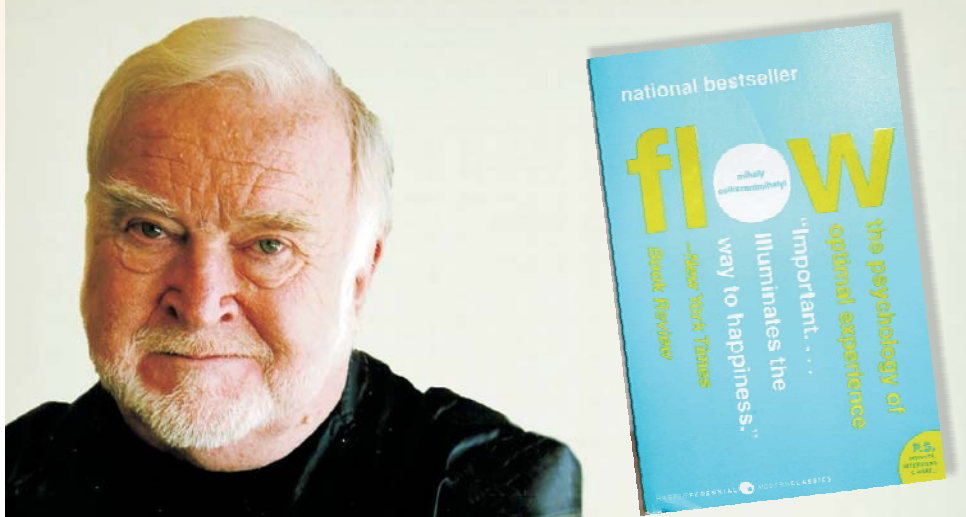


Book Review

International Best-seller **FLOW**

By Mihaly Csikzentmihalyin



We all are seeking happiness. Yet when we try out different methods to reach this goal, we feel it is elusive. **Mihaly Csikzentmihalyin** his book *Flow: the psychology of optimal experience* has summarized for the general audience, decades of research on joy, creativity and flow. He has studied a few hundred "experts"- artists, athletes, musicians, chess masters, and surgeons and developed a theory of optimal experience based on the concept of flow – the state in which people are so involved in an activity that nothing else seems to matter; the experience itself is so enjoyable that people will do it even at great cost, for the sheer sake of doing it.

The book begins by gaining an understanding on happiness. Are people happy when they reach the ideals defined by the society? If happiness is achieved by the latest gadget, the branded clothes or a mansion on the coveted street, then why is there so much emptiness in spite of so much material wealth? Flow examines the process of achieving happiness through control over one's inner life. Happiness is not something that happens as a result of good fortune or random chance. The best moments in our life are not the passive, receptive, relaxing times. They occur when a person's body or mind is stretched to the limits in a voluntary effort to accomplish something difficult and worthwhile. They are some things we make happen. He says, "The flow experience was not just a peculiarity of the affluent, industrialized elites. It was reported in essentially the same words old women from Korea, by adults in Thailand and India, by teenagers in Tokyo, by Navajo shepherds, by farmers in the Italian Alps, and by workers on the assembly line in

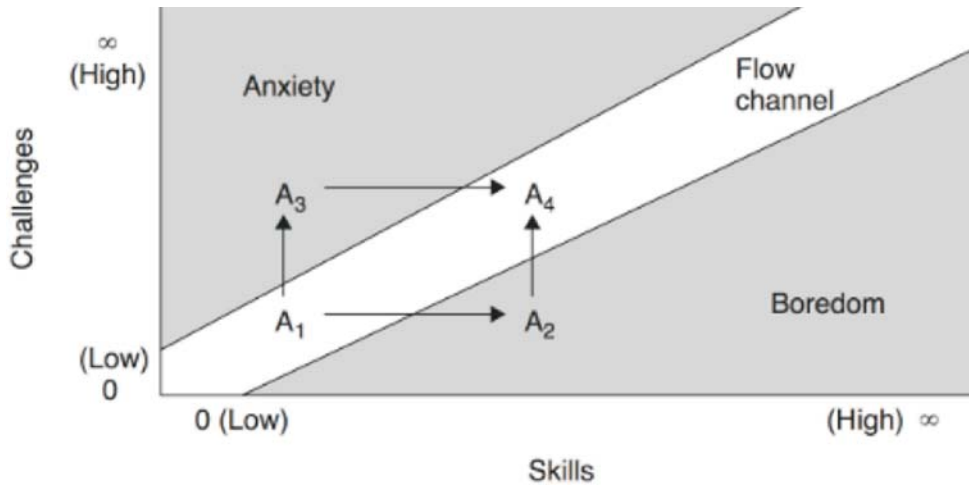
Chicago."

The author also analyses how our consciousness works and how it is controlled. He talks about how our attention, our psychic energy, creates an experience by investing that energy. Once we do that, we are able to experience flow. Following a flow experience, we look back in awe at the experience, the deep concentration involved and it leaves us feeling more capable, more skilled.

The author differentiates between Pleasure and enjoyment. He says for a flow experience to be enjoyable, it needs a fine balance between the challenge presented and the skills of the performer. If it is not achieved, the enjoyment from the experience suffers. But when we require all our relevant skills to cope with the challenge, we become so involved in the activity that it becomes spontaneous, almost automatic. When the activity is done with others, it is accompanied by a feeling of union with the environment, whether a mountain for a mountain climber, a team or a game. Also people engage in such challenges because it is an end in itself. It is intrinsically rewarding and the person would do it even if he didn't have to.

How to create such experiences? They involve pushing a person to higher levels of performance. It is demonstrated in the diagram given below:

The diagram represents Alex, a boy who is learning Tennis. The diagram shows Alex at four different points in time. When he first starts playing (A1), he has no skills, and the only challenge he



A KISS OF COMMUNICATION “Keep it simple silly”

“Communication is the key” – this is may be the most clichéd sentence ever used by management gurus or corporate tycoons. But interestingly the implication of the same has expanded and now carries a larger perspective. Why? Simply, because the means and modes of communication has changed. We have more options to tell what we want to tell.

We usually believe that a leader must have excellent communication skill but that is where we are completely wrong. A person can become a leader only when she or he has inculcated good communication skills at the commencement of her/his career. Communication is an art and it has to be developed consciously throughout one’s work life.

As a journalist and a translating author I have communicated to my readers for more than a decade and I continue doing that. I have dabbled a bit in theater as well. Whether it is a printed word or a dialogue performed on stage or for that matter even a social media post what has always remained at the back of my mind is; ‘this is my word image, little different than my photograph so it has to say what it is supposed to say.’ Well spoken words are the best weapons to beat the competition.

Communication to self

The very basic need for a good communication is being a good listener. Agreed, but listener to whom? Listening to what others are saying is given. But to be a good leader you must listen to your own words first. This is something that I have understood better while

faces is hitting the ball over the net. This is not very difficult but he is likely to enjoy it because the difficulty level is right for his rudimentary skills. So he probably will be in flow. After a while, if he keeps practicing, his skills are bound to improve, and then he will grow bored just hitting the ball Source: Csikszentmihalyi, M flow p.74

over the net (A2). Or he meets a more practiced opponent; he will feel some anxiety (A3) concerning his poor performance. If he increases his skills from here he will be in flow again (A4). From A2, he can increase the challenges and reach A4. A1 and A4 both are flow states but A4 is definitely more complex and enjoyable. Hence flow activities lead to growth and discovery.

The author then looks at the Body as an instrument for creating flow through Yoga, sex or our senses. The flow of thought also produces enjoyment. Uses of memory, of language, of logic, of the rules of causation also can be source of lifelong joy. We spend a large part of our existence making a living. Hence our work offers many opportunities for flow experiences. The author describes Serafina Vinon _ an inhabitant of Italian Alps, a worker from Chicago_ Joe Kramer and Ting a cook who was a butcher, who changed a mindless, routine job into a complex flow

producing activity. The author also describes how solitude can be enjoyed and one can enjoy with other people.

When things don’t go our way, can we still create flow? The author shares examples of how people who have suffered harshly end up not only surviving, but also thoroughly enjoying their lives. He also explores some strategies people use to cope with stressful events. An auto telic self can manage to create order out of chaos through self assurance, focusing attention on the world and the discovery of new solutions.

In the end, the author connects all these various aspects and says that we can create flow in our lives by having a coherent overall meaning in life. This involves cultivating a purpose, forging a resolve leading to a sense of harmony with the self and the environment around us.

The book makes us think of deeper issues. It is not a popular self help book. It states general principles with no promise of easy short cuts. It presents authentic research for the serious reader in pursuit of happiness.



Reviewer: Kalpana Motanpotra

performing on stage. An average stage actor will simply react to co-actor's dialogues; he will simply deliver what he has memorized. This particular actor might be tagged as a dull one or someone who could not connect to the audience. Why? Because he was not trying to do that, what he was trying to do was sticking to the script, remembering the words etc. Firstly, his lines should be a response to what the co-actor said not a reaction. Secondly he is not listening what he is saying; his modulations, pauses, high and low pitch also play an important part of what he is actually trying to say. The same goes for a leader. A leader must listen to himself while he is in conversation. In this state of alertness one not just says things with more clarity but also gets the kind of responses he is expecting.

Communicating intentions

Another important thing while communicating is awareness of the intention. Leaders talk of visions and missions but is it possible to inculcate the same level of passion in an employee who is almost five grades lower than the leader talking all 'goody goody' things? Not really. I have been an employee for long years and, to be frank, I could never relate to those 'Pep talks' about doing things for your company. I could not relate to whatever was being said because I didn't see me in that scheme of things because whatever was told was for the company and company's vision and mission. In such situations the leader has to communicate very clearly that he wants growth for all. This intention is obvious for a good leader but if it does not reach to his employees then it is useless. Communicating intentions with awareness is important to earn trust from employees, it can't be demanded. It gives them a confidence

that they too will grow and achieve as a they are a part of the organization. Leader has to be aware about his intention that lies in development for all. One has to remember it is not the company that make good employees, it is the other way round and so the awareness is a must. For a team leader it can be just Me or We, it has to be YOU as well.

Being simple is not easy

As a reader I have noticed that many writers (here understand them as leaders) fail to connect with their readers. Some writers are very popular for sure but when the reader gains certain maturity and understanding then they find that the so called popular writer is actually a good player of words. So it is said that it is difficult to be simpler. The populist writing does not help them (readers) in evolving intellectually or in any other way. Here they prove to be leaders or writers who give a package that is actually not offering much and thus they are cheating their readers or employees. In the same manner a good leader is not that who can deliver a great speech but a good leader is the one who connects to his people without wearing ego mask or 'I am very friendly mask'. Using numbers, market details or jargons might help creating a good impression but definitely not a lasting one. A lasting impression is made by simplicity in behavior and communication. Asking an employee about 'how he or she has been' will lead to better communicative relations between a leader and an employee rather than starting the conversations with 'so, you are the one who make great PPTs' or 'you are the one who came late to the meeting' kind of lines. There has to be a conversation, a dialogue not a monologue.

Listen to the unsaid

Great leaders of the world were experts of reading between the lines. The digital age has made communication very quick and in telling everything to everyone kind of rush one forgets to hear, forgets to notice small things. The communication where words are absent says lot more than one can imagine. A good leader can't be a hasty one who gives his 'Gyan' and rushes back in his cabin. He must pay attention to what his team mates are trying to say or for that matter who is not saying anything. At times not saying much can lead to a very different level of awareness. This is more like the pauses that are taken while performing theatrics on stage. When on stage there are three people acting and one is supposed to be silent that he or she has to notice what others are delivering. Just because the person has no dialogues, he doesn't disappear from the stage as he is still part of the scene. He has to be there, noticing what happens between other characters. He is supposed to perform the correct responses that will be in sync with other actors on stage. Basically the point here is: A point is made, even when you have not uttered a single word.

These are some of the basic understandings I have earned being on both the sides of the table. And yes though cliché, it is a fact that communication is the only key, in whatever form it is. Using this key skillfully is an art. It can be achieved by conscious practice and readiness to adapt to the changing scenario but with a KISS – Keep It Simple Silly.



- Chirantana Bhatt



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Regd. Office : Ram Ratna House, Oasis Complex, P. B. Marg, Worli, Mumbai - 400 013 • T: +91-22 - 2494 9009 / 2492 4144 • F: +91- 22 - 2491 2586

Corp. Office : 305/A, Windsor Plaza, R. C. Dutt Road, Alkapuri, Vadodara - 390 007 • T: +91-265-2321 891 / 2 / 3 • F: +91 - 265- 2321 894 • E: vadodara.rrkabel@rrglobal.in

www.rrglobal.in

An Interview with Mr. Tribhuvan Kabra

Chairman, RR Global



RR Kabel is a name every Barodian must have heard and seen besides having used its products, but few know that this company with its corporate office tucked away on one of the upper floors in one of the many buildings that line the R. C. Dutt Road, is a world leader in many ways. I had the opportunity to meet Mr. Tribhuvan Kabra the chairman of RR Global on behalf of BMA.

M - Sir tell us something about the inception of your company.

TK- Our company is now in its 40th year. In 1986, I established Mahesh Enamel Wires Pvt. Ltd. at Waghodiya. It was India's first dust proof factory manufacturing enamelled copper wires. Then after few years we started business in export of all kinds of different products. In 1992 we started our own chemicals factory at Padra.

M - What is the significance of RR? And why do you spell cable with a 'K'?

TK- 'Ram' is my father's name and my mother's name is 'Ratan'. We are operating even today with their blessings, hence this name. My two younger brothers and I work together

as a 'group.' Mahendra looks after the manufacturing and Shrigopal takes care of the export business. Regarding the 'K', we are mainly dealing with Germans and other European countries; they spell cable with 'K'.

M - You actually started in a modest way, So when did you taste success?

TK- In the beginning we really had to struggle; Because we had introduced a new concept product, with the latest technology, but our pricing was at par with the market leader in India. They were a big name, but didn't have the technology we brought to Asia for the first time, so it was tough for us.

1994 we floated our Public Limited Company – RR Wires Limited. (In a short while the share value increased 49 times!) In 1996 – Ram Ratan Group was launched and in 1999 – RR Kabel came into being.

M- Can you tell us more about this new product you launched in Asia?

TK- these are UNILAY Conductors. There is no air-gap, hence no possibility of short circuit and resulting fires. It is a safe technology; it was new when we adopted it. Even today we are the only ones in that area. In the beginning we had a poor response. If I travelled across the length and breadth of India and approached a 1000 people with my product only about 15 people would respond positively but today the whole scenario has changed. Now people come to us, because they want to do business with us.

M - Oh that sounds good. Can you elaborate?

TK - Sure! Today we have over 40,000 retailers and an equal number of dealers and distributors. And over 3 lakh electricians who use and recommend our products to the end users. We are exporting to 70 countries and have 23 world approvals. Our products are patented. 85% of the products used worldwide, we are making. Competitors have less than 60% of the product range! RR Kabel products are used in all the important buildings in public and private sector, even at PM's residence and Rashtrapati Bhawan.

M - Other than different kinds of cables what are your other products?

TK - Since 2012 the make electrical appliances and consumer durables like all kinds of switches, regulators, sockets, bells, geysers, irons, various types of fans, parking systems etc. In Waghodiya we have a 3 lakh sq. Feet shed while the cable manufacturing facility is at Silvassa. Our Corporate Office is in Baroda, while the Head Office is at Mumbai.

M - What is your say about CSR?

TK - For us CSR is nothing new or something which the government has imposed on us. Our family believes in philanthropy and giving for the betterment of society. My father and father-in-law both are actively involved in providing and enhancing educational activities in the remotest of areas – in villages where there is no electricity, no roads and no water! In 20% of India things are still like that, women have to carry pots of water for 10 -15 kms. Every day to meet their needs. We have this concept of EKAL VIDYALAYA. 55,000 One Teacher Schools largely in Rajasthan and some other parts. We also run a CBSE school at Bhayander in Mumbai. A temple and a school in Waghodiya (1200 children) are run by our family Trust called Ved Vidya. In

Shikkar district of Rajasthan, we constructed another school and have given it to the government to run. I can proudly say that CSR is 50% of our activity.

M - Any message for the youth?

TK - Yes. Life is not as easy as people think. We have got this life to be able to do something worthwhile. We should have a goal. A goal to do something good for the society. A successful person is he who does something apart from his business. Earning to feed the family is like animals, even they feed their families, but we are human beings. We should do our duties not only towards our family also towards the government. Pay taxes on time. Contribute towards the development of the society. And before asking what government is doing for us, ask yourself. What I am doing for society?



Interviewed by Malti Gaekwad

Mind Stimulus

Klaus Schwab chairman World Economic Forum says – technical (fourth industrial) revolution that will fundamentally alter the way we live, work and relate to one another. In the future talent, more than capital, will represent the critical factor of production. So, what we are looking for is Transparency -> Truthfulness -> Trust.

Here we come across paradox in our life. We expect that talent should not lie with us. A common experience is that CV's are padded, answers during interview are more to please the interviewer than the actual. But the seeds of lying are sown in childhood. I am yet to come across a person who does not lie. Needs of a person



provokes a person to lie. If that is the case then what are the options? Look into communication modes which reveal intensions. To know more, why not to read and listen what authorities are telling us after a long research.

Recall on routine lies through cartoon.

Good Read from Harvard Business Review

How to negotiate with liars?

Leslie K. John tells about. He is an associate professor at Harvard Business School

Robust social psychology research indicates that people lie—and lie often. One prominent study found that people tell, on average, one or

two lies every day. Negotiators are no exception. Judging from studies done in 1999 and 2005, roughly half of those making deals will lie when they have a motive and the opportunity to do so. Typically they see it as a way to gain the upper hand (although it can actually cause backlash and prevent the kind of creative problem solving that leads to win-win deals). Deception is thus one of the intangibles that negotiators have to prepare for and take steps to prevent.

Link : <https://hbr.org/2016/07/how-to-negotiate-with-a-liar>

Good Watch from TED

Pamela Meyer: How to spot a liar

On any given day we're lied to from 10 to 200 times, and the clues to detect those lie can be subtle and counter-intuitive. Pamela Meyer, author of Liespotting, shows the manners and "hotspots" used by those trained to recognize deception -- and she argues honesty is a value worth preserving.

http://www.ted.com/talks/pamela_meyer_how_to_spot_a_liar

Amy Cuddy: Your body language shapes who you are

Body language affects how others see us, but it may also change how we see ourselves. Social psychologist Amy Cuddy shows how "power posing" -- standing in a posture of confidence, even when we don't feel confident -- can affect testosterone and cortisol levels in the brain, and might even have an impact on our chances for success.

http://www.ted.com/talks/amy_cuddy_your_body_language_shapes_who_you_are

Kang Lee: Can you really tell if a kid is lying?

Are children poor liars? Do you think you can easily detect their lies? Developmental researcher Kang Lee

studies what happens physiologically to children when they lie. They do it a lot, starting as young as two years old, and they're actually really good at it. Lee explains why we should celebrate when kids start to lie and presents new lie-detection technology that could someday reveal our hidden emotions.

http://www.ted.com/talks/kang_lee_can_you_really_tell_if_a_kid_is_lying

- Presented by Pradip Pofali

One Day MDP on Model GST Law

A one day Management Development Program was organized by BMA on 23rd July 2016 at The Guru Narayana Centre for Leadership (BMA). The MDP was on Model GST LAW and the Speaker for the same was Advocate Saurabh Dixit. The MDP covered the following areas that are very important :

- a) Goods And Services Tax Act, 2016
- b) Classes Of Officers Under The Central Goods And Services Tax Act
- c) Levy Of, And Exemption From, Tax
- d) Time And Value Of Supply
- e) Input Tax Credit
- f) Registration
- g) Tax Invoice, Credit And Debit Notes
- h) Returns
- i) Payment Of Tax
- j) Transfer Of Input Tax Credit
- k) Refunds
- l) Accounts And Records
- m) Job Work
- n) Electronic Commerce
- o) Assessment
- p) Audit
- q) Demands And Recovery
- r) Inspection, Search, Seizure And Arrest
- s) Offences And Penalties
- t) Prosecution And Compounding Of Offences
- u) Appeals



Forthcoming Events

One Day MDPs

Developing Assertiveness Skill

By **Dr. Jacob George**

Tuesday, August 23, 2016

Venue : The Hotel Gateway (Taj)

MS Project

By **Mr. Ajay Joshi**

Thursday, September 8, 2016

Venue : Baroda Management Association

Vastu Awareness

By **Mr. Rakesh Dwivedi**

Friday, September 16, 2016

Venue : Baroda Management Association

Time : 9:30 am to 5:30 pm

For Registration Contact :

BARODA MANAGEMENT ASSOCIATION

2nd Floor, Anmol Plaza,

Old Padra Road, Vadodra

Contact : **(0265) 2344135,**

2353364, 6531234

Email : **bmabaroda2@gmail.com**

From Editor's Desk

My Dear BMA Friends

It is a pleasure to hand over second issue by our team. As committed, we will be striving to provide food for thoughts. My thrust would be on human resource which is top priority, for current need and Indian demography. The first step is to bring review of best researched books which are helpful in our life and business. Mostly, those books will be reviewed by seasoned trainers, industry professionals with lengthy experience. The book "FLOW" is old one but I found during talk that many people are not aware of it and hence reviewed. Proper selection of job / career makes a great difference.

Interviews of Entrepreneurs are guiding and inspiring for many and hence we would be carrying that column. Similarly, we are inviting people of repute who hold experience and wish to share their subject knowledge blended with hands on experience, in the form of an article. Those subjects will be varying.

Is it not an irony of situation when professionals need to be told / taught about "COMMUNICATION"? So, an article is invited from a lady whose profession is (mass) communication. Many people lie while communicating. Some lessons are added for them in the form of informative column "MIND STIMULUS". It is a great research and collection from HBR and TED.

I will be happy to receive your comments on the issue, as well as suggestions in general.

Pradip Pofali

FRIDAY EVENING TALKS

SR	DATE	TOPIC & SPEAKERS
3.	12.08.2016	Vadodara Smart City - Challenges, Solutions & Opportunities to be Global City by Mr. Chandresh Makhija
2.	19.08.2016	Vanishing Cultures by Mr. Trupal Pandya
3.	26.08.2016	IQ+EQ+SQ = TOTAL PERSONALITY by Mr. Bhagyesh Thakkar
4.	02.09.2016	Digital Demystified by Ms. Rajal Chattopadhyay

Venue : BMA, Guru Narayana Centre for Leadership, 2nd Floor, Anmol Plaza, Old Padra Road, Vadodara.

Publication Committee:

Mr. Pradip Pofali, Chairperson

Ms. Malti Gaekwad, Director

Ms. Niral Shah, Member

Editorial Team :

Mr. Pradip Pofali, Editor

Ms. Amita Jaspal, CEO

Mr. Anand Parikh, Tr. Program Officer

Mr. Rajiv Thakkar, Hon. Secretary



BARODA MANAGEMENT ASSOCIATION

Anmol Plaza, 2nd Floor, Old Padra Road,
Vadodara - 390 015. GUJARAT.

Phone : +91 265 2344135, 2353364, 6531234

TeleFax : +91 265 2332919

E-mail : bmabaroda1@gmail.com

Web : www.bmabaroda.com



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bma.baroda



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