

# INDORE MANAGEMENT ASSOCIATION



## QUEST FOR LEADERS (QFL) & YOUNG MANAGER'S COMPETITION (YMC)

### Quest for Leaders Young Manager's Competition

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

These competitions provide a unique opportunity to young participants to test and demonstrate their knowledge, experience and professional expertise in the fields of leadership and creativity. These aim at developing innovativeness, oratory skill, team work and competitiveness in young managers.

#### Quest for Leaders

Activity	Deadline
Last Date of Registration	: November 25, 2016
Preliminary Rounds	: December 5th - 7th 2016
Final Competition	: December 16th, 2016
Registration Fee	: INR 2500 + Taxes

#### Young Managers Competition

Activity	Deadline
Last Date of Registration	: November 25, 2016
Preliminary Rounds	: December 8th - 10th 2016
Final Competition	: December 15th, 2016
Registration Fee	: INR 4500 + Taxes

Official Host for Finals QFL & YMC: The Daly College Business School

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# INDORE MANAGER

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## BUSINESS-THE NEW FRONTIERS

Our real challenge is not the proverbial fight between man and machine. It is the struggle With a technological discourse that discounts our ability to shape a better future.

LIVING BEYOND THE LIMITATIONS OF LOGIC

HOW TO TURN YOUR FAILURES INTO SUCCESS

WHAT IS COMPETITIVENESS?





## Editor's Message

Organizations are social entities, and thus they are constantly affected by the changes taking place in society. Every such change brings with it an opportunity or a threat; and which one it would turn out to be depends on an organization's preparedness to respond aptly towards it.

These changes can be at various levels - political, demographic, economic or technological; and thus the preparedness is also supposed to be done at multiple levels. This fact makes 'being proactive' a crucial step in management. After all, as they say "manager is not the one who tends to handle urgent things, but the one who doesn't let things become urgent".

In this issue of Indore Manager, we bring to you some important ideas pertaining to those new frontiers that have got opened for businesses. Those frontiers will challenge the wherewithal and prowess of managers and leaders; and these ideas would hopefully aid the beginnings of the all-important preparedness to respond to them.

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

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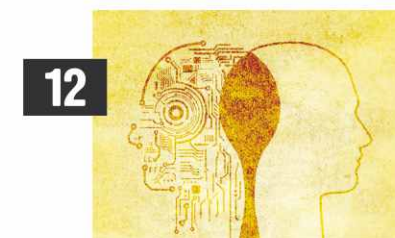
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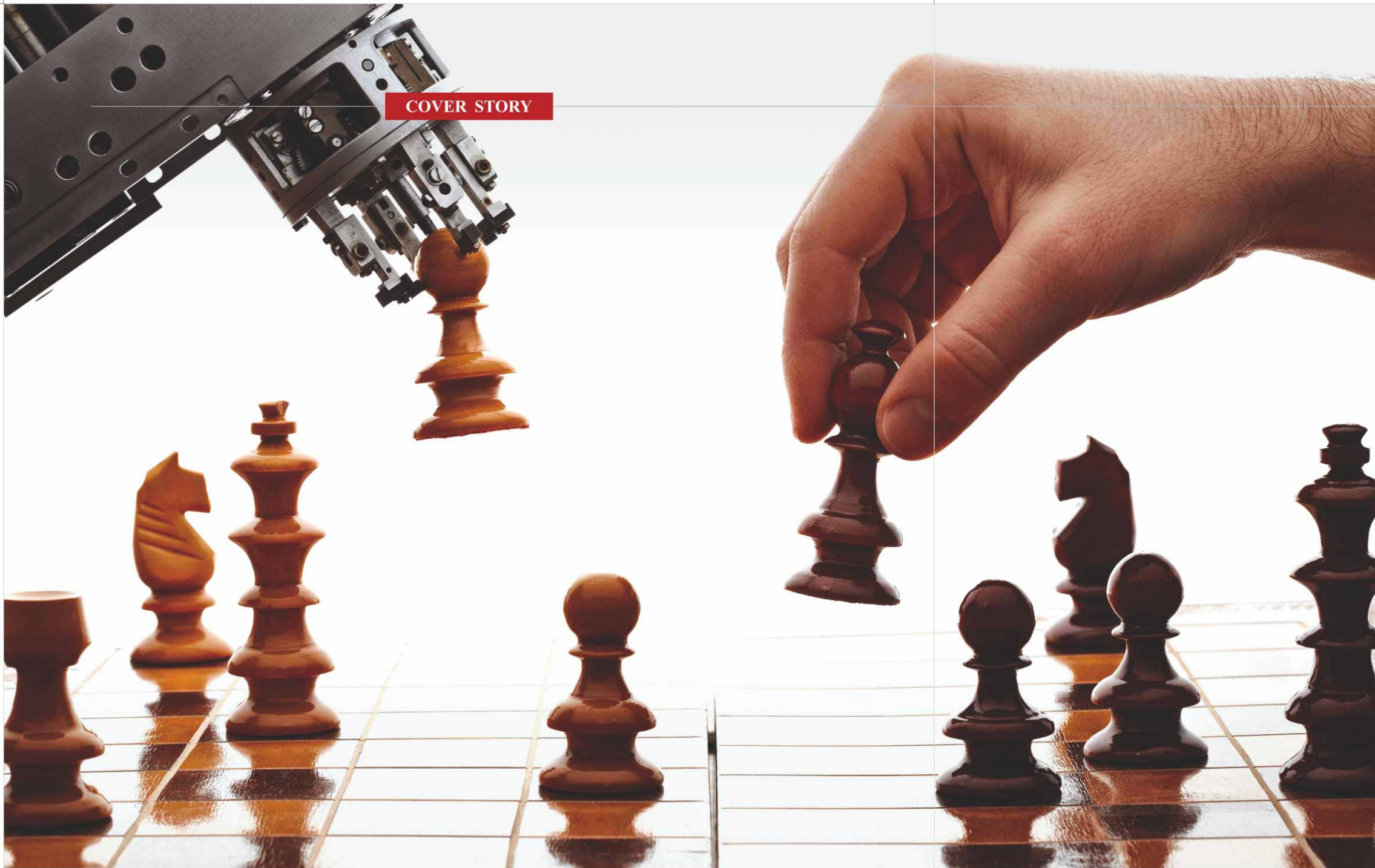
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## AUTOMATION STRIKES TEXTILES – RAYMOND WILL REPLACE 10,000 EMPLOYEES WITH ROBOTS.

91 year old Raymond, the iconic branded fabric and fashion retailer has embraced automation in a massive way, sending shock-waves across the legendary textile industry in India. In a landmark decision which will have a tsunami like effect across the industry, they have decided to replace 10,000 employees with robots.

This incredible transformation will be implemented across the next 3 years.

Clearly influenced by automation developments in countries like China and Europe, where robots are increasingly replacing human beings, Raymond has made this decision to cut costs, and increase efficiency.

There are 30,000 employees of Raymond, working in 16 manufacturing plants across India. By reducing 33% of its workforce, Raymond is sending a strong signal across various manufacturing verticals in the country.

Raymond CEO Sanjay Behl said, "Roughly 2,000 work in each plant. Through technological intervention we are looking to scale down the number of jobs to 20,000, through multiple initiatives in technology. One robot

could replace around 100 workers. While it is happening in China at present, it will also happen in India"

In China, Foxconn has already decided to replace 60,000 employees with robots, and the trend is now sweeping across all manufacturing niches.

We had predicted that textile industry in India may lose around 70 lakh jobs in the next few years. We couldn't predict the swiftness with which this turnaround will hit India.

When a company like Raymond, which is as old as the textile industry itself, controlling 60% of Indian textile manufacturing, adopts automation, then it means that the scare is real.

And automation is here is stay.

Move Over IT: Automation Will Impact Every Industry

As of now, the threat of automation in India was perceived only for the IT industry. The confirmation by industry veterans such as Vishal Sikka regarding massive automation and reduced dependency on human beings for mundane tasks were not taken lightly.

In fact, as per various analysis, automation is all set to wipe out 50% of all IT jobs in India; a fact which was confirmed when we reported that top 5 IT firms in India hired 24% less employees in 2015 due to automation and robots.

In July this year, we reported a depressing news that automation will drive more than 3.5 lakh engineers out of job even as campus recruitment fell to 7-year low pan-India.

As if to endorse all such theories, the World Economic Forum has said that automation, tech and robotics will collectively kill 50 lakh jobs by 2020.

As we are witnessing the sting of automation in IT and Engineering jobs, robots are slowly but gradually conquering other verticals as well.

HDFC Bank has already introduced robots for customer service; meanwhile ICICI Bank has automated 10 lakh banking operations using robots.

Even Pizza order has been automated now.

And now, Raymond's automation drive to kill 10,000 jobs has hit the Indian manufacturing industry; and it will certainly be one of those permanent changes which will alter the job scenario for ever.

Source: <http://www.firstpost.com/business/raymond-to-cut-10000-jobs-in-three-years-as-robots-to-replace-workers-3006758.html>



COVER STORY

# THE FOURTH INDUSTRIAL REVOLUTION: WHAT IT MEANS, HOW TO RESPOND

We stand on the brink of a technological revolution that will fundamentally alter the way we live, work, and relate to one another. In its scale, scope, and complexity, the transformation will be unlike anything humankind has experienced before. We do not yet know just how it will unfold, but one thing is clear: the response to it must be integrated and comprehensive, involving all stakeholders of the global polity, from the public and private sectors to academia and civil society.





The First Industrial Revolution used water and steam power to mechanize production. The Second used electric power to create mass production. The Third used

electronics and information technology to automate production. Now a Fourth Industrial Revolution is building on the Third, the digital revolution that has been occurring since the middle of the last century. It is characterized by a fusion of technologies that is blurring the lines between the physical, digital, and biological spheres.

There are three reasons why today's transformations represent not merely a prolongation of the Third Industrial Revolution but rather the arrival of a Fourth and distinct one: velocity, scope, and systems impact. The speed of current breakthroughs has no historical

## Navigating the next industrial revolution

WORLD ECONOMIC FORUM  
COMMITTED TO IMPROVING THE STATE OF THE WORLD

Revolution	Year	Information
	1 1784	Steam, Water, mechanical production equipment
	2 1870	division of labour, electricity, mass production
	3 1969	Electronics, IT, automated production
	4 ?	Cyber-physical systems

precedent. When compared with previous industrial revolutions, the Fourth is evolving at an exponential rather than a linear pace. Moreover, it is disrupting almost every industry in every country. And the breadth and depth of these changes herald the transformation of entire systems of production, management, and governance.

The possibilities of billions of people connected by mobile devices, with unprecedented processing power, storage capacity, and access to knowledge, are unlimited. And these possibilities will be multiplied by emerging technology breakthroughs in fields such as artificial intelligence, robotics, the Internet of Things, autonomous vehicles, 3-D printing, nanotechnology, biotechnology, materials science, energy storage, and quantum computing.

Already, artificial intelligence is all around us, from self-driving cars and drones to virtual assistants and software that translate or invest. Impressive progress has been made in AI in recent years, driven by exponential increases in computing power and by the availability of vast amounts of data, from software used to discover new drugs to algorithms used to predict our cultural interests. Digital fabrication technologies, meanwhile, are interacting with the biological world on a daily basis. Engineers, designers, and architects are combining computational design, additive manufacturing, materials engineering, and synthetic biology to pioneer a symbiosis between microorganisms, our bodies, the products we consume, and even the buildings we inhabit.

### CHALLENGES AND OPPORTUNITIES

Like the revolutions that preceded it, the Fourth Industrial Revolution has the potential to raise global income levels and improve the quality of life for populations around the world. To date, those who have gained the most from it have been consumers able to afford and access the digital world; technology has made possible new products and services that increase the efficiency and pleasure of our

personal lives. Ordering a cab, booking a flight, buying a product, making a payment, listening to music, watching a film, or playing a game-any of these can now be done remotely.

In the future, technological innovation will also lead to a supply-side miracle, with long-term gains in efficiency and productivity. transportation and communication costs will drop, logistics and global supply chains will become more effective, and the cost of trade will diminish, all of

which will open new markets and drive economic growth.

At the same time, as the economists Erik Brynjolfsson and Andrew McAfee have pointed out, the revolution could yield greater inequality, particularly in its potential to disrupt labor markets. As automation substitutes for labor across the entire economy, the net displacement of workers by machines might exacerbate the gap between returns to capital and returns to labor. On the other hand, it is also possible that the displacement of workers by technology will, in aggregate, result in a net increase in safe and rewarding jobs.

We cannot foresee at this point which scenario is likely to emerge, and history suggests that the outcome is likely to be some combination of the two. However, I am convinced of one thing-that in the future, talent, more than capital, will represent the critical factor of production. This will give rise to a job market increasingly segregated into "low-skill/low-pay" and "high-skill/high-pay" segments, which in turn will lead to an increase in social tensions.

In addition to being a key economic concern, inequality represents the greatest societal concern associated with the Fourth Industrial Revolution. The largest beneficiaries of innovation tend to be the providers of intellectual and physical capital-the innovators, shareholders, and investors-which explains the rising gap in wealth between those dependent on capital versus labor. Technology is therefore one of the main reasons why incomes have stagnated, or even decreased, for a majority of the population in high-income countries: the demand for highly skilled workers has increased while the demand for workers with less education and lower skills has decreased. The result is a job market with a strong demand at the high and low ends, but a hollowing out of the middle.

This helps explain why so many workers are disillusioned and fearful that their own real incomes and those of their

children will continue to stagnate. It also helps explain why middle classes around the world are increasingly experiencing a pervasive sense of dissatisfaction and unfairness. A winner-takes-all economy that offers only limited access to the middle class is a recipe for democratic malaise and dereliction.

Discontent can also be fueled by the pervasiveness of digital technologies and the dynamics of information sharing typified by social media. More than 30 percent of the global population now uses social media platforms to connect, learn, and share information. In an ideal world, these interactions would provide an opportunity for cross-cultural understanding and cohesion. However, they can also create and propagate unrealistic expectations as to what constitutes success for an individual or a group, as well as offer opportunities for extreme ideas and ideologies to spread.

## THE IMPACT ON BUSINESS

An underlying theme in my conversations with global CEOs and senior business executives is that the acceleration of innovation and the velocity of disruption are hard to comprehend or anticipate and that these drivers constitute a source of constant surprise, even for the best connected and most well informed. Indeed, across all industries, there is clear evidence that the technologies that underpin the Fourth Industrial Revolution are having a major impact on businesses.

On the supply side, many industries are seeing the introduction of new technologies that create entirely new ways of serving existing needs and significantly disrupt existing industry value chains. Disruption is also flowing from agile, innovative competitors who, thanks to access to global digital platforms for research, development, marketing, sales, and distribution, can oust well-established incumbents faster than ever by improving the quality, speed, or price at which value is delivered.

Major shifts on the demand side are also occurring, as growing transparency, consumer engagement, and new patterns of consumer behavior (increasingly built upon access to mobile networks and data) force companies to adapt the way they design, market, and deliver products and services.

A key trend is the development of technology-enabled platforms that combine both demand and supply to disrupt existing industry structures, such as those we see within the "sharing" or "on demand" economy. These technology platforms, rendered easy to use by the smartphone, convene people, assets, and data—thus creating entirely new ways of consuming goods and services in the process. In addition, they lower the barriers for businesses and individuals to create wealth, altering the personal and professional environments of workers. These new platform businesses are rapidly multiplying into many new services, ranging from laundry to shopping, from chores to parking, from massages to travel.

On the whole, there are four main effects that the Fourth Industrial Revolution has on business—on customer expectations, on product enhancement, on collaborative innovation, and on organizational forms. Whether consumers or businesses, customers are increasingly at the epicenter of the economy, which is all about improving how customers are served. Physical products and services, moreover, can now be enhanced with digital capabilities that increase their value. New technologies make assets more durable and resilient, while data and analytics are transforming how they are maintained. A world of customer experiences, data-based services, and asset performance through analytics, meanwhile, requires new forms of collaboration, particularly given the speed at which innovation and disruption are taking place. And the emergence of global platforms and other new business models, finally, means that talent, culture, and organizational forms will have to be rethought.

Overall, the inexorable shift from simple digitization (the Third Industrial Revolution) to innovation based on combinations of technologies (the Fourth Industrial Revolution) is forcing companies to reexamine the way they do business. The bottom line, however, is the same: business leaders and senior executives need to understand their changing environment, challenge the assumptions of their operating teams, and relentlessly and continuously innovate.

## THE IMPACT ON GOVERNMENT

As the physical, digital, and biological worlds continue to converge, new technologies and platforms will increasingly enable citizens to engage with governments, voice their opinions, coordinate their efforts, and even circumvent the supervision of public authorities. Simultaneously, governments will gain new technological powers to increase their control over populations, based on pervasive surveillance systems and the ability to control digital infrastructure. On the whole, however, governments will increasingly face pressure to change their current approach to public engagement and policymaking, as their central role of conducting policy diminishes owing to new sources of competition and the redistribution and decentralization of power that new technologies make possible.

Ultimately, the ability of government systems and public authorities to adapt will determine their survival. If they prove capable of embracing a world of disruptive change, subjecting their structures to the levels of transparency and efficiency that will enable them to maintain their competitive edge, they will endure. If they cannot evolve, they will face increasing trouble.

This will be particularly true in the realm of regulation. Current systems of public policy and decision-making evolved alongside the Second Industrial Revolution, when decision-makers had time to study a specific issue and develop the necessary response or appropriate

regulatory framework. The whole process was designed to be linear and mechanistic, following a strict "top down" approach.

But such an approach is no longer feasible. Given the Fourth Industrial Revolution's rapid pace of change and broad impacts, legislators and regulators are being challenged to an unprecedented degree and for the most part are proving unable to cope.

How, then, can they preserve the interest of the consumers and the public at large while continuing to support innovation and technological development? By embracing "agile" governance, just as the private sector has increasingly adopted agile responses to software development and business operations more generally. This means regulators must continuously adapt to a new, fast-changing environment, reinventing themselves so they can truly understand what it is they are regulating. To do so, governments and regulatory agencies will need to collaborate closely with business and civil society.

The Fourth Industrial Revolution will also profoundly impact the nature of national and international security, affecting both the probability and the nature of conflict. The history of warfare and international security is the history of technological innovation, and today is no exception. Modern conflicts involving states are increasingly "hybrid" in nature, combining traditional battlefield techniques with elements previously associated with nonstate actors. The distinction between war and peace, combatant and noncombatant, and even violence and nonviolence (think cyberwarfare) is becoming uncomfortably blurry.

As this process takes place and new technologies such as autonomous or biological weapons become easier to use, individuals and small groups will increasingly join states in being capable of causing mass harm. This new vulnerability will lead to new fears. But at the same time, advances in technology will create the potential to reduce the scale or impact of violence, through the development of new modes of protection, for example, or greater precision in targeting.

## THE IMPACT ON PEOPLE

The Fourth Industrial Revolution, finally, will change not only what we do but also who we are. It will affect our identity and all the issues associated with it: our sense of privacy, our notions of ownership, our consumption patterns, the time we devote to work and leisure, and how we develop our careers, cultivate our skills, meet people, and nurture relationships. It is already changing our health and leading to a "quantified" self, and sooner than we think it may lead to human augmentation. The list is endless because it is bound only by our imagination.

I am a great enthusiast and early adopter of technology,

but sometimes I wonder whether the inexorable integration of technology in our lives could diminish some of our quintessential human capacities, such as compassion and cooperation. Our relationship with our smartphones is a case in point. Constant connection may deprive us of one of life's most important assets: the time to pause, reflect, and engage in meaningful conversation.

One of the greatest individual challenges posed by new information technologies is privacy. We instinctively understand why it is so essential, yet the tracking and sharing of information about us is a crucial part of the new connectivity. Debates about fundamental issues such as the impact on our inner lives of the loss of control over our data will only intensify in the years ahead. Similarly, the revolutions occurring in biotechnology and AI, which are redefining what it means to be human by pushing back the current thresholds of life span, health, cognition, and capabilities, will compel us to redefine our moral and ethical boundaries.

## SHAPING THE FUTURE

Neither technology nor the disruption that comes with it is an exogenous force over which humans have no control. All of us are responsible for guiding its evolution, in the decisions we make on a daily basis as citizens, consumers, and investors. We should thus grasp the opportunity and power we have to shape the Fourth Industrial Revolution and direct it toward a future that reflects our common objectives and values.

To do this, however, we must develop a comprehensive and globally shared view of how technology is affecting our lives and reshaping our economic, social, cultural, and human environments. There has never been a time of greater promise, or one of greater potential peril. Today's decision-makers, however, are too often trapped in traditional, linear thinking, or too absorbed by the multiple crises demanding their attention, to think strategically about the forces of disruption and innovation shaping our future.

In the end, it all comes down to people and values. We need to shape a future that works for all of us by putting people first and empowering them. In its most pessimistic, dehumanized form, the Fourth Industrial Revolution may indeed have the potential to "robotize" humanity and thus to deprive us of our heart and soul. But as a complement to the best parts of human nature—creativity, empathy, stewardship—it can also lift humanity into a new collective and moral consciousness based on a shared sense of destiny. It is incumbent on us all to make sure the latter prevails.

This article was first published in Foreign Affairs

Source: <https://www.foreignaffairs.com/articles/2015-12-12/fourth-industrial-revolution>

# WHAT IS COMPETITIVENESS?

**What is competitiveness? There are actually a number of definitions out there. The World Economic Forum, which has been measuring competitiveness among countries since 1979, defines it as "the set of institutions, policies and factors that determine the level of productivity of a country". Others are subtly different but all generally use the word "productivity".**

Another way to think about what makes a country competitive is to consider how it actually promotes our well-being. A competitive economy, we believe, is a productive one. And productivity leads to growth, which leads to income levels and hopefully, at the risk of sounding simplistic, improved well-being.

Why should we care about it?

Productivity is important because it has been found to be the main factor driving growth and income levels. And income levels are very closely linked to human welfare. So understanding the factors that allow for this chain of events to occur is very important.

Basically, rising competitiveness means rising prosperity. At the World Economic Forum, we believe that competitive economies are those that are most likely to be able to grow more sustainably and inclusively, meaning more likelihood that everyone in society will benefit from the fruits of economic growth.

How do we measure it?

We break down countries' competitiveness into 12 distinct areas, or pillars, which we group into three sub-indexes. These are "basic requirements" which comprise institutions, infrastructure, macroeconomic environment and health and primary education. We call these "basic" as these pillars tend to be those that countries at earlier stages of development tackle first.

Next comes our "efficiency enhancers" sub-index. Essentially we're looking at markets - whether it is the functioning of goods, labour or financial markets - but we also consider higher education and training, and technological readiness, which measures how well economies are prepared for the transition into more advanced, knowledge-based economies.

Our last pillar, innovation and sophistication, consists of two pillars: business sophistication and innovation.

These are more complex areas of

competitiveness that require

an economy to be able to draw on world-class businesses and research establishments, as well as an innovative, supportive government. Countries that score highly in these pillars tend to be advanced economies with high gross domestic product per capita.

What doesn't competitiveness tell us?

Generally, the world is getting better and better at measuring things, but nonetheless there are always black-spots in any benchmarking exercise.

Despite our best efforts, we still haven't found a fail-safe way of including a country's environmental record into its competitiveness score. Nor do we attempt to measure whether, or to what degree, competitiveness makes people happy, although there are others that do attempt to measure this. Does

country that is competitive mean it is best able to face the future? Again, the answer is yes and no: some countries are investing for the onset of the Fourth Industrial Revolution in ways that we have not yet found a reliable way of measuring. This last area is a focus of considerable work here these days.

What have we learned this year?

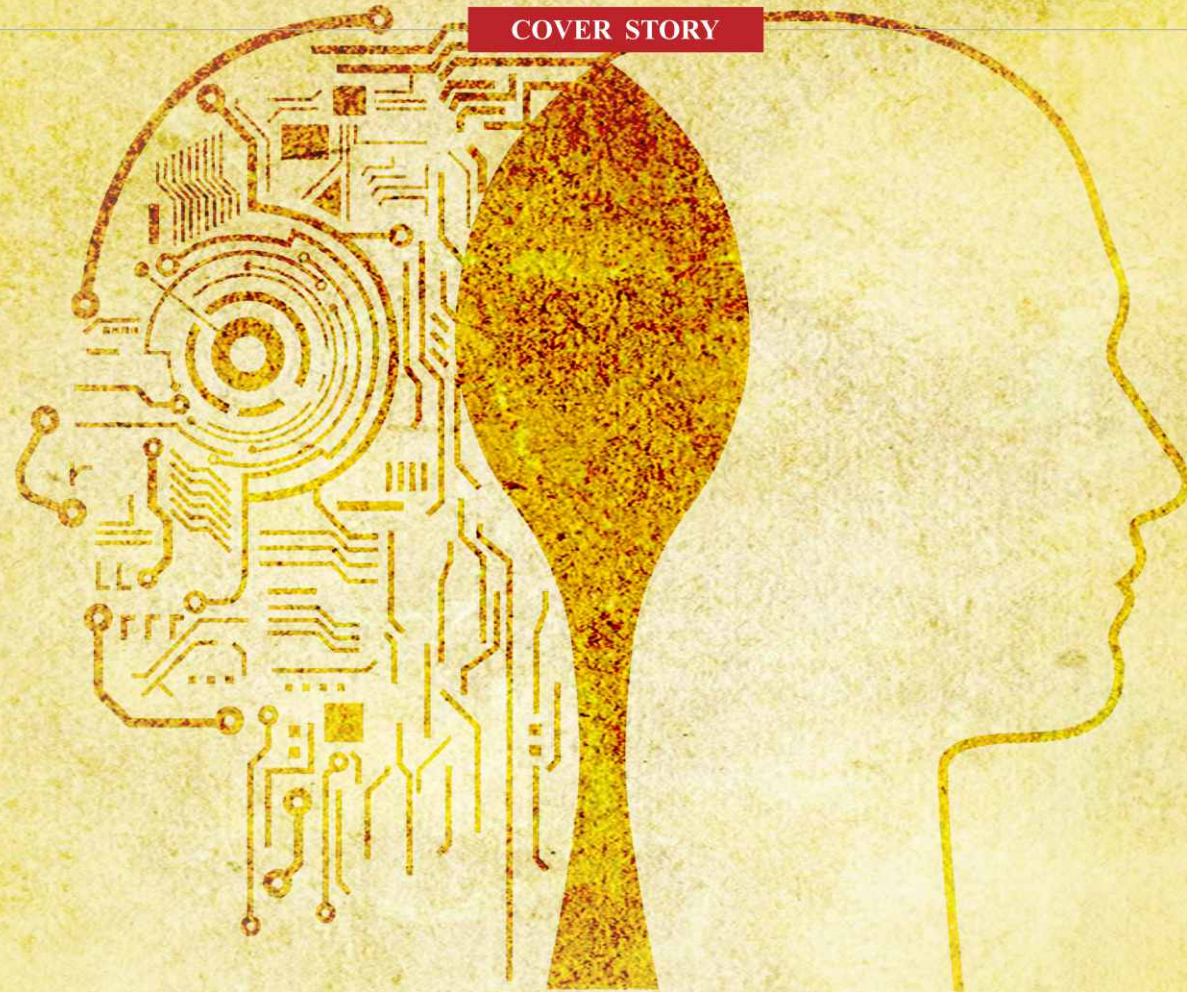
Aside from some countries going up and others going down, this year's set of data gives us insight into three areas that continue to be important to policy-makers in 2016. With the debate on globalization becoming increasingly politicized, with opponents blaming it for increasing levels of inequality and offshoring of manufacturing jobs, and proponents emphasizing the role it has played in raising millions of people out of poverty, we actually find that countries' openness when it comes to trading goods and services with one another has been declining steadily, if slowly, for the past 10 years. With openness directly linked to economic growth, this seems significant, especially as the trend seems to stem mainly from the encroachment of non-tariff barriers, which are subtle and often hard to detect.

With every advanced economy having undergone some form of monetary stimulus such as quantitative easing since the great recession, the report also helps us understand why some countries have been more effective than others in reigniting sustained growth. By comparing the competitiveness of those economies that have engaged in monetary stimulus programmes over this period, we find that those with high competitiveness scores were more successful in driving economic growth than others with lower scores, even if the latter have expanded their central bank balance sheets by a greater amount.

The report offers insight into how priorities may be shifting for nations in earlier stages of development. While basic drivers of competitiveness such as infrastructure, health, education and well-functioning markets will always be important, data in the report suggests that a nation's performance in terms of technological readiness, business sophistication and innovation is now as important in driving competitiveness and growth. This is important for policy-makers and leaders in emerging markets who need to be aware that the reality when it comes to helping move their economy up the income ladder is much more nuanced than they may have previously believed.

Source: <https://www.weforum.org/agenda/2016/09/what-is-competitiveness>





# IS TECHNOLOGY MAKING US MORE OR LESS INTELLIGENT?

The smartphone in your hand enables you to record a video, edit it and send it around the world. With your phone, you can navigate in cities, buy a car, track your vital signs and accomplish thousands of other tasks. And so?

Each of those activities used to demand learning specific skills and acquiring the necessary resources to do them. Making a film? First, get a movie camera and the supporting technologies (film, lights, editing equipment). Second, learn how to use them and hire a crew. Third, shoot the movie. Fourth, develop and edit the film. Fifth, make copies and distribute them.

Now all of those tasks are solved by technology. We need

no longer learn the intricate details when the smartphone programmers have taken care of so much. But filmmakers are now freer to focus on their craft, and it is easier than ever to become a filmmaker. Historically, technology has made us individually dumber and individually smarter - and collectively smarter. Technology has made us able to do more while understanding less about what we are doing, and has increased our dependence on others.

These are not recent trends, but part of the history of technology since the first humans began to farm. In recent decades, three major changes have accelerated the process, starting with the increasing pace of humans specializing in particular skills. In addition, we outsource

more skills to technological tools, like a movie-making app on a smartphone, that relieve us of the challenge of learning large amounts of technical knowledge. And many more people have access to technology than in the past, allowing them to use these tools much more readily.

## SPECIALIZED KNOWLEDGE

Specialization enables us to become very good at some activities, but that investment in learning - for example, how to be an ER nurse or computer coder - comes at the expense of other skills like how to grow your own food or build your own shelter.

As Adam Smith noted in his 1776 "Wealth of Nations," specialization enables people to become more efficient and productive at one set of tasks, but with a trade-off of increased dependence on others for additional needs. In theory, everyone benefits.

Specialization has moral and pragmatic consequences. Skilled workers are more likely to be employed and earn more than their unskilled counterparts. One reason the United States won World War II was that draft boards kept some trained workers, engineers and scientists working on the home front instead of sending them to fight. A skilled machine tool operator or oil-rig roustabout contributed more to winning the war by staying at home and sticking to a specialized role than by heading to the front with a rifle. It also meant other men (and some women) donned uniforms and had a much greater chance of dying.

## MAKING MACHINES FOR THE REST OF US

Incorporating human skills into a machine - called "blackboxing" because it makes the operations invisible to the user - allows more people to, for example, take a blood pressure measurement without investing the time, resources and effort into learning the skills previously needed to use a blood pressure cuff. Putting the expertise in the machine lowers the barriers to entry for doing something because the person does not need to know as much. For example, contrast learning to drive a car with a manual versus an automatic transmission.

Mass production of blackboxed technologies enables their widespread use. Smartphones and automated blood pressure monitors would be far less effective if only thousands instead of tens of millions of people could use

them. Less happily, producing tens of millions of automatic rifles like AK-47s means individuals can kill far more people far more easily compared with more primitive weapons like knives.

More practically, we depend on others to do what we cannot do at all or as well. City dwellers in particular depend on vast, mostly invisible structures to provide their power, remove their waste and ensure food and tens of thousands of other items are available.

## OVER RELIANCE ON TECHNOLOGY IS DANGEROUS

A major downside of increased dependence on technologies is the increased consequences if those technologies break or disappear. Lewis Dartnell's "The Knowledge" offers a delightful (and frightening) exploration of how survivors of a humanity-devastating apocalypse could salvage and maintain 21st-century technologies.

Just one example of many is that the U.S. Naval Academy just resumed training officers to navigate by sextants. Historically the only way to determine a ship's location at sea, this technique is being taught again both as a backup in case cyberattackers interfere with GPS signals and to give navigators a better feel of what their computers are doing.

How do people survive and prosper in this world of increasing dependence and change? It's impossible to be truly self-reliant, but it is possible to learn more about the technologies we use, to learn basic skills of repairing and fixing them (hint: always check the connections and read the manual) and to find people who know more about particular topics. In this way the Internet's vast wealth of information can not only increase our dependence but also decrease it (of course, skepticism about online information is never a bad idea). Thinking about what happens if something goes wrong can be a useful exercise in planning or a descent into obsessive worrying.

Individually, we depend more on our technologies than ever before - but we can do more than ever before. Collectively, technology has made us smarter, more capable and more productive. What technology has not done is make us wiser.

Source: <https://www.weforum.org/agenda/2016/06/is-technology-making-us-more-or-less-intelligent>



Evolution for Excellence on the topic "Competencies Mapping and Assessments" on Tuesday, August 02, 2016



Centre of Excellence (COE) on the topic "VIOLENCE", on Thursday, August 04, 2016.

**KEY TAKEAWAYS :**

- Violence has its roots in desire • Unless, an individual liberates himself from Violence, the Social Violence continues • In order to figure out Violence, one has to understand the role of internal psychological authority



Reader's Clique on the book "Rework" on Wednesday, August 10, 2016.

**KEY TAKEAWAYS :**

- Start a business not a start-up • Marketing is not a department • Hire when it hurts • You need less than you think • Say no by default



Management film show on "T20 World Cup" 2016 on Monday, August 22, 2016.

**KEY TAKEAWAYS :**

- Never be over confident • Lead from the front, take calculated risks. • Don't lose your temper, nobody wants it! • Work with your strengths, be a "Change Agent" • Differentiate personal adversity from professional work



ITraining@doorstep on the topic "Effective Internal Coordination for Productive Outputs", August 23rd, 2016 at Cummins Turbo Technologies India Ltd., Pithampur.



IMA inaugurated Student Chapter at Acropolis Institute of Management & Research, Indore, on 24 August 2016.



HR Forum Meeting on the topic "Quality of Work Life in Maintaining Work Life Balances" on Friday, August 26, 2016.

**KEY TAKEAWAYS :**

- Effective Time Management • Focus on your HPAs (High Pay Activities) • Saying "NO" • Taking out some quality time for yourself - Body, Mind & Soul



Centre of Excellence (COE) on the topic "Thought Technology" on Thursday, September 01, 2016.

**KEY TAKEAWAYS :**

- It is possible to control pain by Thought Technology • Learning to channelize thousands of thoughts is very important to avoid disaster. • Stop believing in the myths about thinking • Start working on the ill effects of thoughts



Rendezvous - An Exclusive CEOs Dinner Meet with Ms. Vinita Bali on the topic "Leadership & Responsibilities" on Wednesday, September 14, 2016 at Radisson Blu Hotel.

**KEY TAKEAWAYS :**

- Do what you say • Intellectual integrity is important • Inspire and reward the right kind of behavior • Work consciously and take individual responsibility • Take accountability of results



#Once Upon A Time on Tuesday, September 27, 2016 at The Daly College with Mr. Rahul Narvekar, an Indian ecommerce entrepreneur, a start ups pro and currently the Founder CEO of Indianroots - an NDTV Ethnic Retail Venture.



Reader's Clique on the book "The Top Five Regrets of the Dying" on Thursday, September 08, 2016.

**KEY TAKEAWAYS :**

- Learn to say Yes to yourself • You can and should express more freely - it eases you • You always have a choice • Health brings a freedom very few realize



Management Film Show on the "Speeches, Impact & Reality" on Thursday, September 15, 2016.



Debate Discussion "Talk-it-out" on the topic "Can everything be managed?" on Friday, September 9, 2016.

**KEY TAKEAWAYS :**

- One has to be Aware about his Environment • Correct Your Facts and Figures before you begin • Find your Passion and work on it.



Evolution for Excellence on the topic "Managing Uncertainties in Supply Chain Management" on 21st September, 2016 at Hotel Sayaji. The concept was explained through various Simulation Games and Case Studies of Multinational companies.



"QUIZOTAINTMENT" at Prestige Institute of Management & Research on Saturday, September 10, 2016.



# Living Beyond the Limitations of Logic

There is a difference between objective and subjective technology. Let us say you want to do an experiment in a chemistry laboratory. You put this chemical into that one, watch what happens and write down your observations. This is a kind of understanding. But with a subjective technology, you are the chemical and you are the chemist. You have to put yourself into it and make it happen. For this, it needs a different kind of atmosphere. It needs to be approached in a certain space of commitment and focus. Otherwise it will become ridiculous.

Spirituality and religion have become absolutely ridiculous in the world today. No right thinking person wants to go anywhere near them, not because there is something fundamentally wrong with them, but simply because people, either out of over-eagerness or unscrupulousness, tried to handle it on the street side in uncommitted atmospheres. Because of this, it has been presented in such ridiculous ways that no intelligent person wants to have anything to do with it.

## GODS & DEVILS

This is a subjective science. It is not like  $A + B = C$ . It does not belong to the realm of logic. You always need two for logic. Only when there is a duality, there is logic. Logic operates between opposites. If it becomes one, there is no logic anymore. To walk through and work in this world you need logic, but to walk inward, your logic will be a crippling factor. This is one thing that most people struggle with. You are trying to make whatever you call as God also logical, which leads to so many stupid stories.

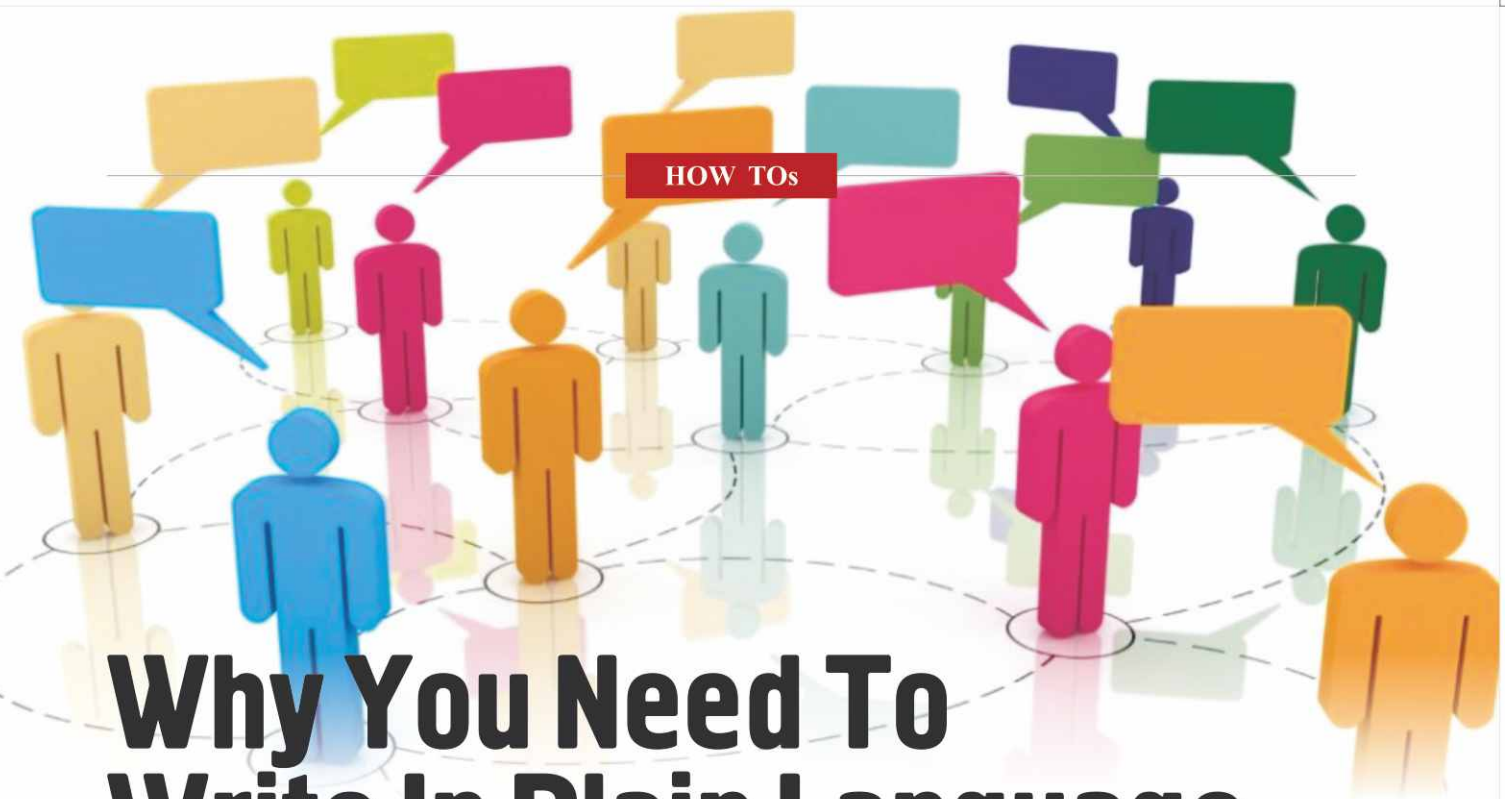
Once you do this, you think God must be good. What about the bad? Where should it go? If God did not create the bad, then who did? So he is not really the Creator then. Must be the devil who created the bad. So both of them are obviously in partnership, because within you both exist.

If both of them are partners, you must worship both of them! But that is not possible. So your logic does not work. The logical aspect of the mind is useful only to handle the material realities of life. If you try to handle yourself with logic, you will be a total mess, because fundamentally, if you look at your life absolutely logically, there is no meaning to it.

## EXTREME LOGIC

Just look at your life absolutely logically. Do not think or remind yourself of the experiential dimension. You woke up in the morning. Do not think of the sunrise, do not think of your child's face, or the flower in the garden - just think logically. You actually have to get out of bed - that's not a small feat. Then you have to go to the toilet, brush, eat, work, eat, work, eat, sleep - and again the same nonsense the next morning. You have to go through the same nonsense every day for the next thirty, fifty, seventy or whatever number of years you wish to live. Is it logically worth living? Moments of extreme logic are moments of suicide. If you look at the experiences of your life, it may mean the world to you. But when you apply total logic to your life, everything in your life is meaningless.

To shift from the logical to that which is beyond the logical cannot be done in an uncommitted atmosphere. Without bringing forth an experience of the beyond, you cannot do it. At least if you are willing to commit a few days - of intense seeking, not of entertainment - we can set you up in a different level of experience and perception. If you are willing to really seek, you are willing to make "I want to know what the hell this is all about," your only priority, if you create such an intensity, I can make it happen for you. Are you ready?



# Why You Need To Write In Plain Language

Plain language is writing that everyone can understand. You are only able to write this way if you understand exactly what it is that you want to say. Don't think you are 'dumbing it down'. You are communicating in a clear, simple manner.

## WHAT ARE THE ADVANTAGES OF PLAIN LANGUAGE:

1. There is no ambiguity.
2. It is faster to read.
3. It is faster to write.

## PLAIN LANGUAGE GUIDELINES:

1. Simplify your word choice.
2. Shorten your sentences.
3. Shorten paragraphs.
4. Use the active voice.
5. Use pronouns.
6. Use lists.

## HOW TO USE READABILITY STATISTICS

Microsoft Word has a free tool that measures the readability of your document. There are many free online tools that you can use as well. The Microsoft tool calculates the number of characters per word, the numbers of words per sentence as well as the number of sentences per paragraph. At the end you will be given a passivity percentage, a grade level, and a readability percentage. Ideally you want your grade to be around 7,

your readability to be above 70% and your passive voice below 10%.

## HOW DO YOU ACHIEVE THIS READING?

### Averages to strive for:

**1. Word choice:** If you use simple words, there will be no confusion about the meaning of the word. Strive for, on average, 4 characters per word. Remember you will use many short words such as 'is' and 'a' as well as many 6 or 8 character words to achieve this average. However, you should avoid very long words.

**2. Sentence length:** If you keep your sentences short you will find it easier to remain in the active voice. You will be able to avoid tense and punctuation mistakes. Try to use sentences that have an average of 9-13 words. Remember, it's an average. You will use five word sentences, and you will use twenty word sentences, but when you start writing 34 or 45 word sentences you should cut them.

**3. Paragraph length:** Simple words and short sentences will help you to keep your paragraphs short. Short paragraphs help to create white space. If you keep your paragraphs between 3-5 lines or sentences, you will be able to place the emphasis on the correct information. Your first sentence should be the most the important sentence and you should keep it down to one thought or point per paragraph.

## PLAN YOUR MESSAGES

By planning your messages, you will be able focus your communication. If your messages are succinct and clear you will be an effective communicator. Consider your reader. Ask this question before you start writing: What do you want the reader to do after reading your message? This will help you decide what information to include.

Source: <http://writerswrite.co.za/?page=4>

REDISCOVER

# REINVENTING LEADERSHIP - 10 IMPERATIVE LEADERSHIP APTITUDES YOU WILL NEED AS A SYSTEMIC LEADER

## Why do we need a new approach to leadership?

We live in an increasingly complex, fast-paced and interconnected world, where breakthrough technologies, demographic shifts and political transformations have far-reaching societal and economic consequences. Our societies increasingly face systemic challenges that cannot be addressed through the conventional linear approach of hierarchical corporate and governmental structures.

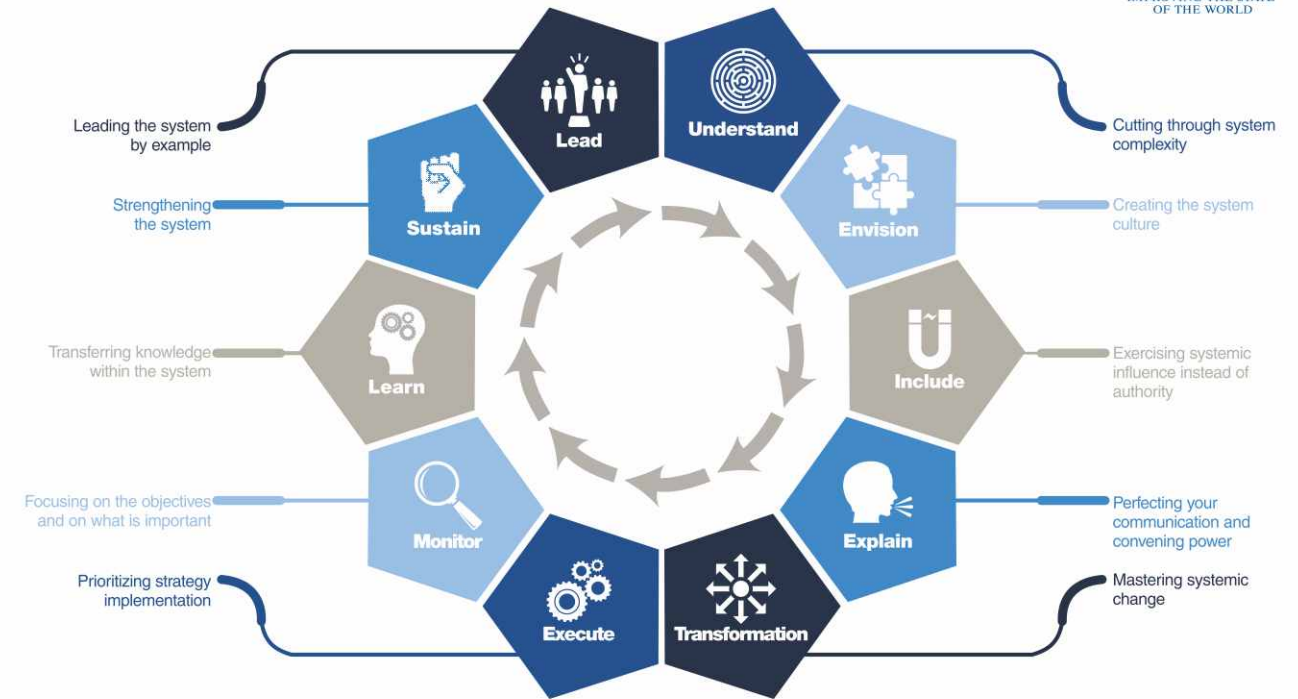
Unprecedented collaboration among the different stakeholders at organizational, sectorial, municipal, national and international levels will be progressively

required to find smart and sustainable answers, transforming complex problems into abundant opportunities. Sensing this growing need, numerous initiatives have emerged in recent years - locally, regionally and globally. Yet, in many cases these initiatives had no, or only limited, impact, partly because they failed to foster collective leadership within and across the collaborating organizations. Consequently, we can observe a growing controversy in the leadership literature, pointing out that leadership models designed for the past decades may not completely capture the leadership dynamic needed in organizations operating in today's knowledge-driven economy.

In his reflections in From Systemic Failure to Systemic Leadership, William Tate at Cass Business School, City University London, explains: "Systemic leadership changes everything. Once you get into the habit of taking a systemic perspective, you begin to observe leadership with a new focus. In the systemic model, leadership is a property of the organization, not of the people inside it. Take the global banking crisis. The banks didn't suddenly collapse as a result of individual leaders' lack of skills or poor behaviour; it was the dynamics of the banking system that played the major part. The fact is that we live in an organizational economy. Businesses, trade and society work or fail because of the way organizations operate as systems in delivering outcomes: products and services."

## Reinventing leadership

The 10 imperative emotional system leadership aptitudes



## WHO ARE SYSTEMIC LEADERS?

The future demands collective leadership that is visionary, innovative, agile and adaptable. In this context, system theory reframes leadership by focusing on the dynamic interactions between all individuals, explaining how the interactions can, under certain conditions, produce promising outcomes. The profound changes needed to accelerate progress on society's most pressing problems require distinctive leaders. The recent literature on organizational behaviour calls them systemic leaders - able to lead organizations, systems, industries, communities and even nations through transformative change. This new type of leadership does not reside at the top of a hierarchical structure and does not work if it is authoritarian. Systemic leadership is exercised through inspiration, by means of accelerated interaction and at any level in any organization. Indeed, it develops its full potential only when it is mobilized from grass-roots level. Systemic leaders understand and encourage the dynamics of intensified interaction at all levels, to generate beneficial effects in the entire system. They inspire people, teams and entire organizations to pursue the change it will take to achieve aspirational goals.

## WHEN DO WE NEED A NEW GENERATION OF SYSTEMIC LEADERS?

More than ever before, organizations around the globe trying to address today's complex challenges or responding to radical change need systemic leaders. "As

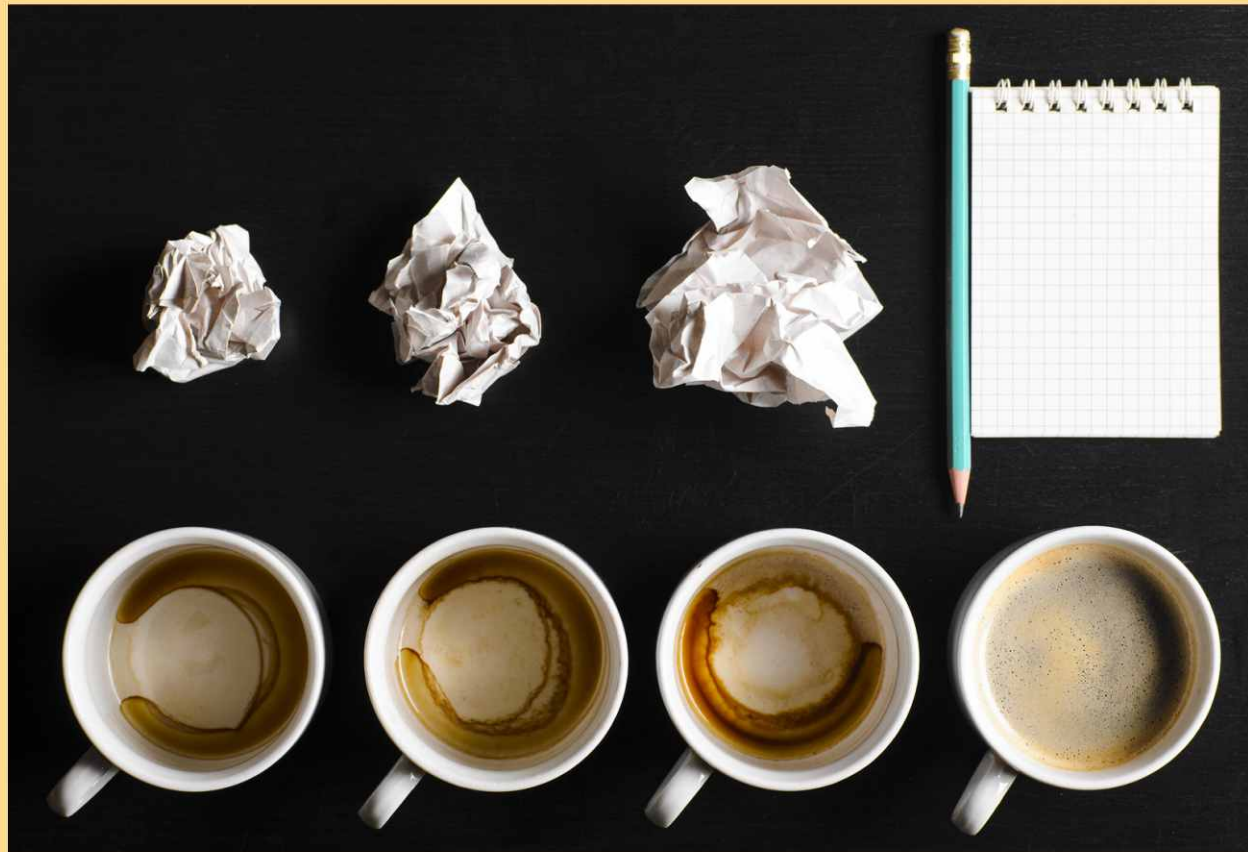
these new systemic leaders emerge, situations previously suffering from polarization and inertia become more open, and what were previously seen as intractable problems become perceived as opportunities for innovation," says Peter Michael Senge, systems scientist and senior lecturer at the MIT Sloan School of Management. Systemic leadership is not new. What is new is that we need more systemic leaders if we are to actively successfully shape a sustainable and prosperous future.

What leadership aptitudes do you need to become a successful systemic leader?

Successful systemic leaders demonstrate 10 imperative leadership aptitudes: lead, understand, envision, include, explain, transform, execute, monitor, learn and sustain.

A good description of systemic leadership was formulated by then Senator Barack Obama of Illinois in a speech to supporters during his first run for presidency in 2008: "Change will not come if we wait for some other person or some other time. We are the ones we've been waiting for. We are the change that we seek. We have to choose between change and more of the same. We have to choose between looking backwards and looking forward. We have to choose between our future and our past."

Source: <https://www.weforum.org/agenda/2016/09/reinventing-leadership-the-10-imperative-leadership-aptitudes-you-will-need-as-a-systemic-leader>



# How to turn your failures into success

**Everyone fails in life, and failure can be a crushing experience. The only thing that separates successful people from the rest is how they respond after they fail.**

When facing obstacles, you have to decide if you're going to let them be the excuse for your failure or if you're going to make them the story behind your success.

"There is no failure. Only feedback." -Robert Allen

When you adopt the right attitude, failure is a great teacher. Failure interrupts your routine and gives you an opportunity to explore new solutions, but only if you have the right attitude. Psychologist Albert Bandura conducted

a study that showed just how great a role our attitudes play in the face of failure. In the study, two groups of people were asked to complete an identical management task. The first group was told that the purpose of the task was to measure their management abilities. The other group was told that the skills required to complete the task were improvable and that the task was merely an opportunity to practice and improve. The trick was that the researchers made the task so difficult that all participants were bound to fail, and fail they did. The first group-feeling like failures because their skills weren't up to snuff-made little or no improvement when they were given opportunities to repeat the task. The second group, however, saw each failure as a learning opportunity, and they performed at progressively higher levels each time they attempted the task. The second group even rated themselves as more

confident than the first group. Just like the participants in Bandura's study, we can either view our failures as reflections of our abilities or as opportunities for growth. The next time you catch yourself wallowing in the self-pity that often accompanies failure, focus on what you can control: your attitude. Some of the best lessons in life are also the toughest to accept and to adopt the right attitude toward. These are the lessons that challenge your flexibility and willingness to learn. When we don't embrace them soon enough, the lessons we learn turn out to be harsh ones. The first step is always the hardest. When you want to achieve something important, that first step is inevitably going to be daunting, even frightening. When you dare to make that first move, anxiety and fear dissipate in the name of action. People that dive headfirst into taking that brutal first step aren't any stronger than the rest of us; they've simply learned that it yields great results. They know that the pain of getting started is inevitable and that procrastination only prolongs their suffering. Good things take time. Success, above all, requires time and effort. Author Malcolm Gladwell suggested that mastery of anything requires 10,000 hours of tireless focus. Many successful people would agree. Consider Henry Ford, whose first two automobile businesses failed before he started Ford at the age of 45, or author Harry Bernstein, who dedicated his entire life to writing before he finally landed a best-seller at the age of 96. When you finally do succeed, you realize that the journey was the best part of it. Being busy does not equal being productive. Look at everyone around you. They all seem so busy, running from meeting to meeting and firing off e-mails. Yet how many of them are really producing, really succeeding at a high level? Success doesn't come from movement and activity; it comes from focus-from ensuring that your time is used efficiently and productively. You get the same number of hours in the day as everyone else, so use yours wisely. After all, you're the product of your output not your effort. Make certain your efforts are dedicated to tasks that get results. You will always have less control than you want. There are too many extenuating circumstances in life to control every outcome. You can, however, control how you react to things that are out of your control. Your reaction is what transforms a mistake into a learning experience and ensures that a victory doesn't send your ego through the roof. You can't win every battle, but with the right attitude, you can win the war. You're only as good as those you associate with. You should strive to surround yourself with people who inspire you, people who make you want to be better. And you probably do. But what about the people who drag you down? Why do you allow them to be part of your life? Anyone who makes you feel worthless, anxious, or uninspired is wasting your time and, quite possibly, making you more like them. Life is too short to

associate with people like this. Cut them loose. Your biggest problems are mental. Almost all our problems occur because we time travel: we go to the past and regret things we've done, or we go to the future and feel anxious about events that haven't even happened. It's all too easy to slip into the past or jet into the future. When you do, you lose sight of the one thing that you can actually control-the present. Your self-worth must come from within. When your sense of pleasure and satisfaction are derived from comparing yourself with others, you are no longer the master of your own destiny. When you feel good about something that you've done, don't allow anyone's opinions or accomplishments to take that away from you. While it's impossible to turn off your reactions to what others think of you, you don't have to compare yourself with others and you can always take people's opinions with a grain of salt. That way, no matter what other people are thinking or doing, your self-worth comes from within. Regardless of what people think of you at any particular moment, one thing is certain-you're never as good or bad as they say you are. Not everyone will support you. In fact, most people won't. Some people will inundate you with negativity, passive aggression, anger, or jealousy, but none of this matters, because, as Dr. Seuss said, "Those that matter don't mind, and those that mind don't matter." We can't possibly get support from everyone, and we definitely can't spend our time and energy trying to win over the people who don't support us. Letting go of the opinions of people who don't matter frees up time and energy for the people and things that do. Perfection doesn't exist. Don't seek perfection as your target. It doesn't exist. Human beings, by our very nature, are fallible. When perfection is your goal, you're always left with a nagging sense of failure that makes you want to give up or reduce your effort. You end up spending your time lamenting what you failed to accomplish and what you should have done differently, instead of moving forward, excited about what you've achieved and what you'll accomplish in the future. Fear is the number one source of regret. When all is said and done, you will lament the chances you didn't take far more than you will your failures. Don't be afraid to take risks. I often hear people say, "What's the worst thing that can happen to you? Will it kill you?" Yet, death isn't the worst thing that can happen to you-the worst thing that can happen to you is allowing yourself to die inside while you're still alive.

Bringing It All Together Successful people never stop learning. They learn from their mistakes and they learn from their triumphs, and they're always changing themselves for the better. What other harsh lessons have shaped who you are today?

Source: <https://www.weforum.org/agenda/2016/09/how-to-turn-your-failures-into-success>



# Entrepreneurial Stress: Dealing with Expectations

Main stress point for any manager or an entrepreneur is to manage peer group relationships. After all, many enterprises start with friends and family. We find that entrepreneurs go through a lot of stress and anxiety when they are building their enterprise, especially when the enterprise is doing well. The whole burden of societal expectations – whether it's from family, friends, or even the media – can be fairly onerous.

One thing entrepreneurs should understand is the meaning of being an entrepreneur. An entrepreneur is someone who has chosen to do what he wants with his life. When you're doing what you want with your life, that is the greatest joy that you can have. But slowly, you forget that you are doing what you want. You start working for somebody else's expectations. That's not the way. The meaning of being an entrepreneur is that you are doing what you want to do, and you should continue to do that all your life. Success is not only in terms of size. Success must also be looked at in terms of finding full expression of who you are, your capabilities and your competence. If any human being finds full expression of who he is, always, he will find success. If you compare yourself to somebody in another completely different area or arena of activity, and put the numbers together, those numbers may be bigger – that's not the point. In your area of life, finding full expression is success.

So there is no need to be pressured by peer groups, media, this and that, as long as you are able to find full expression to who you are through the work that you're doing, and above all, establish your way of being. An entrepreneur does something that he cares for, that he wants to do. So it matters to him. His work is important. Once your work is

important, the most important thing is, you must work upon yourself. This is completely missing. Managing a business essentially means you are managing thousands of minds. If you can't manage yours, how will you manage theirs? If you manage yours, where is the question of pressure? Where is the question of stress? There is no such thing. Work is not pressure. Work is not stress. It is your inability to manage yourself which is the stress.

Most people think it is their job, their family, their life situations, the taxes and the unpaid bills that are causing stress. But essentially, stress is your inability to manage your own system – your body, mind, emotions, and energy.

**The meaning of being an entrepreneur is that you are doing what you want to do, and you should continue to do that all your life.**

Stress is like friction in a machine. In other words, there is not enough lubrication in the system to function smoothly and easily. In everyone's life, situations occur, but each person manages them differently, depending upon how smoothly his or her own system functions within itself. If you know how to manage this human mechanism, there is no question of stress. How successful you are in the world essentially depends on how friction-free your own mechanism is. You can bring your system to a frictionless state of function with simple practices. The yogic sciences offer you tools for a stress-free life.

There is a connection between your breath and your mental structure. To bring balance to your thought is a very important step that you need to take if you want to bring balance to your activity, your emotion, the results of your life and the impact you have on others' lives.

Source: <http://isha.sadhguru.org/blog/lifestyle/success/entrepreneurial-stress-dealing-with-expectations/>

# 5 WEAK WORDS TO AVOID & WHAT TO USE INSTEAD

## Weak Words Make Writing Ineffective

When they get into your writing, they destroy the power of your work. Avoiding weak words strengthens your writing.

The 5 weak words are as follows...

**REALLY**

**Reason: Vague**  
Although people have been led to believe this word is used to convey emphasis on a subject, it really doesn't do any word justice.

**Option: Delete / Remove**  
If you are going to use this word, make sure to do so sparingly as to not lessen its impact.

✗ The swimmer really performed admirably.  
✓ The swimmer performed admirably.

**THINGS / STUFF**

**Reason: Not specific**  
Too un-specific, which leaves room for a lot of questioning on the reader's side. The writer may know what these 'things' are, but the readers don't.

**Option: Define / spell out what the article says.**

✗ The article said a lot of things and stuff.  
✓ The article discussed the principles of interactive design.

**I FEEL / I BELIEVE / I THINK**

**Reason: Not confident**  
These phrases change the focus of the sentence from the subject to the writer. They make the writer look unsure of what he is writing and do nothing to inspire confidence or persuade the readers.

**Option: Remove in order to sound confident.**

✗ I believe the researcher has a great point here.  
✓ The researcher has a great point here.

**WAS / IS / ARE / AM**

**Reason: Passive voice**  
Active voice gives clear information as to what action had occurred while the passive voice is too complex to give clarity to a sentence.

**Option: Use active voice**  
It is better if you use passive voice on scientific writings only.

✗ The letter was mailed by Sally.  
✓ Sally mailed the letter.

**VERY**

**Reason: Unnecessary**  
It does not communicate enough information. It's been called one of the most useless words in the English language. It's one of those penny words that writers throw in to magnify another word. The only problem is, it doesn't do that.

**Option: Replace**

**45 Ways to avoid using the word VERY**

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

# THESE ARE THE TOP 10 EMERGING TECHNOLOGIES OF THIS YEAR.

A diverse range of breakthrough technologies, including batteries capable of providing power to whole villages, "socially aware" artificial intelligence and new generation solar panels, could soon be playing a role in tackling the world's most pressing challenges, according to a list published today by the World Economic Forum.

"Technology has a critical role to play in addressing each of the major challenges the world faces, yet it also poses significant economic and social risks. As we enter the Fourth Industrial Revolution, it is vital that we develop shared norms and protocols to ensure that technology serves humanity and contributes to a prosperous and sustainable future," said Jeremy Jurgens, Chief Information and Interaction Officer, Member of the Executive Committee, World Economic Forum.

The Top 10 Emerging Technologies 2016 list, compiled by the Forum's Meta-Council on Emerging Technologies and published in collaboration with Scientific American, highlights technological advances its members believe have the power to improve lives, transform industries and safeguard the planet. It also provides an opportunity to debate any human, societal, economic or environmental risks and concerns that the technologies may pose prior to widespread adoption.

"Horizon scanning for emerging technologies is crucial to staying abreast of developments that can radically transform our world, enabling timely expert analysis in preparation for these disruptors. The global community needs to come together and agree on common principles if our society is to reap the benefits and hedge the risks of these technologies," said Dr Bernard Meyerson, Chief Innovation Officer of IBM and Chair of the Meta-Council on Emerging Technologies.

One of the criteria used by council members during their deliberations was the likelihood that 2016 represents a tipping point in the deployment of each technology. Thus, the list includes some technologies that have been known for a number of years, but are only now reaching a level of maturity where their impact can be meaningfully felt.

## The top 10 technologies to make this year's list are:



### 1. Nanosensors and the Internet of Nanothings

With the Internet of Things expected to comprise 30 billion connected devices by 2020, one of the most exciting areas of focus today is now on nanosensors capable of circulating in the human body or being embedded in construction materials. Once connected, this Internet of nano things could have a huge impact on the future of medicine, architecture, agriculture and drug manufacture.



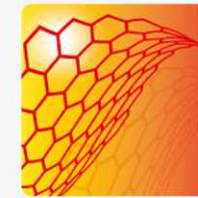
### 2. Next Generation Batteries

One of the greatest obstacles holding renewable energy back is matching supply with demand, but recent advances in energy storage using sodium, aluminium and zinc based batteries makes mini-grids feasible that can provide clean, reliable, round the clock energy sources to entire villages.



### 3. The Blockchain

Much already has been made of the distributed electronic ledger behind the online currency Bitcoin. With related venture investment exceeding \$1 billion in 2015 alone, the economic and social impact of blockchain's potential to fundamentally change the way markets and governments work is only now emerging.



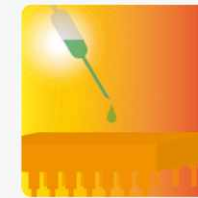
### 4. 2D Materials

Graphene may be the best-known, single-atom layer material, but it is by no means the only one. Plummeting production costs mean that such 2D materials are emerging in a wide range of applications, from air and water filters to new generations of wearables and batteries.



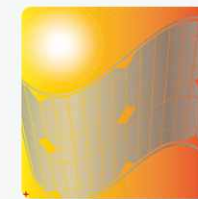
### 5. Autonomous Vehicles

Self-driving cars may not yet be fully legal in most geographies, but their potential for saving lives, cutting pollution, boosting economies, and improving quality of life for the elderly and other segments of society has led to rapid deployment of key technology forerunners along the way to full autonomy.



### 6. Organs-on-chips

Miniature models of human organs - the size of a memory stick - could revolutionize medical research and drug discovery by allowing researchers to see biological mechanism behaviours in ways never before possible.



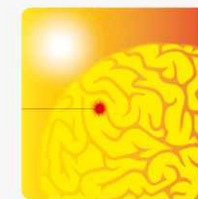
### 7. Perovskite Solar Cells

This new photovoltaic material offers three improvements over the classic silicon solar cell: it is easier to make, can be used virtually anywhere and, to date, keeps on generating power more efficiently.



### 8. Open AI Ecosystem

Shared advances in natural language processing and social awareness algorithms, coupled with an unprecedented availability of data, will soon allow smart digital assistants help with a vast range of tasks, from keeping track of one's finances and health to advising on wardrobe choice.



### 9. Optogenetics

The use of light and colour to record the activity of neurons in the brain has been around for some time, but recent developments mean light can now be delivered deeper into brain tissue, something that could lead to better treatment for people with brain disorders.



### 10. Systems Metabolic Engineering

Advances in synthetic biology, systems biology and evolutionary engineering mean that the list of building block chemicals that can be manufactured better and more cheaply by using plants rather than fossil fuels is growing every year.

<https://www.weforum.org/agenda/2016/06/top-10-emerging-technologies-2016/>

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**SELF DEVELOPMENT**



**5 STEPS TO BREAK OUT OF YOUR COMFORT ZONE (AND WHY YOU MUST DO IT NOW)**

**Most of us regularly let fear rule our lives in the name of comfort.**

**THESE BOUNDARIES ARE NOT STUPID.**

**They are designed to keep us safe, physically and emotionally. We stay in the comfort zone we have created, and we feel...well, comfortable.**

Comfort doesn't hurt us. That's the wonderful thing about it. However, it doesn't help us much, either. When we stay in our comfort zones, we don't allow ourselves to grow. Many people live their entire lives within the boundaries their comfort has created. You've seen them - placid, stagnant, and a little bit boring. They refuse to challenge themselves, and they grow old before their time. Their lives remain small, and their accomplishments remain modest and predictable.

**IT'S NOT THE WORST WAY TO LIVE - BUT IT'S CERTAINLY NOT THE BEST ONE**

The difficulty for most people comes in leaving their comfort zone, or even just widening the boundaries. Here are five steps to help you take off in that direction:

**1. ASSESS YOUR COMFORT ZONE WITH HONESTY**

Did you opt out of a hike with friends because you were busy - or were you worried you wouldn't be able to keep up? Did you refuse to apply to colleges because of the expense - or were you afraid you wouldn't get in? Often, we fool ourselves into thinking our comfort zone is larger than it is. If the boundaries aren't there, we don't have the responsibility to ourselves to push them. Look at your comfort zone with clear, non-judgmental eyes. Meet yourself where you are.

**2. START SMALL**

If you are afraid of public speaking, don't jump right in and offer to speak in front of hundreds of people. This will cause you undue anxiety and stress. Instead, push your

boundaries in ways that are small but significant. Offer to say Thanksgiving grace in front of your extended family. Sign up to read a book to your daughter's first grade class. Then, gradually increase the stakes. Don't go straight for a presentation to the board of your company. Offer to speak to the interns first. These small victories will build your skills in a way that is manageable and sustainable. Then, you'll be ready for the big game.

**3. SEEK SUPPORT**

There is a good chance you are not the first to struggle against this particular boundary. Find those who have done it successfully, and learn from their wisdom. Classic public speaking fears can be addressed at a Toastmasters meeting. If anxiety and depression are keeping you from living your life, check out one of these groups and speak with your doctor. If you are being kept in your comfort zone by an addiction, such as to food or alcohol, there are people who want to support you right in your area. Once you begin to look, you will be surprised at the resources available to you.

**4. PULL FROM YOUR STRENGTHS**

Identify an opportunity where your strengths are at play just as much as your fears. For example, consider that you are a pop culture and sci-fi connoisseur who is terrified of talking to strangers. An event like Comic-Con could give you the chance to interact with like-minded people in an atmosphere that fosters fun and camaraderie. Are you a good writer, but shy speaker? Read your best work to a group of friends. Choose a topic you know inside and out. Find or create a situation where your strengths are on display. Confidence will follow.

**5. COMMIT**

Don't give yourself the option of backing out. Sign up in a tangible way. Pay for the event you will be attending. Tell three people close to you about your plans. Make it as difficult as possible to cancel at the last minute. Keep your expectations realistic. Remind yourself that your goal is to push your comfort zone, and that feeling discomfort is part of the process. It means you're growing.

"Life always begins with one step outside of your comfort zone," wrote Shannon L. Alder.

Source: <http://iheartintelligence.com/2016/11/14/break-out-your-comfort-zone/>



# 11 HOURS A DAY IN FRONT OF A SCREEN. THIS IS WHAT IT'S DOING TO YOUR EYES

Your mom warned you sitting too close to the TV wasn't a good idea. It turns out she wasn't entirely off the mark.

"Digital eye strain" is now a real condition, defined as the physical eye discomfort felt after two or more hours in front of a digital screen. As screen time increases - at

home and in the office - so do symptoms like blurred vision, burning eyes, headaches and disrupted sleep. In total, nearly two thirds of adults now experience symptoms of digital eye strain due to prolonged use of electronic devices like computers, tablets and cell phones.

It's not hard to see why. For many of us, the glow of a phone's screen is the first thing we see when we wake and the last thing we see before sleep. In between, we fill the hours bathed in LED light, staring first at documents and

emails, then Facebook updates and Netflix. One of the biggest eye-burn culprits, not surprisingly, is the office, where being planted in front of a screen is often a requirement of the job. Our bodies and eyes just weren't designed for modern digital lifestyles and workplaces.

I've spent my career in the optical industry, following these trends. Along the way, I've seen mountains of studies and reports and also tracked the efforts of doctors and scientists trying to fight what may be a hidden epidemic. The harm we're doing to our vision, it turns out, could be very real and may even be getting worse. But it is preventable.

## ONLINE, ALL THE TIME

Technology has completely transformed the demands on our eyes. TV is no longer the main culprit (though household viewing hours have more than doubled since the 1950s). Screen time is expanding far more quickly outside the living room. Ratings agency Nielsen reports Americans aged 18 and older now spend 11 hours per day in total using electronic media like TV, smartphones, and computers.

Modern workplaces are piling onto this trend. We've grown accustomed to mobile devices that push emails to us everywhere. Now apps like Slack and Facebook at Work are opening up entirely new avenues to communicate digitally. Physical facetime has given way to Apple Facetime and virtual group chats. The trend only stands to get worse: Citrix reports that by 2020, employees will access their work using an average of six different computing devices per day.

## NOT SO EASY ON THE EYES

All that time in front of computers, phones and tablets is affecting people's health. The symptoms of digital eye strain, including neck, shoulder and back pain (36%), eye strain (35%), headaches (25%), blurred vision (25%) and dry eyes (24%). Worryingly, the percentage of sufferers is greater among young people. Some 73% of adults under 30 now experience these symptoms, suggesting a generational trend.

One growing source of potential concern is the kind of light most digital devices emit. We all know about the invisible dangers of ultraviolet or UV light, but fewer people are aware of the potential risks of high energy light that we can see: blue light. Light on the blue end of the visual light spectrum contains more energy than warm colours like oranges and reds, and is known as high energy visual light (HEV).

Blue light is everywhere, including in sunlight. However, digital screens and fluorescent and LED office lighting have drastically increased our exposure. It's not all bad - blue light's abundance in daylight boosts alertness. But

when we're bathing ourselves in HEV light constantly, the sustained exposure may well add up, preventing our bodies from settling into healthy sleep.

And unlike with UV light, human eyes do a poor job of filtering out blue light. Most worryingly, recent studies suggest HEV light can contribute to retinal damage and macular degeneration - an irreversible loss of vision. Research on this subject is just beginning, but early signs point to an association between long-term exposure and serious consequences.

## LIGHT AT THE END OF THE TUNNEL

Thankfully, there are ways to reduce the harm from our digital lifestyles. The challenge, however, is getting people to pay attention and actually change their ways - on the job and off.

Simple lifestyle adjustments - while decidedly low-tech - can make a dramatic difference. The easiest fix is to just take a break. I actively promote the 20-20-20 rule in our office at Clearly: take a 20-second break every 20 minutes to look at something 20 feet away. It's also worth reminding yourself to blink more often (sounds silly, but actually makes a difference). Staring at screens often reduces how often people blink, making their eyes drier. You can also adjust the size of the type or the brightness of your display and sit farther from your screen.

Then there are technological solutions. Mobile devices running recent versions of Apple's iOS have a feature called Night Shift, which shifts the display colors towards the warmer end of the visual spectrum. F.lux is a downloadable app available on many platforms that does this too.

Specialized eyewear is also starting to catch up to the threat, though many people are still unaware of their options. Anti-reflective lenses decrease reflection from overhead lights and improve contrast. The latest generation of lenses can even block out blue light. We recently partnered with social media startup Hootsuite to provide their hundreds of employees with glasses featuring KODAK's BlueReflect lenses, which have a special coating that selectively absorbs part of the blue light, preventing it from entering the cornea and reaching the back of the eye. Results thus far have been positive, with workers reporting fewer headaches, irritated eyes and other symptoms of digital eye strain.

Technology has irreversibly changed how people live and work. But vision health has lagged dangerously behind. For today's digital workforce, awareness of dangers - and solutions - is critical. Technology may be evolving rapidly, but we still only get one set of eyes.

Source: <https://www.weforum.org/agenda/2016/09/staring-down-the-dangers-of-the-digital-workplace>

**NOVEMBER 2016 – MARCH 2017**

Date	Program Categories	November 2016
22/11/2016	Develop Your USP (Series)	What is Not Taught in B- School
29/11/2016	Training @ Doorstep	Overcoming Negativity, Developing Enthusiasm
<b>December 2016</b>		
08/12/2016	Evolution for Excellence	Confident, Assertive, Incharge -Developing the Attitude of Leadership
16/12/2016	Exclusive Workshop	Advance Excel
27/12/2016	Training @ Doorstep	Delivering Tasks on Time
<b>January 2017</b>		
10/01/2017	Evolution for Excellence	Storytelling in Business: How to Motivate, Inform & Inspire
20/01/2017	Training @ Doorstep	New Learning for Consistent Performance
<b>February 2017</b>		
15/02/2017	Evolution for Excellence	How Big is Your TQ?- Lift Your Thinking Quotient!
23/02/2017	Training @ Doorstep	Personality Development for Frontline Executives
<b>March 2017</b>		
08/03/2017	Evolution for Excellence	Social Intelligence for Managers
16/03/2017	MDP	Redefining Leadership in the Knowledge Economy
28/03/2017	Training @ Doorstep	Managing Workplace Stress

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**IMA HR FORUM MEETING**

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