



Leadership
Business
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Management

PEAK PERFORMANCE

INAUGURAL ISSUE

A Leadership Magazine for Achievers

In this Issue

Tale of A Visionary

Managing Engineering Colleges

Employee Development

Work Life Balance

Inspiring Students

Developing Corporate Leadership

Peak Performance - A Transformational Journey

The Art & Science Of Great Recruitment

Soft Skills Development

My Experience with ALS

From the Desk of Editor



There exist in this world some extraordinary individuals who by their ability, application and accomplishment have surpassed others and gone way beyond. This has happened from time immemorial and in almost every aspect of life, science, education and arts.

These individuals some of whom have started from very humble beginnings are Peak Performers in the real sense.

So, what is it that makes these people extraordinary? What are the secrets, what brick and cement are they made of? What principles, strategies and operative practices do they practice? What kind of lifestyle do they follow? What training do they undertake? Peak Performance seeks to search all these, distil and bring them to you.

This magazine is for leaders or one who is aspiring to be a leader. The articles that appear in this magazine represent the thought of the leadership community. These experts are well recognised as being at the top of their respective fields. We intend to make this magazine a careful blend of business, education, management and lifestyle apart from the art and science of Peak Performance.

This is the first issue and we intend to make it a quarterly. I hope you would like the issue please feel free to send us all your feedback, suggestions and criticisms.

This is also a time to express our very deep gratitude for the community that helped my organisation and me grow from strength to strength. Today we work with about 125 organisations and over 30 premier institutions. This wouldn't have been possible without your constant support, encouragement, patronage, and love. Thank you so much for being there. We sincerely want 'Peak Performance' to be a magazine for you. On this inaugural issue we have contributions from some of our very eminent client friends. We thought it is apt to launch it on this day, our Foundation Day.

We solicit your best wishes for this magazine and I pray to the almighty that all of you are showered with unlimited success, happiness, peace and prosperity.

Best regards,
Soumitra Chatterjee
15 September 2007

“Once you find out what your life's work is, your world will come alive. You will wake up every morning with a limitless reservoir of energy and enthusiasm. All your thoughts will be focused on your definite objective. You won't have time to waste time.”

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Peak Performance

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TALE OF A VISIONARY

Contributed by
Ashoke Shukla, Area Manager,
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N. R. Narayana Murthy

N R Narayana Murthy, chief mentor and chairman of the board, Infosys Technologies, delivered a pre-commencement lecture at the New York University (Stern School of Business) on May 9. It is a scintillating speech, Murthy speaks about the lessons he learnt from his life and career. We present it for our readers:

Dean Cooley, faculty, staff, distinguished guests, and, most importantly, the graduating class of 2007, it is a great privilege to speak at your commencement ceremony.

I thank Dean Cooley and Prof. Marti Subramanian for their kind invitation. I am exhilarated to be part of such a joyous occasion. Congratulations to you, the class of 2007, on completing an important milestone in your life journey.

After some thought, I have decided to share with you some of my life lessons. I learned these lessons in the context of my early

one role model can alter
the future of a young
student and chance
events can sometimes
open new doors.

career struggles, a life lived under the influence of sometimes unplanned events which were the crucibles that tempered my character and reshaped my future.

I would like first to share some

of these key life events with you, in the hope that these may help you understand my struggles and how chance events and unplanned encounters with influential persons shaped my life and career.

Later, I will share the deeper life lessons that I have learned. My sincere hope is that this sharing will help you see your own trials and tribulations for the hidden blessings they can be.

The first event occurred when I was a graduate student in Control Theory at IIT Kanpur, in India. At breakfast on a bright Sunday morning in 1968, I had a chance encounter with a famous computer scientist on sabbatical from a well-known US university.

He was discussing exciting new developments in the field of computer science with a large group of students and how such developments would alter our future. He was articulate, passionate and quite convincing. I was hooked. I went straight from

breakfast to the library, read four or five papers he had suggested, and left the library determined to study computer science.

Friends, when I look back today at that pivotal meeting, I marvel at how one role model can alter for the better the future of a young student. This experience taught me that valuable advice can sometimes come from an unexpected source, and chance events can sometimes open new doors.

The next event that left an indelible mark on me occurred in 1974. The location: Nis, a border town between former Yugoslavia, now Serbia, and Bulgaria. I was hitchhiking from Paris back to Mysore, India, my home town.

By the time a kind driver dropped me at Nis railway station at 9 p.m. on a Saturday night, the restaurant was closed. So was the bank the next morning, and I couldn't eat because I had no local money. I slept on the platform until 8.30 pm in the night when the Sofia Express pulled in.

The only passengers in my compartment were a girl and a boy. I struck a conversation in French with the young girl. She talked about the travails of living in an iron curtain country, until we were roughly interrupted by some policemen who, I later gathered, were summoned by the young man who thought we were criticizing the communist government of Bulgaria.

The girl was led away; my backpack and sleeping bag were confiscated. I was dragged along the platform into a small 8x8 foot room with a cold stone floor and a hole in one corner by way of toilet facilities. I was held in that bitterly cold room without food or water for over 72 hours.

I had lost all hope of ever seeing the outside world again, when the door opened. I was again dragged out unceremoniously, locked up in the guard's compartment on a departing freight train and told that I would be released 20 hours later upon reaching Istanbul. The guard's final words still ring in my ears -- "You are from a friendly country called India and that is why we are letting you go!"

The journey to Istanbul was lonely, and I was starving. This long, lonely, cold journey forced me to deeply rethink convictions about Communism. Early on a dark Thursday morning, after being hungry for 108 hours, I was purged of any last vestiges of affinity for the Left. I concluded, that entrepreneurship, resulting in large scale job creation, was the

only viable mechanism for eradicating poverty in societies.

Deep in my heart, I always thank the Bulgarian guards for transforming me from a confused Leftist into a determined, compassionate capitalist! Inevitably, this sequence of events led to the eventual founding of Infosys in 1981.

While these first two events were rather fortuitous, the next two, both concerning the Infosys journey, were more planned and profoundly influenced my career trajectory.

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On a chilly Saturday morning in winter 1990, five of the seven founders of Infosys met in our small office in a leafy Bangalore suburb. The decision at hand was the possible sale of Infosys for the enticing sum of \$1 million. After nine years of toil in the then business-unfriendly India, we were quite happy at the prospect of seeing at least some money.

I let my younger colleagues talk about their future plans. Discussions about the travails of our journey thus far and our

future challenges went on for about four hours. I had not yet spoken a word.

Finally, it was my turn. I spoke about our journey from a small Mumbai apartment in 1981 that had been beset with many challenges, but also of how I believed we were at the darkest hour before the dawn. I then took an audacious step. If they were all bent upon selling the company, I said, I would buy out all my colleagues, though I did not have a cent in my pocket.

There was a stunned silence in the room. My colleagues wondered aloud about my foolhardiness. But I remained silent. However, after an hour of my arguments, my colleagues changed their minds to my way of thinking. I urged them that if we wanted to create a great company, we should be optimistic and confident. They have more than lived up to their promise of that day.

In the seventeen years since that day, Infosys has grown to revenues in excess of \$3.0 billion, a net income of more than \$800 million and a market capitalisation of more than \$28 billion, 28,000 times richer than the offer of \$1 million on that day.

In the process, Infosys has created more than 70,000 well-paying jobs, 2,000-plus dollar-millionaires and 20,000-plus rupee millionaires.

A final story: On a hot summer morning in 1995, a Fortune-10 corporation had sequestered all their Indian software vendors,

including Infosys, in different rooms at the Taj Residency hotel in Bangalore so that the vendors could not communicate with one another. This customer's propensity for tough negotiations was well-known. Our team was very nervous.

First of all, with revenues of only around \$5 million, we were minnows compared to the customer.

Second, this customer contributed fully 25% of our revenues. The loss of this business would potentially devastate our recently-listed company.

Learning from success can be much more difficult than learning from failure

Third, the customer's negotiation style was very aggressive. The customer team would go from room to room, get the best terms out of each vendor and then pit one vendor against the other. This went on for several rounds. Our various arguments why a fair price -- one that allowed us to invest in good people, R&D, infrastructure, technology and training -- was actually in their interest failed to cut any ice with the customer.

By 5 p.m. on the last day, we had to make a decision right on the spot whether to accept the customer's terms or to walk out.

All eyes were on me as I mulled over the decision. I closed my eyes, and reflected upon our journey until then. Through many a tough call, we had always thought about the long-term

interests of Infosys. I communicated clearly to the customer team that we could not accept their terms, since it could well lead us to letting them down later. But I promised a smooth, professional transition to a vendor of customer's choice.

This was a turning point for Infosys.

Subsequently, we created a Risk Mitigation Council which ensured that we would never again depend too much on any one client, technology, country, application area or key employee. The crisis was a blessing in disguise. Today, Infosys has a sound de-risking strategy that has stabilized its revenues and profits.

I want to share with you next, the life lessons these events have taught me.

1. I will begin with the importance of learning from experience. It is less important, I believe, where you start. It is more important how and what you learn. If the quality of the learning is high, the development gradient is steep, and, given time, you can find

It matters greatly whether one believes in ability as inherent or that it can be developed

yourself in a previously unattainable place. I believe the Infosys story is living proof of this.

Learning from experience, however, can be complicated. It can be much more difficult to learn from success than from failure. If we fail, we think carefully about the precise cause.

Success can indiscriminately reinforce all our prior actions.

2. A second theme concerns the power of chance events. As I think across a wide variety of settings in my life, I am struck by the incredible role played by the interplay of chance events with intentional choices. While the turning points themselves are indeed often fortuitous, how we respond to them is anything but so. It is this very quality of how we respond systematically to chance events that is crucial.

3. Of course, the mindset one works with is also quite critical. As recent work by the psychologist, Carol Dweck, has shown, it matters greatly whether one believes in ability as inherent or that it can be developed. Put simply, the former view, a fixed mindset, creates a tendency to avoid challenges, to ignore useful negative feedback and leads such people to plateau early and not achieve their full potential.

The latter view, a growth mindset, leads to a tendency to embrace challenges, to learn from criticism and such people reach ever higher levels of achievement (Krakovsky, 2007: page 48).

4. The fourth theme is a cornerstone of the Indian spiritual tradition: self-knowledge. Indeed, the highest form of knowledge, it is said, is self-knowledge. I believe this greater awareness and knowledge of oneself is what ultimately helps develop a more grounded belief in oneself, courage, determination, and, above all, humility, all qualities which enable one to

wear one's success with dignity and grace.

Based on my life experiences, I can assert that it is this belief in learning from experience, a growth mindset, the power of chance events, and self-reflection that have helped me grow to the present.

Back in the 1960s, the odds of my being in front of you today would have been zero. Yet here I stand before you! With every successive step, the odds kept changing in my favour, and it is these life lessons that made all the difference.

My young friends, I would like to end with some words of advice. Do you believe that your future is pre-ordained, and is already set? Or, do you believe that your future

is yet to be written and that it will depend upon the sometimes fortuitous events?

Do you believe that these events can provide turning points to which you will respond with your energy and enthusiasm? Do you believe that you will learn from these events and that you will reflect on your setbacks? Do you believe that you will examine your successes with even greater care?

I hope you believe that the future will be shaped by several turning points with great learning opportunities. In fact, this is the path I have walked to much advantage.

A final word: When, one day, you have made your mark on the world, remember that, in the ultimate analysis, we are all mere

temporary custodians of the wealth we generate, whether it be financial, intellectual, or emotional. The best use of all your wealth is to share it with those less fortunate.

I believe that we have all at some time eaten the fruit from trees that we did not plant. In the fullness of time, when it is our turn to give, it behooves us in turn to plant gardens that we may never eat the fruit of, which will largely benefit generations to come. I believe this is our sacred responsibility, one that I hope you will shoulder in time.

Thank you for your patience. Go forth and embrace your future with open arms, and pursue enthusiastically your own life journey of discovery!

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Managing Engineering Colleges

A Leader's perspective

Capt. Dr. D.R.Somashekar

Director

Haldia Institute of Technology



The author, whose articles have been published in National & International journals presents his readers with the sutras of effective organisational leadership

Though Management as a practice is very old, as a subject it has evolved in a big way only in the last fifty years. Today there are a number of Management Gurus who have extensively studied this subject and evolved a number of theories relating to it. In the era of GLP it is a hardship for any leader to manage a private engineering college. People say, nothing is impossible. Everything

In the globalised world it is possible to find solutions to most problems with the simple principle of Give and Take.. one has to be transparent, truthful, committed, honest, loyal and ethical.

will be possible within the four rules of Sama, Dana, Bheda & Danda. In the globalised/ commercial world, it will be possible to find solutions to most problems with Sama and Dana only. It goes with the simple principle of Give & Take. You can never take and give. Despite a good planning process, competent personnel, effective structure and adequate control mechanisms, no organisation can succeed without proper leadership. If the leader is to be cherished by the organisation, one has to be transparent, crystal clear in policies, secure, truthful, committed, honest, loyal, trustworthy and ethical. Leadership is also not something one is born with. A person can become a good leader with will-power and through continuous process of self study, education, training and experience.

The biggest challenge in today's scenario is not just imbibing the specific academics to students but also to place them on

a good career package or good career start. This has to be performed in the light of the future. It should not be like just giving a fish- rather imparting skills of how to catch a fish- this is more meaningful. The essential skill to be a leader is- Escape from Management Land : Get in touch with your people. Arrogance, out-of-control egos and insensitivity are part of the management land trap.

The essential skill to be a leader is Escape from Management Land, Get in touch with your people.....

Don't allow yourself to fall into that trap- listen to your people. Alertness, learning and quickness of decision are the three virtues that are absolutely necessary for a leader. The legacy of a leader is that she or he leaves a stronger organisation behind.



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Employee Development

The HR Perspective

Bijit Purkayastha
Human Resources Manager
ITC Limited



Human Resource Development is indeed the most intricate function and the growing need of the hour for any organization. The author provides us with this wonderful insight on the needs and benefits of Employee Development.

Introduction

Development is an ongoing process, identified to be the foremost need for the accomplishment of goals and objectives. Development is required in all spheres of life. Employee development is the key for accomplishment of the organizational objectives, may it be short term or long term. Employee development helps employees to nurture and develop their needs, ideas, skills, talents and values. For the proper functioning of an organization, overall development of employees is very essential.

Developing Employees

Most employers recognize that the success of the company is directly related to the success of its employees. To help employees achieve their full potential, various unique employee programs have been initiated and implemented, which would create additional, stronger opportunities for

professional development while also enhancing the work environment. These formalized recognition, training and retention programs cultivate highly skilled, engaged and satisfied employees. From the organizational structure point of view employee development readies employees for future

Employee
development
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accomplishment of
the organizational
objectives

assignment according to their identified potential. This happens to be the key factor for succession planning in any organization.

Concepts of Human Resource Development

The evolving concept of HRD has been of a great help to many organizations. It has helped orga-

nizations to be more organized and it gives an essence to learn more. Employers provide it within a stipulated period of time and it brings out the possibility of performance improvement and personal growth. It helps employees to acquire and sharpen capabilities required for present and future roles. It also helps in developing their general capacities as individuals and the organizational culture.

Need for Employee Development

Need is a gap existing between the current state and the desired state. Need analysis uncovers the

Training and
retention
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satisfied
employees.

cause of the gap. Since development is an important component for employees for achieving the organizational objectives, its need is at the optimum level, whereby the action plans are taken according to the weightage of the need for development. There are various factors that determine the need for employee development. The reasons for the need of employee development is as follows:

Need is a gap existing between the current state and the desired

- Climate existing within the organization and the industrial climate in general
- Type of technology being currently used and future plans of technology induction
- Lack of basic skills
- Poor performance
- Customer Requests - this refers to specific requests or suggestions from customers for change in product type, packaging or introduction of a new product which requires change in work process or work organization or infusion of new technology.
- Higher performance standards
- New jobs

Activities

The activities of employee development can be explained with the help of a five-step process, which have to be kept in mind before, and while implementing a development process.

Organizational Support:

Gaining support and trust of the organization across the entire spectrum of hierarchy

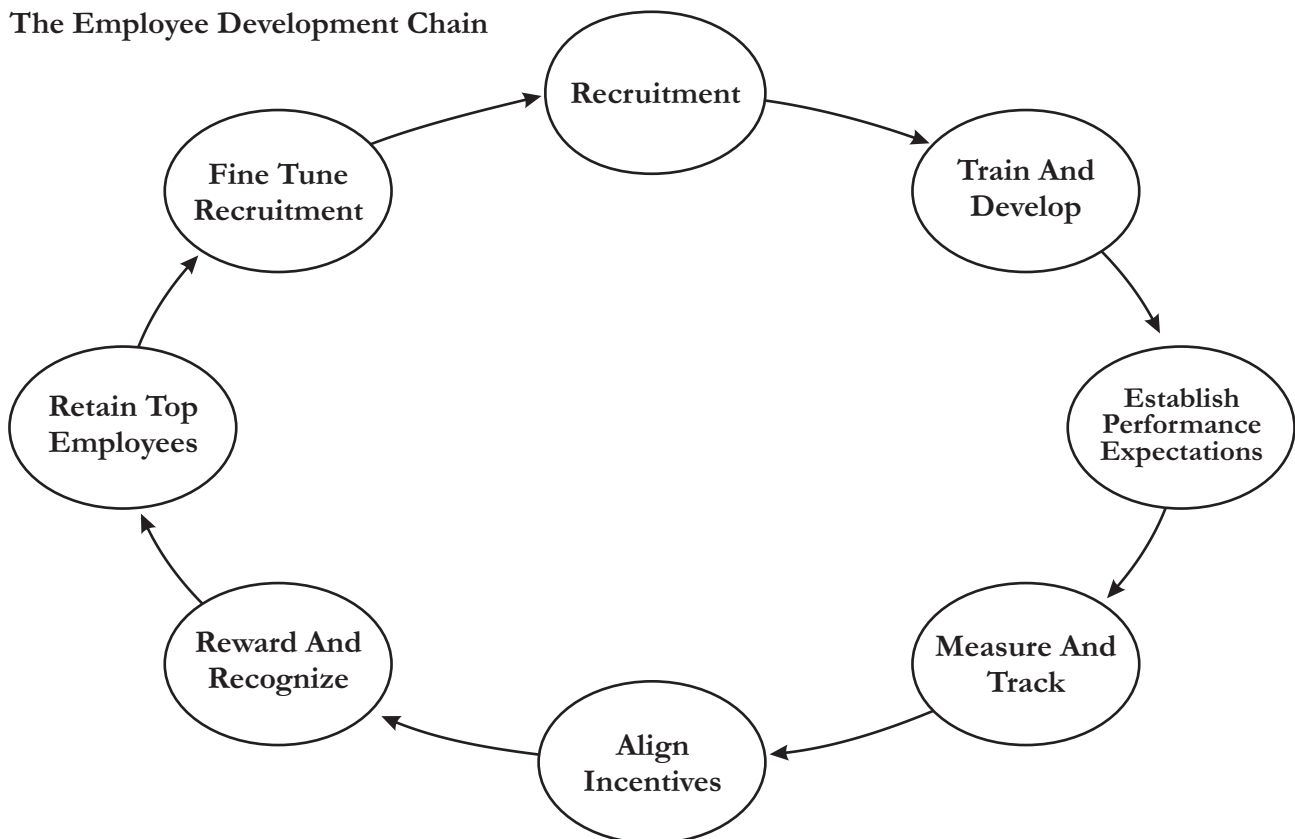
Organizational Analysis:

Organizational goals
Transfer climate

Requirement Analysis:

Examination and analysis of

The Employee Development Chain



all requirements prior to collection of data on tasks and KSA

Task Analysis:

Collect information about the activities performed on the jobs chosen (the job holders for whom employee development initiatives are planned) by using multiple methods and multiple sources viz.:

- Questionnaire:
- Interviews
- Observations
- Jobholders
- Supervisors
- Analyze the task

The KSA Analysis

Knowledge:

An organized body of information, usually of a factual or procedural nature.

Skill:

Capability to perform job operation with ease and precision.

Ability:

Cognitive capabilities necessary to perform a job function. Based on the above activities an Employee Development Chain may be formulated, which tracks the developmental inputs provided and how the same is impacting the employee's performance right from the stage of entry into an organization:

Perceived Benefits

Employee Development helps us to perceive certain benefits.

These benefits are discussed below

■ **Greater Service Orientation:** Training and recognition programs can positively transform a service culture. Response times are shortened, interaction among the staff community improves, and the quality of service is significantly enhanced.

■ **Enhanced Workforce:** Employee programs are also instrumental in improving relations between the employees and the employer. These programs promote open and effective two-way communication.

Existence with
a proper functioning
of an organization
is only possible if
Employee
Development
is Existing

tion. The employer listens and responds to the workforce and



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Work Life Balance!

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“Work” & “Life” are practically the two sides of the same coin. The author reinvents these terms through well cited case studies.

Most of us, having read the title will be in a frame of mind that, the topic is all about how to balance the so-called “working hours” with what we think as “Family Hours”. I also felt the same way when I was asked to write about this topic. So the common expressions we start listening within us are like busy schedules, no time for family, over stressed corporate lifestyles, workaholics etc & so on.

Sometime back, I was attending a sermon by Swami Anubhavanand at Ahmedabad. While discussing the topic of life, he said life is a time matrix. Each & every movement given to human life is having a predefined aim for itself. If one can realize the value of that particular movement, she/he starts enjoying life. I thought for a long time on this particular statement & after some days, it became crystal clear to me that whatever time I spend with family, children or society, it is of no use unless it is having prede-

defined value added activity in it. I can possibly find ways to make these movements more memorable if I structure them to give them some value.

But then, what is work? When we are at home or at our work area, what is the differentiating factor to tell us whether we are doing “work” or we are enjoying

Human Life is a time matrix. Each & every movement given to it is having a predefined aim for itself

life. To me, it appears as if we are trying to make two different choices as per our likes & dislikes.

It was a very silly observation, but having considerable substance in it. One day, as I was discussing with my wife [who is a teacher in a school, she jokingly narrated this incidence:

A colleague of my wife, Meenakshi (name changed) was appointed by the school management through some recommendations of trustees. As the time passed, the principal observed that Meenakshi is not performing the duties up to the mark. In fact, she was treating the school management as her captivity & doing away with all the responsibilities assigned to her. It was a very dicey situation for the principal as neither he could fire her beyond a particular point, nor he could get the work from her. She was working as per her wishes, not bothering about any of the allocated tasks.

The principal then discussed the issue with one of his seniors & applied a proven method. He assigned a documentation job to her, which was not of more than 30 minutes a day & which was not of much importance. Rest of the time she was to do whatever she wants. For a week, she enjoyed this. However, after one week,

things have started changing. She started asking others for giving some work, which no one was giving to her under instructions from Principal. Eventually, after one month of coming to school & doing nothing, she left the job on her own.

If it is performed with involvement & interest by heart, there is nothing called Work Life Balance!

Sounds familiar! May be, you have heard of this type of incidences in your work areas too! Why I have chosen to take this incidence is because, I felt that this particular instance has a remarkable significance in what

we coin as Work Life balance. While we are so much engrossed in the work & balancing the life with this, we almost forget that, what we are coining as WORK is actually the LIFE. So where is the question of Balance.

Lets take an example. Robert is a Production manager in an automobile manufacturing company. He is very fond of reading the business section of the daily newspaper & make analysis of this to his advantage of keeping an eye on the stock market. He spends 3-4 hours daily on this activity. He has made a fortune by this and is so strong in his analysis of stock markets that many brokers consult him on stocks. However, as stock markets are having a fixed time, which inci-

dentally is the same as the production hours, so Robert is coined as not doing work & spending the productive time of company.

Had the same Robert been working with a stockbroker for the same time & making same analysis, will he be doing work? Obviously, everyone will say, YES. He is the best in business. So what is the differentiating factor? Is it the nature of work we are doing or is it the liking or interest in the work we are doing.

After undergoing various phases of lifestyles, it is very evident that whatever tasks we perform are all having an element of Work, Joy, Sorrow & Life in it. If it is performed with involvement & interest by heart, there is nothing called Work Life Balance!



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Inspiring Students By Being a Role Model

Prof. (Dr.) K. N. Dutta

Director

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Present day teachers have a greater responsibility towards students than just classroom teaching - that of being a role model to them. The deep insight of the author sets us to think about the responsibility we have towards inspiring our younger generation

Today the value system is nearly non-existent. Morality is at its lowest and becoming ugly. Ethics are lost. The meaning of happiness is misinterpreted. Education is becoming hollow. The whole society seems to be in a disarray. May be the universe is being pushed towards destruction. This trend is to be reversed.

Education is to strengthen the character and to have the right

Education is
to strengthen
the character and
to have the right
perception
about humanity

perception about humanity. Unfortunately, today the education system is becoming contaminated with wrong perceptions. The present education system is becoming memory oriented.

Knowledge part is diminishing. Learners are not able to get a source of inspiration. They are unable to visualize an entity which can become their role model.

Let all the components of present society be polluted, contaminated or diluted, but the education, the pillar of knowledge, must remain pure and divine to keep alive the hope of bringing back the disordered and disturbed society back to right path in future point of time.

When a student is not able to understand a certain topic, he tries to refer a good book for clarification and guidance. Child asks elders to satisfy their curiosities. There are innumerable examples which will impress upon the need for a source for guidance. Everyone, who is in a position to guide and educate others must not forget their responsibilities. Every organization must instill this sense of righteousness in the minds of every individual.

Nearly all the conscious behaviour of human being is motivated. Motivation is to inspire people to act. It is the arousal of willingness to exert the highest level of effort towards achieving the objectives. The task of motivating others comprises the abilities to communicate, to set an example, to challenge, to encourage, to involve, and generate the will and confidence to act.

The inspiration is bringing about a change in the thinking pattern of others. Satisfaction refers to the contentment when a want is satisfied. If an individual wants others to understand his perception about things he must be believed and trusted by others.

Motivation is the
arousal of
willingness to exert
highest level of
effort to achieve
the objectives

An individual must be loved and respected by others to become a source of inspiration. Credibility is to be established in the minds of others.

How can it be possible ?

One must continue to give all his best efforts for the happiness of others. Even in their sufferings there must be blessings for others. One must become the part of others and loved and trusted by others that people will hate themselves to hurt him. Then a legend will exist for personal transformation. That legend will become the role model for others. This is necessary to save the society and to preserve the world.

An individual must become an example for others so that others would love to emulate him for all his worthiness. People must feel delighted when they follow some one whom they love and respect

Every individual
has tremendous
potential and
power within, like a
sleeping volcano of
knowledge

from the core of their hearts. Such role models only can bring solace for the future.

Every individual has tremen-

dous potential and power within, like a sleeping volcano of knowledge. Some one has to make others realize their potential and inspire them to channelise the potential in the right direction. A feeling must be created in the minds of individuals “when someone can reach the highest level of achievement why can't I?”

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Developing Quality Corporate Leaders

Sourav Das Patnaik
Director, HRD & Strategy
Apeejay Surrendra Group



At Apeejay Surrendra Group, we have realized the need to groom and build leadership from within. In the last 3 months we have formalized the Young Talent Development Programme, whereby managers at Middle management and Junior level have been identified based on High performance and the potential based behavioural competencies. We propose to develop this talent into a leadership pipeline for the future.

To most people, Management and Leadership development is one and the same, but are they really? While Management is efficiency in climbing the ladder of success, Leadership determines whether the ladder is leaning against the right wall. There are a host of books and articles on leadership, but there is little practical advice to explain on how one can progress from a manager to leader.

In real life situations, Leaders need to manage and Managers need to lead. Briefly the role divides as:

Managers: Control Risks, Use positional authority, operate within organizational boundaries, follow directions and like to establish order,

Leaders: Take risks, use personal appeal, challenge boundaries and seek opportunities.

Three Key things that Leaders do are:

1) Present Good Ideas (These are not necessarily their

own) which are often outside their defined area of work but further on the wider aims of the Company.

2) Get other people to support their ideas. Most often these ideas are inevitable, one will think why didn't I think about it earlier.

3) Have a broad network of contacts, both inside and outside the organization where they can gain inspiration and support.

Leaders set the vision and direction for the team or the organization, while managers are concerned with how the vision is implemented. A key skill that leaders need to learn to be able to do this is the ability to see the big picture, including balancing their aims against the wider aims of the organization and seeing implications beyond the organization. They must also learn to adapt the leadership style to suit the situations-- this is known as "authentic leadership" -being better yourself.

Rob Goffee, Professor of

Organisation Behaviour at London Business School advocates authentic leadership in his book "Why should anyone want to be led by you?"

Work places are full of cynical, disaffected followers who want leaders who inspire and excite. "People are fed up with being worked, they are fed up of management fads and want real people whom they can trust.

Leaders who can be trusted are self aware and most often know what differentiates them from others, (if they do not know - 360 deg. feedback can help), Leaders are not men in steel armour, most often they do not hesitate do reveal their weaknesses and know how to adapt to different situations.

Yet Leadership can be developed- leadership skills can be learnt but not all skills.

What prevents most organizations from going beyond the ordinary is insufficient leadership capacity. Reigning back aspira-

tions, settling for longer & easier deadlines, and hiring unproven talent from elsewhere may seem to be the only solutions for under-led organizations. But there is another way. CEOs who think specifically about leadership capacity stand a far better chance of getting their organizations to push through the barriers of normal performance.

Faced with unprecedented challenges in the marketplace, most senior executives today are busy changing direction, rebuilding capabilities, right-sizing their workforce, and reengineering operating processes. Like the skipper of a champion sailing team, they are trying to make their ship sail better than ever before. Many of these executives will fall short of their aspirations, and a good number, despite valiant attempts to steer a course, will find themselves drifting with the tide.

Dangerous Assumptions

Compared with the time and effort lavished on strategy, benchmarking, and implementation planning, relatively little attention is paid to doing something explicitly designed to ensure adequate leadership. Key questions are overlooked. Who has the skills to drive individual initiatives? Can these people be released from their regular jobs? How will they be replaced? What risks are we prepared to take to stretch people and give them a chance? Above all, will those chosen to take on leadership roles be up to the challenge?

Most companies simply do not have the quality or quantity of leaders they need for the challenge they face

Executives often make the following dangerous assumptions:

1. They assume that leadership is given. When a CEO concludes that the current leadership is too few in number or already over-stretched, the instinctive response is to allow more time for implementation, accept a gentler pace, and/or shoot for less ambitious targets. But in an unforgiving marketplace, such compromises are seldom good enough.

One manufacturing company extended its deadline for competitive parity in quality and cost in one of its product families by two years because "managers are already going as fast as they can." While it moved forward at a "more reasonable" pace, the competitive gap widened. Two years later, the entire product family collapsed, causing plant shutdowns and thousands of job losses.

2. Another mistake is to assume that leadership exists only at the top. Some CEOs think that leadership capacity is simply what their direct reports can handle. Their tendency is to load more and more tasks onto the top team most of whose capacity is already occupied in setting a direction, delivering short-term results, and ensuring the integrity of corporate governance. Horsepower is lacking: a three-ton truck cannot be driven by a lawnmower engine.

Eventually, under-led efforts get bogged down, at great cost to morale and performance.

3. Managers also often assume that imported leadership provides instant capacity. Not so. There is a limit to the number of people that can be assimilated successfully. Integration takes time, and if senior executives are imported from elsewhere, their ideas will need to be realigned with the vision and values of the organization. (The only exception is turnaround situations in which the old way of doing things must give way quickly to new approaches.)

For every success story of a new leader brought in from the outside, there is a failure. Executives within the company become disenchanted with their advancement prospects. Either they leave or they make assimilation more difficult for the newcomers. Whichever, the problem grows worse.

Hiring from outside is certainly not inadvisable as a means to spur a new direction or plug gaps in leadership, but neither is it the panacea many believe it to be. At the minimum, it will require extra efforts on the part of both new and established leaders.

For every success story of a new leader brought in from the outside, there is a failure

4. Perhaps most dangerous of all is the assumption that talent is infinitely resilient and will rise to any challenge. One CEO charged the company's best managers to lead a program of 20 initiatives

designed to transform the entire business while carrying out their regular jobs at the same time. Concerns that they might be overwhelmed by the sheer number of unfamiliar tasks and the aggressive schedule were brushed aside; the CEO's attitude was: "If they can't do the job, I'll find others who can!" Fear of personal failure prevented many of the managers from admitting to poor progress until too late, when the costs of recovery were prohibitive. Needless to say, change never took hold.

Look at Both Sides of the Mismatch

If these wrong assumptions cloud our thinking about leadership capacity, better ways of assessing needs and availability are required. This may seem a daunting prospect. How do we begin to measure the energy that is needed to coax thousands of people out of their comfortable old habits to learn new ones? How much energy does it take to overcome resistance? What about the constant effort to communicate the new direction through action as well as words and mobilize people to act?

Our experience suggests that rather than striving for precision in measuring required and available capacity individually, we should concentrate on appraising the imbalance between the two. Even rough estimates will go a long way so long as they are made consistently, because it is the mismatch itself that counts.

How much leadership capacity is required?

An organization facing a new challenge can calibrate the scale of leadership needed by relating it to the resources applied in a successful initiative in the recent past. It does not matter what measure is used provided that it is rooted in the company's experience.

When a major packaged food company decided to expand in Southeast Asia, it estimated how much leadership capacity was required by examining its recent expansion in Europe. It determined that moving into India would be the equivalent of doing "three Frances," given the size of the population, the lack of infrastructure, and the paucity of organizational capabilities the company had in the region. Consequently, it staffed the India team with one dedicated senior executive and three project leaders, roughly three times the French resources of one part-time (40 percent) senior executive and one full-time project manager.

Where an organization is breaking new ground or lacks experience, piloting an initiative can help it assess the leadership it needs

Just as important as getting the right numbers is selecting the right people with the right leadership capabilities. In this case, the senior executive was chosen for his skills in building effective teams quickly and coaching new leaders. Two of the three project leaders were selected for their

track records in leading new product development, while the third had strong experience as a country manager and a deep interest in oriental cultures.

In construction work, fixed-price contracts put a premium on the ability to forecast resource requirements and costs. Bechtel, the consulting engineering firm, is known for its accurate forecasts of resource requirements for a wide range of complex projects, from hydroelectric dams to oil platforms. Its ability to act quickly and profitably in diverse situations around the world relies on its skill in classifying its projects and matching patterns from its extensive experience.

Where an organization is breaking new ground or lacks experience in a particular field, however, piloting an initiative can help it assess the leadership it needs. A major North American retailer was implementing a new strategy that involved fleshing out a category approach for each of the 50 merchandise categories it carried. The change leader decided to pilot the new approach in one major category to gain a deeper understanding of the organization's readiness, the potential barriers, and the type and amount of leadership required to drive the program forward for all 50 categories in all stores.

Extending a pilot across a large, multi-initiative program is a challenge in itself; at the very least, adjustments must be made for the additional leadership

capacity required for dealing with several efforts at once. There may, however, be economies if a successful pilot fosters learning that can be applied to other parts of the program.

The approach of one large industrial corporation illustrates another way to estimate capacity. Its leadership group recorded the number of days it spent planning, monitoring, and promoting specific initiatives. It referred to a day when the team worked particularly well together as an ELD, an "effective leadership day." It assessed all its work against this benchmark, so that a day it deemed only half as successful as the benchmark counted as a half-ELD.

As its experience of teamwork deepened, the group grew more confident in estimating how many ELDs a particular project would take. Knowing roughly how many ELDs it had available allowed it to prioritize the projects it could accomplish as a team in one year. Peculiar or not, the system worked for this company. Incidentally, this way of thinking also led them to improve their team effectiveness so as to expand the total ELDs available.

What leadership capacity is available?

Capacity is a question of who has the skills for a particular task and how much time they have to spend on it. We believe that CEOs should look beyond their senior management group for potential leaders. Whether down

the line inside the organization or among outsiders, there may be many people who can make a positive contribution to pushing the organization toward outstanding performance. Viewed thus, hidden leadership capacity can be found in unexpected places:

Lieutenants in good standing - The CEO's direct reports, though not those who are on their way out. These lieutenants represent constituencies in which they have credibility and power, and which they can mobilize through their leadership and support.

Capacity is a question of who has the skills for a particular task and how much time they are to spend on it

The CEO's "kitchen cabinet," which usually includes trusted aides, aspiring lower echelons who enjoy the CEO's confidence or mentorship, close personal advisers, outsiders such as consultants, retired officers who were comrades-in-arms in earlier conquests, and sometimes spouses. These are the people with whom the CEO seeks counsel on sensitive issues. In one US corporation, key decisions were often debated around the kitchen table at the CEO's country house. The informal setting allowed the CEO to bring people in positions of formal authority together with people from other backgrounds. Decisions were subsequently syndicated in formal management meetings.

"High priests," typically found in the top three levels of the management hierarchy. Insiders look

to these individuals to interpret corporate events or executive moves. What they lack in formal authority they make up in influence. Younger people go to them for counsel and blessing before they commit to risky assignments. Newcomers seek them out to read the tea leaves about what the future holds or explain the way the company works. Keeping high priests plugged into the leadership network enables them to say the right things to the right people, allays unfounded fears in the organization, and encourages commitment among hesitant champions.

Emerging leaders two or three levels down in the organization. These promising young people are the senior executives of tomorrow. Most CEOs have their favorite dozen or so to whom they turn for challenging projects.

At one European travel company, problems in the pricing area urgently needed to be fixed. To help drive this critical initiative, a high performer two levels down the organization was moved up to replace the existing head of pricing, and given mentoring support by a senior board member. In six weeks, a new pricing policy was in place that led to a \$25 million rise in profits within eight months. The unconventional move and of course its impact boosted the morale of the whole company.

In selecting leaders, senior executives must probe beyond the dazzling impressions made by articulate individuals and look for evidence of the leadership skills

they seek. Few CEOs search sufficiently far and wide in their organization for people who might be tested. In succession planning, similarly, few have the discipline to think through the second and third generations of corporate leaders. These individuals are a valuable source of talent here and now.

In succession planning, few CEOs have the discipline to think through future generations of leaders

A "top 10 percent review" can be useful in developing a clear picture of leadership depth. Before launching a major initiative, a CEO spends time evaluating and ranking the top 10 percent of the organization, using leadership rather than regular management evaluation criteria. One manufacturer assesses individuals' records in making things happen, followership, courage, commitment to the new direction, and skill (business, product, functional) before deciding who its true leaders are.

The CEO of a forest products company located emerging leaders by asking each business unit manager to nominate an outstanding candidate for a specific leadership role and also to propose a second (and in some cases third) candidate from outside their business unit. This helped identify individuals with more unconventional backgrounds and approaches to leadership.

Old warriors - In an age of attrition, early retirement, and "rightsizing," many leaders of

yesteryear are consigned prematurely to the corporate boneyard. Enlightened CEOs cannot afford to let these old heroes fade away.

One such CEO handpicked three proven leaders from the ranks of recently retired executives and deployed them on special projects where their experience, knowledge, and leadership skills were married with the energy and acuity of recent hires. One veteran worked on environmental technology to ensure compliance at much lower cost; another sought to reduce energy consumption in paper making; and the third investigated the best way to package certain non-core assets for sale. All three projects turned into spectacular successes. Empowered by the CEO and unfettered by corporate politics, these old warriors were single-minded in their efforts, as well as being personally secure enough to act as mentors to the young talents in their charge.

Catalysts. Outsiders who are familiar with an organization and its business can add impetus to performance improvement efforts. Board members who reinforce a CEO's mandate for decisive action, investors with an eye on shareholder returns who clamor for executive reform, raiders who set in motion a race for value creation all may act as catalysts.

Closing the Gap in Leadership Capacity

Neither leadership requirements nor available capacity are set in stone. Much can be done to

narrow the gap between them by expanding capacity over time and moderating the demands on leadership. But dealing with a mismatch is never easy. At least a third of the battle lies in acknowledging the gap as early as possible, while there is still time to do something about it.

Being proactive and anticipating the mismatch is the only solution. Yet it is seldom adopted. Senior executives usually find it difficult to justify to stakeholders any major change in their leadership group unless something has obviously gone wrong. This is particularly true when key executives have to be moved out and new people brought in actions that can seem unwarranted and unfair.

Consider the cautionary tale of algae growth. If algae in a pond doubles in size every day, and take 30 days to cover the pond completely, on the twenty-ninth day the pond will be only half covered even though it is just a day away from disappearing beneath the algae. By analogy, capacity mismatches should be tackled before they reach the critical point when they become overwhelming.

Leadership capacity can be increased

In addition to searching for new leaders in unconventional places within the organization and hiring selectively from outside it, leadership capacity can be increased in the following ways:

1. Reconfigure leaders' roles

and responsibilities - Roles defined by job descriptions often draw on only a fraction of the skills that individuals possess. Few job descriptions call upon post holders to utilize their full potential. Much latent leadership energy can be liberated by redefining roles.

In a European travel company, a senior manager with strong integrative problem-solving skills was taken out of his narrow functional job to lead a breakthrough initiative in one of the four most performance-constraining areas. To shrink catalogue production time, he put together a cross-functional team with aggressive targets that challenged conventional thinking and assumptions. Within ten months, the team had cut a throughput of 120 days to just 45. New roles and new configurations often yield new vistas and new energies hence more leadership capacity.

Roles defined by job descriptions often draw on only a fraction of the skills that individuals possess

In an oil company, leaders were released full-time to work in a team managing a major change program. Their jobs were filled by others and they became a kind of parallel leadership structure, a "scaffolding" around the business. This allowed new initiatives to be introduced while regular day-to-day work still got done. Management felt that, without this reconfiguration, the company would not have achieved the attention and focus it needed to

bring about extraordinary levels of change. When the organization emerged with a new way of doing business, the scaffolding was removed.

2. Create a network to integrate leadership energies. While reconfiguration involves structural change, networking is about association between people with like interests. Staff working in different parts of an organization might be passionate about the same issue or share common cause about the need to go beyond ordinary performance. By legitimizing their communication, senior management can help this network to realize its potential as a constructive force for sharing best practice and shaping joint expectations and goals.

At a paper company with 12 geographically far-flung mills, a study found huge potential for reducing purchasing costs by decentralizing purchasing and allowing each mill to buy for the entire corporation the one or two commodity groups in which it had expertise. While the recommendations were being implemented, the CEO formed a network of purchasing leaders, CLAN, or Champion Led Advancement Network. As well as being in constant electronic contact over the program's progress, leaders also got together quarterly to establish and monitor performance goals. In the second year, CLAN members set even more aggressive targets for themselves and pushed for the bulk of their compensation to be based

on corporate (rather than mill) purchasing performance.

People behave according to their beliefs, not what they might have agreed to in a meeting

Other initiatives we have seen confirm our belief that effective networks can expand leadership capacity. For leaders, networks are vital in helping them stay the course and preserve the integrity of their vision. A network of leaders can energize its members, strengthening their courage and conviction to move forward further and faster. When they work well, networks can provide essential checks and balances to make sure members do not goad each other into overreaching, as well as acting as a forum for celebrating success and sharing concerns and burdens.

For people in other parts of the organization, networks represent an effective, universal means of communication to supplement traditional top-down channels.

3. Align and realign leaders around the essentials. People behave according to their beliefs, not what they might have agreed to in a meeting. In their eagerness to get on with things, CEOs too often take nodding of heads, silence, and even withdrawal as signs of agreement. Hardly surprising, then, that some of those who "agreed" will later exhibit incongruous or even subversive behaviour.

True alignment is a meeting of minds producing agreement over actions not in everything, but in

those few essentials about which there must be unity, such as beliefs about the fundamentals of the business. For example, individual top managers' views about whether crude oil prices will rise or fall in real terms will influence their attitude toward capital investment. Beliefs about the magnitude and pace of change required and the organization's readiness to adapt also qualify as essential for alignment.

Lack of alignment on these fundamentals saps leadership capacity. One oil company CEO was struggling to decide whether to go ahead with a controversial capital investment project. Wanting to form a view for the next board meeting, he rushed discussions about the outlook for oil prices and operating costs two crucial factors on which the entire project economics were hinged. Though participants "agreed to" his assumptions, some felt uncomfortable. Consequently, more "what ifs" and "yes, buts" surfaced every time the CEO attempted to reach closure. Two years later, the proposal was still under discussion, leaving top management frustrated and the board irate.

Episodes like this suggest that leaders should be open with each other about their personal beliefs and gain alignment on the essentials before charging ahead. Not doing this is like building on a house of cards. As events unfold and more information becomes available, it will be necessary to revisit these essentials to make

sure that people are still aligned. Align and align again is the message.

4. Raise leaders' aspirations. Visions of a brighter future are uplifting. That is why the intensity and urgency of an organization's efforts to achieve outstanding performance are usually determined by its leaders' aspirations. What is at the end of the rainbow? What does it mean to people? Is it noble enough? Exciting enough?

Executives seldom admit how their personal aspirations affect their aspirations for the business. The CEO of an asset-intensive business was two years away from retirement. Motivated by a personal payoff in stock options, he was not open about why he was driven to maximize near-term share performance. Not surprisingly, he was reluctant to approve heavy capital investments that might bring future benefits.

The intensity and urgency of an organization's efforts to perform are usually determined by its leaders' aspirations

The COO of one Canadian consumer products company was convinced that he needed to deliver only incremental improvements and budgeted performance to become the next CEO. Why rock the boat? Why bother to change the way business was done?

Leaders two or three levels down saw things differently. They thought major change was called for in the next two years to prevent foreign competition eroding

the company's position. Some of them, naturally enough, were also motivated by career considerations. These personal aspirations were legitimate; the mistake lay in not making them explicit.

Instead, the debate was conducted in business terms: "It's too risky to disrupt our salespeople after all the changes we have put them through," declared the COO. "Incremental change is not good enough. We will be eaten alive when the US giants roll across the border!" countered the other executives. Needless to say, precious time was lost while available leadership capacity lay fallow.

5. Improve leaders' resilience. While people can adapt their approach and style to some extent, we all have skills, knowledge, and ways with others that are inveterate. Yet leaders are often thrown into situations where their knowledge does not apply and their style is inappropriate for example, consensus-seeking when a more directive approach is needed. The options are either to limit individuals to what they are good at, which hardly solves leadership shortages, or to improve their flexibility and resilience.

Leaders are often thrown into situations where their knowledge does not apply and their style is inappropriate

Trial by fire apart, a good approach is to put leaders into teams with complementary skills and styles. Real teams are inherently resilient: their members compensate for each other's

shortcomings, whether in skills, style, or knowledge.¹ Over time, good team experiences enlarge the repertoire of individual leaders.

Demand for leadership capacity can be reduced

There are two key ways to inhibit demands on leadership without sacrificing the goal of transcending ordinary performance:

1. Limit demands in non-essential matters. Senior executives often spend time on activities that add little value or have nothing to do with wider performance aims. Successful organizations focus more sharply on fewer things often the handful of problems that constrain performance the most. Such concentration, backed with a rigorous review of how senior executives spend their time and how they are supported administratively, can free up as much as 20 percent of top management time.

2. Design the change program to conserve and build capacity. It can be tempting to call for all hands on deck and launch as many parallel initiatives as there are people to lead them. Such urgency may be genuine and driven by the demands of the marketplace. Too often, though, CEOs believe that going all out within an artificially short timeframe provides impetus, avoids the fatigue of long-drawn-out efforts, and secures victory sooner.

Like army generals schooled in

conventional warfare, these CEOs believe that throwing themselves on the enemy with all they have in one heroic charge is the best way to clinch the battle. Unfortunately for them, change is more like guerrilla warfare: ground must be gained and conceded, hearts and minds must be won through propaganda, and aiting patiently for the right moment can be as important as making the right move.

We have found that the wisest course is to sequence initiatives carefully and launch in the first wave only those most critical initiatives that have adequate leadership capacity driving them. This means structuring, timing, and staffing initiatives wisely:

Structuring involves determining the scope of the project, how it relates to other initiatives, and, above all, how tackling this one first might shed light on how to approach other projects with greater economies in time and money. More importantly, tackling the right one will unleash more energies in the organization, thus moderating if not reducing the leadership burden.

Finding opportunities to build more potential capacity into the first wave will allow younger talents to be coached to lead later efforts

Timing presents a tough judgment call: how long should leaders be given to come up with an initial answer, mobilize the organization, and institutionalize the new way? Sound judgment is needed in deciding not only how

long leaders will take to complete a given task, but also how much stretch they can absorb.

Staffing then becomes critical. It means selecting the right leader for the right task and finding opportunities to build more potential capacity into the first wave so that younger talents can be coached to lead later efforts. One Asian manufacturer establishing its first plant in the United States added an extra level of management (assistant department managers) to ensure it would have leadership capacity to draw on in further expansion across the country.

Despairing of China's future after frustrating audiences with Emperor Gao Zong in 1793, Lord MacCartney, a British trade envoy, likened the country to an "old, crazy man-of-war (warship), which a fortunate succession of able and vigilant officers has contrived to keep afloat for all these years, but when an insufficient man happens to have the command upon deck... She may not sink outright; but she will drift sometime as a wreck, and will then be dashed to pieces on the shore." Perhaps the same could be said today of corporations with inadequate leadership capacity drifting in the sea of change.



A Transformational Journey For An Extraordinary Life

Soumitra Chatterjee

CEO

The Center for Personal Transformation

“When you are inspired by some great purpose, some extraordinary project, all of your thoughts break their bonds: your mind transcends limitations, your consciousness expands in every direction and you find yourself in a new, great and wonderful world. Dormant forces, faculties and talents become alive and you discover yourself to be a greater person than you ever dreamed yourself to be.”

Patanjali



Her name is Wilma; Wilma Rudolph. She was a destiny's child. She was born to a very poor family in an American village. Her father was African and mother was American. She was the 20th of 22 children and their family was very poor. But more than that she was a very special kid. How was she special? She was born with acute polio. And so acute was her polio that every single doctor who examined her, mentioned that this kid will never ever be able to stand in her life, leave aside walking. But she was born in a village which had given birth to many legendary Olympic champions. And she from her sickbed would dream that one day “I will stand on the Olympic victory podium and the gold medal shall hang down my neck”.

Till age 7, she never went to school. At 7, she first started going to school; albeit with the help of braces. But such was her steely determination, that, when

she reached 10, she started going to school without the help of any external appendage.

We all know that Basketball is a very popular game in US and she started playing it in school. There was a games teacher in her school, who, with one look at her, realized that this kid has very special talent. She goes to the kid and tells her “If you put in your everything to your practice If you dedicate yourself completely, and manage to stay focused, no one can stop you from ever achieving your dreams.” She gets fired up and she starts practicing with awesome intensity-

She was born with acute polio. And so acute was her polio that every single doctor who examined her, mentioned that this kid will never ever be able to stand in her life, leave aside walking

Her first opportunity comes when she gets selected for the first time for the US women's team to represent in the Rome Olympics. However, there she only manages a bronze medal. Temporarily she gets depressed. Her mentor comes to her and counsels - “Make sure you don't repeat your mistakes, make sure you put in a 100 times more effort in your practice, and make sure you sustain your fire and focus. The world will be yours”.

Four years pass by. Wilma gets selected as the skipper of the U.S. women's contingent to represent her country in the Melbourne Olympics. And then, on the historic 21st September, 1960 in front of thousands of people in an absolutely choc-a-bloc Olympic stadium, the announcement is made for the 100 meter dash for women. Wilma Rudolph comes to the starting line with 20 of the fastest women sprinters of the world. The starter of the race shouts “On Your marks” and all

the runners put their heads down with their fingertips touching the Tartan track. The air is heavy with anticipation! At that moment, a thought flashes through Wilma's mind, pictures of her childhood come alive in a montage.

In 1960, polio was still very much a global curse people believed that polio was unconquerable. The scientists, the patients and the doctors, deep down couldn't believe that polio was at all conquerable and that this killer disease could ever be eliminated. Wilma's jaws tightened with these thoughts and she realized her win could shatter this limiting belief.

The starter of the race fires her gun and twenty one flying bodies burst out of the sprinting track like tracer bullets; and, after 11.0 breathtaking seconds, one woman touches the pink finishing ribbon ahead of all others.

The whole stadium inside and the whole world outside watch with absolute awe and admiration, a medical miracle manifest in front of their eyes.. Wilma Rudolph wins the 100 meter gold in a world record time. She doesn't only stop there- the next day, she goes on to win the 200m, another world record, and the day after, she anchors the US 4×100m Relay team to her next gold medal-another world record. A kid who was so acutely bedridden with Polio that no doctor had given her the hope of ever standing in her life, fulfills her dream to become the fastest woman on earth and creates

history. Wilma Rudolph was an absolute Peak Performer.

So if we look at Wilma's life, we find that she practiced certain Peak Performance Virtues.

1: Wilma had a dream from the very beginning, so intense was her dream that the most insurmountable physical challenge could not defocus her. So to be a peak performer one must learn the skill of dreaming and practice "Success Visualization Exercise"

Peak Performance Lesson#1: Practice the skill of dreaming BIG.

2. Wilma converted her dreams into goals. When one puts a timeline in a dream, it becomes a goal. A dream is an idea but when one schedules the dream and makes it a goal it suddenly becomes very achievable with a telling certainty.

So Peak Performance Lesson#2: Practice the skill of goal setting. You may segregate them into segments like: personal development goals; money goals; career goals; health goals; relationship goals; health goals; and contribution goals

3: The quality of our life is the quality of our emotions. If we look at Wilma's life, Wilma chose not to focus on her predicament, on her poverty, on her struggle but she chose to focus on her glory that was beckoning her, the fame, the honor, the triumph over odds, the opportunity to make the impossible happen, the chance of becoming a shinning role model to the whole world. She constantly reprogrammed her mind

Peak Performance Lesson #3: Focus on experiencing positive emotions

like love, gratitude, determination, inspiration, passion more number of times than experiencing anger, anguish, frustrations, failure, dejection. Whatever we train our brain, our brain becomes that.

4. If Wilma wished that she will become a world champion one day but did not commit, would she ever have become what she became? NO. Wilma was "BLOODY COMMITTED".

Wilma wanted to achieve her goals "NO MATTER WHAT".

Peak Performance Lesson# 4: We must practice the skill of commitment and not to give up. Practice holding on for a few moments more when the going gets really tough - you build the skill of commitment.

Living Life is an extraordinary experience. However, just like in any other domain, we also need to master the skill of living life. We constantly need to challenge our existing comfort zones. We constantly need to thrive towards getting better. We need to live life with 100% passion, experience intense joy every moment of our existence. We must be fully self-expressed and we must practice gratitude as much as we can daily. When we practice Gratitude, fear is afraid to even come near us and Life becomes an inspiration, an extraordinary journey and this is something what we call" PEAK PERFORMANCE".

"Today is the day to enjoy the fruits of your efforts. Today is the day to seize the moment and live a life that soars. Today is the day to live from your imagination and harvest your dreams."



The Art & Science of Great Recruitment

Subhashish Das

Head - HR

Berger Paints India Limited



“Finding the best possible people who can fit within the required job specification & culture of your organization is definitely a challenge... the best talents may be busy working elsewhere and may not be looking for a new job or position on offer.”

In today's world every one will agree that finding the best possible people who can fit within the required job specification & culture of your organization is definitely a challenge and an opportunity. At the same time, it has also often been found HR Managers busy discussing among them, what it takes to be a successful recruiter.

If you were to very closely correlate the above two sentences, you would find - on the one hand due to fierce competition & booming markets the war for talent is immense with each company wanting the best of what the market has to offer but it also depends on how successfully the recruiter puts his / her art & science of recruitment & selection process in use in order to have the best talent on board.

This makes the entire process of recruitment & selection such a challenging assignment in today's scenario and the people involved with it in so much of demand.

Let us now begin by identifying what it takes for an organization to be successful in attracting talents:

1) Source from the right market - Companies that depend to select new staff members from the candidates who walk-in or who have submitted resumes with a request for a job opportunity or from among the CVs forwarded only by the placement agencies are missing the best candidates. In all likelihood the best talents may be busy working elsewhere and may not be looking for a new job or position on offer. Hence knowing the job market, supply of talent, competitive positioning of people and forecasting likely changes will help in reaching out to the right talent. This may be exploited by a mix of various sources including job advertisements, employee referrals, networking, headhunting, search firms, campuses etc.

2) Ensure rigidity in Selection Process Hiring the

person who has done the exact job, in the exact industries, in the particular business climate, from a company with a similar culture gives a general communication to the external world of the company's no-nonsense approach in the hiring process. This helps in creating goodwill of the company as a choosy employer that places the right people for the right job. Also, then this must-hire category of candidates can hit the ground running in no time and possibly may not require time for any training.

3) Become a genuine employer of choice

Have a look at your employee practices of work allocation, performance assessment, retention, recognition, promotion, reward, accountability, motivation, involvement, diversity & inclusion, as equal opportunity provider & finally work life balance. To be an employer of choice one needs to focus on these key areas and try to make

the organization a great place to work.

4) Create great company brands Great brands not only attract customers but also prospective employees. Hence creating great product brands or company brand is a must to attract right talent in the organization. While the brand is created only when there is a right mix of quality product, marketing & sale, systems & processes, company values & beliefs and finally the culture. So involve your people in creating an overall company brand image and loyalty and each employee a brand ambassador of the organization. Organizations that fail to use their people in **brand promotion** are underutilizing one of the most important assets.

Now deciding on the right approach to the selection process, I am reminded off the adage, which I believe still holds good 'You can never judge a book, by its cover'. Selection processes have evolved over time. Apart from the competency based approach in recruitment & selections, good HR Managers today use a combination of tools & techniques to select the best. Let us figure out few of the most important traits that the successful recruiters have in common and factors they always keep in mind while recruiting:

1) Ability to Sell - Recruiters should be good sales persons with ability to sell the job on offer to the prospective candidates. But at the same time one should be

cautious while making commitments, since this could lead to dissatisfaction if not met. Hence, the good art of negotiation, creating trust and offering solutions to one's career aspirations & need can at the end make the selection possible.

2) Selection is more than a gut feeling If the organization believes in recruiting people for long haul, then the assessment of the candidates needs to be a systematic process which gets to the core of the person getting an insight into how the person is likely to behave on the job more than what the individual knows, family background, social status etc. This technique is known as behavioural interviewing, and is based on the premise that "what a person has done is a good indication of what the person will and can do in future". If correctly done, in a gentle yet cautious way like peeling the onion, it reveals an amazing amount of information about the individual.

3) Use more of scientific methods, data & market research in getting into the facts of the matter as a recruiter, which always comes handy in any selection process. Various assessment tools, psychological tests, better business understanding is the foundation for any recruitment & selection process

4) Clear communication of goals, responsibilities, expectations & rewards More a recruiter is in a position to remove ambiguities in these areas from the minds of the prospec-

tive employees, better will be his/her performance as a recruiter. Clear and precise communication leads to building a lasting trust and credibility of the recruiter in the eyes of the candidate.

5) Involve your employees in the hiring process Companies, if they wish can involve their own people in recruitment and selection in either of the three ways take their recommendations /referrals for candidates, take assistance to review resumes and qualifications of potential candidates which may cut down the recruitment lead time and thirdly in taking first level interviews for peer level positions. In peer level interview process the candidates feel at ease to enquire about the role & position from the employees who are presently working at the same level in the organization.

Hence, it can undoubtedly be concluded that HR Managers utilizing the art & science of recruitment & selection in the best possible manner can add tremendous value to the organization by having the right person-job fit on board, reduced turnover, lower hiring cost and last but not the least ensuring higher levels of productivity and contribution. And definitely the recruitment is not so easy in the booming business scenario, where it's a sellers market for job seekers.



The Importance of Soft Skills Development

Anupam Mukherjee
Director

Durgapur Society of Management Science



“Many a time we had felt a fish out of water in an upbeat social gathering... and very unfortunately these are also the places where one is under close scrutiny. You are being tracked from the moment you have a situation for interaction.”

Soft Skill? What is soft about it?

The skills which you must have, or, better have within you, in order to sell your self in the corporate world, could have been called by any other name but not ‘soft’.it could have been called as ‘must skill’, ‘tough skill’, ‘glitter skill’ or anything which should ...the technique or skill that is suitably blended with your temperament and mannerism good enough to be accepted and respected by all who means something to you

correctly reflect the character of the meaning. What, then would be the cosmetic name of the definition, which means the technique or the skill that is suitably blended with your temperament and mannerism good enough to

be accepted and respected by all who mean something to you, and whatever the name given to this ideal composition may have a broader spectrum than soft skill, however, still soft skill is the buzzword today.

While I was a student myself, this word Soft Skill was unheard to me, we were taught about manners of various kinds that covered from table manners to manners in the games field and the manners related to our behavior with our teachers, seniors and parents. We studied moral sciences in our syllabus and were taken a few special classes on this issue, and these were all that we have received from our teachers and parents.

With these we felt that we were fully geared up to meet the professional and personal challenges that were waiting for us outside, we felt confident enough about ourselves and absolutely no shrinkage in our self esteem.

So far so good, then what is

this soft skill? What good does it do for us? What will happen if one does not have it? These questions haunt me quite often'

The term soft skill is supposed to refer to describe one's behavioral pattern in the social life, and ironically, most of our social life is restricted to our professional environment only. But our life does not limit within the boundaries of our office and work but goes beyond, therefore can we leave it behind when we relax in our personal domain ? If yes, then it is tempting me to say that Soft Skill is a brand name of a particular mask that we wear for a particular function, it may be different for different functions and should

Soft Skill is a brand name of a particular mask that we wear for a particular function, it should match the dress code of that function

match the dress code of that function. This is our identity, and this is our social status which is forcefully synthesized into a synthetic personae. To stay in the business, give yourself this new look, and always carry with you till it becomes the part or whole of you.

Soft skill teaches us how to talk, our body posture, and other attributes which we should have had known but did not practice and felt a fish out of water in a social gathering

In this competitive corporate world each day we are inventing new dimensions of success, be it in the corporate level or personal level, thereby constantly pushing

us forward, leaving nothing to chances, but to adopt ourselves with these changes. A positive frame of mind, receptive to changes and assertiveness with trace elements like apathy, honesty and of course the ability to work hard should be an ideal chemistry for success, but unfortunately these are not available in abundance, this is a very rare combination and to achieve this you have to be very tough with yourself.

Here comes our friend SOFT SKILL to our rescue, this is a formula tailor made for us, cutting short the tedious long paths of old virtues and habits but giving us the glitter to shield us from our selves and our self esteem, which is fragile.

Soft skill teaches us the fundamentals of our behavioral patterns, it teaches us how to talk in public, our body posture, and

other social attributes which we should have had known or know already but did not practice and felt a fish out of water in an up-bit social gathering, and very unfortunately these are also the places where one is under close scrutiny. You are being tracked from the moment you have a situation or interaction.

This is why the soft skill bug is sweeping across the subcontinent and has become a very important tool to carry one self in the non-informal gathering.

A bike above 200cc, the latest mobile set loaded with all features. branded jeans and T-shirt., coloured hairs and a formal training of soft skills will soon come as a bundle offer in the market. This will become a way of life, an ism, a cult. Therefore, when you cannot change the direction of the wind adjust the mast and sail along.

Long Live Soft Skill!!

College of Engineering & Management, Kolaghat

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My Experience with ALS

Stephen Hawking



Professor Stephen William Hawking is one of the greatest minds in Theoretical Physics of our time. He, since 1979 has held the post of Lucasian Professor of Mathematics, at the Department of Applied Mathematics and Theoretical Physics, Gonville and Caius College, University of Cambridge a chair being first held by Isaac Barrow, and then in 1669 by Isaac Newton. Professor Hawking has twelve honorary degrees, was awarded the CBE in 1982, and was made a Companion of Honour in 1989. He is the recipient of many awards, medals and prizes and is a Fellow of The Royal Society and a Member of the US National Academy of Sciences. Stephen Hawking continues to combine family life (he has three children and one grandchild), and his research into theoretical physics together with an extensive programme of travel and public lectures.

I am quite often asked: How do you feel about having ALS? The answer is, not a lot. I try to lead as normal a life as possible, and not think about my condition, or regret the things it prevents me from doing, which are not that many.

It was a great shock to me to discover that I had motor neurone disease. I had never been very well co-ordinated physically as a child. I was not good at ball games, and my handwriting was the despair of my teachers. Maybe for this reason, I didn't care much for sport or physical activities. But things seemed to change when I went to Oxford, at the age of 17. I took up coxing and rowing. I was not Boat Race standard, but I got by at the level of inter-College competition.

In my third year at Oxford, however, I noticed that I seemed to be getting more clumsy, and I fell over once or twice for no apparent reason. But it was not until I was at Cambridge, in the

following year, that my father noticed, and took me to the family doctor. He referred me to a specialist, and shortly after my 21st birthday, I went into hospital for tests. I was in for two weeks,

... After all, if I were going to die anyway, it might as well do some good. But I didn't die. In fact, although there was a cloud hanging over my future, I found, to my surprise, that I was enjoying life in the present more than before.

during which I had a wide variety of tests. They took a muscle sample from my arm, stuck electrodes into me, and injected some radio opaque fluid into my spine, and watched it going up and down with x-rays, as they tilted

the bed. After all that, they didn't tell me what I had, except that it was not multiple sclerosis, and that I was an atypical case. I gathered, however, that they expected it to continue to get worse, and that there was nothing they could do, except give me vitamins. I could see that they didn't expect them to have much effect. I didn't feel like asking for more details, because they were obviously bad.

The realisation that I had an incurable disease, that was likely to kill me in a few years, was a bit of a shock. How could something like that happen to me? Why should I be cut off like this? However, while I had been in hospital, I had seen a boy I vaguely knew die of leukaemia, in the bed opposite me. It had not been a pretty sight. Clearly there were people who were worse off than me. At least my condition didn't make me feel sick. Whenever I feel inclined to be sorry for myself I remember that boy.

Not knowing what was going to happen to me, or how rapidly the disease would progress, I was at a loose end. The doctors told me to go back to Cambridge and carry on with the research I had just started in general relativity and cosmology. But I was not making much progress, because I didn't have much mathematical background. And, anyway, I might not live long enough to finish my PhD. I felt somewhat of a tragic character. I took to listening to Wagner, but reports in magazine articles that I drank heavily are an exaggeration. The trouble is once one article said it, other articles copied it, because it made a good story. People believe that anything that has appeared in print so many times must be true.

My dreams at that time were rather disturbed. Before my condition had been diagnosed, I had been very bored with life. There had not seemed to be anything worth doing. But shortly after I came out of hospital, I dreamt that I was going to be executed. I suddenly realised that there were a lot of worthwhile things I could do if I were relieved. Another dream, that I had several times, was that I would sacrifice my life to save others. After all, if I were going to die anyway, it might as well do some good. But I didn't die. In fact, although there was a cloud hanging over my future, I found, to my surprise, that I was enjoying life in the present more than before. I began to make progress with my research, and I got

engaged to a girl called Jane Wilde, whom I had met just about the time my condition was diagnosed. That engagement changed my life. It gave me something to live for. But it also meant that I had to get a job if we were to get married. I therefore applied for a research fellowship at Gonville and Caius (pronounced Keys) college, Cambridge. To my great surprise, I got a fellowship, and we got married a few months later.

I have had motor neurone disease for practically all my adult life. Yet it has not prevented me from having a very attractive family, and being successful in my work.

The fellowship at Caius took care of my immediate employment problem. I was lucky to have chosen to work in theoretical physics, because that was one of the few areas in which my condition would not be a serious handicap. And I was fortunate that my scientific reputation increased, at the same time that my disability got worse. This meant that people were prepared to offer me a sequence of positions in which I only had to do research, without having to lecture.

We were also fortunate in housing. When we were married,

Jane was still an undergraduate at Westfield College in London, so she had to go up to London during the week. This meant that we had to find somewhere I could manage on my own, and which was central, because I could not walk far. I asked the College if they could help, but was told by the then Bursar: it is College policy not to help Fellows with housing. We therefore put our name down to rent one of a group of new flats that were being built in the market place. (Years later, I discovered that those flats were actually owned by the College, but they didn't tell me that.) However, when we returned to Cambridge from a visit to America after the marriage, we found that the flats were not ready. As a great concession, the Bursar said we could have a room in a hostel for graduate students. He said, "We normally charge 12 shillings and 6 pence a night for this room. However, as there will be two of you in the room, we will charge 25 shillings." We stayed there only three nights. Then we found a small house about 100 yards from my university department. It belonged to another College, who had let it to one of its fellows. However he had moved out to a house he had bought in the suburbs. He sub-let the house to us for the remaining three months of his lease. During those three months, we found that another house in the same road was standing empty. A neighbour summoned the owner from Dorset, and told her that it

was a scandal that her house should be empty, when young people were looking for accommodation. So she let the house to us. After we had lived there for a few years, we wanted to buy the house, and do it up. So we asked my College for a mortgage. However, the College did a survey, and decided it was not a good risk. In the end we got a mortgage from a building society, and my parents gave us the money to do it up. We lived there for another four years, but it became too difficult for me to manage the stairs. By this time, the College appreciated me rather more, and there was a different Bursar. They therefore offered us a ground floor flat in a house that they owned. This suited me very well, because it had large rooms and wide doors. It was sufficiently central that I could get to my University department, or the College, in my electric wheel chair. It was also nice for our three children, because it was surrounded by garden, which was looked after by the College gardeners.

Up to 1974, I was able to feed myself, and get in and out of bed. Jane managed to help me, and bring up the children, without outside help. However, things were getting more difficult, so we took to having one of my research students living with us. In return for free accommodation, and a lot of my attention, they helped me get up and go to bed. In 1980, we changed to a system of community and private nurses, who came in for an hour

or two in the morning and evening. This lasted until I caught pneumonia in 1985. I had to have a tracheotomy operation. After this, I had to have 24 hour nursing care. This was made possible by grants from several foundations.

Before the operation, my speech had been getting more slurred, so that only a few people who knew me well, could understand me. But at least I could communicate. I wrote scientific papers by dictating to a secretary, and I gave seminars through an interpreter, who repeated my words more clearly. However, the tracheotomy operation removed my ability to speak altogether. For a time, the only way I could communicate was to spell out words letter by letter, by raising my eyebrows when someone pointed to the right letter on a spelling card. It is pretty difficult to carry on a conversation like that, let alone write a scientific paper. However, a computer expert in California, called Walt Woltosz, heard of my plight. He sent me a computer program he had written, called Equalizer. This allowed me to select words from a series of menus on the screen, by pressing a switch in my hand. The program could also be controlled by a switch, operated by head or eye movement. When I have built up what I want to say, I can send it to a speech synthesizer. At first, I just ran the Equalizer program on a desk top computer.

However David Mason, of Cambridge Adaptive Communication, fitted a small portable

computer and a speech synthesizer to my wheel chair. This system allowed me to communicate much better than I could before. I can manage up to 15 words a minute. I can either speak what I have written, or save it to disk. I can then print it out, or call it back and speak it sentence by sentence. Using this system, I have written a book, and dozens of scientific papers. I have also given many scientific and popular talks. They have all been well received. I think that is in a large part due to the quality of the speech synthesiser, which is made by Speech Plus. One's voice is very important. If you have a slurred voice, people are likely to treat you as mentally deficient: Does he take sugar? This synthesiser is by far the best I have heard, because it varies the intonation, and doesn't speak like a Dalek. The only trouble is that it gives me an American accent.

I have had motor neurone disease for practically all my adult life. Yet it has not prevented me from having a very attractive family, and being successful in my work. This is thanks to the help I have received from Jane, my children, and a large number of other people and organisations. I have been lucky, that my condition has progressed more slowly than is often the case. But it shows that one need not lose hope.

Peak Performers

From The Olympic Hall of Fame

The Olympic games is testimony to some incredible test of character, valour and triumph over odds



Abebe BIKILA: The Barefoot Runner

Abebe Bikila was born in Ethiopia on 7 August 1932, the day of the Los Angeles Olympic marathon. Twenty-eight years later, he entered the marathon at the 1960 Olympics in Rome. He and his coach, Onni Niskanen, decided that Bikila, who ran barefooted, should make his final move a little more than one kilometre from the finish line. It was at this point that the course passed the obelisk of Axum, a monument that had been plundered from Ethiopia by Italian troops and hauled away to Rome. When Bikila reached the obelisk, he was running even with Rhadi Ben Abdesselem of Morocco. Bikila successfully pulled away and won by 200m. Although no one had ever won the marathon twice, Bikila returned to the Olympics in 1964, even though he had undergone an appendectomy 40 days before the race. This time he ran with shoes and socks. Bikila took a clear lead by the halfway mark and steadily pulled away to win by more than four minutes. His time, 2 hours 12 minutes 11.2 seconds, was a world best for the marathon.



Mark SPITZ: Seven Swimming Gold Medals at One Olympics

U.S. Swimmer Mark Spitz had bravely predicted that he would win six gold medals at the 1968 Olympics. Although he did take home two gold medals from the relays, he performed well below expectations in individual races. He was third in the 100m freestyle, second in the 100m butterfly, where he lost to fellow American Doug Russell for the first time in ten encounters, and last in the final of the 200m butterfly. At the 1972 Munich Olympics, Spitz tried again. He began where he left off four years earlier: with the 200m butterfly. This time he won and set a world record. Later that evening, he anchored the U.S. 4x100m freestyle relay team to earn his second gold medal of the Games and his second world record. The next day, Spitz won the 200m freestyle with another world record. Two days later, he competed in the 100m butterfly and the 4x200m freestyle relay: two more gold medals and two more world records. Next, in the event in which he was considered most

vulnerable, he won the 100m freestyle, setting another world record. Finally, Spitz swam the butterfly leg for the U.S. medley relay team: gold medal and world record. Over a period of eight days, Mark Spitz had entered seven events, won all seven and set a world record in every one. Spitz is the only person to win seven gold medals at one Olympics and he is one of only four athletes to earn nine career gold medals.



Nadia COMANECI: The Perfect 10

Romania's Nadia Comaneci was the star of the Montreal Olympics in 1976 when she became the first gymnast in Olympic history to be awarded the perfect score of 10.0. ABC Television set her performance to music, using a theme from a popular American soap opera, and the song was eventually renamed "Nadia's Theme". Comaneci first achieved her perfect 10 on the uneven parallel bars in 1976 and the judges awarded her the maximum mark seven times during the Games. Comaneci first came to

prominence at the 1975 European Championships, at which she won four gold medals. In the 1976 and 1980 Games she won a total of nine Olympic medals. Following the 1980 Games, natural physical development began to inhibit her performance and after a victory at the 1981 World Student Games she retired. Strangely, Comaneci won only one individual World Championship title- on the balance beam in 1978. In 1989, she defected from Romania and settled in North America.



Emil ZÁTOPEK: The Hero of Helsinki

Emil Zátopek began his illustrious Olympic career by running the 10,000m at the 1948 London Games. He took the lead during the tenth of 25 laps. Eventually he lapped all but two runners and won by more than 300m. Only three days later, he ran in the final of the 5,000m. At the start of the final lap, he trailed Gaston Reiff of Belgium by 50m. Zátopek thrilled the crowd with a sprint that pulled him closed and closer. Reiff noticed Zátopek just in time and won by 1½ metres. Zátopek's feats in 1948 were impressive, but they were only a prelude to what he accomplished at the 1952 Helsinki Olympics. He began by winning the 10,000m by 100m. In the

5,000m, he was in only fourth place with half a lap to go, but he sprinted into the lead in the final turn and won by five metres. Emil Zátopek is the only runner to win the 5,000m, the 10,000m and the marathon at the same Olympics.



Edwin MOSES: 122 Hurdles Victories In A Row

In 1976, Edwin Moses was a 20-year-old engineering student at Morehouse College, a school without a track and which he entered with an academic scholarship rather than an athletic scholarship. The Montréal Olympics was his first international competition. Despite his inexperience, Moses won the 400m hurdles by eight metres, the largest margin of victory in the event's history. He also broke the world record. Moses missed the 1980 Moscow Games because of the U. S. boycott. However he returned to the Olympics in 1984 and won a second gold medal. Between September 1977 and June 1987, Moses won 122 consecutive races including 107 finals in meets that took him to 22 different countries. In 1988, Moses competed at the Seoul Olympics and earned a bronze medal at the age of 33. Since his retirement from competition, Moses has been active in the struggle against the use of performance-enhancing drugs.



Sergey BUBKA The Vaulter Who Raised The Bar

Pole vaulter Sergey Bubka burst on the international scene when, as a 19-year-old, he scored an upset victory at the inaugural World Championships of Athletics in 1983. Over the next 14 years, he won all five world championships. He is still the only athlete in any event to win six world championships. Competing in Paris on 13 July 1988, he became the first vaulter to clear six metres. An overwhelming favourite at the 1988 Seoul Olympics, Bubka came within one miss of finishing out of the medals completely. However he easily cleared the height - 5.90 metres - and won the gold medal. In 1991, Bubka became the first person to clear 20 feet, which he did both indoors and outdoors. Favored to win at the 1992 Olympics, Bubka missed all three of his attempts. However, he rebounded quickly and broke the world record twice in the next 36 days. Bubka eventually set world records 35 times, 18 times indoors and 17 times outdoors. Bubka is a member of the International Olympic Committee's executive board and he is chairman of the IOC's Athletes' Commission.

*Acknowledgement:
IOC and The Olympic Movement
(www.olympic.org). IOC 2007*

Peak Performance

Health and Vitality



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10 benefits you will receive from daily physical exercise

- A significant increase in your energy levels and stamina
- A higher state of general health and an ideal weight
- Better muscle tone and a trimmer physique
- A much more relaxed and serene mental outlook

- More enthusiasm and confidence
- Greater alertness and poise
- Less illness and enhanced achievement / productivity
- More discipline in life
- Increased circulation and oxygenation
- Much greater resistance to stress

7 Activities that will revitalize and juice up your life:

- Running, walking and hiking in the mountains
- Swimming, playing tennis, weights and aerobics
- Having a brisk walk in natural surroundings
- Martial arts, yoga, deep breathing exercises
- Gardening, running a marathon & cross training
- Sailing, scuba diving or water skiing
- Jogging

10 ways to stay motivated & feel unstoppable

- Start off easy (15 min/day) and think strong
- Have fun and maintain a positive playful attitude
- Get a partner with a similar goal of physical mastery
- Cross-train with different sports to keep the regimen fresh
- Write down your 1, 5, 10 year fitness goals
- Use positive motivators like pictures of what you will achieve
- Use visualization techniques to focus on what you will be
- Make the program a habit. Do it at the same time daily
- Affirm each minor success - the 1000 mile journey begins with one step
- Use the momentum of daily minor successes from your program to catapult you to greater challenges: Aim high!

Peak Performance

Inspiration



Kindling Your Inner Fire
If we can nourish our spirits

with regular doses of inspiration, our results in life can be awesome.

“Let us realise that our goodness is greater than our weakness, the good things stronger than the evil things.... What we need is vigour in the blood, strength in the nerves, iron muscle and nerves of steel.... Let us carry our mission, our dream, our divinity.... Let every man, woman and child learn that behind everyone there is the infinite capacity of all to become great. So what

are we waiting for? Let us proclaim uttisthato jagrato arise, awake and stop not till the goal is reached.”

Swami Vivekananda

“Sure I am that this day, we are masters of our fate, that the task which has been set before us is not above our strength; that its pangs and toils are not beyond my endurance. As long as we have faith in our own cause and an unconquerable will to win, victory will not be denied us.”

Winston Churchill

"Great dreamers' dreams are never fulfilled, they are always transcended."

Anon

"I am an artist at living my work of art is my life."

Suzuki

"Most people live whether physically, intellectually or morally in a very re-

stricted circle of their potential being. We all have reservoirs of life to draw upon of which we do not dream."

William Jones

"When you are inspired by some great purpose, some extraordinary project, all of your thoughts break their bonds: your mind transcends limitations, your con-

sciousness expands in every direction and you find yourself in a new, great and wonderful world. Dormant forces, faculties and talents become alive and you discover yourself to be a greater person than you ever dreamed yourself to be."

Patanjali

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Lifestyle



Every morning when you wake up, ask yourself the following questions:

- ➔ What am I happy about in my life now?
- ➔ What about that makes me happy? How does that make me feel?
- ➔ What am I excited about in my life now?
- ➔ What makes me excited? How

does that make me feel?

- ➔ What am I proud about in my life now?
- ➔ What about that makes me proud? How does that make me feel?
- ➔ What am I grateful about in my life now?
- ➔ What about that makes me grateful? How does that make me feel?
- ➔ What am I enjoying most in my life right now?
- ➔ What about that, do I enjoy? How does that make me feel?
- ➔ What am I committed to in my life right now?
- ➔ What about that makes me committed? How does that make me feel?

Every evening before you retire for the day, ask these questions:

- ➔ What have I given today?
- ➔ In what ways have I been a giver today?
- ➔ What did I learn today?
- ➔ How has today added to the quality of my life or how can I use today as an investment in my future?

You will observe that when you practice - this is an amazing success ritual. In the morning instead of waking up with fatigue and anxiety, your focus will shift to powerful, nourishing and positive aspects of your life. This will set the tone for the day. Similarly you will go to sleep in an extremely fulfilled state of mind.

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Practical Spirituality



Practice these amazing Pearls of Wisdom and experience a deeper fulfilment, peace and connection.

- Practice *I belong to you* by hugging your colleagues, friends, etc.,
- Expectation reduces joy
- Give your 100% always

- Be angry from your throat not head
- Nothing's worth robbing your smile
- Live in the present moment
- Accept the inevitable and cooperate with it.
- Always live in gratitude

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Humour



Reaching the end of a job interview, the Human Resources

Person asked a young Engineer fresh out of IIT, “And what starting salary were you looking for?” The Engineer said, “In the neighborhood of Rs 50,00,000 a year, depending on the benefits package.”

The interviewer said, “Well, what would you say to a package of 5-weeks vacation, 14 paid holidays, full medical and dental, com-

pany matching retirement fund to 50% of salary, and a company car leased every 2 years say, a red Bentley?”

The Engineer sat up straight and said, “Wow! Are you kidding?”

And the interviewer replied, “Yeah, but you started it.”

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Books



- 📖 **Its not about the Bike**
- Lance Armstrong
- 📖 **The McKinsey Way**
- Ethan M Rasiel

- 📖 **The Greatest Works of Kahlil Gibran**
- Kahlil Gibran
- 📖 **The Monk Who Sold His Ferrari** - Robin Sharma
- 📖 **The Argumentative Indian**
- Amartya Sen
- 📖 **The Seven Spiritual Laws of Success** - Deepak Chopra
- 📖 **The Magic of Thinking Big** - David Schwartz
- 📖 **The Richest Man in Babylon** - George S Clason

- 📖 **New Thinking for the New Millennium**
- Edward De Bono
- 📖 **The Autobiography of Benjamin Franklin**
- Benjamin Franklin
- 📖 **The Conquest of Happiness**
- Bertrand Russel
- 📖 **Lend Me Your Ears**
- William Safire
- 📖 **Ageless Body, Timeless Mind** - Deepak Chopra

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Movies



- ⊙ Chak De India
- ⊙ Tara Rum Pum Pum
- ⊙ The Matrix
- ⊙ A Beautiful Mind
- ⊙ Lakshyaa
- ⊙ Lagaan
- ⊙ The Pianist
- ⊙ Speed
- ⊙ Gandhi
- ⊙ Braveheart
- ⊙ Patton
- ⊙ Titanic
- ⊙ Sound of Music
- ⊙ Where Eagles Dare
- ⊙ Forest Gump
- ⊙ Pappylon