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Cover page photo: Architect's impression of NIE-IT Hostel, Mysuru

THE ISSUE OF DIMENSIONS IS FOR PRIVATE CIRCULATION ONLY

FROM THE MANAGING DIRECTOR'S DESK



All of us have at some point in time in our life told ourselves, perhaps many a time that we are passionate or like to do something that is not part of our routine work and would like to indulge in another life too.



It could be anything - from learning to sing, playing an instrument, writing a

book, taking up social work, cut down on the weight, so on and so forth.



But we have always been procrastinating and never ever been able to take the plunge and start our 'other life' of which we are passionate about. Why?

RESISTANCE!!

Procrastination is the most common form of manifestation of **Resistance**. Procrastination helps you rationalize your **Resistance**. We never tell ourselves: "No, I am not going to start working out". Instead we say: "I am definitely starting my work out session; I will certainly start tomorrow".

Get up and overcome **Resistance**, stop procrastinating and start your 'other life'! **Now!!!**

Editor's Note

Sometime back one of the staff, Shivaraj, from CMR Site, Bangalore had sent a photo of himself on the top of Nandi Hills. It had not been published in the newsletter till now since it was not fitting into any of the articles.

In the last issue Dipali had sent the item "Why Fun at the workplace Matters", in which one way mentioned to have fun was to start an Employee Picture wall.

How about having photos of Employees on Vacation on the Picture Wall; also we could have the picture wall in the newsletter itself.

So this time's competition will be to invite Employees to send photos of themselves on any hill or hillock or mountain top.

The best photo in which the Employee is present, either alone or with family or friends will be given the prize. One condition is that the place and year of the photograph should be mentioned. With the holidays coming, it is a good opportunity as one can send the latest photos.

MILESTONES

Birthdays in October:



BASAVARAJ, ADPL, 5th October



VEERANNA V, Science Gallery, 4th October



SRIRAM, Jayabheri - The Capital, 13th October



SHIVARAJ H M, CMR Hostel Block, 13th October



TRINADH PENMETSA, Harsha Developers, 16th October



RISHABH SOYAL, Parsons Nutritionals, 18th October



RAMDAS SHENOY M, Godrej Alpine, 21st October



RAJENDRA R, Bangalore HO, 25th October

Birthday Celebrations at HO:



Muniraju C wishing B N Somashekar on 4th Sep



Mary A giving sweets to Yogesh Kumar on the 4th Sep, his birthday



Finance Team Member Muniraju C wishing Yogesh Kumar on the birthday



Vanessa, Uday Prakash's daughter



Birthday cake for Vanessa



Uday Prakash cutting the cake for Vanessa



Vani Prakash preparing to cut the cake on her birthday; Uday Prakash, Mary, Dipali are seen clapping.



R N Prasad, Thejasha M M and others clap as Vani Prakash cuts the cake

Puja for CMR Student Club House, Bangalore



SIC Shivaraj at the puja

Break at Nemmadi



Refreshments at Nemmadi at end of day

News from the Sites: Carl Bechem Site, Bidadi, Bangalore



Vasim Mujawar of Nemmadi (Right) conducted the training at the Carl Bechem site, Bidadi on 9th August, seen here with SIC Mahendra Godbole

Centre for Brain Research, Bangalore



Vasim Mujawar & Manikant with staff of CBR (at IISc), Bangalore (above & below)



Myscapes site, Hyderabad



Safety Officer Mahammad Faruq stands in front of Myscapes building, Hyderabad

NIE-IT, Mysore



SIC Muralidhar G B along with Contractor's Engineer checking the crushing strength of concrete cubes.

AHP Apparels, Srirangapatna



SIC Mohd. Imran Ahmed standing in front of the just completed AHP Apparels building at Srirangapatna.

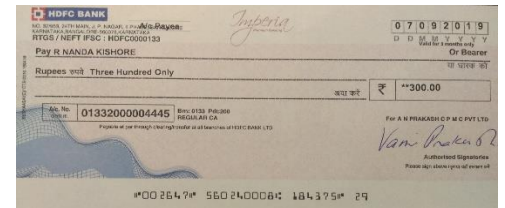
Visit by Finance & HR Team to sites around Bangalore

Shantkumar from Finance and Krishna Chaitanya from HR visited Parsons and Mphinite sites to address the issues of Employees related to their departments, train them in the use of intranet and ask for suggestions and feedback.



Shantkumar and Krishna Chaitanya seen in the photo at Parsons.

Prize for the first correct answer to the question asked in the 'Dimensions'



Prize cheque in the name of R Nanda Kishore



SIC Mohd. Rafi (right) of Harsha Developers handing over the above prize cheque to R Nanda Kishore

Visit of MD to the Mphinite site:



ANP visited the Mphinite site, Bidadi where he is seen with ANPCPMC staff

Know Your Project:

Parsons Nutritionals Pvt. Ltd.

Situated at KIADB Industrial Area Harohalli, Kanakapura, Parsons manufacture various types of biscuits, chocolates, milk powders, oats etc., based on Client's requirements.

Parsons manufacture **biscuits** like:

- (a) 70.00 MT /day of Horlicks or Tiger or Britannia
- (b) 75.00 MT /day of Oreo (4 Flavors - Chocolate, Vanilla, Strawberry and Gold)
- (c) 35.00 MT /day of Dipped Oreo
- (d) 15.00 MT /day of Stick

Chocolates are also manufactured:

- (a) 3.00 MT /day of Lickables
- (b) 5.00 MT /day of Gems
- (c) 2.00 MT /day of Ball gems

All Raw materials are supplied by the Client and only Manufacturing and Packing is in Parsons' scope.

The Unit is located in a Plot Area of 11 Acres and comprise the following buildings:

Biscuit Building:

Constructed in the year = 2011/12
Total area constructed = 12473.00 SMT
Total cost of the building = Rs. 24.85 crores



South Elevation of Hercules & Warehouse building

Meiji Building

Constructed in the year = 2015/16
Total area constructed = 900.00 SMT
Total cost of the building = 1.10 crores

Hercules Oreo Enrobed Building

Constructed in the year = 2017/18
Total area constructed = 5472.00 SMT
Total cost of the building = 9.70 crores

Emerald Building



North Elevation of Emerald building

Constructed in the year = 2014 / 16
Total area constructed = 6750.00 SMT
Total cost of the building = 13.75 crores

Oats, Sachet and Guest House Buildings:



South Elevation of Oats, Sachet & Guest House building

Constructed in the year = 2012 & 17
Total area constructed = 5742.00 SMT
Total cost of the building = 7.70 crores

Powder Packaging Building:



East Elevation of PP Building

Constructed in the year = 2018 / 19
Total area constructed = 2750.00 SMT

Total cost of the building = 5.95 crores

Clients of Parsons include:

- Mondelez
- GSK –GlaxoSmithKline
- Meiji , Britannia
- Denon



SIC Ravi H S (second from right) who has been involved from the beginning of the project posing with top management of the Plant

Other facilities available are Engineering Stores, Maintenance workshop, Transformer Yard, Gas Storage Plant and Diesel Yard.



Landscaping

- Manager's canteen (for 30)
- Staff canteen (150 people)
- Training room with all required facilities
- Drivers rest room = 15.00 SMT
- Security Room
- Doctor Room
- Crèche - For employee's children



Oreo biscuits in various flavors

A N PRAKASH – A MAN WITH SUPER VISION

This Article was published in the CONSTRUCTION PHILOSOPHY, Vol. No.01_ Issue No. 03, Kochi August 2019



A N Prakash is the synonym for Construction Project Management (CPM) in India. In a *tete-e-tete* with Construction Philosophy, Prakash opens up about the key role construction project management plays and the trials and tribulations he had to go through in building a space for CPM.

Brick by brick he set up his empire, and gradually expanded his consulting space.

Today A N Prakash is the synonym for construction project management (CPM) in India. He pioneered this concept in 1986, when the engineering fraternity could not digest the concept and purpose of CPM.

After a plethora of disheartening experiences and struggles, Prakash emerged as a well-known and leading player in the consulting space in South India. Today his company operates from Bangalore, Hyderabad, Chennai, Visakhapatnam, Jaipur and many other sites across South and North India.

In a *tete-e-tete* with Construction Philosophy, Prakash opens up about the key role construction project management plays and the trials and tribulations he had to go through in building a space for CPM.

Construction Philosophy: *Your journey as an expert started in 1986 and you made remarkable progress in the field of construction management alongside establishing the brand. What motivated you to incorporate*

the concept of project management in the industry?

A N Prakash: Before getting into the shoes of a construction project management consultant in 1986, I had worked with a few leading architectural and engineering consultancy firms and in luxury hotel projects in India and abroad. During this phase, I realised the importance of construction project management.

I told myself 'let me give it a try' to bring in professionalism to an ill-organised industry.

"I would be lying if I say that the initial journey was all Hunky-Dory. The acceptance level initially was not only pretty low, but humiliating too."

Construction Philosophy: *How did you manage to incorporate a new concept into a fast growing industry like construction? What was the initial response of the industry?*

I would be lying if I say that the initial journey was all Hunky-Dory. The acceptance level initially was not only pretty low, but humiliating too. The industry and its personnel, even at the top of the pyramid, were pretty convinced that the industry is beyond redemption.

As a matter of fact, 'construction management' was considered an oxymoron. Consequently I called myself 'consultant – construction projects' completely avoiding the word 'management'.

Simply put, it was the proverbial 'uphill task'.

Construction Philosophy: *What strategies did you follow while building your company, which in itself is the best example of management?*

One of the important strategies was to give an absolute 'professional approach' to the project and to understand that construction project management is not a mere supervision of the project, but possessing a 'SUPER VISION' towards a project.

It was a tough task to instil the skills for project management in engineers coming from different work experiences and with varied exposure. The challenge was to make them unlearn and then learn.

Construction Philosophy: *Application of Software was not a practice then. How did you manage to accomplish the complicated projects manually without the help of software?*

Good question. PM software for construction projects was non-existent at the time. There was a software 'Harvard Business Manager' but that did not fit the bill.

I had to literally draw the network diagram on the back of blue-prints, paste them together, and pass it forward and backward to get what we call the 'critical path'.

I had to carry out this work well past midnight, after all the family members had gone to bed. I would move all the furniture aside, spread the sheets on the floor and would arrive at the 'critical path'.

Construction Philosophy: *What strategy do you follow to complete a project on time?*

I don't think there is any specific strategy that tells you how to complete a project on time.

In my opinion, the first thing is to arrive at a realistic schedule and have the courage to convince all the stakeholders that you are confident about completing the project on time.

Step two is to take all the vendors along and instill a sense of belonging to the project. Step three is to ensure that the client and consultant get all the deliverables that are expected of us.

Construction Philosophy: *What is the best quality of a project manager?*

In a survey conducted by PMI, 'people management' skill was at the top of the ladder and technical skill was almost at the bottom.

Construction Philosophy: *Can you elaborate on a critical challenge that*

you had come across. How did you manage to tackle such a situation?

In the year 1986, I gave up my job at the Oberoi Hotels at New Delhi and made up my mind to pursue Construction Project Management (CPM) as a profession from Bangalore, my hometown.

The very first challenge I came across was of educating the construction engineering fraternity about the virtues of "Construction Project Management" and what value it can add to projects.

I went around meeting architects and structural and service consultants and explained to them what services I would render to the industry. Unlike architects, there was no way I could showcase my previous works to the potential clients.

Thirty years ago the only way I could do this (without the help of computers or presentations) was by talking to each one of them incessantly.

A few of the reactions were quite disheartening and discouraging: An architect asked me "What is it that you can do that we can't do?"

A developer told me 'Construction Management' is an oxymoron and it cannot be implemented in this country. Some said no one will want this service to become part of the project execution chain.

A N Prakash, heads A N Prakash Construction Project Management Consultants Pvt. Ltd., which provides construction project management services to a wide clientele consisting of developers, builders, intermediaries and end-users in the built environment sector of the construction industry.

Well established as a specialist construction management professional in the hospitality sector, prior to commencement of his practice as a Construction Project Management Consultant, he has delivered a number of hotels for the Oberoi chain, Taj Group and Welcome Group.



Construction Philosophy: Did you get bogged down by their reactions?

I met potential clients and told them that I will act as their 'eyes and ears'. This statement of mine made the other professionals think that I would be a 'thorn in their flesh', so why encourage me?

Well, needless to say, I neither got discouraged nor disheartened. I was prepared to take up any assignment that came my way and demonstrate and prove the 'role of CPM'.

Construction Philosophy: So where was the turning point?

To establish myself, initially, I offered my services without any pre-condition and to be paid only if the client was satisfied with my work.

A client, who was putting up a textile mill, had hired a consulting firm from Mumbai who were specialist consultants for textile mill projects. This client did not have the infrastructure to study the documents and make sure that his interests were covered in the document, and at the end of the day, wanted the contract documents as water tight as possible.

I was introduced to him. He wanted me to vet the bid documents of civil works for their completeness. I went through the documents and listed out my observations. Those observations were forwarded to the Mumbai consultant. They were not only accepted but were also appreciated. This instilled confidence in the client and he continued with my services for the project.

Construction Philosophy: How successful were you in tackling the architects?

Another challenge was not to antagonise the fraternity of architects and other consultants.

It was an uphill task. Architects and other consultants were ruling the roost, and for another professional to establish himself as someone who would be looking into their deliverables and ask questions, was a severe blow to the unwritten, but, accepted hierarchy of authority and power in the construction industry.

I could break into this circle only by proving myself at every step, and by convincing them about the value addition we can bring in from the concept phase to the completion phase.

Yet another challenge was to help the client get over the 'white skin complex' that we have inherited from our colonial days. This 'colour complex' was shattered when a very renowned computer chip manufacturing company that hired us were short-listed along with other multi-national real estate companies. We were the only Indian company and won the competition purely on our merit and competence.

This was a very important project for us to tell the world that 'Construction Project Management' is a highly essential component in the successful delivery of projects in the construction industry.

Construction Philosophy: Can you list out a few project management values that you find lacking in the construction industry?

Courage of conviction, professional integrity, realistic planning and extended learning.

Construction Philosophy: What is your advice for aspiring engineers?

Don't forget basic human values. First you are a human being and then only are you an engineer.



Super Vision

MBR SEWAGE TREATMENT PLANT



Javeed Pasha

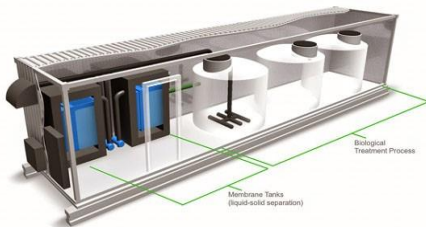
B&B, Bengaluru

What is MBR Sewage Treatment Plant?

There are several technologies available for sewage treatment today. We are focusing on one such widely used sewage treatment process, using MBR technology, which is used at the B & B Site.

What is the MBR technology?

Membrane Bioreactor or MBR Sewage Treatment Plant is an innovative wastewater treatment method. As the name suggests, it combines two technologies, membrane filtration and the biological treatment.



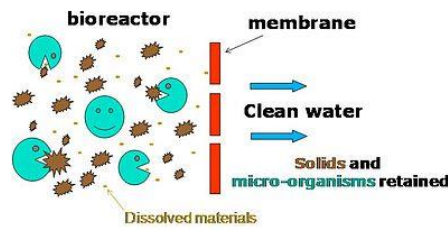
Brief History of the Membrane Bioreactor

It was first introduced in the later part of the 1960s when microfiltration and ultrafiltration membranes were made available at a commercial scale.

- Dorr-Oliver Inc. was the first to introduce this process.
- In the year 1989, a breakthrough for the MBR was made by Yamamoto and co-workers.
- During the mid-90s, the MBR technology saw an exponential increase in its usage.

How does membrane bioreactor work?

As mentioned before, membrane bioreactor wastewater treatment combines the conventional biological process, i.e., activated sludge, with the membrane filtration technology.



We could say that the membrane bioreactor working principle is all about the ingenious combo of membrane technology and biological treatment.

In MBR technology system, the semi-permeable membranes, which are two-dimensional materials, (micro and ultrafiltration), are submerged in aerated biological reactors.

This extent of filtration allows the superior quality of sewage to be drawn through the membranes.

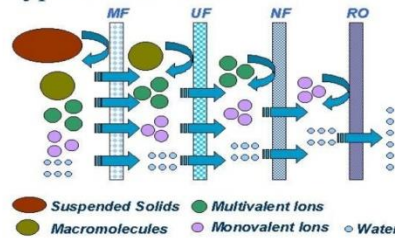
It also aids in the elimination of sedimentation and filtration processes that are commonly used for wastewater treatment.

Since the need for sedimentation is removed, the biological process can be operated more effectively.

A fine screening or pre-treatment is done before the waste enters membrane tank. It helps to protect the membrane and extend its life by minimizing the accumulation of solid wastes.

Features of the MBR Sewage Treatment Plant

Types of Membrane



MBR process is an online backwash system to facilitate smooth operation without any interruptions.

It can produce a high caliber of treated water.

It is designed to decrease the associated costs and chemical utilization.

It does not require a separate settler, clarifier, and polishing units.

It is flexible in the sense that it can do both underground and above the ground.

It is eco-friendly.

Advantages of MBR

Exhibit high waste removal efficiency.

Better effluent quality.

Ability to remove several contaminants like bacteria, nitrogen, and other suspended solid wastes.

Occupy less space which means small footprint.

It produces less volume of sludge.

Disadvantages of Membrane Bioreactors

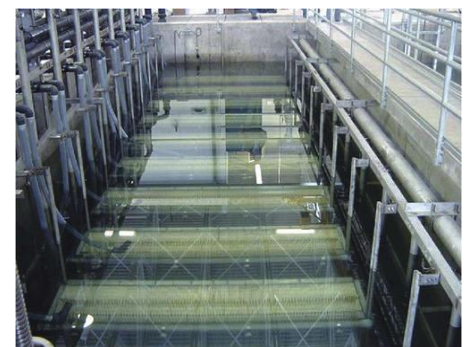
Require a substantial amount of capital investment.

High energy costs.

Maintenance cost could be higher due to membrane replacement.

Additional chemicals may be needed according to the requirements.

It requires trained professionals for its operation.



Reference: Cleantech Water

BE HAPPY FIRST, SUCCESSFUL NEXT

Manikant S, Nemmadi

I am not successful but I am happy.

Success is great, but not at the cost of your happiness. Not always will success fetch you happiness, but if you are happy, then you will have better chances of being successful.

If you're meeting goals and overcoming challenges with a light and free heart, then you're doing life right. Keep going! But if you're dragging yourself along every step of the way, it's time to stop and rethink your priorities.

If you look around, your colleague might look happy after getting a recent promotion or a friend who bought a car might look extremely happy – but if you try to dig into their lives deeply, probably you'll find that they are wearing a facade of happiness to cover up things. The former one might be feeling overburdened with the meetings and deadlines, not getting enough sleep at night and suffering from high blood pressure, while the latter has stretched his limits to maintain a status quo in the society.

Now, ask yourself – Are you happy? Or are you also running that race towards being successful, rather than being happy?

To make things a little simpler, let's take a look at the following points and understand the difference between 'being successful' and 'being happy'.

Success means living a life with plans. Happiness is living a life with passion.

You bagged a decent job right after college. You are efficient at work and get regular promotions and increments.

Your life is driven by plans – there's always another deadline or another important task that can't wait! But think – can life wait for you? Perhaps not!

Instead of running behind plans, fuel yourself with passion. Take time out for yourself during those office trips and experience the best that the place has to offer. Your productivity will automatically increase, and you'll have a fresh approach towards everything you tackle.

You'll realize that it's worth taking the time to get to know yourself and to figure out what you're actually passionate about. And if you are still stressed with the meetings and the deadlines, then it's time to rethink about your job.

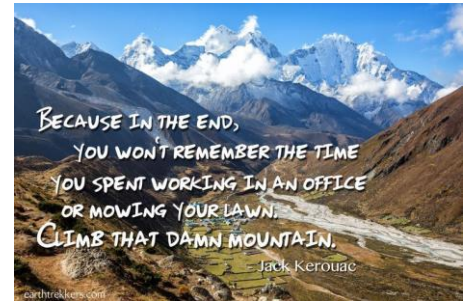
Probably it's not something that you are meant to do, and you are into it, just for the sake of the money that's paid to you!

Success is working for your own betterment. Happiness is working for others.

Successful people often tend to work themselves beyond their physical, mental and emotional limits. They put their health at stake, feeling that they can't spare time towards eating right, drinking enough water, getting enough exercise and sleeping adequately. The only thing that they are concerned about is staying ahead of everyone else. They try to keep their knowledge to themselves, with the fear that if others come to know of it, they might bag better opportunities. Is the case same for you? Are you scared to share your ideas with your peers, thinking that they might win it over you?

Success means striving for more. Happiness is being contented with whatever you have.

Are you living with the constant thought of "not having enough"? Are you always chasing something bigger and better? This will undoubtedly leave you empty and tired. You are missing out a lot of things that you have right now. Shift your focus towards all that you have in hand. Instead of just being an accumulator, start sharing what you have and watch your happiness skyrocket. The wiser ones know that "Chasing happiness can chase it away!"



Success is having enough wealth. Happiness is in having healthy relationships.

Wealth can't be your staircase to happiness. Money is important, and having enough of it can make life easier at times. But money is never a guarantee of happiness! If you do a proper research, you'll find that some of the most miserable people on our planet are also the richest.

You might have enough money to get yourself treated if you ever fall sick, but may be, you won't have anyone to take care of you in the most loving manner or someone to pray for your quick recovery. Spending too much time in the marathon for money may lead to a situation where you will stand alone, without anyone around you! Rather than driving all your focus towards accumulating wealth, start investing in the relationships that actually matter to you. It'll yield you benefits of love/shared experiences that money can never buy.

Nurture your relationships. Tell your parents that you are indebted to them for making you what you are today. Write small "Thank You" notes to people who have touched your lives in some way or the other. Let the ones who have inspired you, know about your gratitude towards them. Share your closest possessions with the one you love the most. Tell your peers about how their ideas have helped you to shape your own. Be generous and hold nothing back when it comes to sharing your love, patience, and kindness towards others. Start doing what you were created for, and be happy before being successful



Thanks for the inputs for the article from the Blog by Riyanka Roy

EARNED VALUE MANAGEMENT

This Article was suggested by ANP

Earned Value Management (EVM) is a technique that measures project performance against the project baseline. EVM is considered by Insight to be one of the "critical few" best practice areas for monitoring project performance from both a cost and schedule perspective.

It's common to think about projects with binary thinking:

- Ahead of schedule vs. behind schedule
- Over budget vs. under budget

Both project performance factors have a direct impact on the total project cost. What will be the total cost of my project if I'm ahead of schedule but my costs are higher than expected? If I'm behind schedule but my costs are lower? EVM provides great information to help with these questions.

Calculating earned value

Software packages such as Microsoft Project can perform earned value calculations automatically, and they're simple calculations that can quickly be performed manually as needed. Earned value calculations require the following:

- Planned Value (PV) = the budgeted amount through the current reporting period
- Actual Cost (AC) = actual costs to date
- Earned Value (EV) = total project budget multiplied by the % of project completion

With these readily available numbers, we're ready to do some calculations.

- Schedule Performance Index (SPI) calculation: $SPI = EV/PV$

SPI measures progress achieved against progress planned. An SPI value <1.0 indicates less work was completed than was planned. SPI >1.0 indicates more work was completed than was planned.

- Cost Performance Index (CPI) calculation: $CPI = EV/AC$
CPI measures the value of work completed against the actual cost. A CPI value <1.0 indicates costs were higher than budgeted. CPI >1.0 indicates costs were less than budgeted.

For both SPI and CPI, >1 is good, and <1 is bad. Note that if you're in a hurry, for both cost and schedule, you can subtract instead of dividing to get the variance. Schedule variance = EV-PV, and cost variance = EV-AC. Subtracting can quickly be done in your head, and for these cases, >0 is good, and <0 is bad. But unlike SPI and CPI, variance cannot be effectively compared across projects or over time, where the budget for a project may have changed, because they're relative to the size of the project.

- Estimated at Completion (EAC) calculation: $EAC = (Total Project Budget)/CPI$
EAC is a forecast of how much the total project will cost.

An example

Let's take a look at an example. Assume we're halfway through a year-long project that has a total budget of Rs. 100,000. The amount budgeted through this six-month mark is Rs. 55,000. The actual cost through this six-month mark is Rs. 45,000.

So, in summary:

- Planned Value (PV) = Rs. 55,000
- Actual Cost (AC) = Rs. 45,000
- Earned Value (EV) = (Rs. 100,000 * 0.5) = Rs. 50,000
- Schedule Variance (SV) = EV-PV = Rs. 50,000-Rs.55,000 = -Rs. 5,000 (bad because <0)
- Schedule Performance Index (SPI) = EV/PV = Rs. 50,000/Rs. 55,000 = 0.91 (bad because <1)
- Cost Variance (CV) = EV-AC = Rs. 50,000-Rs. 45,000 = Rs. 5,000 (good because >0)
- Cost Performance Index (CPI) = EV/AC = Rs.50,000/Rs. 45,000 = 1.11 (good because >1)

- Estimated at Completion (EAC) = (Total Project Budget)/CPI = Rs. 100,000/1.11 = Rs.90,000

Because SV is negative and SPI is <1, the project is considered behind schedule. We're 50% of the way through the project but have planned for 55% of the costs to be used. There will have to be some catch-up in the second half of the project.

Because CV is positive and CPI is >1, the project is considered to be under budget. We're 50% of the way through the project, but our costs so far are only 45% of our budget. If the project continues at this pace, then the total cost of the project (EAC) will be only Rs. 90,000, as opposed to our original budget of Rs. 100,000.

Pitfalls to watch out for:

Take care not to rely solely on earned value — it represents a single objective data point. Earned value can change quickly, and actual costs and project progress rarely occur as budgeted. However, earned value does serve as an excellent early-warning system, and looking at earned value trends can provide very useful data.

- Customer satisfaction and quality aren't captured within earned value calculations. While earned value is helpful for measuring project performance relative to schedule and budget, it doesn't guarantee project success.
- It's important to make sure all actual costs are included in your calculations — especially when using software such as Microsoft Project, something could be overlooked (particularly indirect labor and non-labor costs).
- If you're reporting earned value calculations, make sure the recipients know what the numbers mean and how they're used. Try to present them in non-project management terms to project sponsors and other key stakeholders. These earned value calculations can help a project manager identify problems early and be more proactive as opposed to "after the fact" and reactive.

*This article originally appeared in the July 6, 2012 article of **Insight**.*

**CAN YOU HANDLE VUCA?
IF YOU CAN'T, YOU COULD PERISH!!!**



Thejsha M M

So what do the four components of VUCA mean?

Volatility is about the increasing pace of change. Although we can find examples from throughout history of people being astonished by the pace of change, two relatively recent factors are driving unprecedented change: (1) technological advancement and (2) globalization. Those factors, combined with the speed of innovation and increased competition, make for a world filled with many examples of exponential - not linear - change.

Uncertainty is about the unpredictability of the future. Predicting what the "next big thing" will be has always been difficult, but given the increasingly fast pace of change it's getting even harder. Furthermore, people use new technologies in novel and interesting ways—ways that could never have been predicted even by their original creators (Twitter is a good example).

Complexity is about the interconnected nature of organizations, industries, markets, and geographies.

Ambiguity is about those confusing situations in which multiple plausible interpretations exist about what's going on or what it means. It's about those times when a group of smart people are all looking at the same data yet coming to different conclusions about what it means - and here's the key - they all sound right.

So, can you handle VUCA? If You Can't, You Could Perish.

The U.S. military learned the hard way that its traditional approach to warfare had to change. By developing a paradigm that embraces uncertainty and ambiguity,

the military has become a better fighting force. Your company can learn the same lessons.



The US military coined the acronym VUCA in the late 1990s to signal a profound shift in its operating environment toward Volatility, Uncertainty, Complexity and Ambiguity. During the Cold War era, military leaders were accustomed to long-term, multifaceted conflicts with clear enemies of known strength. But after the collapse of the Soviet Union, the environment changed toward diffuse, asymmetric warfare, with agile, dispersed opponents motivated by ethnic and religious causes not always fully understood - consider the "War on Terror."

Similarly, businesses may be seeing the end of a relative stability period, in which chip advances reliably followed Moore's Law, peaceful trade relations were stable, and the dominance of OECD economies appeared unassailable.

Business leaders today function in a multi-polar environment that is threatening the liberal world order (think Brexit or Trump), tariff wars are well afoot, China's economic power is growing, and nationalism--inflamed by immigration-- is causing turmoil in many nations.

These changes may require a quantum shift in how leaders approach strategy, innovation and competition, with VUCA being an apt label for the environment they encounter as well. The acronym's four letters refer to conditions that may be closely related, but they are conceptually distinct.

The V of volatility applies when external variables, such as the stock market or interest rates, exhibit high amplitude. Volatility usually entails risk but not always-; a sine wave flashing

on an oscilloscope, for example, exhibits highly predictable volatility.

The U of uncertainty applies when filing a new patent or predicting an election outcome in politics. Uncertainty usually entails unknown likelihoods and need not imply volatility *per se*. In a patent application, for example, there may be just two outcomes--approval or rejection--but the chances of either occurring may be very unclear.

The C of complexity applies when variables are highly interconnected, as seen in weather systems or a modern open economy.

Finally, the A of ambiguity refers to lack of clarity about the nature of the problem overall, or about the key components such as the options, their outcomes and probabilities.



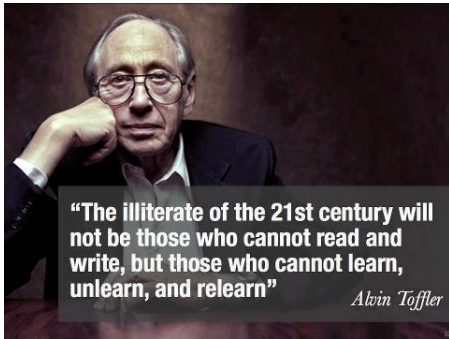
Even though VUCA has become a widely used acronym, its underlying components often overlap in real world cases, be it war, business, politics or science, and this makes it hard to connect the letters one-to-one with unique strategies.

Furthermore, leaders may not know what situations lie around the corner for their companies, so they need to develop capabilities that can handle multiple combinations of the four letters.

This transformative skill is not easy, as Blockbuster, Kodak, Nokia, Philips, GE, Samsung and many others have experienced firsthand.

One strategy is to cultivate ambidextrous leadership, the ability to manage a stable business as well as one in the midst of upheaval. Researchers have examined how some firms and leaders manage to thrive in high velocity environments like Silicon Valley. The key is to operate

in real time, with relatively simple decision rules, explore options in parallel (not just sequentially), and consensus building. Another important strategy for VUCA environments is to systematically build organizational capabilities that enable managers, and not just leaders, to sense change sooner, seize opportunities ahead of rivals, and transform the organization when and where needed.



Few managers in business, public administration, education, science or the arts deal with VUCA environments daily, and neither does the military, except during times of combat and other crisis situations. Still, senior leaders must take a longer view that very much includes VUCA conditions, to avoid being ill prepared when surprising events occur.

Leaders who came of age during more stable times often struggle with how to handle the kind of turbulence common in our digital age. They are accustomed to gradual changes by known rivals within clear industry boundaries, rather than rapidly scaling businesses relying on light assets, novel business models and little respect for traditional market boundaries (think Amazon or Uber).

Old timers will continue to cling to extrapolative planning, which limits their line of sight to steady projections emanating from standard planning and budgeting systems. They may also continue to manage for risk (quantifiable) when they should manage for deep uncertainty (unfathomable).

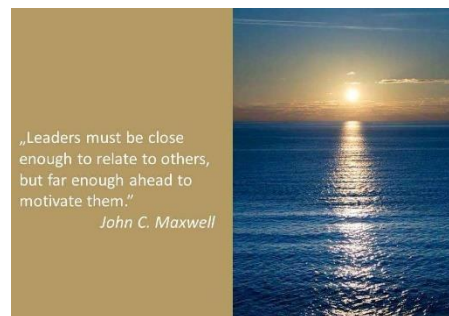
Companies that successfully navigated waves of technological disruption include Adobe, when it moved to the cloud and Netflix, when

it shifted from a video mail order business to on-line streaming and original content, which fueled its exponential growth.

Successful leadership in VUCA worlds is less about developing detailed plans and more about testing various hypotheses about emerging technologies and changing markets.

MasterCard did this stealthily, while operating in the shadow of Visa, by exploring growing market segments ignored by its main rivals. It zeroed in on consumers wedded to cash, recognizing that at times they still wanted mobile payment options, for example when barely catching the tube or bus in London.

Amazon elevated such broad exploratory strategies to high art, from its humble start as an online bookseller to a retailer of nearly everything, while breaking the trillion dollar valuation ceiling. In its wake, more than 60 companies became collateral damage including such well-known names such as Barnes & Noble, Costco, Best Buy, GameStop, Macy's, Nordstrom, Sears, Target, CVS Caremark, Rite Aid and even Walmart.



Disruptive strategies generally call for different kinds of leaders, ranging from highly visionary entrepreneurs to operationally focused managers who can bring about practical change when necessary.

VUCA conditions typically require a hybrid form of entrepreneurial leaders who can devise new organizational capabilities that stimulate innovative offerings and streamline new business models geared toward the next big upheaval. As such, VUCA should not be used to slice and dice the external

environment but to determine whether you are entering a game-changing future that will require new strategies, leadership models and organizational capabilities.

Simple problems are solved using best practices, and complicated problems are solved using good practices (or a limited range of good options).

Complex problems are those in the land of VUCA. These are problems that aren't solved by doing what worked well in the past (best practices), and there really don't seem to be any good answers. Instead, experimentation is critical. This is the domain of probing, trying something, and then sensing and responding accordingly.

Chaos describes true crisis situations. These situations call for direct action in an immediate attempt to stop the bleeding (or the organizational equivalent), figure out some next steps, and move the problem into another domain.

So the next time you're facing VUCA—in your life or in your organization—resist the temptation to treat it like a best practice. Instead, make friends with experimentation, embrace smart (i.e., small, fast, cheap) failure, and continually learn. Such an orientation toward leadership and decision making also requires a deep commitment to building trust, agility, and resilience within your team, because without those elements, you'll never be able to create, fail, or learn effectively together.

For those interested in the VUCA world, listen to a TEDx Presentation on "Waiting for the Fog to Lift in VUCA World"; Click on the link: <https://www.youtube.com/watch?v=Lb-SfIF3L7o>

Thanks to articles by (a) Paul Schoemaker, Senior fellow and former research director, Wharton's Mack Institute

(b) Ben Baran, Ph.D., a co-founder and principal at the consulting firm Indigo Anchor.

APPENDIX

Good Manners and Etiquette**Dressing for Meetings - Men**

Megha Muppadi,

Nemmadi

In general, paying attention to the visual details of your look conveys preparation, planning and respect for those whom you meet,' says Sylvie di Giusto, Image Consultant. 'The way you respect yourself also sets the standards on how others will respect you.'

What you wear to a business meeting is just as important as your interview outfit; you can't simply put on your favorite pair of ripped jeans and rely on your brainpower to make a good impression. In today's competitive working world, it's best to keep your appearances up by dressing appropriately.

What may be suitable for a casual working environment will definitely not be for a corporate one. So, what do Men need to wear?

Shirt: Crisp, white, buttoned-up cotton shirts are usually a safe option; however, something with a pattern or simple color is also suitable.

Suit: A dark charcoal or navy is an ideal choice of clothing for a board meeting. Ensure it's of good quality and has a tailored fit.

Accessories: A silk tie is a must, as well as subtle cufflinks, a leather belt and a watch.

Shoes: Black or brown (don't forget the matching socks).

About the Tie: No doubt ties are essential if men choose the classic formal style of apparel. It will make you look professional.

Choose a good quality tie made of high quality fabric such as silk. Go for

subdued patterns or color and not any character prints.



In the world of ties and knots and general formal wear, there are of course, some basic rules that come from common sense itself. Rules like you should simply never wear a shirt and tie with the same pattern, or that the tip of your tie should touch your belt.

This way it's not too high or too low, and the pin should also never be wider than your tie!

The thin part of the tie should be just a little shorter than the wide part

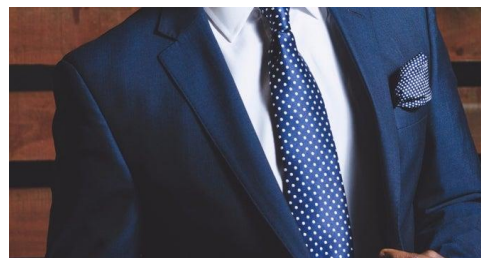
Don't let your tie shout out...

While a tie is a small detail that can enhance your look, you want to be sure that it doesn't ask for too much attention at the same time. Let it complement, rather than stand out. Go for one that is in a similar color palette as your shirt and is not too print heavy.

Match the belt with suit or the shoes:

Not any piece of your apparel should be missed out and mismatch with your entire success look. When choosing a belt go for a color that matches your suit or the color of your shoes.

Match trousers to jacket: In business casual, if you are going for the two piece suit, it is the best. However if you are buying trousers separately make sure it matches the color of your jacket.



Go for the perfect fit: Whether you

choose to wear a business casual or formal suit, the crucial thing to keep in mind is that all the pieces of the proper attire must fit you perfectly.

It looks really unsuitable when your clothes are tight for you, conversely, when your clothes are loose for you, it might appear as if you have borrowed them.

The right fit: Pay attention to the cuts and fit of the business formal attire and make sure it suits your body shape.

When you wear a suit, the shoulders must sit square and the trouser end should be right before the shoe line.

Match the socks with your trousers:

Black color socks are versatile and the most common ones, however you may want to match your sock's color with the color of your shoes or trousers so that it blends with your entire outfit.

Avoid socks that are colored or have flashy patterns or even a white colored one.

Attention to details:

Your clothes should be clean, fresh as well as ironed. Ensure you do not have any loose buttons or unwanted creases or even stains. Pay attention to grooming; nails must be clean and short.

Men should polish their leather shoes since your shoes speak a lot about you.

It is not necessary your shoes have to be black; you can go for the color that will compliment and match the rest of your outfit. Men must always go for leather oxford shoes. Make sure it is the same color as the trouser or a shade darker.

Finally, it's incomplete without a hairstyle: Men must trim the hair well. Unless you are Abdul Kalam, you can hardly get away with flowing hair.

Thanks for inputs for the article to Antonio Centeno, founder of RealMenRealStyle and the Blog on Business Body Language by Kate Hutchinson.

Competition (instead of Question) of this Month:



We have here a photo sent by Shivaraj (CMR Site) atop the Nandi Hills. **Please send us such a photo of yourself** (with friends/relatives even), and the best photo will be given the prize. The rules are (a) The photo should include the employee (b) Should be taken on the top of a hillock/hill/mountain (c) Year of the photograph to be mentioned and preferably the names of the others in the photograph. Please send the photos by the 25th October.

Question of the last Month was to identify the structure shown in the image (below).



Following is the Result of the competition:

No.	Name	Site	Time	Date	Answer
1	Javeed N	B & B, B'lore	9:40	3-Sep	Pearl Bangkok Tower
2	C Muniraju	HO	9:42	3-Sep	30, St. Mary Axe
3	Guruprasad B S	Himalaya Wellness	10:05	3-Sep	30, St. Mary Axe
4	Naveen Kr. N	B & B	10:07	3-Sep	Pearl Bangkok Tower
5	Rudresh L	Manjushree	10:09	3-Sep	Gherkin Bldg, London UK
6	Sankav Setty	CBR	10:11	3-Sep	30, St. Mary Axe
7	Nagaraju G	Myscapes	10:29	3-Sep	The Botanical Garden of Curitiba.
8	K Ravi Kumar	Harsha Developers	13:50	3-Sep	Elegant Glass Structure
9	Dipali A D	HO	13:52	3-Sep	Pearl Bangkok Tower
10	Mohd. Rizwan	HO	15:23	3-Sep	Pearl Bangkok Tower
11	Shivaraj	CMR University	9:56	4-Sep	Pearl Bangkok Tower
12	Vignesh R	Airaa School	11:43	4-Sep	30, St. Mary Axe

The answer is 30, St. Mary Axe (London) & winner is C Muniraju of HO.

Many answered 'Pearl Bangkok Tower' but that is a wrong answer; maybe they know best why they gave such an answer.

BANWARILAL, THE SAMOSA SELLER



by Mary A

Banwarilal was a samosa seller in an Indian town. He used to sell 500 samosas everyday on a cart in his locality for the last 30 year. People liked his samosas because he cared for hygiene in preparation and selling, would use good quality oil and other ingredients, provide free chutneys

with samosas. He would not sell the unsold stale samosas to people next day.

Banwari earned a good reputation and enough money from samosa selling and he never faced downfall in his sales in the last 30 years. He was able to fund his son's Engineering & MBA education in a reputed college out of his earnings.

Recently his son Rohit completed his MBA and came back home as he could not get appropriate placement. Rohit started taking interest in his father's samosa business. He had not been involved in his father's business earlier as he considered that to be an inferior job.

He told his father that he had learnt a lot about marketing techniques and he wanted to use it to increase the profits in his father's business.

Banwarilal was glad that his son has learnt so much about business and was taking interest in his business. He agreed to follow the advice of his son.

To start with, Rohit suggested using 20% used oil and 80% fresh oil. People did not notice the change in taste and the usual 500 samosas were sold.

Rohit smiled at the extra profits made by this substitution of used oil. Next he suggested increasing the percentage of used oil to 30% and also to reduce the quantity of free chutney.

After these changes only 400 samosas were sold and 100 samosas had to be thrown away.

Rohit told his father not to worry as he was testing what the market wanted and so more cost cutting was to be done. They would not throw away the leftover samosas but would fry them again next day and sell them. The quantity of used oil would also be increased to 40% and they would make only 400 samosas to avoid wastage.

Next day all the 400 samosas were sold but the customers were not getting the good old taste and expressed this to Banwarilal. But Rohit told his father about the savings made because of his smart changes in the methods. Banwarilal kept quiet

thinking that his son may be knowing better, being educated.

Next, Rohit decided to use 50% used oil, do away with sweet chutney and provided only green chutney and made 400 samosas. That day only 300 samosas could be sold as people began disliking the taste.



Next day, 200 fresh samosas were made with 50% used oil, 100 stale fried samosa were offered for sale but only 200 could be sold as people sensed the drastic fall in quality.

Rohit said that recession had set in and now people were having no money left to spend so they should make only 100 samosas and recycle 100 stale samosas and stop giving paper napkins. After this only 50 samosas could be sold.

Rohit told his father "Now recession has taken people in its grip. People have lost their income. So, this business will be in loss and we should stop selling samosas and do something else."

Now his father lost his cool, "I lost my money in getting you your MBA education. In the last 30 years of selling samosas, I never had recession but your greed for profit brought recession in my business. Get out of my business and I will get it back to the earlier level. If you want, I can hire you to wash the dishes as that is the only thing you can do well."

Thereafter, Banwarilal started following his earlier fair practices and within a month his sale crossed the 500 mark and even reached 600 samosas.

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