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SCHEDULE 'A' - MINI RATNA (CATEGORY-I) PSE

From the Desk of
PRESIDENT

My warm greetings to all readers of Power-People and best wishes for the year 2015.

While many things are happening in the country front, many things too are brewing in the organisations which could be very unsettling in the long-run. To name a few, increased dissatisfaction of employees, their rising expectations, higher and higher average age group of employees - etc and most importantly, higher expectations of the nation from PSUs, especially power PSUs.

Two very upcoming concerns are being voiced in every platforms, be it a training programme or conference or national level meet. These two are - Engagement of Gen-Y employees and HR as a business partner. As a HR manager, the challenges are many. At one hand, meeting the day-to-day need of the employees and the organization, while looking ahead for another at least five years, what are the upcoming needs? Be it employee engagement or becoming business partner!

Some very pertinent articles are featuring in this issue, that directly or indirectly address the concerns voiced above. Readers are urged to go through them, explore the ideas, enjoy the reading and do something concrete positive change in your job for higher effectiveness.

Forum would also like to have your support to come forward, contribute in form of article and case studies, suggestion in forum website, and take part in various events of forum.
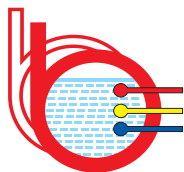
With best wishes,

(U. P. PANI)
Director, HR
NTPC

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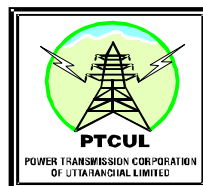एनपीसीआईएल
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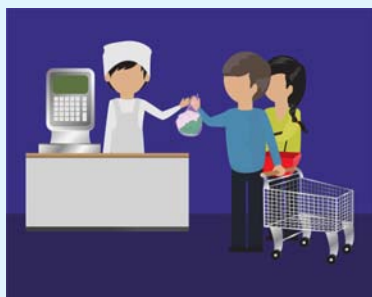# Unless You Respect Your Own Job, Nobody Else Will Respect It

Ms Seema Gupta
ED, POWERGRID

I*n keeping with our practice of highlighting personal experiences of senior women executives in the power sector, Forum interacted with Seema Gupta, ED, POWERGRID and recounts it to our readers.*

Life is an accident, so also all incidents. But, once you have something on your platter, how to take it up, is something- one must learn from Ms Seema Gupta. She become an engineer (from Delhi College of Engineering-DCE) through chance only. Chance - because she qualified for other top notch competitive examinations as well, but took up what came first and settled. After graduating from DCE in electrical engineering with flying colours, she joined NTPC in 1983. Again not because NTPC was the only thing she wanted, but it came immediately after graduation.

Born into a banker's family, somehow she has always been academically inclined. This is because her quest for learning was tremendous. After landing job in NTPC and then POWERGRID, she enrolled herself into a management programme. Now, she is as well a MBA in International Management from IMT, Ghaziabad.

To understand what is there in a job and what is required to excel in that, has come to her very naturally. She had been part of NTPC's Power System Engineering & Feasibility Division and subsequently when POWERGRID was carved out of NTPC, she joined Power Systems division in 1991. The spark in her was noticed by everybody and she became the natural choice to head Telecom marketing group when POWERGRID ventured into this business. After a trail blazing success, she joined Corporate Planning group, then International Business group, then headed the newly formed Energy Efficiency group and now she is heading the Corporate Commercial Department & Regulatory Cell as an Executive Director. Every where, she left an impression of deep professionalism, perfectionist, unmatched leadership and an incomparable team player.

The reason of her success, as per her, runs very deep into her thinking. "When you take any short cut in your job, you also cut short your career"- is her axiom. "If juniors believe that the boss (senior) was right, that is the best reward for the boss"- is another of her truism. "Absolutely no compromise in task" is her mantra. "Unless you respect your job, nobody else will respect it" - is the lesson that Forum picked up from her and wants all readers to follow. And this has been the root cause of support that she has been able to garner from her colleagues, seniors and at home front also.

She breaks into a rueful smile, remembering an incident that occurred long back. She missed a very important family function due to some compelling official assignment, while she was in NTPC. Did she ever regret that? Never, because, she believed that owing to her sincerity in discharging the assigned responsibility, she has earned respect and adulation from her family, and that is no mean achievement. Her elder daughter has a law back ground and now settled in UK. The younger daughter is a civil engineer. Her enthusiasm and professionalism has also rubbed on them as well.

She has volumes to share for youngsters. First and foremost for woman employees - still in India, it is a tight rope to walk and one has to have a balanced outlook and balanced approach while one discharges call of the duties. Too closed one becomes - message goes that she is too reserved for comfort of others. Become too open, may be others are there to spread the wrong words. Choosing the right image that one is comfortable in, cultivating it over the years, goes a long way in shaping your professional career.

However she has one caution to offer- Still, even in US, and of course in our country, Women professionals have to prove themselves, time and again. Probably, this is a professional hazard and it shall take another generation to go away. But till then, our woman readers have her as a role model and inspiration. Speaking about obstacles, she has none while she is still in POWERGRID. The problem comes when one needs to do networking amongst outside business world. There, being an Indian lady, could be slightly inconvenient. She has however, high hopes for future generation and again hopes that these minor irritants would go away with passage of time.

Speaking of work-life-balance, this is an issue that everybody faces. May be because of our social structure, women employees suffer more. Even as recently highlighted in media, Indra Nooyi of PepsiCo has faced it. But it has to be endured for the present. "Work place commitment is a commitment and it has to be discharged. We, as women, must demonstrate that we do not need lee-way, because we are women. Other than this, there is no difference in man and woman at work place. What matters actually, is Competency. This is the key". And what capability she has demonstrated! With 30 years of service, she has become an Executive Director and earned respect of everybody around her.

Forum wishes her best of times. And all success.

Can Training Become Learning? Learning is more than Training!

Ms. Savitri Varda

The term learning is used in here all through more than training because it is recognized that the breadth of needs cannot be met just by providing training courses. Training has often been narrowly associated with just attending courses and training need analysis with matching people with appropriate training courses.

Learning is what happens after the person has received the training and is much more self-directed. Learning takes place when the person is able to apply the new knowledge or skills to their own work based situations.

Orgnaization have deep commitment towards training. However how many training programmes convert into actual learning, and realistically benefitting the employee and the organization? Most organizations, have the policy of mandated training programmes apart from the need based programmes that has to be complete by every employee and the cost incurred is not something less. It has been observed that the attitude of the participants is very complacent and consider the programme as trivial.

Now this could be changed and the programs can attract and keep up the exuberance of the participants only if the importance of the training programme is well articulated and also if it incorporates certain methods and tools.

It is very essential that all the employees, managers and trainers should have an understanding of the learning process, learning styles and methods and most importantly what works for them so that-
• ideally, everyone should be skilled at giving and receiving constructive feedback

• should know how to use people around them

• how to share knowledge and assess and utilize that of others

• how to use technology tools to aid learning

The learning process -The four Stages of Learning by Abraham Maslow, are linked to each other as illustrated below.

UNCONSCIOUS IMCOMPETENCE	CONSCIOUS INCOMPETENCE	CONSCIOUS COMPETENCE	UNCONSCIOUS COMPETENCE
I dont know that I dont know how to do this	I know that I don't how to do this	I know that I know how to do this	What, you say I did something well?

Every employee should be trained and guided to reach the Unconscious Competence stage where the activity becomes an inherent part of his working pattern.

Learning Styles of individuals-Honey and Mumford (1986) adopted Kolb's model and created their own version, which is explained below:

1. **Activists:** These people involve themselves fully without any bias in new experiences. They tend to act first and consider the consequences afterwards. They tackle problem by brainstorming. Their philosophy is to try everything once. They are open minded, not skeptical and this tends to make them enthusiastic about any new things.

2. **Reflectors:** These people like to stand back, ponder experiences and observe from many different perspectives. They collect data, both first hand and from others, and prefer to think about it thoroughly before coming to any conclusion. Their philosophy is to be cautious adopt a low profile and have a slightly distant, tolerant unruffled air about them selves.
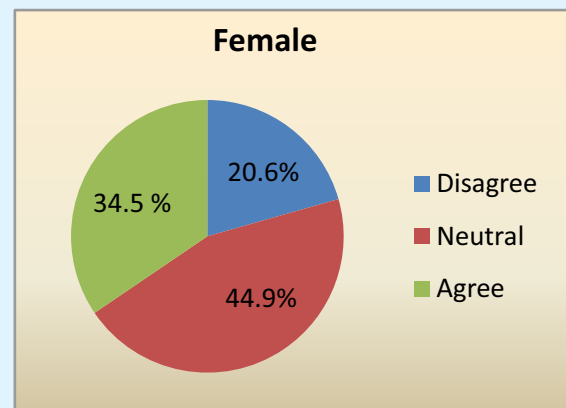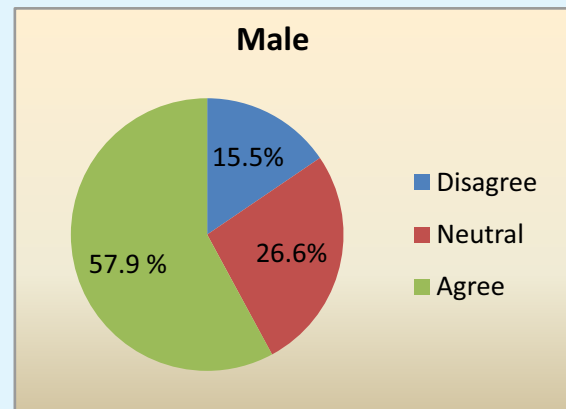
3. **Theorists:** These people adapt and integrate observations into complex but logically sound theories. They tend to be perfectionists who won't rest easy until things are tidy and fit into rational scheme. They believe in being logical, everything should make sense and tend to be detached, analytical and dedicated to rational objectivity rather than anything subjective or analytical.

4. **Pragmatists:** These people are keen on trying out ideas, theories and techniques to see if they work in practice. They like to get on with things, act quickly and confidently on ideas that attract them. They tend to be practical, down to earth and their philosophy is that there is always a better way and also if it works well.

A study was conducted at a leading PSU to examine the learning styles of people over there and it was found out that-

1. The participants for the training are more inclined towards theorist style. However there is no major difference between all four learning styles and all four categories of people are present almost equally represented.

Total Score Percentage

22.33% 26.52%
25.02% 26.13%

- Theorists
- Reflectors
- Pragmatists
- Activists
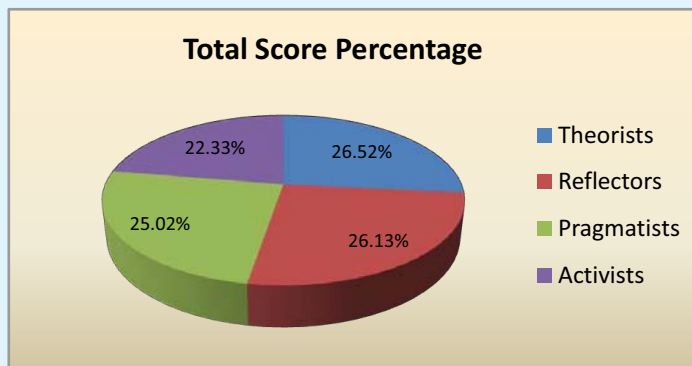
2. There is a positive correlation between Theorists and Pragmatists i.e. **if people are more systematic they will be more practical.**

3. A statement for **Theorist style** was asked- "I am quite keen on sticking to fixed routines, keeping to time tables, etc." and the result was-

Male

15.5%
26.6%
57.9 %

- Disagree
- Neutral
- Agree

Female

20.6%
34.5 %
44.9%

- Disagree
- Neutral
- Agree

4. Statement for **Pragmatist style** was asked- "I tend to judge other people's ideas on how they work in practice" and the result was-

Male

14.2%
21.1%
64.7 %

- Disagree
- Neutral
- Agree

Female
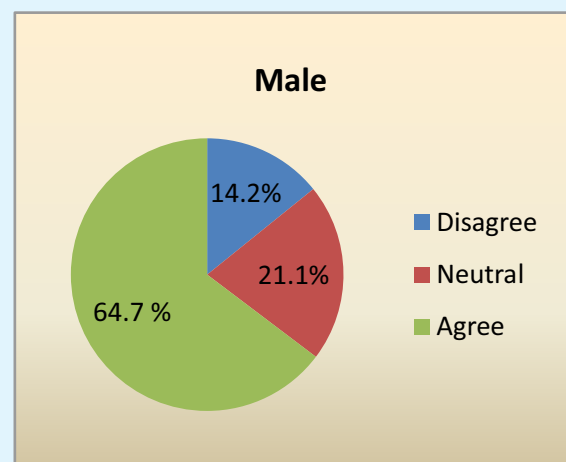
- 17.3% Disagree
- 10.4% Neutral
- 65.4% Agree
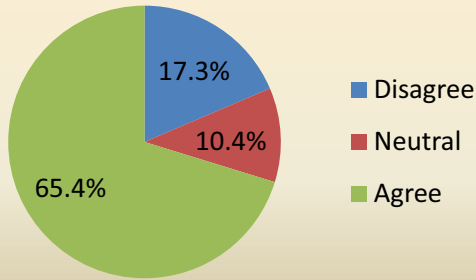
5. Statement for **Activist style** was asked- "I quite like to take risk" and the result was-

Male

- 14% Disagree
- 29.6% Neutral
- 56.4 % Agree

Female
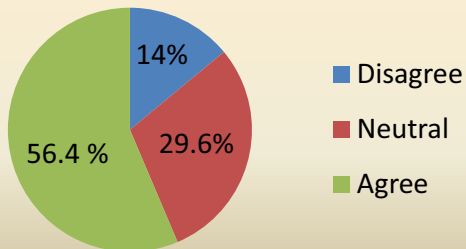
- 24.1% Disagree
- 27.6% Neutral
- 48.3% Agree
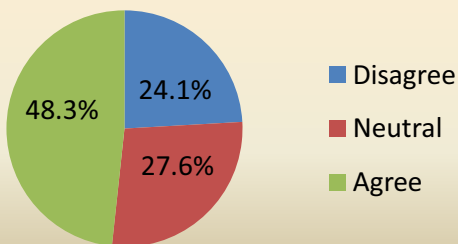
6. Statement for **Reflector style** was asked- "I like to consider all the alternatives before making up my mind up" and the result was-

Male

- 1.4% Disagree
- 7% Neutral
- 91.6 % Agree

Female
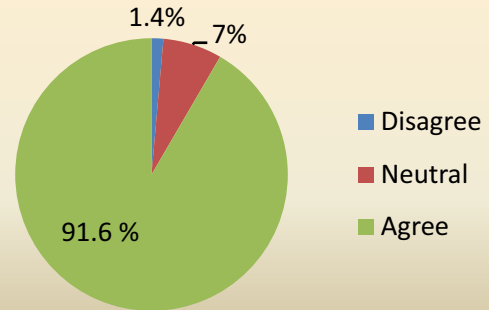
- 6.9% Disagree
- 10.3% Neutral
- 82.8% Agree
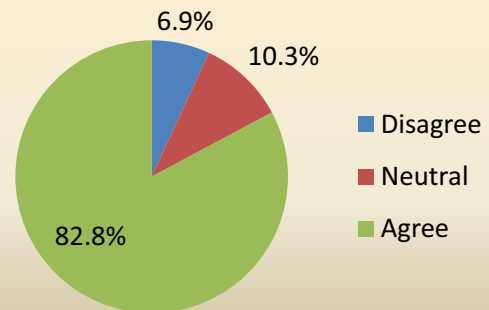
7. The maximum agreement for Theorist has come from the 20-30 years age group (60%), the maximum agreement for Pragmatist has come from 40-50 year age group (81.9%), the maximum agreement for Activist has come from 40-50 year age group (81.9%) and for Reflectors it has come from 40-50 year age group (100%).

When analysed for the population, the following things emerged-

8. There is no significant difference in the mean value for the statement given for Pragmatists and Activists between both male and female which means **both genders are significantly equal when it comes to being practical and taking risk**.

Great works are performed not by strength but by perseverance - Samuel Johnson

9. There is significant difference in the mean value for the statement given for Theorists and Reflectors between both male and female which means **both genders are not equal when it comes to being systematic and cautious**.

10. There is no significant difference in the mean value for the statement given for Theorists and Reflectors between all four age group which means **all age group people are significantly equal when it comes to being systematic and cautious**.

11. There is significant difference in the mean value for the statement given for Pragmatists and Activists between all four age group which means **all age group people are not equal when it comes to being practical and taking risk**.

Since the there are employees possessing all types of learning styles a combination of the below activities is recommended to be incorporated in every training programme -

LEARNING STYLES	CHARACTERISTICS	ACTIVITIES
Activist	Learn by doing and participation	• Brainstorming • Problem solving • Group discussion • Puzzles • Competition • Role Play
Reflector	Learn by watching others and think before act	• Models • Statistics • Stories • Quotes • Background information • Applying theories
Theorist	Learn by understanding theory very carefully	• Time to think about how to apply learning • Case studies • Problem solving • Discussions • Always support with "why and how"
Pragmatist	Learn through practical tips and techniques from experienced persons	• Paired discussions • Demonstrations • Self analysis questionnaire • Feedback

So the answer to the question raised in the beginning "Can training become learning?" is yes it can, provided the organisation takes up keen interest and put in a system in place. This is by of incorporation those activities that engages participants well. The organisation may start analyzing style of participants before programme .... and for this, must build enough flexibility so that all participants find learning events interesting and relevant. This will not only increase the interest of the participants but the organization can get a good ROI also on these event.

Savithri Varada
PGDM, IMS Ghaziabad

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PGDM (2013-15) HR & Marketing,
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Human Resources in Indian Power Sector - Opportunities, Challenges and Strategies

Dr. G. Jawahar

Introduction

Indian Power Sector is facing unprecedented challenges much more than what we have seen in the past. With the extraordinary economic turbulence, lukewarm bureaucratic response coupled with political uncertainty, the challenges to this sector is much harder. However, Indian economy has ambitious plans. It is expected to maintain a robust economic growth rate of over 8% in the coming decade with the ambitious plan of 1,80,000 MWh capacity addition. It is observed that the per capita power consumption has increased from 18 kWh in 1950 to 1000 kWh in 2012. The energy availability is only 6,89,021 MUs (Million Units) resulting in energy shortage of 11%. India's Power generation capacity stands at 1,56,784 MWh in January 2011 and is the fifth largest in the world. (CEA monthly review of Power Sector September 2009). In the transmission sector the inter-regional transmission target was fixed at 38500 MWh with the planned establishment of the integrated power grid.

On the other hand, if we see our preparedness to meet the challenges in terms of human resources availability, competency etc., we could see that there are enormous mismatch between what we have and what we could do. It is in this backdrop, this paper attempts to present the current HR challenges faced, opportunity available and strategy to be adopted in Indian power sector. We would discuss challenges in terms of capacity building, training, infrastructure, employee-employer relations, employee retention etc., subsequently we would also discuss on the opportunities in employment generation, skill development, as a model employer. Further, we also will elaborately deliberate on the strategies to be adopted to face the challenges mentioned. The paper finally concludes that in order to take care of the challenges, and make use of the opportunities we require to adopt innovative and pragmatic strategy to keep the organizations moving.

Major HR Challenges

As power sector is poised for growth, human resources in the sector plays significant role. The challenges are ranging from attracting right talent, retaining the same, developing their skill. Integrating HR with the current realities and business strategies besides building positive work culture is also an important issue to be addressed. Besides this, it is also necessary to face the challenges in employee career planning and development. The following paragraphs give brief outline:

Employee sourcing: It is found that forecasting and sourcing has become a constrain in view of the unprecedented uncertainty in the economic environment. We can also find gap between unemployed and employable among the prospective candidates applying for various position in organizations. Therefore, HR needs to have constant and close touch with educational institutions especially technical and professional institutes to have a first hand knowledge on talent availability. Apart from the above, due to unbundling of SEBs and after corporatizing, power utilities are facing competition among themselves. This situation has also led to leadership crisis in top level. The unbundled utilities are in need of proper HR head to tackle such challenges.

Employee retention: Employee who leaves the organization creates loss of hope, productivity, need for filling the gap. Retaining the right talents has therefore become biggest challenge. Though initially a candidate joined in organization with lot of hope, that gets vanished if proper organization culture, climate and engagement is not provided. It may not be an issue in the economic downturn. But, once economy gets a boom the employee may look for right and healthy organizational climate.

Change management: The business climate in power sector is constantly changing. HR should take proactive action on issues that concerning management and face change. The change can be

from within or outside. HR should have contingency plan to deal with changes. It is a big challenge because, majority of the preparatory plan become redundant when actual challenge comes. This is an era of merger, acquisition, collaboration and restructuring. HR challenge is how to become a change agent and facilitate change through new HR interventions.

Skill development: Technology is fast changing. Power Sector is mainly technology centric. While the pool of candidates available are quite high, how are they are employable keeping in view the sectoral requirement is a big question still unanswered. It speaks volume about the quality of engineering education being offered in the country. For instance as per CEA's assessment about 1346 engineering colleges in India approved by AICTE with the seat capacity of 1.5 lakhs are available which include specialized courses in Electrical Engineering. Besides this there are polytechnic colleges which produce about 2.7 lakhs students besides over 2.5 lakhs skilled certificate holders passing out from ITI every year. These candidates if at all to be inducted should be oriented towards power sector which is a huge task. The infrastructure available to make them job ready is meager comparing with the sectoral demand. While we have quantity in terms of man power, that requires to be commensurate with quality. It can be observed that while we have training infrastructure on thermal power, we do not have adequate training facility for transmission and distribution engineering. Apart from this, we require training on operation and maintenance of distribution and transmission. The Government of India owned NPTI training facilities are found to be inadequate keeping in view the large demand that is forth coming. Further according to a recent study by HLP (High Level Panel) the average age profile of Indian power utilities is around 50 years. It is not practical to expect them give their full potential particularly in a labor intensive jobs (technicians, line men etc.,) where they have climb towers for repair and maintenance work.

Integrating HR with business process: This is another important challenge HR managers are facing today. Though it appears that HR is a partner in business process, a lot remains to be done particularly to be a partner in building vision, mission and objective of the organization. Many decisions in terms of compensation management, employee relations, sourcing HR officials are merely becoming implementing agencies of what has

been already decided. As a result, the ownership to the decision is missing with helplessness. This needs to go. This can be done only by making HR as real business partner.

Developing positive work culture: HR is seen an agency for bringing positive work culture within the organization. But the image HR carry in many organizations in this sector is just reverse. Employees at times feel threatened and insecured. Hence they become critique of HR, therefore, it is HR that should create positive work environment and culture. It will surely help HR in making employees to accept change, develop trust and ensure healthy working relationships.

Evolving attractive compensation structure: Every organization has unique structure and function. In the competitive business environment, particularly when rivalry between the organization with same business nature turn in to talent poaching, it is challenging task for HR to provide compensation that are attractive, and sustainable. Of course, the compensation policy including the performance related pay in respect of CPSEs (Central Public sector enterprises), are governed by the directives of Government of India. However, within the ambit of the provisions certain system should be evolved to make the compensation structure distinctive within the limit prescribed from distributable profit.

Managing outsourcing: This is yet another challenge HR has to manage. These days outsourcing is not a choice. It has become a competitive necessity. But by looking through the glass of short term competitiveness do we compromise our long-term survival is a question remain to be answered. Many organizations have seen outsourcing of HR activities is panacea for all ills. But the fact remains that in the name of economizing by cutting our hands and legs are we not crippling our brain? Some of the challenges we face in outsourcing in power sector especially in transmission sector are: Non-availability of qualified and experienced vendors and labours locally, Non-existence of a culture of safety among the outsourcing agents., high cost of monitoring and supervision due to remotely located lines from substations, difficulty in awarding contracts at insurgency areas are among some of the major challenges with regard to outsourcing of HR activities.

Opportunities

Despite of many challenges mentioned in preceding sections, power sector has lots of opportunities and some of them are:

- Existing potential to identify and nurture talents in that are available in the market
- Opportunity to be a model employer by introducing HR intervention in the organization through trust, openness and transparency culture
- Making organization to get convinced to be integral part of the decision making process and provide innovation at all levels.
- Provide behavioral and attitudinal training at all levels and create a culture of togetherness.
- Bring out change through innovative policy guidelines that are suitable to the industry in the long run.
- Introduce best practices in HR drawn from other sector that are successfully implemented

Strategies for facing challenges

It is a fact that in power sector, attracting and retaining talents is a big issue. Talents are being poached across the sector and within the sector through attractive packages and benefits. It needs to be tackled through continuous training and development interventions besides providing opportunities for meaning full career.

Apart from technical training we require also focus on behavioral and leadership training at the senior level. In this regard, National training policy adopted by Ministry of Power, Government of India is a important step. It envisages that at least 6 man days training per employee per year should be made mandatory. Out of which 3

days should be functional basis and remaining 3 days should be focused towards soft skills. This works very well in some of the Power PSUs. It is also felt that we should expand existing training infrastructure and facilities since what is available does not cater to the needs of the sector which is fast demanding and growing. This can be done by encouraging private sector to set up new training Institutes exclusively for power sector. Existing training institutes like NPTI and CPRI should encourage to create specialized training hubs across the country to cater to the growing needs. POWERGRID is already contributing in a great way in developing transmission experts.

The employee retention can be ensured by introducing innovative employee engagement strategy. Employee should feel that he has done some meaningful work not only to the organization but also to his/her own satisfaction. The work place should be made as fun place to work rather than a place at loggerheads with coworker. For which proper employer employee scheme of things should also be evolved by right employee welfare guidelines.

Developing trust and confidence among people through proper delegation of power at all level of senior and middle level executives will speak volume when we intend to develop positive and vibrant work culture. Instead of mutual suspicion a wave of trust and mutual faith will develop among fellow colleagues that provide enhanced productivity and motivation and a sense of ownership at all levels.

Conclusion

With the challenging and uncertain economic environment, what we require is robust, employee friendly and sustainable HR policy. In order to take care of the challenges, and make use of the opportunities that are enumerated above, we require adopting innovative and long-term strategy to keep the organization moving forward. It is therefore, concluded that a vibrant organization requires innovative and path braking strategies with an employee friendly HR.

Dr. G. Jawahar
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Integrity without knowledge is weak and useless, and knowledge without integrity is dangerous and dreadful - Samuel Johnson

HR Competencies for New Managers

Indranil Mitra

This is an excerpt of adverse delivered by the author to management students of a reputed business school in NCR in July 2014. The content is as useful to management students as to the practicing manager. Forum is reproducing in Power People for benefit of our venders.

- At the outset, let me congratulate all of you for having got into one of the premier business schools of the country. Your hard work and dedication has paid off, and you are now well placed to embark on an exciting and challenging career in management. This Institute will groom you, unlock your hidden potential, and equip you with the necessary skills to succeed in the world of business, whether as a manager or as an entrepreneur.

- I would also like to tell you why I have chosen this topic, **"HR Competencies for New Managers"**. It is partly because I think of myself as an HR professional; I have spent a lot of time- over thirty years- in the Human Resources function, at both micro and macro levels; shop floor, factory, office as well as Headquarters, in the HRD and Training area as well as ground level Industrial Relations. And so I like to think of myself as pretty well qualified to talk to you about HR skills

- But this is not the main reason; the main reason is that, in my opinion, there is a crying need to instill these HR competencies in all our managers, and not merely in HR managers. You may have heard the saying: **"Every Line manager is an HR manager"**. How I wish it were true! Unfortunately, it is not; and if I had a hundred rupees for every time that I have seen people demoralized, demotivated and rendered unproductive due to lack of people management skills, I would have been a millionaire many times over by now.

- The Economic Times recently announced its Awards for Young Business Leaders, in which the applicants- all young managers- went through a rigorous screening and shortlisting process, being tested for every conceivable managerial skill. In the final selection, the few who made the cut were interviewed by a panel of some of India's most respected CEOs to choose the most outstanding ones. When the CEOs were asked later about the winners, they said that one area in which they seemed deficient was : soft skills or HR skills. So its not just me; I have the backing of the E.T. expert panel for what I say.

- What's in it for you? By the end of my address, I daresay you will gain a greater understanding of:
  - **How to truly communicate with people**
  - **How to get them to respect you and to trust you**
  - **How to avoid ego hassles and blame games**
  - **How to keep people motivated**

- I think everyone will acknowledge the intrinsic importance of knowing how to do these things. They are also extremely relevant- I would say crucial- for business, because, as a manager, your job is to manage people, and get them to work together and do their best to meet the business objectives. For each and every business enterprise, it is the people who make the difference. Alfred Sloan, the founder of one of America's largest and most successful corporations, General Motors , famously said:

  "Take away my land, take away my factories, take away my money. But leave me my people and within a year I will have it all back."

  Closer to our times, Larry Bossidy, one of America's most highly respected CEO's, had this to say about business ventures:
  "At the end of the day, you bet on people, not strategies".

- I am sure that you can now appreciate the importance of the People Factor, if I may call it that, and how managing people is absolutely crucial to organizational success. As such, it is a vital management task.

- You may have noticed that I started out talking about competencies, and then I talked about skills. Although we use the words interchangeably in common parlance, it is important to distinguish the two. Competency is a combination of knowledge, attitude, skill and habit. When you want to attain competence or mastery or expertise in a particular area, the first thing you have to do is acquire a knowledge of that area. That knowledge, however, cannot be put to work unless you have the right attitude or willingness to put it into practice. Putting your knowledge to use by actually doing practical work with its help amounts to building the skill.

- And why habit? To answer this, I will take you back to the 4th century B.C., to the great Greek philosopher Aristotle, who had declared:

"We are what we repeatedly do. Excellence, then, is not an act but a habit."

Substitute the word "Competency" for "Excellence", and it will become clear why Habit is there.

- But first we'll talk about Attitude because it is the background for everything we do, and a right attitude is intrinsic to success. When members of Gen Y- your generation- say "Don't give me attitude" or "He/She has major attitude", it is actually the wrong attitude. So what is the right attitude? We are still searching for a comprehensive answer but I can offer some pointers:
  - Strong sense of values and ethics
  - Belief in uniqueness and importance of every human being
  - Willingness to learn
  - Thinking Win-Win
  - Treating mistakes as learning opportunity
  - Recognizing and appreciating sincere efforts

If you can inculcate these in yourself, then you are really laying the foundation for all future competencies that you'll need.

- Now we come to Knowledge. What knowledge is required to be a successful people manager?
  - In the first place, we must know how to communicate. The first requirement for effective communication is to listen, and by that, I mean truly listen, to other people. I have found, over and over again, that if a person comes to you with a problem, just listening to him patiently will solve half his problem, even if you are not able to help him otherwise. One of the most common complaints of people in an organization is: "Nobody listens around here." So in your work and outside it, in your official life and personal life, please listen to people with all your heart and soul, reacting when appropriate.

  - And when you talk, remember this: Research has shown us that only 7% of the message is verbal, 38% is conveyed vocally, and fully 55% is visual. In other words, when you are talking to a customer or your boss or your subordinate, your body language and tone make a far greater impact in conveying what you want to say than merely your words. So go ahead and throw your body and your heart into your speech if you want to be fully understood and appreciated.

  - Try to communicate as an adult to an adult, except where the situation demands otherwise. Time does not permit me to go into Transactional Analysis- the theory of the

We love to expect, and when expectation is either disappointed or gratified, we want to be again expecting - Samuel Johnson

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human personality- but I will briefly say that every person has three psychological Ego states: Parent, Adult and Child. The Parent Ego state consists of behavior learned from one's parents and other authority figures during childhood, the Child Ego State contains remnants of the child that you were and the ways that you as a child adapted to your parents' behavior towards you, and the Adult Ego State is the objective, factual, data processing part of you. Make your Adult the CEO of your personality, the one who decides your response to anything and everything, and watch negative behavior of yourself and others vanish before your eyes. Guard against spontaneous reactions, because very often they do not originate from the Adult, and have the potential to harm relationships. Stephen Covey, in his marvelous book, The 7 Habits of Highly Effective People, says:

"Between the stimulus and the response lies the freedom to choose, the power of choice".

When the Adult chooses the response, you are emotionally stable and help to make the other person stable also.

- Now let's talk about Mutual Respect and Trust. How do you get other people to respect you and trust you? You do it by demonstrating what I call Personal Credibility, which is nothing more than doing what you say and saying what you do; the Americans also call it walking the talk. Personal Credibility fosters respect, and by demonstrating it repeatedly over a period of time (remember wise old Aristotle and his habit?), you build up a bank account of Personal Credibility which makes people trust you, that when you say you'll deliver, you will actually do so.

- Your attitude also goes a long way in building respect for you and trust in you, in other people's eyes. Remember the pointers to a positive attitude that I talked about earlier? Treating people fairly, which is what you do when you have a strong sense of ethics, inspires respect. Similarly, looking for win-win solutions also breeds respect because of the inherent fairness involved in such an approach.

- When you appreciate sincere efforts and recognize genuine contributions, publicly if possible, you're adding to your respect bank account. Appreciate in public wherever possible; it adds inches to a person's stature when his work is acknowledged in front of others. When you are forced to be critical, do it privately.

- If you have been listening-truly listening- to me, by now you have learnt how to avoid blame games and ego hassles also. If your Adult is the CEO of your personality, ego does not stand in the way of your behavior, for it belongs to the Parent and the Child state, and your Adult knows it. Further, when you address the Adult state in another person, you bring him back from his unthinking egoistic Child or Parent into the rational Adult.

- And the blame game? Remember what I said about treating mistakes as learning opportunities? Mistakes will happen, they're inevitable. The only person who never makes a mistake is the one who does not do any work. The thing to do is acknowledge the mistake, analyze it not with a view to fault-finding (I hate that horrible phrase "responsibility should be fixed") but to find out what can be done so that it does not happen again, and work on that.

- When you start your management career, most likely you will begin as a front line manager. You may not have many people under you and may be dealing only with customers or suppliers. However, everything I have said so far holds true in this situation also. Why? Because human nature is the same

Patriotism is the last refuge of the scoundrel - Samuel Johnson

everywhere, whether you are interacting with employees or customers or suppliers- or students, for that matter. And people management competencies- the soft skills the E.T. CEOs spoke of- are required everywhere.

- Nevertheless, there will come a time when you will have three or four or a dozen people reporting to you, and you will be required to get them to contribute fully in meeting your company's business objectives. What is the best way to do this? It is a well-recognized truth that the biggest motivator is the work itself; other things like pay or work environment at the most remove dissatisfaction. In other words, when a person is not well paid or does not have a comfortable workplace, he feels dissatisfied. When he gets good pay or a good workplace, this dissatisfaction is removed, but he does not get motivated to work better or contribute more. Recent research has conclusively shown that a person in a work setting feels happiest, most satisfied and most motivated when he is able to make significant progress in his work, and chalk up small wins every day. And therefore, your job as a manager and a motivator must be to help him achieve those small wins, by encouraging, rewarding, delegating, empowering, guiding, and anything else you can think of! A leader does not always have to lead from the front; in fact, the great Chinese philosopher Lao Tzu, the founder of Taoism, said it best:

"To lead the people, walk behind them".

What does this mean? Show them the way, and let them achieve on their own and let them take the credit. He also said:

"The best leader is the one who quietly influences, and is barely visible; and when the work is done, the job is over, the people say: We did it ourselves".

In modern times, Anita Roddick, founder of the iconic personal care brand, The Body Shop, said:

"Hire good people, pay them well, treat them fairly, and give them challenging work. Then get out of the way and they'll knock your socks off (i.e., astonish you with their achievements)."

- There are literally no limits to human capability and human potential, and your job as a manager will be to harness that capability and realize that potential for meeting your business objectives. And although it may not always be possible, it helps to have a larger objective, like contributing to society or making the world a better place to live in, tied to your business objective. A higher sense of purpose often inspires, and leads people to do extraordinary things.

- With this, I come to the end of my address to all of you. As promised, I have tried to tell you about the vital HR Competencies that you will require to:
  - Talk to people
  - Respect and trust people
  - Not put people down
  - Get the best out of people

- All the best to all of you. Remember Knowledge, Attitude, Skill and Habit. Build yourselves up as much as you can, and never stop learning and growing; because, at the end of the day, you know what they'll bet on.

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Managing the Mutually Induced Stress between Organization and Employees

D. Subba Rao

Abstract

Stress can be self induced due to internal factors and externally induced due to external factors. Organizations as well as employees are subjected to these stresses. In this paper an attempt was made to identify the factors affecting the self and externally induced stresses for organization and the employees separately, also brings out the mutual induction principle of stress between the organization and employees. Employees being the main constituents of the organization, they also induce some stress to the organization and vice versa. Such stress is termed in this paper as mutually induced stress. Thus the healthiness and well-being of organizations is dependent on the healthiness of employees and vice versa.

Considering the stress and energy are mutually exclusive, in this paper breakeven stress is defined as the stress below which the overall stress is positive and above which overall stress is negative. If the stress is less than the breakeven stress, the energy is more and vice versa. This gives us the concept of **strengthening the strengths to weaken the weaknesses**, i.e., to increase the internal energy so that the stress component reduces below the breakeven stress. Breakeven stress is similar to coping stress or manageable stress. The levels of breakeven stress vary with individuals and organizations.

To manage the mutually induced stress effectively is the challenge to be addressed. This needs interventions both for the organization as well as for the employees to ensure the well-being of the both. From the best practices followed by some of the reputed public sector organizations and from the analysis of the survey conducted, the factors to be considered while framing the strategies to manage the mutually induced stress between the organization and employees are highlighted.

Introduction

Stress is a factor built into complex organizations and people are psychologically vulnerable to its power. It cannot be eliminated but must be managed lest its costly, counterproductive results remain unchecked. Job stress (and more generally, employee health) has been a relatively neglected area of research among industrial/organizational psychologists. Handy, Jocelyn A. (1986) argues, in response to D. H. Duckworth (see record 1987-05866-001) and S. P. Glowinkowski and C. Cooper (1985), that the problem in the field of organizational stress is that most researchers are psychologists who tend to ignore the mainstream literature on organizational theory. It is suggested that the lack of understanding of organizational structure could lead to developing analyses directed away from organizational failings and toward individual faults. Quick et.al (1997), focused on four major categories of organizational stressors: physical demands, task demands, role demands, and interpersonal demands.

An EAP (Employee Assistant Programme) is a stress intervention program that, when combined with other stress prevention procedures, can serve as an effective base for developing a comprehensive managerial system for combating organizational stress.

Models of organizational stress posit that a number of undesirable employee states and behaviors, such as lower levels of well-being and performance, and higher levels of absence and turnover are caused by organizational stress. It is often suggested that organizational level interventions which aim to reduce stress, such as job redesign, will therefore reduce or eliminate these states and behaviors. This suggestion is, however, based on two unsupportable assertions. The first is that these states and behaviors are caused by organizational stress. While there is some limited evidence for the role of stress, the quality of this evidence is severely compromised by numerous methodological and

conceptual problems. The second assertion is that organizational level interventions aimed at changing some of these states and behaviors will actually have an effect, and that these effects will be uniformly positive. However, the available evidence suggests that these interventions often have little or no effect, and where they do have effects, these may be both positive and negative.

Self-competence is often regarded as an important determinant of how an individual copes with various stressful experiences. It was found that the relationships between both personal life stress and organizational stress and symptoms of various life strains would be stronger for individuals with low levels of perceived sense of competence and weaker for those with higher levels of such sense of competence.

The underlying mechanisms for the dispositional approach to job perceptions and stress are to be identified, evaluated and implemented, though the organization remains important and requires more detailed assessment.

Based on the researches carried out so far and the literature review, it is clearly evident that organizational stress needs to be better understood and critically analyzed to design the strategy to manage the stress efficiently and effectively. This paper introduces the principle of induction applied to stress for better understanding of organizational stress and the ways to handle it.

Induction Principle of Stress

Stress can be self induced due to internal factors and externally induced due to external factors. Self induced stress & externally induced stress put together is the overall stress. Organizations are also subjected to these stresses.

Organization's Stress (OS) is the combination of self and externally induced stresses for the organization.

Self induced stress for an organization is basically dependent on effectiveness of implementation of different policies-promotion policy, performance management system, job-rotation policy, transfer policy etc, organizational structure, vision and the organizational goals, communication system, recruitment and training, leadership, team building, cost consciousness, working capital management, quality control, succession planning, diversity management, participative management, sustainable growth, EHS- (Environment, Health and Safety), enhancing employee morale-rewarding system, creativity and innovation, new product development, risk management, disaster management, conflict management, grievance handling, relationship with workers unions etc.

Organizations do have externally induced stress due to competition in the market, demand and expectations of customers, government regulations and statutory requirements, fund management, vision, handling conditions abroad, stakeholder relationship.

Employee Stress (ES) is the combination of self and externally induced stresses for the employee.

Self induced stress for employees is dependent on the individual's parameters like intelligence and skill level, ego, educational background, gender, age, career ambitions, perception towards work and other co-employees-mutual trust and respect-lack of confidence in others, physical or psychological illness-lack of proper sleep, lack of confidence in handling emergencies etc.

Externally induced stress for the employee is because of the status of so many factors such as family welfare and health, children education and settlement, recreation-participation in sports, parties and functions, festivals, distance between workplace and the employee residence and the transportation, workplace hygiene facilities, work co-operation from co-employees, group conflicts, work load, working hours-shift duties, nature of work, role ambiguity.

As the employees constitute the organizations, they also induce some stress to the organization and vice versa. This stress may be termed as mutually induced stress. To understand about the

Case2: Considering ES as the endogenous variable and OS as exogenous variable, the results of analysis are as follows

Simple Linear Regression- Ungrouped Data				
Parameter	Value	S.E.	T-STAT	Notes
Constant	2.585273			
Beta	0.252028	0.118541	2.126084	H0: beta = 0
Elasticity	0.247200	0.116270	-6.474571	H0: elast. = 1

Simple Linear Regression- Analysis of Variance			
ANOVA	DF	Sum of Squares	Mean Square
Regression	1.000000	1.442133	1.442133
Residual	74.000000	23.608920	0.319039
Total	75.000000	25.051053	0.334014
F-TEST	4.520234		
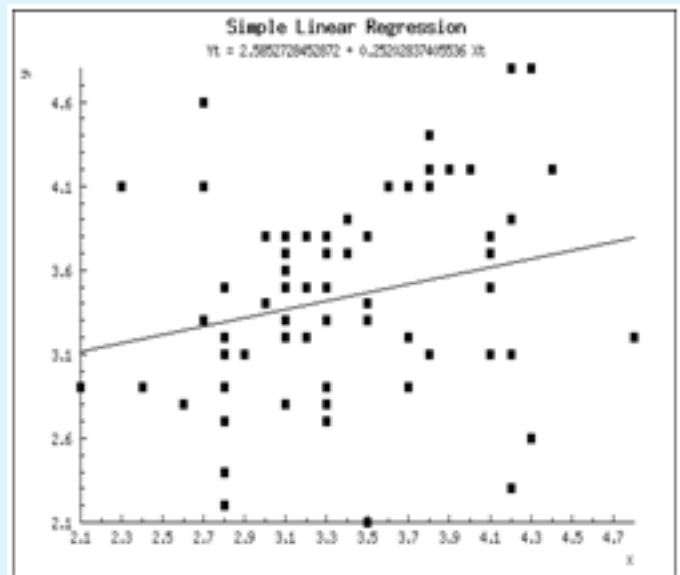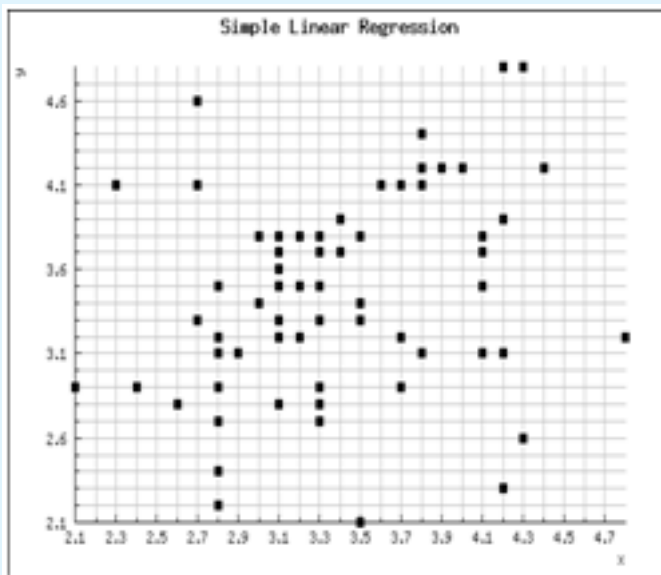
ES varies linearly with OS at a slope of 0.252028 which is slightly higher than in Case1. It means effect of OS on ES is more than the effect of ES on OS.

Managing the mutually induced stress

Thus the healthiness and well-being of organizations is dependent on the healthiness of employees and vice versa. To manage the mutually induced stress effectively is the challenge to be addressed. This needs interventions both for the organizations as well as the employees to ensure the well-being of the both.

From the inputs received from the interviews carried out with the employees, some of the best practices being followed for effective stress management in the leading public sectors were identified. Those are:

1. Mentor-Mentee programme in which the senior employees guide the newly joined employees engaged in a mentor-mentee relation. This really helps the employees to deal with the personal problems also effectively.
2. Stress management labs and trainings conducted are effective in handling the stresses faced by the employees.
3. Yoga and meditation are made a part of induction training.
4. Many reputed companies are going for the Employee Assistance Programmes (EAPs) with the counseling agencies which give confidential counseling and support for the employees and their families.

Scope for Future Research

As the present research uses simple linear regression analysis only, the interdependencies of different factors were not analyzed. Moreover only qualitative solutions were given for managing the mutually induced stress based on the interviews and best practices followed. Factors contributing to internal strength for employee and organization are not considered. There is an enormous scope for future research in this research area by evaluating the impact of internal strengths on stress for employees as well as organizations i.e., the mutually induced stress and their interdependencies with an increased sample size and multiple regression. Breakeven stress in each unique case may also be determined.

5. Maintaining recreation clubs with proper infrastructure and ensuring the maximum participation of the employees and their families in group celebrations of festivals and functions.
6. Proper defining of career path, job rotation and succession planning ensures greater employee satisfaction.
7. Regular health check-ups and maintaining the records will be useful in identifying the occupational health problems and the corrective actions can be taken up.
8. System of greeting the employees on special occasions like birth days and marriage days etc.
9. Promoting higher studies for the employees to ensure personal growth and children education.
10. Fairness in performance management system and promotions.

Author

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Conclusion

The factors contributing to the Employee Stress and the Organization's stress are identified and analyzed for effectively managing the mutually induced stress between the organization and the employees. The effect of ES (Employee Stress) on OS (Organization Stress) and that of OS on ES were separately evaluated and the relationship in each case was analyzed, to conclude that for the sample chosen, the extent of effect of OS on ES was slightly higher than that of ES on OS. This paper also proposes the concept of "strengthening the strengths to weaken the weaknesses" to effectively manage the stress. The internal energies or strengths in each case are to be critically analyzed which have the significant impact to reduce the stress.

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A wise man will make haste to forgive, because he knows the true value of time, and will not suffer it to pass away in unnecessary pain - Samuel Johnson

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It is more from carelessness about truth than from intentionally lying that there is so much falsehood in the world - Samuel Johnson

# My Learning Experience in GRID Works Seminar

Ms. Shailja Shrivastava

Gridworks Seminar is a classic training programme for enhancing managerial excellence. I attended a three day programme organised by POWER HR FORUM in May 2014 in NOIDA. It was a very educating experience for me. And so also for all attending participants from member organisations of Forum.

First about the GRID WORKS! Based on Managerial Grid theory, developed by Robert R. Blake and Jane S. Mouton in 1964, the present programme is developed and is being offered in 30 countries worldwide in 14 languages.

The Managerial Grid is a visual framework for understanding different behavioural styles, which reflects the level of concerns for people and concern for results.

Concern for People - This is the degree to which a manager considers the needs of team members and their interests, when deciding how best to accomplish a task.
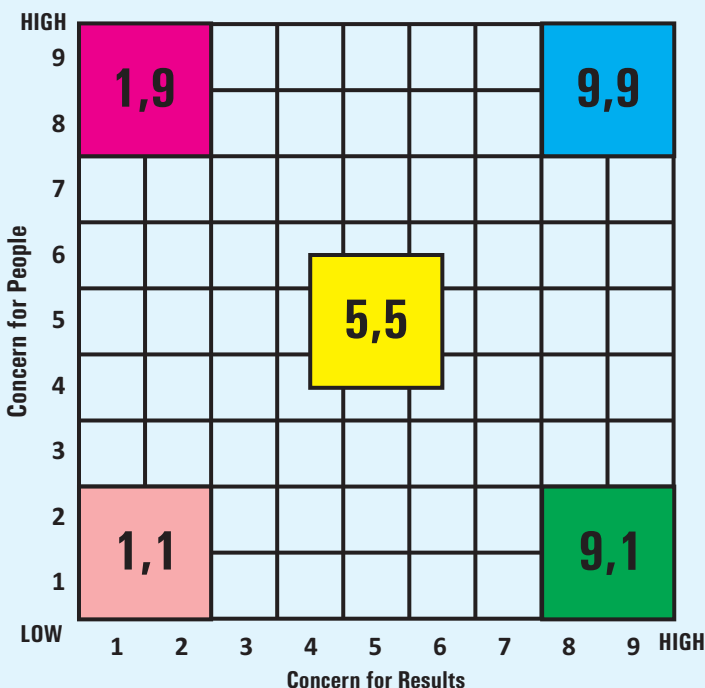
Concern for Results - This is the degree to which a manager emphasizes concrete objectives and high productivity when deciding how best to accomplish a task.

Briefly, the lower left corner of the Grid diagramme in Figure-1 shows a 1,1 style. This represents minimal concern for production and minimal concern for people. The 1,9 style in the upper left corner depicts maximal concern for people but minimal concern for production. The 9,1 style in the lower right corner portrays maximal concern for production and minimal concern for human relationships. The 9,9 style in the upper right-hand corner represents maximal concern for both human relationships and production. The 5,5 style in the center of the diagram is "middle of the road" in both areas of concern.

The Grid Works Seminar provides a simulated environment where practicing managerial/leadership skills are tested, measured and improvement areas are identified. Once, through the training programme, it is possible for managers to revise practices and procedures so as to work toward a 9,9 organizational climate. This is in contrast to more conventional ways of getting better organizational results (e.g., changing organizational structure, leadership replacement, tightened accounting controls, or simple pressuring for more output).

How the Programme was delivered:

The Grid system is a multi-phasal approach. It starts with learning the Grid through some pre-programme exercise, consolidating the learning through a series of exercises which are done individually and then it teams, role play, feedback from fellow participants. Each team through a series of well crafted exercises, regularly evaluates its own behavior and problem-solving capabilities. A team which performs poorly on one exercise, is able to assess and adjust its problem-solving style in time for the next exercise. In addition, one exercise involves an attempted 9,9 "feedback" from team members to each individual concerning team impressions of his managerial styles.

A. Pre-programme Exercise

All the participants were instructed to complete a pre-programme exercise that consist of 6 situations, covering following themes:
1. Time Management
2. Productivity
3. Cost Consciousness
4. Quality
5. Critique
6. Mutual Support

In each of these, there were 6 statements which were to be prioritised on basis of soundest approach to team work. The statement which is closest and fits perfectly to the concept of team working, shall be assigned 6 and the least one is to be marked 1. For examples, the six statements pertaining to TIME MANAGEMENT looks like as indicated below.

A	People can only do so much within a given time. A lot of pressure can be avoided by letting people use their own time as they see fit.
B	Employees look for ways to prioritize their use of time to be more efficient and to maximise their team's efficiency. Downtime due to non work related matters is kept to a minimum.
C	Employees feel a need for a rigid space; others are pressured to keep up
D	Use of time is up to the individual. People will either comply with time requirements they won't.
E	Time is important and is used best when people stick to the requirements of the boss and the organisation. Others are reminded when they get behind.
F	People gauge their use of time according to how other team members perform. No one wants to be seen as a rate buster or a slowpoke.

Since it is felt that the 'B' statement reflects strong team behaviour, it is marked 6. The scores for all statements are A-4, B-6, C-2, D-1, E-5, and F-3.

The rating from all six themes, were similarly ascertained and plotted in a given format. When added up, each of the participant could know their dominant preference style (1-1, 1-9, 9-1, 9-9, 5-5). For example, referring to in figure-1, participants could know where they are - how much score is for (9,9), (9,1), (5,5), (1,9), (1,1). If the highest score is (say) 29 and that is for (9,1) type, then it indicates he/she is highly result focus and has less care for people's emotion.

During the programme, the scores given by participants were discussed in teams and correct answers were shared by the facilitators. The preprogramme introduces one to the concept of nomenclature like (9,9), (9,1), (5,5), (1,9), (1,1). And also, allows one to examine the nature of team working behaviour as one believes and displays.

B. Exercises done during the programme

B.1 GRID Concepts Test

This exercise was done on the first day. While doing this particular exercise, references were taken from the course material book, titled GRIDWORKS. This is a slim book of 106 pages, authored by Blake, Mouton and Barclay. This exercise had 30 multiple choice questions (MCQ), done in two phases, each time doing for 15 questions. Each MCQ has 5 options, covering various aspects of GRID.

First the exercise was done individually and then the in teams. The team has to argue out which is the best of five answers to each question. For each, in a consensus process, the team arrives at a seemingly appropriate answer. The facilitators shared the answer for each questions. Each of us could then calculate the scores - correct answers worth 3 points, incorrect answers -3 points and unanswered one merit '0' points. Individual scores and team scores were tabulated in a defined manner. Mainly, following scores were compared for each team: actual team score, average individual score, lowest individual score, best individual score.

In some of the teams, the score after discussion improved than earlier, improved much better than best individual score, signifying that team work is successful. In some teams, the team score went down than earlier, implying few individuals with less knowledge were able to influence the group somehow. Each of us appreciated how because of working in teams and discussion to arrive at a consensus, led us to better score and hence correct responses. From comparing the best, worst individual score and team score, we could know, where the discussion was fruitful and where not.

More importantly knowledge about GRID works got consolidated.

Then, each participant noted down his/her areas of improvement, based on the feedback of other team members. It could be lack of attention, aggressiveness or submissiveness or lack of firmness. How these could be overcome, that was also suggested by team members. All these were noted down in the workbook.

In Phase two, rest of the 15 questions were attempted, both individually and in teams. Scores were plotted as before and performance of teams were evaluated. However, this time areas of improvement for teams were identified, deliberated and noted down on chart paper. These were something like lack of assertiveness, decision making, not utilising the content of the book etc.

The Three Rs: The facilitator used a particular terminology here, called "the three Rs: "R1" is the "resources" provided to complete a task. "R2" is the "relationship" through which the resources have to pass. "R3" is the result. R1, the resources, in this case, is the collective knowledge of the team members. R3 is the result that the team gets out of three hours of comprehensive effort. R2 is the relationship through which the R1 information has to pass to get

to R3. When that's done, one can measure how much of the R1 resources got into the final result. There's often a dropoff from 100 percent of the resources on the front side of the experience down to less than 30 percent that is represented on the R3 side. There's a tremendous drop-off. Now that's interesting in itself, and it says that one of the key problems with people is the capability to be effective in communicating whatever knowledge they have.

B.2 'CRITIQUE of Team Action' Test

This is the first exercise of second day. Here three aspects were examined: 1) How decisions were made 2) How leadership was exercised and 3) How team members communicated? Each of the three items were deliberated separately. For each of these, there were 6 parameters which describe how that particular subject was dealt with. Also, each of these parameters were to be assigned from a total of 60 marks. One item could be as high as 35 out of 60 and some of them could be as low as 0. The parameter shall have highest ranking which is most prominently displayed. This exercise was done individually and in teams.

From these exercises, two broad things emerged out: what are the barriers in maximising the team results and what specific steps to be undertaken for this. These were also put up in flipchart papers for sharing with other teams.

B.3 Movie on '12 Angry Men'-Identifying Grid Style for few of the movie actors

The famous 1957 American drama movie- 12 Angry Men, was shown which explores many techniques of consensus building, and the difficulties encountered in the process among a group of men whose back ground and personalities are as varied as it can be. These twelve men were part of the jury which was deciding the fate of a boy who allegedly killed his father.

R_2

R_1

Resources

R_3

Results

Relationships
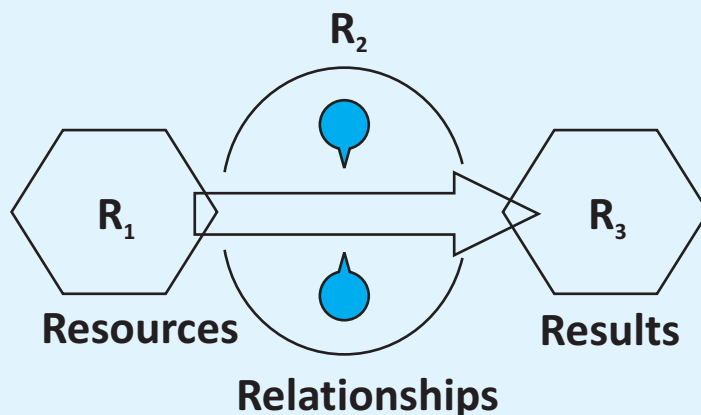
The exercise involves identifying six given characters in the movie with their dominant and back up style. Dominant style is which is displayed most and backup is one which is the reserve style that comes into force when pushed to the limit. Later on, the facilitator gave the correct answer and accordingly marks were awarded to each participants.

From this exercise we all learnt how to identify a person (also self style) and his style of interaction. This further consolidated our understanding and application of GRID style in day to day behaviour.

B.4 Recognising GRID Styles in Action

This exercise was taken up on the third day. 42 item questions were given to all and each has to fill up the right answer. The task was to identify the GRID style. One sample question looks like thus: "when some one asks for help, _____, is likely to say - that is not my job." [the choices are Mary (9,1), Ed (1, 9), Sue (1,1) and the correct answer is Sue having GRID style as 1,1].

The facilitator gave the correct answer and each compared theirs with that. This exercise helped us to further clarify our understanding on GRID.

B.5 Consolidation of GRID theory

The four teams were given four caselets. Each team discussed the case lets and presented the corrective actions to be taken so that the situations could be amicably solved. Each team focused on the GRID styles of characters involved and this exercise actually helped us tremendously how GRID theory and GRID style could be effectively put to use.

B.6 Individual Personal Style Inventory

The teams were handed over a list of 65 personal traits and asked to identify 25 out of them for each participant. The teams were at liberty to add to this list from their own observations. The traits were covering both positive and negative items. Some of the inventory items are like - good listener, unprepared, entertaining, manipulative etc. This exercise unfolded many blind-spots as well as made each aware on our strengths and weaknesses.

CONCLUSION

This programme was markedly different from other training programmes that are normally delivered. One special feature of the programme is that there were hardly any power point slides and whole programme was conducted while doing the exercises. All the participants were highly engaged and focused throughout the programme.

The GRID programme was highly beneficial and impacted all participants in a very positive manner. All participants could eloquently tell about different GRID styles and more importantly they were made to aware about their managerial style and what concrete change they would like to bring in future. All participants at the end, recommended this programme for all their colleagues so as to bring concrete changes to their organisations.

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Procedure in Career Advancements

P Sreenivasan

Promotion means advancement of employee to a higher position with higher responsibilities, privileges, pay, status and better service conditions. It motivates the employee for greater efforts and generates loyalty on the part of employee.

Promotion of an employee depends upon merit cum seniority and not seniority alone and as such, denial of promotion to the concerned employee/petitioner does not suffer with any irregularity and as such the High Court will not interfere in the writ petition (D.B. Mathur Vs Cement Corporation Of India, LLR 240 Del HC 2006)

Promotion will be made from a prospective date only. Vigilance clearance is necessary before actual promotion to ensure that no disciplinary/criminal case is pending.

Role of Departmental Promotion Committee

The Departmental Promotion Committee should not be guided merely by the overall grading, if any, that may be recorded in the 'Performance Appraisal Reports' but should also make its own assessment on the basis of entries in the PARs because it has been noticed that sometimes the overall grading in a PAR may be inconsistent with the grades under various parameters or attributes (DOPT OM No. 22011/5/86-Estt(D) dated 10.04.1989 para 6.2.3)

DPC enjoyed full discretion to device its method and procedure for objective assessment of suitability and merit of the candidate being considered by it. Hence interference by the High Court is not called for. (UOI & Anr Vs S.K. Goel & Othrs (Appeal (Civil) 689/2007-SLP-2410/2007 SC). While delivering the above judgement, the Division Bench has also observed that : "...It is now more or less well settled that the evaluation made by an Expert Committee should not be easily interfered with by the court which

do not have the necessary expertise to undertake the exercise that is necessary for such purposes"

An employee on whom a minor penalty of withholding of increment etc., has been imposed, should be considered for promotion by the Departmental Promotion Committee which meets after the imposition of the said penalty and after due consideration of full facts leading to imposition of the penalty, if he is still considered fit for promotion, the promotion may be given effect after the expiry of the currency of the penalty (DOPT OM No. 22034/5/2004-Estt(D) dated 15.12.2004)

The Apex court has taken cognizance of role of DPC in the case of an employee on whom a penalty has been imposed and held that "An employee has no right to promotion. He has only right to be considered for promotion. The promotion to a post more so, to a selection post, depends upon several circumstances. To qualify for promotion, the least that is expected of an employee is to have an unblemished record. That is the minimum expected to ensure a clean and efficient administration and to protect the public interest. An employee found guilty of misconduct cannot be

placed on par with the other employees, and his case has to be treated differently……In fact, while considering an employee for his promotion his whole record has to be taken into consideration and if a promotion committee takes the penalties imposed upon the employee into consideration and denies him the promotion, such denial is not illegal and unjustified" (Union of India Vs Janakiraman AIR 1991 SC 2010)

In one of the case the Supreme Court observed" ……. The DPC is required to make an overall assessment of the performance of each candidate separately, but by adopting the same standards, yardsticks and norms. It is only when the process of assessment is vitiated either on the ground of bias, malafide or arbitrariness, the selection calls for interference. Where the DPC has proceeded in a fair, impartial and reasonable manner, by applying the same yardstick and norms to all candidates and there is no arbitrariness in the process of assessment by the DPC, the Court will not interfere." (A.K. Narula AIR SC 2296 (2007))

DPC recommendations stand accepted unless the Appointing Authority disagrees within three months. Where not accepted, he will submit the relevant papers to the next higher authority with recommendation.

Promotion in case of disciplinary/criminal prosecution

In case, the disciplinary/criminal prosecution is in the preliminary stage and the employee is not yet covered under any of the following three conditions the DPC will assess the suitability of the employee and it found fit, the employee will be promoted along with others:
(a) Under Suspension

(b) A charge sheet has been issued and the disciplinary proceedings are pending

©   A prosecution for criminal charge is pending

Vigilance clearance can be denied only in the above said three circumstances. No promotion can be with held merely on the basis of suspicion or doubt or where the matter under preliminary investigation has not reached the stage of issue of charge sheet etc., If in the matter of corruption/dereliction of duty etc., there is a serious complaint and the matter is still under investigation, the

administration is within its right to suspend the official. In that case, the employee's case for promotion would automatically be required to be placed in the sealed cover. He/She shall not be promoted until he/she is completely exonerated of the charges against him/her. If any penalty is imposed as a result of the disciplinary proceedings or if he/she is found guilty in the criminal prosecution against him/her, the findings of the sealed cover shall not be acted upon. His/her case of promotion be considered by the next DPC in the normal course and having regard to the penalty imposed on him/her. (DOPT OM dated 10.04.89, 14.09.1992, 02.11.2012)

While there is no illegality in denying promotion during the currency of the penalty, denying promotion in such cases after the period of penalty is over would be in violation of the provisions of Article 20 of the Constitution.

Sealed Cover in respect of persons under cloud

The cases of employees whose suitability for promotion to a higher grade has been kept in a sealed cover should be reviewed on the expiry of 6 months from the date of convening the first Departmental Promotion Committee which had adjudged his suitability and kept its findings in the sealed cover. Such a review should also be done subsequently every six months. The review should inter alia, cover the progress made in the disciplinary proceedings/criminal prosecution and the further measures to be
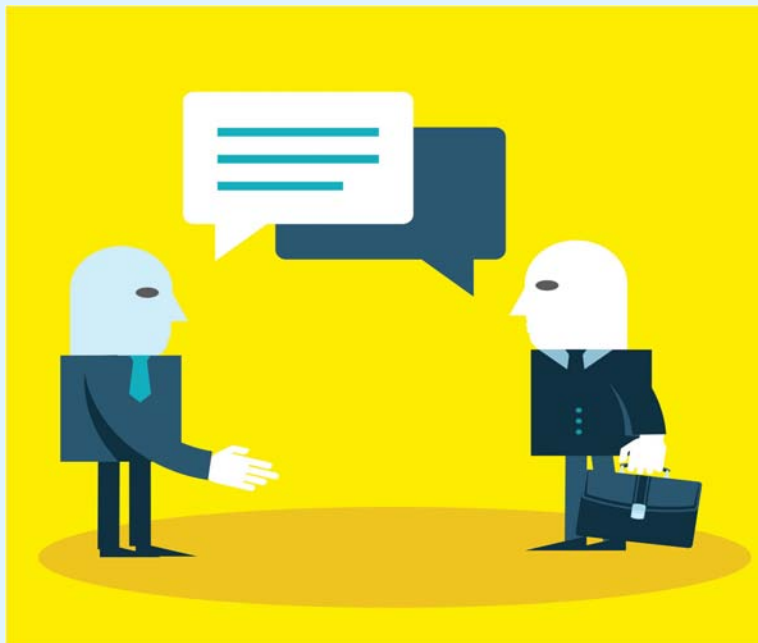
taken to expedite the completion. In case, where the disciplinary case / criminal prosecution against the employee is not concluded even after the expiry of two years from the date of the meeting of the first DPC which kept its findings, the Appointing Authority may, after review, put up the case in the next DPC to consider his/her suitability for ad-hoc promotion (DOPT OM dated 14.09.1992)

If the employee is acquitted in the criminal prosecution on the merits of the case or is fully exonerated in the departmental proceeding, the ad-hoc promotion already made may be confirmed and the promotion treated as regular from the date of ad-hoc promotion with all benefits. If the employee is not acquitted on merits in the criminal prosecution but purely on technical grounds and the Appointing Authority proposes to take up the matter to a higher court or proceed against him/her departmentally or if the employee is not exonerated in the departmental proceedings, the ad-hoc promotion granted to him should be brought to an end.

On the conclusion of the case , sealed cover will be opened. The Promotion since will be given effect subsequent to the expiry of the currency of penalty, the employee would be entitled to pay fixation in the promotional grade with effect from the date of actual promotion only. In case the employee is completely exonerated, the due date of his promotion will be determined and

he will be promoted notionally with reference to the date of promotion of his junior, if necessary by reverting the junior most officiating person. The Appointing Authority will decide whether and to what extent arrears of salary are to be paid; where arrears are denied reasons to be recorded. If not exonerated, the findings of the sealed cover shall not be acted upon.

Diversion of reserved vacancy to direct recruitment quota

The Appointing Authority is competent to approve diversion of a reserved vacancy from promotion to direct recruitment temporarily in the event of non availability of suitable departmental candidate. In the subsequent year(s), the available reserve point in the direct recruitment quota will be transferred to promotion quota and utilized by appointing a promotee. Such diversion will be resorted to only if reserved category is not likely to be available for promotion in the near future (DOPT OM dated 10.07.1990)

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Draft ISO 9001: 2015: A Few Insights

Ribhu Lavania

Quality professionals have started discussing about the forthcoming ISO 9001:2015 International Standard, scheduled to be published in Q-3 of 2015. I received several formal and informal queries on this standard during my business meetings and personal discussions. This article is an effort to consolidate those queries and respond to them with the current information I have. It is free of any copyrights as mentioned at the end.

Q1. What was the need of introducing terms like 'organizational context' and 'needs and expectations of interested parties'? What bearing will they have on future quality management systems?

The most significant concept introduced by the draft of ISO 9001:2015 international standard is that of establishing and maintaining a QMS after identifying organizational context and the needs and expectations of 'interested parties'.

The new standard follows the 'Annex SL- Appendix 2' structure mandated by ISO for all its requirement standards. Keeping in line to this, the two new concepts have been added in clauses 4.1 and 4.2. This makes the standard much more suitable to various industry domains and also so many internal factors, such as organizational culture, attrition rates, working hours etc and external factors, such as socio-economic conditions, regulatory framework in the country of the organization and also its customers. The new standard replaces "organizational environment" with "context of the organization"

These clauses, 4.1 & 4.2 require the organization to identify its context in line to its objectives, and any internal & external issues that may impact quality management system's ability to deliver its intended results. This is the very reason these clauses are so important and have been introduced right in the beginning by Annex SL Guidelines. The term 'interested parties' include individuals and organizations that can affect or are affected by or perceived to be affected by the organizational business.

Under the provisions of the new standard, the leadership (top management) becomes directly responsible for effectiveness and efficiency of the business objectives linked quality management system and allocation of resources for it, including assignment of roles and responsibilities. However, assignment of roles/responsibilities and resources does not absolve leadership from remaining directly involved in achieving QMS objectives.

Clause 4.3 requires scope of the QMS to be determined in consideration of the organizational context.

Q2. There is no mention of 'Management Representative' in the draft standard. Why?

Earlier clause on "Management Responsibility" now becomes "Leadership". The new standard wants top management to demonstrate that they are using quality management system as an enabler to business benefits. This is opposed to earlier way of overseeing QMS activities through the 'management representative'. This also means that there is a need for top management to be actively involved in the operation of their quality management system. The removal of all references to the role of "management representative" reinforces a desire to see quality management systems embedded into routine business operations, rather than in isolation.

Phil Crosby says leaders are 'respected'. They don't need to 'command respect'.

The move from management commitment to "Leadership" is perhaps the most significant and far-reaching change contained within DIS 9001:2014, although the actual impact will not be significant for organizations whose top management has been

involved in the business linked QMS implementation. ISO 9001:2015 requires top management to be much more "hands on" with respect to their quality management systems than ISO 9001:2008 does.

Where the word "ensuring" is used in sub-clause 5.1.1, top management may still assign this task to others for completion. Where the words "promoting", "taking", "engaging" or "supporting" appear, these activities cannot be delegated and must be undertaken by top management themselves. Implementers will need to make top management aware of the new requirements, and the fact that they will now be audited as a matter of routine.

Note: when DIS 9001:2014 uses the term "top management", it is referring to a person or a group of people at the highest level within an organization, i.e. the people who coordinate, direct, and control the organization.

Q3. Documented Information: Control of documents is covered under clause no. 7.5.3 but not Control of Records. Why?

The earlier standard also used to define records as documents of a specific type or a document stating results achieved or providing evidence of activities performed. The intent of earlier clause on record control was to ensure that the records are true reflection of the health of process activities and that intent still holds goods but

documents and records have been combined as 'documented information'. This is the information that the organization is required to keep, control and maintain. How it wishes to record this information is up to the organization itself; formats and storage methods are not prescribed in the standard. Documented information required to meet business objectives and the requirements of the standards must be maintained. References to a documented quality manual, documented procedures and to quality records have now been removed. Instead, throughout the standard, there are specific references to 'Documented Information'.

Q4. I don't see a clause on Preventive Action. Also, the no. of review inputs and outputs have been reduced. Why?

Preventive action no longer exists as a concept in DIS 9001:2014 - all references to it have been removed. Instead, it has been replaced by risk-based approach. This approach ensures anticipating any risks to business and mitigating them before they occur. This is in line to second absolute of quality available in the TQM approach of Philip B Crosby, the famous quality Guru. ISO 9001:2008 sub-clause 8.5.3 thus looses relevance now.

As a result, it is no longer necessary to have a documented procedure for preventive action. References to preventive action have disappeared - however, the core concept of identifying and addressing potential mistakes before they happen very much remains.

DIS 9001:2014 now talks in terms of risk and opportunities and this is going to be the approach adopted by future requirements standards from ISO. It has already been adopted by ISO 27001:2013.

ISO 27000:2014 (ISMS Overview and Vocabulary) already defines the term 'corrective action' as "action to eliminate the cause of nonconformity and to prevent recurrence". Thus another interpretation to this issue is that the new standard 'merges' prevention action in corrective action.

Q5. Whether the company remains responsible for the quality of outsourced product or service is not clear, as before.

Clause 8.4 addresses all forms of external provision, whether it is by purchasing from a supplier, through an arrangement with an

associate company, through the outsourcing of processes and functions of the organization, or by any other means.

Organizations are required to take a risk-based approach to determine the type and extent of controls appropriate to each external provider and all external provision of products and services. Clause 7.2 refers to "People performing work under its control". This includes contractors and people performing processes and functions that have been outsourced to external providers.

The standard demands 'type and extent of control to be applied to outsourced processes or product shall be defined within the quality management system'. Further, 'the organization shall ensure that externally provided processes or product conform to specified requirements.

Q6. Internal audit clause: 'Auditors will not assess their own work' is missing. Why?

Clause 9.2 C reads: "select auditors and conduct audits to ensure objectivity and the impartiality of the audit process". This covers the best practice for not auditing own work. Besides, effective implementation of internal audits is also a requirement.

Effectiveness can't be achieved in most cases, with someone auditing his/ her own work. Further, the clause refers to ISO 19011:2011 for guidance.

There is no longer a requirement for organizations to establish a documented internal audit procedure. However, organizations may still chose to operate one if they so wish, especially large organizations. Quality professionals should note the requirement to retain documented information evidencing the implementation of an audit program and also the results of audits. They should also note that when designing the internal audit program, customer feedback, organizational changes, and quality objectives now need to be considered explicitly. Note that the results of the audits should be reported to the relevant management versus 9001:2008 where the "nonconformities are reported to the management of the area audited".

However, I feel it would have been better to continue with the earlier sentence 'Auditors will not assess their own work' in the new standard too.

I find this new standard is much more near to EFQM than its 2008 version.

As the months pass, more and more discussions will take place and body of knowledge on ISO 9001:2015 will build up across industrial domains and continents. Let us catch up again on this topic after a few months. Readers may also post queries, comments or views on my blog at www.quality mentors.wordpress.com.

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Combating Corruption - Technology as an Enabler

Ms. Anupriya Sharma

Central Vigilance Commission being the apex integrity institution of the country has been striving to promote transparency, probity and integrity in public life. To promote these values in various central government offices and public sector undertakings, commission observes a 'Vigilance Observance Week' every year to involve all the stakeholders to fight corruption. This year Vigilance Observance Week was observed from October 27 - November 1, 2014 with the theme, 'Combating Corruption - Technology as an Enabler. To support the movement, Forum is taking an opportunity to provide our readers in Power Sector PSUs to have a glance at how technology can enable the fight against corruption.

India is known as the largest democracy in the world where people are governed by their own elected representatives. It is a government of the people, for the people and by the people. In this system of government, it is the people who are supreme and sovereign. They control the government. They are free to elect a government of their own choice. Freedom of choice is the core of democracy. But do we really feel that only being a democratic country serves the ultimate purpose of the people being supreme and sovereign? There are several roadblocks in the journey of people being supreme and sovereign in our country. And one of the biggest roadblock is Corruption. India has been ranked as 94th in the latest list published by international agency Transparency International which ranks countries and territories based on how corrupt their public sector is perceived to, in 2013. Being a democratic as well as developing country, corruption is a major threat to our developing economy, in achieving the desired growth rate, infrastructure development, in providing basic amenities to still crores of its citizens, improper use of millions of tax paid by taxpayers and denying the objective of democracy. Corruption adversely affects the achievement of developmental goals, promotes inefficiencies in utilization of resources, distorts the markets and compromises quality.

How Technology can be an Enabler

Our CVC believes that efficiency and objectivity in governance hold the key for eradicating corruption from public life and for this purpose, it has to be ensured that transparent and foolproof systems and procedures are put in place which provide for appropriate accountability at every level of hierarchy in public administration.

Corruption is a global problem and many governments around the world are working to increase openness and transparency in their operations. With Technology penetrating in every sphere of our lives, it can be great aid in eradication of corruption as well. Information and communication technologies (ICTs) are seen by many as important, cost-effective and convenient tools to promote transparency and accountability as well as to identify and reduce corruption.

Citizens must have access to public information in order to democracy function effectively. Lack of access to information leads to an uninformed (or ill-informed), non-participatory society in which political decision-making is not democratic.

Easy access to information concerning governance and government affairs allows individual citizens to better exercise their political and civil rights; to analyze, challenge or influence public policies; to scrutinize the quality of public spending; and demand accountability. This is why access to information and transparency is considered a prerequisite for democracy. This is also why technology can be a key enabler in the quest for greater transparency and critical tool in the fight against corruption.

New technologies, in the form of websites, mobile phones, social media applications etc. empowers the citizens to hold the government accountable in its decisions, ongoing processes, schemes, etc., thus providing a mean to democracy as well. These

have been used to facilitate the reporting of corruption and the access to official information, to monitor the efficiency and integrity of social services and of a country's political life, and to make financial information more transparent.

Though technology cannot completely eradicate corruption but has it does have a significant role to play as an enabler:

- ICT can improve transparency by improving service delivery through auditable, computerised administrative systems;

- ICT can enable the electronic collection and analysis of transactions and communications which can be used to hold individuals accountable and ultimately increase the possibility of detecting corrupt practices;

- ICT can facilitate the work of civil society other stakeholders working towards greater transparency and accountability through advocacy and championing transparency and public awareness on civil rights and responsibilities of public officers.

- ICT can foster information sharing, cross-sectoral collaboration and widespread social mobilization and ultimately provide digital platforms where citizens can report incidents anonymously, express opinions and promote solutions for the greater good.

- It provides new channels to report administrative abuses and corruption to concerned and higher authorities and can make them viral in lesser time thus necessitating faster actions to be taken.

Is Technology alone sufficient?

The prerequisite for the ICT solutions is an enabling political environment that promotes and protects free speech, infrastructural, social and economic factors.

ICT-based interventions need to be launched together with real administrative reforms in order to safeguard success. In conjunction with comprehensive administrative reforms and practical policies, ICT-based initiatives can increase transparency and accountability by introduce systemic hurdles, as well as increase the chance of detecting corrupt acts. Guardian also quotes an example of US where, last May the US Government announced an Open Data Executive Order signed by President Barack Obama. Along with the order came an accompanying Open Data Policy released by the US Office of Management and Budget and Office of Science and Technology Policy. The order states that "going forward, newly generated government data shall be made freely available in open, machine-readable formats, while appropriately safeguarding privacy, confidentiality, and security. The order provides a useful model and important considerations for any government serious about increasing openness and transparency."

Such moves help governments and public institutions achieve the goal of making troves of previously inaccessible or unmanageable data easily available.

When data is more accessible entrepreneurs, innovators, researchers, and others can use those data to generate new products and services, build businesses, and create jobs. This also underscores why governments as well as private sector companies should fully embrace their responsibility for facilitating and subsidizing access to electronic media; opening access to their data sets; improving public awareness and ensuring equitable enjoyment of the right to public information.

What Technology can't do?

A webpage, access to smartphones, etc., they are not complete solution but merely tools in fight against corruption. Technology can empower citizens, raise awareness and pressure authorities. Yet, technology cannot fight corruption, it cannot change cultures, detect problems, propose solutions or amend laws. People can.

Political will and ethical leadership remain the most important drivers to true transparency and accountability in governance. However, the role and value of technology as a major enabler is undeniable in any society serious about securing the foundations of its democracy.

Case Studies

Here are some case studies to demonstrate how Technology can be used to fight against corruption:

1. **'I PAID A BRIBE'**

   ipaidabribe.com, is a unique initiative by Janaagraha, a not – profit organization, to tackle corruption by harnessing the collective energy of citizens. Using this webpage one can report the incidents when they paid bribery or asked for it, did not pay bribery and incidents of meeting honest officers which raise awareness and in turn reports to media and Government Officials. This webpage provides a snapshot of bribes occurring across your city and can be used to argue for improving governance systems and procedures, tightening law enforcement and regulation and thereby reduce the scope for corruption in obtaining services from the government.

2. **Adhaar Cards**

   Adhaar card provides a 12 digit identification number to very

Indian citizen based on their body features using biometric identification. For the poor in India, this would end a vicious cycle where a person cannot prove who they are, and thus they are denied what they are supposed to receive though will take some time. Now, using the features of the body, technology can identify someone in a matter of seconds. There will no longer be a need for passports, driver licenses, or other old school paper based identification.

3. **Anti-Corruption Internet Database (Acid)**

   In Nigeria the anti-corruption internet database (Acid) has pulled together data and information, tools and resources, and forged a coalition of players to fight the corruption that pervades society. Their website provides the means to track corruption in public procurement, hosts downloadable training and advocacy materials and interactive tools to enable members of the public to text or tweet reports of corrupt activities live onto Google Maps to raise awareness and to shame perpetrators.

4. **Peru Financial Transparency Portal**

   The Peruvian Government implemented a comprehensive transparency strategy in early 2000. That strategy comprised several initiatives (law on access to financial information, promotion of citizen involvement in transparency processes, among others). The Financial Transparency Portal was launched as one of the elements of that strategy and. The Portal (http://www.mef.gob.pe/) started to operate in 2001 and, at that time, it was praised as the most advanced in the region. Several substantial upgrades to the portal have taken place since the launch.

Sources
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3) www.ipaidbribe.com
4) www.computerweekly.com/opinion/Technology-is-helping-the-fight-against-corruption
5) www.forbes.com

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Almost all absurdity of conduct arises from the imitation of those who we cannot resemble - Samuel Johnson

Expanding Power Enlightening Lives
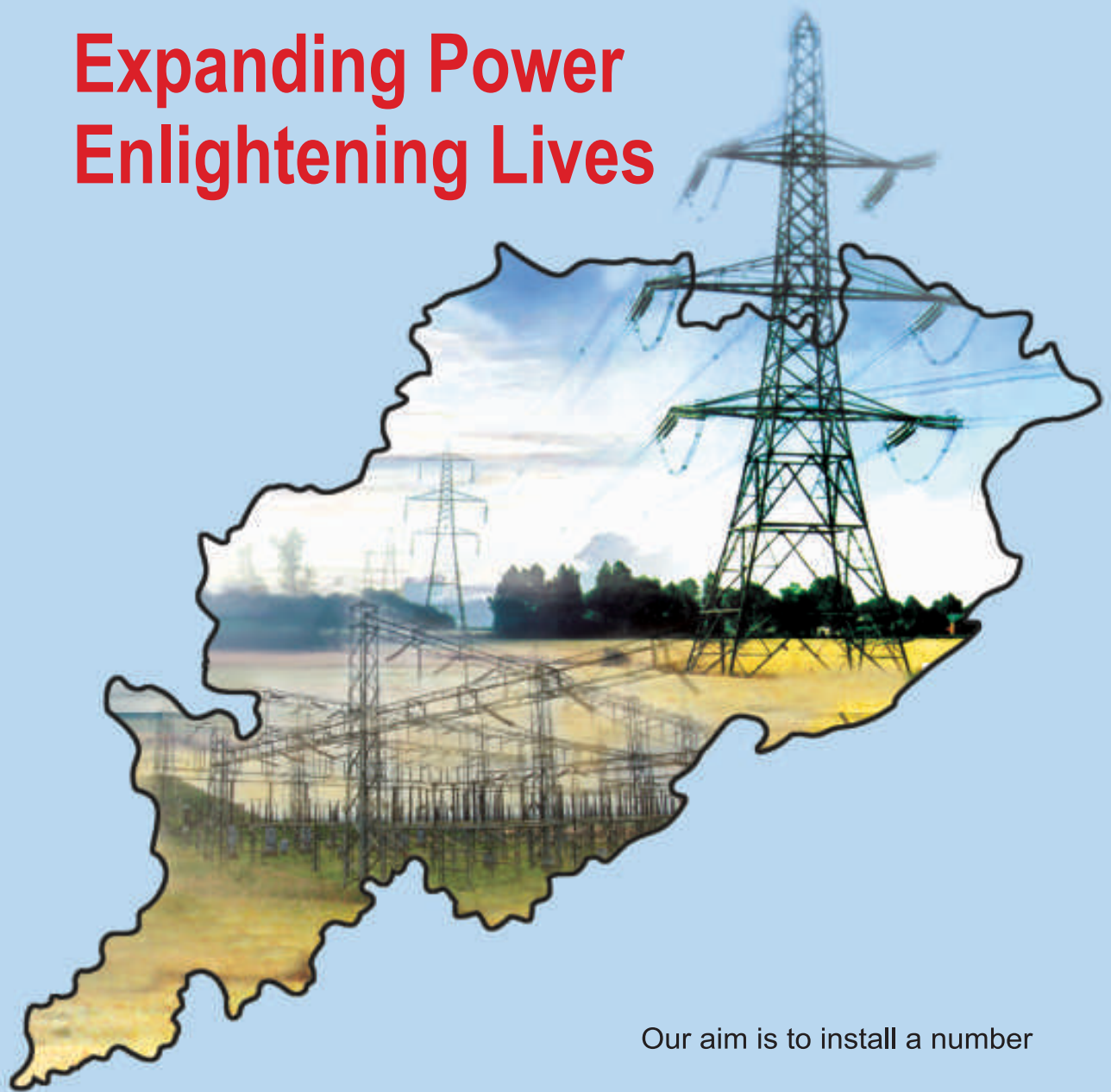
Our aim is to install a number of Grid Sub-stations and Transmission lines across the state and ensure Odisha a power surplus State.

OPTCL
Lifeline of Odisha

Odisha Power Transmission Corporation Limited

Transmitting Power, Transforming Lives

Book Review
The People Factor
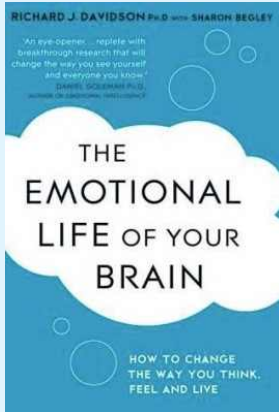
Title: **THE EMOTIONAL LIFE OF YOUR BRAIN**
ISBN No.: **1444708821**
Author: **Richard Davidson**
Pages: **304**
Price: **₹499**
Publisher: **Hodder Paperbacks**

Emotion has always been the foundation of understanding Human beings. If science couldn't figure out emotion, it would never figure out personality, temperament, illnesses such as anxiety disorders and depression, or possibly cognition. Therefore, becoming more familiar with our Emotional Style is the first and most important step in transforming it and the key to the wonderful mysteries of human emotion lay in the brain.

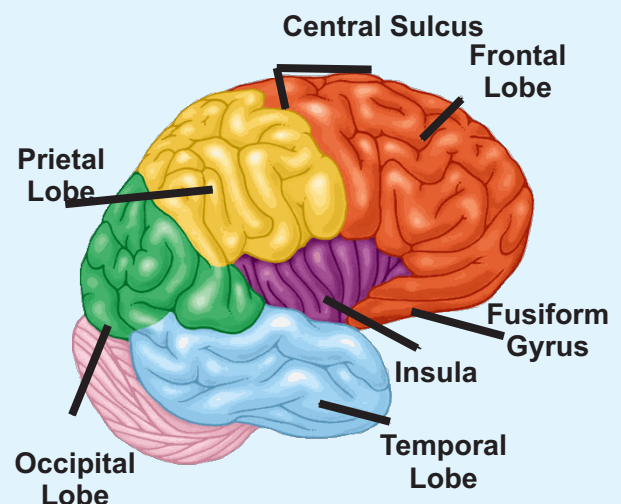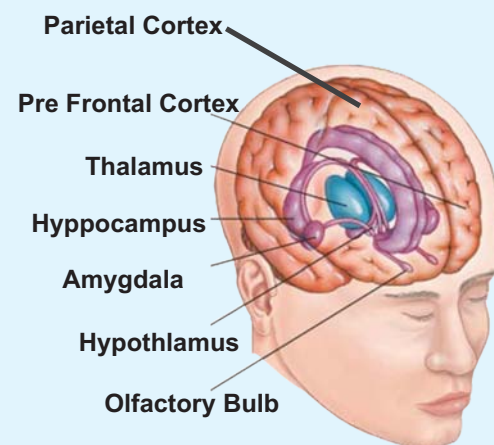Leading Psychologists like Martin E. P. Seligman, Daniel Goleman, Paul Ekman have immensely contributed to the field of emotions but their research lacked maturity because they did not provide a 3Dimensional view of emotions that could scientifically explain the link among

• Brain Signatures - Emotional Signatures - Physical Signatures
• Emotional TRAIT (Why some people are perpetually ruthless?) - Emotional STATE (Why some people get unusual anger?) - Emotional EQUILIBRIUM (How people regain their equilibrium, why some recover faster than others?)

To my knowledge this 35 years path breaking research by leading neurologists Richard Davidson and Sharon Begley have not only bridged the above said gaps but also they have provided surprising evidences of neuroplasticity and plenty of proven tools and techniques to rewire your brain for emotional equilibrium. Moreover, this is a grand research in contemplative neuropsychology in which leading world-class neurologists teamed up with leading Tibetan Monks with the support of

Dalailama to study the impact of different form meditations in brain circuitry.

Before I present you the key research findings let me present the six emotional traits that the authors have discovered in their study and the contributing brain elements they found being responsible for them.

Parietal Cortex
Pre Frontal Cortex
Thalamus
Hyppocampus
Amygdala
Hypothlamus
Olfactory Bulb

Central Sulcus
Frontal Lobe
Prietal Lobe
Fusiform Gyrus
Insula
Temporal Lobe
Occipital Lobe

He that will enjoy the brightness of sunshine, must quit the coolness of the shade - Samuel Johnson

6 Emotional Traits & Responsible Brain Center	Brief Definitions of each trait	Some examples of the combination of Emotional Traits that defines Personality/Emotional States
1. Resilience *(Prefrontal Cortex, Amygdala)*	**How slowly or quickly you recover from adversity and setbacks?**	• **Optimistic** = High Resilience + Positive Outlook
2. Outlook *(Prefrontal Cortex, Ventral Striatum)*	**How long you are able to sustain positive emotion?** *Ex. A birthday is just another birthday or you enjoyed every bit for days in preparation and each second throughout that day?*	• **Agreeable** = High Sensitivity to Context + Strong Resilience+ Positive Outlook
3. Social Intuition *(Fusiform Gyrus,Amygdala)*	**How adept you are at picking up social/nonverbal signals from the people around you?** *Ex. Do you know when your colleague who has been reprimanded by his boss needs advice or when he should be left alone ?*	• **Openness** = High Social Intuition + High Self-awareness+ High Attention • **Patient** = High Self-Awareness + High Sensitivity to Context
4. Self-Awareness *(Insula)*	**How well you perceive own bodily feelings that reflect emotions?** *Ex. Count your heartbeat and compare it with the counts of your heartbeat by your colleagues, the closer the match better is yourself-awareness.*	• **Impulsive** =Unfocused Attention + Low Self-Awareness • **Shy** = Low Resilience + Low Sensitivity to Context
5. Sensitivity to Context *(Hypocampus)*	**How good you are to modulate your emotional responses to varying context?** *Ex. Do you tell the same dirty joke to your colleagues and also boss?*	• **Anxious** = Low resilience + Negative Outlook + High levels of Self-Awareness + Unfocused Attention
6. Attention *(Prefrontal Cortex, Parietal Cortex)*	**How sharp and clear your focus is?**	

As the authors put it "Who you are emotionally is the product of different amounts of each of these six components. Because there are so many ways to combine the six dimensions, there are countless Emotional Styles; everyone's is unique." "Just as each person has a unique fingerprint and a unique face, each of us has a unique emotional profile, one that is so much a part of who we are that those who know us well can often predict how we will respond to an emotional challenge….There is no ideal Emotional Style, no optimal position on any of the continua that describe the six Emotional Styles, let alone all of them. Although society labels the accountant "obsessive" and the techie "socialphobic," the world would be a poorer place without them. We need all types….some of the world's greatest works of art and most monumental achievements in mathematics and science sprang from the tortured minds of social misfits. But with the rare exceptions of the Tolstoys and Hemingways and Van Goghs among us, it is simply harder to lead a meaningful, productive life with some Emotional Styles than with others."

Let us have a comparison of above model with Daniel Goleman's Emotional Intelligence model.

Richard Davidson and Sharon Begley's 6 Emotional Trait Model		
Resilience	Outlook	Social Intuition
Self Awareness	Sensitivity to Context	Attention

Daniel Goleman's Emotional Intelligence Model	
Self Awareness	Social Awareness
Self Management	Relationship Management

Friendship, like love, is destroyed by long absence, though it may be increased by short intermissions - Samuel Johnson

As you can see from above that Self awareness and Social intuition are common elements in the above two models. But in case of Daniel Goleman, Self-Management and Relationship Management are emotional skills not emotional traits/states. Moreover, the description of emotion by Daniel Goleman are neither rooted with brain signatures nor they can explain what are the key contributing factors behind a personality dimension like 'Openness' and how it differs from 'Agreeableness'. But Richardson and Begley with loads of brain and physical signatures have clearly demarcated 6 unique emotional traits putting more weight to Resilience, Outlook and Attention (focus) in defining Human emotions that Daniel Goleman missed.

This book has answered some of the critical questions that all of us have. 10 key surprising ones are given below.

1.   How physical signature and brain signatures are interlinked?

"One of the few observations psychologists had about laterality was that when a person is asked a question that requires some reflection, the direction the eyes move indicates which of the brain's two hemispheres is working on the answer. If the left brain is working on the answer while the right brain lazes around (as usually happens if the answer has to do with verbal ability), the eyes tend to move to the right. If the right brain gets the call (as it typically does if the answer requires spatial reasoning), then the eyes move to the left......injury to the left side of the brain induced pathological crying, and injury to the right side induced pathological laughter." "…we measure the ''eyeblink reflex''….This is a milder version of startle reflex in which suddenly hearing a sharp, loud noise such as a car backfiring or a gunshot can make you jump..... We can track how rapidly someone recovers from the negative emotions by determining when the strength of the person's ''eyeblink reflex'' returns to what it was before exposure to the distracting photos. The faster the recovery, the more resilient the person is in the face of adversity. The extent to which people blink, particularly with emotional stimuli, reflects the quality of emotional balance and equanimity."

2.   How emotional traits are rooted in brain signatures?

"The amount of activation in the left prefrontal region of a resilient person can be thirty times than in someone who is not resilient.....People with greater activation in the left side of the prefrontal cortex during baseline period recovered much more quickly even from the strongest feelings of disgust, horror, anger and fear evoked by images. From this we inferred that left prefrontal sends inhibitory signals to the amygdale (center for fear, anxiety, negative emotions), instructing it to quiet down...Activity in the left prefrontal cortex shortens the period of amygdala activation, allowing the brain to bounce back from an upsetting experience. .....Thanks to MRI we know that more the white matter (axons that connect one neuron to another) lying between the prefrontal cortex and the amygdala, the more resilient you are. The less the matter- the fewer the highways leading from the prefrontal to the amygdala - the less resilient."

3.   Can one inhibit excess sexual impulse?

"Prarire voles are among the few species of animal that practice until-death-do-us-part monogamy; a related species, the montane vole, adheres to more common one-night-stand style of relationship. The main reason for the difference in the two kinds of vole, which are atheist 99% identical at the genetic level is that praire voles are awash with oxytocin during key moments of their relationships - or the vole equivalent thereof - whereas montane voles are not. Moreover the faithful and romantically committed praire vole has abundant oxytocin receptors in its brain, while the

Praise, like gold and diamonds, owes its value only to its scarcity - Samuel Johnson

feckless and unattached montane vole does not.......Oxytocin have confirmed the role of anygdala in the social brain: When oxytocin was spritised into the noses of study volunteers, which allows it to go directly to the brain, it reduced activation in the amygdala. This suggests that quieting the amygdala is the mechanism by which oxytocin induces feelings of commitment and attachment and by quieting the amygdale by other means accomplishes the same ends – including the ground work for socially intuitive brain."

4. How emotions define your health?

"Asthma is commonly thought of as an illness of the airways and possibly the immune system, it has a strong emotional - and therefore neurological component as well…. Resilience is only one of the emotional style that play a role in asthma. So does self awareness….. In asthamtics who are particularly susceptible to stress, the insula is over activated. "…being socially engaged is associated with lower risk of developing coronary heart disease, with catching fewer colds and other infections, and with a longer life." ……. Many patients report that the absence of joy is even more painful than the presence of sadness, and the inability to engage in goal-directed activity is among the most crippling manifestations of the disease."

5. How brain signatures define your health?

"The antibody levels of most extreme left-siders averaged four times than that of most extreme right siders. …The stronger the brain activation in three regions - a sector of the right prefrontal cortex, the insula, and the amygdala, the stronger the cardiac contractility."

6. Can brain redfine the role of brain elements or rewire it (Neuroplasticity)?

"In people who are deaf from birth, objects in the peripheral vision are perceived not only in the visual cortex but also in the auditory cortex. Let me repeat that : The auditory cortex sees. It is as if the auditory cortex, tired of enforced activity as a result of receiving no signals from the ears, took upon itself a regimen of job retraining, so that it now processes visual signals. This rejoining has practical consequences: Deaf people are faster and more accurate at detecting the movement of objects in their peripheral vision than are hearing people…….Something comparable happens in people who are blind from birth or in early age. In them, of course, no signals reach the visual cortex, which as I mentioned is a huge chunk of the brain and, you would think, one that Mother Nature would not allow to go to waste. She does not. In blind, people who become proficient at reading Braile, the visual cortex switches jobs to processing tactile signals from these reading fingers."

"People in whom a stroke had damaged one region of the brain could train a healthy region of their brain to assume the function of the damaged part….. If the stroke had disabled the right motor cortex (leaving the left arm paralyzed), then the corresponding region of the left motor cortex took over, yet with no apparent effect on its ability to do its original job moving the right arm. In short the brain has the power to recruit healthy neurons to perform the function of the damaged one. Neuroplasticity enables the brain to reassign jobs."

7. How far DNA plays a role in our emotions?

"Genes load the gun, but environment can only pull the trigger….DNA is more like that extensive CD collection: Just because you have a CD does not mean that you will play it and just because you have a gene does not mean that it is turned on (or, as geneticists say "expressed"). Instead the extent to which genes are expressed are strongly affected by environment. Thus while we may say, a genetic propensity for anxiety, being raised in an environment that nurtures equanimity can silence that "anxious DNA" and prevent it from having an effect in the brain and thus on our behavior or temperament. It is as if we never slip that CD into the player."

8. Can nurture overrule/ suppress nature?

"Our fear frozen toddler Mr. Will had an outgoing younger sister and also was lucky to have teachers who nurtured his sociability. While he did not become an extremely outgoing child by age nine, he moved squarely into the middle of the distribution. Mr Sam had developed cancer, for which he was hospitalized twice, when Sam was five and seven. This adversity understandably took a toll on the family, which may have played a role in moving Sam from being one of the most

outgoing and sociable in our sample to the large clump of children in the middle. ….Supportive teachers, an influential sibling and wrenching life experiences (the illness or death of someone close to you) can modulate temperament and emotional style."

9. **Can meditation recreate/redfine the brain circuitry or bypass Amygdala (center of fear, anxiety, aggression, intense/ negative emotions?**

"Mindfullness meditation can create a different neuronal pathway. The same experience is still processed by the frontal cortex, but the signal do not reach the amygdala (or atleast fewer of them do) …. The habitual path travelled by neuronal signals has changed – much as water that always followed one path along a stream can be diverted to a different course after a sudden storm for instance, carving a new channel. Mindfulness meditation carves new channels in the streambeds of the mind. ….Mindfulnes retrains these habits of mind by tapping into the plasticity of the brain's connections, creating new ones, strengthening the old ones and weakening others."

"During meditation, gamma activity was greater than had ever been reported in the scientific literature. Gamma waves are high frequency brain waves that underlie higher mental activity such as consciousness….Even more intriguing to me than the increase in neural synchrony during meditation were EEG readings from when the monks were in their baseline state- resting quietly but not meditating. Here, too, gamma activity and neural synchrony were significantly greater than in the controls. This was a hint that meditation is not only marked by characteristics patterns of brain activity (which is not surprising, really), but it produces enduring increases in gamma activity and neural synchrony."

10. **Which meditation has most powerful impact on the brain?**

"Compassion meditation it seems resets the brain. The response itself will differ depending on the circumstances, but compassion meditation seems to change the brain – by enhancing gamma oscillations and by increasing activation in a circuit important for empathy….Compassion meditation produces a trio of changes. First, it decreases personal distress, as reflected in decreased activation of amygdala.

Second, it increases activation in regions of the brain associated with goal directed behavior, as reflected with increased activation of the dorsolateral prefrontal cortex (the goal in this case is to relieve the suffering of the player who gets taken advantage of by another player). Third, it increases the connectivity between the prefrontal cortex, the insula (where representations of the body occur), and the nucleus accumbens (where motivation and rewards are processed). Rather than becoming depressed by suffering, people who are trained in compassion develop a strong disposition to alleviate suffering and to wish others to be happy.

Of course what is in your brain necessarily influences what is in body. Moreover, the communication is bidirectional, so what is in body influences what is in brain and this research has truly bridged this gap. This forces us to have a relook at our research on personality profiling.

But one word of caution that this research seems to overemphasize the left brain (connected to (+) 'Pingala' - right nostril signifying outward physical activities) and has underestimated the power the right brain (connected to (-) 'Ida' - left nostril signifying inward mental activities) as defined in Shiv Swara Yoga.This has also failed to study the subtle flow of pranic pathways (in Sushumna Nadi) connecting base of spine to medulla and their impact on our emotional state and their effect on our outer bioplasmic/energy/pranic body.

However, considering this grand research I will rate it as given below.

EMOTIONAL TRAIT	EMOTIONAL STATE	EMOTIONAL EQUILIBRIUM
9/10	8/10	9/10

For more study you may follow the authors at
- https://www.youtube.com/watch?v=GnwhoVR4fCw
- http://www.investigatinghealthyminds.org/cihmBook.html

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No place affords a more striking conviction of the vanity of human hopes than a public library - Samuel Johnson
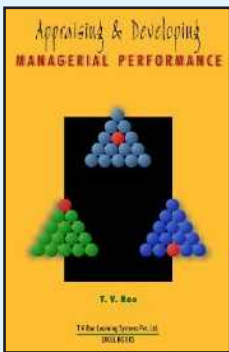
Management Books Authored by T. V. Rao

All the books featuring here are authored by Prof. (Dr) T. V. Rao, former Professor, IIM Ahemedabad and Founder of T. V. Rao Learning System, Ahmedabad.

Dr. T. V. Rao, born on 14 March 1946, in Andhra Pradesh, India, is regarded as "The Father of Indian HRD". Because of the pioneering effort of Dr. Rao and Dr. Udai Pareek, a new Human Resource Development system emerged in India in 1974 and proliferated.

Dr. Rao is also the founder president of the National HRD Network and the Indian Society for Applied Behavioural Sciences (ISABS).

Though Dr Rao has written plethora of books that have been helping thousands of HR managers and practitioners, we have highlighted few books here that we hope shall trigger enough interest in our reader's mind.

S.No.	Name of Books	Publisher	Price in ₹	Why to read
1.		Excel Books	₹200	The Appraisal system described in this book has evolved as a development oriented system. Following topics have been discussed in detail: • planning performance for role clarity, • accountability and effectiveness, • increasing self-awareness and understanding self appraisal, • performance-analysis, • rating and counseling etc Another key feature of this book is collection of experiences of few organizations in India like • HRD at SAIL and L&T ECC group, • Performance planning and Review system of NDDB; • Appraisal system of Crompton Greaves; • Work planning and Review system of LIC, • Changes made in the appraisal system of L&T, Voltas and others etc.
2.		Response books	₹550	Performance Management And Appraisal Systems : HR Tools For Global Competitiveness deals with performance management systems in organizations that include appraisals and their ramifications. The book details the fundamentals of such performance systems and goes on to explore more streamlined systems to measure and manage performance. Related concepts in HR such as Teams, Competencies, Role Clarity, and Communication are discussed as contributors to a more efficient performance system. The next few chapters discuss the quality of performance ratings, review discussions, using performance ratings for HR

S.No.	Name of Books	Publisher	Price in ₹	Why to read
				decisions, and the evolution of performance management systems in India. Once the fundamentals and the Indian context are established, the book discusses concepts such as rating-less performance appraisal, team performance, and moving from a systems approach to a spiritual approach.
3.	THE HRD MISSIONARY T. V. RAO	Oxford & IBH Publishing Co. Pvt. Ltd, India	₹145	If the HRD function has to succeed and make an impact, the HRD staff should work with missionary spirit. A good degree of professional competence, commitment and sacrifice is required. This book presents an outline of HRD, discusses the HRD function in some details, carves out the roles and responsibilities of HRD managers and discusses competencies needed to perform the HRD roles effectively. The book also discusses some of the power dynamics involved in performing the HRD role and presents resources for developing HRD professionals. It also gives some guidelines for the Structure of HRD Function.
4.	Future of HRD T.V. Rao	Macmillan Publishers India	₹299	Future of HRD offers a critical evaluation of Human Resource Development (HRD) in India, highlighting both its successes and shortcomings. The author avers that the HRD managers today act more like recruitment managers, when in fact, they can and should lift themselves to be strategic thinkers, change managers and leaders in their organizations. This book also highlights the importance of ethics and transparency in business and role to be played by HR/HRD.
5.	HRD AUDIT Evaluating the Human Resource Function for Business Improvement T.V. RAO	Sage Publications Pvt. Ltd.	₹550	HRD Audit provides a framework and methodology that enables corporations to conduct an internal audit of their human resource function. T V Rao presents a unique HRD (human resources development) score card approach that organizations can use to assess and benchmark their level of HRD and its alignment with business goals. This Score Card can be used to assess and benchmark the maturity level of the HRD function in organisations and make it more business-driven. It assigns a four-letter rating to grade four critical dimensions of HRD which contribute vitally to organisational performance: HRD systems maturity, HRD competencies, HRD culture and values, and HRD linkages to business goals. This accessible book is illustrated throughout with examples, illustrations, cases, detailed questionnaires and checklists.

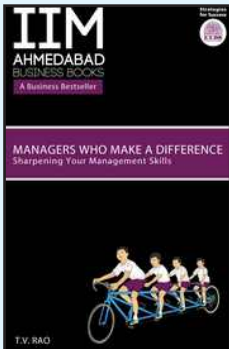| S.No.	Name of Books	Publisher	Price in ₹	Why to read
6.	Hurconomics for Talent Management — The Creation of a Business-driven HRD Missionary — T. V. Rao (PEARSON)	Pearson Education	₹535	'Hurconomics' is a way of looking at people, processes and events in economic and financial terms. This book deals with the economics of human resources and attempts to analyse HR activities, processes, events, systems and decisions in terms of costs and returns. It also explores the financial metrics or measures of human resources. While these could include costs, benefits, and ROI, a novel unit of measurement proposed and used extensively in this book is cost of time (COT). The book explains the new role of the business-driven HRD manager and examines some of the methods she/he can use to meet the short-term and long-term goals of the company.
7.	HRD SCORE CARD 2500 based on HRD AUDIT — T. V. RAO	Sage Publications India Pvt. Ltd.	₹550	HRD Score Card 2500 , presents for the first time a systematic and scientific way of measuring the maturity level of HRD, its systems and strategies, competencies, culture and values, and business impact through a score card. Lucidly written, the book provides a set of easily usable guidelines for assessing HRD with the help of the 2500 point score card. The HRD systems and strategies are assigned 1000 points; HRD competencies 500 points; HRD culture and values 500 points; and HRD impact or linkages another 500 points. A sample score card for hospital is given : The score card indicates that the hospital has good HR systems and good culture but lacks competent staff at present and HR is not delivering results. The CEO of the hospital therefore should focus on aligning HR with hospital goals more intensely by recruiting or enhancing the competencies and learning orientation of the hospital staff. The primary objective of the HRD Score card is to focus on the HRD function and its impact in the context of organization's current and future goals. It is a great diagnostic tool and its proper implementation holds numerous advantages for the organization.
8.	Second Edition — 360 Degree Feedback and Performance Management System — Volume One — Editors: T V Rao, Raju Rao	Excel Books	₹295	TV Rao Learning System (TVRLS) has been conducting conference on 360 degree feedback and performance management systems in alternate years. This book lists the papers presented in the first conference held in Delhi in 1999. The first section deals with conceptual basics of 360) feedback system, implementation guidelines, and experience of Indian organizations wrt learning and leadership development. Worth mentioning are the experiences of NIIT, J&J, Motorala, Tata Steel, Birla soft and Birla 3 M, Philips. The second section deals with the issue of how Indian organizations have moved from traditional performance appraisal system to more comprehensive system. The focus is organizational performance rather than individual performance alone. Adequate literature review is given a the end on these two topics., also.

S.No.	Name of Books	Publisher	Price in ₹	Why to read
9.		Excel Books	₹200	This is the outcome of the <u>second conference on 360 degree feedback and performance management systems</u>, held at Mumbai in 2001. Apart from 360 degree system and PMS, this volume details how some of the organizations have integrated both. Experience of Infosys, Titan, National stock Exchange are noteworthy. This volume also features several of the 360 tools, for free use by the readers.
10.		Excel Books	₹350	Like the earlier two books, this volume is the outcome of a <u>conference convened in 2003</u>. The first section deals with 360 degree feedback system, the concept and experiences of few Indian organizations like Dr Reddy's, Satyam, Infosys, ISB etc. The second section deals with Assessment and Development Centre (ADC). Notable are competency modeling of BPCL, SBI, NTPC, Wipro etc. and how they went about the ADC implementation. The third section details the experience of Gati, Murugappa and L&T. Apart from the mentioned experiences, this volume includes critical essays pertaining to competency mapping, 360 feedback, ADC.
11.		Excel Books	₹395	In an attempt to share knowledge, TVRLS conducted a 2-day conference on Life After 360 Degree Feedback & Assessment Development Centres in 2008. <u>This book is a compilation of the papers presented at the conference and is divided into three parts</u>. • The first part presents research papers on 360 Degree Feedback and Assessment Development Centres. Most of the papers are contributed by academicians. • The second part consists of papers explaining the various approaches and models that use 360 Degree Feedback and ADCs. This part is contributed largely by consultants and consulting organizations. • The third part presents organizational experiences with ADCs and 360 Degree Feedback and is presented by practitioners sharing their experiences.

S.No.	Name of Books	Publisher	Price in ₹	Why to read
12.		Random House India	₹399	The book comes well equipped with several examples, anecdotes and experiences of some well-known managers. This book will help the readers identify their qualities, which will help them become better managers. The book analyzes and examines how one's perceptions about oneself helps them shape their behavior at workplace. This book will also help the managers spot competencies in others and thereby create an efficient team. The book provides valuable tips and self assessment tools for the readers to self analyze their managerial skills.
13.		Oxford & IBH	₹495	This book, first published in 1981, in it's current editions, has many nuggets of wisdom and practical insights. This reflects the changes that have since taken place in HRD domain, particularly that HRD has become the strategic business partner. Apart from that, the other fundamental subjects have been nicely treated with real life cases from Indian industries. These are in the areas of concept and utility of assessment centre, potential appraisal, career and succession planning, induction practices, importance of training, participative performance planning and appraisal system, counseling and feedback system. There are many interesting cases along with actual formats, tools and templates that are in use in leading organizations have been furnished. The last chapters gives a plethora of information's like bibliography, important publications from NHRD and AHRD, list of professional bodies in HR in India and USA, that are surely to add value to the knowledge base.

QBR - Quick Business Read

Coal stock position at thermal plants to improve post festive season

[Source: Businesstoday.intoday.in, September 17, 2014]

The critical coal stock position at thermal power plants across the country is likely to stabilise after about a month. The coal production at the mines of Eastern Coalfields (ECL), Bharat Coking Coal (BCCL) and Central Coalfields (CCL) is likely to improve only post the festive season as this is the lean period for eastern part of country when these companies are short staffed. According to latest data released by Central Electricity Authority (CEA), on September 14, 53 thermal plants have less than seven days of coal stocks at their disposal. Of the 53 plants, 30 stations have less than four days of fuel available to them.The government had made available additional coal to the tune of 50 million tonnes (MT) from the Tori-Shivpuri-Kathotia mines in North Karanpura, Jharkhand. Also the railway line connecting the coal mines at Manendragarh, Chhattisgarh had improved, which will help in the transportation of 20 MT fuel..

India not to impose anti-dumping duty on solar panels: Nirmala Sitharaman

[Source: Businesstoday.intoday.in, September 10, 2014]

Commerce Minister NirmalaSitharaman has said that India has decided not to impose anti-dumping duty on imports of solar panels from countries like the US and China as recommended by Directorate General of Anti-Dumping and Allied Duties (DGAD). Domestic power firms have been lobbying against the imposition of the duty as the move would have led to rise in equipment cost.To protect the struggling domestic industry, the Ministry of Commerce in May had recommended imposing a restrictive duty in the range of USD 0.11-0.81 per watt on solar cells imported from the US, China, Malaysia and Chinese Taipei.The recommendations were against the backdrop of US dragging India to the WTO (World Trade Organisation) with respect to domestic sourcing norms for the national solar mission.India is of the view that its solar mission - which aims to have 20,000 MW solar capacity by 2022 - is compliant with WTO rules.

4,754-cr power transmission scheme for Arunachal and Sikkim

[Source: kseboa.org, Power Sector Portal with Social Commitment, September 17, 2014]

The government approved Rs 4,754.42-crore scheme for strengthening power transmission and distribution in Arunachal Pradesh and Sikkim, a decision that will help in significantly reduce electricity losses while being supplied. The Cabinet Committee on Economic Affairs (CCEA), approved the scheme, an official statement said. Power Minister PiyushGoyal said: "The current transmission and distribution (T&D) losses in the North-East are quite high, but with this strengthening I am sure these losses will certainly come down."The current installed power capacity of Assam, Arunachal Pradesh, Meghalaya, Manipur, Mizoram, Tripura, Nagaland and Sikkim is 4,364.07 MW. The current T&D loss in these states is 50 per cent of supply.

Tier – I B-School students Leave a Lot to be Desired

[Source: Economic Times, September 19, 2014]

In a study conducted at Tier–I B-Schools including IIM Ahemdabad, IIM Kolkata, IIM Luckhnow, XLRI Jamshedpur, FMS, ISB Hyderabad close to 35% of the 900 students lack the required sales acumen, and 40% lack the required customer focus abilities to meet the needs of industry. About 55% students scored lower than industry expectations on emotion control, stress tolerance. Foresight and networking also come up as the area of important for more than 45% students from Tier-I colleges.

To keep your secret is wisdom; but to expect others to keep it is folly - Samuel Johnson

'$ 100 Billion Investment likely in Renewable Energy Sector in 5 years', says Power, Coal and Renewable Energy Minister Piyush Goyal

[Source: Economic Times, September 19, 2014]

In his recent interview, PiyushGoyal - Power, Coal and Renewable Energy Minister discloses that India will get $100 billion investment in renewable energy in next 5 years and become a world leader in the sector. With billions of dollars' worth capital and enforcement at the mandate for utilities to buy clean energy, called renewable purchase obligation (RPO), the Modi Government is keen on making electricity from clean sources like sun, wind, water and biomass.

Power sector to bear the brunt of SC's coal directive

[Source: indiatoday.in, September 25, 2104]

The Supreme Court decision cancelling the allocation of 214 coal blocks has cast a shadow over the Indian economy as it is bound to cripple the power sector and have a cascading effect on banks that pumped in huge amounts to finance these projects. Coal-fired thermal plants account for over two-thirds of the country's power generation capacity, and any disruption in supply will lead to outages in both factories and domestic households. The farm sector, which has already been impacted by an erratic monsoon, would also be hit. According to senior officials, as many as 12 major power projects, involving an investment of Rs.36,000 crore and which would contribute an additional generation capacity of 7,230 MW, are stranded due to a shortage of coal. This will also increase India's dependency on foreign markets again volatile in nature.

Why India's Mars mission is so cheap - and thrilling

[Source: www.bbc.com, September 24, 2014]

Mars Orbiter Mission (MOM) is one of the cheapest interplanetary missions ever undertaken. It has succeeded at the first attempt where others have failed. This is a mission that has been budgeted at 4.5bn rupees ($74m), which, by Western standards, is staggeringly cheap, costing less than the make-believe Hollywood film Gravity. The American Maven orbiter that arrived at the Red Planet on Monday is costing almost 10 times as much. So how has India done it? For sure, people costs are less in this populous nation, and the scientists and engineers working on any space mission are always the largest part of the ticket price. Home-grown components and technologies have also been prioritised over expensive foreign imports. But, in addition, ISRO has been careful to do things simply.

Web skills are tied to income level

[Source: Times of India, September 28, 2014]

A study conducted by Donald J Len at the University of Connecticut shows that a separate group has emerged, with lower income students again lagging more affluent students in their ability to find, evaluate, integrate and communicate the information they find online.

Suspended railway employee accused of marking attendance

[Source: Hindustan Times, September 27, 2014]

In Ludhiana, Uttariya Railway Mazdoor Union (URMU) has accused authorities of turning a blind to senior section engineer (SSE) Brijesh Kumar Tiwari marking his attendance despite being suspended on September 20. Tiwari, who was placed in the mechanical general section, was suspended on the orders of divisional mechanical engineer (DME) Megh Raj.

NTPC on the prowl forsick private power plants

[Source: September 22, 2014]

With the cost of land acquisition on the rise, India's leading public sector units including NTPC Ltd, which have so far followed the greenfield route for growth, are now exploring inorganic route to increase their foothold in the power sector. NTPC has already chalked out a plan to acquire Rs. 30,000 crore worth of coal-based power projects across the country by the year end. In this connection, it has recently floated an expression of interest and has received over 31 responses from across the country.

UGC okays self-certification of documents

[Source: Hindustan Times, September 30, 2014]

The University Grants Commission has asked all the universities to accept documents with self attestation, providing much relief to students applying for courses in universities. The decision is in keeping with PM NarendraModi's push for self certification.

Where grief is fresh, any attempt to divert it only irritates - Samuel Johnson

Work a little less, live longer

[Source: Hindustan Times, September 23, 2014]

American Journal of Industrial Medicine has reported that the longer people worked, the higher were their chances of developing heart disease within the next 10 years, with those working 80 hours – roughly 12 hours a day seven days a week –almost doubling their chances of a heart attack. Working 61 to 70 hours brought a 42% higher risk, 71 to 80 hours a 63% increased risk and 80 hours schedule a 94% higher risk.

India regains 'stable' outlook from S&P on Modi reform agenda

[Source: in.reuters.com, September 26, 2014]

India regained its "stable" rating from Standard and Poor's on Friday, more than two years after an embarrassing downgrade, in a validation of Prime Minister NarendraModi's ambitious agenda of economic and fiscal reforms.S&P had cut India's "BBB-minus" rating to "negative" in April 2012, leaving it on the verge of a "junk" rating. That came to symbolize plummeting investor confidence because of corruption cases and a perception of the political paralysis of the then Congress-led government.

Coal import by pvt cos under UPERC scanner

[Source: indianpowersector.com, September 26, 2014]

The UP Electricity Regulatory Commission (UPERC) has raised the ante over UP Power Corporation Limited's (UPPCL) approval to import of coal by two private companies. The commission is of the view that the private companies may import large quantity of expensive coal, that too, from dubious sources and the consumers may eventually have to bear the brunt in the form of higher power tariff. Already, the high price of power proposed to be provided by the two companies is under the regulator's scanner.

Nalco to invest Rs 660 cr on 100 MW wind power plant

[Source: indianpowersector.com, September 29, 2014]

National Aluminium Company (Nalco), the navratna public sector undertaking under ministry of mines, plans to set up a 100 Mw wind power project with an investment of Rs 660 crore. Nalco has already commissioned two wind power plants in Andhra Pradesh and Rajasthan. The 50.4 Mw plant in Andhra Pradesh was commissioned in 2012-13 while the Rajasthan unit of 47.6 Mw, built at an investment of Rs 283 crore, was put to operation in January 2014. About 150 million units of electricity were generated from these two plants in 2013-14.

Modesty holding women back at work: Study

[Source: Delhi Times, The Times of India, October 5, 2014]

A new study has shown that 56% of women believe they are overlooked for a promotion because of the modesty. Many believe that fear of coming across as arrogant or big-headed, is the main concern for growth.Ladies it's time to make a change and banish the barriers and be vocal about your career achievements as it might be causing you more damage than you expect. Don't hold yourself back during conversations and hide your true credentials.

'Can't get back job once resignation is accepted', Delhi High Court

[Source: Hindustan Times, September 6, 2104]

The Delhi High Court has come down heavily on a former director in the Lok Sabha Secretariat, who after seeking to voluntarily retire from service tried to fight back to get his job back with a string of litigations. Once an employee takes the benefits of voluntary retirements by utilizing the amounts, which have been credited to account, such an employee is stopped from seeking the withdrawal of the request of voluntary retirement, the HC said.

EPFO's subscribers to get accounts update in real time from Oct 16

[Source: www.hindustantimes.com. October 5, 2014]

From October 16, subscribers of the retirement fund body EPFO would be able to access their provident fund accounts online on real time basis using a dedicated members' web portal. The Universal Account Number (UAN) member's portal will help Employees' Provident Fund Organization's (EPFO) to monitor whether their employers are depositing their PF contributions. As the UAN will be a portable account, the formal sector workers would not have to apply for transfer of PF accounts on changing jobs. The EPFO would provide more value added services like paperless settlement of provident fund withdrawal claims like during retirement and fixing of pension after attaining the age of 58 years.

State-run oil retailers train staff in etiquette to face competition

(Source: Business Standard, October 3, 2014)

With an eye on dealing with competition from private fuel retailers after diesel deregulation, etiquette training to staff is the latest value addition by public-sector fuel retailers.

Google aims to fix its diversity problem

(Source: Business Standard, September 30, 2014)

Seven out of 10 people who work at Google are male. Google's leaders say they are unhappy about the firm's poor gender diversity, and about the severe under representation of blacks and Hispanics among its work force. And so they are undertaking a long-term effort to improve these numbers, through a series of workshops. The diversity training workshops, began last year and attended by more than half of Google's nearly 49,000 employees, are based on an emerging field of research in social psychology known as unconscious bias. These are the hidden, reflexive preferences that shape most people's worldviews, and that can profoundly affect how welcoming and open a workplace is to different people.

TS GENCO, BHEL sign MoU to establish thermal power plants

(Source: The Economic Times, October 5, 2014)

Telangana State Power Generation Corporation (TS GENCO) and Bharat Heavy Electricals Limited (BHEL) have signed a Memorandum of Understanding (MoU) to establish thermal power plants to generate 6,000 MW of electricity in Telangana, it was officially announced today.

DERC to review fuel surcharge, tariff may go up in November

(Source: The Economic Times, October 5, 2014)

Power tariff in the Delhi may go up by 7.5 % next month as Delhi Electricity Regulatory Commission is all set to levy a fuel surcharge to help the private distribution companies adjust their power purchase cost.

India needs over $250 bn investments in power sector, says report

(Source: The Economic Times, September 28, 2014)

India needs investments of over USD 250 billion for development of the power sector in the next three years, said Integrated Research and Action for Development in its report. This will give an ample opportunity for investors, developers, power equipment manufacturers in developing power projects and associated transmission infrastructure, it said. During the 12th plan period (2012-17), India plans to add 88,537 MW capacity, out of which 69,280 MW will come from coal. The government has planned additional renewable energy capacity addition of around 30,000 MW (5,000 MW wind, 10,000 MW solar and 2,100 small hydro). Report also said that the country is likely to suffer a coal shortfall of 200 million tonnes (MT) by the end of the 12th plan period.

NTPC ties up $250 million loan with Mizuho Bank

(Source: www.economictimes.indiatimes.com, September 29, 2014)

NTPC, country's largest power generation utility, has tied up loans to the tune of $250 million with Mizuho Bank Limited for funding its expansion plans. The company has tied up Syndicated Term Loan Facility of $250 million with Mizuho Bank Limited's Singapore Branch, said in a statement. The loan carries a floating rate of interest linked to LIBOR (Short for London interbank offered rate, the rate of interest that top-quality banks charge each other for loans) and has a door to door maturity of 7 years.

TERI, US firm to set up center of excellence for green buildings

(Source: www.economictimes.indiatimes.com, October 2, 2014)

TERI and an American firm, United Technologies Corporation (UTC) have signed an agreement to set up a Center of Excellence to address energy diagnostics and evaluate energy efficiency in existing buildings in India. This would help India move in the direction of efficient use of energy resources and protection of the environment, Director-General and President TERI North America, R K Pachauri. He said that buildings are a source of emissions of various gases and pollutants, and directly as well as indirectly, they account for about 19 per cent of greenhouse gases globally.

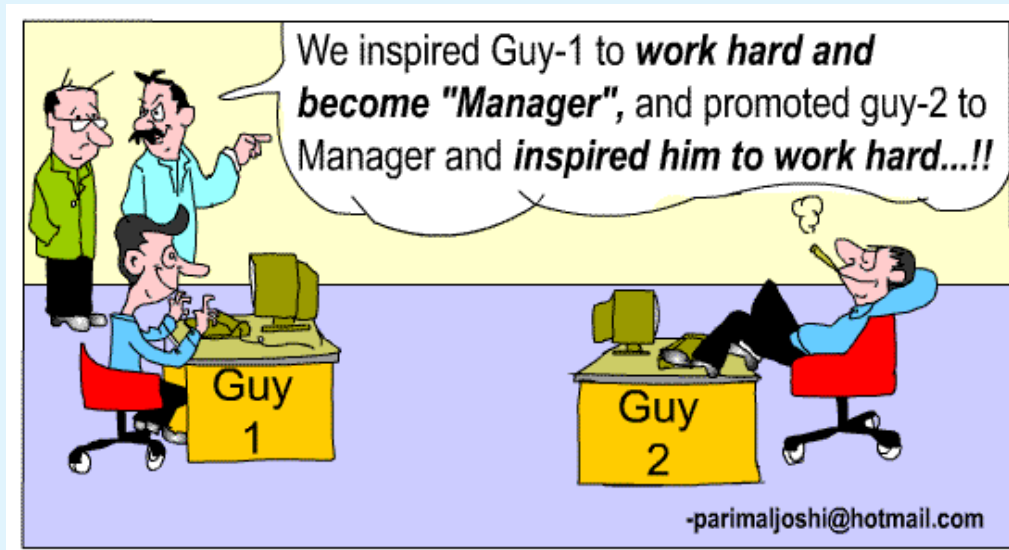*Let me smile with the wise, and feed with the rich - Samuel Johnson*

Management Quiz

1. Expand MPS, a scale used to measure the overall potential of workers' intrinsic motivation and used in the Job Diagnostic Survey developed by Richard Hackman and Greg Oldham?

2. What are "Blind Ads" in HR parlance?

3. Boulwarism is a popular negotiation strategy. Who developed this concept?

4. We all familiar with Buyback of shares. But while managing people, what is 'Buyback'?

5. Who proposed the 'Equity Theory' in the year 1960?

6. What is known as the relationship between what a worker gets from the job and what he contributes to the job according to the Equity Theory?

7. ASA Framework was developed by Ben Schneider, a researcher from University of Maryland, and used in selection of personalities. What does ASA stand for?

8. In Clayton Alderfer's ERG Theory, R stands for Relatedness and G for Growth then what does E mean?

9. What is the tendency of the personnel to experience and express their negative emotional attitude and generally perceive themselves and others surrounding them negatively called?

10. Who introduced the modern concept of 360 Degree Appraisal?

11. Elton Mayo, one of the pioneers in human behavior studies, called the assumptions of McGregor as "Rabble Hypothesis". What are they?

12. Who is known as the "Father of 401(k)"? What 401 (K) is related to?

13. What is MBGO and who proposed it?

14. Name the title of the book in which Douglas McGregor described his famous Theory X and Theory Y?

15. We all are familiar with the concept ESOP, thanks to the IT revolution. But in HR what is ETOP?

16. I n McKinsey's 7S Framework there are four 'soft variables', Staff, Skills, Style and Shared Values. What are the other three 'hard variables'?

17. What is known as 'Great man Theory'?

18. Richard Beckhard developed a concept known as 'Beckhard's Confrontation Meeting'. What is the concept?

19. In HR parlance what is known as an 'Agency Shop'?

20. Name the creativity-simulation technique which tries to make the strange familiar and the familiar strange?

Answer

1) Motivating Potential Score
2) Recruitment advertisements that does not have the name or identity of the employer.
3) General Electric Company
4) An employee, who resigns and winning him/her over with an increased salary and /or enhanced perks and benefits
5) Stacy Adams
6) Outcome/Input Ratio
7) Attraction-Selection-Attrition
8) Existence
9) Neuroticism
10) General Electric Company
11) Theory-X and Theory-Y
12) Ted Benna; Retirement benefit
13) Management By Group Objectives by Likert and Fisher
14) The Human side of Enterprise
15) Environmental Threat and Opportunity Profile
16) Strategy, Structure and System
17) Leaders are Born and not Made
18) One day meeting of entire management of an organisation in which they take the reading of their health of the organisation
19) The union where employees do not have to join but they must pay union dues to keep their jobs alive
20) Synectics

Management Cartoons

This followings cartoons are created by Sh. Parimal Joshi
who could find time for Power HR Forum to draw.
We acknowledge this contribution with special thanks.

We inspired Guy-1 to **work hard and become "Manager",** and promoted guy-2 to Manager and **inspired him to work hard...!!**

Guy 1

Guy 2

-parimaljoshi@hotmail.com

New job in India Inc. !!!

Day-1 lot of dreams, ideas, enthu....

months-3 settling down, being flexible

months-6 ground realities exposed...

year-1 dreams shattered...

year-2 frustration, trying to compromise...

year-3 resignation, new job no.2, new dreams, enthu... (contd.)

-cartoon by parimaljoshi@hotmail.com

Eh...everytime I resign, they promote me... so I never quit !

-Parimal Joshi

No man but a blockhead ever wrote except for money - Samuel Johnson

Management Cartoons

What is easy is seldom excellent - Samuel Johnson

Giving them a life of pride and self esteem....

Through its R&R and CSR efforts, NTPC is bringing the deprived villages within the mainstream of progress

As a responsible corporate citizen, NTPC aims to improve the socio-economic conditions of the people. Various activities are taken up in the areas of **basic infrastructure development** like **primary education, community health, drinking water, sanitation, roads, vocational training. Women empowerment. Rehabilitation & Resettlement.**

NTPC has developed a policy on **Sustainable Development** to allocate 1% of Net Profit every year. It also strongly believes in achieving organisational excellence through **"People First"** approach.

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Fostering Sustainable Development

Give Your Ability and Experience a Chance to Reach Out

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The journal publishes:
- Practical articles that describe effective practices of leading companies;
- Reports on new theories that have the potential to advance strategy development and implementation;
- Interviews with corporate leaders about their view point in new developments and on issues/tools related to better corporate performance;
- Case studies in dealing with any HR problem in any organization;
- Review of leading literatures/best sellers;
- Management quiz, humor; and
- New developments / happenings that are a source of concern or learning.

The Journal shall be published four times a year.

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- All authors should mention their e-mail address and contact details including telephone number plus a professional biography of 30-40 words.
- Authors should submit an abstract structured into six sub-headings: Purpose, Methodology, Approach findings, Research limitations/ implications if applicable, Practical implications, if applicable and the originality and value of the paper. Maximum words for this section shall be 250.
- In addition, please provide up to six key words that capture the principal topics of the paper.
- The article's sub-heads should be short. Only the first word should be capitalized.
- Please present each figure and table on a separate sheet of paper, gathering them together at the end of the article. Distinguish between figures (diagrams) and tables (statistical material) and number them in separate sequences, i.e., `Figure 8' and `Table 8'. Please use short and crisp titles and headings in tables and figures. The units used should be stated and the source should be stated at the foot of the table. Notes relating to the table should be placed after the source. Give reference of each figure or table in the text itself (e.g., `as shown in Figure 2'), as well as indicate the margin where the figure or table should go (`Fig. 2 near here'). Ensure that all words, place names, etc. in the tables and figures are spelt in exactly the same way as they are in the text. Lay out parallel tables in similar ways using similar wording. Ensure that the units of measurement are stated and check any totals or averages.
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