

'EXCELLENCE' GUIDE

FOR USE IN INDIAN ENVIRONMENT

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- * Excellence is doing ordinary things extraordinarily well.
- * Excellent companies get extraordinary results from ordinary people.
- * Wherever Excellence occurs there are always Excellent leaders.
- * Man is limited not so much by his tools as by his vision.

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EXCELLENCE SCALE

(FOR & SELF RATING)

Common

Excellent

Company reputation	1 2 3 4 5 6 7 8 9
Products	1 2 3 4 5 6 7 8 9
Services	1 2 3 4 5 6 7 8 9
Managerial Productivity	1 2 3 4 5 6 7 8 9
Labour Productivity	1 2 3 4 5 6 7 8 9
Business Strategy	-1 2 3 4 5 6 7 8 9
Organisational Structure	1 2 3 4 5 6 7 8 9
Systems	1 2 3 4 5 6 7 8 9
Management Style	1 2 3 4 5 6 7 8 9
Unique Skills	1 2 3 4 5 6 7 8 9
Quality of Manpower	1 2 3 4 5 6 7 8 9
Customer relations	1 2 3 4 5 6 7 8 9
Employee relations	1 2 3 4 5 6 7 8 9

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SUPERODINATE GOALS (CLOSE TO CUSTOMER)

BUSINESS STRATEGY (STICK TO KNITTING)

Factors	<u>Common Practice</u>	<u>Excellent Practice</u>
Top Management orientation	. 1 . 2 . 3 . 4 . 5 . 6 . 7 . 8 . 9 . Make do with What is possible.	Striving for excellence
Middle management Orientation	. 1 . 2 . 3 . 4 . 5 . 6 . 7 . 8 . 9 . Being 'Busy'	Producing results Develop- ing Competence.
Junior management Orientation	. 1 . 2 . 3 . 4 . 5 . 6 . 7 . 8 . 9 . Maintain yesterday's output and standards	Continuous improvement
Non-Managerial Employee orientation	. 1 . 2 . 3 . 4 . 5 . 6 . 7 . 8 . 9 . Job security	Quality and pride of Workmanship
Guiding perceptions	. 1 . 2 . 3 . 4 . 5 . 6 . 7 . 8 . 9 . Individualised	Shared
Quality or product and services Trends	. 1 . 2 . 3 . 4 . 5 . 6 . 7 . 8 . 9 . Meet the standard Follow the trends set by others	Sueprior to standard Set new trends
Technology	. 1 . 2 . 3 . 4 . 5 . 6 . 7 . 8 . 9 . Workable	Modern
Basic drive provided by	. 1 . 2 . 3 . 4 . 5 . 6 . 7 . 8 . 9 . Technology, products or strategy.	Customers

<u>Factors</u>	<u>Common Practice</u>	<u>Excellent Practice</u>
Diversification	1 2 3 4 5 6 7 8 9 Based on external attractiveness	Based on internal strengths
Rate of growth	1 2 3 4 5 6 7 8 9 Average	High
Basis of targets and budgets	1 2 3 4 5 6 7 8 9 Previous year performance	Market potential zero-based budget.
Cost of product	1 2 3 4 5 6 7 8 9 High	Low
Emphasis on	1 2 3 4 5 6 7 8 9 Operating efficiency	Customer satisfaction
Involvement of Senior executives in public bodies	1 2 3 4 5 6 7 8 9 Discouraged	Encouraged
Customer interest	1 2 3 4 5 6 7 8 9 Concern of Marketing	Concern of all departments
A Sale signifies	1 2 3 4 5 6 7 8 9 End of a contact	Beginning of next sale
Customer complaints	1 2 3 4 5 6 7 8 9 Quick response.	Quick remedial action followed by preventive steps

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<u>Factors</u>	<u>Common Practice</u>	<u>Excellent Practice</u>
Customers access	<p>1 2 3 4 5 6 7 8 9</p> Only to products and services only to Salesman	Company's all resources To all managers
Loss of a customer	<p>1 2 3 4 5 6 7 8 9</p> No difference	Review to determine cause followed by co-reactive and preventive action.
Product design	<p>1 2 3 4 5 6 7 8 9</p> Aimed at getting a share of the market	Aimed to create new niche in the market
In troubled times	<p>1 2 3 4 5 6 7 8 9</p> Keep growing	Retrench & fold back
Frequency of review	<p>1 2 3 4 5 6 7 8 9</p> No periodicity	Once a year
Mistakes and failures	<p>1 2 3 4 5 6 7 8 9</p> Avoided at all cost	Viewed as by products of experimentation
Deeds of leaders	<p>1 2 3 4 5 6 7 8 9</p> Commonplace	Heroic
Time, money effort spent on experimentation.	<p>1 2 3 4 5 6 7 8 9</p> Negligible	Considerable

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(HANDS ON, VALUE DRIVEN)

(AUTONOMY AND ENTERPRENEURSHIP)

(BIAS FOR ACTION)

MANAGEMENT STYLE

<u>Factors</u>	<u>Common Practice</u>	<u>Excellent Practice</u>
Common Drive	, 1 , 2 , 3 , 4 , 5 , 6 , 7 , 8 , 9 , Absent	Shared values
Decision making	, 1 , 2 , 3 , 4 , 5 , 6 , 7 , 8 , 9 , Limited to few top executives	Lower and lower levels encouraged
Rewards based on	, 1 , 2 , 3 , 4 , 5 , 6 , 7 , 8 , 9 , Loyalty, Seniority Hardwork	Superior achievements
Planning focus	, 1 , 2 , 3 , 4 , 5 , 6 , 7 , 8 , 9 , On the immediate	On long term
Autonomy	, 1 , 2 , 3 , 4 , 5 , 6 , 7 , 8 , 9 , Insistence on following the style of the boss	Freedom to follow any effective style
Risk taking	, 1 , 2 , 3 , 4 , 5 , 6 , 7 , 8 , 9 , Avoided	Encouraged, subject to commensurable returns, Calculated
Inter personal Relations	, 1 , 2 , 3 , 4 , 5 , 6 , 7 , 8 , 9 , Impersonal	Trusting and friendly
Focus of observation	, 1 , 2 , 3 , 4 , 5 , 6 , 7 , 8 , 9 , Fault finding	finding excellence
Rituals	, 1 , 2 , 3 , 4 , 5 , 6 , 7 , 8 , 9 , Not related to work or performance	Related to work and performance

<u>Factors</u>	<u>Common Practice</u>	<u>Excellent Practice</u>
Conflict situation resolved by	1 2 3 4 5 6 7 8 9 More powerful person	9 More rational proposition
Employee refer their problems to	1 2 3 4 5 6 7 8 9 Person other than Immediate Supervisor	9 Immediate Supervisor
Response to change	1 2 3 4 5 6 7 8 9 Dreaded	9 Welcomed
Attention to	1 2 3 4 5 6 7 8 9 Own financial reports	9 Customers and Competitors
Top leader	1 2 3 4 5 6 7 8 9 Feared Unapproachable	9 Respected as value-setter Highly visible
Pay attention to	1 2 3 4 5 6 7 8 9 How to overcome resistance	9 What people are ready to do
Managers	1 2 3 4 5 6 7 8 9 Suffer 'cabinés' and 'perónsis'	9 Practice MBWA-- Mgt. by wandering around
Introspection	1 2 3 4 5 6 7 8 9 No time for introspection	9 Constant introspection a) What is done-- action b) Why - Reason/ purpose c) How - Improvement potential

<u>Factors</u>	<u>Common Practice</u>	<u>Excellent Practice</u>
Type of control	1 2 3 4 5 6 7 8 9	
	Boss control	Self control
	STAFFING PATTERN (PRODUCTIVITY THROUGH PEOPLE)	
Selection Criteria	1 2 3 4 5 6 7 8 9	
	Qualifications, years of service	Achievements, range of experience & values
	Preference to outsiders	Preference to insiders
Termination	1 2 3 4 5 6 7 8 9	
	Get rid of 'Boat rockers' (non-confirmists)	Get rid of 'Dead wood' (non-achievers)
Motivation	1 2 3 4 5 6 7 8 9	
	Money status Symbols, power	Challenging assignment Autonomy Rewards linked to achievements
Common attitude	1 2 3 4 5 6 7 8 9	
	'We = they'	'US'

STRUCTURE (SIMPLE FORM. LEAN STAFF)

<u>Factors</u>	<u>Common</u>	<u>Excellent</u>
Nobility	. 1 . 2 . 3 . 4 . 5 . 6 . 7 . 8 . 9 .	
	Restricted	Very high
Staff Positions	. 1 . 2 . 3 . 4 . 5 . 6 . 7 . 8 . 9 .	
	Many permanent	Temporary, Few special purpose
Form	. 1 . 2 . 3 . 4 . 5 . 6 . 7 . 8 . 9 .	
	Tall - many layers	Flar few layers
Functions	. 1 . 2 . 3 . 4 . 5 . 6 . 7 . 8 . 9 .	
	Centralised	Decentralised
Corporate office	. 1 . 2 . 3 . 4 . 5 . 6 . 7 . 8 . 9 .	
	Fat	Lean
Composition	. 1 . 2 . 3 . 4 . 5 . 6 . 7 . 8 . 9 .	
	Monolithic	Small and entrepreneurial units
Staff Role	. 1 . 2 . 3 . 4 . 5 . 6 . 7 . 8 . 9 .	
	Contribute ideas control the line	Contribute to profits by service to line
Power	. 1 . 2 . 3 . 4 . 5 . 6 . 7 . 8 . 9 .	
	Usurped by staff department while accountability retained with line	Retained with line along with full accounta- bility

SYSTEMS (SIMULTANEOUS LOOSE - TIGHT)

<u>Factors</u>	<u>Common</u>	<u>Excellent</u>
Control	, 1 , 2 , 3 , 4 , 5 , 6 , 7 , 8 , 9 ,	
	Strict on all items	Tight on few items Loose on the rest
Job Descriptions	, 1 , 2 , 3 , 4 , 5 , 6 , 7 , 8 , 9 ,	
	Define duties	Define key result areas and responsibilities.
Training	, 1 , 2 , 3 , 4 , 5 , 6 , 7 , 8 , 9 ,	
	Ad-hoc No induction training	All employee covered by formal programme Well conceived induction.
Communication	, 1 , 2 , 3 , 4 , 5 , 6 , 7 , 8 , 9 ,	
	Mostly upwards vague	Two-way, precise Logical
Relevant Information availability	, 1 , 2 , 3 , 4 , 5 , 6 , 7 , 8 , 9 ,	
	Difficult and restricted	Easy and free
Personnel Appraisal	, 1 , 2 , 3 , 4 , 5 , 6 , 7 , 8 , 9 ,	
	Personality oriented	Achievements based
Reports	, 1 , 2 , 3 , 4 , 5 , 6 , 7 , 8 , 9 ,	
	Voluminous & Global	Brief & pointed
Office arrangement	, 1 , 2 , 3 , 4 , 5 , 6 , 7 , 8 , 9 ,	
	Cabinisation	Open office

	<u>Common</u>	<u>Excellent</u>
Resource Allocation	Rigid	Possible to shift for solving new problems
Design based on	Immediate and Ad-hoc considerations	Overriding vision and attention to detail
Capital appropriation request	Lengthy and time consuming Has to be initiated at higher level	Short and quick Can be initiated at any level

UNIQUE SKILLS (HANDS ON, VALUE DRIVEN)

Range		
	Planning Organisatg Controlling Motivation Technical skills	Asking right questions (creativr insight) Sensitivity Creating the future (vision) Anticipating change Implementing change Living in the long term
	Speaking	Listening

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CAN'T WE MAKE EXCELLENCE A NATIONAL GOAL?

by Dr. N.H. Atthreya*

Excellence is the in-word in management circles today. We should thank Thomas J. Peters for that in large measure. His books "In Search of Excellence" and "The Passion for Excellence" have made many people in management circles atleast think and talk in terms of excellence. (The first book sold over 5000000 copies in 15 Languages and the second that came recently is in for a similar run)

There is today a virtual excellence explosion. No conference, no conversation, no presentation, no seminar seems to be complete today without the word "excellence" thrown in. Just like the one-minute wave, there is an excellence-wave. There are books, articles, audios and videos, all telling you how to create excellence. Even a journal by the name "Managerial Excellence" has figured in the Indian scene.

The good thing about this wave or explosion is that excellence has been brought to the awareness level of more and more people. The not-so good thing about it is that many wish to ride on the tide of THE NAME instead of THE SUBSTANCE.

Excellence is for everyone in one sense. We need excellence in philosophers and plumbers, in teachers and preachers.

Excellence is not for everyone, in another sense. The pursuit of excellence is exacting.

Human Excellence was the theme of a talk given in 1968 by Swami Ranganathanda to the Indian Centre for Encouraging Excellence. He observed that two behaviours characterise those who pursue excellence. One is a vital concern for others. The "others" will include customers - the external customers and "the internal customers." Those who do not care or have concern for the external or internal customers, those who say 'let the customer be damned' can hardly pursue excellence.

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Once you do care, whatever you do becomes lifted. It blesses all around. Unlike other pursuits - pursuit of power, pelf and the like - pursuit of excellence blesses all concerned, the giver and the taker.

The second key aspect of human excellence, the Swamiji pointed out, is the hardiness of spirit. For the weak, there is no excellence. Excellence is a demanding proposition. It calls for stamina of every kind.

Eternal vigilance is the price of liberty, said a patriot. Of leadership, someone in management added. We can now add one more: Of Excellence - the purusit of excellence.

The extensive pursuit of excellence is feasible in our country, in industry, in government and in other sphers of life because of one cultural phenomenon we have. We tend to follow the leader. Yatha raja tatha praja is a factual observation. The following statement is as true today as in the days of Mahabratha.

This means that the key people, the small minority, the smallest of the small minority, the men and women in charge of organisational units of every size and kind, should consider voting for excellence. Once they have chosen it for themselves, they have chosen it for others. the vast majority of the country. The stories of excellence repeatedly point out that so much can be done for so many by so few. To raise the quality of life fastest, here is one way, a simple but hard way. This indeed is a viable national opportunity. Can't we therefore make excellence a national goal? It does not call for a debate or an ordinance. It only calls for a dècision on ones' part and a determination to move in a direction.
