



FiRESiDE

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Cover

In this age of instant recorded music, can we still open up to the magic of the bansuri that this man sells on the street? Seeing the total absorption of the girl we begin to remember an eager sense of wonder felt long ago: that your breath can emerge as a pleasant sound, and if lucky, as a familiar melody; that there is a chance to go solo and, away from the surround-sounds of the world, weave a quiet spell of music.

Photo by Sameer Karmarkar

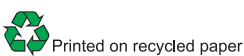
BACK COVER

The Joy of giving
and the glow
of participation

Comment

Those who can make you
believe absurdities, can make
you commit atrocities.

– Voltaire



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■ And a visual from the wayside gallery of ironies.

New products from Thermax : for

Biocask: wastewater treatment and recycling at housing complexes, IT parks, commercial complexes



Biocask for waste water treatment in basements

Thermax has introduced Biocask to treat wastewater. A compact system that meets stringent pollution control norms, it can fit into basements with a clear height of three metres. Ideal for housing societies, IT parks, commercial complexes, hotels and small industrial units, the treated wastewater from Biocask can be recycled. Its design was validated by Bhabha Atomic Research Centre (BARC) and IIT Delhi, following which a patent was awarded in 2015.

Biocask has been innovatively designed using a unidirectional (circular) fluidisation pattern, making efficient use of oxygen required to degrade organic impurities biologically in the water – an improvement on conventional

treatment systems. Compared to the two-stage vertical structure of available systems, its single-stage configuration reduces civil work and fabrication costs.

Ramada resort in Goa is using Biocask to supplant its existing sewage treatment plant that wasn't providing the desired output. A 300 m³/day Biocask installed in the basement has replaced the earlier system without any demolitions. It is meeting the resort's requirement of keeping the outlet biochemical oxygen demand (BOD) less than 5 parts per 100,000 of suspended matter. The treated sewage is recycled for landscaping and gardening.

Zero glycol absorption chiller for food industry

Thermax has introduced a glycol-free vapour absorption system that produces chilled water at 1°C for the food industry. Glycol, though moderately toxic, is an anti-freeze agent commonly used in chilled water air conditioning because it cools below the freezing temperature of water. By eliminating it, Thermax helps the client

avoid hazardous leakage, corrosion and the recurring cost of replacing the costly solution.

The 1°C chiller achieves glycol-free operation by enhancing the design of the heat exchanger. The changed tube metallurgy safeguards against freeze failures. Design modifications ensure uniform flow of clean

WHAT'S
NEW?

user-friendly and safe operations

and chilled water. Customers gain from lower maintenance costs and higher operational savings.

Several food industry customers have gone in for the chiller – Heritage Foods (Hyderabad), Umang Dairies (Delhi), Sunfresh Agro, Prabhat dairy (Ahmednagar).

The 1°C chiller recently won the Runner up award for Product Design at the BryAir awards for Excellence in HVAC.



Glycol-free 396 TR chiller for 1°C water at Umang Dairy in Uttar Pradesh, and (right) Thermax's Mugdha Kulkarni and P. Babu accepting the award at the 10th Bry Air Awards



Thermax partners with MET for air quality control systems

Thermax and Marsulex Environmental Technologies Corporation (MET) announced a licensing agreement to offer MET's pollution control technologies in the South Asia Market. The agreement signed in August covers MET's wet and semi-dry flue gas desulfurization (FGD), and dry sorbent injection technologies in the licensed territory of India, Bangladesh, Bhutan, Sri Lanka and Nepal.

MET and Thermax share a relationship that dates back to 1986. Expressing the hope of moving forward to a prosperous partnership, M.S. Unnikrishnan, MD and CEO of Thermax stated, "This alliance offers prospective clients the synergy of MET's technology leadership and Thermax's track record in engineering emission control systems to industry majors in diverse markets."

Hoping to reinforce MET's gains in the South Asian market, Dr. Robert Cardell, President and CEO hoped the agreement with Thermax would "provide clients with highly proven wet and dry FGD technologies to meet stringent emission requirements, and position both companies to provide back-end air quality control solutions in an important emerging market."

MET is a full service air quality control company providing systems and services including OEM and upgrades to electric utilities, petrochemical and general industrial customers. Its FGD technology has been installed on over 95 gigawatts of electrical generation in 22 countries across the globe.



Dr. Robert Cardell with K. Chakravarthy: benefit of synergy



Thermax acquires stake in First Energy: reinforces alternative energy offerings

Thermax has acquired a 33% stake in First Energy Private Limited, an alternative energy solutions company. The agreement, signed in July, envisages stage-wise acquisition of First Energy by Thermax over the next four to six years.

Pune-based First Energy focuses on the commercial and home cooking segments. Its brand, Oorja, represented by a 'micro-gasification' stove and biomass-based pellet fuel, is adopted by several customers as a substitute to fossil fuels such as LPG and diesel. The stove has been developed and patented by the Indian Institute of Science, Bangalore.

M. S. Unnikrishnan, MD & CEO stated that the partnership "offers Thermax synergy and

new opportunities in the commercial space to serve customers with alternative and cost saving solutions."

With Thermax's support, First Energy aspires to provide a new direction to the process of making Oorja cleaner and greener. "A prioritised set of projects will be finalised to chart out action plans with goals for next six months and the next financial year", says Mahesh Yagnaraman, co-founder and CEO of First Energy.

Project teams from both companies are working to upgrade the current Oorja offerings. They are also exploring new commercial segments and existing commercial kitchens.

Steam for diverse applications : integrating solar with conventional boilers



Hybrid solar heating system installed at ITC, Hyderabad

The ITC Kakatiya Hotel in Hyderabad has installed Thermax's solar based system to generate steam for the hotel's laundry services. SolPac 60, this parabolic trough system, is integrated with the hotel's existing conventional oil fired boiler.

In this system, mirrors used as reflectors concentrate sun light on to a receiver tube. Water run through the line receiver picks up heat and turns into steam which is used for

washing and ironing in the hotel's laundry. The conventional boiler is used when solar energy is not available, reducing the use of fossil fuel and cost.

SolPac is also used for applications other than laundry. It is part of the rural project that Thermax commissioned at Shive village in Pune, to generate power. Another unit installed at the company's Energy House cooks food for the cafeteria.

Breakthrough O&M orders in international markets



Zambian President, Edgar Chagwa Lungu at the inauguration of the Dangote cement plant

Thermax is operating and maintaining power plants in Senegal and Zambia. Both plants of 30 MW each, generate power for captive use in cement plants built by Dangote Industries.

Thermax deputed teams of 39 and 32 engineers respectively at Senegal and Zambia. They take care of the plants with their twin AFBC boilers of 60 TPH each and balance-of-plant. The scope includes manpower, chemicals, consumables and lubricants. Both sites deploy local workers. Thermax has implemented local labour

laws, minimum wages and other statutory compliances.

In the French speaking Senegal, the company's operations are conducted through its subsidiary, Thermax Senegal Sarl.

Earlier in August 2015, the 1.5 MMTPA cement and the 30 MW power plant at Zambia had been inaugurated by the Zambian President, Edgar Chagwa Lungu, in the presence of dignitaries from Nigeria and Zambia.



Some of the O&M team members at site



There isn't a "one size fits all" approach that is even remotely possible. We will have to enhance our collaboration within the organisation and with the outside world.



I can't seem to get around the fact that we are already in November – just a few weeks away from the end of the year.

The last couple of years have been tough, especially for those like us in the capital goods sector. India's growth, supposedly at 7.4%, is confined to certain pockets. With demand drying up and large unutilised capacities in core sector industries like oil and gas, cement and steel, there is no incentive for investment in the core sectors. Infrastructure, especially the power sector, is going through its own woes for reasons exclusively Indian. Thermal power plants are operating at 59% PLF as distribution companies (discoms) don't have the money to buy power. For survival, they resort to load shedding. State Electricity Boards owe staggering amounts of money to the banks –in the region of 3 lakh crore of rupees and increasing.

China's slow down and its growth sliding from the past decade's double digit level to less than 7% per year, are creating a profound impact on the commodities market. Prices have fallen as demand has significantly reduced. This was exacerbated by the collapse of Greece and the turmoil in the European banking system. To make matters worse, we had the conflict of Russia and Ukraine over Crimea, which led to sanctions on Russia. Finally, the happenings in Syria, resulting in a humanitarian crisis with its unimaginable challenges related to refugees and migration.

The Middle East continued to flood the market with oil and gas, again resulting in a drop in prices. Shale oil and gas exploration in North America potentially making oil and gas surplus in the US in the near future; sanctions being lifted on Iran, one of the top 10 suppliers of oil in the world; and the continuing complications in the Middle East – these will bring its own set of challenges and share of opportunities.

Multilateral trade agreements are

being signed across the Atlantic, trans-Pacific and within Asia. Here again, the repercussions are not really known, but would definitely have a mixed impact.

Another megatrend today is the digitisation of products and services coupled with the economical price of smart technology. The entire world economy is getting increasingly digital, destroying old business models and at the same time creating new ones which could not have been imagined earlier. Traditional sectors like the auto industry are facing challenges of self-driving cars from Google, electric cars from Tesla and Uber, and shared transport apps making cab rides cheaper than owning a car. It is essential that we understand that there is no industry that is safe from this technological onslaught.

Combating climate change has brought pressure on the developing world to commit to time-bound carbon reduction measures. While this is a long term positive trend, we can expect a messy beginning before it turns the corner. As an energy and environment company, we should be at the forefront of this process and make the most of challenges and opportunities that come our way.

The reason for outlining this scenario is not to instill fear, but to realise that we are going through very unfamiliar, disruptive and unpredictable times. The need of the hour is to be aware of what's happening the world over and yet maintain a positive, agile, adaptive and innovative mindset at all times. Necessity, indeed, is the mother of invention. Faced with challenges, we can be in a permanent "moan and groan" scenario, blaming the external world for all that's happening; or, we can decide to take the bull by the horns and drive our destiny.

In India, even though the core sector will take time to revive, there are many SMEs that are investing and growing, I believe, at about 23% per annum. There are countries and areas within

India itself, where we have a miniscule market share – how do we grow there efficiently and effectively? We may have to think of different strategies to make use of opportunities. Of course, we will have many more competitors as it is a smaller pie. That's why we need to think creatively, to shave costs, add more value and most importantly, understand our customers – their concerns, operating cycles, how they can reduce their costs, increase efficiency, enhance market share, reduce carbon footprint. In short, how we can partner with them?

Enhancing our Services business and building our international markets are strategies to de-risk our dependence on the capital goods sector as also on any one particular market.

There isn't a "one size fits all" approach that's even remotely possible. We will have to enhance our collaboration within the organisation, across departments and more so, across divisions and externally with the outside world. Maybe think of new business models that partner with completely new and supposedly "alien" collaborators; bring in people and groups who think both left and right brain, because today, the world is a melting pot of the Sciences, Arts and Commerce. And we need them all, in order to come out with solutions that are fresh and relevant.

As Charles Darwin summarised, "It is not the strongest species that survive, nor the most intelligent, but the ones most responsive to change." As an organisation, we need to be nimble and where required, change with alacrity. In this unpredictable environment more than cleverness or knowledge, we need a generous helping of wisdom. In a lighter vein, let me add this observation, "Knowledge is knowing that a tomato is a fruit, wisdom is not putting it in a fruit salad."



As part of the *Joy of Giving Week* in

early October, the Thermax Foundation organised a 'Share a day' event for our employees. Some of our employees were invited to spend a work day with 9th standard students from two municipal schools that our NGO partner Akanksha manages.

I had the opportunity to meet some of them. It was a delight to interact with the well-read and articulate students. Their enthusiasm was equally matched by that of our employees who mentored them for a day. At the session where they shared their experiences, the children noted they were surprised that bosses didn't shout angrily at employees and that the staff joked about with one another. They also felt that meetings were terribly boring. So all those jokes about meetings aren't really off the mark!

Our employees were sensitised by the difficult backgrounds many of the kids came from; they also had a lot to learn from the simple, innocent, yet thought provoking questions asked by our young 'adults', many of whom visiting a corporate for the first time. Some wrote to us saying this was a fine initiative.

I do wish more employees will be a part of this initiative next time around. Being with you, these kids from deprived backgrounds find role models, mentors and learn about new career opportunities. I am sure they will be inspired to work hard to be successful. Many of them dreamt of not just working in a big office but owning one. I would urge some of you who would like to engage further, to please come forward and write to Mr. Sanyal. It's easy to make a donation in the name of social responsibility, but engaging and investing time with our youth is much more lasting and fulfilling.

With best wishes to you and your families.

Meher Pudumjee

EXPRESSIONS

It's easy to make a donation in the name of social responsibility, but engaging and investing time with our youth is much more lasting and fulfilling.



A real problem solver area around

V.M. Raut, chief of Thermax's Western region, talks about how customer trust is earned through the service we offer, and about how learning to speak in public has served him well in his life. In a chat with A.M.Roshan

UP CLOSE

Listening to V M Raut, Corporate Regional Manager heading Thermax's Western India operations is to gain interesting glimpses on Thermax fashioning its products for industry's evolving applications. Like, for plywood industry in the North East, how the introduction of heaters using waste plywood as fuel resulted in improved productivity and energy savings for the industry; and a larger concept of generating energy from waste of all kinds. Like, how heating systems initially developed for Assam tea gardens "would eventually be tried elsewhere in India and Kenya."

I am at his office in Mumbai on a breezy afternoon for the Fireside interview. I ask him why not many people address him by his first name even though he is a Thermax veteran of 35 years standing. Vishnu Manik Raut, during his student years was Vinu to his friends. But the Bengali way of naming him 'Bisnu' and later the Arab variation of 'Fishnu' helped him make up his mind. 'Call me Raut' became a standard line during introductions.

After completing his Diploma in Electrical engineering from the Government Polytechnic of Pune, Raut joined as an Apprentice Engineer in Wanson India in 1980. By the time he completed the one-year training, "Wanson had become Thermax and I received my appointment letter with the new name." He began his training at the manufacturing plant of Multitherm, the Thermax solid fuel fired boiler that played a lead role in the 1970s to wean Indian industry from its dependence on oil. He was slated to join the Enviro Divison's Quality Control group, but his heart was set on after-sales service. Though he received the usual 'no immediate vacancy' answer, he persisted. When Calcutta office needed someone in service, the all-India service chief, CP Kapoor remembered the boy from Barshi, near Solapur.

He was offered the Calcutta job with the proviso that he should get permission from home. But, Raut knew that even Pune was 'foreign country' for his protective grandmother. As they say, it's better to ask for forgiveness than to seek permission. So, on the weight of blessings that never came from home, Raut proceeded to Calcutta in 1981.

Raut was to spend the years from 1981 to 1990 at Calcutta and the North East. "From the beginning, I had this conviction that if you are successful away from your home, you can succeed anywhere," he says

He got to work on a range of heating products. His earlier training at the factory's test bay came to be of invaluable help. And his electrical knowledge made it easy to read control panel drawings. Gradually, he focused on troubleshooting and became good at it.

At work, now Raut focused on moving beyond the main equipment and mastering the peripheral systems. He focused on balance-of-plant and then, on water treatment. In Arun Mukherjee, the service manager, he got a boss who constantly encouraged him to give depth to his technical knowledge. "I learned that to be a real problem solver, even as you focus on one thing, the wider area around it has to come under your field of attention."

A BHEL project was the highlight of his career at Calcutta, when a 25 ton coil type boiler (Thermomatic) was commissioned at Muzaffarpur in Bihar. "It was great learning and it was gratifying to receive a personal appreciation from Rohinton Aga." Soon, he would look after Thermax's service function in Bihar, Assam and Nepal.

In 1985 he shifted to Dibrugarh, Assam to establish the Area office, and also manage service in the entire North East. His four years in Assam also saw the development of Thermax business in the oil sector. "We

focuses on a wider the problem'

developed mobile steam generators for oil companies and commissioned the first seven units."

In 1989 he was shifted back to Calcutta and a year later to Pune. A trouble shooting job on a boiler installed in the Czech Republic led to his key role in selecting and training service engineers in Thermax's newly established overseas offices.

For the next 15 years (1995-2010), Raut worked in the Middle East. Based in Dubai, he travelled extensively in the region. "I could imbibe the rigorous service culture of that region," he says. "There the rules are quite simple: 'Chalta hai' attitude nahi chalta and a job given is a job done."

It was a time of expanding application knowledge. Handling both service and business development, he helped Thermax make inroads in the tank farm heating and packaging industries. "In the packaging industry, we could install many Thermax heaters with original European equipment. Because of the service we provided, we could build high levels of trust."

It was in Dubai, Raut practised and learned the challenging art of standing in front of a group of people and speaking. "An introvert by nature, I always knew that effective communication was critical in any role." He joined the Toastmaster's club and every 15 days, "20 to 30 of us would come together for about 2 hours to speak on various topics." Those sessions served him well when he represented Thermax as a member of the CII Delegation to Qatar, Kuwait and Saudi Arabia.

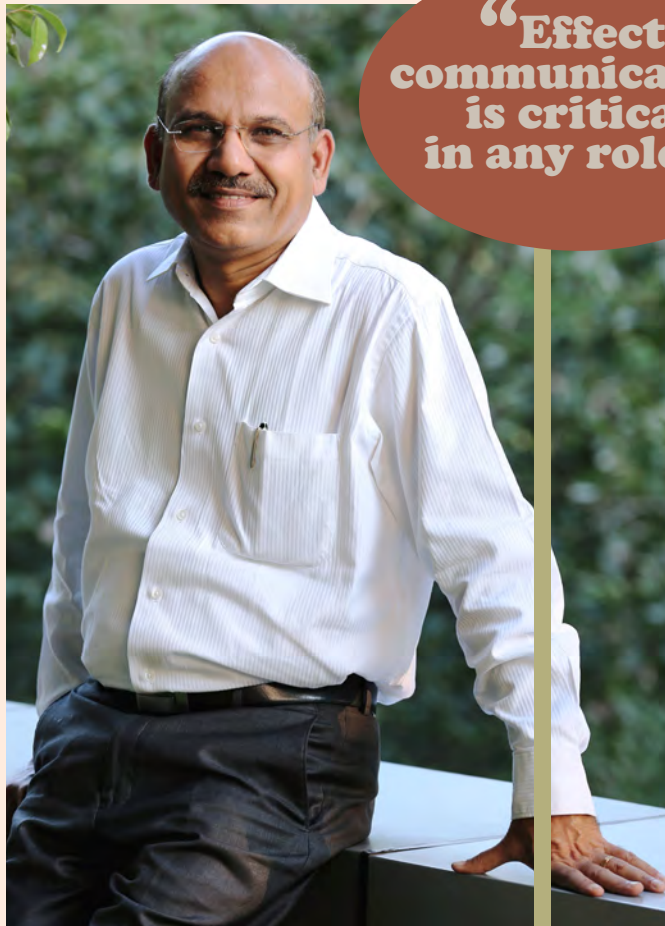
In 2010, he returned to India as the Global Service Head for the Heating Group and in 2013 became the Head of Western Region. He sees his current roles creating a conducive environment for business managers to achieve their targets; bring all divisions together on a common platform and maintain a common thread for

customers. "Every new role demands new learning," he says thoughtfully.

Raut is the President of the Dadar Toastmasters Club in Mumbai and also participates in the sessions of other clubs in the city. "It has helped me tremendously on my job and personal fronts."

He practises Pranayama and Yoga in the morning and has a 3.5 km walk in the evening in Mumbai's Shivaji Park. Though he reads books, he says he finds it "more fascinating to read people." Observing them during his travels, he wonders "what could be their backgrounds, where they are going."

On the train back to Pune, those open-ended questions about people come back to me. Who knows, they could even help us take our problem-solving skills beyond machines.



“Effective communication is critical in any role”

Thermax bags the BML Munjal award 2015



*HR team with Unny :
aligning individual
capability with
organisational
needs*

Thermax won the prestigious BML Munjal Awards 2015- Business Excellence for Learning and Development in the Private sector (Manufacturing) category. In the citation, the award jury noted that “Thermax proactively aligns individual capabilities with organizational needs and maps these onto

its business plans.” Unny, along with Sharad and the HR team accepted the award at New Delhi.

56 companies including Larsen and Toubro, Jindal Steel & Power, Essar, Biocon, Lupin, Siemens and Tata Chemicals competed in the private manufacturing sector.

Containerised water treatment plants in Jordan



*RO plants at JIFCO :
plug-and-play
convenience*

Thermax WWS team recently supplied five containerised water treatment and purification plants to Jordan India Fertilizer Company LLC (JIFCO)

JIFCO, a joint venture between Indian Farmers Fertiliser Cooperative Company (IFFCO) and Jordan Fertilizer Company enlisted Thermax to advise them on performance issues of their demineralisation plant (DM). After studying the geographical conditions and earlier history of the

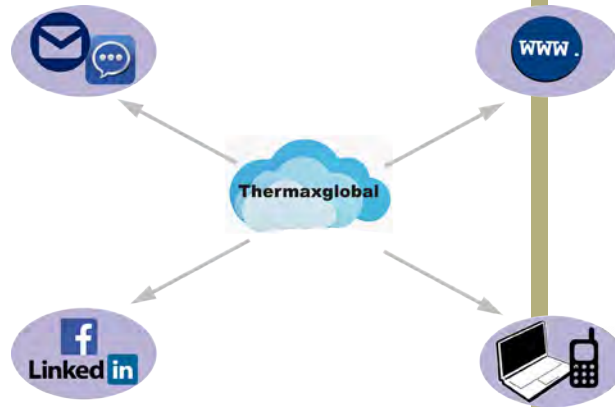
plant, the Thermax team recommended a containerised system instead of the DM plant for better performance. This was also preferred for minimal civil work and its plug-and-play convenience.

This order for the 2x100 m³/hour reverse osmosis containerised plants was one of the biggest for the Special Products Group of WWS. The challenge before the team was to fabricate containers suitable for the 50^o Celsius weather and sandstorms of Jordan.

Thermax recasts its communication platforms

Thermax recently changed its domain name from @Thermaxindia to @Thermaxglobal to integrate its global users on the same email platform. The transition and implementation of email platform from Lotus Notes to Office 365, a cloud based email platform from Microsoft, is already happening and the migration is expected to be completed shortly.

Thermax website has also been redesigned and launched on the latest HTML 5 platform. The URL of the website has been changed to www.thermaxglobal.com in place of www.thermaxindia.com. The website now offers the flexibility of access it from desktops, tablets and mobile devices.



The moves are part of the company's efforts to align communication technology platforms with its global business aspirations and practices.

Lesson from Mahesh Londhe: learn and change your life

Mahesh Londhe's life is a shining example of the power of education to transform lives.

The 21-year old who studied in a Marathi medium municipal school has cleared his Chartered Accountancy final exam in the first attempt. He passed another milestone when he recently joined Thermax to work with its Finance group in the Boiler & Heater division.

Clearing one of India's toughest exams is only one of the obstacles that Mahesh has surmounted in his young life. Coming from a family of bhel sellers, he says his prime motivation was his parents who supported me in all my decisions. "My father never forced me to follow the family workwork. He

encouraged me in my studies and my plans to become a CA."

Mahesh is grateful to the Akanksha Foundation for helping with his education, financially as well as through invaluable mentoring. His association with Akanksha began 13 years ago, when he started attending one of Akanksha's learning centres at Pune to supplement his studies at school. He remembers his mentor Aashish Patki making him realise that he needed to work towards a life beyond his 10th standard. Mahesh also acknowledges the invaluable support of M.S. Unnikrishnan, Thermax MD, who sponsored his preparation for the CA exams.





Children and their families at the felicitation, and Devyani from the students : hard work and success



Thermax celebrates success of young scholars

Thermax felicitated its employees' children who secured outstanding results in the 10th and 12th Board Examination for the academic year 2014-2015. Besides the 46 children, present on the occasion were the parents and siblings of the children being congratulated by Thermax's top management.

Some students shared some memories from their grueling year – hard work, sleepless nights. They thanked their family members who supported them during their studies.

Fireside congratulates all the students who appeared for the exams and wishes them the best in their academic and career pursuits.



Sanjay and Mutharasan presenting : options for sugar cogen industry

Thermax participated in a one-day business meet for the upcoming integrated sugar and cogeneration power projects in Maharashtra and Karnataka. Sanjay Gaikwad and Mutharasan Sundaram from B&H presented a paper on 'High- efficiency, high-pressure boilers for cogeneration in sugar industry.'

The event was organised by the Co-generation Association of India, in alliance with MITCON Consultancy and

Thermax at the sugar cogen projects business meet

Engineering Services Ltd., at Belgaum in May 2015. Thermax was of the co-sponsors.

The meet helped stakeholders evaluate future challenges for the many new integrated sugar and co-generation plants coming up in Maharashtra and Karnataka. "We could generate several leads from our interactions with the entrepreneurs and promoters present at the meet," says Sanjay.

Dr. Sonde showcases gasifier technology at Entrepreneurial Minds



Dr. Sonde with the PM of the Netherlands : working with the Dutch industry

Dr. Sonde, EVP and Head of Research, Technology & Innovation Centre (RTIC) participated in the Entrepreneurial Minds event held in New Delhi. The event was arranged at the residence of Alphonsus Stoelinga, the Netherlands' Ambassador to India, in the presence of Prime Minister Mark Rutte, other ministers and a select

audience including the media.

Dr. Sonde shared his experience of working with Dutch industries and also showcased Thermax's gasifier developed in collaboration with the Energy Research Centre, Netherlands. The gasifier using soya straw as fuel is now undergoing trials at Ruchi Soya Industries Ltd. in Maharashtra.

25 years and going strong



On 9th June, Thermax management felicitated employees who completed 25 years of service. Held at the R D Aga Community Centre, the event honored 33 veterans and their spouses. Earlier, at a dialogue organised at the venue, they reminisced about their experience in Thermax, the company culture and values that influenced them and to which they themselves have contributed.

Anu, Meher, Phero and Unny personally congratulated each employee. Unny thanked them for staying with the company during good and bad times and urged them to continue striving for excellence.

The event was anchored by Nidhi Dhanju and Prajakta Joshi and ended with a grand dinner.

Felicitating the veterans : through good and bad times



Executing its largest ever project order, Thermax despatches the steam drum of a 157 metric ton CPBC boiler to a petrochemical major's factory site in Gujarat. The drum with 138 nozzles is 206 metres long and 140 mm thick.



Sharad Gangal at the new office : service closer to the customers

Thermax inaugurates Lucknow office

Thermax's Lucknow office was inaugurated in August by Sharad Gangal, the company's Executive Vice President and Head of Human Resources. The inaugural ceremony was held in the presence of business leaders and senior managers from Pune and Delhi.

Situated on the 5th floor of the Shalimar Titanium building in Gomtinagar, the office is manned by Manu Gaurang, Area Manager and team.

The Lucknow office marks the decentralisation of the operations of Thermax's northern region hitherto handled from Delhi. Says Debashis Banja, Corporate Regional Manager of Thermax, "We have already provided products and commissioned projects in several regions of UP. It is a memorable day for us to establish our presence in Lucknow, as it takes our service closer to customers."

Thermax holds its 19th Open Forum

The 19th Open Forum of Thermax had its usual unique mix of information sharing, probing questions and illuminating answers. Above all, it again demonstrated the power of conversation – where issues and concerns were brought up forthrightly and addressed squarely. The air at Bhosari's Ankushrao Landge auditorium was alive with the crackle of ideas and the spirit of give and take.



Annual dialogue : crackle of ideas



Enviro outbound recharges participants



Enviro team at the resort : relaxing break

Enviro division enjoyed their two- day outbound session at Mantra Resort near Mahabaleshwar. On the first evening, around 300 employees had a great time with Bollywood dances, fashion show and singing. Organised on the theme of 'Indian Culture', the participants presented each state of India.

The next day had a cricket match where over 15 teams representing various functions participated.

Says Varsha, "It was a relaxing break and we are back, recharged."



Women's day, Bollywood ishtyle

Thermax women enjoying a good time, and comperes in filmy gear : joyous and fun-laced



Sakhi, the forum for women in Thermax, celebrated the International Women's Day. Centred on the theme 'Bollywood', the venue was festooned with movie posters, film reels and a bright marquee.

The session began with a talk by psychologist Niloufer Ebrahim on enhancing their personal and professional selves.

Following the talk, the lights dimmed, the disco lights were turned on and the DJ took over. Groups of women took to the stage to present dances and skits based on Bollywood actors, films, music and characters. The audience was on its feet cheering loudly and dancing along. A sumptuous high tea was a fitting finale to a joyous and fun laced afternoon.

Thermax Foundation organises Futsal



School children play with Thermax employees : 10 minute football

Thermax Foundation organised Futsal, a 10- minute form of football, consisting of seven players in each team. The event was organised at Yerwada's Matoshri English Medium School, run by Thermax foundation and Akanksha.

The company's football enthusiasts along with school children put together six teams. Everyone had a great time.

The Power of Focus



SIGNPOSTS

Daniel Goleman, science writer and author of books including *Emotional Intelligence* explains why in a world of endless distractions it is critical to restore our attention. In his 2013 book, *Focus*, Goleman uses recent research on neuroscience and brain mappings to explain how in today's complex world, absorption in whatever we choose to do is the key to excellence.

As a teenager I got into the habit of listening to the string quartets of Bela Bartok – which I found slightly cacophonous but still enjoyed- while doing my homework. Somehow tuning out those discordant tones helped me focus on, say, the chemical equation for ammonium hydroxide.

Years later, when I found myself writing articles on deadline for the *New York Times*, I remembered that early drill in ignoring Bartok. At the *Times* I labored away in the midst of the science desk, which in those years occupied a classroom- sized cavern into which were crammed desks for the dozen or so science journalists and a half dozen editors.

There was always Bartok-ish hum of cacophony. Nearby there might be three or four people chatting; you'd overhear the near end of a phone conversation- or several- as reporters interviewed sources; editors shouted across the room to ask when an article would be ready for them. There were rarely, if ever, the sounds of silence.

And yet we science writers, myself among them, would reliably deliver our ready-to-edit copy right on time, day after day. No one ever pleaded, *Everyone please be quiet*, so we could concentrate. We all just redoubled our focus, tuning out the roar.

That focus in the midst of a din indicates selective attention, the neural capacity to



beam in on just one target while ignoring a staggering sea of incoming stimuli, each one a potential focus in itself. This is what William James, a founder of modern psychology, meant when he defined attention as “the sudden taking possession by the mind, in clear and vivid form, of one of what seems like several simultaneously possible objects or trains of thought.”

There are two main varieties of distractions: sensory and emotional. The sensory distractors are easy: as you read these words you’re tuning out of the blank margins surrounding this text. Or notice for a moment the feeling of your tongue against your upper palate- just one of an endless wave of incoming stimuli your brain weeds out from the continuous wash of background sounds, shapes and colors, tastes, smells, sensations, and on and on.

More daunting is the second variety of lures: emotionally loaded signals. While you might find it easy to concentrate on answering your email in the hubbub of your local office shop, if you should overhear someone mention your name (potent emotional bait) that it’s almost impossible to tune out the voice that carries it your attention reflexively alerts to hear what’s being said about you. Forget that email.

The biggest challenge for even the most focused, though, comes from the emotional turmoil of our lives, like a recent blowup in a close relationship that keeps intruding into your thoughts. Such thoughts barge in for a good reason: to get us to think through what to do about what’s upsetting us. The dividing line between fruitless rumination and productive reflection lies in whether or not we come up with some tentative solution or insight and then can let those distressing thoughts go.

The more our focus gets disrupted, the worse we do. For instance, a test of how much college athletes are prone to having their concentration disrupted by anxiety correlates significantly with how well or poorly they will perform in the upcoming season.

The ability to stay steady on one target and ignore everything else operates in the brain’s prefrontal regions. Specialized circuitry in this area boosts the strength of incoming signals we want to concentrate on (*that email*) and dampens down those we choose to ignore (*those people chattering away at the next table*).

Since focus demands we tune out our emotional distractions, our neural wiring for selective attention includes that for inhibiting emotion. That means those who focus best are relatively immune to emotional turbulence, more able to stay unflappable in a crisis and to keep on an even keel despite life’s emotional waves.

Failure to drop one focus and move on to others can, for example, leave the mind lost in repeating loops of chronic anxiety. The power to disengage our attention from one thing and move it to another is essential for well-being.

The stronger our selective attention, the more powerfully we can stay absorbed in what we’ve chosen to do: get swept away by a moving scene in a film or find a powerful poetry passage exhilarating. Strong focus lets people lose themselves in YouTube or their homework to the point of being oblivious to whatever tumult might be nearby – or their parents calling them to come eat dinner.

Richard Davidson, a neuroscientist at the University of Wisconsin, names focus as one

Focus is one of a handful of essential life abilities that guide us through the turbulence of our inner lives, our relationships...

of a handful of essential life abilities, each based in a separate neural system, that guide us through the turbulence of our inner lives, our relationships, and whatever challenges life brings.

During sharp focus, Davidson finds, key circuitry in the prefrontal cortex gets into a synchronized state with the object of that beam of awareness, a state he calls “phase- locking.” The better your focus, the stronger your neural lock-in. But if instead of concentration there’s a jumble of thoughts, synchrony vanishes. Just such a drop in synchrony marks people with attention deficit disorder.

We learn best with focused attention. As we focus on what we are learning, the brain maps that information on what we already know, making new neural connections. If you and a small toddler share attention towards something as you name it, the toddler learns that name; if her focus wanders as you say it, she won’t.

When our mind wanders off, our brain activates a host of brain circuits that chatter about anything that have nothing to do with what we’re trying to learn. Lacking focus, we store no crisp memory of what we’re learning.

Attention: Top and Bottom

Our brain has two semi-independent, largely separate mental systems. One has massive computing power and operates constantly, purring away in quiet to solve our problems, surprising us with a sudden solution to

complex pondering. Since it operates beyond the horizon of conscious awareness we are blind to its working. This system presents the fruit of its vast labors to us as though out of nowhere, and in a multitude of forms, from guiding the syntax of a sentence to constructing complex full-blown mathematical proofs.

This back-of-the-mind attention typically comes to the center of focus when the unexpected happens. You’re talking on your cell phone while driving (the driving part is back-of-the-mind) and suddenly a horn honk makes you realise the light has changed to green.

Much of this system’s neural wiring lies in the lower part of our brain, in subcortical circuitry, though its efforts break into awareness by notifying our neocortex, the brain’s topmost layers, from below.

“Bottom-up” has become the phrase of choice in cognitive science for such working of this lower-brain neural machinery. By the same token, “top-down” refers to mental activity, mainly within the neocortex, that can monitor and impose its goals on the subcortical machinery. It’s as though there were two minds at work.

The bottom-up mind is:

- faster in brain time, which operates in milliseconds
- involuntary and automatic: always on
- intuitive, operating through networks of association
- impulsive, driven by emotions
- executor of our habitual routines and guide for our actions
- manager for our mental models of the world



By contrast, the top-down mind is:

- slower
- voluntary
- effortful
- the seat of self-control, which can (sometimes) overpower automatic routines and mute emotionally driven impulses
- able to learn new models, make new plans, and take charge of our automatic repertoire – to an extent

Voluntary attention, willpower, and intentional choice are top-down; reflexive attention, impulse, and rote habit are bottom-up (as is the attention captured by a stylish outfit or a nifty ad). When we choose to tune in to the beauty of a sunset, concentrate on what we're reading, or have a deep talk with someone, it's a top-down shift. Our mind's eye plays out a continual dance between stimulus-driven attention capture and voluntarily directed focus.

The bottom-up system multitasks, scanning a profusion of inputs in parallel, including features of our surroundings that have not yet come into full focus; it analyzes what's in our perceptual field before letting us know what it selects as relevant for us. Our top-down mind takes more time to deliberate on what it gets presented with, taking things one at a time and applying more thoughtful analysis.

Much (some say all) of what the top-down mind believes it has chosen to focus on, think about, and do is actually plans dictated bottom-up. If this were a movie, psychologist Daniel Kahneman wryly notes, the top-down mind would be a "supporting character who believes herself to be the hero."

Finding Balance

"The faculty of voluntarily bringing back a wandering attention, over and over again, is the very root of judgement, character, and

will," observed William James.

But, as we've seen, if you ask people, "Are you thinking about something other than what you're currently doing?" the odds are fifty-fifty their minds will be wandering.

Those odds change greatly depending on what that current activity happens to be. A random survey of thousands of people found focus in the here-and-now understandably was highest by far while they were making love. A more distant second was exercising, followed by talking with someone, and then playing. In contrast, mind wandering was most frequent while they were working, using a home computer, or commuting.

On average, people's moods were generally skewed to the unpleasant while their minds wandered; even thoughts that had seemingly neutral content were shaded with a negative emotional tone. Mind wandering itself seemed to be a cause of unhappiness some or much of the time.

Where do our thoughts wander when we're not thinking of anything in particular? Most often, they are all about me. The "me," William James proposed, weaves together our sense of self by telling out story – fitting random bits of life into a cohesive narrative. This it's-all-about-me story line fabricates a feeling of permanence behind our ever-shifting moment-to-moment experience.

Mind wandering tends to center on our self and our preoccupations: all the many things I have to do today; the wrong thing I said to that person; what I should have said instead. While the mind sometimes wanders to pleasant thoughts or fantasy, it more often seems to gravitate to rumination and worry.

The medial prefrontal cortex fires away as our self-talk and ruminations generate a

“The faculty of voluntarily bringing back a wandering attention, over and over again, is the very root of judgement, character, and will.”

background of low-level anxiety. But during full concentration a nearby area, the lateral prefrontal cortex, inhibits this medial area. Our selective attention deselects these circuits for emotional preoccupations, the most powerful type of distraction. Responding to what’s going on, or active focus of any kind, shuts off the “me”, while passive focus returns us to this comfy mire of rumination.

It’s not the chatter of people around us that is the most powerful distractor, but rather the chatter of our own minds. Utter concentration demands these inner voices be stilled. Start to subtract sevens successively from 100 and, if you keep your focus on the task, your chatter zone goes quiet.

Restoring Attention

Consider the cognitive effort demanded by our new normal information overload – the explosion of new streams, emails, phone calls, tweets, blogs, chats, reflections about opinions.

That neural buzz adds tension to the demands of getting something done. Selecting one sharp focus requires inhibiting a multitude of others. The mind has to fight off the pull of everything else, sorting out what’s important from what’s irrelevant. That takes cognitive effort.

Tightly focused attention gets fatigued – much like an over worked muscle – when we push to the point of cognitive exhaustion. The signs of mental fatigue, such as a drop in effectiveness and a rise in distractedness and irritability, signify that the mental effort

needed to sustain focus has depleted the glucose that feeds neural energy.

The antidote to attention fatigue is the same as for the physical kind: take a rest. But what rests a mental muscle?

Try switching from the effort of top-down control to more passive bottom-up activities, taking a relaxing break in a restful setting. The most restful surroundings are in nature, argues Stephen Kaplan at the University of Michigan, who proposes what he calls “attention restoration theory.”

Such restoration occurs when we switch from effortful attention, where the mind needs to suppress distractions, to letting go and allowing our attention to be captured by whatever presents itself. But only certain kinds of bottom-up focus act to restore energy for focused attention. Surfing the Web, playing video games, or answering email does not.

We do well to unplug regularly; quiet time restores our focus and composure. But that disengagement is just the first step. What we do next matters, too. Taking a walk down a city street, Kaplan points out, still puts demands on attention- we’ve got to navigate through crowds, dodge cars, and ignore honking horns and the hum of street noise.

In contrast, a walk through a park or in the woods puts little such demand on attention. We can restore by spending time in nature-- even a few minutes strolling in a park or any setting rich in fascinations like the muted reds of clouds at sunset or a butterfly’s flutter.

But I wonder. These moments seem fine for switching off intense concentration, but open the way for the still-busy wandering mind-set of the default circuitry. There’s another step we can take in switching off the busy mind:



full focus on something relaxing.

The key is an immersive experience, one where attention can be total but largely passive. This starts to happen when we gently arouse. Anything we can get enjoyable, lost in will do it.

Total, positive absorption shuts off the inner voice, that running dialogue with ourselves that goes on even during our quiet moments. That's a main effect of virtually every contemplative practice that keeps your mind focused on a neutral target, like your breath or a mantra.

Traditional advice for ideal settings for a "retreat" seems to include all the ingredients needed for cognitive restoration. Monasteries designed for meditation are typically in restful, quiet natural environments.

The Myth of 10,000 Hours

The "10,000-hour rule" – that this level of practice holds the secret to great success in any field – echoed on websites and recited as litany in high-performance workshops. The problem: it's only half true.

If you are a duffer at golf, say, and make the same mistakes every time you try a certain swing or putt, 10,000 hours of practicing that error will not improve your game. You'll still be a duffer, albeit an older one.

No less an expert than Anders Ericsson, the Florida State University Psychologist whose research on expertise spawned the 10,000-hour rule of thumb, told me, "You don't get benefits from mechanical repetition, but by adjusting your execution over and over to get closer to your goal."

"You have to tweak the system by pushing," he adds, "allowing for more errors at first as

you increase your limits."

Apart from sports like basketball or football that favor physical traits such as height and body size, says Ericsson, almost anyone can achieve the highest levels of performance with smart practice.

Ericsson argues that the secret of winning is "deliberate practice," – where an expert coach takes you through well-designed training over months or years, and you give it your full concentration.

Hours and hours of practice are necessary for great performance, but not sufficient. How experts in any domain pay attention while practicing makes a crucial difference. For instance, in his much-cited study of violinists – the one that showed the top tier practised more than 10,000 hours – Ericsson found the experts did so with full concentration in improving a particular aspect of their performance that a master teacher identified.

Smart practice always includes a feedback loop that lets you recognise errors and correct them – which is why dancers use mirrors. Ideally that feedback comes from someone with an expert eye – and so every world-class sports champion has a coach. If you practice without such feedback, you don't get to the top ranks.

The feedback matters and the concentration does, too – not just the hours.

Learning how to improve any skill requires top-down focus. Neuroplasticity, the strengthening of old brain circuits and building of new ones for a skill we are practising, requires our paying attention: When practice occurs while we are focusing elsewhere, the brain does not rewire circuitry for that particular routine.

Daydreaming defeats practice; those of us who browse TV while working out will never reach the top ranks. Paying full attention

The most powerful distractor (is) the chatter of our own minds. Utter concentration demands these inner voices be stilled

seems to boost the mind's processing speed, strengthen synaptic connections, and expand or create neural networks for what we are practising.

At least at first. But as you master how to execute the new routine, repeated practice transfers control of that skill from the top-down system for intentional focus to bottom-up circuits that eventually make its execution effortless. At that point you don't need to think about it – you can do the routine well enough on automatic.

And this is where amateurs and experts part ways. Amateurs are content at some point to let their efforts become bottom-up operations. After about fifty hours of training – whether in skiing or driving – people get to that “good-enough” performance level, where they can go through the motions more or less effortlessly.

They no longer feel the need for concentrated practice, but are content to coast on what they've learned. No matter how much more they practice in this bottom-up mode, their improvement will be negligible.

The experts, in contrast, keep paying attention top-down, intentionally counteracting the brain's urge to automatize routines. They concentrate actively on those moves they have yet to perfect, on correcting what's not working in their game, and on refining their mental models of how to play the game, or focusing on the particulars of feedback from a seasoned coach. Those at the top never stop learning:

if at any point they start coasting and stop such smart practice, too much of their game becomes bottom-up and their skills plateau. “The expert performer,” says Ericsson, “actively counteracts such tendencies toward automaticity by deliberately constructing and seeking out training in which the set goal exceeds their current level of performance.” Moreover, “The more time expert performers are able to invest in deliberate practice with full concentration, the further developed and refined their performance.”

Focused attention, like a strained muscle, gets fatigued. Ericsson finds world-class competitors – whether weight lifters, pianists, or a dog sled team – tend to limit arduous practice to about four hours a day. Rest and restoring physical and mental energy get built into their training regimen. They seek to push themselves and their bodies to the max, but not so much that their focus gets diminished in the practice session. Optimal practice maintains optimal concentration.

– Excerpted from *Focus*
by Daniel Goleman

Meet Girish and Yogesh, randonneurs



Girish and Yogesh

Randonneuring is a French form of cycling that encourages participants to complete events (brevets) over long distances through scenic countryside. The cycling trips have to be completed in prescribed time over pre-decided routes. Though originally registered with the Audax Club in Paris, several countries now have their local affiliates organising the brevets.

Recently, Girish Adsule and Yogesh Ghorpade successfully completed Brevets de Randonneurs Mondiaux (BRM),

a 200 km cycling event organised by the Audax India Randonneurs (AIR).

The ride started at 6.15 in the morning through the picturesque route of Baner to Lavasa's Temghar dam and returned for an onward trip to Lonavala and back to Baner. The cyclists passed four control points on closure times to get qualified for the next round. Both cyclists had to push their limits while battling humid weather, windy roads and the pressure to reach on time. Completing the 200 km ride in 12 hours, they reached Baner at 6:30 pm, an hour earlier than the cut off time.

Girish and Yogesh work with Corporate Finance and regularly practise cycling on weekends.



Deepak



Vinod

Deepak and Vinod complete PGDBM

Deepak Ingale and Vinod Jadhav have completed the Post Graduate Diploma in Business Management (PGDBM) from Savitribai Phule Pune University. They both joined Thermax in 2007 and are posted at B&H Materials.

Before joining Thermax, Deepak had been with Lipi Boilers Ltd. and Automag Ltd. He loves cricket and spending time with his family.

Vinod, earlier worked with Corus India and Paper Product Limited. A BE in Production from the Pune University, Vinod likes to play cricket and volleyball.

Parashuram treks to Chandrakhani pass

Parashuram Dhekane successfully completed a Himalayan trek to Chandrakhani Pass, 14 thousand feet up in Uttarakhand. His wife Komal and their 15- year old son Devang were on the trek with him.

The 10- day trek was organised by the Youth Hostel Association of India.

Parashuram has been trekking for many years. "For me it was the 6th trek in the Himalayas, and for my family, it was the 3rd," he says. Joining Thermax in 1984, Parashuram is currently with the B&H division. He also loves to play cricket.



Parashuram with wife and son



Gold Award for Akshay at IISER

Akshay bagged the Gold award for best all-round performance in the class of 2015 completing the 5-year Integrated BS-MS dual degree programme at the Indian Institute of Science Education and Research (IISER), Mohali.

He has also been selected for the International PhD Programme at Ruhr University's Graduate School of Chemistry and Biochemistry, Germany.

Akshay is the son of Hemant Raut from Thermax SPX Energy group.



Akshay



Siddharth, a certified PMP professional

Siddharth Limaye from Research Technology & Innovation Centre (RTIC) is now a certified Project Management Professional (PMP), awarded by the Project Management Institute, USA, is internationally recognised and lays down the best practices for project managers.

Siddharth has completed his Chemical Engineering followed by an MBA from Savitribai Phule Pune University. After joining Thermax in 2011, he has worked on projects in gasification and fuel cell technology. He is an avid traveller and loves to explore cultures and cuisines.



Siddharth



The Pursuit of Happiness

“Watch me” said young Amu as she rode her bicycle, took a circle, came back and tapped her feet on the ground. Why tap your feet, I asked. See, today I can balance, no need for extra wheels, she explained. Still, why tap? “If you’re happy and you know it, tap your feet,” Amu sang the nursery rhyme and off she went like the wind. We smiled, but my friend said a bit wistfully, “I was like this once, now even my new SUV doesn’t make me as happy as riding a bike.” This led us to reflect philosophically on growing up and the loss of innocence. We concluded that the only adult whom we have seen smiling like this is the Dalai Lama. Probably that’s why for many people he is God.

But that incident couldn’t be forgotten so easily. Over the next few days on our walks we tried to recollect our moments of happiness – onset of summer holidays, new shoes, performance on school annual day, seeing parents after a long gap, etc. Those images were all a blur partly because of time lag and partly because as a child one ran more and walked less. This brought us to the holy link between running and happiness. We decided to try running and see if we feel any different.

It was different indeed. While I could walk for hours, my first run lasted only 20 seconds. Though I tried on and off, even felt

joyful, there wasn’t much progress. “Have a clear goal, measure your progress, what gets measured gets done”, said my husband in his corporate lingo and promptly downloaded a Running App on my mobile. Thus I enrolled to run 21 kms in the Mumbai Marathon on January 15; and, as a trial run, also the Pune Marathon in December. I wanted to complete at least one of them. By now my friend and my husband had also joined me. Enthusiasm, indeed, is infectious.

The business of pursuing happiness was not all that happy, it had its own share of pain, injury and frustration. Though I had dabbled in athletics and played table tennis during my student years, it all seemed so long ago. Now I had to begin again and learn the art of running.

Kelavam ballidarinda kalithu... Learn some things from those who know, watch some things from those who do, learn other things by one’s own experience, said Sarvagna, the 16th century Kannada philosopher-monk-poet.

I searched the Net. There is a multi-billion dollar industry which thrives on the madness of running. The number of books sold on running seemed next only to Bible and Agatha Christie. Then there were shoes, watches, water bottle holders, special creams, caps: you name a problem, they

have a solution. It was as if entire mankind could be divided into two categories – runners and non-runners. Among runners there are half marathoners(21 kms), full marathoners(42 kms), ultras (who run 80-100 kms or more). This info overload was so scary I went back to Sarvagna and decided to watch the runners.

Many runners practise in the neighborhood university campus. Most are friendly: a wave here, a thumbs-up there, free with their tips and encouragement. After few days I dared to strike up a conversation with a lady whom I saw often. She was training for a full 42 km, trying to improve her previous best and planning to run the Paris Marathon – someone who had attained running nirvana. How does one run so effortlessly and how much do I train, I asked her timidly. If it is effortless, then you are not performing at your peak, the best of us struggle and thus build cardio vascular endurance, she said. If it feels too much of a struggle, walk a few steps and catch up. Running is only the tip of the iceberg and what lies below is strength, flexibility and agility. Be disciplined (with a capital D) in food, rest and exercise. So what do I do to gain strength, flexibility and agility? You lift weights, do yoga or Pilates, skip rope, bicycle, swim, etc. With my career and commitments at home, how can I fit in so many things, I interjected meekly. We all have careers, children, old parents. If many people depend on you, and if you have more commitments, all the more reason for you to stay fit. So, run for three days, cross train another three, rest on the 7th. Remember, she added, marathons are run in the mind.

Thus, 21 km became an obsession. 21 started staring back at me from vehicle number plates, telephone numbers, billboards etc. I factored in one hour everyday for training. After six weeks it became a habit.

Things that I had not factored in surprised me. The same university campus changes with each season and at 6 in the morning it is surreal. In winter, the moon is very much your companion, in rains it turns different shades of green, in spring it is orange, yellow, violet, and there is the fragrance of champak, mogra, flowers unknown. Even when you run in a group, running is a solo sport, gives ample time to contemplate. There are not many problems which an hour's run can't fix.

On that Sunday morning in Bandra, Mumbai 15 thousand people gathered in hushed silence at various starting points. Another 30 thousand participated in 42km, 6 km charity run etc. (I had earlier completed 21 km in Pune.) Amongst them were star athletes, corporate honchos, RBI governor, film stars. There were also runners with prosthetic legs and the blind with white canes and guides.

I am sure each of us had a point to prove to ourselves. Strangers wished each other, politely inquired about goals, encouraged each other throughout the route.

Finally, did I find happiness? How does one define happiness, which is easy to feel yet so difficult to explain? My phone app says during training I logged 551 km and had over 78 hours of cross training., Not a single day did I feel why I was doing this, and after each session I felt better than when I started. With their zest for life, runners with special needs reminded me of my blessings.

Did I tap my feet like young Amu? I came very close.

After the run, when I called my son to say we had completed and collected our medals, he asked if I met anyone new.

Yeah sure, I had met myself.



– **Lata Kumar**
B&H Finance

SLICE OF LIFE

'My interests include cooking dogs'

Experts found that 94% of job hunters risked missing out on vacancies through CV blunders such as poor spelling, grammar or presentation on their CVs.

Failure to use the comma led to embarrassing disclosures such as: "My interests include cooking dogs and interesting people."

In some cases, applicants' attempts to impress potential employers failed through the odd missed word, with phrases such as: "I was responsible for dissatisfied customers."

For others, the omission of a single letter consigned their CV to the dustbin: "I am a pubic relations officer."

From a sample of 450 CVs, researchers found that 81% were laden with spelling and grammatical errors, while nearly half were poorly laid out.

A mere six per cent were error-free, the study by career advisers Personal Career Management (PCM) concluded.

(from the Telegraph)



THE LORD'S LOSS

The Balaji Temple at Tirupati has been reputedly making laddoos for nearly three centuries. Each year, devotees buy 90 million pieces. But the Tirumala Tirupati Devasthanam (TTD) is finding that neither experience nor mass consumption is helping matters. Last year, it ran up a loss of Rs.150 crore because of rising input costs.

Also, half the pilgrims foot it to the temple and are entitled to a free laddoo and two more at subsidised rates. The Devasthanam is not sure whether to increase the price, lower the weight or stop the entitlement.

(Outlook)

And this wayside irony





Making **health** and **safety** a lifestyle

Thermax reaffirmed its commitment to safety at its manufacturing plants, construction sites and offices during the nationally celebrated Safety Week. There were competitive events like designing safety posters, slogans and essays. Safety suggestions and mock evacuation drills underlined efforts to integrate organisational health and safety practices in the work culture and life style of employees.



The Joy of giving and the glow of participation

Daan Utsav from Thermax Foundation saw active participation from the company's employees. Nearly 1.7 tonnes of clothes were donated to Swachh, an organisation that works for the welfare of rag-pickers.

They contributed to an event 'Under the stars' that tried to convey what it means to be homeless children – a street play by the children and a session on drums by a group, Taal Inc. At their workplaces, Thermax staff also played mentors and role models to 50 children from two municipal schools, run by the Akanksha Foundation. The children got glimpses of a typical day in the life of professionals.

At Savitribai Phule English Medium school in Moshi, former students along with employees and their kids painted the walls in vibrant colours.

