

# Gray Matters

## Quarterly



Quarterly Newsletter from Gray Matters Consulting Pvt. Ltd. Volume 2, Issue 3, April, 2010



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# Contents

inside this issue



## SPECIAL FEATURES

### 8 G'nome

Dr Eliyahu Goldratt came up with the amazing concept of the Theory of Constraints. Here in this article, Sanjay Roy Chowdhury explains the concept for the readers and how it effects our work life. Slow down, block out the rest of the world for a moment, and take the time to read and reflect on the concept and see how this can be applied to your profession and function.

### 14 Perspective

Diversifying beyond stocks into say, rare stamps or coins, baseball cards or other collectibles appears a daunting task if you don't know anything about what you're collecting. Aside from losing your items, the main problem is that you may pay more for something than you can sell it for. But that's no more risk than that faced by stock investors. Read this article to find out more, how your hobby can turn out to be profitable.

### 18 Growth Leaders

This case study explores the way in which RWE npower delegates responsibility to extend the capabilities of its employees. Jay, a young graduate engineer, has been at RWE npower for a relatively short time. He is responsible for the decisions that will achieve the required Strategic Spare Parts Project targets. See how the process of empowering people for decision making works in npower.

## GENERAL FEATURES

### 17 Did you know

If you ever go to Cambridge, UK, and find yourself being punted on the river Cam, along the banks of the colleges, it's possible that at some point you will be shown a tree by your guide, it doesn't matter which but helps if it is near Trinity College, and told that it is the very tree from which an apple fell on Isaac Newton and inspired him to invent gravity. Did an apple really fall on Newton's head? Find out from this article...

### 22 Free Radical

Most of us wonder if we should just pursue that alternative career we secretly envy, some pursue it though with sleepless nights and few try to strike a balance. **The Second Shift** is a band made up of 6 guys who feel it is necessary to have a creative outlet after a long day / week / month at the office. While the name might reflect that it is just another hobby, for the members of this band, the music represents an alternative way of looking at life.

### 24 In the News

Gray Matters had conducted an All India Child Career Direction Survey in November 2009 on the occasion of Children's Day. The survey analysis was published in the Annual issue of 'Career Graph' a 'The Telegraph' supplement on 25th March, 2010 with the title '**The role parents play**' and also subsequently on the 'Career Graph' weekly issue of 8th April, 2010 with the title '**Chalking out the future**'. To view the full report of the analysis please visit our website [www.graymatters.co.in](http://www.graymatters.co.in)

## REGULAR FEATURES

4 | Just Tell    5 | Tipping Point    6 | Lifestyle    25 | Leisure    26 | Inside Gray Matters



## *From MD's Desk*

I shot the tiger (whose photograph appears on the cover) and more of her ilk. To be honest, the act of shooting the magnificent beasts was an exhilarating experience. And to top it all, this act did not reduce their numbers (1411 is the count, isn't it?) in the wild.

Shooting tigers even with a digital camera gives a photographer the same high-octane thrills as the real one described in Jim Corbett books. Everything is the same only the smell of gunpowder and growls of an animal in pain are missing. It is almost like a Super Bowl fan's view of Twenty20 cricket – doesn't last for too long, dancing girls, music, fireworks and flashing billboards – only it is a different game.

We all have our ways of looking at things. This is called the mindset. At Gray Matters we have ventured into Knowledge Management Services to alter perspectives and provide knowledge solutions to organization that are innovative and effective. A simple concept of quizzing for example can act as an employee engagement tool and an employer branding initiative or simply fun@work.

In the world of business, the same thing happens. If we simply alter our perspective, suddenly a new opportunity opens up. The same thought crossed my mind as I trained my camera on to the striped animal. My photographs are my trophies. The word 'hunt' gave way to the word 'shoot' – a pro-conservation, clean and friendly act with same exhilaration but without spilling innocent blood.

There are six basic ideas on which all books have been written, love, hate, empathy, sympathy, nature and companionship, someone said. A similar idea could be applied to the world of business. Three basic elements. Good, simple, executable ideas. These will make things happen in the world of business.

Time to drop that 'gun' and pickup our 'camera' for the Great Tiger Shoot.

Au Revoir

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





CHANGING THE WAY  
'WORK' WORKS

## Create a Sense of Belonging

Companies who wish to create an innovative work culture must not only hire creative individuals, but must also support and embrace an environment that is conducive to innovation.


Business innovation results from the creative expression of individuals and teams, therefore it is critical for management to realize the value associated with the practices that foster and promote creativity in the work place. This article identifies several best practices for creating and embracing an innovative work culture. Some are easier to implement than others, but a surprising number are often missing in today's companies.

When individuals feel that they belong to an organization, they want it to succeed. A sense of belonging comes from being valued and sincerely appreciated by both peers and management for one's contributions. A variety of recognition and reward mechanisms are effective in acknowledging employee contributions and showing appreciation. Ownership and accountability for critical pieces of the business also increase an individual's sense of belonging. Ownership provides a sense of purpose in the organization, and often provides opportunities for innovative contributions.

Employees feel that they belong when management shows a sincere desire for them to succeed. Part of the way this can be accomplished is through the hiring, development of, and promotion of team players who judge their own success based on how successful they make the people around them. Targeted interview questions and upward feedback mechanisms are effective in identifying these types of supportive and nurturing individuals.

Inclusiveness is the final part of the belonging equation. Eliminate the "us and them" between management and non-management and replace it with "we're all in this together." Invite individuals at all levels to meetings including off-site strategy meetings. Ask for the input of everyone, and don't discount the importance of what comes from administrative staff members who are often more in tune with the challenges of the business than management.

When every individual feels that their ideas are valued and appreciated, and that they share a piece of the company's success, an inclusive environment has been created.

Also, fight the tendency to build functional silos by seeking out perspectives from HR, Finance, Marketing, and other key stakeholders who play critical roles in ensuring long term success. 



# Tip

## The Twitter Dictionary

From celebrities to hoi polloi everyone seems to be on Twitter nowadays. Even one TV channel gave an award to film director Karan Johar for his efforts to introduce the Hindi film industry to the world of short-blogs. As more and more people get on to the Twitter bandwagon, language is becoming more colourful. Here are some of the examples of how it is reshaping the language landscapes.

### Twillionaire and Twitticide

Twitter-related portmanteaus (twitanteaus?) – users with a million followers, or those who abandon their tweeting. Writing for The Guardian, Richard Wray reported: Stephen Fry, technophile and a "twillionaire" having amassed more than a million followers on Twitter, yesterday explained what almost led him to commit "twitticide" last month and consider leaving the micro-blogging service.

Ashton Kutcher became the first twillionaire in April 2009 when he beat CNN to 1 million followers. Twitticides of note include Miley Cyrus, who deleted her account in October 2009, and Lily Allen, whose account has remained dormant since September 2009, when she tweeted "I am a neo-luddite, goodbye." (The Urban Dictionary defines twillionaire as one who has made a fortune catering to the tween market.)

### Twitchhiking

Traveling using transport and accommodation provided (solely) by fellow Twitterers. (Twitter + hitchhiking.)

## Email IDs may become passé

In a world where mobile phones have outnumbered net connections by miles, this was a development waiting to happen: SMS IDs, which hold the promise of being far more convenient than email ids to search for stuff while on the move, is taking a global bow from Kerala.

Like other inventions in its genre, this idea too can trigger a feeling of why-didn't-I-think-of-it before, but the credit for the concept goes to the trio, Jebi Issac, Sarith Kumar and Sunil Kumar, promoters of the start-up Direct Info Solutions.

The idea took over two years to be developed into a workable software, by Bino Chakkupurakal, and is ready for lunch in April, 2010.

Direct Info Solutions (DIS) has taken a global patent for the



# ping Point



## A potential to become a 'cult'

### Twitgrief

Condensed expressions of grief posted on Twitter. Commenting on the recent deaths of Casey Johnson and Brittany Murphy, The London Evening Standard's Laura Craik declared: 2010 looks set to be the year of Twitgrief, a horrible phenomenon that sees friends and relatives of the deceased expressing the depths of their sadness in fewer than 140 characters. Both Johnson and Murphy's partners took to Twitter and/or Facebook in the hours after their deaths, as did hundreds of their friends and acquaintances.

### Twitter Jail

Term used to describe the account suspension of overly loquacious Twitterers. Commenting on Twitter's horde of "twilebrities" (those who have gained notoriety through tweeting), Vanessa Grigoriadis noted in Vanity Fair:


Even Twitter has started to put the brakes on the culture of twilebrity by suspending the accounts of those who Twitter too excessively (more than 1,000 tweets per day) – a punishment commonly known as going to Twitter Jail.

### Tweet-peats

Television repeats embellished with Twitter comments from cast members and producers.

Writing on The Los Angeles Times's Showtracker blog, Maria Elena Fernandez commented on the use of Twitter to titivate TV repeats:

Fox will feature on-screen Twitter feeds — "tweet-peats" — by producers and actors during the broadcasts of "Fringe" at 9 p.m. Thursday and "Glee" at 9 p.m. Friday. ...

During the episodes, viewers will be able to follow the cast and producers' tweets online via Twitter and on the air via a lower-third scroll. The actors and producers will provide commentary, answer questions, and offer insights about the upcoming season. 

**Source: Schott's Vocab, NYT**



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*This news item by Joe A. Scaria, appeared in **The Economic Times**, 1<sup>st</sup> April, 2010*


concept, and is already being approached by investors and corporate from within and outside the country, says company managing partner Jebi Issac.

The concept works like this: Any organization or individual can have an SMS id by registering with DIS for an annual fee of Rs.500, and the id can have the name of the organization or its services. For example, a customer, looking to buy shirts in Thiruvananthapuram district, for instance, can send an SMS to 56070, with the message Direct (space) tvn (space) yp (space) shirts and instantly get a return SMS giving details of shirt outlets in the district.

The number 56070 will remain the same for all companies and individuals across the country, making it easier for all

to use the SMS id facility whenever they are using SMS to search for products or services.

The registration fee is linked to the category and the service demanded. Companies that seek to have the generic name of their product category as their SMS id have to pay Rs. 40,000 per year, and at least a few companies have already signed up for such ids.

"We are bullish about the concept because this is an era of mobile communication. Theoretically, net searches are now possible on mobile phones, but such GPRS-enabled phones are a miniscule percentage of mobile connections, and therefore we see good prospects for an SMS ID," says Issac. 





## Lifestyle



### WATCH out !

**S**o you already own a Mercedes S Class and a mansion in St Mortiz. But how do you tell the swish set you have finally 'arrived'?

Simple! Just strap dinosaur dung on to your wrist and flaunt it at the next chic party you attend.

Now before you start making faces, let us tell you that these timepieces are the ultimate must-have for those who swear by "vintage". Designed by the Swiss watch company ArtyA, the "Coprolite" watch is being showcased at the Baselworld fair, the world's biggest watch extravaganza in the Swiss city of Basel.

The watch contains fossilised dinosaur faeces and will set customers back by a cool €8,300 (or about Rs 5.2 lakh). Created by ArtyA CEO Yvan Arpa, the Coprolite watch-Arpa's "last" creation – comes with a strap made with skin from an American cane toad. But if the idea of wearing dinosaur dung makes you queasy, perhaps you would like to opt for dinosaur bone instead.

Swiss watchmaker Louis Moinet's "Jurassic Tourbillon" watch, the first of a limited edition "Time Explorator" series of 12 watches, contains authentic dinosaur bones, dated around 150 million years ago.

The fossils have been preserved through meticulous processes and "seem like new", says a Louis Moinet official. The strap is genuine galuchat with an 18-K gold folding clasp.

Each watch comes in a special white gold "time-travelling case" and boasts of anti-reflective sapphire crystals at the front and the back. And while officials have till now refused to put a price tag on the watch, each Jurassic Tourbillon is expected to cost at least 150,000 Swiss Francs (or Rs 64 lakh).

Besides these "pre-historic" timepieces, the show also has a variety of stunning creations by luxury watchmakers on display.

About 1,915 exhibitors will showcase their mostly luxury watches at the mammoth fair which is expected to see over one lakh buyers during the show days. 

*Mail Today, New Delhi, 19 March 2010*



*Quattro Valvole*

Lifestyle





## BASELWORLD

**B**aselworld Watch and Jewellery Show is a trade show for the watch and jewellery industry organized annually in the city of Basel, Switzerland. The international show unites about 2,100 exhibitors from over 45 countries, including the leading watch and jewellery brands, as well as companies specializing in precious gems.

The exhibitors display their latest products to the industry's experts, mass media representatives, watch collectors and connoisseurs, just everyone interested in the most recent industry novelties.

Visitors of the show get acquainted with an exclusive range of products. The exhibition area covers more than 160,000 m<sup>2</sup> with different halls situated on several floors. Products are divided in specialized sectors placed in six exhibition halls - Hall of Universe, Hall of Elements, Hall of Visions, Hall of Dreams etc.

The history of the show dates back to 1917 when there was established the first *Schweizer Mustermesse Basel* (MUBA in

short) with a special section devoted to watches and jewellery. In 1925 MUBA organized the show which included several watch manufacturers, while in 1931 there appeared the first *Schweizer Uhrenmesse* 'Swiss Watch Show' in a specialized pavilion. The year 1972 marked an important event in the history of the exhibition – MUBA held 'Europe's meeting place' exhibition which gathered the companies from France, Italy, Germany, and United Kingdom.

In 1983 the show changed its name – it was called BASEL plus two numerals denoting the exhibition year - BASEL 83. Basel 86 included companies from outside Europe, having resulted in the increased number of visitors coming from outside Europe.

The year 2003 witnessed the further step in the exhibition's development – there appeared a new corporate identity - BaselWorld, The Watch and Jewellery Show. The new name and image were introduced as an essential part of a three-year strategic development project for the show. BaselWorld gained the position of the leading world show in the luxury goods industry. 

*Lindbergh Atlantic Voyage  
by Longines*



*Omega, Aqua Terra*

Lifestyle





## G' NOME

# Theory of Constraints

**L**et's start by stopping for a moment. Slow down, block out the rest of the world for a moment, and take the time to consider the following.

Have you ever found yourself in a situation where you were waiting for someone to provide you with something, something that you must work on, and in-turn, which you had to pass on to someone else? Someone else who may have also been waiting for that particular piece of work? And it wasn't as though you had no other work – correct?

In fact, it is most likely that you were up to your eyeballs in work, other work – but not the work that you needed at that moment. In fact its quite likely that you were continuing to receive work that you didn't particularly need or want at the moment, and you were passing on work that others didn't seem particularly enthused to receive, even if they had been complaining about it only a few days previous. You probably wondered why you hurried.

I doubt that there are very many who can't relate to this. In fact, for many of us, in our day-to-day working lives, it is the rule rather than the exception. It doesn't really matter if you are on the shop floor or in corporate, manufacturing or services, it pretty much seems universal.

Universal or not, does it need to be like this?

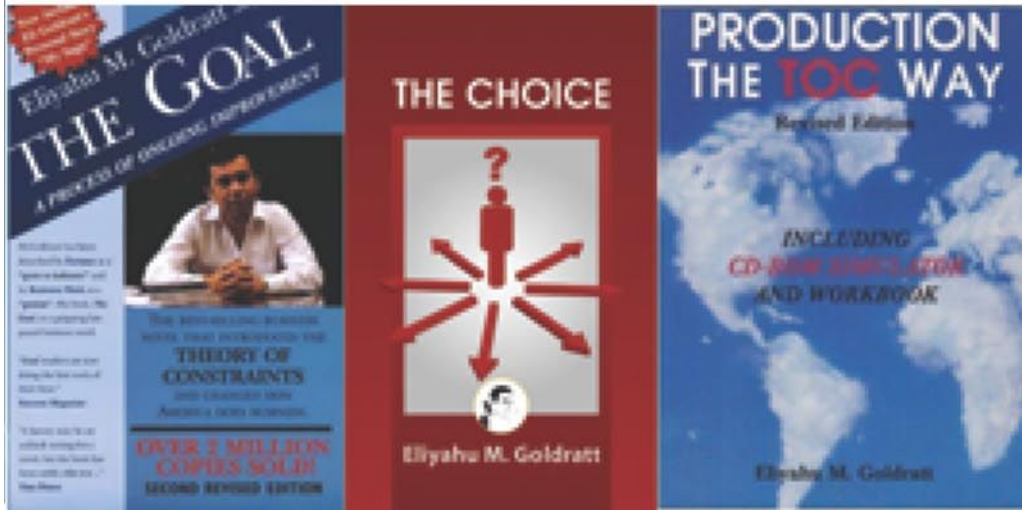
I hope to show you that, indeed, it does not need to be like this at all.

What this short moment of reflection shows is that most of us already have a pretty good intuition for the concepts of dependency, variation, and an understanding of systems and therefore the necessary intuition to find the needed solutions.

And really that is all we require to understand the Theory of Constraints.

Sanjay Roy Chowdhury  
Managing Director, Gray Matters





## What Is Theory Of Constraints?

Theory of Constraints is the invention of Dr Eliyahu Goldratt, an Israeli physicist, educator, and management specialist.

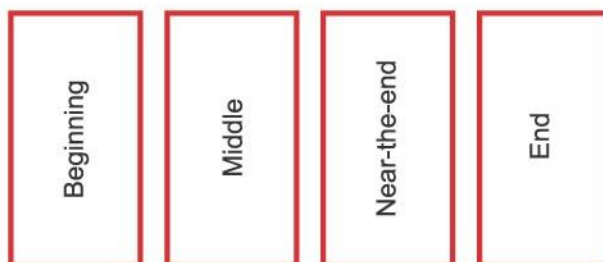
It's a business philosophy which seeks to strive towards the global objective, or goal, of a system through an understanding of the underlying cause and effect dependency and variation of the system in question.

It is equally applicable to for-profit and not-for-profit organizations for; strategy, personnel, marketing, sales, distribution, manufacturing, design, and project management.

## A Systems Approach

Well all of these approaches are systemic. Note the spelling; it's not a mistake, systemic rather than systematic. Certainly these approaches are also systematic as well as we shall see, however, systemic approaches are concerned with the system as a whole, not with parts of a system in isolation.

Think back for a moment to the introduction when we imagined that we were stuck somewhere in a process. Did the process look something like this?



And where did you put yourself? Probably somewhere in the middle or near the end? That's quite interesting.

I think most of us are aware of an overall system or process, and yet we still break the system down into local parts. Peter Senge wouldn't be surprised; "From a very early age, we are taught to break apart

problems, to fragment the world. This apparently makes the complex tasks and subjects more manageable, but we pay a hidden, enormous price. We can no longer see the consequences of our actions; we lose our intrinsic sense of connection to the larger whole." So we do seem to have an innate systemic understanding but we tend to still break things down into sub-parts.

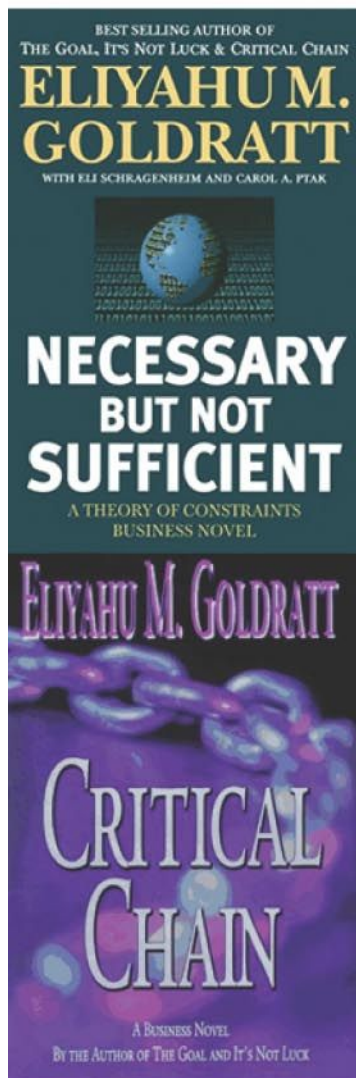
Just-in-time, statistical process control, and Theory of Constraints are all system approaches. Goldratt characterizes a system approach as a warning against "concentrating on a local optima (in place or time) and, by that, jeopardizing the performance of the system as a whole."

More specifically, statistical process control tells us that "as long as the deviation of a process is within the statistical boundaries, the biggest mistake a person can make is to re-align the process. It is a warning against local optima in time; at this instant you may think that you have brought the process to be closer to the average but actually you enlarged the deviation of the system." With regard to kanban in just-in-time "what is it if not a technique that is built to prevent the local optima of a worker producing all the time, producing even when down-stream operations do not now need the results of his/her work?"

In Theory of Constraints the key to not concentrating on local optima everywhere is described by a special term – subordination. We will return to subordination issues later.

We mentioned that all of these methods were systematic as well as systemic. In order to be systematic we need a focusing mechanism to guide us where to place our attention first, second, and so forth. The focusing mechanism for just-in-time and statistical process control is Pareto analysis; the focusing system for Theory of Constraints are the 5 focusing steps.





## Dependency And Variation

Each of these methods while acknowledging the overall system also acknowledges that within the system there is dependency and variation. It is acknowledgement of variation that sets these particular approaches far apart from many other business approaches. Have you ever seen a budget prepared with a target goal +/- some variation for error? I don't think so. The variation is there without doubt, but it is not acknowledged. And if it is not acknowledged it can't be managed. In fact, we manage to try and ignore it by consistently estimating on the low side with lots of safety tucked away everywhere. If we have lots of safety tucked away everywhere then once in a while we also should exceed our target goal – ever wondered why that doesn't seem to happen? It seems then that we never get to really know our true potential.

## Finite Capacity

Almost by default, because we have defined a system with boundaries of some sort, we have also defined that there must be finite capacity within that system. Usually defined by the slowest step in the process in just-in-time and Theory of Constraints. It is sometimes useful to consider this step as the weakest link in a chain. And just as you can ignore the weakest link in a chain, but the weakest link won't ignore you, so too can you ignore the slowest step in a process but the slowest step won't ignore you. In other words, regardless of what you do, the slowest step or weakest link will determine the rate or strength of the whole system.

## Batching

Batching is something manufacturing people do – right? Well then consider this. Have you ever heard someone say to you; "Well, we like your idea but we can't consider your proposal / request until next week when we usually consider these?" Ah, that sounds like batching to me, batching in time.

How about; "Yes, we like your idea but we can't process your application until we have a sufficient number, please put it over there." Ah, that sounds like batching too, batching in quantity. You see we are all surrounded by batching actions, some so common we hardly think about it at all. Is this important? Well I think so, especially if you consider the comments about dependency and variation. Batching increases the variation in the system and exacerbates the dependencies.

Imagine you are a downstream step from a batching operation of some sort. Maybe towards the end of the current batch you are beginning to run out of work, you slow down, it's important to keep busy after all. But it's also like the calm before the storm; you know that when the next lot of work is released then suddenly you will have a lot of work on your hands and you will have to work quite quickly to move some of it through. So the work load is variable for no other reason than we had to batch before your position in the process. Variation increases with batching.

The batching also highlights dependency. You probably had productive time towards the end of the last batch – that calm before the storm – but you couldn't use it. It was lost to the system, and now that you are in the middle of the current batch – up to your neck in work – you have no excess or spare capacity to call upon to help you. If only you could have somehow magically stored that capacity from the quiet period and shipped it to the busy period when it would have been useful. So, batching also highlights dependency.





### What About Detail And Dynamic Complexity?

There are strong parallels between the systemic approaches we have been talking about and the concepts of detail and dynamic complexity of Senge. In the *Fifth Discipline* he describes these two types of complexity;

**Detail complexity** – the sort where there are very many different variables to consider.

**Dynamic complexity** – the sort where cause and effect are subtle and the effect over time is not obvious.

In operating a process, regardless of whether it is a small job shop or a huge factory, and regardless of whether it contains highly variable human patients or uniform mechanical parts, is full of detail complexity. However the underlying dynamics are limited in variety and not particularly complex.

When someone tells you that there are 17 different ways to grind a drill shank they are telling you about detail complexity. When someone tells you there are 3000 stock items, again they are telling you about detail complexity.

However, when an action has different effects over the short run and the long run we are really looking at dynamic complexity. When an action has one set of consequences locally and a very different set of consequences in another part of the system, then there is dynamic complexity. When obvious interventions produce non-obvious consequences, there is dynamic complexity.

“The real leverage in most management situations lies in understanding dynamic complexity, not detail complexity.” Restated; the real leverage in most management situations lies in understanding cause and effect dependency and variation.

Let’s be clear then, there is nothing wrong with detail complexity when it is applied to various attributes of products in a process. In fact, you already have the expertise to deal with this; otherwise you wouldn’t be in business. The error, if you like, is when we attempt to apply detail complexity to the process that produces the products. This is the domain of dynamic complexity.

We can combine the dynamic and detail complexity concepts of Senge with the global objective versus local objective concepts of Goldratt in a simple 2 by 2 matrix. This is what we get.

	Detail Complexity	Dynamic Complexity
Local Optimization	Reductionist	
Global Optimization		Systemic

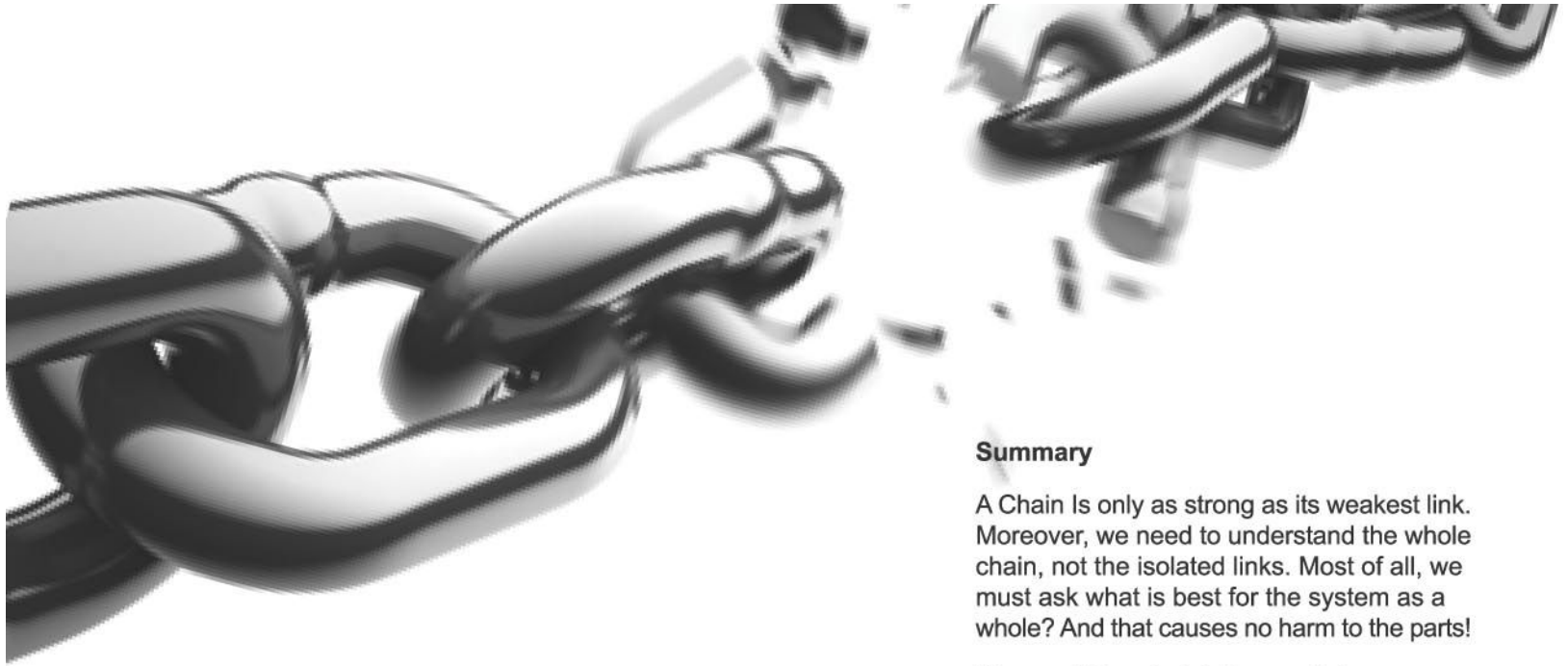
This gives us two diametrically opposed concepts. The first is a combination of dynamic complexity and global optimization which we will call the systemic/global optimum approach. The second is the combination of detail complexity and local optimization which we will call the reductionist/local optima approach.

The Reductionist/local optima approach and the Systemic/global optimum approach represent two different lenses through which we can view our organizations.

### Thinking Process

Let’s return to Senge once more; “The most powerful learning comes from direct experience. Indeed we learn eating, crawling, walking, and communicating through direct trial and error – through taking an action and seeing the consequences of that action; then taking a new and different action. But what happens when we can no longer observe the consequences of our actions? What happens if the primary consequences of our actions are in the distant future or in a distant part of the larger system within which we operate? We each have a ‘learning horizon,’ a breadth of vision in time and space within which we assess our effectiveness. When our actions have consequences beyond our learning horizon, it becomes impossible to learn from direct experience.”





"Herein lies the core learning dilemma that confronts organizations: we learn best from experience but we never directly experience the consequences of many of our most important decisions."

What if there was a simple way to verbalize and capture the cause and effect which we never directly experience, but which we none-the-less have the intuition for? What if we could overcome this core learning dilemma? Senge proposed computer-based "microworlds," but what if we could do it on the back of an envelope – pen and paper? There is a mechanism that allows us to verbalize, construct, analyze, and communicate these cause and effect relationships, and moreover, to propose workable solutions to the problems that they cause. This is known as the Thinking Process.

### Elegance


Mention of the Thinking Process brings us to the concept of elegance. In the sciences the meaning of elegance is one of simplicity and ingeniousness. An elegant solution to a problem is a cause for considerable respect. Theory of Constraints seeks elegant solutions to problems, rather than sophisticated ones. Elegant solutions are more likely to have broken some deeper core or underlying problem; sophisticated solutions are likely to have addressed a limited number of higher order problems (symptoms) while leaving the underlying core problem unresolved.

The solutions may be elegant, but they are also incredibly robust. This robustness means that doing something, anything, which is aligned with the direction of the solution, is most likely to bring about an improvement or movement towards that improvement. In contrast the surest way to fail is to sit around measuring and data gathering and waiting until you are sure your implementation will be perfect. It won't be perfect because it will never start. Robust solutions can stand a lot of rough handling. The best thing to do then is to do something.

### Summary

A Chain Is only as strong as its weakest link. Moreover, we need to understand the whole chain, not the isolated links. Most of all, we must ask what is best for the system as a whole? And that causes no harm to the parts!

Theory of Constraints is a work-in-progress. It continues to evolve into new areas as people discover its broader applicability and it also continues to improve in delivery in established areas as people refine their approaches.

Hopefully you have been armed with some key concepts. We want to improve systems. We need to recognize that dependency, variation, and finite capacity exist in these systems. We need to understand that seemingly complex cause and effect occurs via these dependencies, both in time and in space, and this has been termed dynamic complexity. Understanding these features is the key to gaining control and moving our system in the direction that we desire. 

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# mind mapping ... a short introduction



Tony Buzan

A mind map is a diagram used to represent words, ideas, tasks, or other items linked to and arranged around a central key word or idea. Mind maps are used to generate, visualize, structure, and classify ideas, and as an aid in study, organization, problem solving, decision making, and writing.

The elements of a given mind map are arranged intuitively according to the importance of the concepts, and are classified into groupings, branches, or areas, with the goal of representing semantic or other connections between portions of information. Mind maps may also aid recall of existing memories.

## Mind maps can be used for:-

- Problem Solving
- Outline / Framework Design
- Anonymous collaboration.
- Marriage of words and visuals.
- Individual expression of creativity.
- Condensing material into a concise and memorable format.
- Team building or synergy creating activity.
- Enhancing work morale.

By presenting ideas in a radial, graphical, non-linear manner, mind maps encourage a brainstorming approach to planning and organizational tasks. Though the branches of a mindmap represent hierarchical tree structures, their radial arrangement disrupts the prioritizing of concepts typically associated with hierarchies presented with more linear visual cues. This orientation towards brainstorming encourages users to enumerate and connect concepts without a tendency to begin within a particular conceptual framework.



Mind maps are, by definition, a graphical method of taking notes. Mind maps allow for greater creativity when recording ideas and information, as well as allowing the note-taker to associate words with visual representations. Mind maps and concept maps are different in that mind maps focus on *only* one word or idea, whereas concept maps connect multiple words or ideas.

Mind maps (or similar concepts) have been used for centuries in learning, brainstorming, memory, visual thinking, and problem solving by educators, engineers, psychologists, and others.

Mind maps have many applications in personal, family, educational, and business situations, including notetaking, brainstorming (wherein ideas are inserted into the map radially around the center node, without the implicit prioritization that comes from hierarchy or sequential arrangements, and wherein grouping and organizing is reserved for later stages), summarizing, revising, and general clarifying of thoughts. One could listen to a lecture, for example, and take down notes using mind maps for the most important points or keywords. One can also use mind maps as a mnemonic technique or to sort out a complicated idea. Mind maps are also promoted as a way to collaborate in color pen creativity sessions.

Some of the earliest examples of mind maps were developed by Porphyry of Tyros, a noted thinker of the 3rd century, as he graphically visualized the concept categories of Aristotle. Philosopher Ramon Llull (1235 - 1315) also used mind maps.

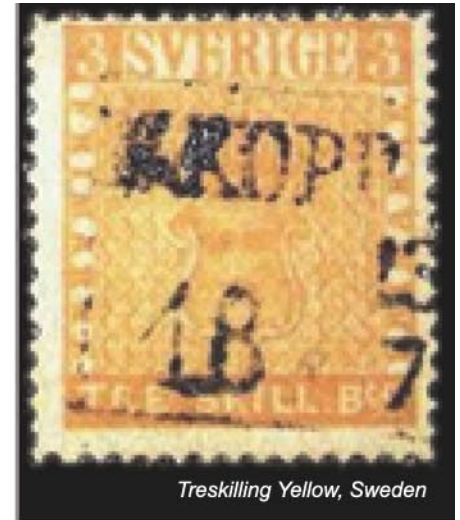
The semantic network was developed in the late 1950s as a theory to understand human learning and developed into mind maps by Allan M. Collins and M. Ros Quillian during the early 1960s.

British popular psychology author Tony Buzan claims to have invented modern mind mapping. He claimed the idea was inspired by Alfred Korzybski's general semantics as popularized in science fiction novels, such as those of Robert A. Heinlein and A. E. van Vogt. Buzan argues that while 'traditional' outlines force readers to scan left to right and top to bottom, readers actually tend to scan the entire page in a non-linear fashion. Buzan also uses popular assumptions about the cerebral hemispheres in order to promote the exclusive use of mind mapping over other forms of note making.





## PERSPECTIVE



# Stamps give stocks a licking

**D**iversifying beyond stocks into say, rare stamps or coins, baseball cards or other collectibles appears a daunting task if you don't know anything about what you're collecting. Aside from losing your items, the main problem is that you may pay more for something than you can sell it for. But that's no more risk than that faced by stock investors.

There are counterfeit coins, stamps and sports cards, for example, but buying from established, reputable auction houses offers some degree of safety.

Targeting the high end—paying \$10,000 or more at an auction for a single coin, stamp, postcard or the like—increases the odds that you own a rare item. The drawback? The value of your investment plunges if someone else finds a box of them in his grandmother's attic.

Are stamps a good investment? Almost no one mails letters any more so, logically, the hobby should be dying out. Stamp dealers, of course, will argue otherwise.

Three Bloomberg indexes of rare stamp prices, all based on monthly data from venerable stamp and autograph dealer Stanley Gibbons in London ([stanleygibbons.com](http://stanleygibbons.com)), show prices have been climbing steadily for the past decade. But a stamp dealer is hardly an impartial source, so how do we know the numbers are reliable?

Geoff Anandappa, Stanley Gibbons' investment portfolio manager, says all its indices are based on printed catalogues that have been published by Stanley Gibbons since 1865. "Skeptics are welcome to check the indices against the catalogue prices," he says.

Stamp prices don't fluctuate like stocks, he says, because 99% of stamps are bought by collectors, not investors, and collectors have a tendency to hold on to their items for 10, 20, 30 years or more. There are about 48 million stamp collectors around the world, Mr. Anandappa adds.

"Collectors do not rush to sell their stamp collections when the economy is stalling. As a collector myself, I know that my stamp collection is one of the last things I'd sell," Mr. Anandappa says. "Collectors are driven by passion, whereas investors are driven by fear and greed. All these factors make stamps a very stable investment."

The best index for investment-grade stamps is the GB30 Rarities Index, tracking 30 of the rarest Great Britain stamps, Mr. Anandappa says. This index has averaged 9.9% per annum (compounded) for over 50 years and in that time, it has never fallen in value.

For investors who'd rather leave the stamp selecting to the experts, Stanley Gibbons offers managed portfolios of rare stamps for a £10,000 (\$18,118) minimum investment, all the way to its £1-million portfolio, which includes extremely rare stamps and letters from historical figures.





The company also offers guaranteed minimum return contracts, similar to index-linked GICs. Stamp investors take out a contract for between three and 20 years, paying £5,000, £25,000, £100,000 or £250,000 for a portfolio of rare stamps, with a minimum guaranteed annual return of 4% for periods of five to nine years, and 5% for 10 years. At the end of the term, investors may keep the stamps, sell them privately or roll over the contract.

They can also choose one of three other options: take the guaranteed gains, ask Stanley Gibbons to buy back the portfolio of stamps at 75% of the current catalogue price or sell commission-free through the company's auctions.

If that sounds like a good deal for Stanley Gibbons, you can also buy the company's shares, which are listed on London's AIM index.

You can buy stamps individually at Stanley Gibbons's online store, where a Mauritius 1859 SG, described as "unmistakably one of the great covers of Mauritius and British Empire philately," is on offer for £95,000 (\$172,624). You can buy a New Zealand 1855 SG three-stamp set, "a magnificent set of the highest rarity and importance," for £75,000 (\$136,282), while a Sierra Leone 1897 SG, one of only eight printed, goes for £45,000 (\$81,769).

Unless you are already a stamp expert, buy only from reputable dealers with experts who can identify counterfeit items.

As large and well established as Stanley Gibbons is, the company is a relative newcomer compared to Dallas, Tex.-based Spink Shreves Galleries ([shreves.com](http://shreves.com)) whose logo says it was founded in 1666.

The hazard here, as with many huge auction houses that sell stamps, letters and other historic paraphernalia, is that you will waste hours poring over all the neat stuff.

Heritage Auctions, also of Dallas ([ha.com](http://ha.com)), which bills itself as the world's largest collectibles auctioneer, is another reliable source that conducts weekly online auctions of rare stamps.

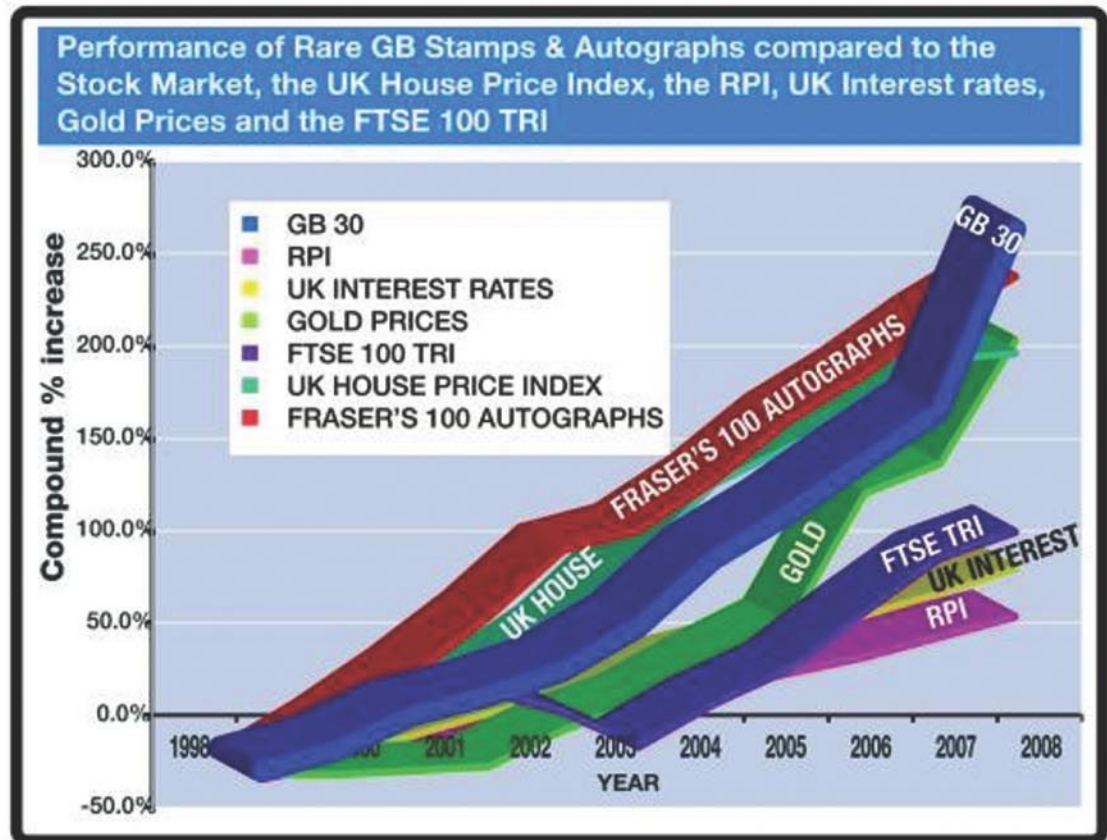
At its Feb. 4 auction, an 1847 dark brown Benjamin Franklin 5¢ stamp sold for US\$71,700.

Other established dealers would include -- and we have doubtless left many names out-- R. Maresch & Son Auctions Ltd. ([maresch.com](http://maresch.com)) of Toronto, Vance Auctions ([vanceauctions.com](http://vanceauctions.com)) of Smithville, Ont., Eastern Auctions of Bathurst, N. B. ([easternstamps.com](http://easternstamps.com)), New York-based Cherrystone Philatelic Auctioneers ([cherrystoneauctions.com](http://cherrystoneauctions.com)) and Charles G. Firby of Detroit ([firbyauctions.com](http://firbyauctions.com)).

If you want to trade stamps yourself, you will need a binder, glassine envelopes to keep stamps in, tongs and a magnifying glass, together with a Scott catalogue of stamp prices published by a subsidiary of Amos Press ([amosadvantage.com](http://amosadvantage.com)), the international edition of which will run about \$150.

Canadian investor-collectors will find invaluable information at Canadian Stamp Auctions ([canadianstampauctions.com](http://canadianstampauctions.com)).





You'll have difficulty finding truly rare stamps trading on eBay. A recent search turned up 212,113 stamps for sale, but only 55 had attracted at least two bids to raise the price beyond \$500, and most of these were for entire collections.

Should you inherit or find a stamp collection in your grandmother's attic, be on the lookout for either of these: - The Benjamin Franklin Z-Grill, a one-cent US stamp issued in 1868 that had a Z-shaped grill pressed into it to discourage nefarious corresponders from washing out the postmark and using the stamp again.

The grills did not work well and only two Z Grills exist, one in the New York Public Library and the other owned by Bill Gross, manager of Pacific Investment Management Co., or PIMCO. In 2005, Mr. Gross traded a block of four Inverted Jenny stamps, worth US\$2.97-million, with another collector to get the Z Grill. - The Treskilling Yellow, a Swedish three-skilling 1855 stamp that was accidentally printed in yellow-orange instead of blue-green. Only one example is said to exist.

The Treskilling Yellow was first discovered in 1886 by a collector who found the then-31-year-old rarity in his grandmother's attic, and after the

stamp exchanged hands a few times, it began to set price records. In 1990 it sold for more than US\$1-million, and it sold again in 1996 for 2.5-million Swiss francs (\$2.7-million).

Source: *Financial Post*

Z Grill, USA







# Did you know



## Did the Apple Fall !

If you ever go to Cambridge, UK, and find yourself being punted on the river Cam, along the backs of the colleges, it's possible that at some point you will be shown a tree by your guide, it doesn't matter which but helps if it is near Trinity College, and told that it is the very tree from which an apple fell on Isaac Newton and inspired him to invent gravity.

Now anyone with half an ounce of sense will realise that this is a fib, meant to please tourists. Ah, but now, if you want to read the real story of what happened, and whether an apple fell on Sir Isaac's bonce, and where, you can thanks to the venerable Royal Society.

In this its 350th year, the Royal Society has revealed a number of its old manuscripts to the public in digital form, with their *Turning the Pages* project.

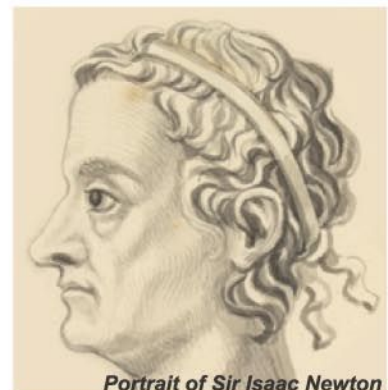
Among these manuscripts is William Stukeley's 1752 manuscript, **Life of Newton**. Stukeley was an archaeologist, freemason, learned gentleman and Newton's biographer.

### *The way Stukeley tells it is as follows:*

After dinner, the weather being warm, we went into the garden and drank tea under the shade of some apple trees; only he and myself. Amidst other discourse, he told me, he was just in the same situation, as when formerly, the notion of gravitation came into his mind. Why should that apple always descend perpendicularly to the ground, thought he to himself; occasioned by the fall of an apple, as he sat in a contemplative mood. Why should it not go sideways or upwards? But constantly to the earth's centre? Assuredly, the reason is, that the earth draws it...

The Royal Society has kept Stukeley's manuscript away from the public's gaze until now – because those parchments are not likely to withstand much thumbing from interested readers. And these aren't the only old scrawls you can get your hands on virtually. The project also so far includes Henry James's fossil notebook, various drawings both anatomical and floral, and other scientific treats.

Source : Nature, Picture courtesy : Royal Society

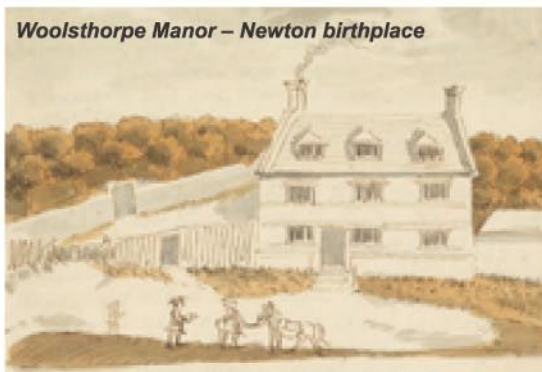


Portrait of Sir Isaac Newton

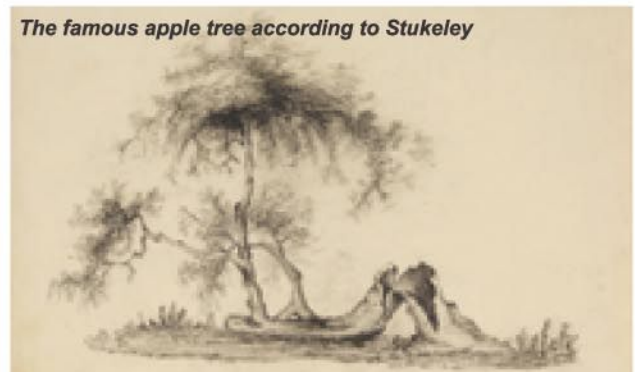


The page where Stukeley recounts the apple incident

Woolsthorpe Manor – Newton birthplace



The famous apple tree according to Stukeley







# GROWTH LEADERS



## Empowering Decision Making



**n**power is a leading energy company in the UK. It is part of the German-owned RWE, one of Europe's leading utilities. Part of RWE's strategy is to deliver cleaner, affordable, secure energy supplies for the UK while improving profitability.

RWE npower has over 11,000 employees across 60 sites in the UK. It provides more than 10% of all electricity in England and Wales. In the UK, RWE npower provides electricity and gas services to both B2C (business-to-consumer) and B2B (business-to-business) markets through its retail brand, npower. In 2007, npower supplied over six million residential consumers and 400,000 business customers.

Business customers included large corporations such as BT, Ford and Wembley Stadium. Service organisations, such as schools and hospitals, also rely on npower. The UK energy market is highly competitive.

Both private and business customers can

choose from several suppliers to get the best service and price.

RWE npower relies on its engineers taking appropriate and timely decisions at all levels. The company encourages all employees to become involved in decision-making. An example of this is the 'Strategic Spare Parts Project'. The project was initially set up by RWE npower's parent company RWE, as a strategy to minimise the risk of supply failure. npower Cogen, one part of RWE npower's business, is responsible for implementing this strategy in UK. npower Cogen generates combined heat and power for large organisations like oil refineries and chemical plants. The project aims to improve availability of vital spare parts for equipment to reduce plant availability costs. This project illustrates the concept of lean production, which uses resources more efficiently to lower costs and improve service.

This case study explores the way in which RWE npower delegates responsibility to extend the capabilities of its employees. Jay, a young graduate engineer, has been at RWE npower a relatively short time. He is responsible for the decisions that will achieve the required Strategic Spare Parts Project targets. As a mechanical engineering graduate, he has been involved in many different areas of work, ranging from preparing tenders and contract management to hands-on work activities that include routine maintenance, plant inspections, overhauls and improvements. In his words, *'Working at RWE npower as an engineer is very different to the usual view of workmen in overalls. Engineers at RWE npower can be involved in anything from new build projects or existing plant site activities to office based work and/or projects.'*

Case Study from  
[www.thetimes100.co.uk](http://www.thetimes100.co.uk)







## The Decision making process

Businesses need to make decisions for different reasons:

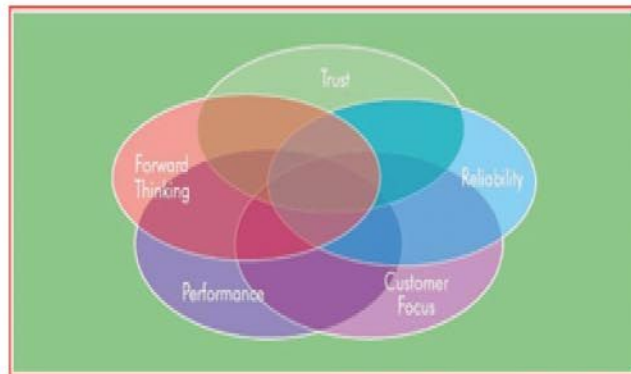


All decisions have some degree of risk involved. For example, choosing the colour of paint for the office walls carries much less risk (and cost) than choosing the site of a new office. Decisions may be strategic, tactical or operational. These relate to levels in the organisation.



An organisation's structure affects how and where decisions are made. In large organisations, a traditional hierarchical structure is typical. Authority for decision-making is concentrated at the higher levels among few staff. Each level of management possesses different levels of authority - directors decide strategy; managers decide how to achieve the strategy, i.e. make tactical decisions; employees carry out instructions. A matrix structure, using people with different skills and abilities in project-based teams, allows more freedom and speed of decision-making.

RWE npower's corporate values link the way it carries out its business to its strategic objectives:



Its culture of trust in its people and its emphasis on forward-thinking allow RWE npower to delegate decision-making to all levels through the organisation. This means that young, developing staff are encouraged to use their talents and abilities to deliver the desired performance and customer focus. This benefits RWE npower as it utilises all employees in both decision-making and how the business operates.

Each decision relates to business objectives. RWE npower's objectives focus on reliability and consistency of energy supply. If industrial customers requiring combined heat and power (CHP) to meet their process demands lose supply, production may be affected. Spare parts are vital to sustain energy supply. npower Cogen maintains a stock of spare parts. The questions needing to be asked were: are they the correct spares when considered against availability loss? When considering the cost of spare holdings, is the value of stock right?

Jay needed to make decisions based on an assessment of the risks linked to making changes or not doing anything at all. He had to evaluate which Cogen spare





parts were 'critical' and what was the best way of managing the supply of these.

Jay's work involved:

- looking at the range of Cogen parts kept in stock
- assessing the costs of maintaining and re-ordering this stock
- comparing these costs to the costs of breakdown and loss of supply.

The project required him to use a wide range of skills including gathering and analysing data, listening to stakeholders, managing his and other people's time and budgets, and communicating with engineers and senior managers in preparing and presenting his findings.

### Strategic Decisions

Strategic decisions are those which affect the long term performance of the business



and which relate directly to its aims and objectives. They are usually taken at the highest levels of management and carry higher levels of risk. However, effective strategic decisions bring high levels of reward.

The strategic decision to undertake the 'Strategic Spare Parts Project' was taken by directors at the highest level in RWE npower in order to support its objective of reliable supply. The expected rewards from the project were fewer availability losses leading to reduced costs and improved customer satisfaction.

The decision to give this project to Jay to project manage illustrates the way that RWE npower's culture supports the delegation of decision-making powers to staff at all levels, using their known skills and competencies. Jay is a graduate engineer and has worked with Engineering and Maintenance staff across RWE npower's portfolio.

This experience meant he understood how equipment and the work of other engineers helped operations. He communicated with relevant staff, using his knowledge and experience, and obtained the necessary information to assess the project. A wide range of staff were involved in the project:

- Jay consulted with the Senior Asset Manager and his team to obtain financial data relating to insurance costs should they fail to meet their contractual obligations.
- Site Managers and engineers gave information on what spares were stored on different sites and at what cost. They also shared the availability losses arising from past problems with not having necessary spares.
- The Operations Procurement Manager negotiated the most cost effective deal for the company.
- Jay found that for 75% of spare parts, there was sufficiently low risk to allow time for normal ordering, purchase and installation and that 25% of spare parts were essential for effective energy supply.





Jay concluded that the majority of spares for npower Cogen could be sourced as and when needed without greatly affecting the power supply. However, if the essential spares were not available, heat and power supplies could be affected for a long period of time. These items were confirmed as 'critical'.

With this information, Jay concluded that it was possible to find an alternative way of managing the spares process and make improvements. He went on to investigate the best ways to achieve these improvements.

#### **Tactical decisions**

Tactical decisions are medium term decisions. Whereas a misguided strategy could take a business in entirely the wrong direction and lead to failure, a misguided tactic would have a more limited impact. Strategies are usually in place for a long period of time; tactics tend to be more changeable.

The leaders of the Spares project created a strategy for managing spares, based on categorising parts into 'critical' and 'non critical'. Within the strategy, various tactics were designed to implement it. The key tactic for this project was for Jay to consult with and involve staff at a number of levels. By getting first hand data, outcomes become more predictable.

If a tactic fails to achieve outcomes it can be adjusted or changed. Jay was trusted, given responsibility, but he was also accountable. He needed to present a convincing case that a new system was good business sense. Jay's tactical decisions included choosing:

- which employees to consult with – the managers of each area, the people carrying out the job
- what channels of communication to use – group discussions, one-to-one meetings
- how much time to spend on each aspect
- what levels of improved reliability and therefore availability or reduced downtime for equipment will show that the investment was worthwhile.

Jay's findings will eventually be reported to directors. They have the final decision on whether high levels of investment in the project are worth the cost. This decision will seek to balance the risks with the costs of a significant investment in the strategy.

#### **Operational decisions**

Operational decisions occur on a daily basis and are made considering the risk to the business.

Often these decisions are administrative in nature and can be implemented quickly and tend to carry little risk. At RWE npower, employees at every level take operational decisions daily. An example might be when to re-order a particular item of stock. Another could be to determine how many operative staff will be required to complete a task.

Operational administrative decisions may be smaller-scale, but are nevertheless important choices that people have to make to fulfil their roles. As RWE npower employees work in an open culture, where there is exchange of information and mutual trust, they feel empowered to take decisions. This sense of empowerment means that the organisation benefits from speed of decision. Open lines of communication encourage free flow of accurate information. Together, these things lead to better, informed decision-making at all levels.

In all levels in a business, there are constraints on decision-making. Jay for instance cannot decide to make an unlimited financial investment in the Spares Project. There may also be technical reasons where an action is not advisable.








Constraints on decision-making are sometimes organisational. Some people at some levels cannot have authority to decide because they lack the knowledge or skills. At other times there are economic, political, environmental or legal constraints.

The culture of trust in RWE npower means that even at the operational level, staff can propose to make changes to how they do their job. The over-arching constraint is that such decisions must be in line with company aims and objectives. At an operational level, decisions must support the strategic direction of the business. All job roles carry specific responsibilities. At RWE npower, decision-making powers are delegated throughout the organisation. This means that people do not necessarily have to await a decision from a higher level. For example, an engineer dealing with an equipment fault is able to decide what is wrong and how to put it right without necessarily seeking authority from a manager. In this way, tasks can be completed more quickly and efficiently which is better for the business and the customer.

### Conclusion

All decision-making involves elements of risk and reward. For every decision there are risks. Many organisations are structured so that major decisions are taken at the highest levels. This is because decisions at the top can have major effects for the whole organisation. At the tactical and operational levels, the risks are smaller.

At RWE npower, people at all levels are encouraged and empowered to make decisions informed by accurate information. By using the skills of people like Jay and by giving ongoing support and training, RWE npower is able to rely on good quality decision-making at all levels. The 'Strategic Spare Parts Project' project has the potential to create a more secure power supply and guarantee greater customer satisfaction. 

# TRANSACTIONAL ANALYSIS 101

## INTERNATIONAL CERTIFICATION COURSE

### What is Transactional Analysis?

Transactional Analysis is a rational and easy-to-understand method of clarifying and managing human relationships and behaviours. The concepts developed by Eric Berne, M.D. in the 50s and 60s have continued to be expanded by Transactional Analysts throughout the world.

### What is TA 101?

TA 101 is the official introductory course in Transactional Analysis, internationally. This course is a synthesis of the original concepts and of recent developments in the theory and application of Transactional Analysis. This course can be beneficial for professionals who deal with people, parents, educators, people in managerial positions and the legal profession, and anyone interested in relating more effectively with him/herself and with others. **More specifically - HR professionals, Marketing executives, Customer care executives, PR professionals, people working with NGO's.** This course can serve as an introduction to Transactional Analysis or as a refresher for those already familiar with Transactional Analysis. **This workshop is exclusively adapted to meet the needs of leaders and all individuals interested in enhancing their relationships with people and leading a better life.**

### Why get certified?

The TA101 can be conducted only by ITAA accredited trainers. The two-day workshop certifies the participant with an international certification, which enables the person to continue further advanced training in TA anywhere in the world. TA 101 is a prerequisite for doing advanced training in TA and can also be done as a stand alone course for basic understanding of human behaviour and how to deal with people.

Gray Matters regularly conducts the TA 101 - Internationally recognized introductory certification course in Transactional Analysis.

**Facilitator Ragini Rao**, is a M.A. Psychology, Diploma in Counseling, PTSTA (P) and an Accredited trainer of the International Transactional Analysis Association (ITAA)

For more details please write to [contact@graymatters.co.in](mailto:contact@graymatters.co.in)

Ego States

I'm OK, You're OK

Strokes





## Enjoying their 'Second Shift'

Most of us wonder if we should just pursue that alternative career we secretly envy, some pursue it though with sleepless nights and few try to strike a balance.

**The Second Shift** is a band made up of 6 guys (2 Bankers and 2 HR guys in the band!) who feel it is necessary to have a creative outlet after a long day / week / month at the office. While the name might reflect that it is just another hobby, for the members of this band, the music represents an alternative way of looking at life.

It is the project of Gigpad.com co-founder Sandeep Mittal, the lead guitarist and a bunch of other musicians with corporate-y day jobs Ashley Murray on Drums, Mohit James on Bass, Prashant Sumanth on Drums/Vocals, Sandeep Mittal on Guitar/Vocals, Vinod Easwaran on Vocals, and SRC on Guitar. While Mittal has been writing music for a few years, the rest of his band came together via weekend jams.

Mittal explains "The band is about 10 months old. Everyone in the band is pretty heavily into corporate life (Bankers, Consultants, HR guys...) so the music started as a vent from the work-week with a 3-4 hour jam up on Saturdays".

Their first album, recorded in Mittal's home studio, features 10 tracks and the band will ship you a copy if you drop them a line on their ReverbNation page, where you can also sample some of the tunes. Say Sandip "I've been writing songs for a while, but new material started getting written pretty quick once the band started. I think I wrote about 15 songs out of which we narrowed the list to these 10 that seemed to tell a story that was complete in itself".

The band is jiving at the 'live-show' space, having already done three gigs at **Not Just Jazz by the Bay**, Mumbai, after a performance at **Café Goa** in December and their next show lined up at **Hard Rock Café**, Pune. Their song 'July People' has already managed to generate quite a buzz, they also play covers of U2, Radiohead, John Mayall etc.

You can mail the band for a copy of the free CD on [thesecondshiftband@gmail.com](mailto:thesecondshiftband@gmail.com) OR listen to their songs at [www.reverbnation.com/thesecondshift](http://www.reverbnation.com/thesecondshift) and also join their Facebook page! Like they state, **'We're about the things you do between waking and sleeping that hold you together.'**



From near to far – Mohit James (Bass), Prasanth Sumanth (Drums/Vocals), Soumyajit Ray Choudhary (Guitars), Ashley Murray (Drums), Vinod Easwaran (Vocals) and Sandeep Mittal (Guitars/Vocals)



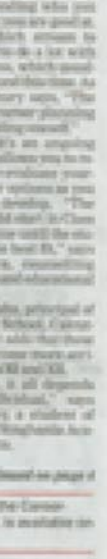
The Cover of their recently released album



# In the news

# GRAY MATTERS

Gray Matters had conducted an All India Child Career Direction Survey in November 2009 on the occasion of Children's Day. The survey analysis was published in the Annual issue of 'Career Graph' a 'The Telegraph' supplement on 25<sup>th</sup> March, 2010 with the title 'The role parents play' and also subsequently on the 'Career Graph' weekly issue of 8<sup>th</sup> April, 2010 with the title 'Chalking out the future'. To view the full report of the analysis please visit our website [www.graymatters.co.in](http://www.graymatters.co.in)





# LEISURE PAGE



**brain strain**  
quizzing your grey cells



## mindstretch

1. In 1885, what did Canada sell to the State of New York for \$150,000?
2. The first recorded laws in the world governed two things, one was repossession, what was the other?
3. Which country's first lady appeared in advertisements for the Fiat Lancia?
4. Complete this Spike Milligan quote with a 5-letter word: '\_\_\_\_\_ can't buy friends, but you can get a better class of enemy.'
5. What is main attraction of GASTROTOURISM?
6. In 2003, what did McDonald's introduce for the first time as part of its menu to wipe off its 'unhealthy food' tag?
7. In 2008, who launched this campaign: Pasta so good we've changed our name to 'Pasta Hut'?
8. Which Acer mobile phone brand shares its name with a state of matter?
9. Moochu Singh is the mascot of which sports brand?
10. According to a research on paints, which colour should restaurants use to make people feel hungry?

### Sentence Walk

Look at the grid closely. There are letters and blank squares. All you have to do is create a meaningful sentence by starting from E in row 1, column 1 and ending in D in row 1, column 6. Here are some rules:

*You have to go through every square. You move from one square to the other in any direction without skipping. Words are made by moving from one letter to the other and after a word is made one moves to a blank square before starting another word. All words, including proper nouns, are admissible as long as the final sentence is meaningful.*

E	V	N		H	D
E	N	O	E	A	R
A			S	I	H
N	E	I	N		T
	I	E		D	N
N	S	T	F	O	U



Carla Bruni, Fiat Lancia

- ANSWERS**
1. Niagara Falls
  2. Repayment
  3. France, Carla Bruni
  4. Money
  5. Foreign food
  6. Green Salad
  7. Pizza Hut
  8. Liquid
  9. Rajasthan Royals
  10. Yellow

### Solution:

Here is the solution. Lines show the path taken with arrowheads showing the movements. The resulting sentence is given beside.

*Answer: Even an Einstein found this one hard.*

E	V	N		H	D
E	N	O	E	A	R
A			S	I	H
N	E	I	N		T
	I	E		D	N
N	S	T	F	O	U



# Inside

# GRAY MATTERS



## HR On site

An organization involved in the environment domain is building up its systems and processes. For the HR part they sought Gray Matters' assistance in examining their existing structure and maintaining the new structure. We have signed a one year contract for helping them develop their HR systems and processes and implementing and hand holding for a period of one year.

## Employee Engagement

How does a company get a mind print of its brand among its employees? A petroleum major in India uses quiz to do that. We, along with an event manager, got involved in designing the content and dishing it out to its employees. This was an eye-opener for us, besides brand building the whole activity is a fun way to engage employees.

## The Next Step

We had decided to push the envelope of knowledge management but we were not very sure what that would entail. When a Delhi-based children's magazine publisher sought our services to manage the content of a new school magazine, we were taken aback. Well, after a few sleepless nights we did research, write, edit and design a 16-page tabloid. Loads of work but it is great fun.

## Talent Management

A large oil giant is setting up a state-of-the art petrochemical plant in the western fringes of our country. At this early stages they have drawn up their manpower plans for the next two years and want to recruit based on the competencies identified. Gray Matters with the help of Thomas Profiling tools are helping them in the process of identifying the right candidate for the right job. Talent assessment through the scientific method of Thomas tools are being followed in this case apart from training their people on Competency Based Interviewing Techniques.

## DO YOU WANT TO SHARE?

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

## WHAT CAN WE DO FOR YOU?

If you need any information of our products and services, you can mail us and we will surely respond to you with adequate details.

## OUR CLIENTS

ABP Limited

Bangla Trac (CAT) (Bangladesh)

Bengal Aerotropolis (BAPL)

Bharat Petroleum Corporation Ltd

Bharti AXA Life insurance

CGPL ( A Tata Power Company)

Dassault Systems

Descon Limited

Eveready Industries India Ltd.

First Climate India

Gontermann Piepers (I) Ltd.

Indian Chamber of Commerce

IXIA Technologies Pvt.Ltd.

ICICI Prudential Life Insurance

IFB Industries Limited

iViz Techno Solution Ltd.

KDS Group (Bangladesh)

Kotak Securities Ltd.

Landis Gyr

Lafarge Surma (Bangladesh)

Lafarge Umiyam Mining Pvt. Ltd.

Mercy Hospital

ONGC Petro additions Limited

Pepsico India

Siemens Limited

SKP Securities Ltd.

SREI Infrastructure Finance Ltd.

Standard Chartered (Priority Banking)

Subhas Projects & Marketing Ltd.

TIL Limited

Techno Electric & Engg. Co. Ltd.

Tata Steel

VIP Industries Limited





# BACKPAGE

For more information on Gray Matters offerings, visit our website at: [www.graymatters.co.in](http://www.graymatters.co.in)



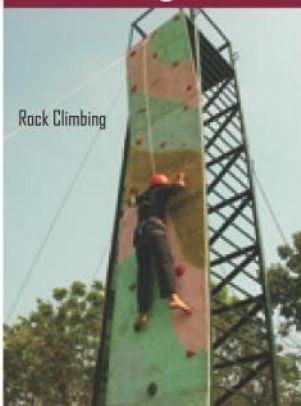
Gray Matters consists of consultants who understand the challenges that businesses face in attracting, retaining and motivating people in this competitive environment. We work in partnership with our clients to deliver people solutions which would help accelerate growth for the organizations, based on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

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

**Organization Vision, Mission & Values**  
**Job Banding & Evaluation**  
**Balanced Scorecard Design & Implementation**  
**Compensation Strategy & Structures**  
**Leadership Development & Transformation**  
**HR Effectiveness**

**Organization design and Mapping**  
**Performance Management System**  
**Competency Mapping & Assessments**  
**Reward Strategies**  
**HR Strategy formulation**  
**HR Communication & Branding**

## Learning Solutions



### Self Development Skills

Communication Skills  
 Time Management  
 Assertiveness Skills  
 Transactional Analysis

### Workplace Skills

Negotiation Skills  
 Stress Management  
 Problem Solving & Creativity  
 Conflict Management  
 Negotiation Skills  
 Workplace Etiquette

### Reckoning Skills

Balanced Scorecard  
 Competency Based  
 Interviewing  
 Competency Management

### Alignment Skills

Team Building  
 Leadership Development  
 Coaching & Mentoring  
 Performance Counseling

### Success in Life Skills

Outdoor Adventure Learning  
 Success@Work-Life

## Education Services



**Measurement Processes:** 'Dashboard' consists of a suite of products which would measure a 'child' on various behavioural parameters and also tools for measuring the Instruction delivery mechanism for Teachers. Every child is different and has something positive to share, the measurement process would highlight the qualities of a child which would enable the teachers and parents to understand them better.



**Growth Workshops:** 'Insight' are our series of Growth Workshops for Students and Teachers in an Institutions. We bring in Behavioural workshop which targets the students mind, innovative ways of learning and assimilating classroom content and also for teachers, in understanding learning styles of students and differentiated tactics for making teaching fun and effective.



**BOUQUETS  
& BRICKBATS**

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



“*It is not in the stars to  
hold our destiny, but  
in ourselves*”

*- William Shakespeare*



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HR Advisory Services • Knowledge Management • Education Services • Behavioural Training • Outdoor Adventure Learning