

Newspaper Clips
December 26, 2014

Hindustan Times ND 26/12/2014 P-12

Land paucity for new IITs forces govt to go for the vertical option

Brajesh Kumar

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NEW DELHI: With the government announcing in its first budget that five more Indian Institutes of Technology would come up, state governments have started identifying land where the institutes could be built.

However, since all the land identified has fallen short of the minimum 500 acres mandated to build an IIT campus, the Centre has asked states to increase the floor area ratio and go vertical.

“Except Jammu and Kashmir, all the other states — Goa, Chhattisgarh, Kerala, and Andhra Pradesh — have identified the site for a new IIT. But, they are all about 250-300 acres on an average. Therefore, we have taken a commitment from



■ Smriti Irani

them to go for high-rises,” said an official.

This move would enable the new IITs to compensate for the shortage in land but also accommodate over 10,000 students expected to enrol over the years.

The site selection committee has, so far, approved only the one Andhra Pradesh and is likely to

visit the other sites in January.

The state governments' inability to earmark land for the new IITs had held up progress.

The human resources development ministry has also announced mentor institutions to help the new IITs. While IIT Madras will mentor the ones in AP and Kerala, IIT Delhi will mentor the one in J&K, IIT Hyderabad will help the IIT in Chattisgarh and IIT Bangalore will mentor IIT Goa.

In keeping with its promise in the election manifesto, the BJP government announced the five new IITs and IIMs this July.

Meanwhile the eight IITs set up by the UPA government during 2008-09, currently operating from temporary campuses are expected to move to their permanent address by July next year.

Times of India ND 26/12/2014 P-11

Think tank: Teach IPR in law colleges, IITs, IIMs

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New Delhi: Intellectual property rights may soon become one of the key courses in the education system as the IPR Think Tank, in its draft national policy, has recommended that it be made a compulsory subject in all law colleges, National Institute of Fashion Technology, agriculture universities and management institutes.

The IPR Think Tank, headed by Justice Prabha Sridevan, in its draft policy recommended progressive introduction of IP teaching in schools, colleges and other educational institutions.

It also suggested introduction of "IP courses/modules in all major training institutes such as judicial academies, National Academy of Administration, police and customs academies, Indian Institute of Foreign Trade, Institute for Foreign Service Training and forest training institutes".

Apart from strengthening the academic base for intellectual property rights, the think tank suggested integration of PM Narendra Modi's slogans 'Make in India' and 'Digital India' with IPR. It recom-



Apart from strengthening the academic base for IPRs, the body suggested integration of PM Modi's slogans 'Make in India' and 'Digital India' with IPR

mended adoption of "national slogan Creative India-Innovative India" and launching a "campaign by linking IPRs with other national initiatives such as 'Make in India', 'Digital India, 'Skill India' and 'Smart Cities'".

The body, set up on October 25 comprising IPR expert and senior advocate Pratibha M Singh, N K Sabharwal, Punit Bhargava, Rajeev Srinivasan and Unnat Pandit, suggested financial incentives for creation of IP.

Given rampant plagiarism in the IPR field, the body recommended creation of a multi-agency centralized task force to combat counterfeiting and piracy in IP and for strengthening enforcement and establishing coordination between different enforcement agencies.

It gave primacy to small and big innovations alike. It recommended enactment of a new law to "protect small

innovations created by individual and small manufacturing enterprises as well as those created by the informal sector".

Alongside enforcement, the think tank also addressed pressing problems relating to disputes on IP. It recommended "designation of a special patent bench in the high courts of Bombay, Calcutta, Delhi and Madras for speedy disposal of patent cases and providing infrastructural support such as video conferencing to the litigants".

The expert body said the time had come to set up a National Institute of Excellence for IP to provide strategic support to the government. The first draft of the policy has been put up on the government website for comments from public. Based on public inputs, the expert body will consider sector-specific inputs in the final recommendations.

Times of India ND
26/12/2014 P-11

Maha CM wants 10 IIT, IIM grads as his interns

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Mumbai: Maharashtra CM



D Fadnavis

Devendra Fadnavis has launched a drive to rope in fresh IIT and IIM graduates for effective implementation of his govern-

ment's flagship programmes.

If a high-ranking bureaucrat is to be believed, ever since Fadnavis took over the reins on October 31, he has been keen on hiring B-school graduates in the state administration — for 11 months on a monthly stipend of Rs 35,000. "Fadnavis has given deep and prolonged thought to the idea. We expect the first batch to join by the last week of January or early February," he said. Explaining the rationale, he said the CM feels if bureaucrats are assisted by management and IIT graduates, it will strengthen their efforts to provide a result-oriented administration.

Mail Today ND 26/12/2014
P-3

Maha IIM goes to Nagpur

Mail today Bureau
in Mumbai

WHILE the decision to set up an Indian Institute of Management (IIM) at Nagpur has brought cheer across Maharashtra, the city of Pune is crying hoarse. Pune residents feel that though their city was considered as the preferred spot right through the planning process, it lost out to Nagpur due to the latter's significant political clout, both at the Centre and the state level.

The state government had on Wednesday announced its decision to set up the IIM in CM Devendra Fadnavis' hometown. This is despite the fact that the Union Human Resource Development Ministry had favoured Pune over Nagpur throughout the run-up to the proposal's announcement.

Pune MP Anil Shirole had been pursuing his city's case at the Centre and in the state as was Nationalist Congress Party president Sharad Pawar, who had recently said that all key institutes would now be set up

City reportedly chosen due to CM's affinity

in Nagpur as Fadnavis and Union minister Nitin Gadkari hail from there.

State officials confirmed that experts from IIM-Ahmedabad had supported Pune's claim for the institute, saying that the city has linkages to industries and has an advantage of attracting students as well as excellent faculty. However, CM Fadnavis was in favour of Nagpur. His decision though, Fadnavis says, was aimed at ensuring the much needed attention for the Vidarbha region.

Having learnt of the allocation of an IIM for Maharashtra by Ministry Of Human Resource Development, the Vidarbha Economic Development (VED) Council too had urged the government to open it at Nagpur to make it an iconic education hub.

An IIM at Nagpur, the VED council said, will ensure that more students would get benefit from "quality education at an affordable cost; backward and scheduled classes would get included in the growth mechanism, and there would be balanced overall economic and social development".

Statesman ND

26/12/2014 P-7

IIT(G) suicide: A final year B.Tech student of IIT-Guwahati allegedly committed suicide on Thursday in his hostel room. The student, identified as T Parameswar Rao, was found hanging in his hostel room this afternoon. PTI

Amar Ujala ND
26/12/2014 P-11

आईआईटी को मिलेगी सबसे बड़ी गुरु दक्षिणा

कानपुर (ब्यूरो)। वर्ष 1990 बैच के 120 पूर्व छात्रों ने आईआईटी कानपुर को अब तक की सबसे बड़ी गुरुदक्षिणा देने का फैसला किया है। पढ़ाई पूरी करने के बाद 25वें साल कैम्पस आने वाले पूर्व स्टूडेंट्स का कहना है कि शनिवार को 1.20 करोड़ रुपये की गुरु दक्षिणा दी जाएगी, जो किसी बैच द्वारा दी गई गुरु दक्षिणा से कहीं ज्यादा है। इससे पहले एक बैच ने 1.10 करोड़ रुपये की गुरु दक्षिणा दी है। आईआईटी की एलुमिनी मीट (पूर्व छात्र सम्मेलन) शुक्रवार से शुरू होगी। इस बार 1990 बैच के स्टूडेंट्स आ रहे हैं, जो कि सिल्वर जुबली समारोह मनाएंगे। भारत, अमेरिका, कनाडा, ब्रिटेन, फ्रांस सहित तमाम देशों में बसे 120 आईआईटीयंस के आने की सहमति मिल चुकी है।

Times of India ND
26/12/2014 P-21

World's smallest hearing aid designed

London: An international team of researchers has designed the world's smallest hearing aid which is so tiny that it is almost "invisible".

The hearing aid called 'Nanoplug' is meant to be less intrusive than other such devices, less noticeable and less expensive. The device is just 7.1mm x 5.7mm x 4.17mm, which the team says is half the size of any other hearing aid.

Nanoplug was first conceived by Nevena Zivic and then brought to fruition by industrial designer, Jongha Lee, audio engineer Mladen Stavri and electromechanical engineer Zoran Marinovi.

On its Indiegogo page, the team claims the hearing aid has no toxic chemicals inside, nor heavy metals, Tech Xplore reported.

Nanoplug can be programmed using software running on a computer, the results of which can be downloaded directly to the device via a cable. PTI

MHRD extends 'Good Governance Day' essay competition till December 26

Friday, 26 December 2014 - 5:20am IST Updated: Thursday, 25 December 2014 - 8:06pm IST | Agency: dna

<http://www.dnaindia.com/mumbai/report-mhrd-extends-good-governance-day-essay-competition-till-december-26-2047017>

Hours after receiving a directive from the Delhi high court, the ministry of human resources and development (MHRD) has issued a revised circular on Wednesday night extending the deadline for the online essay competition for CBSE schools on 'Good Governance Day' till December 26.

The revised circular put up on the MHRD website states: "In compliance with the instruction of honourable Delhi high court, the online essay competition on [Good Governance Day](#) being held on December 25 as a part of CBSE expression series will now be extended up to December 26 as well."

The web link for the competition will be open from 9am to 5pm on both the days, reads the revised circular which is also put up on the CBSE website.

December 25, celebrated as [Christmas](#) all over the world, is being observed as Good Governance Day by the BJP [government](#) at the Centre.

Two weeks back, MHRD had issued a circular to Navodaya Vidyalayas and other CBSE schools to conduct the essay competition and various activities on Good Governance Day on December 25 which implied presence of children in schools cancelling the holiday. After wide criticism, the MHRD clarified that only online essay competition is planned and that too is voluntary.

Following the controversy, PB Prince Gajendra Babu had approached [Delhi high court](#) seeking directions to withdraw the circular instructing the [educational institutions](#) to celebrate Good Governance Day on December 25 in its entirety.

Replying to the plea, the Centre informed the Delhi high court on Wednesday that entries to online essay competition, to mark Good Governance Day for schools affiliated to CBSE will be accepted on December 25 and 26.

The court then directed the Centre to notify the change on Wednesday itself through a press note and wide publicity.

Internet of Things may soon be in college curriculum

[Chethan Kumar](#) | Dec 26, 2014, 04.00 AM IST

<http://timesofindia.indiatimes.com/city/bengaluru/Internet-of-Things-may-soon-be-in-college-curriculum/articleshow/45643730.cms>

Bengaluru: Engineering and PhD students across the country will soon have curriculums on the Internet of Things (IoT), described as the future of civilization, if the Centre's recent draft policy on it is implemented.

The department of electronics and information technology (DeitY), which brought out the draft policy in October, has recommended this and also six-week certificate courses and two-week training programmes in IoT. "We must set up norms for accreditation of all such courses relating to IoT," the policy reads, adding that a young faculty chair at five IITs be created with a funding of Rs 4.5 crore for five years.

"These young faculties become the bridge between academia and industry and identify the areas in which IoT skills need to be created after regular consultation with industry," it says.

The policy has identified IoT as a key enabler that will help have smart parking, intelligent transport system, tele-care, women safety, waste management and smart city maintenance, besides help in the fields of agriculture and disaster management.

It also aims to create fellowships for 150 students pursuing M-Tech-level specialization programmes in IITs in the next two years.

IISc director Prof Anurag Kumar, who works in the field, says: "India needs to train its manpower in this field as it offers a lot of opportunities and solutions, which we will need for better management and living." Noting that India is lagging behind in the matter, officials said the policy has recommended cross-country pacts for IoT education exchange programmes and organize trainings by experts from other countries for training scientists/ engineers and even DeitY officials.

While the proposal to have curriculums and creating faculty chairs may need time to work out the nuances, the last set of recommendations is seen as something that can be implemented right away, even in the absence of a policy.

Time to take the plunge

IoT is today what internet was in 1980s, it may take at least another 10 years before we see commercial blooming of this and have real applications. But the time is right for India to get into this as there is no point plunging into something late.

— Prof Anurag Kumar | director, Indian Institute of Science

Chairs at IITs and encouraging young people are all welcome. But there is no need for governments to micro-manage affairs at IITs, it should govern, make policy and leave the technology to IITs.

— Prof Sadagopan S | director, Indian Institute of Information Technology-Bangalore

A course and short training programmes will go a long way in developing indigenous technologies in the field.

—Anurag Trivedi | PhD scholar, IIT-Delhi

IoT & numbers

\$15 billion: The size of IoT industry in India by 2020, according to government estimates

2.7 billion: The number of connected devices in the country by 2020, increasing from 200 million now

\$300 billion: Estimated global revenue from IoT as per a Gartner report

5-6%: India's estimated market share in global IoT business

Source: Department of Electronics and Information Technology

What is IoT?

IoT is a seamless connected network of embedded objects/devices, in which machine to machine (M2M) communication without any human intervention is possible using standard and interoperable communication protocols. Phones, Tablets and PCs are not included as part of IoT.

CAG passes strictures on NIT

<http://timesofindia.indiatimes.com/city/nagpur/CAG-passes-strictures-on-NIT/articleshow/45644768.cms>

NAGPUR: The Comptroller and Auditor General (CAG) of India passed strictures over Nagpur Improvement Trust (NIT) for its failure to properly plan the development of IT Park (opposite VNIT), thus rendering expenditure of Rs 1.83 crore infructuous. The Nagpur Municipal Corporation (NMC) was also flayed for failing to plan the swimming pool construction at Vaishali Nagar that led to blocking of funds of 1 crore for over six years and subsequently escalated the project cost by 1.72 crore.

Contents of CAG's report on local bodies for the fiscal ending on March 31 was tabled in Maharashtra assembly on Wednesday.

Exposing NIT's apathy, the report mentioned that the trust had proposed IT park in November 2005 in a phased manner at 2.77 crore. A consulting architect was appointed in May 2006 for preparation of drawings, designs and estimates at a remuneration of 3%. Under first phase, tenders for work of basement, ground and first floors were invited in July 2006. The work was awarded in November 2006 to a contractor at a cost of 2.88 crore to be completed in 15 months.

In 2010, it was found that the contractor spent 1.78 crore and paid 4.86 lakh to the consulting architect. However, as the contractor failed to properly implement the project as per specified standards, the NIT terminated his contract which led to a loss of 1.83 crore. NIT then decided to terminate the ongoing contract and decided to implement the project through PPP on design, build, own, operate and transfer basis.

The CAG observed that NIT didn't work out any mechanism to secure its financial interest caused by termination. As a

result, an expenditure of Rs 1.83 crore initially incurred on partial structures was rendered infructuous.

<http://economictimes.indiatimes.com/news/politics-and-nation/tripura-mps-demand-iit-and-iim-in-state/articleshow/45640239.cms>

The government released its share in August 2004, however the trust failed to contribute due to financial crunch.

Tripura MPs demand IIT and IIM in state

<http://economictimes.indiatimes.com/news/politics-and-nation/tripura-mps-demand-iit-and-iim-in-state/articleshow/45640239.cms>

AGARTALA: All the three MPs from Tripura have demanded setting up of two prestigious institutions - Indian Institute of Management (IIM) and Indian Institute of Technology (IIT) in the state for imparting quality [education](#).

"The MPs, including me, Jharna Das Baidya and Shankar Prasad Dutta met the Union HRD Minister Smriti Irani on December 23 and pursued the proposal of Tripura Government to set up an [IIM](#) and an [IIT](#) in the state," MP Jitendra Chaudhury told the media.

"The Minister has told us that her department was going through financial crunch, but she will definitely recommend the proposal to the Finance Ministry for consideration in the next financial year and expressed her keenness on development of North East," Chaudhury added.

Hindustan Times ND 26/12/2014 P-13

Science to get a fresh boost in New Year

Vanita Srivastava

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NEW DELHI: Arctic sea ice, solar system encounters, LHC restart, combined immunotherapy—these are some of the main areas in science that researchers across the world can look forward to in 2015, according to international journal Science.

As the world heats up, so does research into far-reaching consequences of shrinking Arctic sea ice. This year, scientists proposed a few patterns to watch, including large-scale Rossby waves and the polar jet stream. In 2015, there would be efforts to pin down how they might exert an Arctic influence on weather thousands of miles south.

The year of the comet came in 2014. But 2015 is apt to be the year of the dwarf planet, said the journal. In March, NASA's Dawn

spacecraft will arrive at Ceres, the largest object in an asteroid belt and one that contains a surprising amount of ice. Four months later, in July, NASA's New Horizons spacecraft will speed past Pluto in a brief but momentous encounter.

Next spring, the Large Hadron Collider (LHC) at CERN, European particle physics laboratory near Geneva, Switzerland, will power up after 2 years of repairs. In July 2012, the LHC blasted out the Higgs boson, the last piece in physicists' standard model of the known particles.

Combination therapies that help in fighting cancer are another key area. Cancer immunotherapy continues to surge as clinical researchers gather evidence that the immune system can be a powerful ally against tumours. One big focus is mixing and matching treatments: combining two novel immunotherapies, the journal said.



■ The Large Hadron Collider at CERN will restart in 2015.

Economic Times ND 26/12/2014 P-2

DU Now Sees Sense in Sangh's World View

In last 3 months, varsity has invited Indresh Kumar & Krishna Gopal to at least 3 events

Ritika Chopra@timesgroup.com

New Delhi: Delhi University (DU) seems to be taking a greater interest in the views of the Rashtriya Swayamsevak Sangh of late.

In the last three months alone, the administration has invited top RSS functionaries Indresh Kumar and Krishna Gopal to at least three events to interact with students and teachers, appearances that have set tongues wagging in the university. ET spoke to several professors and students who attended the events or were invited to them but didn't want to be identified.

On October 25, Kumar, a controversial RSS figure who's listed in the 2007 Ajmer dargah blast case charge sheet, addressed DU's for-

eign students on the issue of "brotherhood and bonhomie" at a pre-Diwali meet at DU vice-chancellor Dinesh Singh's residence.

"Indreshji runs an RSS programme called Vishwa Gram, which follows the ideology of 'Vasudhaiva Kutumbaam' (Sanskrit for 'The whole world is a family'). His talk at the pre-Diwali meet was on the same lines," said a person who attended the meet.

A few weeks later, Kumar delivered a talk on the theme 'Jammu and Kashmir: Historical Perspective and the Way Ahead' at the Institute of Life Long Learning (ILL) at the university's North Campus on November 11 in the presence of Singh. Anurag Mishra, a professor at Deen Dayal Upadhyay college of DU who attended the

event, confirmed to ET that the talk was organised by ILL, DU's special centre focusing on the role of ICT (information and communications technology) in learning. ILL director RK Gautam was not reach-

DISCOMFITING FOR SOME
Some teachers seem to have been discomfited by session organised by DU on December 7

able for comment.

Some members of the teaching community seem to have been discomfited by the orientation session organised by DU on December 7 when RSS joint secretary general

Krishna Gopal addressed about 1,000 students on the culture and lifestyle of the Northeast ahead of the departure of the Gyanodaya Express, an annual educational trip. His talk was delivered in the presence of Singh, dean of colleges Malashri Lal and director of DU South Campus Umesh Rai. This year the Gyanodaya Express is travelling to the NE states and Gopal was invited as an expert on the culture and lifestyle of the region. Recently appointed RSS point person for BJP, Gopal has served as regional organiser of Assam and Mizoram for nine years and was previously based in Guwahati.

Singh didn't respond to calls or SMSes sent by ET. DU spokesperson Malay Neerav declined to comment when asked for the varsity reaction.



A Divided House Already

● "It's okay for the VC to invite a political leader holding office in government. But when you are the VC, you can't prostrate yourself in front of a sectarian organisation"

NANDITA NARAIN
President, DU Teachers Association

DU VICE-CHANCELLOR Dinesh Singh was among those invited to interact with RSS chief Mohan Bhagwat in October

FINE LINE Organisations have to deftly balance strategies to retain top performers and give poor performers a chance to improve. They peg high performers at a higher percentile, mentor employees and give those at the lowest end a gentle nudge

Cos Walk Thin Edge in Talent Retention

Prachi Verma & Anumeha Chaturvedi

New Delhi: Organisations are discovering a twin talent challenge in a competitive business environment. While they need to retain top talent, they also need to let go of consistently poor performers. In doing so, they often walk a thin line — are they letting go of the right set of people?

HCL Technologies uses starkly differentiated compensation strategies to separate good talent from the rest.

Top performers get more than 100% performance bonuses provided company targets are met. Low performers get a “claw-back” incentive — payouts for increasing performance ratings year on year. In spite of all these efforts, if employees still continue to lag behind, they are encouraged to look for opportunities outside the organisation, says R Anand, VP, rewards and career and talent management at HCL Technologies.

Most organisations use a mix of these techniques, besides their own strategies. Pegging high performers at a higher percentile than others, enabling employees to work on live business problems, mentoring and time-bound performance improvement programmes are some of the techniques they use.

“Top performers expect the organisation to recognise the value they create with more than just a pat on the back,” says R Anand, VP, rewards and career and talent management at HCL Technologies. The top 30% are the most productive and expect differentiated rewards, career growth and other benefits, he adds. “These programmes and focus have helped HCL retain their top 30% performers at more than 90% retention levels,” adds Anand.

The bottom 30% attrition, however, is over 15%. Employees rated in this category are given deferred nominal increases and also less than 100% bonus payouts.

At Tech Mahindra, the top 20% of associates are pegged at a much higher percentile as compared to the others. Consistent top performers,

Retaining the Best, Handholding the Worst

ABBOTT INDIA
Runs a 90-day improvement programme that identifies, engages with and re-energises talent that needs a brush-up. This includes feedback and coaching

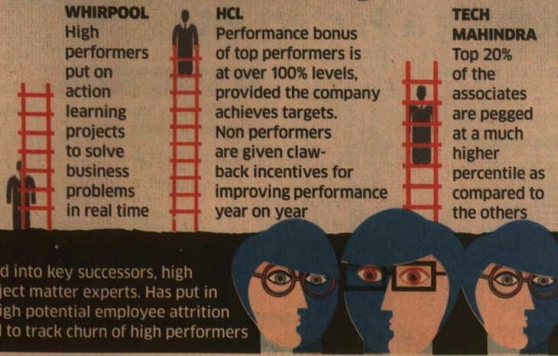
WHIRLPOOL
High performers put on action learning projects to solve business problems in real time

HCL
Performance bonus of top performers is at over 100% levels, provided the company achieves targets. Non performers are given claw-back incentives for improving performance year on year

TECH MAHINDRA
Top 20% of the associates are pegged at a much higher percentile as compared to the others

MTS INDIA

Talent is segmented into key successors, high potentials and subject matter experts. Has put in place formalised high potential employee attrition rate for circle head to track churn of high performers



ers, called ACers, go through various interventions including an annual global felicitation ceremony by CXOs along with their families, invitation to thought leadership forums, involvement in special initiatives as well as accelerated career growth opportunities, says Sucharita Palepu, global head — people policies and practices.

At MTS India, the differentiation begins with segmentation, wherein key talent across levels is identified. Talent is segmented into key successors, high potentials and subject matter experts (high performers). A mix of strategies which cater to monetary, development and growth needs for an employee is applied.

“Employee churn is a major cause of concern for most telecom players. Talent retention is not easy, especially when 90% of your talent is Gen X and Gen Y,” says Tarun Katyal, chief HR officer at MTS India.

Non-performers are given opportunities to improve through mentoring and in case they still don't perform, the company follows a 'con-

sequence management' policy to promote meritocracy. One of the levers MTS uses is a formalised HIPO (High Potential Employees) attrition rate for all circle heads and human resource employees. “Since this gets reviewed quarterly, it has been very effective to identify problem areas and take remedial action when required,” says Katyal.

At Whirlpool, high performers are put on action learning projects where participants work on live business problems using techniques they have learnt. This is in addition to bagging critical roles, coaching and mentoring. “It has a long-term impact on the employee's capability,” says VP — human resources, Sarthak Raychaudhuri.

More often than not, retaining high performers is a bigger challenge than identifying non-

performers, says Chandrasekhar Sripada, president and global head of HR at Dr Reddy's. “Contrary to popular belief, it is neither compensation nor status needs alone that help retain best talent. The key is to have a deep sense of personalised engagement with top talent — with an empathetic understanding of their lifecycle needs,” she adds.

While companies have little tolerance for non performance, they give ample opportunities to non performers to improve before showing them the door.

When an employee falls below the performance curve at Abbott, they are put on a 90-day improvement programme that identifies, engages and re-energises talent that needs a bit of a brush-up.

This plan includes feedback, coaching and intense performance monitoring. Nearly 60% of employees who need to be brought up to speed jump back on the performance track, says Ajay Bhatt, regional HR director at Abbott India. “We believe everyone, no matter which bracket of performance they belong to, should be given a fair opportunity to improve,” he adds.

At HCL, “structured reflection” — hard hitting but balanced feedback against the required competencies is given to help non-performers focus on specific areas of work, explains Anand of HCL.

By ensuring that the talent that is unable to align with its business processes leaves, companies are working at creating an environment that will help them to transform before taking them off the system.

“It is like creating our tomorrow. Our talent mindset is not only about changing behaviour, it is about rewriting the future altogether through talent management,” explains Whirlpool's Raychaudhuri.

“So we could rewrite the future across the critical mass, transform a tired workforce into innovators and a burnt-out culture into one of inspiration, a command-and-control structure into a system in which everyone pulls each other for success,” he says.

Get a Fresh Perspective, Celebrate Failure



ABHIJIT BHADURI

Success is the destination many of us do not reach. Is that why we celebrate successful people and want to learn from them? I meet so many of them in conferences talking about secrets of their success. Many of them also talk about their struggles. Successful filmstars talk about the days when they struggled as aspiring actors. Many quote Thomas Edison who had tried almost 10,000 variants before he created the light bulb that worked. He said, “I have not failed. I've just found 10,000 ways that won't work.”

Failure is liberating
I was once invited to celebrate a col-

league's “quitting party”. I presumed it was her victory over tobacco she was celebrating, only to learn that she had decided to quit her job. I knew she was very successful, having won the top performer award for two years in a row. She explained that her success prevented her from being bold and experimenting.

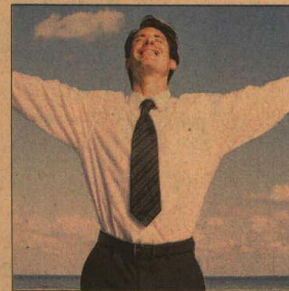
She told me, “In the first year, I really created something unique. I had no benchmark. What I did was fresh and uninhibited. After winning the best performer award, I felt constrained. I felt compelled to succeed. So I simply did more of the same. I felt shackled to my success. Now that I have won this award two years in a row, I will never be able to do anything radical. I will be too scared that I will fail. Failure is liberating. I want to have that independence.”

Failure is temporary

Conferences only invite successful people to talk about their failure after they have succeeded. People gush about Steve Jobs having failed

and meandered his way to success. Nobody quoted Steve Jobs when he was viewed as a failure. Steve Jobs succeeded because he did not stop to moan when he failed. He continued to execute one great idea after another. He did not stop even when he succeeded. He built iTunes, iPhone, iPad and just carried on working till the last day. He did not stop to grieve when he failed. He did not pause when he succeeded. Success and failure were by products of his continuous experimentation.

Bollywood composer RD Burman continues to inspire contemporary listeners with songs he composed decades back. The music he composed in the seventies and early eighties was unparalleled. Then came a fallow decade from the mid-eighties to the early nineties when he could do nothing right. When he composed music for his last film — ‘1942 A Love Story’, his confidence was at its lowest, having spent a decade without a hit. He saw himself as a failure when he died in January



1994. When we look at defining someone as a success or failure, it is simply defining where the person paused to take stock.

Look at failure (and success) from a longer time frame

Look at the ranking of the top 10 companies in the Fortune 500 list. Then compare it with the list over the past few years. You will find that

some companies that were among the most successful in the world have either disappeared or withered away. Many have been dislodged from their rankings. So when viewed over time, success and failure look different.

Two mindsets

Carol Dweck talks about two kinds of mindsets — fixed and growth. Those who have a fixed mindset believe their basic qualities, like intelligence and talent, are simply fixed traits. What they are born with cannot be changed.

Those with growth mindsets believe that intelligence and talent can be grown and developed.

Hard work combined with resilience drives success. They will not get fazed by setbacks. They don't get awestruck by success. They just focus on the unconquered road ahead. That is how failure has to be celebrated.

(The writer is chief learning officer, Wipro)

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Scientists grow sperm, egg in lab

Medical Feat May Help Treat Age-Related Diseases, Fertility Problems

London: Researchers, led by an Indian-origin scientist, have for the first time used human embryonic stem cells to create primordial germ cells that give rise to egg and sperm. The medical feat could transform the understanding of age-related diseases and fertility problems.

Although this had been done using rodent stem cells, scientists at the University of Cambridge in UK and the Weizmann Institute in Israel are the first to achieve this feat using human stem cells.

Researchers made the early-stage sex cells by culturing human embryonic stem cells under carefully-controlled conditions for a week. They followed the success by showing that the same procedure can convert adult skin tissue into precursors for sperm and eggs, raising the prospect of

making sex cells that are genetically matched to patients.

The cells should have the potential to grow into mature sperm and eggs, though this has never been done in the lab before. The next step for the researchers will be to inject the cells into mouse ovaries or testes to see if they fully develop in the animals.

Skin cells could potentially be taken from patients and turned into genetically identical sperm or eggs for use in IVF therapies.

"The creation of primordial germ cells is one of the earliest events during early mammalian development," said Dr Naoko Irie, first author of the paper from the Wellcome Trust/Cancer Research UK Gurdon Institute at Cambridge. "It's a stage we've managed to recreate using stem cells from mice and rats, but until



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BREAKTHROUGH RESEARCH

now few researches have done this systematically using human stem cells," said Irie.

Professor Azim Surani at the Gurdon Institute, who led the re-

search, and his colleagues found that a gene known as SOX17 is critical for directing human stem cells to become primordial germ cells (PGCs). This was a surprise as the mouse equivalent of this gene is not involved in the process.

The group showed that PGCs could also be made from reprogrammed adult cells, which will allow investigations on patient-specific cells to advance knowledge of the human germline, infertility and germ cell tumours.

Through studying the cells, scientists hope to unravel how sperm and eggs arise and mature into adult sex cells. The ability to make immature sperm and eggs from patients' skin means scientists will be able to compare how they develop differently when they are made from healthy versus infertile people. AGENCIES