

O Sun God, Savitr!
Thou dazzling fount of life-persuasive light!
Sublimest mystery speeding from afar!
Swift became that burst too potent on the sight!
This radiant type of strength and youth!
Glowing eternally!

He alone shines!
All luminaries get illuminated by His Illumination!
The whole Universe is enlightened by His light!
- Kathopanishad



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మన సంస్కృతి

Mana Sanskriti (Our Culture)
Chief Editor: Dr. Sreenivasarao Vepachedu, Esq.

May the golden-eyed Savitar come hither!
Shining forth he rises from the lap of the dawn!
Praised by singers, my God Savitar!
Stepped forth and never missed his place!
He steps forth the splendor of the sky the wide!
Seeing, far-shining, the shining wanderer!
- Rig Veda, iii, 65

ॐ भूर्भुवः स्वः तत्सवितुर्वरेण्यं भर्गो देवस्य धीमहि । धियो यो नः प्रचोदयात् ॥

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FACILITATORS AND BARRIERS¹



In US, people generally rely on family connections, networks, mentors, and other people to help them up the social and corporate ladder. This method of support system is called casteism/ tribalism in the Indian Continent and looked down upon it by US, where segregation was legal in the 20th century, illegal in 21st century but exists in all walks of life in US². It took activists and reformers nearly 100 years to win the women's suffrage in the last century (1920)³.

¹ FACILITATORS AND BARRIERS TO WOMEN'S CAREER PROGRESSION

https://onlinelibrary.wiley.com/doi/epdf/10.1002/hrm.21887?author_access_token=8wXP_njxS2x88CE_gLIDk4keas67K9QMdWULTWMo8OFc00WLsaWWnqLtfBPukePmzyDZyERPU1-YBIA6s_SHJqPQlqw_pAxTI586W2b2XnEClpMLb0vr7d7Cdpgk9

² SLAVERY IN US <https://www.linkedin.com/pulse/slavery-US;>

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³ WOMEN'S SUFFRAGE <https://www.history.com/topics/womens-history/the-fight-for-womens-suffrage>

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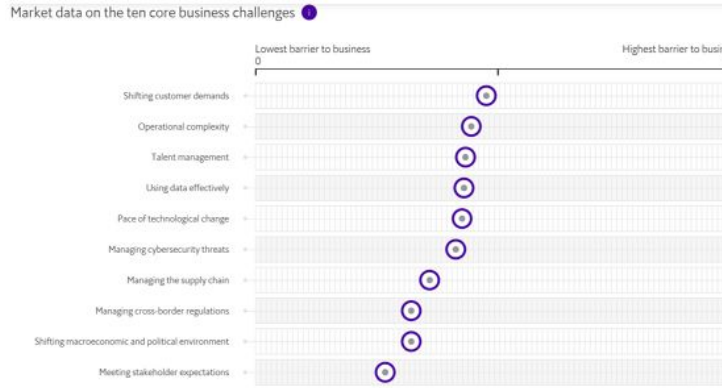
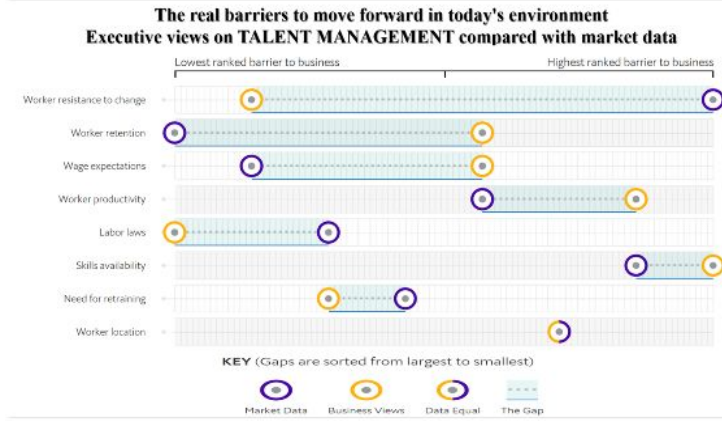
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Market data related to the ten core business challenges for US

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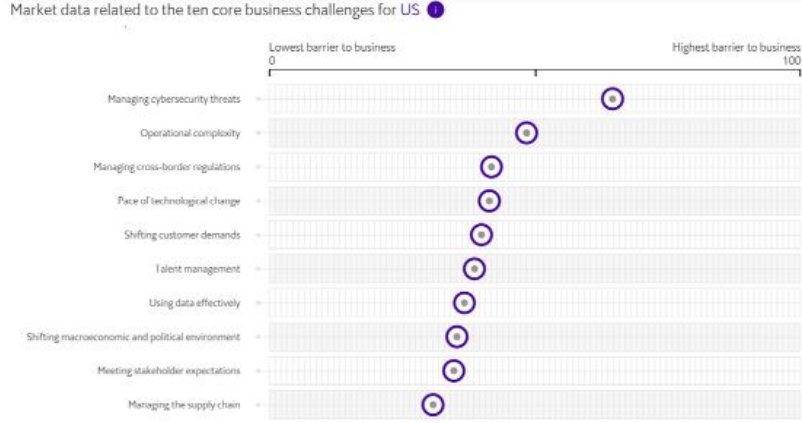
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The First Daughter Ivanka Trump plays an important role in her dad's administration. Debra Perelman has been appointed the first female Chief Executive Officer of Revlon, a company that's majority owned by her billionaire father, Ronald Perelman, who purchased Revlon in 1985⁴. Therefore, this is what one has to do to become successful and what women and downtrodden have to do become CEOs, rather than emphasizing the barriers, looking at themselves as victims⁵. The following issues play a role in nurturing the nature of individuals' fate in US⁶:

- 1) Role of society
- 2) Taking control of one's career
- 3) Leadership style and gender perceptions of effectiveness
- 4) Developing leaders

⁴ Revlon names its first female CEO in its 86-year history <http://money.cnn.com/2018/05/23/news/companies/revlon-ceo-debra-perelman/index.html>

⁵ This is what women have to do to become CEO <http://money.cnn.com/2018/01/31/pf/female-ceos-leadership/index.html?iid=EL>

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⁶ Claiming the corner office

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The First Daughter Ivanka Trump plays an important **un-elected** role in her dad's administration (2017-). Debra Perelman has been **appointed** the first female Chief Executive Officer of Revlon (2018), a company that's majority owned by her billionaire father, Ronald Perelman, who purchased Revlon in 1985 [iv].

Indira Gandhi, the daughter of India's first prime minister Jawaharlal Nehru, was India's third (**elected**) prime minister (1966-1984).

Mohtarma Benazir Bhutto, the daughter of President & Prime Minister of Pakistan Zulfikar Ali Bhutto (1971-73 & 1973-1977), was the first woman elected to lead a Muslim state, twice as Prime Minister of Pakistan (1988-1990 & 1993-1996).

Therefore, this is what one has to do to become successful and what women and downtrodden have to do to become CEOs, rather than emphasizing the barriers, looking at themselves as victims [v].

The following issues play a role in nurturing the nature of individuals' fate in US [vi]: 1) Role of society, 2) Taking control of one's career, 3) Leadership style and gender perceptions of effectiveness, and 4) Developing leaders.

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URBANIZATION

According to a United Nations report date 10 July 2014⁷, 54% of the world's population lived in urban areas, and it was expected to increase to 66% by 2050. Projections show that urbanization combined with the overall growth of the world's population could add another 2.5 billion people to urban populations by 2050. In 1990, there were ten megacities each with 10 million inhabitants or more, the number of which increased to 28 megacities worldwide in 2014, out of these megacities, sixteen are located in Asia, four in Latin America, three each in Africa and Europe, and two in Northern America. Nearly half of the world's 3.9 billion urban dwellers reside in relatively small settlements with fewer than 500,000 inhabitants, while only around one in eight live in the 28 megacities with 10 million inhabitants or more. Many of the fastest growing cities in the world are relatively small urban settlements. Tokyo remains the world's largest city with 38 million inhabitants; followed by Delhi with 25 million; Shanghai with 23 million; Mexico City, Mumbai and São Paulo, each with around 21 million; Osaka with over 20 million; Beijing with about 20 million; and the New York-Newark area and Cairo with around 18.5 million inhabitants each. UN press release of revised statistics on 16 May 2018⁸ stated that of total the world population, 55% lived in urban areas in 2018 which is projected to increase to 68% by 2050, and by 2030, the world is projected to have 43 megacities with more than 10 million inhabitants.

As the world continues to urbanize, sustainable development depends increasingly on the successful management of urban growth, as many countries will need integrated policies to improve the lives of both urban and rural dwellers, facing challenges in meeting the needs of the growing urban populations for housing, transportation, energy systems and other infrastructure, for employment and basic services such as education and health care, and to ensure that the benefits of urbanization are fully shared and inclusive with access to infrastructure and social services for all in a safe environment.

⁷ 2014 revision of the World Urbanization Prospects <http://www.un.org/en/development/desa/publications/2014-revision-world-urbanization-prospects.html>

⁸ 68% of the world population projected to live in urban areas by 2050, UN PRESS RELEASE On 16 May 2018

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O Sun God, Savitr!
Thou dazzling fount of life-persuasive light!
Sublimest mystery speeding from afar!
Swift became that burst too potent on the sight!
This radiant type of strength and youth!
Glowing eternally!

We alone shines!
All luminaries get illuminated by His Illumination!
The whole Universe is enlightened by His light!
- Kathopanishad



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THE CHICAGO CITYKEY WITH HUMAN-CENTRIC DESIGN (HCD)

Human-Centric Design (HCD)⁹ is a design that provides services by understanding the needs and motivations of people and their behaviors. HCD is based on Apple's Genius Bar which in turn is based on the comprehensive service provided by Ritz-Carlton.

Created under the Barak Hussain Obama administration, yet to be revoked by the current Donald Trump administration, the US Digital Service (USDS) and 18F are responsible for making government services accessible to the people in need thereof through efficient use of the HCD technology. An example of a successful HCD is the 18 pages, 3,904 words, and 213 questions Paper Services Application (PSA) of Michigan's Department of Health and Human Services, developed in collaboration with the Detroit-based design studio Civilla by reducing the size of the original PSA comprising 40 pages, 18,000 words, and 1,000 questions. A number of cities like San Francisco have iTeams to solve ongoing municipal problems using HCD. In the past five years, a Hyper-Converged Infrastructure (HCI) has established itself as an ideal technology for organizations delivering new and complex services rapidly, working with limited resources, managing data centers, moving to the cloud, and preparing for the future using technologies such as Artificial Intelligence (AI), the Internet of Things (IOT)¹⁰, Digital Twins (DTs)¹¹, and Blockchain¹² have great promise in the public sector. The Chicago Citykey¹³ with HCD is the new government-issued identification card to access municipal services online transitioning from the institution centric design to the HCD, a new normal where services are tailored to the needs of the citizens.

⁹ What Is Human-Centric Design? <http://www.govtech.com/civic/What-is-Human-Centric-Design.html>

¹⁰ PRIVACY AND INTERNET OF THINGS <http://www.vepachedu.org/AJIN/AIJN-152.pdf>

PRIVACYANDINTERNET OF THINGS, ARRAY OF THINGS&ARTIFICIAL INTELLIGENCE

https://www.researchgate.net/publication/312309435_PRIVACY_AND_INTERNET_OF_THINGS_ARRAY_OF_THINGS_ARTIFICIAL_INTELLIGENCE;

A Simple Explanation Of 'The Internet Of Things

<https://www.forbes.com/sites/jacobmorgan/2014/05/13/simple-explanation-internet-things-that-anyone-can-understand/#15bb481f1d09>;

Internet of Things Consortium <https://www.linkedin.com/company/internet-of-things-consortium/?originalSubdomain=dk>

¹¹ Digital Twins are digital representations of real-life, physical things such as city parks or hospitals..

¹² Blockchain is a method for authoritatively tracking and validating transactions, shipments, votes and other high-value things.

¹³ Chicago Turns to Human-Centric Design for City ID Cards (<http://www.govtech.com/Chicago-Turns-to-Human-Centric-Design>)

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- Orlando, Fla., Aims to Digitize 50 Services Using Human-Centered Design
- Michigan Scales Back Massive Applications Process with Human-Centric Design

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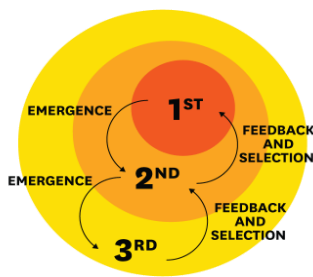
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MORTALITY

In the past century, the mortality of human beings has fallen with an increase in longevity and healthcare costs. However, the longevity of a segment of people recognized by the SCOTUS has reversed, and today, corporations have a one in three chances of dying within the first five years, due to infant mortality, congenital disorders, or infectious diseases, such as bankruptcy, liquidation, M&A, recession, depression, or other causes of corporate demise, about six times the death rate of companies 40 years ago. They now are dying at a younger age than their employees, irrespective of size, age, or sector. Neither scale too big to die nor experience of age guards against the sudden death syndrome and an early demise of companies.

Sustainability is the capacity to create, test, and maintain adaptive capability. Development is the process of creating, testing, and maintaining opportunity. The phrase that combines the two, sustainable development, refers to the goal of fostering adaptive capabilities and creating opportunities.

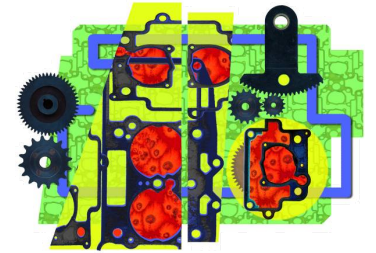
Hierarchies and adaptive cycles comprise the basis of ecosystems and social-ecological systems across scales. Together they form a panarchy - a form of governance that encompasses all. The panarchy describes how a healthy system can invent and experiment, benefiting from inventions that create opportunity while being kept safe from those that destabilize because of their nature or excessive exuberance¹⁴.



Both natural and engineered systems are fundamentally dynamical in nature: their defining properties are causal, and their organizational and functional capacities are causally grounded. Among dynamical systems, an interesting and important sub-class are those that are autonomous, anticipative and adaptive.

Living systems, intelligent systems, sophisticated robots and social systems belong to this class

Complex systems from tropical forests to stock markets to companies survive in a Darwinian survival of the fittest, the fittest being the system that adapts to the changes in its environment and adjusts to the environment¹⁵.



¹⁴Holling, Understanding the Complexity of Economic, Ecological, and Social Systems, Ecosystems, 4: 390-405 (2001) <https://link.springer.com/article/10.1007/s10021-001-0101-5>

¹⁵ Levin, Ecosystems and the Biosphere as Complex Adaptive Systems, Ecosystems, 1: 431-436 (1998), <https://link.springer.com/article/10.1007/s100219900037>; Costanza et al., Modeling Complex Ecological Economic Systems: Toward an Evolutionary, Dynamic Understanding of People and Nature, Ecosystem Management pp 148-163 (1996) https://link.springer.com/chapter/10.1007/978-1-4612-4018-1_15

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A successful system continually evolves through a cycle of 1) interactions, 2) emergence, and 3) feedback in unpredictable ways and is called complex adaptive system (CAS).

Each CAS is nested in a broader system, e.g., an individual organism nested in a population of its species is a CAS nested in its natural ecosystem¹⁶, which itself is nested in the broader biological environment, which in turn is nested in the biosphere, and so on. Similarly, a company is a CAS nested in a business ecosystem, which is nested in the broad societal environment, which in turn is nested in the global economy having complexity at multiple levels, including the diversity within the company at different levels, with the inevitable individualistic tension between any two individuals, levels, and an individual agent and the larger system.

The study of CASs, from cells to societies, is a study of the interplay among processes operating at diverse scales of space, time and organizational complexity. The key to success is an understanding of the interrelationships between microscopic processes and macroscopic patterns, and the evolutionary forces that shape systems. For ecosystems and socioeconomic systems focused on broad scale features such as diversity and resiliency, evolution operates most powerfully at the level of individual agents. Understanding how cooperation, coalitions and networks of interaction emerge from individual behaviors and feed back to influence those behaviors is required for the success¹⁷.

Considering the increasing pace of technological change and volatility in many industries, the patterns suggest that the need for transformation is rising, while the chance of successfully achieving it is falling. An optimal application of *structural principles that deal with the design of the system seen in nature and managerial*

¹⁶ Ecosystems are prototypical examples of complex adaptive systems (CASs), in which patterns at higher levels emerge from localized interactions and selection processes acting at lower levels. An essential aspect of such systems is nonlinearity, leading to historical dependency and multiple possible outcomes of dynamics. The essential elements include sustained diversity and individuality of component, localized interactions among those components, and an autonomous process that selects from among those components, based on the results of local interactions, a subset for replication or enhancement. Aggregation and hierarchical assembly are not imposed on complex adaptive systems, but emerge from local interactions through endogenous pattern formation. *Id.*

Power, related to one's control over valued resources, transforms individual psychology such that the powerful think and act in ways that lead to the retention and acquisition of power. Status, related to the respect one has in the eyes of others, generates expectations for behavior and opportunities for advancement that favor those with a prior status advantage. Magee et al., *Social Hierarchy: The Self-Reinforcing Nature of Power and Status*, Published Online (30 November 2017) <https://doi.org/10.5465/19416520802211628>; Stacey, *Complexity and creativity in organizations*. American Psychological Association. <http://psycnet.apa.org/record/1996-98270-000>; Ehresmann et al., *Memory Evolutionary Systems; Hierarchy, Emergence, Cognition*; Elsevier (25 May 2007) <https://books.google.com/booksid=OqcYQbY79GMC>

The anxiety caused by the unstable, ever-changing nature of today's business world represses the creative impulses—the "spaces for novelty"—that allow members of the workforce to produce their best work.

Consensus Building and Complex Adaptive Systems A Framework for Evaluating Collaborative Planning, *Journal of the American Planning Association*, Volume 65, Issue 4 (1999) <https://www.tandfonline.com/doi/abs/10.1080/01944369908976071>. Consensus building and other forms of collaborative planning are increasingly used for dealing with social and political fragmentation, shared power, and conflicting values.

¹⁷ Levin, *A Complex Adaptive Systems Model of Organization Change, Nonlinear Dynamics, Psychology, and Life Sciences*, Volume 1, Issue 1, pp 69–97 (January 1997). <https://link.springer.com/article/10.1023/A:1022375910940>.

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principles that deal with the application of the intelligence intentionality provided by humans, together, may help make CAS robust successfully achieving the required transformation, of course, involving a cost for each principle. Accordingly, treating an organization as CAS, giving more importance to the interactions within a CAS than the discrete actions of the individual parts, looking at the system as a whole across the parts and relationships among parts rather than the individual parts, and managing with minimum specifications having flexibility and opportunity to innovate that would yield more creativity than micromanaged detailed plans, allows the organization to live longer, healthier, and more productive life¹⁸.

¹⁸ Complexity, leadership, and management in healthcare organizations, [BMJ](#); 323(7315): 746–749 (2001 September 29), <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC1121291/>; Lane et al., Strategy under complexity: Fostering generative relationships. Long Range Planning, 29: 215–231 (1996). <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC1121291/>; Sidanius, et.al., Social Dominance: An Intergroup Theory of Social Hierarchy and Oppression

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