SECOND ANNIVERSARY ISSUE

Gray Matters
Quarterly

Quarterly Newsletter from Gray Matters Consulting Pvt. Ltd. Volume 2, Issue 1, September, 2009

graymatters
People Solutions. Accelerated.

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Two Smashing Years

![gray matters - People Solutions. Accelerated.]

From MD's Desk

It seemed just yesterday but ... we are already a 2-year-old – how time flies! As with any 2-year-old, we have gained valuable experience and are still going through the excitement of discovery and learning!

In this short journey, we have been an integral part of organizations taking birth, "forming" structures and organizations rejuvenating, "transforming" structures. We raced across many worlds – healthcare, manufacturing, airport construction, power plants. It's a heady feeling; we almost feel like a 2-year-old child who has matured in a blink and raring to go.

But as Spiderman said "with great power comes great responsibility"; we realize the trust reposed on us by our clients – relying on us to help them realize their vision and reach their potential. It inspires us to innovate and offer the best.

We have proved our difference from other consulting and advisory services organizations through our "HR-on-site" product – we just do not submit recommendations and reports, we hand-hold organizations all through the implementation of what we recommend. We have realized our responsibility lies in making things happen!

Our partnering with Thomas ensures that there is scientific rationale to the instruments we use in our assessment and developmental interventions that organizations seek from us.

The best part of being a child is that we are curious and learning – exploring newer pastures where we can make a difference. Our motto is simple – wherever there are humans, there has to be systems and processes that energize them to perform at their potential.

Armed with this belief we have made a foray into the Education sector. We would like to facilitate in the building of enabling structures and enduring processes in schools and colleges that would ensure results.

"The empires of the future are the empires of the mind"
– Winston Churchill

Au Revoir

Sanjay Roy Chowdhury
Managing Director
Gray Matters Consulting Pvt. Ltd.

Justell.

CHANGING THE WAY 'WORK' WORKS

In the words of Ricardo Semler, CEO, Semco Corporation, a Brazilian company, "At Semco, we abolish manuals, procedures, and policies so that people are free to improvise, to soar, and to collect the moments of happiness that constitute genuine success. Because of our careful mix, because of the self-selection process that goes on, Semco has less than 1 percent turnover. We rarely fire anyone. In 2000 and 2001 a total of three people out of almost three thousand quit on their own.

To keep turnover low, we remind Semco employees to make sure that they are where they want to be, and to make sure that they are doing what they want to do. If they're not sure, we'll bend over backwards to find a completely different area or completely different type of work for them, just as we did for Lucia Kobayashi. Our motives are purely selfish. Unless we click with a worker, unless he latches onto something he is passionate about, our productivity won't be high. If someone is bored in his job, he should move onto something else, even if it means giving several options a try. Few organizations make an effort to find out whether a person has a calling. At Semco we try to encourage the process with several different programs.

One of them allows people to act like entrepreneurs within Semco. Called **Lost in Space**, it assumes that young recruits don't know what they want to do with their lives. The program is designed to help them decide by letting them roam through the company for a year. They do what they want to do, move when they want to move, go where their interests take them; work for one, three, or six different units. At the end of the year, anyone they've worked for can offer them a job, or they can seek an opening in an area that interests them.

If neither happens, we thank them for the year. We started this program because of my firm belief that under our current educational and economic system, a post adolescent or a twenty-two-year-old college graduate is in a poor position to make the life-altering decision of choosing a career. Young people are unduly influenced by what their parents expect of them, particularly when it comes to education and profession, and it's easy for them to choose a path that might not have been what they really wanted.

In our Lost in Space program. Rafael Tinoco, an eighteen-year-old computer hacker genius, was free to spend a year at the company doing as he wished while making himself interesting and useful to us. The difference between Semco and other companies is that we put young employees like Rafael in our nonterritorial offices, where mutual contamination is guaranteed.

When a teenager is seated next to our senior directors and surrounded by people of all backgrounds and ages, everyone will learn. When they all share a cappuccino, overhear each other's conversations, they learn from each other. A training program or apprenticeship in a marketing or finance area only isolates a young person.

We can't know where their real talent or real interest lies if they're restricted to one narrow area of specialization. If they only work in a designated spot, then senior people in the company might have limited contact with them or none at all. When everyone sits together in nonterritorial offices, they necessarily interact all the time.

Excerpted from "Seven day Weekend"

Tip

Bidi and Barack Hand in Hand

Pat came the answer when someone asked a young man rolling bidis in Bankura who Barack Obama was. What is swine flu? Who won IPL 2009? Which is the world's cheapest car? What is global warming? And global meltdown? Ashish Sinha is no whiz. Nor was he, like slumdog Jamal taught the answers by life's horrible experiences. But the 26 year-old who had last had anything to do with books over a decade and a half ago, in class II, knows the world he lives in thanks to a 70 year-old practice at his factory. A man reads out from two newspapers for an hour every day to the 300-odd workers at the bidi factory run by the Bankura Bidi Shilpi Cooperative Society in Bankura town. As their fingers rolls the leaves, bind them with a thread and snap it with one deft pull, their ears are tuned to the loudspeakers over which the "newscast" is aired.

Ashish wasn't the only one in the bidi factory who knew the answers. "it's cheaper than a television and clearer than radio," said Akul Bauri, who is not sure how old he is but knows about the Nano or what to do to escape swine flu. Most of the workers are either illiterate or primary school dropouts. "We are poor and don't have TV at home. Moreover, we don't have the time. Listening to news while working is great," added Akul, who takes home Rs 1,000 a month for nine hours' labour a day.

Sports Psychology

Sport psychology is the scientific study of people and their behaviors in sport contexts and the practical application of that knowledge.

Sport psychologists identify principles and guidelines that professionals can use to help adults and children participate in and benefit from sport and exercise activities in both team and individual environments.

Sport psychologists have two objectives in mind: (a) to understand how psychological factors affect an individual's physical performance and (b) to understand how participation in sport and exercise affects a person's psychological development, health and well-being.

ping Point

A potential to become a "cult"

Papers provide "news in greater detail than the radio" said an unlettered Gopal Bagdi, 52. "I was fascinated when America got a black President for the first time.

Can you imagine it? It has been an independent country for over 200 years but never before has it had a black President," said Ashish. About the meltdown, he said: "Many people have lost their jobs across the world because of the financial crisis." In the Oscar-winner Slumdog Millionaire, the young Jamal rattles of all the answers in a quiz show to win Rs 2 crore. Ashish hums Jai Ho at work. He has seen the film at a local video parlour.

The tradition of reading out the news started when the bidi factory was set up amid the fervour of the freedom movement in 1937. it has continued. Pashupati Nag, a private tutor, has been the newscaster for the past 2 years. He gets Rs 40 for an hour's work.

"If I miss the routine, I feel very bad. It has become a habit for me. After I complete reading, many of the listeners ask for clarifications or more information," said Nag 45, who has studied till class XII. He knows the preferences of his audience. "Those below 40 are keen on sports. The older ones love politics and take an interest in astrology

." The younger workers often ask him to read an article twice. "The boys often come and ask me to repeat an item on football or cricket. They are interested in knowing the names of players. However, they have also started taking an interest in the political developments in the state since the Lok Sabha polls," said Nag.

"The founders of the cooperative society had thought reading newspapers to illiterate bidi workers were important. They had engaged an unemployed youth to read from Basumati, Desh Hitoishi and Jugantar," said Jharu Gorai, secretary of the cooperative. Akul, who has been rolling bidis for almost as long as he can remember, said: "Whatever I know besides binding bidis is from newspapers. I try to remember what I learn."

Nemai Gorai, 35, has learnt a lesson from the papers. "I dropped out a school in Class II. But listening to news for the past 18 years in the factory, I have realized that there is no alternative to education. I want my son to study," said Nemai, whose son is in Class III.

This Story written by Abhijeet Chatterjee appeared in "The Telegraph", Kolkata, 26th August, 2009. This is an edited version.

Sport psychology deals with increasing performance by managing emotions and minimizing the psychological effects of injury and poor performance.

Some of the most important skills taught are goal setting, relaxation, visualization, self-talk, awareness and control, concentration, confidence, using rituals and periodization.

The history of sport psychology dates back to the late 1800s and from there has grown in to a scientific phenomenon to enhance the performance of individuals in the area of sport.

The history of sport psychology falls into six periods, they are:

Period 1: The Early years (1895-1920), **Period 2:** The Griffith Era (1921-1938), **Period 3:** Preparation for the Future (1939-1965), **Period 4:** the Establishment of Academic Sport psychology (1966-1977), **Period 5:** Multidsciplinary Science and Practice in Sport and Exercise Psychology (1978-2000), **Period 6:** Contemporary Sport and Exercise Psychology (2000-Present).

Fly out in Style.

If H1N1 played havoc with airline ticket sales in recent months, it did open a window of opportunity for private jet players. If business has to go on, one needs to beat the flu.

There is an array of luxury private jets available for the business traveller. One that caught our eye was Bombardier Challenger 850.

Business as usual sums up the attitude of the Challenger 850, an aircraft comfortable, well designed that allows the passenger to conduct business just as well above the clouds as you could on terra firma.

The 850 is the queen of the Challenger family – 20 meters long, the 850 reaches top speeds of around 850 km/h.

In addition, the Challenger is also one of the quietest craft of its kind providing a peaceful working environment; the cabin also boasts telephone, Internet and fax facilities. It is also luxuriously furnished with comfortable leather seating and sofas allowing you to enjoy trips of up to 5379km in complete comfort. The price tag for 850 comfort — $28 million.

A word of caution: if you are on your way to a Congressional hearing please talk to the Chrysler CEO before you board the 850!

Exquisite Murano Glass, Venice

Since ancient times man has paid an almost mystic attention to glass, attributing something magical and supernatural to this transparent material. Magicians of legend could predict the future by gazing into a crystal sphere, chemists and alchemists studied prisms in search of a stone which would turn metal into gold, magic that was born in flames and like that fire that gave life to the popular belief of the Phoenix, the mythological bird with the golden plumes, glass is synonymous with beauty.

Still today, for the visitors who come to Murano, the same scenes which inspired writers and legend are represented. In fact the furnace structures have remained unaltered over time and new technology is seen only in small details. All this is because of the attachment the master glass-blowers have towards tradition. Like a clock, they seem to have stopped time in the more than one thousand years of history of glass-blowing in Venice.

The glass masters "battono" (beat, i.e. use) the same glass-blowers pipes and the same instruments which were knowingly forged in the machine shops which were built up over the island which, together with other small activities, has made Murano one of the centers of Venetian commerce.

The origins of the art of glass blowing in Venice go back to before the first millennium.

Murano glass has known moments of glory over the centuries as well as moments of decline. However it has always been characterized by an obsessive search for quality. In fact Murano's motives in its pride has always been its aesthetic quality which has often contrasted with its competition and has frustrated attempts at imitation. Through out the history of art, the hollow blown glass of Murano has forged it's own path, it's strength being in its variation of type and class.

From its poly-chromatic glazes and the gold in the cobalt blue of the Barovier cup to the lightness and transparency of its glasses; from the delicateness of the lattice-work to the originality of Murano glass; from the mosaics to the counting beads; from the panes of glass to the mirrors, it all represents the original history of glass. Just as painting and sculpture, interior design, mode and jewellery have become entwined in the history of Murano, considering the versatility of the material to adapt to other forms of artistic expression. Especially today, in fact many artist have felt the need to shape, through the knowledgeable hands of the master glass-blowers of Murano, their ideas through the magic of glass, in search of significance in their works of art in the very profoundness of the material's transparency.

Lifestyle
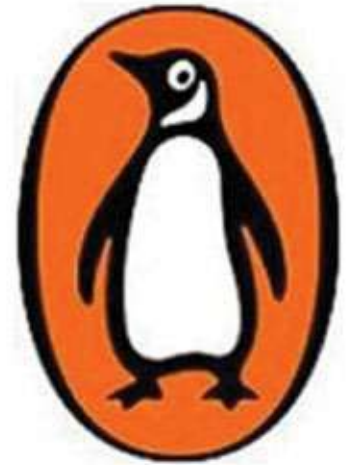
Leading in Publishing

Udayan Mitra

Twenty-two years ago, when Penguin set up a local publishing programme in India under the dynamic leadership of David Davidar, India was a very different place. Economic liberalization was still a distant dream, and consumer commodities—including books—were either manufactured locally with indigenous materials (in the case of books, make that content) or imported as finished products from abroad, and stickered up for price.

The English language books market in India was a pretty small slice of the overall publishing pie, and was dominated by a handful of publishers that had been around for a while and had built a presence for themselves. Most of the major international trade publishers, like Random House, HarperCollins, Little Brown, Faber and Bloomsbury were content to sell a few hundred copies of their biggest books in India; no one had thought it necessary to set up an editorial office in India.

Penguin did—and that changed many things. Penguin was one of the biggest brand names in publishing globally, and its Indian avatar lived up to the brand's reputation for excellence. Penguin India started publishing in 1987 with a first cache of seven titles. By the mid-1990s, that list had grown into several hundred books, and included several fiction and non-fiction titles that have become milestones in Indian writing: Mark Tully's *No Full Stops in India*, Shashi Tharoor's *The Great Indian Novel*, Khushwant Singh's *Delhi: A Novel*, Bipan Chandra's *India's Struggle for Independence*, Romila Thapar's *Early India*, Gita Piramal's *Business Maharajas*, Elisabeth

Bumiller's *May You Be the Mother of a Hundred Sons*, P. Sainath's *Everybody Loves a Good Drought*, Shobhaa De's *Starry Nights*, Maneka Gandhi's *Hindu Names*, Bhisham Sahni's *Tamas*, Taslima Nasreen's *Lajja*, Vikram Chandra's *Red Earth and Pouring Rain* and Vikram Seth's *A Suitable Boy*.

With the arrival of Seth and Salman Rushdie, there was growing interest—both in India and abroad—in the new genre of writing known as Indian Writing in English (IWE), and there was no publisher that published IWE in a wider spectrum than Penguin. Penguin India published non-fiction and fiction in equal measure; it published translations from Indian languages as well as works written originally in English; its successes included books by Indian authors as well as by foreigners writing on India; and it even showcased the works of Kautilya, Manu, Valmiki, Kalidasa and others in its Classics series.

Interest in IWE peaked when *The God of Small Things* won the Booker Prize in 1997 (this landmark novel would move to Penguin years after publication, along with Arundhati Roy's other books, and go on to sell over 100,000 copies in its Penguin edition).

As the sun shone on Indian fiction writers, Penguin stayed on top of the game. It acquired the publishing rights to the works of the best-selling authors R.K. Narayan, Ruskin Bond and Satyajit Ray. In 2002, it published a book called *Life of Pi* by an unheard-of author named Yann Martel; the book went on to win the Booker. Four years later, Penguin notched up another Booker win with Kiran Desai's
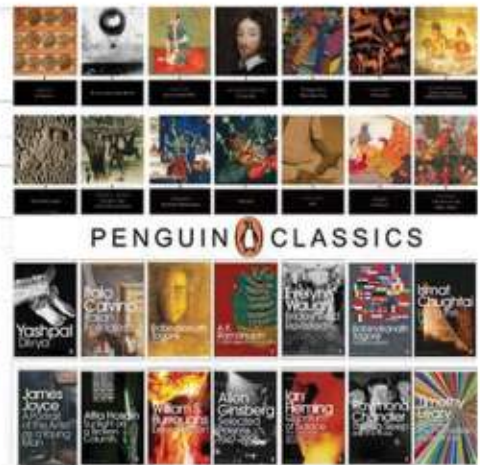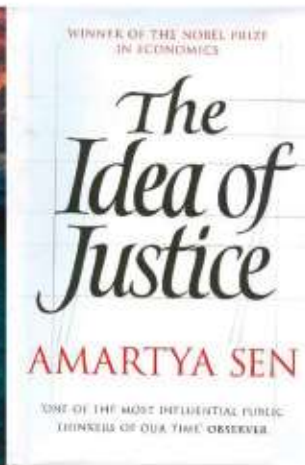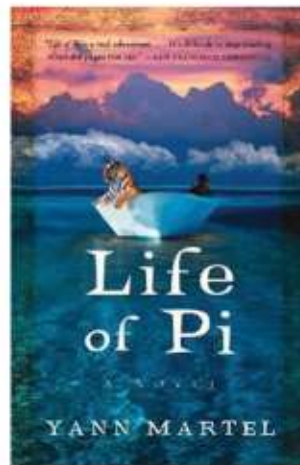
The Inheritance of Loss. In 2008, Penguin published Amitav Ghosh's new novel Sea of Poppies and acquired rights to his entire backlist. In 2009, it acquired rights to Vikram Seth's next novel A Suitable Girl. At literary awards over the past few years, Penguin's publications have had a virtual clean sweep in the categories of fiction, translation and non-fiction.

If anything, Penguin's non-fiction publishing over the past decade has been even more remarkable. As the book market expanded and readers' eagerness to engage with serious issues through cutting-edge non-fiction writing grew, Penguin responded by publishing some of the biggest non-fiction books of the new millennium. In 2000, it published the definitive book on post-liberalization India, Gurcharan Das's India Unbound. In June 2002, APJ Abdul Kalam's inspirational Ignited Minds was published; the following month, Kalam became President of India and the sales of the book skyrocketed—it has sold over 400,000 copies to date, making it Penguin's biggest-selling title ever. Penguin went on to publish other big best-selling authors like Sudha Murty, management guru Subroto Bagchi, and travel-writer turned popular historian William Dalrymple. In 2009 it acquired the rights to the works of Ramachandra Guha. Over the past year, Penguin has also published landmark books by industry bigwigs Nandan Nilekani (Imagining India) and NR Narayana

Murthy (A Better India: A Better World); books by Azim Premji and S. Ramadorai of TCS are forthcoming from Penguin.

Penguin India is now the largest English language trade publisher in Asia. It publishes across virtually every segment that might be of interest to readers: classic and contemporary fiction, translations, travel, biography, business, general non-fiction, politics, history, current affairs, religion and philosophy, reference, film, self-help, cookery, health and fitness, sports and leisure, children's books and visual books.

More than 200 new titles are published by Penguin India every year, and the active backlist runs to over 2500 titles. In India, it has several firsts to its credit— it published India's first chic-lit novel, India's first graphic novel, and India's sci-fi/fantasy in English.

Over the years, Penguin has tried continuously to expand its publishing horizons, and to consolidate its specialized focus areas by segmentizing. In 2006 it launched its dedicated business imprint Portfolio.

In 2008, the premium non-fiction imprint Allen Lane and the visual books imprint Penguin Studio were launched. 2009 saw the launch of the cutting-edge fiction and non-fiction imprint Hamish Hamilton. Penguin's children's books are published under the Puffin imprint.

> **More than 200 new titles are published by Penguin India every year, and the active backlist runs to over 2500 titles.**

Penguin India became the first company outside the UK to publish indigenous Ladybird books for young children. In 2005, Penguin India launched one of its most ambitious initiatives when it began publishing in Indian languages; Penguin now publishes over 50 books a year in Hindi, Marathi, Malayalam and Urdu.

For the booklover, the package available from Penguin India doesn't end there. Penguin distributes books from some of the world's biggest publishers exclusively in India. Apart from the enviable list of books from Penguin UK and Penguin USA (among whose publications are Amartya Sen's *The Argumentative Indian* and *The Idea of Justice*, Thomas Friedman's *The World Is Flat*, Malcolm Gladwell's *Blink* and *The Tipping Point*, and Steven Leavitt's *Freakonomics*), Penguin India distributes visual and reference books from Dorling Kindersley, travel books from Rough Guides, fiction and non-fiction from Bloomsbury (*The Kite Runner* and the Harry Potter books), A&C Black, Faber and Faber, Quercus, Sterling, Granta, Atlantic, Portobello, Marshall Cavendish, Kyle Cathie, Editions Didier Millet and Hay House.

With that list, Penguin enjoys top-of-the-mind brand recall among consumers as well as the trade. On an average, at least 5 out of the top 10 books on any bestseller list in the country at any given time are either published or distributed by Penguin. This position of supremacy is strengthened by its sales and marketing initiatives.
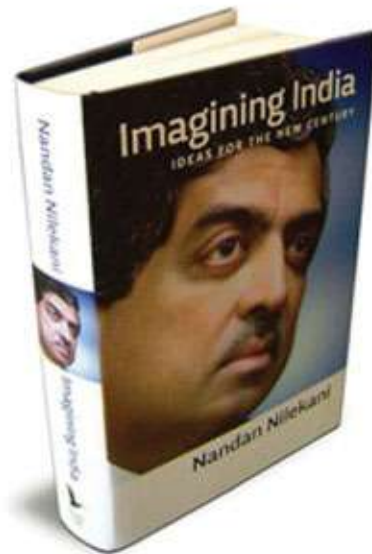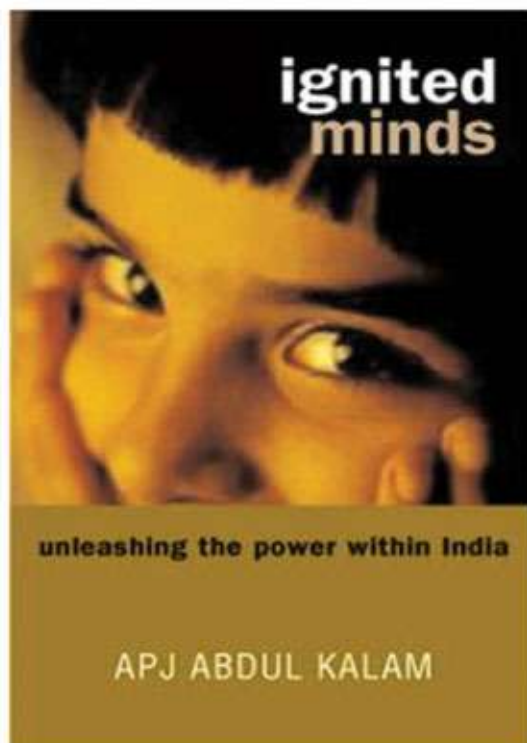
For years, Penguin has had the most widespread sales and distribution network in the country. This year, it reinvented its product reach by identifying one exclusive distributor for its books for each region, and by opening direct accounts with several leading retailers. Apart from conventional selling avenues, Penguin is the only publisher to have successfully experimented with the model of 'street selling' in India. In April this year, Penguin India went live with e-commerce from the Penguin India website: .

Penguin's marketing innovations have constantly extended and redefined industry norms. Having established the five-star launch and a multi-city author tour as *de rigeur* for the biggest books (a marketing strategy that other publishers now follow), Penguin has now shifted its focus to events in bookstores and panel discussions in auditoria.

Two of Penguin's most important branding initiatives recently has been the Annual Penguin Lecture (the first lecture organized in India by a publisher has been delivered by Thomas Friedman and Amartya Sen) and the Puffin Quiz with Derek O'Brien (the only publisher's quiz for children in India).

Penguin's partners for its publicity and promotional campaigns range from the hospitality industry to cultural institutions, from bookstores to B-schools and organizations like the CII and AIMA, from leading lifestyle and fashion brands to top names in the print and electronic media. Penguin's media reach is phenomenal—about 65 per cent of space in the books segment dedicated to books by Penguin—as it is dominant in displays in bookstores.

Penguin's latest foray is into marketing on digital platforms—through its popular web site, on social networking outlets like Facebook, Orkut, YouTube, Twitter and blogs, on mobile networks, and through the 6000-member strong online Penguin Club.

The Penguin brand dominates bookshelves and mindspace. Over decades of quality publishing, the Penguin logo, one of the most recognized logos in the world, has come to stand for quality, reliability and accessibility. For Penguin India, it has been a challenge to live up to that brand value in what remains a surprisingly small market (though India's population is a billion plus, the highest any book has ever sold here is a million copies).

How has Penguin India carved a space for itself (it is the most profitable of all Penguin group companies in the world) and stayed ahead of the competition? The answer is simple: by focusing on the brand's core competence areas and doing more of what it does best; by being alive to changing paradigms and adapting and innovating constantly; and—every now and then, by taking risks that it believes are worth taking.

Udayan Mitra is Publishing Director of the Allen Lane imprint at Penguin Books India, and also heads Penguin's reference publishing and the business imprint Portfolio. He has edited books by APJ Abdul Kalam, Dev Anand, Gulzar, Gurcharan Das, Harsha Bhogle, KR Narayanan, NR Narayana Murthy, RK Laxman, Ruskin Bond and Sudhir Kakar among others. His favourite commissioning area is film (Penguin recently won its third national award for best writing on cinema in four years). This September, he completed twelve years at Penguin India.

Artful Thinking

Artful Thinking Palette

- Reasoning
- Questioning & Investigating
- Observing & Describing
- Exploring Viewpoints
- Finding Complexity
- Comparing & Connecting

Artful Thinking is a program currently in development by Harvard Project Zero in collaboration with the Traverse City, Michigan Area Public Schools (TCAPS). The program is one component of a larger TCAPS grant from the US Department of Education to develop a model approach for integrating art into regular classroom instruction. The purpose of the Artful Thinking Program is to help teachers regularly use works of visual art and music in their curriculum in ways that strengthen student thinking and learning.

The *Artful Thinking* program is designed to be used by the regular classroom teacher. It currently targets grades K-6 and will eventually be used in all grades. The program focuses on experiencing and appreciating art, rather than making art. (Other components of the overarching DOE grant focus on art-making.)

There are two broad goals of the program: (1) To help teachers create rich connections between works of art and curricular topics; and (2) to help teachers use art as a force for developing students' thinking dispositions.

The program takes the image of an artist's palette as its central metaphor. Typically, a palette is made up of a relatively small number of basic colors which can be used and blended in a great variety of ways.

The artful thinking palette is comprised of 6 thinking dispositions which emphasize intellectual behaviours such as asking provocative questions, making careful observations, exploring multiple viewpoints, and reasoning with evidence. These 6 dispositions are developed through the use of "thinking routines." Thinking routines are short, easy-to-learn mini-strategies that extend and deepen students' thinking and become part of the fabric of everyday classroom life. They are used flexibly and repeatedly--with art, and with a wide variety of topics in the curriculum, particularly in language arts and social studies.

Artful Thinking is part of Project Zero's long history of work in the areas of thinking dispositions and visible thinking.

Reference : Project Zero, Harvard Graduate School of Education

CS | CHIEF SPEAKS

Over the years, in the Corporate world we have come across various 'concepts' which have now become 'buzzwords'. Often these words have been interpreted differently and interchangeably. In our quest to 'demystify' these concepts, and its meaning to a business practitioner, we have started a series with CEO's / MD's of Corporate India, seeking to address these 'concepts' from their own perspective, sharing experiences and anecdotes.

Vision	Value	Culture	Strategy	Leadership	Talent

SUMIT MAZUMDER, VICE CHAIRMAN & MANAGING DIRECTOR, TIL LIMITED, KOLKATA

EDUCATION A graduate of St. Xavier's College, Calcutta, he obtained a Master's in Business Administration from Sam Houston State University, Texas, USA. Mr. Mazumder also undertook the Advanced Management Program at Harvard University, Massachusetts, USA 1993.

WORKING EXPERIENCE He is presently the Vice Chairman & Managing Director of TIL Limited (formerly Tractors India). The Company is a distributor for Caterpillar, USA in India, Nepal and Bhutan for earthmoving, construction, mining equipment and power systems; Manufacturer of India's largest range of material handling equipment in technical collaborations with world leaders – MANITOWOC, USA (Mobile Cranes).

REPRESENTATION IN OTHER INSTITUTIONS

Mr. Mazumder is on the Committee of the National Council of CII. He is a member of CII Defence Committee, member of the Executive Committee of Indian Chamber of Commerce, Chairman of ASSOCHAM Eastern Region Development Council, and Co-opted member of ASSOCHAM Managing Committee. He is past Chairman of CII – Eastern Region, Past President of the Bengal Chamber of Commerce & Industry, Past Chairman of Mining and Construction Equipment Division, CII, Past Chairman of National Committee on Capital Goods & Engineering Committee, CII. Mr. Mazumder has served as a Trustee of Kolkata Port Trust (KoPT) and as a Member of the Board of West Bengal Industrial Development Corporation (WBIDC).

The purpose of any business is to make money and grow profitably, which is sustainable.

For sustainable profit growth, certain basics are essential. Topmost in my mind are values and ethics. Any compromise to these will be purely short term gains with possible negative consequences.

Values and ethics have been ingrained in all our people and processes. I attribute this largely as the reason why TIL has remained in business since 1944 and has weathered the numerous obstacles that have come our way in the last 64 years.

With the clarity of our Goal and certain principles which are sacrosanct, evolving strategies then becomes a matter of understanding what makes our business 'tick' and how can we make it better ?

TIL Tractors India

The essentials of any strategy are
* Built-in flexibility as a subset of Change Management
* Understanding the external environment
* Competition
* Customer needs
* Measurable Deliverables
* See the future today
* Enhance shareholder value
* Employee Engagement

These are some of the focus areas for evolving strategies. You will note some of them are routine functions and processes. But I include them in my strategy development check list because their importance cannot be undermined.

We are in the business of manufacturing, servicing and selling heavy Material Handling equipment. We also sell and service world renowned Mining and Construction equipment. Although we pride ourselves as selling the best equipment in terms of technology, quality and

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productivity, we are just as cognizant of the fact that competitive equipment are not far from us in all three attributes.

In today's global business environment, there is no place for sub-standard equipment on a sustainable basis. Similarly, competition is most unforgiving and will always watch like a 'Hawk' to bring down the number one brand. Their strategy revolves around how to usurp the number one and move in.

This makes our job all the more challenging and demanding. The true differentiator then becomes the level and quality of after-sales service and delivery.

Being large ticket capital goods – availability, productivity and cost of operations for our customers are the key deliverables. We have to constantly innovate and deliver unique solutions. Obviously competition quickly replicates new solutions which means we must always stay ahead with innovative solutions.

We at TIL are passionate about **"MAKING OUR CUSTOMERS MORE PROFITABLE".**

This brings me to the most critical asset at TIL. We always hear statements that people are the most important asset. I have slightly modified this i.e. THE RIGHT PEOPLE.

Just as trains leave Howrah Station every day, TIL's business train also leaves everyday. It is the job of the Senior Management to ensure that only the right people get on the train. I am in no way implying that I am a believer of hiring and firing. On the contrary, I am a firm believer that every (almost!) individual has qualities and capabilities.

It is upto the Senior Management to discover them and then exploit them fully.

This is where counseling, job rotation, training, exposure and boss & subordinate relationship must go into high gear. There are many instances at TIL when certain individuals have been totally 'written-off' by their respective bosses. By moving such people to other departments or functions, they have turned out to be 'bright sparks'.

As an organization we believe in filling up positions through internal promotions and upgradation.

Internal talent spotting is an ongoing journey.

At TIL Training is of predominant importance, we conduct both Technical and Soft Skill training.

Over the last one year we have adopted various austerity measures, but it was my mandate to carry on all training programs as planned as per requirement.

In the present context along with imparting training , it is important to evaluate the training effectiveness. We had done a six sigma project on this and we are following the three tier model of measuring learning and its impact and finally the ROI.

We operate in technologically intensive industry segment and the prime differentiator is the knowledge quotient of our people.

Innovative HR Practices
maximisation of human potential

KRM Initiatives

ZENITH – Performance Management System

TestImoniaL – Employee Referral Scheme

Movers & Shakers – Fast Track Program

Disha – Trainee Management Program

Socrates Café – KRM Newsletter

TIL Star – Employee Rewards Program

Sparkle – Cross functional Employee Engagement Program

Wind Beneath the Wings – Outdoor Experiential Learning

Career & Succession Planning

Competency Mapping & Assessment

Soft Skills Programs

We call our Human Resource Department as Knowledge Resource Management which certainly signifies the importance we put on the knowledge quotient.

It is important to create a culture of trust, commitment, strong values and ever persistent desire to excel.

We look for people who embrace TIL's culture in mind and heart on their own accord and willingly go beyond compulsory execution to voluntary co-operation.

The four pillars that uphold TIL's culture are INTEGRITY, FAIRNESS, TRANSPARENCY AND COMMITMENT TO EXCEL.

These are the pillars that have been embedded by the founders of TIL since 1944. Our job has been to ensure that none of the pillars develop any cracks nor are they ever compromised. There are many subsets to the culture of any organization. These subsets are not static, they are rather dynamic, forever evolving based on the business environment and economic realities.

At TIL, I personally interview all new recruits. I do this not to assess their technical knowledge and capabilities or their managerial talent, but more to see whether they fit the TIL culture and the values we uphold very strongly. AT TIL, on Founders' Day, one individual is awarded the Chairman's Stellar Award for truly embracing and demonstrating TIL values.

A Company will succeed when all the employees are aligned to the corporate strategy and goals. The Senior Management has the responsibility to clearly communicate, over come hurdles to strategy execution and remove the roadblocks. Otherwise the best of well thought out strategies also will fail.

We use Balance Scorecard driven Performance Management System, which links the strategy with each individual operation. This also enables

an objective process of evaluation. Our performance management system is linked with rewards and we put a lot of emphasis on variable pay.

Our fixed pay to variable pay ratio varies from 80:20 to 60:40 in a progressive level wise scale. Through this mechanism we ensure our strategy is made operational.

All strategies at TIL are brainstormed, debated and discussed by cross-functional teams. This greatly helps to reduce the 'blinker' effect and often encourages 'out of the box' thinking. Suggestions are welcome, always acknowledged and at times rewarded.

There is a special e-mail ID as mysuggestions@tilindia.com

All employees are strongly encouraged to send in their suggestions which I personally go through and make sure each suggestion is acknowledged. Many a strategic initiative has emanated from such suggestions.

Along with this initiative, every year we arrange a programme where each individual get an opportunity to meet me and share their views. Previous year we conducted Heart to heart, where I travelled to all locations and met people, took their feedback and have implemented many of their ideas.

This year we have introduced **"Lunch with MD"**, where each department joins me at lunch and share their views on various topics. These are discussions where no work related subject is a taboo.

These are some of the processes through which we capture the voice of our people. We also conduct employee opinion survey through external agencies and have implemented various initiatives as an outcome of the findings.. These have resulted in significant reduction of attrition, which was a major concern some years back.

A phenomenon which I believe exists in most Indian Companies is the reluctance to identify and develop successors. For some archaic reasons, many believe knowledge and information is proprietary and must be kept a secret to ensure job security. When in reality the only way a successful manager can expect to grow is when he has developed a capable successor.

To overcome this hurdle, we have put in place two initiatives.
- Every Manager has a KRA to identify and develop a successor. This forces people to rethink since their bonus is directly linked to achieving his/her KRAs.
- We have created an exclusive club of "Movers and Shakers". Membership to the Club is by invitation only. Senior Management identify fast trackers and put up their nominations. Just like any Club in Calcutta, there is a Committee of cross-functional members to review the nominations to decide on the suitability and whether the criteria are met. Those who qualify have to then be interviewed by the Committee jointly. The benefits of membership are acknowledgement, special training geared for being future leaders, multitude of exposures and rapid job rotation. It is very important to keep the pipeline of leaders always full. True, this does not always happen, but that is our endeavor.

The culture of succession planning has to a very large extent been driven into TIL by our principals CATERPILLAR INC., USA. It is a yearly exercise when CATERPILLAR reviews our succession planning down to the middle management.

A very important aspect we look at when we recruit or promote a Manager is the people skill. This involves understanding their own people, developing them and motivating them for success. I am a firm believer that 'every manager should be a HR manager". KRM has their major KRA to make all managers HR managers also.

In our process of identifying future leaders and also further enhancing current leadership skills, we strongly emphasize the need for entrepreneurial skills. This, we believe helps them focus on the really important stuff which gives them a solid platform for making the right decisions.

Managers who consistently generate profitable growth and make the organization both more effective and efficient does not necessarily mean they would become good leaders.

Entrepreneurs know how to best manage their time, constantly innovate, manage cash flows and don't get caught up spending time in non-value creating activities. They don't worry about who gets the biggest office or what is the latest company gossip doing the rounds. The moment a Manager thinks 'What would I do if this was my business / money' his entire thinking process undergoes a metamorphic change.

In selecting Leaders, I have a very simple technique I have adopted. I ask the potential leader to prepare a Business Case for his specific area – as a standalone business. Based on the plans and strategies, the passion documented, the senior management decides whether we have the confidence to be investors in his/her business. This greatly exposes his or her readiness. This also throws up any specific training needs on deferment decisions required.

Obviously entrepreneurship alone is not adequate, they must have good General Management skills, ability to inspire and motivate people. They must understand market dynamics, be a good strategist, visionary, and have leadership skills, must understand P & L and financial ratios.

Finally he must be able to dream big and then turn his big dream into reality.

MD Reaches Out

TIL Talk – In-house Quarterly Newsletter

SHARE – Monthly Communiques

Lunch with MD – Meeting people over lunch.

Foundation Day – Address to all employees.

G' NOME

Vision to Action
Realizing our Aspirations

Most organizations have Vision Statements (along with Mission, Values, etc.). Evolving the Mission, Vision and Values assume importance, since it is through these processes that people in the organization decide where they want to go / what they want to achieve, where they are currently and how to "bridge the gap". That leads to strategy and action.

Various methodologies and models are available for evolving the Vision. I adopt Dr. Peter Senge's "Creative Tension' model. The methodology provides the trigger for action from one's aspirations or Vision. In this facilitator-led process, an individual or group is helped to "envision" or "see the picture of the desired future" – through a series of imageries. Thereafter the individual or group is helped to examine the Current Reality vis-a-vis Vision. While doing this exercise, the individual or group "experiences tension or a tremendous pull from" within – to "bridge" the "gap between Vision and Current Reality" – which leads to forming the strategy and action.

The model looks something like this:
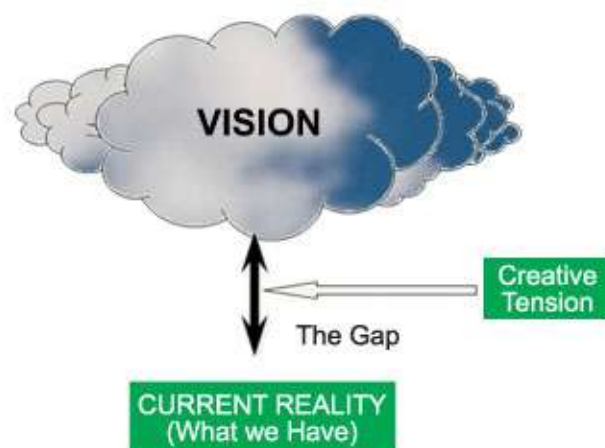
VISION

Creative Tension

The Gap

CURRENT REALITY
(What we Have)

There is only one problem, for most people, the current reality often seems over-powering – how do we overcome the situations we are in, with all the constraints, problems and seemingly "insurmountable odds"
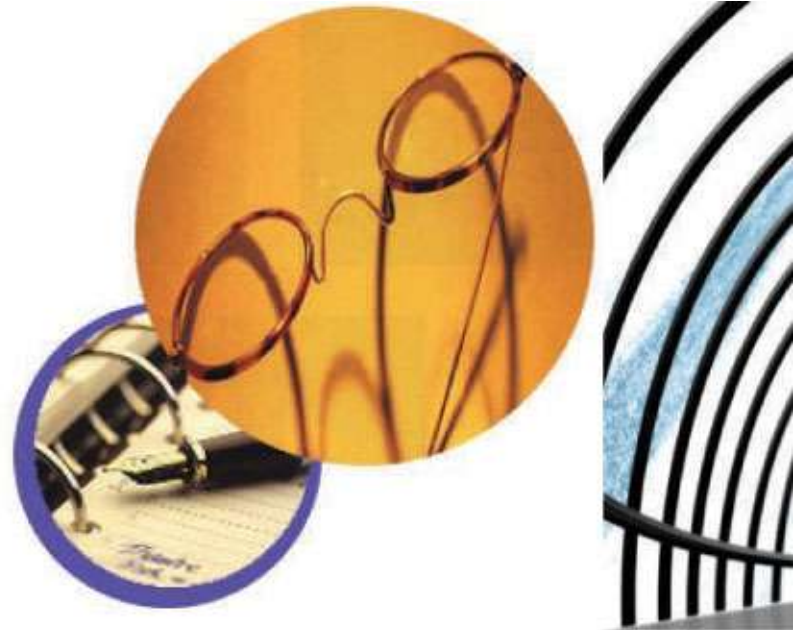
I have been engaged in facilitating this process in many organizations using the model, beginning with creating the Vision. It was during one such session in an organization that a senior manager asked a question – "Since our Current Reality influences our intentions and actions, why don't we start with looking at Current Reality and then develop our Vision with reference to it and build our strategy." Before we address this question, let us first look at another model.

The Change Model of Beckhard and Harris is an equation given below:

$$C = DVF \quad Where:-$$

- C – Change
- D – Level of Dissatisfaction with Status Quo/Current Reality
- V – Vision / Clear Desired State
- F – Practical First Steps toward Desired State

If you notice, here the trigger lies in the Current Reality, the "Dissatisfaction" from it which leads to taking action for creating a Desired State or Vision and then bridging the gap between Vision and Current Reality with Action Steps. This has worked effectively for many people who have invented things or processes or for leaders who have led movements – where they were triggered by their dissatisfaction with what was happening – their current reality – and they wanted to make a difference.

Thus it is not about models and theories,

it is about feeling so passionately about something that one has to act to realize it.

There is only one problem, for most people, the current reality often seems over-powering – how do we overcome the situations we are in, with all the constraints, problems and seemingly "insurmountable odds". As a result, we tend to either give up our Vision or tone it down – it leads to mediocrity.

I found the "Creative Tension" model more effective and energizing, to drive us in fulfilling our aspirations. It is not as if this is a new discovery. Many of us may be practising this approach in our lives! E.g. Let us look at the situation of planning our holidays – planning a trip to some place. We can adopt either of the 2 approaches:

- We first check our current reality – what about "disposable" money and budget! Next questions are possibly about easy accessibility / familiarity etc. Thereafter we decide the place. We often end up visiting the same or known places. After a few days of our return, a feeling creeps back – this was not what we wanted!

- We first imagine about the kind of place we would like to see / visit – pictures come in our mind – some names of places also pop up and energize us. We start feeling a strong urge or desire for that place. We then go about checking the costs for visiting the place, arranging the finance etc. When the finances are limiting, we plan cost-cutting in our daily

lives, making some sacrifices to save money, or we may even take some loan. But we end up visiting place that we badly wanted to visit but never thought we had ability to visit.

So where lay the difference?

It is about examining possibilities as against limiting factors! It is about "being energized by the images of the desired future". First dreaming about achieving or obtaining something very strongly and then feeling an intrinsic "pull" for action to fructify that "dream" (although in our terminology, the word "dream" is avoided since it might lead to "fantasizing"! Instead we use the word "vision"). Banks and other financial institutions have realized the power of helping people to "realize their dreams" and launched such a variety of loans and repayment options!

One only needs to help people to "learn to vision" and to not feel constrained by "current reality". The rest they will do themselves. Individuals, groups or organizations have transformed as a result of going through process of experiencing this "Pull".

Unfortunately, my experience has been that most of the organizations have focused on the product – i.e. creating attractive statements – but have not really utilized the power of the "envisioning process" – the process of evolving the Vision, Mission and Values and then "aligning" the employees to these, through structured processes.

Thus these statements remain as just documents. Although often organizations resort to communication circulars etc. these are not effective enough. Employees often do not understand the meanings or ramifications and consequently do not feel any ownership or commitment to these aspects of an organization's identity.

The real power of the Vision can be experienced from the processes. I have seen this happen. I did this kind of a process in an organization in Madagascar, with employees across hierarchies, including opinion makers, where they had never heard of these terminologies and did not speak English, so explaining took real effort. But at the end of the process, there was a remarkable effect. These people were energized – the seeding for "change" happened.

It proved that humans are all alike – they all have aspirations and they want to fulfil them, they only need to be made aware of them. They will then have the drive to "live their vision" – organizations only need to create facilitative conditions.

Thus even if the Vision, Mission Statements are already created and exist, it would do well to have strategic and structured processes that help to revisit these from time to time, to validate its relevance and significance to the organization and have the people own them.

Individuals and organizations need to realize the power of the process.

Article by Adhir Ghosh, Principal Consultant, Gray Matters.

Recruitment & Selection at TESCO

TESCO
Every little helps

Tesco operates in 12 countries outside the UK, including China, Japan and Turkey. The company has recently opened stores in the United States. This international expansion is part of Tesco's **strategy** to diversify and grow the business.

In its non-UK operations Tesco builds on the strengths it has developed as **market leader** in the UK supermarket sector.

However, it also caters for local needs. In Thailand, for example, customers are used to shopping in 'wet markets' where the produce is not packaged.

Tesco uses this approach in its Bangkok store rather than offering pre-packaged goods as it would in UK stores.

Tesco needs people across a wide range of both store-based and non-store jobs:

- In stores, it needs checkout staff, stock handlers, supervisors as well as many specialists, such as pharmacists and bakers.

- Its distribution depots require people skilled in stock management and **logistics**.

- Head office provides the **infrastructure** to run Tesco efficiently. Roles here include **human resources**, legal services, property management, marketing, accounting and information technology.

Tesco aims to ensure all roles work together to drive its **business objectives**. It needs to ensure it has the right number of people in the right jobs at the right time. To do this, it has a structured process for recruitment and selection to attract applicants for both managerial and operational roles.

Workforce planning is the process of analysing an organisation's likely future needs for people in terms of numbers,

Type of store	Customer benefit
Express	Convenience and value. Fresh local food
Metro	Convenience in town and city centres. Lots of food lines.
Superstore	A wide range of non-food lines, such as DVDs and books.
Extra	A wide range of food and non-food, including seasonal items such as garden furniture.

Case Study from www.thetimes100.co.uk

skills and locations. It allows the organisation to plan how those needs can be met through recruitment and training. It is vital for a company like Tesco to plan ahead. Because the company is growing, Tesco needs to recruit on a regular basis for both the food and non-food parts of the business.

Positions become available because:

- jobs are created as the company opens new stores in the UK and expands internationally

- vacancies arise as employees leave the company – when they retire or resign – or get promotion to other positions within Tesco

- new types of jobs can be created as the company changes its processes and technology.

Tesco uses a workforce planning table to establish the likely demand for new staff. This considers both managerial and non-managerial positions. In 2008/09, for example, Tesco calculates that to support its business growth there will be a demand for around 4,000 new managers.

This planning process runs each year from the last week in February. There are quarterly reviews in May, August and November, so Tesco can adjust staffing levels and recruit where necessary.

This allows Tesco sufficient time and flexibility to meet its demands for staff and allows the company to meet its strategic objectives, for example, to open new stores and maintain customer service standards.

Tesco seeks to fill many vacancies from within the company. It recognises the importance of motivating its staff to progress their careers with the company. Tesco practises what it calls 'talent planning'. This encourages people to work their way through and up the organisation.

Through an annual **appraisal** scheme, individuals can apply for 'bigger' jobs. Employees identify roles in which they would like to develop their careers with Tesco. Their manager sets out the technical **skills**, **competencies** and behaviours necessary for these roles, what training this will require and how long it will take the person to be ready to do the job. This helps Tesco to achieve its business objectives and employees to achieve their personal and career objectives

Employees	Managers
set out ambitions, targets and training goals	identify technical skills, competencies and behaviours needed for the next step help employees to develop a training plan and new targets

Customers

1
2
3
4
5
6

Job description	Job	Non-food manager
	Reports to	Store manager
	Area of business	Stores – all non-food areas
	Job purpose	• To drive business improvements and performance in non-food. • To coach and develop the non-food team to give customers the best service.
Person specification	Skills	• Leadership skills, such as influencing others and decision making • Operating skills, such as managing staff and stock management • General skills, such as communication, planning and problem solving

Workforce planning

An important element in workforce planning is to have clear job descriptions and person specifications. A **job description** sets out:

- the title of the job
- to whom the job holder is responsible
- for whom the job holder is responsible
- a simple description of roles and responsibilities.

A **person specification** sets out the skills, characteristics and attributes that a person needs to do a particular job.

Together, job descriptions and person specifications provide the basis for job advertisements.

They help job applicants and post-holders to know what is expected of them. As they are sent to anyone applying for jobs, they should:

- contain enough information to attract suitable people
- act as a checking device to make sure that applicants with the right skills are chosen for interview
- set the targets and standards for job performance.

Job descriptions and person specifications show how a job-holder fits into the Tesco business.

They help Tesco to recruit the right people. They also provide a benchmark for each job interms of responsibilities and skills. These help managers to assess if staff are carrying out jobs to the appropriate standards.

Skills and behaviours

Tesco's purpose is to serve its customers. Its organisational structure has the customer at the top. Tesco needs people with the right skills at each level of this structure.

There are six work levels within the organisation. This gives a clear structure for managing and controlling the organisation. Each level requires particular skills and behaviours.

- **Work level 1** – frontline jobs working directly with customers. Various in-store tasks, such as filling shelves with stock. Requires the ability to work accurately and with enthusiasm and to interact well with others.

- **Work level 2** – leading a team of employees who deal directly with customers. Requires the ability to manage resources, to set targets, to manage and motivate others.

- **Work level 3** – running an operating unit. Requires management skills, including planning, target setting and reporting.

- **Work level 4** – supporting operating units and recommending strategic change. Requires good knowledge of the business, the skills to analyse information and to make decisions, and the ability to lead others.

- **Work level 5** – responsible for the performance of Tesco as a whole. Requires the ability to lead and direct others, and to make major decisions.

- **Work level 6** – creating the purpose, values and goals for Tesco plc. Responsibility for Tesco's performance. Requires a good overview of retailing, and the ability to build a vision for the future and lead the whole organisation.

Tesco has a seven-part framework that describes the key skills and behaviours for each job at every level in the company. This helps employees understand whether they have the right knowledge, skills or resources to carry out their roles.

Attracting and recruiting

Recruitment involves attracting the right standard of applicants to apply for vacancies. Tesco advertises jobs in different ways. The process varies depending on the job available.

Tesco first looks at its internal Talent Plan to fill a vacancy. This is a process that lists current employees looking for a move, either at the same level or on promotion. If there are no suitable people in this Talent Plan or developing on the internal management development programme, Options, Tesco advertises the post internally on its **intranet** for two weeks.

For external recruitment, Tesco advertises vacancies via the Tesco website www.tesco-careers.com or through vacancy boards in stores. Applications are made online for managerial positions.

The chosen applicants have an interview followed by attendance at an **assessment centre** for the final stage of the selection process. People interested in store-based jobs with Tesco can approach stores with their CV or register though Jobcentre Plus.

The store prepares a waiting list of people applying in this way and calls them in as jobs become available.

For harder-to-fill or more specialist jobs, such as bakers and pharmacists, Tesco advertises externally:

- through its website and offline media
- through television and radio
- by placing advertisements on Google or in magazines such as *The Appointment Journal*.

Tesco will seek the most cost-effective way of attracting the right applicants. It is expensive to advertise on television and radio, and in some magazines, but sometimes this is necessary to ensure the right type of people get to learn about the vacancies. Tesco makes it easy for applicants to find out about available jobs and has a simple application process. By accessing the Tesco website, an applicant can find out about local jobs, management posts and head office positions. The website has an online application form for people to submit directly.

Selection

Selection involves choosing the most suitable people from those that apply for a vacancy, whilst keeping to employment laws and regulations.

Screening candidates is a very important part of the selection process. This ensures that those selected for interview have the best fit with the job requirements. In the first stages of screening, Tesco selectors will look carefully at each applicant's **curriculumvitae (CV)**. The CV summarises the andidate's education and job history to date. A well-written and positive CV helps Tesco to assess whether an applicant matches the person specification for the job. The company also provides a 'job type match' tool on its careers web page.

People interested in working for Tesco can see where they might fit in before applying.

The process Tesco uses to select external management candidates has several stages.

A candidate who passes screening attends an assessment centre. The assessment centres take place in store and are run by managers. They help to provide consistency in the selection process. Applicants are given various exercises, including team-working activities or problem solving exercises. These involve examples of problems they might have to deal with at work.

Candidates approved by the internal assessment centres then have an interview. Line managers for the job on offer take part in the interview to make sure that the candidate fits the job requirements.
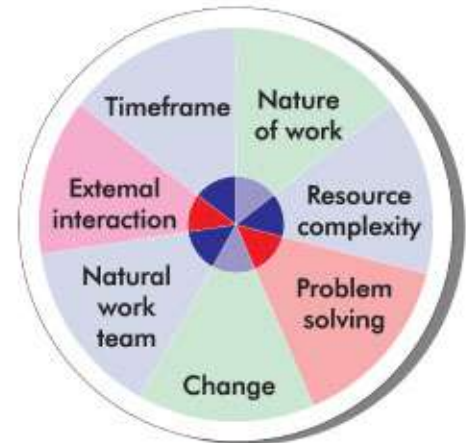
Conclusion

Workforce planning is vital if a business is to meet its future demands for staff. It allows a business time to train existing staff to take on new responsibilities and to recruit new staff to fill vacancies or to meet skill shortages.

Tesco is a major international company with many job opportunities, including management, graduate, school leaver and apprentice posts. Tesco needs to have people with the right skills and behaviours to support its growth and development. Tesco has clear organisational structures, detailed job descriptions and person specifications. It provides user-friendly ways of applying for jobs and a consistent approach to recruitment and selection. This means it can manage its changing demand for staff.

PERSPECTIVES

The Professional

Subroto Bagchi

How does one become a professional?

No one can become a professional just by acquiring a so-called professional degree or diploma. Some practicing individuals who have a professional education behind them and a few years of experience, think that they are professionals. Neither qualification nor just the skill makes you worthy of being called "a professional".

In reality, it requires much more than that.

First and foremost, we need certain foundational qualities like the capacity to work unsupervised and the ability to certify completion of a task undertaken. These invariably require clarity on what constitutes professional integrity.

Building from there, in my book, I have talked about the next higher idea – that of self-awareness. This is where mere competence ends and professionalism truly begins. A true professional is self-aware. This is what makes one professional to be remembered past his or her career and another quickly forgotten.

In my book, you will find several examples to illustrate this aspect from many different fields of work.

A professional has a lifelong learning curve. My book deals with several professional qualities that are time honored and must be acquired as we progress in our careers. But more importantly, it addresses a set of emergent and critical areas for Indian professionals to pay attention to so that they become globally relevant.

You have discussed the issue of Integrity in great detail in the book. Can you really learn integrity?

The answer is yes. It is because the idea is based on the principles of natural justice. It is our natural state. Most people, most of the times are reasonable, they want to live in harmony and that means they have a natural affinity for fairness. When people are given an understanding of the concept of integrity and the power of self-regulation, most people can lead a life without contradictions. I have also seen people change for the better when they are given the right environment and the knowledge.
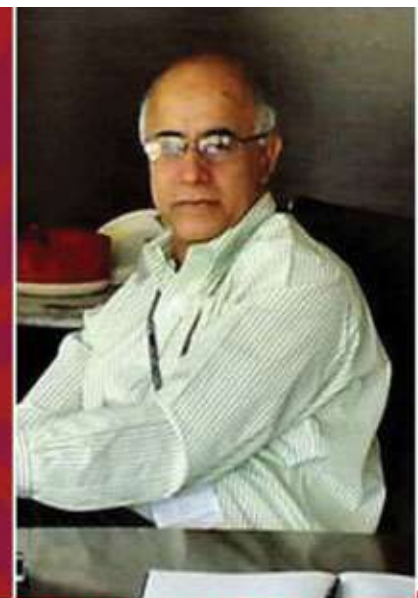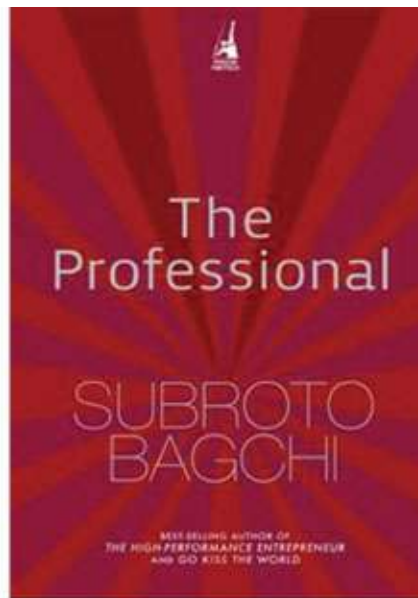
"The Professional" has some uplifting examples of people you would normally not notice and see for yourself how the idea works. The book also deals with several examples of how the high and the mighty often lose their sense; how they are overcome by hubris when they lose the meaning of professional integrity.

Who is the audience for the book?

I have written this book for all working professionals – they may be doctors, lawyers, chartered accountants, company executives, journalists, software engineers – it is for anyone who would like to be called a *professional* and wants to know how to be one.

I do want this book to be read by anyone who is going through a professional course today – like an MBA program, engineering, medical, accounting or a law degree to join a profession in the near future.

Like the American Express card, I want to be able to say for this book, "Do not leave home without it".

The Professional

SUBROTO BAGCHI

BEST-SELLING AUTHOR OF
THE HIGH-PERFORMANCE ENTREPRENEUR
AND GO KISS THE WORLD

Why this book now?

India is entering the world-stage in a big way. Her entry is being led by professionals. But we do have some gaps in our understanding of what is the globally accepted standard for professional behavior. We have a choice to make: either we up the game and be world-class or become irrelevant in the next couple of decades.

Why was it not your first one?

I think I needed to establish my own credibility as a writer before taking on a subject that touches a great cross-section of people. After the success of *The High Performance Entrepreneur* and *Go Kiss the World*, I felt confident that I could convey what I wanted to in a manner that people deeply identify with. People deeply feel about.

The germination of the idea behind this book is at least two and a half decades old. It started when as a young professional, I began to engage with the world, I started traveling all over the world and thereby started to understand the hiatus between what we need as a nation and where we truly stand.

But I also needed to build something substantial with my own hands before writing a book like this so that people take it seriously. So that people say, "Yes, this guy is real; that this man is not taking a theoretical high ground. He is telling what works; what it takes to find entry into the club of professionals because he has been there, done that."

Why do you say 'club of professionals'?

You do not gate crash into a Club. Membership implies invitation, screening, acceptance and responsible behavior. Clubs are about customs and traditions beyond just rules laid out. Clubs are about self-regulation. They need not always be formal places – sometimes they exist silently in every profession. Think of a highly skilled cardiac surgeon; you probably make a ton of money. But to have the peer recognition, to be able to enter a room and have people spontaneously stand up, you need to be a member of the Club.

That capacity, to build a professional reputation that only a few can, comes from building "affective regard" for your profession, it comes from conscious practice of unique tenets of a profession, it is about sustained self-regulation. *The Professional* is all about that.

How is this book different from its predecessors and what next?

"The High Performance Entrepreneur", "Go Kiss the World" and "The Professional" together make a trilogy. I would be very happy if people read them like a trilogy. The common thread between the three is that they are business books for adult readers.

That said, readers will find the narrative style of this book very different from the previous two. The first book fell back a lot on MindTree as a case study in entrepreneurship; the second one used

The Professional is Subroto Bagchi's most deeply-felt book.

Bagchi's first best-selling book, *The High-Performance Entrepreneur*, shared his story of building a company. His second bestseller, *Go Kiss the World*, was the story of his life, a motivation to young people that anyone can achieve.

In *The Professional* he gives us his knowledge, based on his lifelong experience, of what it takes to be a professional, what qualities you need to become a great professional, and what are the challenges of the future a professional must be prepared for. Most importantly, he asks, and gives answers, to the toughest question every professional faces: Is what I am going to do now, faced with a difficult decision and multiple options, the professional choice to make?

In a world where a 'sub-prime crisis' and a 'Satyam saga' were incomprehensible; where the global economic meltdown has affected the livelihoods of millions of people; where companies and individuals are routinely revealed to have made unprofessional choices, *The Professional* provides the explicit and implicit code of conduct-the boundaries which separate a skilled individual from a professional.

Recently I reached out to a world-wide group of people I deeply admire for their professionalism while writing The Professional. I had asked them these three questions: what qualities did they admire in a "professional"? What were some of their own uplifting experiences in dealing with other professionals? Three, what were their recollections of unprofessional conduct?

These men and women, from a diverse set of fields, indicated a list of qualities. I collated the feedback to rank the most coveted ones.
The top ten professional attributes that jumped out were:

1. Integrity
2. Commitment and ownership
3. Action orientation and goal seeking
4. Continuous learning
5. Professional knowledge/skills
6. Communication
7. Planning, organizing and punctuality
8. Quality of work
9. A positive attitude, approachability, responsiveness and
10. Being an inspiring reference to others, thought leadership

my own life story to deliver a certain message.

You will find none of that in The Professional. It will take you on a riveting shift from one professional situation to another from real life. It will push you. It will make you think. It will ask you to draw upon your own capacity to make sense. It will take you on your own turf.

Talking about "after The Professional, what" – well, my next project is going to be a business book for children. We need to talk to our children about the world of business. We need to get them engaged and let them explore so that we can build a more meaningful connection between business and living. The folks at Puffin Books are very excited about the idea and hopefully, your children will have something interesting to read in 2010. Let's see!

What is the fine line between trying to be a professional and lowering expectations to deal with mediocre people all around?

It is an issue. It surfaces when young, idealistic people enter a field of work and are told to make compromises or look the other way round when organizational norms and standards are deliberately lowered. Imagine a young intern who wants to follow the right path and the hospital requires her to cut corners in order to maximize billing. Or an editor asks a young journalist to push a story that would sell but has not been verified; a software engineer is pushed to make a release of a buggy product to be able to recognize revenue to meet quarterly targets -- examples abound in every profession. But when you read The Professional, you will realize that at the end of the day, it is about personal

choices we must make, prices we have to be willing to pay and sometimes, choosing the right over the convenient is a difficult thing, even a risky thing. But it is that quality which separates the legends from the ordinary mortals.

You talk about cultural differences. Working in the West is very different from working in India. What would you say are the differences among professionals in the West and in India? How better can Indians adapt to Western professional ways? Would you go as far as to say Westerners are more professional than Indians?

I think the differences must go away, they need to go away. Otherwise we will never be world-class. The way a plumber, carpenter, cab driver or a waiter deals with you in the west, make you look at them as professionals. When we return to India, these people no longer seem like professionals, they are relegated to becoming tradesmen at best. The day these very people are treated like professionals and we expect a higher standard and treat them with respect and compensate them well, we will see a new India emerge.

When you shift from blue to white-collar professionals, and make a east-west contrast, the biggest difference you find is that in the east, we trivialize things. It is part of a larger social problem. So, we trivialize professional education, conduct, scrutiny and the idea of success itself. As a result, we lower the benchmark and with it, everything falls below the threshold to be world-class.

But I am optimistic that the east-west gap will bridge. Because only in bridging that gap, there would be larger benefit to both the individual and the society. 𝒈

Subroto Bagchi is best known for co-founding MindTree in 1999 where he started as the Chief Operating Officer. MindTree is among India's most admired companies across industries. In 2008, Bagchi took on the role of Gardener & Vice Chairman of the Board at MindTree.

In this new role, Bagchi spends one-on-one time with the Top-100 leaders at MindTree on their 'personal-professional' issues to expand leadership capacity and build readiness for taking MindTree into the billion-dollar league. In addition, Bagchi works at the grassroots by making himself available to its 45 Communities of Practice that foster organizational learning, innovation and volunteerism within the organization.

Did you Know

The Telephone Directory

1878 – New Haven District Telephone Company
(Listed as one of the "Books that changed the world")

LIST OF SUBSCRIBERS.
New Haven District Telephone Company.
OFFICE 219 CHAPEL STREET.
February 21, 1878.

O n 10 march 1876, with the words, 'Mr. Watson – come here, I want to see you, 'the world was changed for ever. Alexander Graham Bell's invention of the telephone ushered in an era of instant long-distance communication that revolutionized commerce, industry, politics and personal relationships. The telegraph had already been invented, in 1837, but it required a specialist operator to put the (usually terse) message into Morse code, another operator at the receiving end to decode it, and then someone to deliver it to the recipient. telephone, by contrast, put people directly and vocally in touch with each other.

The telephone also created an occasion for the new technology of telecommunications to join with a much old technology – print. Subscribers to the new telephone services needed to know how to contact other subscribers – otherwise the new invention would be little more than a toy.

Hence the publication of the first telephone directory, called simply The Telephone Directory. It was issued in Connecticut in 1878 by the New Haven District Telephone Company, the world's first, and comprised a single-sheet list of 50 subscribers.

Most of the entries were for business or public services such as the police and the post office. Only 11 were for private residences, 4 of those for individuals connected to the company. The directory did not actually give the subscribers' telephone numbers-callers had to ring the New Haven exchange to be put through.

SHOWCASE

Tata Business Excellence Model

TATA

In India, liberalization, privatization and globalization have been a boon for the customers.

However they are double-edged sword for the Indian Industry. It poses a challenge of unlimited opportunities for the efficient industries, and have the threat of closure for the inefficient ones - GROW OR GO!!

The Group's introduction to systematically pursue ever improving standards of business performance was marked by the adoption of the Tata Business Excellence Model (TBEM) in 1995. A movement which began as an award dedicated to the memory of Mr. J.R.D. Tata, has steadily matured into a key driver of improvement for the TATA companies, as the Group's journey towards Business Excellence enters its fifteenth year.

What does this award stand for? In simple words, the progress of the companies on the path of all round excellence is measured on the platform of TBEM questions and core values, and the company earning the highest score gets the award for the year.

This model, called TBEM, gives a set of core values embedded in high performing organisations (close to "ideal"), and through a set of questions in all facets of management; asks the companies to describe how they imbibe these core values in their operations and have thus improved continuously.

Any organisation needs a farsighted and strong leadership to guide it on the right path into the unknown horizons of time. It first decides what the organisation wants to be in future and how to achieve it. These dreams are based on the expectation of the stakeholders. Since the employees are the ones who will turn the dreams into reality, they communicate and explain them to the employees, encouraging them to achieve these goals together. They motivate their capacities to innovate and encourage them to

TBEM - MODEL

1 Leadership (120 pts.)

The Leadership Category examines HOW the organisation's SENIOR LEADERS guide and sustain the organisation. Also examined are organisation's GOVERNANCE and HOW the organisation addresses its ethical, legal, and community responsibilities.

1.1 Senior Leadership: (70 pts.)
How do the senior leaders lead? Describe HOW SENIOR LEADERS guide and sustain the organisation. Describe HOW SENIOR LEADERS communicate with the WORKFORCE and encourage HIGH PERFORMANCE.

1.2 Governance and Social Responsibilities: (50 pts.)
How do you govern and address your social responsibilities? *Describe the organisation's GOVERNANCE system.* Describe HOW the organisation addresses its responsibilities to the public, ensures ETHICAL BEHAVIOR, and practices good citizenship.

2 Strategic Planning (85 pts.)

The *Strategic Planning* Category examines HOW the organisation develops STRATEGIC OBJECTIVES and ACTION PLANS. Also examined are HOW the chosen STRATEGIC OBJECTIVES and ACTION PLANS are DEPLOYED and changed if circumstances require, and HOW progress is measured.

2.1 Strategy Development: (40 pts.)
How is the strategy developed? Describe HOW the organisation determines its STRATEGIC CHALLENGES and advantages. Describe HOW the organisation establishes its strategy and STRATEGIC OBJECTIVES to address these CHALLENGES and enhance its advantages. Summarise the organisation's KEY STRATEGIC OBJECTIVES and their related GOALS.

2.2 Strategy Deployment: (45 pts.)
How is strategy deployed? Describe HOW the organisation converts its STRATEGIC OBJECTIVES into ACTION PLANS. Summarise the organisation's ACTION PLANS and related KEY PERFORMANCE MEASURES or INDICATORS. Project the organisation's future PERFORMANCE relative to KEY comparisons on these PERFORMANCE MEASURES or INDICATORS.

SHOWCASE

fulfil the expectations of all the stakeholders. Another major task of the leadership is to ensure that the organisation is moving in the right direction and at the right pace. For this they review the progress regularly; and are scanning the business environment for new opportunities of growth, averting dangers, strengthening the strengths and bucking up the weaknesses.

For all this to happen, they have to decide the actions for the future. What return would we give to our investors, has to be decided. For meeting these expectations of the investors, what products will be required to be sold, how much and in which markets has to be determined. They also have to find the attributes of the products, which will attract the customers in face of competitors' offerings, to the products in terms of quality, consistency, price, service and delivery. It is therefore needed to make marketing, operational, R&D, HR, financial strategies, prepare action plans in each and fix time bound targets, responsibility and milestones for them.

Setting targets are fine, but till the needs and expectations of the customers are established; and

products are made capable of fulfilling them; these targets will remain a distant dream only.

Therefore listening to the voice of the customers; and learning lessons about the product attributes

that will satisfy and delight the customers becomes important.

Who makes good products acceptable to the customers? The employees, of -course! It is therefore essential for any organisation to exploit these resources in the best possible manner.

They should be well versed in what they do, help each other to improve and make the best quality products at the least cost. They should be trained not in one but many skills, so that they can be fully utilized, and can help each other, work as a team. Their innovative capabilities must be fully developed and utilized; to the benefit of both- the employees by fulfilling their desire to grow and the organisation by helping to achieve its objectives. They need to have a safe, clean and healthful environment to work and expect facilities and services to make their lives better. After all, they are one of the stakeholders too! The satisfaction, well-being and

3 Customer & Market Focus (85 pts.)

The CUSTOMER and Market Focus Category examines HOW the organisation determines the requirements, needs, expectations, and preferences of CUSTOMERS and markets. Also examined is HOW the organisation builds relationships with CUSTOMERS and determines the KEY factors that lead to CUSTOMER acquisition, satisfaction, loyalty, and retention and to business expansion and SUSTAINABILITY.

3.1 Customer and Market Knowledge: (40 pts.)

How to obtain and use customer and market knowledge? Describe HOW the organisation determines requirements, needs, expectations, and preferences of CUSTOMERS and markets to ensure the continuing relevance of the products and services and to develop new business opportunities.

3.2 Customer Relationships and Satisfaction: (45 pts.)

How to build relationships and grow customer satisfaction and loyalty? Describe HOW the organisation builds relationships to acquire, satisfy, and retain CUSTOMERS and to increase CUSTOMER loyalty. Describe also HOW the organisation determines CUSTOMER satisfaction and dissatisfaction.

4 Measurement, Analysis & Knowledge Management (90 pts.)

The Measurement, ANALYSIS, and Knowledge Management Category examines HOW the organisation selects, gathers, analyses, manages, and improves its data, information, and KNOWLEDGEASSETS and HOW it manages its information technology. The Category also examines HOW the organisation reviews and uses reviews to improve its PERFORMANCE.
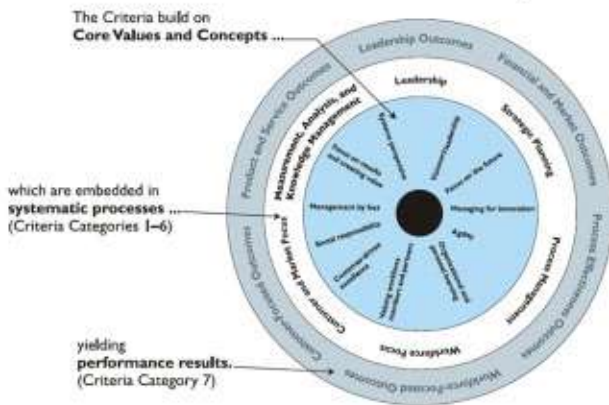
4.1 Measurement, Analysis, and Improvement of Organisational Performance: (45 pts.)

How to measure, analyse, and then improve organisational performance? Describe HOW the organisation measures, analyses, aligns, reviews, and improves its PERFORMANCE through the use of data and information at all levels and in all parts of the organisation. Describe HOW to SYSTEMATICALLY use the results of reviews to evaluate and improve PROCESSES.

4.2 Management of Information, Information Technology, and Knowledge (45 pts.)

How to manage information, information technology, and organisational knowledge? Describe HOW the organisation ensures the quality and availability of needed data, information, software, and hardware for the WORKFORCE, suppliers, PARTNERS, COLLABORATORS, and CUSTOMERS. Describe HOW the organisation builds and manages its KNOWLEDGE ASSETS.

The Role of Core Values and Concepts

The Criteria build on
Core Values and Concepts ...

which are embedded in
systematic processes ...
(Criteria Categories 1–6)

yielding
performance results.
(Criteria Category 7)

Measurement of progress made in all these areas therefore is the right barometer for the organisational health. All the data and information should therefore be collected over past few years and a favourable trend in results will establish the progress and its rate in the journey towards excellence. The taste of the cake is in eating!

For JRD_QV award, companies submit a write-up, describing their ways of working in the above areas and the results of the work so done. The planning and implementation of the ways of working have a maximum 550 points, whereas results have 450 points; making a total of 1000 points.

motivation levels therefore need to be measured, analysed and improved upon.

The quality and performance of products and their price depend on their design and the design of processes used in their manufacture. The design of products and processes is therefore of great importance, and must consider the productivity, cost, cycle time, incorporation of latest technology etc. For the production process to be effective and efficient, they have to be backed by a number of support services e.g. maintenance, finance, etc.; and also other services e.g. I.T., supply chain management etc. These processes should therefore be effective, efficient and be performed at the least overall cost.

However, only results are the true measure of progress and only when improvements in all the areas support each other; can the organisation be said to be moving in the path of excellence.

**Tata Business E
A Systems**

Organisati
Environment, Relatio

2
Strategic Planning

1
Leadership

3
Customer and
Market Focus

Measurement, Analysis &

5 Workforce Focus (85 pts.)

The *WORKFORCE Focus* Category examines HOW the organisation engages, manages, and develops their WORKFORCE to utilise its full potential in ALIGNMENT with the organisation's overall MISSION, strategy, and ACTION PLANS. The Category examines the ability to assess WORKFORCE CAPABILITY and CAPACITY needs and to build an environment conducive to HIGH PERFORMANCE.

5.1 Workforce Engagement (45 points)
How to engage the workforce to achieve organisational and personal success? Describe HOW the organisation engages, compensates, and rewards the WORKFORCE to achieve HIGH PERFORMANCE. Describe HOW members of the WORKFORCE, including leaders, are developed to achieve HIGH PERFORMANCE. Describe HOW to assess WORKFORCE ENGAGEMENT and use the results to achieve higher PERFORMANCE.

5.2 Workforce Environment (40 points)
How to build an effective and supportive workforce environment? Describe HOW the organisation manages WORKFORCE CAPABILITY and CAPACITY to accomplish the work of the organisation. Describe HOW the organisation maintains a safe, secure, and supportive work climate.

6 Process Management (85 pts.)

The *PROCESS Management* Category examines HOW the organisation determines its CORE COMPETENCIES and WORK SYSTEMS and HOW it designs, manages, and improves its KEY PROCESSES for implementing those WORK SYSTEMS to deliver CUSTOMER VALUE and achieve organisational success and SUSTAINABILITY. Also examined is the readiness for emergencies.

6.1 Work Systems Design (35 points)
How to design the work systems? Describe HOW the organisation determines its CORE COMPETENCIES and designs its WORK SYSTEMS and KEY PROCESSES to deliver CUSTOMER VALUE, prepare for potential emergencies, and achieve organisational success and SUSTAINABILITY.

6.2 Work Process Management and Improvement (50 points)
How to manage and improve the key organisational work processes? Describe HOW the organisation implements, manages, and improves its KEY work PROCESSES to deliver CUSTOMER VALUE and achieve organisational success and SUSTAINABILITY.

In processes, if the "evaluation and improvement" of the processes is embedded, the score goes beyond 50%. Similarly, if the results are benchmarked and are one of the best in class, more than 50% marks can be expected. All this means that a company getting more than 50% score or more, is self-driven on the path of excellence, and will continue to improve.

In case you are wondering, if TBEM is so powerful a tool, why bother with all the other efforts in the company- Value Engg., Work Simplification, Quality circles, ISO, TOP, SRS, WOW etc.? However, if now you carefully examine these efforts, you will find that they are only supplementing various aspects of TBEM.

Towards Institutionalising Ethics

xcellence Model Perspective

Every one of these initiatives aim at making the best possible quality products continuously at the least possible cost (and hence at a reasonable price to the customer) at the right time; thereby attracting and retaining ever larger number of customers; increasing turnover and profit and enabling the organisation to take better care of its shareholders, employees and the support the society around it.

Business Results (450 pts.)

The Results Category examines the organisation's PERFORMANCE and improvement in all KEY areas product and service outcomes, CUSTOMER-focused outcomes, financial and market OUTCOMES, WORKFORCE focused outcomes, PROCESS-EFFECTIVENESS outcomes, and leadership outcomes. PERFORMANCE LEVELS are examined relative to those of competitors and other organisations providing similar products and services.

7.1 Product and Service Outcomes (100 pts.)

What are product and service performance results? Summarise the organisation's KEY product and service PERFORMANCE RESULTS. SEGMENT the RESULTS by product and service types and groups, CUSTOMER groups, and market SEGMENTS, as appropriate. Include appropriate comparative data.

7.2 Customer-Focused Outcomes (70 pts.)

What are the customer-focused performance results? Summarise the organisation's KEY CUSTOMER-focused RESULTS for CUSTOMER satisfaction and CUSTOMER - perceived VALUE, including CUSTOMER loyalty. SEGMENT the RESULTS by product and service types and groups, CUSTOMER groups, and market SEGMENTS, as appropriate. Include appropriate comparative data.

7.3 Financial and Market Outcomes (70 pts.)

What are the financial and marketplace performance results? Summarise the organisation's KEY financial and marketplace PERFORMANCE RESULTS by CUSTOMER or market SEGMENTS, as appropriate. Include appropriate comparative data.

7.4 Workforce-Focused Outcomes (70 pts.)

What are your workforce-focused performance results? Summarise your organisation's KEY WORKFORCE-focused RESULTS for WORKFORCE ENGAGEMENT and for your WORKFORCE environment. SEGMENT your RESULTS to address the DIVERSITY of your WORKFORCE and to address your WORKFORCE groups and SEGMENTS, as appropriate. Include appropriate comparative data.

7.5 Process Effectiveness Outcomes (70 pts.)

What are your process effectiveness results? Summarise your organisation's KEY operational PERFORMANCE RESULTS that contribute to the improvement of organisational EFFECTIVENESS, including your organisation's readiness for emergencies. SEGMENT your RESULTS by product and service types and groups, by PROCESSES and location, and by market SEGMENTS, as appropriate. Include appropriate comparative data.

7.6 Leadership Outcomes (70 pts.)

What are your leadership results? Summarise your organisation's and SENIOR LEADERSHIP RESULTS, including evidence of strategic plan accomplishments, ETHICAL BEHAVIOR, legal compliance, social responsibility, and organisational citizenship. SEGMENT your RESULTS by organisational units, as appropriate. Include appropriate comparative data.

BUSINESS CAPPUCHINO

I want to know how God created the universe. I'm not interested in this or that phenomenon... I want to know His thoughts. The rest are details,

<div align="right">Albert Einstein</div>

Marrying Maths to Nature

Debkumar Mitra

One of the reasons that Joseph Needham cited for the 'failure' of China to become a nursery of modern science despite making spectacular advances in technology, astronomy and metallurgy was 'agrarian bureaucratic civilization.' By the time modern science, here we will restrict our discussion to the western knowledge category, evolved in Europe in the1500s the Chinese already had gunpowder, calendar, printing, mechanised agriculture, the source of the world's oldest portable star map and methods to record celestial events with amazing accuracy to name only a handful.

Is it only the socio-political reason that halted the Chinese progress? It will be naïve to subscribe to such a hypothesis. Needham, in fact, had three basic pointers that he believed gave the much needed impetus to science in Europe: 'mercantile capitalism; ethical concept of natural law, and belief in a finite, mechanistic natural order as demonstrated by deductive Euclidean geometry.' In the early 1990s, American art historian Samuel Y. Edgerton came up with a hypothesis, which was anticipated by Needham but rejected by the sinophile, in his book *The Heritage of Giotto's Geometry: art and science on the eve of scientific revolution*. Edgerton argues that Italian renaissance art embraced Euclidean geometry and optics, in the form of perspective and light-and-shade, and thus allowed reproducibility. This reproducibility allowed machines to be drawn according to scale.

In simple terms the visual art of the Thirteen and Fourteenth centuries in Europe played a key role in 'giving birth' to modern science and the Industrial Revolution. Of course, Edgerton does not fail to mention the contributions of Oriental cultures of China and India, and the Arabs, especially the decimal system of mathematics, in nurturing Western science.

Edgerton's hypothesis is significant also preoccupation of 'scientists' in the 1600s with Euclidean geometry in developing their theories also points in this direction. So, did science begin its forward march in Europe resting only on the shoulders of Euclidean geometry? Such an assertion will be prone to oversimplification. In 1202, Leonardo of Pisa, the man who gave Fibonacci numbers, completed his Liber abbaci (meaning Book of the Abacus or Book of Calculating). The work introduced the Hindu-Arabic number system into Europe — the positional system we use today — based on ten digits with its decimal point and a symbol for zero. Leonardo apparently came to know about the system, which was already being used by Indian scholars for centuries, from the Moors. Some historians believe Arab mathematician Muhammad al-Khwârizmî, who introduced Indian mathematics to the Arab world, introduced the numerals to Europe. The impact of the publication of Liber abbaci was not immediate. However, in over a century the numeral system began to be used by European scholars who were 'handicapped' by the old Roman system without a zero.

Liber abbaci was introduced when Europe was still in the Middle Ages (500 AD to 1400 AD). In this period, the Church ruled supreme and, loosely speaking, the spiritual focus was not conducive to scientific inquiry — alchemy flourished and Aristotelian view dominated natural science. With the advent of Renaissance in Italy, the idea that a 'rational God' created the world and nature can be explained with mathematics was born. The strict Aristotelian system of inductive reasoning was challenged.

The spread of new ideas and the 'birth' of science during the Renaissance were also aided by an important political event. We will come to that event soon. Around 1450, Johannes Gutenberg invented the movable type printing press. In 1453, the Turks captured Constantinople — capital of the Byzantine Empire and a major seat of learning. This event, though questioned by many historians of science, led to an exodus of Greek scholars to the West and many scientific works, many from the Arab world, came with them. Gutenberg's new machine helped distributions of copies of these scholarly texts.

Twenty years after the fall of Constantinople to Turks in 1473 Nicolas Copernicus was born in Poland. During these times astronomy was dominated by Ptolemy's ideas, which was well within the general framework of Aristotelian physics, but with a few problems.

Aristotle had put earth, and thus man, as the centre of a geostatic, geocentric and finite cosmos and all the celestial bodies moved around in an uniform, circular motion around a central point. Ptolemy's use of the equant interfered with the aesthetic concept of uniform motion. He also used epicycles, apparently to 'save the phenomena' but these static circles put the centre of motion of celestial bodies on a geometric point other than a centre of a deferent.

In 1543, Copernicus published his *De Revolutionibus Orbium Caelestium* (or, On Revolution of Celestial Bodies) and mathematical model of the cosmos, as it was known then. The Polish astronomer did not try starting a revolution with his model but was suggesting purifying the Ptolemaic astronomy.

Copernicus was a deeply religious person and he did not want to take Aristotelian physics head-on but his ideas did dislodge man from the centre of the cosmos — heliocentricity was born. It will not be out of place to mention Aristarchus, who lived on the Greek island of Samos, who lived from 310 BC to 230 BC. The Greek, possibly the first astronomer, postulated that the planets orbited the Sun, more than 1000 years before Copernicus. It is now known that Copernicus in his manuscript had written 'Philolaus believed in the mobility of the earth, and some even say that Aristarchus of Samos was of that opinion.'
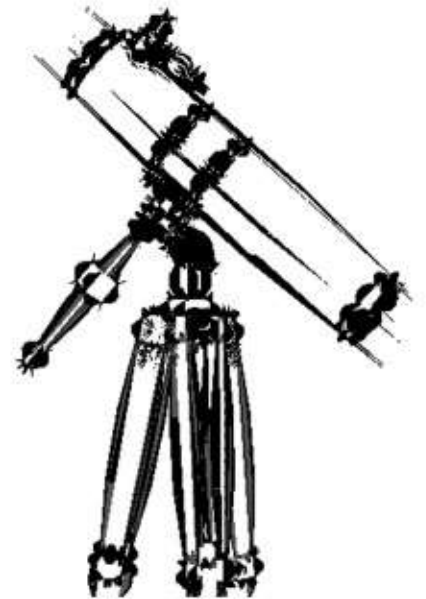
Interestingly, this passage was crossed (by him?) out before publication.

What was the contribution of Copernicus? His model introduced three celestial motions; diurnal rotation of the earth on its axis; a conical axial motion of earth to explain the fixed orientation of earth in space; and the earth, along with the planets, revolves around the sun. However, his main contribution was that we needed a new physics to explain natural phenomena.

The want for a new physics took shape in the hands for three people —Johannes Kepler, Galileo Galilei, and finally Sir Isaac Newton.

In 1609, German mathematician Johannes Kepler (1571-1630) in journal Astronomia Nova claimed that the orbit of Mars is an ellipse with the Sun at one focus, and sweeps out equal areas in equal time. In his effort Kepler was helped by observations made by Danish astronomer Tycho Brahe. Tycho was not a follower of Copernicus but nonetheless was a fine astronomer.

THE UNIVERSE
YOURS TO DISCOVER

INTERNATIONAL YEAR OF
ASTRONOMY
2009
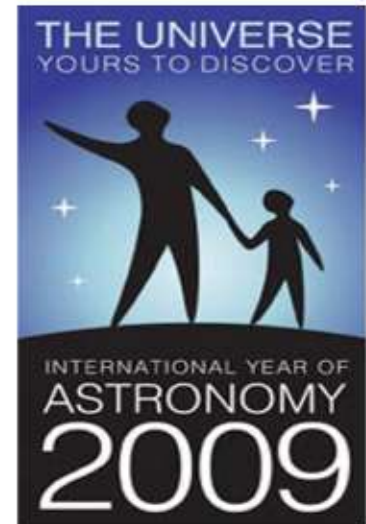
In 1570, Brahe discovered supernova in Cassiopeia. He not only designed and built instruments; he also calibrated them and checked their accuracy periodically. He thus revolutionized astronomical instrumentation.

Kepler was a believer of the Copernican theory and was initially given to circular orbits of planets. However, he settled on the elliptical orbits based on Brahe's observational data.

In 1619, Kepler completed his now famous three laws of planetary motions: 1. Planetary orbits are elliptical; 2. In equal time intervals a planet will sweep out equal areas; and 3. The square of a planetary period is proportional to the planet's mean distance from the sun. Kepler also made significant contribution to other areas. For instance, in 1604, in Ad Vitellionem Paralipomena, Kepler suggested that the intensity of light from a point source varies inversely with the square of the distance from the source. He also explained vision as a consequence of the formation of an image on the retina by the lens in the eye and described the causes of long-sightedness and short-sightedness

Around the same time as Kepler, Italy was witnessing the exploits of a 'modern physicist'. Galileo (1564-1642) in his lifetime conducted several experiments: in 1586, he invented a hydrostatic balance; in 1608, he invented the thermoscope, a primative thermometer; in 1609, he built a telescope (in 1608, Hans Lippershey invented the telescope but did not use it for observations) and discovered craters and mountains on the moon; in 1613, he discovered sunspots that challenged the idea that heavens were without a blemish; studied the motion of pendulum;

wrote on hydrostatics; broke away from Aristotle in explaining the law of falling bodies and many more. Galileo believed that nature was fundamentally mathematical. He argued that theoretical conclusions required experimental verification even if the experimentation was mental rather than empirical.

He was a strong advocate of deductive, reasoned conclusions and a staunch supporter of Archimedean mathematics as applied to physical problems. He was against extensive experimental programmes.

In 1642 Galileo died. In that year on Christmas day Isaac Newton was born. Aristotelian cosmology was dealt a final blow by Newton. In a Kuhnian sense it was a paradigm shift. Contrary to mysticism and theology the dominant ideas of his time, Newton's explanation of nature through mechanics influenced the philosophic thinking of his age. His numerous contributions to gravitation, differential calculus, motion of bodies and optics are well known.

What precipitated Newtonian synthesis can be understood by taking a short tour of what was happing in 'science' during that period. Galileo's formulation of the law of freely falling bodies and analysis of terrestrial inertia; Rene Descartes' conception of rectilinear inertia existing in Euclidean space;

Kepler's three laws of celestial motion; Huygens' and Borelli's work on centrifugal forces. Significant discoveries were being made all over Europe a sampler of which makes impressive reading:

Gilbert in 1600, discovered that electricity occurs in things other than amber; in 1614, Napier invented logarithm; In 1620, Francis Bacon published Novum Organum, this work became a basis for scientific method and inductive reasoning; In 1637, Descartes published Geometry; In 1642 Blaise Pascal invented the mechanical adding machine; and in 1652, Pascal published laws of fluid pressure.

Without getting into the details of contributions of Newton, the author of Principia, which are well documented, let us concentrate on what he succeeded in doing to the world of physics. In Newtonian science concepts such as perfection, harmony, value, formal and final causality have no place. Astronomy and physics have been unified by geometry, more precisely Euclidean geometry. The space around us is homogenous and Euclidean.

The 'new' science also effected the marriage between mathematics and experiment. 🔥

Debkumar Mitra is an Applied Mathematics major from Jadavpur University. He started his career as a researcher in Mathematical Biology and then had a long stint in Science Journalism with The Statesman and The Telegraph. He is a Gordon M. Fisher Fellow from the University of Toronto, Canada studying narrative films and impact of digital medium on communication. He has led the team that created the Penguin India Yearbook and the Penguin-CNBC Business Yearbook. He has published two books with Penguin – "Mindstretch" and "Mad, Mad, Mad world of Elections". Debkumar is also a consultant reference editor with Penguin. In his current stint he has designed soft skill courses for children and invented a Mathematical tool to measure relative knowledge.

(This article celebrates the 400th year of Galileo's astronomical observation using a telescope)

INSIDE GRAY MATTERS

On the occasion of our 2nd Anniversary, we are happy to present you with a new, improved website. The new website has lot more sections than before and also our new 'service lines'. We have ventured into Knowledge Management and Education Services in our 2nd year of operation.

We have also put in the e-version of this newsletter in our new website along with all our other Products & Services brochures.

We sincerely hope that you find 'knowledge resources' in our website and keep visiting it from time to time to get the benefit of the periodic knowledge updates that we plan to provide.

Do visit our website www.graymatters.co.in

EXCITEMENT — FUN — LEARNING
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OUR OFFERINGS

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Presentation Skills
Time Management
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Influencing Skills
Work-Life Balance
Transactional Analysis

Functional Effectiveness
Negotiation Skills
Selling Skills
Interviewing Skills
Problem Solving & Creativity
Conflict Management
Customer Relationship
Perf. Feedback & Counseling

Organizational Effectiveness
Culture Building Workshops
Competency Management
Balanced Scorecard
Basic HR Training
Advanced HR Skills
Compensation & Rewards

Leadership Development
Basic Leadership
Facilitative Leadership
Transformational Leadership

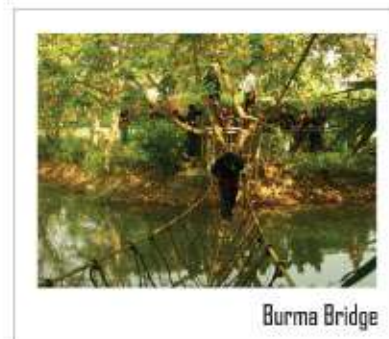### Signature Programs
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OUR OFFERINGS

Rock Climbing

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WHAT DO YOU WANT TO READ?

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If you have an interesting concept in your organization which you would like to share with the community, do write to us and we will get in touch with you for details.

Tell us what else you would like to see in Gray Matters Quarterly and we will definitely try to incorporate your requests in our subsequent publications.

FREE RADICAL

The Human Zoo

		TASKS	
		Low Priority	High Priority
RELATIONSHIPS	High Priority	TEDDY BEAR	OWL
			FOX
	Low Priority	TURTLE / TORTOISE	SHARK

The way people set their priorities and act at work can be classified by reference to two sets of bipolar extremes, represented here in terms of 'the Human Zoo':

The vertical axis refers to relationships. At the bottom of the axis, maintaining relationships with others is not important. At the top, building and maintaining relationships is all-important.

The horizontal axis is related to tasks and urgency of completion. Thus, at the bottom left the task is unimportant. At the top right the task and its completion are highly important.

There are four extreme positions and a central, compromise position. Each is appropriate at some time and in some situations, but most of us have a preference for one or another, which we may well use at both appropriate and inappropriate times.

Teddy bear (high relationship, low task): fine for being liked and it is often useful to be liked. Difficult to maintain when in disagreement, and may lead to a 'flip' into the opposite mode. Can also, if overused, lead to too great submission to others.

Turtle / tortoise (low relationship, low task): 'turtle' because it involves withdrawal from both social and working life. Rarely appropriate, but we all know of times when it's best to keep our heads down! In extreme regimes, whether just at work or in generals life, this is very much the survivor's position.

Shark (high task, low relationship): the job is paramount and relationships are at best irrelevant to the shark. If people stand in the

way of the task, they are likely to be beaten down. Feelings will be brushed aside. Appropriate behaviour when something must be done urgently. Inappropriate when getting the job done involves the voluntary co-operation of others, as most jobs do.

Owl (high relationship, high task): in the 'owl' situation, relationships and the task have an equally high priority. This is often the best position to adopt in working life, and the most admired leaders tend to adopt it, but there are times when all the others – even the fifth, compromise, position – are useful and more appropriate to success, or at least survival.

(We know of at least one owl who lost his very senior job because he failed to realize that the sharks were after blood. The turtles kept their heads down, the teddy bears accommodated, the foxes joined the sharks. He become isolated and was eventually forced into a position where the choice was resign or submit. He resigned.)

Fox (midway on relationships, midway on tasks): in effect this is a compromise position in which one indulges in give-and-take in relationships, and in tasks ('I'll help you only if you help me…I'll scratch your back if you scratch mine…'). Often used to pragmatically overcome deeply entrenched positions. Politicians often use foxiness to unravel such insoluble problems as Middle East peace. Human relations people (on both sides) sometimes need to adopt this position in solving industrial disputes. The danger of over-use is that one would be seen to be untrustworthy and pragmatic.

Gray Matters comprises of consultants who understand the challenges that businesses face in attracting, retaining and motivating people in this competitive environment. We work in partnership with our clients to deliver people solutions which would help accelerate growth for the organizations, based on our knowledge of businesses and expertise in HR leading practices.

Our solutions and approaches unlock the full potential of an organization – and deliver real, measurable, substantial and meaningful business results.

Organization Vision, Mission & Values

Organization design and Mapping

Job Banding & Evaluation

Performance Management System

Balanced Scorecard Design & Implementation

Competency Mapping & Assessments

Compensation Strategy & Structures

Reward Strategies

Leadership Development & Transformation

HR Strategy formulation

HR Effectiveness

HR Communication & Branding

Our Key Consultants

Sanjay Roy Chowdhury
Managing Director
Gray Matters

Experience: Formerly **Associate Director** with the Human Capital practice in **Ernst & Young**. He was heading the Eastern Region and the SAARC countries. Over a decade and half years of experience with 8 years in E&Y and previously in Arvind Mills Ltd.
Consulting exposure in India, Bangladesh, Nepal, South East Asia and the Middle East.
Consulting areas: Visioning, Organization Design & Structuring, Performance Management System, Balanced Scorecard, Competency based solutions, Rewards Management, Compensation Management, Job Evaluation, Manpower Rationalization, Policies & Systems
Academic background: MBA from XLRI, Post Graduation from Calcutta University and Graduation from Presidency College

Adhir Ghosh
Principal Consultant
Gray Matters

Experience: Formerly **Director HR** with the **Galana Refineries, Madagascar**. Has been associated with **Arthur D.Little** for organisational restructuring. Over 30 years of experience with **Bharat Petroleum**, Holman Climax and Shriram Group.
Academic background: One of the few professionally **trained 'executive coaches'** in India. He has been trained by **Sir John Whitmore** on the GROW model of coaching. He has also been **associated with Innovation Associates of Dr Peter Senge** for 'organizational transformation.
Consulting exposure: India, Bangladesh, Sri Lanka, South East Asia and the Middle East.
Consulting areas: Organization Effectiveness, Change Management, Leadership Development, Executive Coaching, Performance Management System, Balanced Scorecard, Competency Mapping & Assessment Centres, Training, Strategic HR and Marketing

Shruti Dhupia
Senior Consultant
Gray Matters

Experience: Formerly heading the Eastern Region (Additional vertical) HR Team for Max New York Life Insurance Company. Over 5 years of experience with Max New York Life Insurance and Scandent Solutions, Chennai.
Academic background: MBA in HR from IISWBM
Work exposure: Setting up systems and processes in HR, Staffing solutions, Training, Performance Management systems, Policy implementation, Rewards Management, HR MIS / Scorecard, Competency Based recruitment, Balanced Scorecard
Industries worked with: Insurance, IT, FMCG, Infrastructure, Manufacturing

Debasmita Sengupta
Senior Analyst
Gray Matters

Academic background: MBA in HR from IISWBM
Work exposure: Haldia Petrochemicals – Training Project on Mentoring and its effectiveness.
Industries worked with: Service Industry – Hospital, Consulting and Infrastructure

Saswati Ghosh
Analyst
Gray Matters

Academic background: MBA in HR and PG Diploma in Software Engineering
Work exposure: Ernst & Young – Project work in Best Practices in HR and Employee Engagement in various organizations.
Industries worked with: Service Industry – Hospital, Consulting , Manufacturing and Infrastructure

BOUQUETS & BRICKBATS

Through this newsletter, we intend to bring to you "interesting stuff" from the world of business, nationally and internationally. Please send in your comments and critique on the newsletter. We would like to improve with your suggestions and make this newsletter a "better read". Send your mail to contact@graymatters.co.in

> **"** *For we are bound*
> *where mariner has*
> *not yet dared to go"* **"**
>
> – *Rabindranath Tagore*

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