



The Property Of Duality

In physics, the observer effect is the disturbance of an observed system by the act of observation. This is often the result of utilizing instruments that, by necessity, alter the state of what they measure, in some manner. A common example is checking the pressure in an automobile tire, which causes some of the air to escape, thereby changing the pressure to observe it. While the effects of observation are often negligible, the object still experiences a change (leading to the Schrödinger's cat thought experiment). This effect can be found in many domains of physics.

#SKILLS

Make 'Learning' a Part of Your Daily Routine

In our increasingly "squiggly" careers, where people change roles, more frequently and fluidly, and develop in different directions, the ability to unlearn, learn, and relearn is vital for long-term success.



Our capacity for 'learning' is becoming the currency that we trade on, in our careers. Where we once went to work to learn to do a job, 'learning' now is the job. Adaptive and proactive learners are highly prized assets for organizations, and when we invest in our learning, we create long-term dividends for our career development.

However, it's not as simple as acquiring new knowledge. In our increasingly "squiggly" careers, where people change roles, more frequently and fluidly, and develop in different directions, the ability to unlearn, learn, and relearn is vital for long-term success. So, based on our research, we've identified several techniques and tools to help you make 'learning,' a part of your day-to-day development.

Learning

Since we spend so much of our time, energy, and efforts at our day jobs, they provide the most significant opportunities for 'learning.' The challenge is that we don't invest intentionally, in everyday development. We're so busy with tasks and getting the job done that there's no space left for anything else. Deprioritizing our development is a risky career strategy because it reduces our resilience and ability to respond to the changes happening around us. Here are three ways to take ownership of your learning at work.

Learn from others

The 'people you spend time with' are a significant source of knowledge. Creating a diverse learning community will offer you new perspectives and reduce the risk that you'll end up in an echo chamber. Set a goal of having one curiosity coffee each month, virtually or in person, with someone whom you haven't met before. This could be someone in a different department who could help you view your organization through a new lens or someone in your profession at another company who could broaden your knowledge. Not only does this create the chance for new connections, but you might also benefit from a direct introduction.

Experiment

Experiments help you test, learn, and adapt along the way. There are endless ways in which you can experiment at work, for example, using different tools to increase the interactivity of your virtual presentations, exploring the impact of camera-on versus

camera-off meetings, switching from video to phone calls, or even trying out new negotiation tactics. For an experiment to be effective, it needs to be a conscious choice and labeled as an 'opportunity for learning.' Keep a *learn-it-all* log where you track the experiments you're running and what you're learning, along the way. It's important to remember that you should expect some experiments to fail, as that's the nature of exploring the unknown.

Create a collective curriculum

In a squiggly career, everyone's a learner and everyone's a teacher. As a team, consider how you can create a 'collective curriculum,' where you're learning from and with each other. We've seen organizations effectively use *skills swaps*, where individuals share one skill which they're happy to help other people 'learn.' This could look like a creative *problem-solver offering* to share the processes and tools that they find most helpful or someone who has expertise in coding, running beginner lunch-and-learn sessions. Skills swaps are a good example of democratized development where everyone has something to contribute and is learning continually.

Unlearn

Unlearning means letting go of the safe and familiar and replacing it with something *new and unknown*. Skills and behaviours that helped you get to where you are can actually hold you back from getting to where you want to be. For example, a leader might need to unlearn their default of always being the person who speaks first in meetings or a new manager might need to unlearn always saying "yes," as their workload increases.

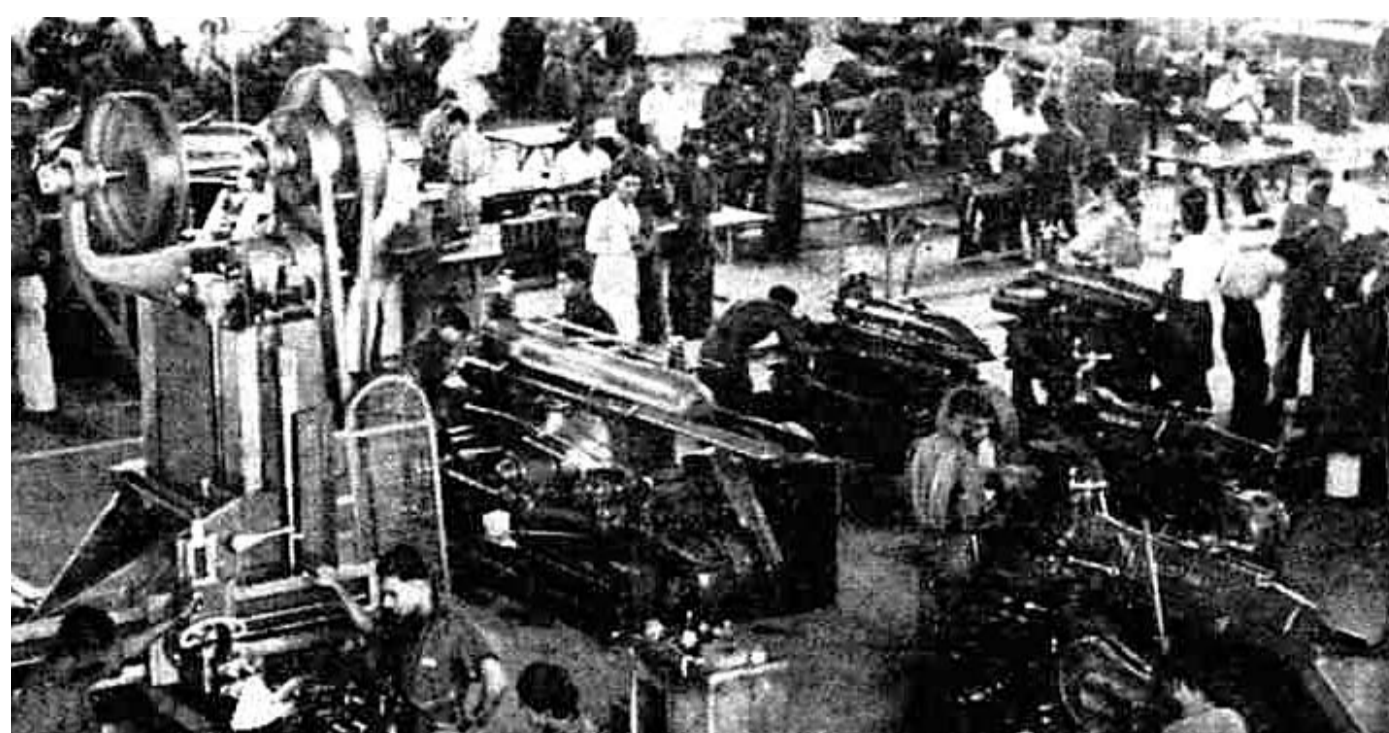
During the pandemic, we were all forced to unlearn some aspects of our lives, like how we collaborated on work or what school looked like for our kids.

Relearning

Relearning is recognizing that 'how we apply our strengths' is always changing and that our potential is always a 'work in progress.' We need to regularly reassess our abilities and how they need to be adapted for our current context. For example, collaboration remains as important as ever, but maybe, you're relearning how to do it in a hybrid world of work or at work, for example, using different tools to increase the interactivity of your virtual presentations, exploring the impact of camera-on versus



The interior view of HAL's Bangalore plant. Credit: A clipping from The Miami News, February 11, 1945. Newspapers.com.



A CIA Spy Sets up India's First Aircraft Factory

Over the next few months, while the company continued manufacturing, it took on the additional duty of repairing aircraft, damaged in the war effort. This was a busy time for HAL. Japanese forces were advancing towards India and to push them back, Allied pilots (some of them were members of the "Flying Tiger force") had to make treacherous flights over the eastern Himalayas.

Anu Kumar

clipping from The Miami News, February 11, 1945. | Newspapers.com'

In October 1939, two entrepreneurs found themselves on the same Pan American flight from Honolulu to Hong Kong. One was William Douglas Pawley, the president of one of the largest aviation companies in East Asia and the other was Walchand Hirachand, the chairman of the first *swadeshi* shipping firm, Scindia Steam Navigation Company, who had business interests in construction, insurance and sugar industries.

The two got talking about their shared interest, aviation. Pawley was an experienced hand at setting up aircraft manufacturing facilities and Hirachand, a vocal critic of colonial economic policies, wanted India to build its own transportation capabilities on the road, in water and up in the air. As the story goes, "Walchand promptly

asked Pawley if he was willing to help open a factory in India," and from that conversation emerged India's first aircraft factory, 'the Hindustan Aircraft Limited.'

Plant in Bangalore

It is a story detailed by historian, Aashique Ahmed Iqbal, in his book, *The Aeroplane and the Making of Modern India*. Pawley and Hirachand's ambitions combined with the needs of the Allied powers during World War II to create 'a company' in August 1940 that is still going strong. What



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helped in the journey was the support of the Mysore Government, which not only contributed 50% of the initial capital but also gave Hindustan Aircraft Limited land in Bangalore for its factory. HAL produced its first military



Pawley on a hunt. Credit: A clipping from The Miami News, February 11, 1945. Newspapers.com.

tary aircraft, a 'Harlow PC-5 trainer,' the very next year in August. But in 1942, it was nationalised by the British Indian government and handed over to Americans to manage. With this turn of events, Pawley found himself heading the HAL plant's operations.

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duty of repairing aircraft, damaged in the war effort. This was a busy time for HAL. Japanese forces were advancing towards India and to push them back, Allied pilots (some of them were members of the "Flying Tiger force") had to make treacherous flights over the eastern Himalayas. As it happened, Pawley was familiar with the "Flying Tiger force." But to trace that story, it is useful to first know how he got into the aviation industry.

Stealthy guerrillas

Pawley was born in 1896 in Florence, South Carolina, to a wealthy businessman father. He studied in private schools and at a military academy, but it was business that he had a real flair for. His first job was with an export company that sent him to Peru to sell paraffin for candles. From there, he switched to selling real estate in Florida, before moving to China as a representative of a US compa-

#TRUE TALES

ny that manufactured navigational equipment.

In China, he struck a friendship with Generalissimo Chiang Kai-shek, the military strongman who controlled large parts of the nation, as well as his brother-in-law, the wealthy banker, T.V. Soong. These relationships would prove useful for Pawley. In 1937, after China and Japan went to war, he collaborated with Kuomintang, the nationalist party led by Chiang, to head the Central Aircraft Manufacturing Company, or CAMCO, which assembled American Hawk military planes.

As the Japanese advanced across eastern China, Pawley ensured that CAMCO and its entire operations moved in tandem with the retreating Kuomintang army. From Hangzhou in the east, he took the company to Wuhan in the southwest and then south to Loiving, on the border with Burma. This wasn't all. For a while, with his brothers, Edward and Eugene, Pawley ran a facility outside Rangoon for repairing H-75 and P-36 monoplanes, but when the Japanese advanced north, from Southeast Asia in 1941, this too had to be moved to Loiving.

It was around the same time that the American Volunteer Group, or the Flying Tigers was formed. A "stealthy guerrilla flying group," numbering around 100, these airmen flew from San Francisco to Rangoon using fake passports. Once there, historian Anthony Carozza says that they registered as CAMCO mechanics and flying instructors for cover, but went on to conduct sorties over Japanese-occupied Thailand and southern Myanmar. Flying

over this dreaded Himalayan region, called the Hump, was not without danger. Both men and machinery were lost in the operations, but it also brought the Flying Tigers, fame for their skill and daredevilry. In part, their success was due to Pawley's skills as a logistician and coordinator, although, credit is often given to Claire Lee Chennault, the



In actual fact, though, he was a covert agent for the Central Intelligence Agency. In this role, he ensured American support for the ruthless Dominican dictator, Rafael Trujillo and aided the CIA in deposing Guatemalan president, Jacobo Arbenz in 1954.

American aviation advisor to China. Pawley knew how to get things done. When the heat from the war intensified, his ability to liaise with different groups and his emphasis on planning enabled him to dismantle the Loiving operations of CAMCO and move them to Bangalore. As fortune would have it, this retreat dovetailed well with British India's strategic interests and the ambitions of the enthusiastic nationalist industrialist, Walchand Hirachand.

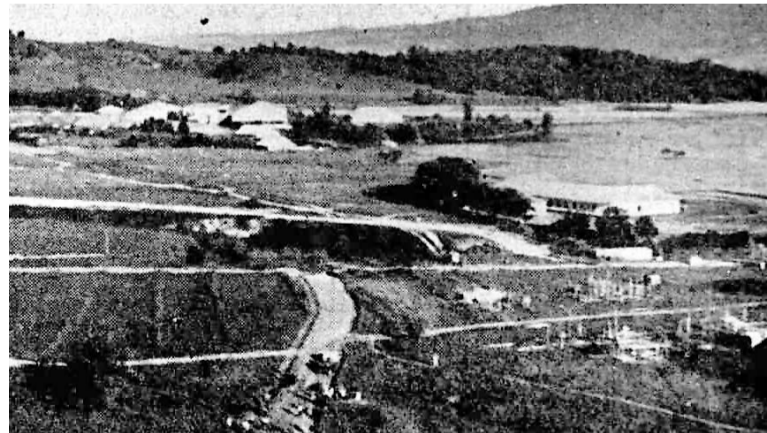
CIA agent

Pawley earned a reputation as a go-getting businessman, a middleman who insisted on his commission, and an agent who knew the right people in the right place at the right time. His forte was setting up 'aircraft factories' but that didn't stop him from trying to build a fertiliser plant in Travancore state with American help. He could see that there was a

need for such a plant. Britain's scorched-earth tactics in Bengal and Burma, to counter Japanese advance, had caused a drastic decline in rice production. A boost was needed and, in 1944, Pawley began negotiations with the princely state of Travancore and the British government to set up a plant to manufacture ammonium sulphate.

In an article for the Miami Daily News, he explained his plans. The "rehabilitation of India was one of the great postwar problems of the world," he said. "By

partnering together," he wrote, "the United States and British could not only industrialise India and develop its agriculture, but also provide additional employment to thousands of Americans and Britons engaged in war work."



The Loiving airplane plant on the China-Burma border built by Pawley. Credit: A clipping from The Miami News, February 11, 1945. Newspapers.com.

#J'ADORE

Transform Your Look

Expensive-looking, "lived in" colour is 100% in.

As we look to 2024 hair colour trends, there's one throughline that shines brightly, "quiet luxury." We've seen this in fashion via unbranded garments and accessories that exude sophistication and expensive taste, and that's exactly the energy being brought to hair colour. Think subtle, effortlessly gorgeous dye jobs that look 'lived in' and 'authentic' versus extreme statement making shades. Basically, this year's all about finding hair colour that naturally suits you and nourishing your strands so that they look gorgeous, shiny, and healthy. Here are some of the top 2024 hair colours to consider, ahead of your upcoming hair appointment.



Cowboy Copper

We saw the cowboy copper trend take off late 2023, and it's only grown in popularity since then. This trend hit hard and it doesn't seem to be going away anytime soon. It's a beautiful hue that mixes true copper and chestnut brown.



Buttercream Blonde

A buttercream blonde is a warmer, more golden variation of blonde, with subtle undertones of cool, icy blonde for a multi-dimensional look. This colour works best on a dark blonde to very light ash brown colour base.

Expensive Brunette

Vibrant brunette tones that give 'luxurious and expensive energy' are going to carry on strongly well into 2024. This high-shine, glossy look really complements what we're seeing on the runways this year, as well. With all of these lighter, pastel tones in clothing, a bolder, richer hair colour acts as the perfect contrast.



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Chestnut Brown

Chestnut brown hair colour is another major trend rising in 2024 and is a great way to spice up a more traditional 'brunette' hue. A spin off of the expensive brunette, this colour adds richer and deeper golden tones. We are also seeing this trend with some dimension and with a 'face frame balayage.'



Ginger Red

While cowboy copper has enjoyed a rodeo-sized amount of traction, experts predict that we'll also see a warmer variation of this hair colour in 2024 as people put their own spin on the look, *Ginger Red*.

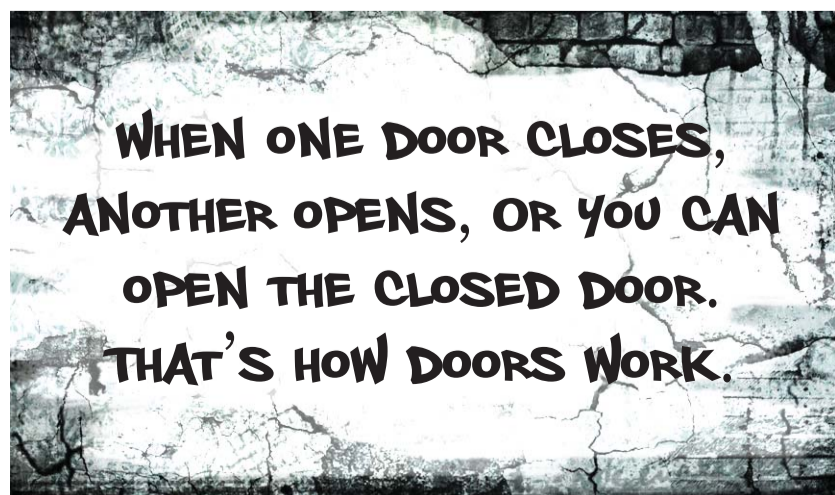
This is a luxurious rich warm orange, ginger-toned red and it's so striking when done correctly. You'll start with a semi-permanent rinse of copper to redish brown base colour, then weave in a few highlights around the crown and even paint in some deeper red to light brown lowlights to give dimension.

Iced Tea Hair

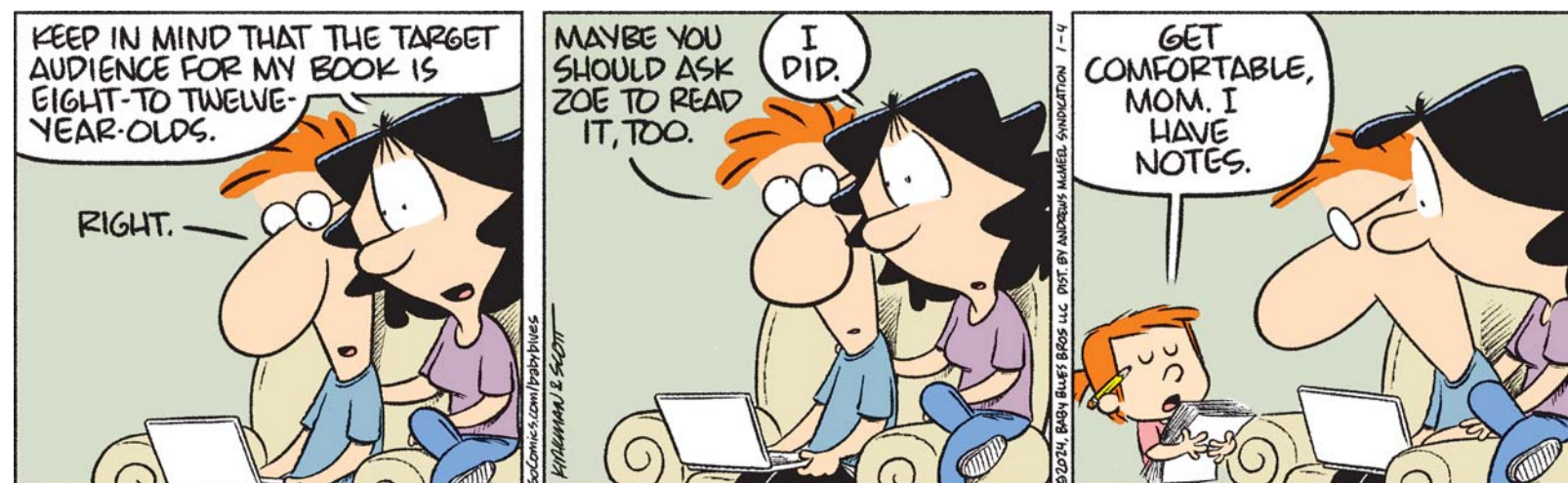


Another variation of the cowboy copper is a pale, pretty reddish gold hair color that has a sort of 'iced tea' aesthetic. It's got this great combination of classic warmth and modern freshness that really delivers a beautiful look and can work well on a lot of skin tones.

THE WALL



BABY BLUES



By Rick Kirkman & Jerry Scott

ZITS



By Jerry Scott & Jim Borgman