



**SUMMARY OF BREAKTHROUGH RESULTS IN TEXTILE PLANTS – sojourn of  
 Principal Consultant and CEO – Blackstone Synergy in his professional stints**

**A. CONTEXT-1: PT. INDORAMA TEKNOLOGIES, CEMPAKA, INDONESIA –  
 operating fundamentals**

<b>ROLE: PLANT HEAD reporting to GENERAL MANAGER (DECEMBER 1999 – MAY 2005)</b>				
<b>Stabilizing the start-up plant with used machinery in preparatory and new machinery RX 240 Ring Spinning and Schlafhorst 338 Link coner with Loepfe yarn clearing systems</b>				
<b>KPI</b>	<b>INDUSTRY STANDARDS (GLOBAL)</b>	<b>ACHIEVED</b>	<b>TIMELINE FOR ACHIEVING</b>	<b>SUSTAINABILITY TIMELINE</b>
Productivity	COMBED COTTON 100%-190 gms/ss – Ne 30; 325 gms /ss – Ne 20, 255 gms /ss- Ne 24	Ne 30 – 235 gms/ss, Ne 20- 350 gms/ss, ne 24 – 270 gms/ss	<b>6 months</b>	<b>7 years consistency</b>
Yield(yarn realization)	73% with American and African cotton	75% with American and African cotton		
Maintenance costs	INR equivalent 0.35/spindle shift	INR equivalent 0.28/spindle shift		
Man-hour productivity	5 / 1000 spindle hour (link coner set up)	3 / 1000 spindle hour		
Quality leadership	5%-Uster standards and knitting applications	5-10%-Uster consistently and preferred vendors for Nike, Adidas and several high end applications		



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**B. CONTEXT-1: PT. INDORAMA TEKNOLOGIES CEMPAKA, INDONESIA – research integration into manufacturing**

PROFESSIONAL CONTRIBUTION : Integrating cutting edge research into manufacturing				
Machinery group	Design	Conferences	Commercialization	Sustainability
Carding	Flat-tops mounting-2002-04	84 <sup>th</sup> TIWC, Raleigh, North Carolina, USA-2005, March	Graf in 2007	Design is yet functional with no-known development over it
Draw frame	Inclined drafting		RSB-D-45 Rieter in 2011 ITME	Design is functional and contemporary.
Ring Spinning	Electro-magnetic rings	83 <sup>rd</sup> TIWC, China, Bremen, Germany - 2004	Yet to be done	NA
	Vibration pads	84 <sup>th</sup> TIWC, Raleigh, North Carolina, USA-2005, March	Yet to be done although implemented at several sites of Indorama Indonesia	These are sustainable designs at an approximate cost of-US\$-3/ spindle
Process engineering	Process design in the yarn plant		Reproducible across the industry	Sustained results in several assignments thereafter thereby validating the findings
Knitting industry	Setup modules of single and double jersey circular knitting machines	Collaborative initiatives with the erstwhile Lawson Hemphill Inc, Rhodes Island, USA	Established the tensioning modules for various yarn configurations to eliminate the root causes of barre	Research simulation and findings are reproducible across the industry with performance guarantees



### **Notes on the Context-1: Indorama, Indonesia tenure**

1. The plant was a bought-out defunct unit of Switzerland in Europe and was warehoused for a timeline of close to four years before being activated for commissioning with an entirely localized workforce with limited skill sets and work culture that needed a complete overhaul besides being guided for a complete transformation on a defined timeline to meet the profitability targets that were stiffened owing to high project costs over-runs and in the aftermath of a crippling financial crisis in Indonesia between 1997-1999.

2. The RX 240 ring spinning frames were re-installed in the plant with structured installation principles that were the derivatives of intense research at site and had several salient points that were in sharp contrast to the adopted strategies of Toyoda manufacturing and installation systems. These derivatives were the consequence of augmented efforts to elevate the operating spindle speeds to 22,000 rpm with short and medium staple cotton in the usual combed non-compact process and hence had several challenges related to bottom roller eccentricity. The installation mechanism adopted globally by Toyoda had wider tolerances for the bottom roller joints around the roller stand. The research of the undersigned homed in on the evaluation of the technologies and bringing in closer tolerances to establish seamless rotational higher revolutions per minute owing to control transmission forces at the joints.

3. The establishment of the yarn quality at extremely high productivity was an engineering triumph of the carding and combing process and is showcased in several of the research papers emanating in the realm of manufacturing around that time and these were successfully presented in prestigious forums at major international conferences.

4. Knitting applications were researched into with the products of the plant and a niche carved out for the clients to establish product leadership in the realm of yarn and textile engineering. Lawson Hemphill Inc in the USA successfully partnered with the plant in several of the research applications for engineering yarns for high end knitting applications to study barre and related knitting machinery issues.

5. The fundamentals of a manufacturing turnaround were established during these highly productive times in the period 2000-2005.



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**C. CONTEXT-2: VARDHMAN TENURE -2 (after returning from Indonesia)**

<b>ROLE: Chief Manager ( Maintenance and R&amp;D) reporting to General Manager with the responsibility of developing maintenance practices to sustain the quality at lower costs at various plants of the group; Anant – Mandideep, EOU- Baddi and Arisht- Baddi – August, 2005- August, 2008</b>				
<b>KPI</b>	<b>INDUSTRY STANDARDS (GLOBAL)</b>	<b>ACHIEVED</b>	<b>TIMELINE FOR ACHIEVING</b>	<b>SUSTAINABILITY TIMELINE</b>
Productivity	Compact yarn - COMBED COTTON 100%- 105 gms/ss – Ne 60; 85 gms /ss	Ne 50 – 95 gms/ss, Ne 60- 72 gms/ss, at EOU, Arisht – overall plant production increment -12%	<b>5 months</b>	<b>2 years consistency</b>
Yield(yarn realization)	70% with INDIAN LONG STAPLE cotton for fine counts	68% with Indian long staple		
Maintenance costs	INR equivalent 0.35/spindle shift	INR equivalent 0.33/spindle shift with progressive trials for card wires		
Quality leadership	5%-Uster standards and knitting applications	15%-Uster consistently and preferred vendors for several high end applications		



**D. CONTEXT-2: VARDHMAN TENURE-2 (AFTER RETURNING FROM INDONESIA  
 – research integration into manufacturing**

PROFESSIONAL CONTRIBUTION : Integrating cutting edge research into manufacturing				
Machinery group	Design	Conferences	Commercialization	Sustainability
Carding TC 03	Thermometry analysis of carding zones to predict gauges and initiate critical settings	Published findings in a paper to Trutzschler through a visiting Vardhman in Feb - 2006	TC 07-ITME-2007	Design is yet functional with latest generation of cards
Carding C51	Flexible rubber coupling for controlling flat drives	Presented paper at the national kaizen conference in New Delhi on the 9 <sup>th</sup> October, 2007	Solution implemented at site on one machine	Not pursued commercialization owing to in-house IPR reasoning at Vardhman.

**Notes on the Context-2: Vardhman tenure**

1. Factored in the cutting edge solutions developed at Indorama Indonesia in the facilities of the previous employer and with several of the derivatives related to conditions based maintenance (CBM) being adapted by OEMs as indicated in the summary sheet.
2. The advanced concepts of development maintenance were structured and implemented partially in the various facilities of Vardhman during this tenure and sustainability models were evolved in the learning ecosystems within the organization.
3. The conceptualization of several engineering principles going into the textile value chain processes have had cascading effects and do have a strong relevance; more than ever before amid the downturn conditions prevailing in the global scenario.



**E. CONTEXT -3: WINSOME TEXTILE INDUSTRIES LIMITED, BADDI, HP – OPERATING FUNDAMENTALS**

ROLE: HEAD PROCESS RE-ENGINEERING with the responsibility of establishing the mélange processes for quality leadership amid uncertain market conditions and try and assist the marketing teams to boost sales – September, 2008 – March, 2012				
KPI	SALES BENCHMARK	ACHIEVED	AWARDS	SUSTAINABILITY
Quality complaints	HISTORICAL HIGH OF PRECEDING 5 YEARS	ASSISTED TEAMS ACHIEVE 30% HIGHER THAN HISTORICAL HIGHS	<b>MAJOR TEAM INITIATIVES</b>	
Process consistency – working of the products			TEXPROCIL BRONZE 2009	PLANT HAS DOUBLED THE TURNOVER IN MELANGES THROUGH EXPANSION AND BRAND EQUITY
End breakage rate and waste controls			TEXPROCIL BRONZE 2010	
Overall plant productivity			TEXPROCIL GOLD 2011	
Maintenance practices for quality leadership			RECOGNIZED AS-A NATIONAL LEADER IN PROCESSED YARNS	

**F. CONTEXT-3: WINSOME TEXTILE INDUSTRIES LIMITED – research and development integration into the manufacturing**

ROLE: Product development in niche segments for market capitalization and leadership	
Snow heather series Chill heather series	PRODUCT DEVELOPMENT FROM SCRATCH, MARKET APPROVALS AND PROCESS OPTIMIZATION FOR THE RIGHT PRODUCT ECONOMY AND TROUBLE SHOOTING AT THE KNITTING SITES TO ESTABLISH THE RANGE – IPR OF WINSOME TEXTILE INDUSTRIES LIMITED.

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**G. CONTEXT – CONTEXT-4: ALPS INDUSTRIES LIMITED** – turnaround initiatives for corporate debt restructuring (brief tenure between June, 2009 and September, 2009)

This plant was revived through the application of the manufacturing strategies painstakingly developed over the years. The improvements registered in the areas of productivity in the plant, the yield and the increases in sales enabled the company to chart out the desired growth in the backdrop of MIS controls by the lending consortium headed by SBI and eventually paved the way for the corporate debt restructuring and prevention of the company to slide into the BIFR mode.

The work done in this tenure was a testimony of all the achievements in the previous assignments across the several companies in different contextual setups.



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**H. CONTEXT-5: SPIN KNIT LIMITED, NAKURU, KENYA – OPERATING FUNDAMENTALS**

<b>ROLE: GENERAL MANAGER WITH THE MANDATE TO TURNAROUND THE FINANCIALS OF THE COMPANY WITH REPORT TO THE BOARD OF DIRECTORS – family run business with a 27-year old legacy in Kenya</b>				
<b>KPI</b>	<b>CHANGE PERCENTAGE (+/-)</b>	<b>IMPACTING INFLUENCES</b>	<b>TIMELINE</b>	<b>SUSTAINABILITY OF PROGRAMS</b>
Acrylic spinning – tow to top conversion route – HKY- hand knit yarn	+20%	17.5% net profitability after taxation levels of 1-2% over the preceding three years	14 months from start in April - 2012	<12 months (please refer to the notes for reasons)
Acrylic sweaters – school uniform	+25%			
Acrylic products – Kikoys and Masais – local brands for shawls - Sulzer projectile looms	+25%			
Recycled acrylic fiber blankets on Somet looms	+30%			
Product innovations initiatives	+5 major product groups			





**I. CONTEXT-5: SPIN KNIT TRANSFORMATION SCRIPT – integrating the turnaround fundamentals into the manufacturing in a weak milieu of macro-demand and debilitating purchasing capacities amid escalating costs for imported spares in the Kenyan context.**

<b>DESCRIPTION: KEY TURNAROUND ELEMENTS – The Spin Knit transformation script</b>					
<b>ELEMENT</b>	<b>PERCENTAGE CHANGE(* implies derivations from indices)</b>	<b>IMPACTING INFLUENCE</b>	<b>TIMELINE TO ACHIEVE</b>	<b>SUSTAINABILITY STORY*** (refer to the spiritual note)</b>	<b>ATTRIBUTING REASONS FOR SUCCESS / LACK OF SUSTAINABILITY</b>
Maintenance and repair costs	40%	<b>FINANCIAL TURN AROUND</b>	9-14 MONTHS (the visible changes in the business process)	< 6 months***	reference to the spiritual quotient notes
Breakdowns and process downtime	55%				
Quality enhancements and product differentiation	30%*				
Processing and preparation of raw material	25%*				
Process and sales turnover timelines	20%*				



## NOTES:

### 1. Maintenance and repair costs:

a) Design aspects of the drives and the hydraulic loading elements for the tow to top converter – Seydel, the chain gill and the gill boxes for the acrylic preparation process were worked on in the perspectives of re-engineering in the following ways :

a.i. **Hydraulic oils:** the neutralization of static charge concentrates was the highest priority in the optimization agenda and consisted of dosing the hydraulic tanks with 0.1-0.2% of the volume with known anti-static properties like the emulsions at elevated temperatures of 85-90 degrees Celsius used in the mix of recycled acrylic fiber in the blankets process. Later on, it was well researched to use car engine oils at temperatures of 90 degrees Celsius to realize optimized neutralization of the charges that were derivatives of the fluid degradation process during the flow cycles and attributed to higher frictional resistance thereby causing higher thresholds of fluid temperatures to be achieved while allowing higher concentrates of sediments and in-built contaminants – the derivatives of the fluid degradation process to be introduced into the system.

Progressive neutralization of the charges in the contaminants allowed the free flow of the fluids and changed the dynamics substantially to improve on the fluid temperature levels – an important factor that accelerates the chemical degradation of oils besides allowing the oils to reach near-flash point levels and consequent decline in the load properties.

The main consequences of the conventional fluid mechanics in the hydraulic systems for generating loads in excess of 300 MT (as in the case of the drafting loads for the tow in the Seydel) are:

a.i.a. The decline in transmitted hydraulic loads adversely affect the quality of the tow conversion process and gets reflected in the subsequent evenness of the fleece in the re-breaking and the chain gill and gill boxes and eventually affecting the tensile properties of the yarn and more importantly the performance in terms of working in the process at the ring spinning on the worsted system related to the end breakage rates, the fibrous lapping and other properties related to the surface characteristics of the yarn as reflected in the bulking process.



a.i.b. The critical machinery components like the oil seals for the hydraulic cylinders and pistons of the pumps get damaged at regular intervals and need frequent replacement thereby escalating the operating costs substantially. The root cause of these disruptions invariably is attributed to deteriorating quality of the hydraulic oils and the consequent declines in the transmitted loading values.

a.i.c. The properties of the hydraulic oils decline sharply as the temperatures ramp up owing to high concentrates of contaminants and sediments and the effective flash points drop in as an important process consequence – the key determinant for weakened fiber processing owing to sharp declines in loading factors.

a.ii. **Shaft and roller drive trajectory and geometry:** The drive mechanism is an important part of the design aspects of textile engineering and influences the lateral transmission of loads in the drafting systems; especially with heavier hydraulic loads as in the Seydel and the worsted spinning systems in general. The transmission drives are usually mounted directly on the shafts and hence are influenced by the interference tolerances in the assembly and jig points causing abrupt changes in the specific loads on the shafts that fundamentally weaken the joints causing breakdowns.

a.ii.a. **Serrated bushes:** Solutions envisaged and implemented during the re-engineering process at Spin Knit in Nakuru, Kenya included the designing of serrated bushes wherein the trajectory of the impacting forces were diverted to run through and dissipate owing to running into sharp geometric turns. This massive reduction in the quantum of specific forces and consequently in the applied pressure magnitudes caused drops in the incidences of abrupt process disruptions and mechanical breakdowns.

a.ii.b. **Angular contact ball bearings:** The conventional ball bearings impact the x-y axes while the z-axis remains largely unresolved causing significant transmission losses in the rotational drives of cam-timed drive chains like in the gill boxes and in the heavy-duty bottom roller rotational drives for re-breaker wherein the hydraulic loads are significant. These are fundamental design flaws that were sought to be corrected in the re-engineering initiatives at Spin Knit through the judicious usage of equivalent angular contact ball bearings for resolving



the z-axis impact and raise the effective dynamic loading rates by 30-40% depending on the configuration of the bearings. The impact was on the quality as also on the reduction in the downtimes within the critical process.

a.ii.c. **Vibration pads:** The vibrations on the machinery were of significant impact in the light of the inferior grading and quality of the flooring on the shop floor and had priority in bringing in the results in the key perspectives of the operations. The case study on the re-breaker enhancements in productivity was pertinent in the context in scaling up the productivity significantly and reducing on the failure rates of the critical components. Similarly, the extensive usage of the vibration pads in the ring spinning process were the attributing factors in scaling up the productivity significantly while maintaining the fundamental quality upgrades achieved through optimization of the acrylic preparation processes.

a.ii.d. **Compressed air leakage detection and plugging systems:** The compressed air systems are the most important sources of a host of problems in the splicing and other critical functions in the autoconers of any yarn manufacturing plant and Spin Knit was no exception. The leakage detector equipment was used extensively for sensitivity analysis and rectification followed by the series of steps to ensure that the compressed air was generated and distributed efficiently and energy savings realized through the engagement of 12% lower set pressure at the given **cfm** requirements.

a.ii.e. **Steam quality** has an important role in the management of the acrylic process at the tow stages and also during the bulking of the yarns and is influenced by the combustion process and the consistency achieved in burning the fuel completely to generate the right enthalpy level in the process. A series of steps was initiated to effectively manage the consistency in the steam quality as is evidenced in the attached report describing the various steps going into the effective management of the heat systems.

Steam management is an important parameter in the textile processes and the work done herein is instructive for the industry. The attributes have strong linkages with the productivity paradigms in the textile industry but are often ignored perilously in the context of both fuel efficiency and steam quality parameters.



## 2.. Process engineering initiatives:

b.i.. Creation of work groups drawn in from the pool of cross-functional expertise was the key turnaround point in achieving the right synergy to deliver productivity and quality solutions. This is instructive way of working in the conventional set-up of the textile industries wherein compartmentalized mental set-up have long held strong turfs and prevented synergistic approaches to generating solutions for complex process problems in the textile value chain.

The fundamental approaches have been as follows:

b.i.a.. The work groups have been designed around machinery groups affecting the process in certain common ways; in other words, a set of preparation machines are grouped together while the spinning machines are grouped separately and similarly, the finishing machines are grouped together further up the value stream. Similar work groups are formed in the fabric manufacturing of the knitting and weaving plants.

b.i.b. The work groups are trained extensively to generate multi-domain data drawn in from the realms of quality, electrical engineering data and the related mechanical engineering data of the equipment to broaden the understanding on the implications in the process. The in-process working data is also factored in the multi-domain data models to complete the decision loops for effective trouble-shooting.

b.i.c. The fundamental driving forces for the creation of work groups and the data models were to attempt at standardizing the trouble – shooting measures and creating the understanding of the linkages leading to process failure – the essential steps going into the formation of the phenomena mechanism of monitoring and correcting the processes in a predictive mode. This is the need of the hour for the troubled textile industry to achieve quick turnaround in the operations and factor in a significantly lower manufacturing costs – the harbinger for driving



pricing equilibrium in tandem with the diminishing purchasing capacities of the macro-economy; veritably the quintessence of a manufacturing turnaround.

b.ii. Raw material tracking in the conversion process is an oft ignored aspect of the process engineering initiatives that have been looked into microscopic details in the tenure at Spin Knit, Nakuru facilities in Kenya. The meticulous creation of a grid of indicators in the assessment of the raw material and the adjustments in the process to maintain the consistency in converting the same into intermittent products of quality irrespective of the vagaries of the basic raw material elements are the key turnaround strategies in the realm of process engineering and the demonstrations have been amply backed with real time data and validation of the steps in the process (refer the details of the MQI, PQI and CQI formation in the attached document).

3. Creation of quantified indices in the process is the main derivative in this initiative. The PQI is the process quality index and is a commentary in the state of the process – essentially the states in the conversion of the raw material processes for intermediate products in a batch-run sequence. The indices in a time series clarifies the extent of successful or otherwise neutralization of the vagaries of the raw material; keeping the elements of the equipment in the perspectives of mechanical and electrical quality as identical or a constant.

Thus the steps in the process are either validated or yields decisions that need to be directed for up-gradation of the process to match the desired quality of the intermediate products; given a certain group of properties for the raw material in the textile process.

c.i. Process appraisals are fundamental drivers for change to be drilled in to a sequence and require strategic initiatives and commitments to transform the landscape of decision making under sub-optimal conditions; the essence of the AI or artificial intelligence turf.

A commentary on the process appraisals mode in quantified terms was developed (refer the related documents) to illustrate the impact and is fundamentally instructive as a research integration into the manufacturing process for the textile value chain around the globe to sustain developments and achieve price equilibriums in a debilitating macro-scenario.



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<p><b>Knowledge domains</b></p>	<p><b>ROLE: CEO OF BLACKSTONE SYNERGY in the consulting domain – developing engineering strategies with major implications in managing state-of-art equipment in the textile value chain as well as reviving the obsolete and defunct plant and machinery in the industry with minimum investment outlays – ELECTRICAL AND INSTRUMENTATION FACTORS</b></p>				
<p>ELECTRICAL ENGINEERING</p>	<p><b>KEY KNOWLEDGE PARAMETER (KKP)</b></p>	<p><b>INDUSTRY CROSS-WINDS</b></p>	<p><b>KNOWLEDGE TRANSFER PROTOCOL (KTP)</b></p>	<p><b>IMPLICATIONS</b></p>	<p><b>FINAL TAKE –for consolidation of knowledge capital</b></p>
	<p>Harmonics and drive quality derivatives</p>	<p>Pharmaceuticals</p>	<p>Yarn and fabric dyeing</p>	<p>OEM designs, retrofits and re-engineering implications</p>	<p>Major transformation of obsolete machinery and optimizing state-of-art plants for improved financial performances</p>
	<p>Drive motors – efficiency engineering on conventional infrastructure – wiring dynamics</p>	<p>Paper and packaging</p>	<p>Cellulosic yarns and fabrics in blends</p>		
	<p>Cable efficiency factors</p>	<p>Paints</p>	<p>Yarn and fabric dyeing</p>		



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ELECTRONIC AND INSTRUMENTATION FACTORS	Electrical noise factors	Flour and maize mills	Yarns and polymer engineering	
	Signal noise and filtering	Hot rolling mills		
	Derating techniques and implications	Extrusion and FMCG		
	Online data processing and creation of decision network on AI(artificial intelligence algorithm) mode	Creation of the expert software for the textile value chain	REVOLUTIONARY INFLUENCES IN THE TEXTILE TURNAROUND INITIATIVES	





## J. CONTEXT-6: NOTES ON THE RECENT FORAYS IN A CLUSTER OF NON-TEXTILE INDUSTRIES FOR MIGRATION OF KNOWLEDGE INPUTS:

### **1. Pharmaceutical industries:**

The FBD (free-bed –drier) mechanism in the pharmaceutical process has strong analogies in the dyeing and processing of yarns as also for the fibers in the mélanges process models in as much as it crystallizes into managing enthalpy for effective consistency in the transfer and bringing in physical changes in the substrate. The FBD process engineering is relevant in the textile engineering process and is instructive as well as illustrative for the learner with an understanding of the equipment engineering and the process details going into conserving energies.

### **2. Paper and packaging industries:**

Managing cellulosic derivatives is an amalgam of heat and moisture and requires technical judgments to convert the process into higher thresholds of productivity and value engineering in a range of products and with complex printing applications. The case studies illustrated in the paper and packaging domains have strong implications for the cellulosic yarns and fabric engineering processes with blends as well.

### **3. Paints:**

The electrical engineering aspects and the derivatives in determining the shear thickening properties of emulsions in the paints manufacturing processes are illustrative for the yarn dyeing and fabric processing as well and bring in new insights for the dye producers, the conventional dyers and more importantly the OEMs in the processing industry for bringing in optimization for the costs of processing both fabric and yarn substrates.

### **4. Flour and maize mills:**

The milling processes and the issues related to these are closely related to the implications in the cotton spinning processes and have strong analogies. The work executed in these industries in the realm of energy management have brought on board several powerful insights for the cotton



spinning industry and have strong relationships with the basic electrical and instrumentation designs of the processes.

**5. Extrusion industry (blow molding, injection molding, fiber-extrusion for polyethylene packaging sheets):**

The electrical engineering implications in the extrusion processes are profound and the management for static charges for molten polymers in defining the molten flow indices is relevant in the context.

**6. Hot rolling mills:**

Managing heat and control of synchronous motors for elevating the effective power factors and consequent efficiency levels for the motors are the relevant areas of analogous derivatives in the textile processes in the dyeing, printing and finishing industry.

**K. CONTEXT-7: SPIRITUAL QUOTIENT – singular lack of sustainability of the accrued gains – the post-mortem results on real life case studies – a plethora of them with relevant patterns of repeats meriting a generic view on the causal attributes**

**Business acumen – the trappings of blurred judgment**

The inscrutable forces of destiny shape the thought makeover of an individual while growing to come to terms with the extremes of stimuli one is exposed to all through the conscious existence in an awareness field. The impressions of the external world get registered in the various levels of consciousness that have proximity to the nucleus of our field - the proverbial soul, as is delineated in the spiritual world.

There are several layers in our consciousness field; seven to be precise for the human race and possibly more for the flora and fauna owing to the rudimentary growth at the surface levels but more at the deeper levels of the sub-conscious states of existence.

In as much as we would intrinsically want to take control of situations including more specifically the corporate world around us and shape patterns of behavior and responses from a



range of applications like consumers or potential consumers of products and services, fundamentals of engagement relationships in business including the employee-employer one and the world changing banker-investor-entrepreneur one at that; the intricacies are lost in a myriad world of blurred judgment as it homes in on the crunch decisions that need to be made amid conflicts and essentially paradoxical. We are, as a human race seldom synchronized to the patterns of thoughts and impressions that do shape up our consciousness DNA - the harbinger of all emotive decisions and psycho-somatic fallout of loops of incorrect decision making at all levels - at the intimate levels of personal judgment as well as in the very public domains of social and working lives. In effect, we all stand to lose control of situations; greater the efforts made to shape events and circumstances through controls of the mind processes.

The corporate world around us across the globe is grappling with the unprecedented multi-domain challenges of impaired points of views, popular opinions that are more often than not misplaced and misguided and finally the endless power mongering that builds up around perceived centers of power in any network. In a lyrical sense, possibly, we are living in a lost paradise of our own making.

Blurred judgment is at the root of major anomalies that we face in various contextual circumstances in our public as well as personal lives. The shaping of decisions is emotive and guided by the collective will - the popular analogy of the mass-psyche shaping the opinions and hence the judgments. Objectivity in all its forms is often lost pushing the network into chaotic disorder; **the perfect ploy of any form of guile to push all reasoning into the pathway of obscurity and excellence into general oblivion.**

Delving deep into the consciousness and dwelling in the proximity of the nucleus is the solution for generating decisions that are rooted in strong reasoning and the light of understanding that pervades matter and the fields therein with higher precision and accuracy of things that are physical and surreal. Training the mind and regulating the registrations of the impressions into the deeper states of human awareness calls in for major initiatives and disciplining the self; going through the paces of failure and adversity and more importantly rejection.

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Forging in adversity and utter rejection calls in for enforcing the strengths of a deeper field and hence are strong and impregnable with the trappings of poor judgment. Fields in the proximity of the nucleus are tuned in for higher flux strengths and are immune to external thresholds of contaminating field strengths that are fundamentally debilitating in nature.

The right and the wrong on a philosophical model are invariably separated in the realms of inner consciousness; the deep seat of right judgment and wisdom.

Transformations in the corporate world call in for leadership in the proximity of the deep seat of learning – the inner layers of conscious awareness of the self; sans it, we are hard put to wisdom and clarity in judgment. Blurred judgment shall harm our delivery points around the business world and in societies at large.

Leaders intending to make lasting differences have to brave it all; get forged in adversity and rejection and avoid the trappings of blurred judgment through a rigorous training of the mind.

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