

Management Ideas



FOR STILL BETTER

RESULTS

RELATIONS

REPUTATION

a monthly newsletter to key executive-leaders
on practices, possibilities and ideas generally
for stepped up performance
edited by
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on problem-solving and creative ideas

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3106 CE & "SOCIAL RELATIONS" : Alfred P. Sloan, Jr., of General Motors fame, disapproved of his executives calling each other by their first names. He held it against Mr. Wilson, president of General Motors under him, that he was on a first-name basis with his vice presidents. Peter Drucker quotes Sloan on his own management style :

"It is the duty of the Chief Executive Officer to be objective and impartial. He must be absolutely tolerant and pay no attention to how a man does his work, let alone whether he likes a man or not. The only criteria must be performance and character. And that is incompatible with friendships and social relations. A Chief Executive Officer who has 'friendships' within the company, has 'social relations' with colleagues or discusses anything with them except the job, cannot remain impartial - or at least, which is equally damaging, he will not appear as such. Loneliness, distance and formality may be contrary to his temperament - they have always been contrary to mine - but they are his duty".

3107 VISION : A Reader asks - How about a vision statement from an Indian company? Here is one developed by 'T.V.S.' (Madurai) in 1960 - after six months of thinking through and spelling out. Incidentally, the Tamil version was developed first and the English one later.

OBJECTIVES

WE BELIEVE...

In enterprise and in business, as in life, it is the team spirit that succeeds.

To set out our aims and objectives in words may limit our targets. Yet, we may state what we firmly believe in.

FIRST—To place at the service of the public all our technical equipment and intelligence in automobile and allied industries at a truly national cost—a cost that is commensurate with the interest of the employees and shareholders.

SECOND—To provide the greatest satisfaction possible to our employees within our competitive economy, through proper personnel practices.

THIRD—To be a good member of the community and the nation.

FOURTH—By implementing everyone of the above three objectives to nurture the moral fibre of the TVS organisation.

GUIDEPOSTS

To convert every prospect into a customer and every customer into a client.

To train our personnel for the present job and develop them for future betterment, on merits.

To serve each other section of the organisation to enable the game to be won.

To facilitate peak and top performance in each department.

To take to self-propelled, results-oriented activity.

To systematically and continually reduce waste in all shape, form and degree.

To observe the trends and take measures to adjust oneself and the organisation to the changing climate.

To forget personalities and build up a spirit of belonging and emphasise loyalty to the organisation for its betterment.

நோக்கங்கள்

“ ஒன்று பட்டால் உண்டு வாழ்வே ” என்றார் பாரதியார். வாழ்க்கையில் மட்டும் அன்று; வியாபாரம், துணிவு எல்லா வற்றிலும் இதுதான் வெற்றியை அளிக்கும்.

மோட்டார் தொழில், ஒரு முக்கியமான தொழில். அதனைச் சார்ந்த துறைகள் பல. எல்லாத் துறைகளிலும் உள்ள எங்களுடைய இயந்திர வசதி, தொழில்நுட்ப, திறமை ஆகியவற்றை மக்கள் பயனுறச்செய்வது எங்கள் நோக்கம்.

வியாபாரம் ஓர் போட்டி. இதன் பொருளாதாரத்தில் எதிர்பாராத ஏற்றத் தாழ்வுகள் ஏற்படக்கூடும் என்றாலும் இயலும் அளவுக்குத் தொழிலாளர் வாழ்க்கைத் தரம் உயர வேண்டும். அவர்கள் மகிழ்வுடன் வாழவேண்டும். இதற்கு வழி வகுத்துச் செயல்படுவது எங்கள் நோக்கம்.

தொழிலாளர் நலனும், பங்குதாரர் நலனும் முக்கியமானவை. அதைப்போலவே நாட்டின் நலனும் முக்கியம். இவற்றை மனதில்கொண்டே விலைகள் நிரணயிக்கிறோம். இயன்ற வரை வேலை வாய்ப்பளிப்பது எங்கள் நோக்கம்.

“ வரப்புயர ” என்று வாழ்த்தினார் ஓளவைப் பிராட்டியார். மனிதன் தன்மையில் உயர வேண்டும். மனிதன் உயர்ந்தால் சமூகம் உயரும்; சமூகம் உயர்ந்தால் நாடு உயரும்.

சொல்வது எளிது; செய்வது கடினம். இதை உணர் கிறோம்.

நோக்கங்களை நடைமுறையில் கொண்டு வரும்பொழுது எங்கள் (டி. வி. எஸ். ஸ்தாபனத்தின்) நெஞ்சின் உரமும், நெர்மைத் திறனும் பெருகும்.

வழித் துணை

அனைவரையும் நமது வாடிக்கையாளராக நாம் ஆக்க வேண்டும். அவர்களுடைய தேவைகள் என்ன? அதை அறிந்து பூர்த்தி செய்யவேண்டும். அவ்வாறு தொடர்ந்து செய்தால், அவர்கள் திருப்தி யடைந்து எப்பொழுதும் நம்மையே நாடி வருவார்கள். அவர்களுடைய திருப்தியே நமது செல்வம்.

தொழிலாளரிடம் மறைந்து கிடக்கும் திறமைகளை வெளிப்படுத்த வேண்டும். திறமைமையப்பெருக்கி போற்றவேண்டும். தகுதியுள்ளவர்கள் முன்னுக்குவர வாய்ப்பளித்து ஊக்கம் ஊட்டவேண்டும்.

3108 FUTURE BUILDING - A MULTIPLIER MODEL : Here is an idea for your consideration.

It seems good value from a number of angles - public relations angle civic relations angle, corporate image angle and nation-building angle.

If a dream can be a reality, a reality can be a 'dream'. What Hugh O'Brian Youth Foundation (HOBY) achieved in 30 years, we can achieve in 3 years - we have to. HOBY, I hope, will be glad to share their rich experiences and insights. We can adapt and adopt.

A WORD FROM THE FOUNDER, HUGH O'BRIAN : In 1958, I was privileged to spend nine days in Africa with Dr. Albert Schweitzer. His remarks and observations were both profound and stimulating. One particularly struck home with me, since my schooling was terminated early when I enlisted in the Marine Corps: "The most important thing in education is to teach young people to think for themselves."

As soon as I got home from that trip, I undertook to put his words into action by setting up the High O'Brian Youth Foundation (HOBY).

Its programme is basically simple : Bring a select group of high school sophomores with demonstrated leadership qualities together with a group of distinguished leaders in business, industry, education, government and the professions and let the two interact. Using a seminar question-and-answer format, the young people get a realistic look at what makes the American incentive system tick, thus better enabling them to think for themselves.

High school sophomores are chosen as the focal point for the HOBY programme not only because their age is critical in focusing on future goals and forming opinions for adulthood, but also because they have the opportunity to create a 'ripple effect' from their HOBY experience in their remaining high school years.

WHAT ARE THE SPECIFIC OBJECTIVES OF THE HOBY FOUNDATION?

1. Seek out, recognize, and reward leadership potential in high school sophomores here and abroad.
2. Encourage and assist members of this formative age group in their quest for self-identification and self-development.
3. Interface these potential leaders with recognized leaders in business, government, science, education and the professions through give-and-take workshops.
4. Present, through this exposure, both exploration and advocacy of the American economic incentive system and our democratic process.
5. Stimulate opportunities for these young people to demonstrate their leadership abilities when they return home for betterment of community and country.

HOW ARE PARTICIPANTS IN THE STATE AND INTERNATIONAL LEADERSHIP SEMINARS SELECTED?

Nominations materials are sent in September of each year to the 20,000 public and private high schools in the United States by the National Association of Secondary School Principals. All 10th graders are eligible to apply. An outstanding sophomore leader is nominated by each school and is certified by its principal. All nominees are eligible for selection to attend one of the three-to-four-day seminars held in all 50 states, the District of Columbia, the Bahamas, Canada and Mexico each spring. These expense paid workshops focus on the theme, "America's Incentive System". From each HOBY State Leadership Seminar, one young man and one young woman are selected to represent their state at a week-long international Leadership Seminar held in late summer. In addition, HOBY invites young leaders from at least 20 countries to attend.

WHAT ARE SOME OF THE RESULTS OF HOBY SEMINARS?

The effectiveness of give-and-take workshops is pointed out by the most recent survey of HOBY Alumni. As a direct result of the Seminar experience :

- * 93% of alumni are more willing to make decisions and be responsible for the effects of those decisions.
- * 98.8% began to think about new career possibilities.
- * 71% have received awards for school or community activities.
- * 70% are pointed toward careers in business and industry, law and the health sciences.
- * Those still in high school or college have a grade average of A-.

3109 IF JAPAN CAN, WHY CAN'T WE? TEACHING BASIC VALUES : Japanese school kids from elementary school through high school are expected to clean their own classrooms. They clean everything except ceilings and high windows, and in the process are taught how to create a "clean, sanitary, and beautiful environment as a basis for life". They also learn responsibility and how to work together as a group. Some schools have the children fast one day a week as a sign of appreciation for the food they have. Children wear uniforms, which make it difficult for the more affluent to show off fancy clothes. Teaching is a respectable profession in Japan and commands a higher salary than in the U.S.

3110 PUTTING LIFE INTO WORK : Robert Owen, sometimes described as the father of personnel management, sometimes as one of the many parents of socialism, faced up to the many problems of manufacturing and business relations caused by the early upheavals of the Industrial Revolution. In his textile factories in Scotland, Owen introduced several new techniques of dealing with employee problems. As he recounts in his autobiography, published in 1857, this is how he stopped pilferage :

In one department in which theft had been carried on to a ruinous extent, and in which a hundred thousand of the kind of objects pilfered passed daily through four different sets of hands, I devised a plan by which, without counting, should one be taken, the loss would be at once discovered, and in whose department it occurred. I had also a daily return presented to me every morning of the preceding day's operations, and frequent balances in every department.

But that which I found to be the most efficient check upon inferior conduct was the contrivance of a silent monitor for each one employed in the establishment. This consisted of a four-sided piece of wood, about two inches long and one broad, each side coloured - one side black, another blue, a third yellow, and a fourth white, tapered at the top, and finished with wire eyes, to hang upon a hook with either side to the front. One of these was suspended in a conspicuous place near to each of the persons employed, and the colour at the front told the conduct of the individual during the preceding day, to four degrees of comparison. Bad, denoted by black, and No.4 - indifferent by blue, and No.3 - good by yellow, and No.2 - and excellent by white and No.1.

Then books of character were provided, for each department, in which the name of each one employed in it was inserted in the front of succeeding columns, which sufficed to mark by the number the daily conduct, day by day, for two months; and these books were changed six times a year, and were preserved; by which arrangement I had the conduct of each registered to four degrees of comparison during every day of the week, Sundays excepted, for every year they remained in my employment. The superintendent of each department had the placing daily of these silent monitors, and the master of the mill regulated those of the superintendents in each mill. If anyone thought that the superintendent did not do justice, he or she had a right to complain to me, or, in my absence, to the master of the mill, before the number denoting the character was entered in the register. But such complaints very rarely occurred. The act of setting

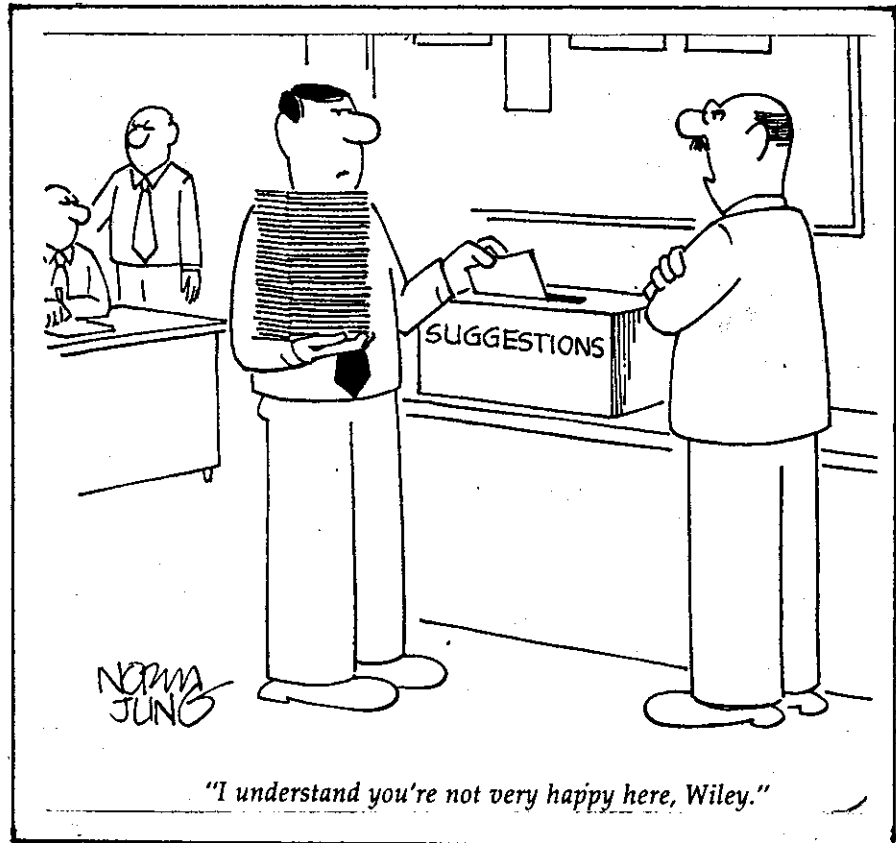
down the number in the book of character, never to be blotted out, might be likened to the supposed recording angel marking the good and bad deeds of poor human nature.... This simple device and silent monitor soon began to show its effects upon the character of the workers. At first a large proportion daily were black and blue, few yellow and scarcely any white. Gradually the black were changed for blue, the blues for yellow, and the yellows for white. And for many years the permanent daily conduct of a very large majority of those who were employed deserved and had No.1 placed as their character on the books of the establishment... Never perhaps in the history of the human race has so simple a device created in so short a period so much order, virtue, goodness and happiness, out of so much ignorance, error and misery.

3111 LAUGHING MATTER?

The president called his office manager in and thrust a letter under his nose.

"Look at that! I thought I told you to engage a new stenographer on the basis of her grammar!"

The office manager looked startled. "Grammar! I thought you said **glamour!**"



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