

TIL TALK

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Dear Reader,

Welcome to this issue of TIL TALK.

To begin with, a few words on the Indian economy, which currently seems to be in a state of flux. Core sector growth slowed down to a five-month low of 3.4% in January, hand in hand with the slowest expansion in Infrastructure since August 2016. Growth in bank loans – a key indicator of the level of economic activities – dropped below the 5% mark in February, vis-à-vis an 11.2% rise in the same period last year, reflecting poor capacity utilization by industries and low consumer demand. Gross NPAs of public sector banks have also shot above 10%, which can explain the cautious stance taken by them on lending to some sectors.

The good news, however, far outweighs the bad news. The Manufacturing PMI – an index of industry outlook – continues in the positive zone, rising further to 50.7 in February. Services activity also bounced back into the expansion territory for the first time in four months with a reading of 50.3 in February. Industrial production too was in expansion mode in January, defying concerns of a demonetization fallout, with the IIP recording a 2.7% growth and capital goods rising by 10.7%. Exports jumped 17% in February, piggybacking a 47% growth in engineering goods exports. As you can tell, both of these last two indicators are very relevant for our business.

And true to our style, TIL remains keenly watchful of such market developments as we upgrade our products in line with market requirements and continue to augment our human capital by way of structured capability development programs. Our latest product innovation – the longer formed boom for our range of Truck Cranes – has caught on really well in the market. We have launched 4 improved models in quick succession – the TMS 855, TMS 845, TMS 880M and the TM 825. Of these, the TMS 880M has been covered in greater details in this issue. We expect to continue this trend as we make newer innovations and upgradations to our product line.

Also included in this issue is an update on our brilliantly entertaining Annual Social Function that took place in the month of January. Aftersales service, which has always been one of our focus areas, is being bolstered further with newer manpower addition and greater management intervention. Here we have shared a couple of their success stories. Our CSR activities and training initiatives continue as usual. We have also kicked off an ERP transition from our existing version of Oracle to the latest and most upgraded version. In our People Page, we introduce you to some of our prized employees acclaimed for long service, and the younger and meritorious members of the TIL extended family. In this issue, we have also started a new column in honour of our colleagues whose commitment to quality work remains undiminished. In addition, in line with our customer-focus, we bring you yet another testimonial from one of our valuable customers, Saini Crane Lifters. Read about these and many more in this issue of TIL TALK.

Happy Reading!

Warm regards,

Sumit Mazumder
Chairman & Managing Director



A Memorable Evening

47th TIL Annual Social Function

The 47th Annual Social Function, organized by the Tractors India Employees' Recreation Club, is one of those rare occasions when we get to bond informally with our colleagues and introduce our families to life at TIL.

The evening of unadulterated fun and entertainment was inaugurated by Mr Alope Banerjee, as Club President, at Uttam Mancha on the 13th of January, 2017. It was followed by a stirring discourse by the Chief Guest, Mr Pinaki Niyogy – who took the audience through the numerous challenges and opportunities currently facing the Company and how TIL plans to rise to the occasion – and thereafter a short speech by the Club Secretary, Mr Partha Pratim Chakraborty.

Longtime employees – Mr Anirudhya Sengupta, Mr Bikram Sengupta and Mr Sandip Maji – were congratulated with mementoes – TIL Long Service Awards – by the Club President and the Chief Guest for successfully completing 25 years of service with TIL.

Thereafter, prizes were conferred on eight young and meritorious members of the extended TIL family for scoring well in their respective board exams. The evening also featured a musical presentation by Mr Prabir Das and his crew. Mr Das, an acclaimed singer in his own rights, artfully used his mellifluous voice and the musical talents of his crew members to keep the packed audience captivated for more than an hour.

The spotlight however was stolen by the theatrical show – brilliantly titled 'Dhishoom Dhishoom!' – performed by none other than our very own multifaceted colleagues. A social satire, sporting a range of diverse and colorful characters, the play was staged to huge appreciation by the guests. Beginning with the introduction of Jadupati, the docile and peace-loving protagonist, the plot quickly mushroomed into a tale of confusion, mystery and revelations, laced throughout with a healthy dose of humour.



Alope Banerjee delivering his address



Pinaki Niyogy during his speech

As Jadupati goes on committing one atrocious act after another and displaying behaviour that's quite contrary to his usual character, his wife, Charu and a host of quirky and interesting characters are drawn into the mix, each of whom has an important role to play in Jadupati's sudden and incredible transformation. Against this intriguing premise began the search for a solution to Jadupati's malady as the plot proceeded through numerous hilarious twists and turns to build up towards an unforgettable climax.

For excellence in the acting department, the 1st Prize was won by Mr Partha Pratim Chakraborty, who essayed the role of Jadupati. The 2nd and 3rd Prizes went to Mr Kamal Kanti Buxy as the alcohol loving goon, Joga Mittir, and Mr Subhasundar Mahapatra, as Boroshaheb, respectively.

Equally brilliant performances were given by the rest of the cast, i.e. Mr Biswajit Bhattacharya as Borda, Mr Sandipan Pal as Sripoti, Mr Shyamal Banerjee in a dual role as Clerk and Waiter, Mr Anamitra Basu as the Soul/Conscience of Jadupati, Ms Sutapa Ray as Charu and professional dancers from outside TIL, Ms Mita Biswas and Mr Aniyek Chakraborty. Based on a play by Mr Mohit Chattopadhyay, the show owed its direction, editing, background score and other technical aspects to popular TV personality, Mr Satyapriyo Sarkar.



Prabir Das and his team in performance

With this, the memorable evening came to an end, leaving the guests looking forward eagerly to the next iteration of the TIL Annual Social Function. All in all, the evening's programs were an unqualified hit.



From L to R: Aniyek Chakraborty, Mita Biswas, Satyapriyo Sarkar, Subhasundar Mahapatra, Sutapa Ray, Anamitra Basu, Shyamal Banerjee, Sandipan Pal (behind), Alope Banerjee, Tumpa Roy, Pinaki Niyogy, Sekhar Bhattacharjee and Rajiv Sarkar



1 & 2 Bikram Sengupta (Left) & Sandip Maji being felicitated for 25 years of service with TIL

3 Partha Pratim Chakraborty receives his award from Alope Banerjee

4 Kamal Kanti Buxy takes a bow as the others applaud

5 Subhasundar Mahapatra is all smiles as he receives his award

Service @ TIL

Free Service Camps

TIL has embarked upon a Free Machine Health Checkup Campaign, covering a population of 228 machines (Cranes and ReachStackers) commissioned by the Company in different parts of the country.

The service provided to the customers is absolutely free of cost and it covers a range of parameters, including visual inspection for leakages and cracks, actuator speed, electrical problems, sound of the aggregates, etc. As a part of the service camps, training is also being provided to the operators on safe operational techniques and maintenance practices. Wipro Fluid Power and Exxon Mobil have also partnered with TIL for this activity – checking hydraulic cylinders and lubricants respectively, and supplying replacements wherever needed.

The campaign is being conducted across the four regions of North (Barmer, Ludhiana, Khatuwas, Jaipur, and Singrauli), East (Kolkata, Haldia, Joda, Shalimar, Sivasagar, Duliajan, and Kantapukur), West (Mehsana, Ahmedabad, Mundra, Mumbai, Satna, and Maihar) and South (Vishakhapatnam, Neyveli and Cochin).

An excellent activity that would go a long way in improving customer loyalty, helping TIL forecast the recurring necessity for spare parts by the customer and also generate orders. In a market characterized by stiff competition, such strong initiatives in aftersales service - the lifeblood of an organization - will play an integral role in bolstering our brand reputation and ensuring greater brand recall by our customers.



NCL Singrauli



Mundra

Service @ TIL (contd.)

Exemplifying Repair Work

This is a story of TIL's prowess in repair work and ability to revive damaged equipment that would otherwise appear as beyond hope.

The Phonex Group is a leading logistics provider at the Kolkata Port and a prime customer of TIL. They procured their first ReachStacker from TIL in 2006 – an equipment that they continue to use today. But today, they also have 14 more such powerful machines from TIL, including the new generation HYSTER TIL® RS45-37CH – all of which are currently deployed at CWC CFS, Kolkata Port Trust and their own empty container handling yard.

In December 2015, one of these ReachStackers accidentally caught fire. The damage was extensive and the chances of a recovery were grim, if not impossible. However, the TIL Service Team rose to the challenge and applied themselves to the arduous task of restoring the damaged machine. The ReachStacker was retrieved and put through a complete repair and overhaul process. Repaired and refurbished, the machine was recommissioned in September 2016. Since then, the ReachStacker – given a new lease of life – has performed over 2500 hours of active duty without any complaint. Judging by the condition before repairs, it is nothing short of a miracle.

TIL has once again lived up to the high standards of commitment and reliability set by it over the last seven decades.



Before



After

Weekly Health Camp at Panihati

A TIL CSR Initiative

As a responsible corporate citizen, TIL is engaged in a range of CSR initiatives aimed at the betterment of society, community and environment – reaching out to the underprivileged, the differently abled, the old and infirm – not only by way of ongoing welfare initiatives and one-off events, but also by responding swiftly to humanitarian crises. Here's looking at one of our ongoing CSR programs.

Since the last few years, TIL has been supporting a Weekly Health Camp program – run in collaboration with HelpAge India – for the elderly and underprivileged people in the Panihati area of Kolkata.

Services include medical consultation, free geriatric medicines, basic diagnostics, et cetera, for the beneficiaries, a large percentage of whom are subsistence workers and daily wage earners. Over the last one year, 53 health camps have been conducted, meting out a total of 3292 treatment sessions.

As part of the ongoing activity, free consultation and medicines are provided to elderly and less privileged people who cannot afford primary healthcare through the regular channels. They benefit from regular checkups by qualified workers, a dedicated pharmacist and social volunteers – much like the earlier Mobile Medicare Units, only in this case, the frequency of health checkup is more, i.e. weekly instead of fortnightly, much to the delight of the beneficiaries.

Suffering from conditions such as hypertension, diabetes mellitus, joint pain and gastric problems – which have emerged, over the years, as the most common and predominant ailments – the beneficiaries are dependent on the Weekly Health Camp as their primary source of treatment. TIL continues to support this noble endeavor.



Voice of the Beneficiary

Sandhya Halder (66) is a resident of Anglesnagar in the Panihati area. She used to be productively engaged as a tailor, but found herself unable to work and contribute to the family income on account of a combination of age-related illnesses, viz. diabetes mellitus, hypertension, osteoporosis and general weakness.

Her four-person household is entirely dependent on the meagre earnings from a grocery store run by her husband and son. For paucity of funds, Sandhya's ailments would have gone untreated if not for the TIL-HelpAge Weekly Health Camp. Today, her diabetes is under control and her health has also improved. She is thankful to TIL and HelpAge India for the medical help being rendered to her.



Every individual human effort, no matter how small or inconsequential on the face of it, holds within itself the seed that can grow exponentially and transcend the barriers of collective indifference. It is the intention behind the individual effort that has the power to move mountains. Corporate Social Responsibility for TIL is regarded as an essential investment for the future and goes a long way in defining the very character of our Company.

LONGER BOOM FOR OPTIMUM LIFTING PERFORMANCE

The **TMS 880M** is the newest Long Boom Truck Crane from TIL.

Salient features:

- Lifting power maxes out at 80 metric tonnes, at a radius of 3 metres
- Long 5-section full power telescopic formed boom enables a maximum reach of 43.8 metres
- Significantly high duties in its class
- BS III compliant engine
- Full deck platform
- Greater inter-site mobility
- Compact machine allows crane to operate in any challenging jobsites
- Ergonomically designed operator cabin for fatigue-free operation
- Robust and sturdy machine with international appearance
- TIL's unmatched product support with a pan India network

The new **TMS 880M** Truck Crane from the house of TIL is the latest in a line of Long Boom Cranes that boast of TIL's unique technological innovation by way of a formed boom for greater outreach and superior lifting performance. TIL, with its proven and time-tested expertise in Mobile Cranes, has equipped this heavy lifter with cutting-edge technology and all the latest features to augment efficiency, safety and operator comfort.

The TMS 880M is the newest feather in TIL's cap, with the Company having already carved out a niche for itself as the market leader in Mobile Cranes. Following are some of the outstanding features of the TMS 880M.

| | |
|--|--|
| MAX. CAPACITY Outriggers (85% Rating) | 80 MT at 3M Radius (360° Slew) |
| BOOM | 5 Section formed boom 12.10 M to 43.8 M |
| CARRIER | 8 X 4 DRIVE |
| MAX. ROAD SPEED | 50 KMPH (Unladen) |



Saini Crane Lifters

Hailing from Ropar in Punjab and now based in Kolkata, Mr Rajender Singh is the face of Saini Crane Lifters - a business founded by his father Mr Nahar Singh around the year 1970. Starting out as a humble recovery van service, the business went on the expansion path after Mr Singh joined it in the year 1984-85 to include the pick-and-carry crane business – an area that presently enjoys his complete focus.

Beginning originally with used equipment, Saini Crane Lifters quickly gained a deep insight into the pick-and-carry crane business, acquiring a small fleet of new cranes and purchasing their very first crane from TIL in August of 2014. Never quite interested in cheaper and non-reliable Chinese imports, Mr Singh got interested in TIL cranes essentially because of two reasons - the Ashok Leyland chassis that forms the cradle for TIL Truck Cranes and the undisputed reputation of TIL as the largest homegrown manufacturer of Mobile Cranes in India. The fact that TIL has its manufacturing facility in Kolkata in addition to the easy accessibility of TIL's aftersales service were certainly additional influencers.

Saini Crane Lifters currently has two TIL Truck Cranes in its fleet - a 40-tonne TMS 750B MK II working locally in Kolkata and an 80-tonne TMS 880 deployed under Blue Star at a Tata project at Jamadoba near Dhanbad. As professed by Mr Singh, it is the robustness and high uptime of TIL Cranes that give them a definitive edge over competition. Mr Rajender Singh shares an excellent business rapport with TIL, and we feel privileged to have contributed meaningfully to the success story of Saini Crane Lifters.



"TIL has made a name for manufacturing good quality and robust machines, and it is this reputation that gives us an edge over competition."

~ Rajender Singh



Rajender Singh

Oracle Kick-off

TIL is in the process of upgrading its ERP to the latest and most advanced version in a phased and prioritized manner for each function / department. On the 1st of March 2017, the initiative was formally launched at the Taratolla HO of TIL in the presence of officials of both TIL and Oracle.

Mr Sumit Mazumder, CMD of TIL, during his speech stressed on the need for a tool that would enable automation and capture business intelligence – a similar view that was echoed by Mr Alope Banerjee, Director-Finance & CFO. Mr Pinaki Niyogy, VP Manufacturing & Design, made a valuable input by suggesting the possible inclusion of Oracle BICS (Business Intelligence Cloud Service) into the upgrade. Thereafter, the Oracle team explained in details all the modules, processes and functionalities, and set dates for subsequent meetings, reviews, etc. The program ended with an interactive Q&A session.



Idea Box

An interesting internal campaign – called the TIL Idea Box – is currently on at TIL, with Taratolla (HO), Kamarhatty Works, Kharagpur Works, Delhi, Chennai and Mumbai as the prime participating locations among others. The TIL Idea Box offers a platform for all TIL employees to make a meaningful impact on the Company's growth by contributing new and innovative ideas for improvement and business success of the Company. With the campaign being slated to continue till the 31st of March 2017, accepted ideas will be assessed on the basis of their potential impact and ease of implementation, and the best ideas rewarded on a weekly and monthly basis.



Idea Box launch at TIL Kharagpur

Reliance Crane Safety Award

TIL-make Rough Terrain Crane – model RT 740B – has won the Safety Award from RIL Jamnagar for its superior safety features – like the load moment indicator, hydraulic relief valves, safe electrical system and automatic motion cut-off system – and secure operations. All these features were explained by our Service Engineer deputed at RIL Jamnagar on the Reliance National Safety Day observed on the 25th of February, 2017.

Ports in India Event, Mumbai

TIL – in collaboration with Hyster – participated as Associate Sponsor in the 14th Annual Conference on Ports in India, organized during January 23–24, 2017, by the India Infrastructure Publishing Pvt Ltd at ITC Maratha, Mumbai. Anil Bhatia, VP - Sales & Marketing, TIL, spoke at the event where there were eighteen distinct sessions – covering areas like key trends and outlook in the port sector, port modernization and mechanization, port connectivity, ease of doing business, model concession agreement, impact of GST, coastal shipping, new ports and terminals, etc.



Anil Bhatia at the event

International Women's Day

Feminism isn't about making women stronger. Women are already strong. It's about changing the way the world perceives that strength. With this conviction, International Women's Day was celebrated at TIL on the 8th of March. The celebrations included the screening of a couple of engaging films on women empowerment, followed by presentations on the day's theme by Mr Pinaki Niyogy, VP Manufacturing & Engineering, and other seniors at the Kamarhatty factory. Ladies were presented with flower bouquets and gifts, with a grand lunch and refreshments capping off the day's merriment.



Women Power at TIL

Health Check-up at Taratolla

On the 14th of February 2017, a free health checkup was organized for TIL employees at the TIL Taratolla Head Office. A team from DESUN Hospital was present to check and measure basic health parameters like blood pressure, blood sugar, body weight and height (and Body Mass Index), etc. and also perform ECG and Echo Cardiogram (heart sonogram) using a portable machine. Basic health and lifestyle tips were given out, and recommendations made to seek further medical advice wherever needed.

JSPL Performance Certificate

It is a matter of great pride for TIL to have received a Performance Certificate from Jindal Steel & Power Limited (JSPL) for the Grove Yard Boss, model YB4409, Industrial Crane deployed at the Angul (Odisha) complex of JSPL. Since its commissioning in September 2013, the compact and reliable crane has been consistent in its trouble-free operations and performance. JSPL has also extended their appreciation for TIL's exemplary after-sales service.



Posing with the Yard Boss at JSPL Angul, Odisha

Important Visits

Mr Bill Gryzenia, CEO, and Mr Tyler Bean of Axle Tech International along with Mr Amit Verma, Director (India/South East/Asia Pacific), visited us for a business meeting at our HO and both Kharagpur and Kamarhatty factories between the 13th and 17th of March 2017. The visit was crucial with respect to some of our upcoming projects.

Mr Tamal Roy, President – Business Development and Corporate Strategy, JM Baxi Group, visited our Kharagpur plant on the 18th of March 2017 along with our marketing team and senior management team from HO. The JM Baxi Group is a potential customer for TIL for ReachStackers, RTGs and other material handling equipment. The visit was a successful one, bringing us a step closer to forming a stronger business relationship with the group.

Mr Vijay B from Krishnapatnam Port Company Limited (KPCL), a part of the Navayuga Group and one of our new customers, visited our Kharagpur factory on the 22nd of March 2017 along with our marketing team. The visit was quite fruitful and we look forward to establishing an enduring and mutually gainful relationship with the customer.

To improve the employability of the students graduating from technical institutions in West Bengal, CII Eastern Region has initiated a program titled CII-ER Excellence Forum that facilitates interactions (and possible mentorship) between operational heads of factories and the faculty and students from select engineering institutions. As a part of this initiative, engineering students of RCCIIT Kolkata visited our Kharagpur plant on the 24th of March 2017. The group had a fantastic shop floor visit and a great interactive session with our HODs.



From L to R - Amit Verma, Tyler Bean and Ratindra Nath Das



From L to R - Pinaki Niyogy, Tamal Roy, Shahwar Kamaal, Sudipta Gangopadhyay, Ratindra Nath Das and Amit Kumar Panja



From L to R - Sibaram Das, Shahwar Kamaal and Vijay B



Students of RCCIIT Kolkata at TIL Kharagpur

Training is Serious Business at TIL

The training and upgradation of human resource by way of structured capability development programs is integral to TIL's business strategy – executed with the singular objective to complement and extract the maximum performance out of the high-tech engineering equipment manufactured and marketed by the Company. Recent months have seen the successful completion of several training programs with some high profile clients who have expressly acknowledged TIL's efforts and assured us of future engagement. Here's taking a closer look:

The month of January saw two successive programs at the Tughlaqabad and Dadri ICDs (Inland Container Depots) of Container Corporation of India Limited (CONCOR) on the various aspects of the HYSTER TIL® ReachStacker model RS 45-31CH. These programs and others that will follow are part of TIL's promise to train CONCOR's manpower on the optimum use, control systems, troubleshooting, etc. with regards to ReachStackers, 26 units of which have been procured by CONCOR for deployment at their various terminals across the country.

The same month also saw a 5-day program being conducted at Agartala for the employees of Oil & Natural Gas Corporation (ONGC) on TIL Cranes, models Hydra 830M & TMS 750MKII – covering maintenance practices, safety precautions and operational aspects, along with pre and post training assessments of the participants.

The previous months had witnessed a Crane Operators Training Programme for Workmen of the Bailadila Iron Ore Mine under the National Mineral Development Corporation (NMDC) along with several others that included as clients the Indian Air Force, Garden Reach Shipbuilders and Engineers (GRSE), Tata Steel, Electrosteel Castings and others.

Many kudos and best wishes to the TIL Training team for a useful initiative well executed.



CONCOR Dadri



ONGC Agartala



CONCOR Tughlaqabad



In his own words...

From joining TIL on the 27th of August 1980 to the present day, I have received extensive support and encouragement from my seniors who have always allowed me the liberty to work independently, a fact that has enabled me to discharge my responsibilities to the mutual satisfaction of the Company and myself, time and time again. I would like to thank my colleagues for their unwavering co-operation and for being the wonderful people that they are. Indeed, I am proud to be associated with TIL Limited.

~ Kajal Kumar Chakraborty

Kajal Kumar Chakraborty

Kamarhatty

Meet our longtime colleague at TIL Kamarhatty, Mr Kajal Kumar Chakraborty. Currently engaged in the Fabrication Department, Mr Chakraborty has been working with TIL for the last 37 years, almost 4 decades of close association that are characterized by his heartfelt identification with our Company's core values of fairness, integrity and transparency.

When asked to describe the 3 best things about TIL, Mr Chakraborty was quick to point out reliability, service orientation and unyielding commitment to quality – key attributes that seem to have also become ingrained in his own DNA.

Described by his friends and colleagues as honest, confident and hard-working, he continues to work today with the same passion, devotion and sincerity as he did way back in 1980 when he first joined the Company.

Mr Kajal Kumar Chakraborty lives with his wife, Mrs Tanima Chakraborty, and his daughter, Payel, is happily married and well settled in life. TIL wishes him and his family lasting peace, happiness and all the very best in life.



Kajal Kumar Chakraborty

CONGRATULATIONS

MERITORIOUS STUDENTS

Here's wishing you success in all that you do!!



Ankita Saha
D/o Samar Saha
Corporate



Anuska Roy
D/o Avijit Roy
Customer Support



Aranya Kushwaha
D/o Rakesh Kushwaha
Customer Support



Bhavesh Ahuja
S/o Sanjay Ahuja
Customer Support



Piyasha Das
D/o Pritam Das
Administration



Sreeparna Bhattacharjee
D/o Sekhar Bhattacharjee
Legal & Secretarial



Sukanya Sadhukhan
D/o Susanta Sadhukhan
Finance



Tiyyasha Das
D/o Pritam Das
Administration

Celebrating
25 Years
OF SERVICE



Anirudhya Sengupta
TIL, Kamarhatty
Manufacturing



Bikram Sengupta
TIL, Kamarhatty
Secretary



Sandip Maji
TIL, Kharagpur
Project Management



KUDOS !!

Leadership & Management tips

Ways to Improve Your Strategic Thinking Skills

If you believe that only senior executives need to think strategically, think again.

No matter what level you're at, strategic thinking is a critical skill - one that can always be improved. Once you have accepted that it's part of your job, focus on developing four key abilities that demonstrate your strategic prowess.



KNOW: Observe and Seek Trends

To see the big picture, start by making sure you have a solid understanding of the industry context and business drivers. You need to make it a routine to explore the internal trends in your day-to-day work. Pay attention to the issues that get raised repeatedly and synthesize the common obstacles your colleagues face. Be proactive about connecting with peers in your organization and in your industry to understand their observations of the marketplace; and share this information across your network. Take the time to understand the unique information and perspective that your job function contributes to the Company.

THINK: Ask the Tough Questions

Questions are the language of strategy. With a fresh understanding of trends and issues, you can practice using strategic thinking by asking yourself, "How do I broaden what I consider?" Try to look at information from different points of view which will enable you to see different possibilities, different approaches, and different potential outcomes.

SPEAK: Sound Strategic

Strategic thinkers also know how to speak the language. Try to prioritize and sequence thoughts. Structure verbal and written communication in a way that helps your audience focus on the core message. Make it simple and concise. Practice giving the answer first, instead of building up to your main point.

ACT: Make Time for Thinking and Embrace Conflict

It is difficult to contribute strategically without the time to reflect on the issues and to ponder options. As a starter you can evaluate tasks based on urgency and importance as outlined in the matrix which allows you to schedule according to what's most important to you and what will have the most meaningful results.

| | Urgent | Not Urgent |
|---------------|---|--|
| Important | Crying baby Kitchen fire Some calls 1 | Exercise Vocation Planning 2 |
| Not Important | Interruptions Distractions Other calls 3 | Trivia Busy work Time wasters 4 |

Stephen Covey's 2 x 2 matrix

The quest to build your strategic skills can be uncomfortable. At first, you might feel like you're kicking up sand in the ocean. Your vision will be blurred as you manage through the unsettling feelings that come with challenging your own assumptions and gaining comfort with conflict and curiosity. Once the dust settles, however, and you're able to contribute at a higher level, you'll be glad you took the risk.

Excerpted from article by Nina A Bowman – as published HBR

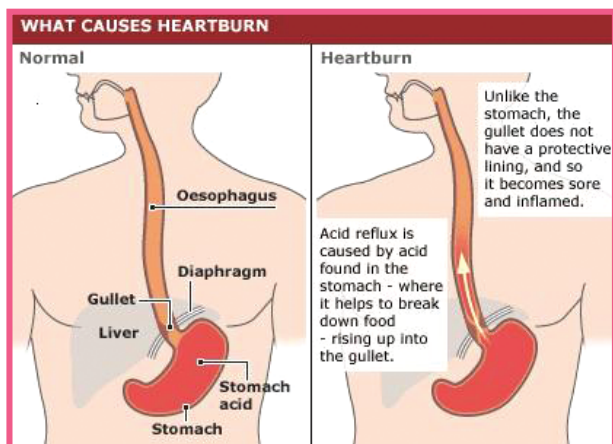
WHEN YOUR HEART BURNS

Heartburn -- the Basics

Despite the name, heartburn has nothing to do with the heart. Simply put- it is an irritation of the esophagus that is caused by stomach acid. This can create a burning discomfort in the upper abdomen or below the breast bone. The pain is often worse when lying down or bending over. Heartburn is also known as acid reflux.

Occasional heartburn is common and not really alarming. Most people can manage the discomfort of heartburn on their own with lifestyle changes and over-the-counter medications. But heartburn that is more frequent or interferes with your daily routine may be a symptom of a more serious condition that requires medical care.

With gravity's help, a muscular valve called the lower esophageal sphincter (LES), keeps stomach acid in the stomach. The LES is located where the esophagus meets the stomach. Normally it opens to allow food into the stomach or to permit belching, then closes again. But if the LES opens too often or does not close tight enough, stomach acid can reflux, or seep, into the esophagus and cause the burning sensation.



Two common things that often contribute to this problem are: too much food in the stomach (overeating) or too much pressure on the stomach (frequently due to obesity, pregnancy, or constipation). Meals high in fats and oils (animal or vegetable) often lead to heartburn, as do certain medications. Stress and lack of sleep can also increase acid production and can cause heartburn. Another major contributor is smoking, which relaxes the LES and stimulates stomach acid.

Certain foods and drinks can trigger heartburn in some people, these are:

- Spicy foods • Onions • Citrus products/Acidic juices • Tomato products, such as ketchup • Fatty or fried foods • Peppermint • Chocolate • Alcohol, carbonated beverages, coffee or other caffeinated beverages • Large or fatty meals

Being overweight can increase your risk of experiencing heartburn.

Certain medications such as some antibiotics, aspirin, and certain non-steroidal anti-inflammatory drugs can also cause heartburn.

Anxiety and stress can worsen heartburn symptoms. Some alternative treatments may help you cope with anxiety and stress. If your heartburn is worsened by anxiety and stress, consider trying: • Aromatherapy • Gentle exercise, such as walking or riding a bike, but avoid vigorous exercise, which can worsen heartburn • Listening to music • Massage

Preventing Heartburn

- Maintain a reasonable weight. Excess kilos put pressure on your abdomen, pushing up your stomach and causing acid to back up into your esophagus.
- Avoid any foods and beverages that worsen your symptoms.
- Wear clothes that are loose around the waist. Tight fitting clothes put pressure on your abdomen and the lower esophageal sphincter.
- Eat smaller meals and try not to overeat. Also try to avoid late meals.
- Avoid getting constipation.
- Get enough sleep and minimize stress.
- Wait 3-4 hours after eating before you lie down.
- Elevate the head of your bed six to eight inches. If it is not possible, try to raise your head with additional pillows, although that may not be very effective.
- **Avoid smoking.** Smoking decreases the lower esophageal sphincter's ability to function properly.

Chewing gum helps: When you chew gum, your mouth makes more spit. That acts as a buffer to acid. You also swallow more when you chew gum, and that pushes acid down.

Seeking medical advice: Heartburn that occurs frequently and interferes with your routine is considered gastro-esophageal reflux disease (GERD). GERD can seriously damage your esophagus and may require prescription medications and, occasionally, surgery or other procedures. Please consult your doctor if Heartburn occurs more than twice a week and symptoms persist despite use of over-the-counter medications.



Ponderings for the iGen

- If nobody likes your selfie, what is the value of the self?
- If an anonymous comment goes unread, is it still irritating?
- What is the sound of no hands texting?
- To see a man's true face, look to the photos he hasn't posted.



My Daily Regimen

My doctor took one look at my gut and refused to believe that I work out. So I listed the exercises I do every day: jump to conclusions, climb the walls, drag my heels, push my luck, make mountains out of molehills, bend over backward, run around in circles, put my foot in my mouth, go over the edge, and beat around the bush.



How Many Bananas...

Q: How many bananas can you eat if your stomach is empty?

A: Just one—after that, it's not empty anymore.

Which is Faster...

Q: Which is faster, heat or cold?

A: Heat, because you can catch cold!



I Travel All Over...

Q: I travel all over the world, but always stay in my corner. What am I?

A: A postage stamp.

Q: **How many seconds are there in one year?**

A: 12 of them: January 2nd, February 2nd, March 2nd, April 2nd, May 2nd, June 2nd, July 2nd, August 2nd, September 2nd, October 2nd, November 2nd, December 2nd.



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