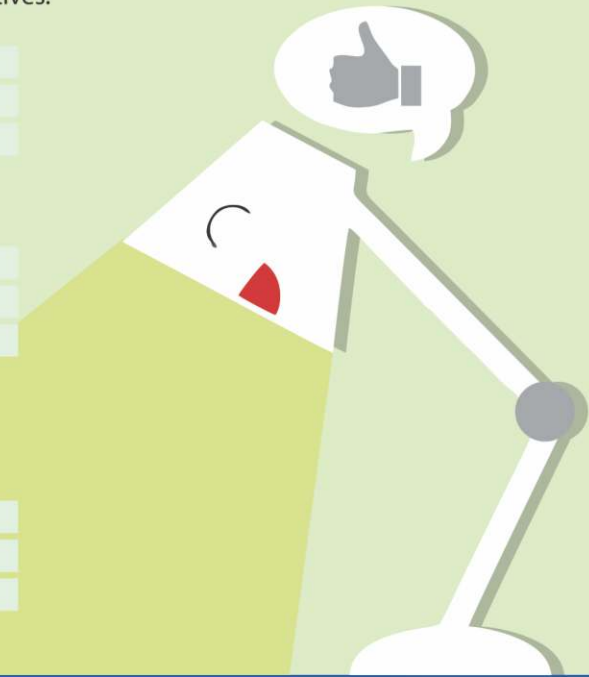
Really bad	Terrible
Really good	Great
Very beautiful	Gorgeous

You can often give your writing more impact by using stronger alternatives:

Dirty	Filthy
Tired	Exhausted
Scared	Terrified

Even worse than using weak adjectives is using weak adjectives to tell your readers what something **isn't** as opposed to telling them what something **is**:

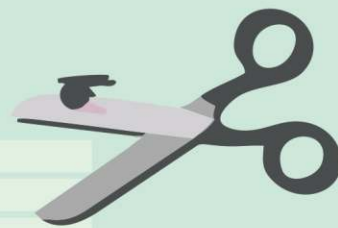
It's not that good	It's terrible
He's not a bore	He's Hilarious
He's not very smart	He's ignorant



4 Avoid Verbose Colloquialisms

Say what you mean as concisely as possible before your readers vanish:

But the fact of the matter is	But
Editing is absolutely essential	Editing is essential
Due to the fact that editing takes time	Because editing takes time
Every single person should love editing	Every person should love editing

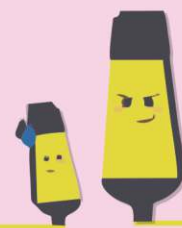


5 Avoid Nominalization

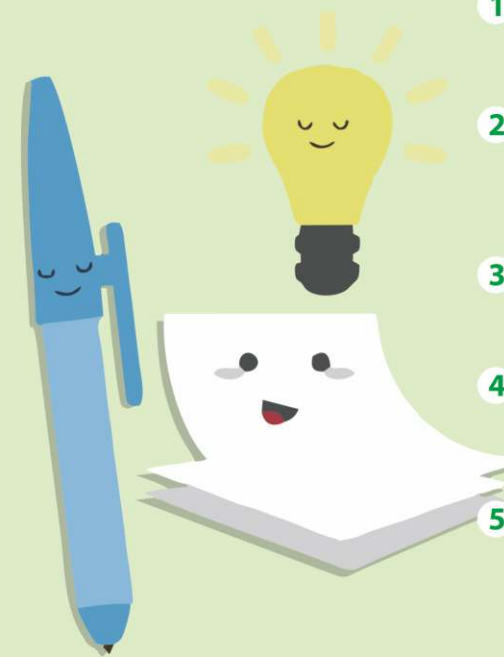
Nominalization occurs when a writer uses a weak noun equivalent when a stronger verb or adjective replacement is available.

Before-and-after examples:

Give your post a proofread	Proofread your post (verb form)
Alcohol is the cause of hangovers	Alcohol causes hangovers (verb form)
He shows signs of carelessness	He is careless (adjective form)
She has a high level of intensity	She is intense (adjective form)



Tips



- Remember that less is more.**
You can help to eliminate wordiness by writing in active tense, as opposed to passive tense.
- Keep slang usage to a minimum.**
If you do not like writing formally on AIM or MSN, then limit yourself to using only proper styles. That is, leave out capitalization/punctuation.
- Your writing will sound stronger if you remove adverbial phrases** and replace them with more meaningful words.
- Limit your use of "absolute" terms, such as "everyone," "always," "never."** Unless you are relaying an indisputable fact, these highly opinionated words will weaken your writing.
- Try not to think of proper writing as strictly "academic."**
It eliminates the risk of "slipping out" bad habits in situations where it is critical to convey properness, such as writing a college essay, or a job resume.
- Expand your vocabulary!**
Mastering new verbs can allow you to bring color to a paper by eliminating the need to employ the same words over and over again.
- Read!**
Reading will not only help to improve your vocabulary, but it will also help you to distinguish between formal and informal writing.
- Use a thesaurus**
If you find that you are using a particular word too often, you might replace it with another term.

Proofread



You may proofread online here:
[grammarcheck.net/editor](https://www.grammarcheck.net/editor)

Warning:

No matter how evolved technology is, you can't beat the eye of a human proofreader. You may make mistakes if you avoid a final proofread of your work. We therefore recommend that you manually proofread of your work, even after using our online grammar checker.



References:
<https://smartblogger.com/editing-tips>
www.anthoniche.com/media/pdfs/avoiding_colloquial_writing.pdf

30 FILLER WORDS



YOU CAN CUT OUT OF YOUR WRITING



1 "that"

Most of the time, you can delete "that" and the sentence will still have the same meaning, but it'll be tighter.

Example: She swore that it would never happen again.

Better: She swore it would never happen again.

2 "Just" 3 "Only" 4 "Really"

Once you eliminate them, your sentence will be more assertive and sound better

Example: She just didn't know what to do. **Better:** She didn't know what to do.

5 "Slightly" 6 "Almost" 7 "Seemed"

When something is "almost" or slightly it is boring! If something or someone "seems" like whatever, you're telling your readers there is a chance that they aren't

Example: above the clouds, the sun was almost blinding.

Better: Above the clouds, the sun was blinding

8 "Perhaps" 9 "Maybe" 10 "Simply" 11 "Somehow"

Natalie Goldberg, the author of *Writing Down the Ones*, says not to use modifiers, but to use clear, assertive statements to create more impact.

Example: She simply didn't know what to do.

Better: she didn't know what to do.

(Taking out "simply" makes the sentence stronger.)



12 "Absolutely" 13 "Basically" 14 "Actually"

If someone is absolute, basic, or actual, you don't have to add "absolutely", "basically" or 'Actually'

Example: She was absolutely sure the killer had run into the woods.

Better: She was sure the killer had run into the woods.

(This is just as absolute without 'absolutely'.)

15 Now

If you are talking about the past and present it is okay to use the word "now"

Example: Now stop it!

Better: Stop it!

(If "now" is at the beginning of a sentence, no comma comes after it.)



16 "Sort of"

17 "Kind of"

18 "A little"

When describing something, readers don't want "sort of" or "kind of". They want to be sure! And they don't want "a little". They want it all.

Example: Her cut sort of hurt

Better: her cut hurt



19 "Very"

If it occurs in a sentence you have written, try leaving it out and see whether the meaning is changed.

Example: The omens were very good.

Better: the omens were good.



In general be concise

Remove as many prepositions after verbs as possible.

- 20 meet with → meet
- 21 bought up → bought
- 22 sold off → sold
- 23 cutbacks → cuts
- 24 This time around → this time

You can present these as lists or in a table for quick comparison of what is a bad example and a better one. But be sure there are still supplementing images.

Certain words are often redundant.

- 25 Top politician → politician
- 26 Major speech → speech
- 27 Executive summary → summary
- 28 Role model → model
- 29 Safe haven → haven
- 30 Most especially → especially

GrammarCheck Check and improve your words online:

www.grammarcheck.net

MANAGEMENT TIPS FROM HARVARD BUSINESS REVIEW:

Self-discipline is hard. Try these three tips to make your work more efficient every day



GET THREE THINGS DONE BEFORE NOON:

Statistics show that the team ahead at halftime is more likely to win the game. Enjoy your lunch knowing that you accomplished at least three tasks in the morning.

SEQUENCE FOR SPEED:

Break projects into parts. Take on the longer pieces at the beginning and make sure each subsequent part is shorter. If you leave the longest parts for last, you are more likely to run out of steam before the end of the day.



TACKLE SIMILAR TASKS AT THE SAME TIME:

The mind thrives on repetition. You can build momentum by taking on similar projects at the same time.

PRETEND YOU HAVE WHAT YOU WANT:

Your mind is often your greatest tool, but as anyone who has been taken over by fear, frustration, or worry knows, it can also be your greatest enemy. Whether you're concerned that you don't have the respect of your peers or that a customer isn't calling you back because she's gone to a competitor, over thinking the issue only serves to compound the worry. Instead, pretend you have what you want. Act as if your peers respect you or as if the customer is loyal. These may be fantasies, but what you're worrying about may be as well. It's better to stop the worry and act confidently; chances are better that you'll get what you want.



PRIORITIZE VALUE OVER VOLUME:

Research has shown that multitasking results in mediocre outcomes. By putting too little attention on too many things, you fail to do anything well. However, the answer isn't single-tasking either. Single-tasking is far too slow to help you succeed in today's fast-paced world. Instead, identify the tasks that will create the most value and focus on those. By prioritizing value over volume and sharpening your focus on tasks that truly matter, you'll increase the quality of your work and, ultimately, the value you provide. What to do with all those tasks that didn't make the high-value list? Put them on a "do later" list. If they continually fail to make it to the high-value list, ask yourself: why do them at all?

SCHEDULE REGULAR MEETINGS WITH YOURSELF:

As we continue venturing into uncharted economic waters, how can you keep your job on track and deliver your best? Schedule a weekly meeting with yourself. That's right: no matter how busy you are, this is not a luxury. It's essential. Every week, take a quiet hour to reflect on recent critical events—conflicts, failures, opportunities you exploited, observations of others' behavior, feedback from others. Consider how you responded, what went well, what didn't, and what might be more effective in the future. Never cancel this meeting—it's crucial.



SHED YOUR EXCESSIVE "NEED TO BE YOU":

One of the worst habits a leader can have is excusing his behavior with claims like, "That's just the way I am!" Stop clinging to bad behaviors because you believe they are essential to who you are. Instead of insisting that you can't change, think about how these behaviors may be impeding the success of those around you. Don't think of these behaviors as character traits, but as possibilities for improvement. You'll be surprised how easily you can change when it helps you succeed.



FIRE YOURSELF:

Management shake-ups, though disruptive, can be good for a company. They bring in fresh perspectives and require that leaders take a hard look at their own performance. Do not wait for your company to get in trouble. Instead, fire yourself. Think about what you would do in your position if you were to start anew. What would you do differently if this were your first day on the job? Taking this step back can help you evaluate the strategies and approaches you are currently using, see things that are too difficult to see when you are entrenched, and re-energize yourself for the challenges ahead.

BE A BOTH/AND LEADER:

In today's tough economy, should leaders be dogged, analytic, and organized or should they be empathic, charismatic, and communicative? The answer is simple: they need all those traits. Rather than categorizing yourself as a certain type of leader, explore the nuances that a complex, fast-moving business environment requires. Leaders need to confidently deliver tough messages with analytics as evidence, but they also need to be sensitive to how people receive those messages. Most leadership traits are not an either/or choice, but rather complementary sides of effective management.



THE BATTLE IS ONGOING:

Denial, ego and hubris are all parts of human nature. They are like gravity. We don't defeat them. To move forward we must actively resist them every day.

Source: <http://time.com/2970193/the-top-7-management-tips-from-harvard-business-review/>



JUMP-START YOUR METABOLISM

When your metabolism is running like a well-oiled machine, your body is working for you. Not only can it make maintaining (or losing) weight a little easier, but maximizing your system's calorie-burning engine will also help you feel more energetic, active, and alive. To figure out how to get it to that happy place, incorporate these everyday eating and exercise habits into your regular routine.

DO MORE HEAVY LIFTING

It's so easy to glance at the "calories burned" figure on the cardio machine and then add more time to your workout to make the number higher. But if you want your metabolic furnace to burn hotter during the day, you're going to need to add muscle. "Muscle burns more calories than fat," says registered dietitian Alissa Rumsey, author of *Three Steps to a Healthier You*. She advises fitting in a total-body strength workout two to three times per week, using a weight that's heavy enough to make the 10th rep very difficult.

EAT PROTEIN IN THE MORNING AND AFTERNOON

You already know that cranking your metabolism means filling your dinner plate with quality protein (in the form of lean meats, eggs, fish, legumes, and yogurt). Thing is, it's easy to get that chicken breast or piece of salmon in at dinner. What's harder is remembering to eat a high-protein meal at breakfast and lunch, says Rumsey, when you're typically on the go and too rushed to do much more than grab a piece of fruit or carb-heavy sandwich.

Getting good protein in the a.m. and p.m. "will also help you maintain and build muscle as long as you consume it before and after regular weight training workouts," she says. Plus, research suggests that your body works harder to break down and process calories from protein than from fat or carbs, resulting in a slight bump in metabolism. And don't forget, protein promotes satiety. You'll feel fuller and burn more calories breaking it down. Double win.

DIAL BACK YOUR WORK STRESS

No one has to tell you that chronic stress is unhealthy. But stress at work is especially detrimental. One study of women with a history of mood disorders in the journal *Biological Psychiatry* found that those who experienced extra stress during the workday burned 104 fewer calories in response to a higher-fat meal compared to women who were not stressed. As the researchers discovered in a later study, stress can change the way your body metabolizes fats, even reducing the benefits of eating a healthy meal.

SNACK BEFORE BEDTIME

You heard that right—it's time to consider disregarding all those warnings about not eating after 8 p.m. "Conventional wisdom says that food you eat right before bed will sit in your stomach all night long, which will result in packing on the pounds," says registered dietitian

Cassie Bjork, author of *Why Am I Still Fat?*. Instead, the right bedtime snack "will actually boost your metabolism by keeping your blood-sugar levels stable, which allows your pancreas to secrete the fat-burning hormone glucagon," she says.

HIT THE SHEETS EARLY

Sleep may be the last thing on your to-do list, yet it deserves priority status, and here's one out of a million reasons why. Not getting enough rest has a disastrous effect on your metabolism, prompting you to misread your system's hunger cues and revving your appetite. As one study suggests, this appetite boost happens when your body calls for extra calories to fuel the additional time you're awake—and that leads you to overeat. The National Sleep Foundation recommends adults snag seven to nine hours of shut-eye per night. Give it a try tonight.

GET UP AND MOVE—RIGHT NOW

Maybe you put in your 45 minutes of daily heart-pumping exercise on the regular. But if you spend the rest of the day with your butt planted firmly in a chair, you're keeping your metabolism in stall, says Rumsey. "It's important to move as much as possible," she says, not just because movement burns calories but because it keeps your metabolism on high.

So make an effort to get up and stand at your desk, head outside to eat lunch and then taking a stroll, or walk or down the stairs when possible. Moving more during the day, even if you're just heading down the halls of your office or taking the long route to the parking lot where you left your car, will keep your metabolism running, she says.

STOP COUNTING CALORIES

"People often think that restricting calories boosts metabolism, but this does the complete opposite," says Bjork. Here's why: calories are the energy that fuels your body and helps your metabolism run efficiently. Take in too few, and you'll start to feel fatigued and hungry. Ensuring that you're filling up your plate with lean protein (like fish or meat), healthy fats (avocado, olive oil, almond butter), and lots of fruits and veggies will deliver high-quality, nutritionally dense calories to your body. That helps your metabolism run optimally, in turn burning calories rather than conserving them.

Source: <http://time.com/4797839/boost-metabolism-exercise-sleep/?xid=newsletter-health>