

MANAGEMENT GUIDELINES

Ideas & Tips on Managing Men & Things

N. H. ATTUREYA

Management Consultant.

Point to ponder

Conscience doesn't keep you from doing wrong; it just keeps you from enjoying it.

Business Lunch

Because dining is often an integral part of the business day, the fine art of lunchmanship is becoming an important executive asset. Most businessmen regard the business lunch as one of the more pleasurable events of the day, though it can have its perils. It offers a chance to meet customers and associates in a relaxed atmosphere and to build relationships on a more personal basis than is possible across a desk. It also offers an opportunity for **over-relaxation**, and many a deal has foundered "on the rocks." One executive who invites job applicants to dine with him says: "You can tell a lot by the way people eat and drink". And, by how much. Another executive says that lunches are useful to elicit information. In the relaxed, unhurried atmosphere of a good restaurant, people tend to talk more openly and go into greater detail than they do at a formal business meeting where time is limited and caution prevails. However, the biggest problem with business lunches is not overindulgence during the meal, but staying awake after it. In some countries, a short nap is accepted behaviour. Where this isn't possible, a brisk 20-minute walk can be helpful.

Work Addict?

Thousands of Indians (especially in major cities) are as compulsive about work as gamblers, alcoholics and addicts are about their vices. The workaholic is the man who arrives at the office before anyone else and leaves long after everyone else has gone home. He lunches while he works and spends weekends and holidays at the office. No vacations for him. He's adored by top management, detested by his colleagues and subordinates. But his compulsion to work often undermines his family and his marriage, weakens his friendships and destroys his health. And it's bad for his company, too.

Why does he work so hard? ".....in the hope," says one expert, "that he will be admired, or loved, or at least envied." Unfortunately, when he gets sick or drops dead, the company has to put on a crew to figure out what he's been doing, for it is one of his traits that he never delegates. This makes life difficult for his subordinates, who have no chance for growth. At the same time he is creating overtime and paperwork through his insatiable demand for more information. Suggests one doctor: "You can't win that way. Success won't make people love you. What You've got to do is enable **them** to succeed."

Tail Piece

Diplomacy is the art of postponing a decision until the matter settles itself.

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If you find a path with no obstacles, it probably doesn't lead any where.

Your Wife IS a factor to reckon with

Does your wife only pretend to be happy? The wives of too many top-level managers subordinate their true feelings to their husbands' careers, a situation that can be a serious threat to the wife's self-esteem and to her husband's productivity.

One built-in problem of executive marriages is the possibility of transfer. Unlike an executive, who takes his status with him, the executive wife must leave a home that she has worked hard to make comfortable and attractive, and re-establish her position in a new community. A move can also be hard on children, and the wife is caught in the middle.

A deeper problem, one that is more difficult to deal with, is the personality of the successful man. If he never discusses his career with his wife, she might feel jealous of it. Most wives, while not interested in company secrets do like to know about their husband's work. If the successful man's attitude toward his wife's

outside interests is a conglomeration of arrogance and superiority, his wife's self-esteem will gradually disappear; this, after all, is psychological welfare. If the executive neglects his family, both wife and children will feel it keenly. The wife might turn to alcohol or other men, seek a divorce or have an emotional breakdown. And if the husband has been assuming that there is no real problem, these effects will hit him with stunning sharpness, and send him on the way to his own emotional problems.

(Joanne Friedal in Industry Week)

Up-dating with Growth

Growth surrounds us — in economic gains, new industries, population growth, new housing. We as business leaders note both its positive and negative effects. The negative effects are pollution and the dangers for undeveloped cultures if we continue to grow without changing goals and trends. This gives us only one alternative — a different kind of growth, a growth that will be channeled into education, expansion of knowledge, artistic and cultural development, social accommodations that might lead to mankind's physical and mental improvement. This, it seems, is the only real alternative to our increasing pro-

blems as the dominant inhabitants of the earth. This can take place only very slowly. Perhaps what is needed now more than ever is leadership and the coalescing of leaderships in achieving common goals.

Perhaps the most important change business can bring to engineer is to enlist the strength, eagerness, and goodwill of our young people. Today's youth are bright, capable and dedicated. They need to be told **not** how easy things will be for them, but how much toil, sweat, and tears will

be expected of them. What a monumental chore — to stop growth, forego what they have, and discover new ways to grow to enhance the human condition.

Tail Piece

Mrs. Russel Crouse was interviewing a new nurse, and asked why she had left her last post. "I didn't like the set-up," said the nurse frankly. "The child was backward, and the father was forward."

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Point to ponder

Stonehengers, described as "howling barbarians", apparently did not read or write. But, they shared with Egyptain, Maya and other cultures something more important than a written language; a sense of time, of perspective, of man's place in the cosmic scheme.

Gerald Hawkins in
Astroarchaeology (Harper & Row)

Planning to Expand

'Grow or go' is the rule we all have to expand. Here are a few guidelines.

- 1) Expand in your own field of expertise;
- 2) Evaluate your market potential before you expand;
- 3) Check all possible monopoly restrictions;
- 4) Evaluate your financial resources and determine the potential effect on working capital if things don't go according to plan;
- 5) Check what your competitors are doing to ensure that you are not expanding into an already overcrowded field;

- 6) Don't expand just for the sake of size;
- 7) Coordinate engineering and production activities;
- 8) If the design of a product is changed, modify the tooling immediately;
- 9) Don't expand beyond the limits of available skills;
- 10) Transfer the required skills — hourly as well as salaried. If some employees are reluctant to relocate, ask them to stay on for an additional six-month period to train employees at the new location. The extra travel and living expenses will be cheaper in the long run.

Performance and perfectionism

Ever notice that people who regard themselves as perfectionists are also likely to be procrastinators? Putting things off comes easy to a perfectionist. Because he is unable to settle for anything less than the impossible, he exempts himself from any responsibility for accomplishing the possible. When there is a thing to be done, his energy and thought are immediately dedicated to the obstacles and pitfalls involved in achieving an "ideal solution."

A lazy man disdains accomplishment because he does not care. A perfectionist cares too much -- and about the wrong thing. By setting himself a goal impossible to attain, he is spared the physical and mental labour of taking even the first step. Because he will not compete without the assurance of winning, he is spared the painful but educational experience of losing.

Most perfectionists of the truly determined variety exist in a state of agonizing inertia, hyper-critical of the efforts of others, yet contributing less to life than the least gifted man who is able and willing to give whatever there is of himself, and

to give it wholly and without fear that it will reveal by its imperfection the imperfections in himself. The problem is there; he does his best to solve it. And sometimes it is **he** who accomplishes the impossible.

Tail Piece

An investor was telling a friend about his stock market dealings.

"I put half in paper towels and half in revolving doors," he said.

"What happened?" inquired the friend.

"I was wiped out before I could turn around."



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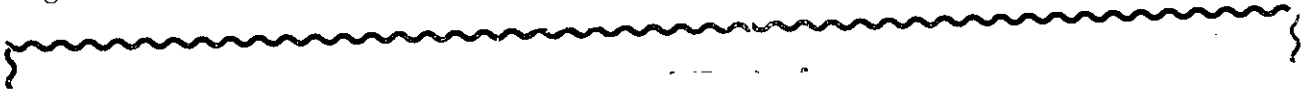
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Point to ponder

I wonder what our world would be like if men always had sacrificed as freely to prevent wars as they have to win them.

Job Pressures

There seems to be little doubt that tensions from the daily wear-and-tear of business life can affect executive health and performance. Here are some ways to alleviate the pressures:

- 1) Don't over react to crises. This doesn't mean that you try to develop a wooden personality. It does mean attempting to keep moods at a professional level of moderation;
- 2) Don't take things personally. If someone assaults you verbally, try to regard it not as a personal insult, but as poor managerial technique;
- 3) Don't worry about things beyond your control. Concentrate on doing what you can do, and not on what you can't;
- 4) Learn to recognize your own tension symptoms. Your body will usually tell you when you're dipping into your emotional reserves;
- 5) Opt for a complete change of scene.

When it's time for a rest, make it a complete one — peace, quiet, family only;

- 6) Look for diversions on the work scene. Try a regimen of exercise in your office — a half hour per day. Find someone to talk to — about anything but business;
- 7) Don't over-organize your uncommitted time. Leave your schedule a bit loose, so that you have some "relaxing time" when you need it;
- 8) Rotate your tires occasionally. An unremitting work rhythm tends to wear flat spots on your mind. A change of pace—turning to another job or project — keeps your mind alert and stimulated;
- 9) Work your body, rest your mind. Sports, gardening, handyman jobs, any vigorous physical activity, can help you take your mind off your work.
- 10) Consider yoga.

For a Saleman's Wife

At a sales conference, the following 10 commandments were developed for a salesman's wife.

- 1) You shall not meet him at the door with your problems.
- 2) You shall not be unprepared for last-minute guests.
- 3) You shall not answer the telephone without a cheerful voice and a pencil.
- 4) You shall know your husband's company, products and accounts.
- 5) You shall be well-groomed at all times.
- 6) You shall keep a supply of clean shirts, socks and underwear on hand at all times.
- 7) You shall have interests and hobbies beyond home and family.
- 8) You shall accept and be realistic about the possibilities of a transfer.
- 9) You shall make an honest effort to understand the world in which he works.
- 10) You shall love him, trust him, and have faith in him.

Tail Piece

The reason a dog has so many friends is that he wags his tail instead of his tongue.

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Point to Ponder

As soon as public service ceases to be the chief business of the citizens, and they would rather serve with their money than with their persons, the state is not far from its fall.

Jean Jacques Rousseau.

Staff Meetings

Many firms are under the mistaken impression that all that is necessary is to assign 14 men to a meeting room every Tuesday at 2 p.m. and dismiss them two hours later. This constitutes the staff meeting. What does it accomplish? All too often, not much of anything.

Yet, well conceived, the staff meeting can be one of management's most effective and productive devices.

Some general principles to follow:

- 1) Hold meetings regularly, but not more often than necessary for fruitful communication.
- 2) Balance the agenda with both performance reporting and information reporting.
- 3) Make the staff meeting a vital link in an action system. In other words, what's decided there should be put into practice.

"You also have to be something of a Monday morning quarterback," says one executive, "and, through feedback, deter-

mine whether the meeting really did achieve what you set out to accomplish."

If You Bike Your Way

Why is there such enthusiasm for bicycling today? Why do they spin their wheels? Fuel Shortage apart? For fun, for exercise, for sightseeing, or just to get where they're going. That's why cycling is excellent exercise — good for muscle tone, circulation and digestion. But whether your reasons are for health or for pleasure, here are some commonsense rules of the road:

- 1) Always ride in single file, with the flow of traffic;
- 2) Stay to the right of the road. Don't dart out into traffic;
- 3) If you ride at night, use a headlight visible for 500 feet, and a rear reflector;
- 4) Have a signalling device to warn others of your approach;
- 5) Be careful of cars pulling into traffic;
- 6) Don't carry passengers or parcels that obstruct your view;
- 7) Be sure your brakes are operating efficiently.

Tail piece

The boss was exasperated with his new secretary. She ignored the telephone when it rang. Finally, he said, irritably, "You must answer the phone."

"O.K.," she replied, "but it seems silly. Nine times out of ten, it's for you."

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A Point to Ponder

The way to convince another is to state your case moderately and accurately. Then scratch your head or shake it a little and say that is the way it seems to you, but that, of course, you may be mistaken about it. This causes your listener to receive what you have to say, and, as like as not, turn about and try to convince you of it since you are in doubt. But if you go at him in a tone of positiveness and arrogance, you only make an opponent of him.

— Benjamin Franklin

Save time Save anxiety

"Rao, will you step in a minute? What's up, Rao wonders as he walks towards the front office. He half hopes the boss wants to congratulate him on his successful projects, he half fears the boss wants to reprimand him for some projects behind schedule. "You wanted to see me, Mr. Mehta?"

"Yes, Rao, I'd like to review the P.N.S. contract."

"Yes Sir," Rao says, heaving a sigh of relief. "Let me get the file." But to himself he says, "Now why didn't he let me know what he wanted so I could have brought it with me?"

Obviously the boss should have said, "Rao, can you come in for a minute? I'd like to talk about the P.N.S. contract."

The fact is that unless it is the manager's purpose to keep his people off balance in tenterhooks, he should always give a subordinate an idea of what is it he wants to see him about. He'll save the company a lot of time — and the subordinate a lot of needless anxiety.

Fighting your way back from failure

Failure is never a pleasant experience, and it is not always educational. However, most people go through it at one time or another, so it behooves us to learn to put it in its proper perspective — "temporary stopover on the road to achievement." Here are some suggestions:

1. Don't try to avoid failure "at all costs". You can turn a small failure into a total disaster by persisting in "making it work." It's better to take your lumps early and go to better things;

2. Figure out the dimension of your losses. This isn't always easy when you can't hang a rupee-paise tag on it. But if you can establish in your own mind a realistic assessment, you're more likely to find peace of mind and reassurance;

3. Spell out what you learned. This isn't always easy, either. The best approach is to put your thoughts on paper, starting with the phrased "Here are the specific things I learned from my recent experience"

4. Reconstitute your self-confidence. Most people need feed-back from others, reassurance that others, don't regard the mishap as a calamity. And the whole thing is more likely to be forgotten if the "victim" opens up and talks about what went wrong, than if he calms up and withdraws.

Tail Piece

Girl's father: What reason do you have, young man, for wanting to marry my daughter.

Young man: I haven't any reason. I am in love.

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Every successful man I have heard of has done the best he could with conditions as he found them, and not waited until next year for better.

—Edgar W. Howe

Are you well-informed ?

How competent a manager are you ? If you can answer all of the following questions, you may be well-informed enough to answer that question in the affirmative :

- 1) In two words, define the need your product or service fills;
- 2) What was your forecast for this year's sales ?
- 3) How far off was it ?
- 4) What will this year's sales actually be ?
- 5) Profits ?
- 6) What's your industry's sales-to-inventory ratio ?
- 7) What is your sales-to-inventory ratio ?
- 8) Who will replace you when you are promoted or retire ?
- 9) When will that be ?
- 10) What skills will your successor need that you don't have and can't teach him ?
- 11) How has the average age of your management team changed in the past five years ?
- 12) What percentage of the time are your production employees working productively ?

- 13) Who is responsible for and has actually implemented in the last month methods improvement designed to increase productivity ?
- 14) Is your major cost material, labour, sales or administration ?
- 15) Can you name three ways of reducing costs ?
- 16) What industry or technology is destined to replace yours ?
- 17) You can only make more profits by reducing costs, increasing sales or raising prices. Which will provide you the quickest return ?
- 18) Why didn't you do it last week ?
- 19) What is the single most important improvement in your business which you can achieve this week if you really get at it ?

Source : Industrial Canada

To make hearing pay

- 1) Lend an ear to new ideas, even though they differ from your established thinking.
- 2) Concentrate on what is being said, not on who is saying it or how it's being said.
- 3) Train your attention on what's positive in the speaker's words, not in what's wrong with them.
- 4) Encourage the speaker by looking at him, not past him.

Tail Piece

Pulin : "Since I met my new girl I can't eat, I can't sleep, I can't drink."

Promod : "Why not ?

Pulin : "I am broke."

Article

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Point to Ponder

Censors should remember that when they start hollering about a book, they do the opposite of what they want to do — they increase public interest and consequent sales, often beyond the merits of the book.

— Bennett Cerf —

The Harm in too Much Harmony

Harmony is a vital element in life, but like a lot of other good things, it can be overdone. It can, for example, become a peace-at-any-price proposition where fear of discard becomes much more important than the "music" that's being made. A successful business, like a successful marriage, should be blessed with a certain amount of friction. Perfect harmony may result in a kind of vegetable contentedness, but most growth and progress are hammered out on the anvil of dissension. We could be wrong, but it's been our observation that married people who never raise their voices in wrath together, seldom raise them in joy and laughter together. Similarly, in any business, it's seldom the perfect chord of a chorus of yes-men that keeps a company ahead of its competitors — it is more often the dissonant, persistent note of some rugged individualist who insists that everyone else is singing off-key?

Are You Clamping the Lid on a Talented Kid?

One of the less appreciated hazards of childhood is the secret desire of parents for Junior to

develop into another Thomas Edison or Van Cliburn. The trouble is that, instead of fostering creativity and talent, too many parents stifle it. Most child psychologists recommend the following rules-of-thumb to assure that youngsters are able to grow to their full potential: Keep in mind that "talent" need not be restricted. The same youngster with an aptitude for music may also be another Bob Cousy, so don't clamp the lid down on any of his aptitudes; Let a child "do his own thing", within reason. Too often, a parent will choose for his off-spring his own frustrated ambition. It is much better to "open doors" for a child and let him be motivated by interests rather than pressure; When a child does begin to focus on a particular interest; be discriminating with praise and criticism. Blanket approval or rejection only distorts a child's sense of reality; Even if Junior does draw well or can pick out a tune on the piano, don't push formal instruction. In the long run, talent is best developed in an atmosphere free from coercion. And, development of the whole personality is much more important than the sharpening of any single talent.

Tail Piece

There was the Yugoslavian archaeological expedition that brought back a mummy from Egypt. When Belgrade university scientists could not determine its exact age, they called in the secret police. Four hours later the secret police emerged from the lab and said the mummy was exactly 3,144 years old.

The professors were amazed. They wanted to know how it was done. "Simple", said the secret police. "The mummy confessed."

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Wisdom consists of the capacity to confront disturbing ideas, even intolerable ideas.

— Leo Rosten

How to profit from a mistake

Everyone makes mistakes, but not everyone profits from his mistakes. Here are some tips that can help you turn your next "lemon" into lemonade:

When you make a mistake, admit it. It's all too human to pin the blame elsewhere, but the sad truth is that when you refuse responsibility for a mistake, you are almost certain to repeat it. And there's no profit in that.

Assess the damage. How important is the mistake? How costly? What repercussions will it have?

Determine the cause. Was your planning inadequate? Properly supervised? Were you a victim of bad information, poor communications? Was someone else at fault?

Make up a new plan of action. Salvage what you can of the old plan, discarding the mistake-causing elements. Revise your approach accordingly and get it down on paper. Recheck it for flaws.

Implement the new plan. Set yourself a schedule and start rolling. An effective follow-up will require good communications-wide-open lines and uncluttered language. Finally, keep tabs on progress. If you're really on top of the job, small mistakes won't develop into big ones.

How to sell your idea to the boss

It takes more than facts to sell an idea. The facts must be accompanied by persuasion. Here are some "persuasive" suggestions:

- 1) Try to use the experience or views of prestige figures or influential individuals to support your idea, and to lend support to your boss when he considers the problems of selling your idea to his superiors;
- 2) Try to make your first attempt at persuasion a personal contact. Send the written report later, when you know his objections and can supply information relating to them;
- 3) Get the boss involved at a fairly early stage of the project, so that he has an "investment" in the outcome;
- 4) Use a two-sided message. Noting the disadvantages as well as the advantages adds believability to your presentation, and it equips your boss to deal with possible objections that others may raise;
- 5) Consider the effect on the boss of groups with whom he may have to review the decision. If you can sell at least one other member of such a group, your boss will have some support when the group meets to discuss the merit of your idea.

Tail Piece

Salesman: "Stewardess, may I smoke my cigar in here?"

Stewardess: "We leave it to your discretion. You may smoke if you do not annoy the lady passengers."

Salesman: "Then I won't smoke. I'd much rather annoy the lady passengers."

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Every act of every man is a moral act, to be tested by moral and not by economic criteria.

— Robert Maynard Hutchins

To test — or not to test ?

Standardized testing for evaluating personnel in business and industry has been the subject of considerable controversy. The consensus of experts today is that testing can be useful as a personnel tool, but tests have definite shortcomings which should be taken into consideration. For example :

- 1) Tests can be unfair to certain groups and individuals, including the very gifted, the disadvantaged and those who lack experience in taking tests;
- 2) Tests are not infallible predictors of subsequent performance;
- 3) Tests may be useful for measuring specific skills, but they are of little value in measuring such vital attributes as creativity;
- 4) Tests are too often used in overly rigid ways, too much weight is given to test results, tests are used at the expense of other evaluation procedures.

Even the most enthusiastic proponent of testing will agree with the two specialists who sum it up this way : "Testing is and should be viewed as just another management tool in the decision-making process. In the scheme of things, it can substantiate the other techniques of personnel hiring. It should never be used unless it can be properly validated in reference to the particular

situation and it should never be the sole crutch of the personnel manager."

How to be a Literate Listener

From non-directive to directive — that's the basic technique for literate listening. By the numbers, here's how it happens :

- 1) Be respective. Show the speaker that you are interested in what he has to say;
- 2) Reflect his feeling. Repeat a few of his words appreciatively or rephrase his sentiments. This proves that you're listening and encourages him to go ahead;
- 3) Clarify the thought. When he shows signs of having had his say, it's time for you to move in. Summarize what he has said;
- 4) Pick a part from the whole. Here's where you shift gears, from passive to directive, bringing out the points that interest you and that you'd like to develop further;
- 5) Ask questions — leading, challenging questions. You're in charge, now. You've gone into unknown territory, explored its boundaries, picked out the most rewarding part of it and uncovered the details that have value to you. You've become a "literate listener."

Tailpiece

The cannibal chief poked his prisoner with an inquisitive finger.

"What was your job before we captured you ?" he asked.

"I was an editor".

"You're in for a promotion," chuckled the chief. "Pretty soon you'll be editor-in-chief."

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Point to Ponder

The most serious idleness of all is being busy with things that do not matter.

W. T. Purkiser

Are you a "Do-It-Yourself" Executive ?

Although top management preaches the merits of delegation, too many managers remain do-it-yourself types. You're not delegating properly, according to one authority, if three or four of the following situations apply to you :

- 1) You're hectically busy, with no cushion of time to sit back and think creatively;
- 2) You keep putting off an important but un-scheduled project;
- 3) You increasingly find yourself taking home work at night;
- 4) You wouldn't mind delegating a job, but you know you can do it faster yourself;
- 5) You realize that you should do more planning, but just can't find the time;
- 6) Your department's turnover is high, with employees quitting because they lack challenge and opportunity;
- 7) Tasks pile up when you're away;
- 8) Too many subordinates are spinning their wheels, doing the same job, possessing the

same degree of know-how as two or three years ago;

- 9) You feel insecure, reluctant to delegate work because you're afraid a subordinate can do it better than you;
- 10) You feel unwilling to pass along know-how that took you years of experience to acquire.

Women Workers

An increasing number of women are working today. The look-ahead manager, with women employees under his wing, will take note of the following suggestions, if he wants to keep morale high and turnover low :

- 1) Avoid policies — especially in wage and performance standards — that may imply that female workers are corporate second-class citizens;
- 2) Remember that a woman's basic personality is different from a man's and seek to discover how to channel such differences into a creative contribution to the company;
- 3) Keep in mind that job environment, rest room facilities and the other amenities of life are more important to women than to men, so keep them comfortable and attractive;
- 4) Always treat an employee — male or female — as an individual, and seek to bring out a sense of loyalty and accomplishment;

FILTER CLOTH

- 5) When the inevitable spat occurs, never take sides without a fair hearing of all the facts. An irritated woman tends to exaggerate, so be sure you have a true picture before you step into the conflict;
- 6) Make sure all orders are given with courtesy and respect, and be extra diplomatic when correcting or criticizing;
- 7) Discourage on-the-job personal relationships between male and female employees, for they tend to breed gossip and rumors of favoritism.

Tail piece

Visitor — "Well, Jivan, how do you like your baby sister?"

Jivan — "Oh, she's all right, but there are lots of things we needed more".

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Ideas & Tips on Managing Men & Things

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Point to Ponder

The most ancient fancies sometimes startle us by their strikingly modern character, for, insight does not depend on modernity.

Sarvapalli Radhakrishnan

What makes ads unbelievable

According to Douglas L. Hink of The Institute of Advertising Research, the following are nine "factors of disbelief" found by research to abound in national advertising. Use of these advertising approaches can and often does result in consumer mistrust and consequent damage to sales :

1. Exaggerated presentation of claims
2. The claim that knocks another product
3. Ill-supported claims
4. The overworked claim
5. Testimonials
6. Unreasonable personal threats
7. Offensive presentations
8. Impossible promises
9. Fantastic situations

Though this pertains to the American scene, this seems to have relevance for our conditions as well. Advertising costs; advertising abuses cost much more.

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"By letting our inside men go out and sell one day a week, we've increased sales and boosted employee morale," an American company reports. For more than a year the company's purchasing agent, warehouse manager, telephone order man, assistant to the sales manager, and two engineers have been selling on the outside one day a week. The results argue persuasively that one-day-week salesmen work out fine — with benefits to both the men and management.

To the inside men, the plan means more money. In addition to their salary for inside work, they receive a commission based on a percentage of gross profit of their sales. Moreover, they are actually in training for a full-time selling job. Management too has profited. The entire organization is more sales-minded. Morale has risen, and service to customers has greatly improved. The company has found, too, that inside men gained a broader concept of overall problems and stimulated their thinking as to ways and means to improve operations. And it's easier to sell management policies to inside men who are better informed on overall conditions.

Source: Rydge's Journal

Tailpiece

"Do you have eczema?" The doctor asked the waitress as she kept scratching her neck.
"No special orders. Just What's on the menu".

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