

Background Papers  
For  
A Two Day Programme on

MANAGERIAL EXCELLENCE

Conducted by  
MMC School of Management  
Bombay

For  
BALSARA HYGIENE PRODUCTS LTD  
Bombay

SESSION . . .

Date:

### SPEAK KINDLY

Words play a big part in the art of kindness too; so don't underestimate them. They are the wires between our thoughts and feelings and, unless they are spoken, our messages of goodwill are forever lost.

People who get along well with others have faith in the power of KIND WORDS. They repay acts of service by saying nice things as well as by DOING NICE THINGS. They know that the other fellow enjoys being thanked or complimented our LOUD.

Nevertheless, many of us omit doing this. We skip saying kind words, especially to those deserving them the most. We save them, unfortunately, for funeral orations. This is one of the most prevalent of life's minor tragedies.

Oddly enough, we profusely thank a stranger for some trifling courtesy. But we completely ignore the more constant and helpful services showered on us at home and on the job. It is not that we're ungrateful; we just take much, too much for granted. We've allowed a habit of awkward silence to spring up and choke off our expression of appreciation like an ugly weed.

"You are letting your friend's heart ache" wrote Phillips Brooks, "for the word of KINDNESS and sympathy you mean to give him some day. If you only could know and see and feel suddenly, that the time is short how it would break the spell! How you would instantly go and say the word which you might never have another chance to say"!

Yes, there's KINDNESS in words, too. Let's not forget that, if we want to reap the precious stuff of HAPPY HUMAN-RELATIONS.



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## Performance Criteria

To establish effective performance criteria for any major job responsibility, you must answer the following question in specific terms:

"WHAT TELLS US THAT YOU'RE DOING A GOOD OR BAD JOB?"

If your answers to this question are vague and highly subjective, your performance evaluation will be highly subjective and open to heavy criticism from both management and the individual in question.

To be more effective, your answer to the question should meet these guidelines:

1. you must have at least one criteria statement for each major area of responsibility
2. each performance criteria can be stated in less than seven words
3. each performance criteria should be stated in neutral, descriptive terms that are easily quantifiable
4. performance criteria should not contain the following words or punctuation marks: "and, or, etc., comma, semi-colon, colon, dash, slash, ..."
5. each performance criteria must be void of ambiguous, vague language

Examples of performance criteria which meet these guidelines:

- |   |  |
|---|--|
| 1. % share of total market              | 10. % return on investment             |
| 2. number of customer complaints        | 11. number of promotable staff         |
| 3. actual expenses vs. budget           | 12. cost per unit produced             |
| 4. bad debts compared to sales          | 13. number of lost-time accidents      |
| 5. total annual salary                  | 14. line inches of no-cost publicity   |
| 6. \$ volume of returned merchandise    | 15. number of formal grievances        |
| 7. average monthly inventory investment | 16. dollars as a % of investment       |
| 8. time for retrieving customer records | 17. # of grievances settled first step |
| 9. number of dollars                    |  |

These statements must be kept neutral to preserve the list for use during future goal-setting sessions. Specific numerical goals based on these criteria are set with each person during the next phase of the management process. Listing performance criteria for each major job responsibility is the second step toward a more effective system of management. You now have a results-based job description which can usually be used year after year for persons with identical job titles with only minor individual modifications.

PERFORMANCE PLANNING & REVIEW

I FEEL THAT:	Almost always	Usually	About 1/2 the time	Usually not	Almost never
1. I know what is expected of me in my job					
2. My supervisor understands my job problems and any outside problems which affect my work					
3. My supervisor expresses recognition for my work when it is well done					
4. I have a chance to learn and grow through my work and I am encouraged to think creatively					
5. I am informed in advance about changes which will affect me					
6. I can get the information or help from other departments needed to do my job.					
7. My supervisor discusses my mistakes in such a way that I can learn from them.					
8. When meetings are held to solve problems, they are effective					
9. I understand the responsibilities objectives and problems of my supervisor.					
10. The work of my department is aimed to make the best contribution to the organization's overall goals					

ATTHREYA'S NOTE TAKING SYSTEM

FOR ME	POINTS	RIDER
	1	
	2	
	3	
	4	
	5	
	6	
	7	
	8	
	9	
	10	
FOR OTHERS	FOR MY ORGANISATION	FOLLOW-UP

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