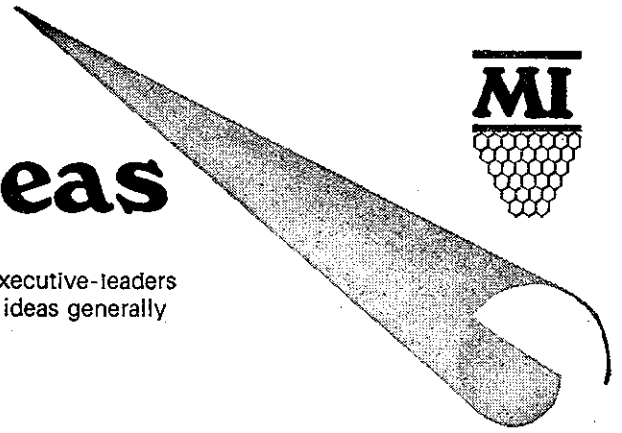


Management Ideas



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
N. H. ATTHREYA MA PhD
author, educator & consultant
on problem-solving and creative ideas

IN THIS ISSUE

- 3127 MORE FOR YOUR TRAINING RUPEE
- 3128 OUTLOOK OF YOUNG PEOPLE
- 3129 VIRGINIA SATIR
- 3130 MAY BE YOU KNOW THAT
- 3131 LAUGHING MATTER?

3127 MORE FOR YOUR TRAINING RUPEE: THE PRICE OF OUTSIDE COURSES IS GOING UP AND UP. AND SO THE TRAVEL AND HOTEL COSTS. THE OUTSIDE COURSES HAVE CERTAINLY A PLACE IN THE SCHEME OF THINGS BUT THEY ARE ESSENTIALLY SUPPLEMENTAL. MORE AND MORE ORGANIZATIONS ARE GOING FOR THEM IN ORDER TO LET THE TRAINING RUPEE GO FAR. HERE ARE 11 SPECIFIC TIPS FROM AN INTERNATIONAL TRAINING EXPERT:

1. Plan to do more of your training **in-house** rather than sending people to outside courses, doing the latter only for a specific and specialized course that you cannot handle.
2. Start identifying training **objectives** for more than a single year. You can't expect to maximize the investment in human resources in a single year.
3. **Tie training plans to your organization's strategies.** If you're in a growth-centered company, train for growth. If your company is in a maintain-and-harvest mode, train for administrative skill.
4. Be sure every course is run past **top management** before you invest in it. If the top executives don't endorse, approve, and support the training, you may be sending people to learn things that cannot be supported by the real world in which they work. Try out every new course on a trial group of top managers, and then revise it as they recommend.

5. Make accurate and complete descriptions of **training costs**, including all out-of-pocket salaries and fees, plus the costs of the time people spend in training. **Don't try to do a cheap job.** If the objective is really worthwhile, the most expensive training will be that which tries to do it too cheaply. Go top-drawer in quality and save money.
6. Do a precise task analysis of each training need for every program before you offer it. If it is going to work, it **must be aimed at real behavior change needs** of the organization, not a copycat program from somebody else.
7. **Avoid fads.** Just because everyone else at the local training directors' association is offering Zen therapy doesn't mean your people need it.
8. **Use line managers as trainers** as much as possible. Use the training staff, which should be lean, as organizers, trainers of trainers, and strategists rather than just as classroom teachers.
9. Charge costs back to the using units where possible. If the programs are meeting needs, fees for people coming to courses should be paid by the line departments or staff departments sending the trainees. Use the income from such fees to support further training.
10. Make sure the **physical environment** is adequate. A decent set of training rooms with ample visual aids, library facilities, and support personnel is an excellent investment for making the rest of your costs pay off.
11. Evaluate every session and every course. **Don't just check participant reactions to the course**, but sample the changed behavior back on the job on a regular basis. **Survey the bosses of the people who complete the training for evidence of application and behavior-change as well.**

PS: The Editor and his associates have been specializing in in-house tailor-made courses for more than 30 years now. They also train line-managers to be in-house trainers. You may contact Mr. K. Venkataraman Associate Director MMC School of Management Court Chambers III Floor New Marine Lines Bombay 400 020 - Phones 29 97 32 or 286 4734 for your specific requirements. Some of the current popular in-house programmes are: Collection of overdue accounts, CARING FOR THE CUSTOMER; and Applied Creativity.

3128 **OUTLOOK OF YOUNG PEOPLE:** THOUGH A SIMILAR STUDY IS STILL TO BE MADE IN INDIA, WE GUESS THE FOLLOWING FINDINGS WILL BE EVEN MORE TRUE OF THE INDIAN COLLEGE STUDENTS.

Increasing numbers of American college students believe that being well-off financially is a more important life goal than developing a meaningful philosophy of life.

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In a 1987 survey of some 290,000 entering freshmen, over 75% identified "being very well-off financially" as an essential or very important life goal, compared with 44% in 1967. In contrast, fewer than two-fifths of the freshmen chose "developing a meaningful philosophy of life" as a top personal goal, down from 83% in 1967.

The life-philosophy item fell to its lowest point in the 22-year history of the nationwide survey, conducted annually by the University of California, Los Angeles, Higher Education Research Institute and the American Council on Education. Meanwhile, support for being well-off financially reached its highest point.

"It could be argued that acceptance of the goal of making a lot of money obviates the need for some students to develop a 'meaningful philosophy of life,'" says UCLA professor Alexander W. Astin, director of the study. "Indeed, it may be that some students view making money as a kind of 'philosophy of life' in itself."

Values showing the largest declines over the past few years involve altruistic activities and social concerns: helping others, promoting racial understanding, cleaning up the environment, participating in community action programs, and keeping up with political affairs.

Declining altruism and social concern have been reflected in decreased student interest in careers in education, social science, the arts, humanities, nursing, social work, allied health, and the clergy. For example, interest in nursing careers among freshman women has fallen by half in four years, from 8% in 1983 to 4% in 1987, pointing to further nurse shortages in hospitals.

3129 VIRGINIA SATIR: ONE OF THE GREAT HUMANISTS OF OUR CENTURY PASSED AWAY SOME TIME BACK. SHE BUILT THERAPISTS BY HUNDREDS AND REBUILT FAMILIES BY THOUSANDS. HER PUBLICATIONS INCLUDE, "CONJOINT FAMILY THERAPY", "PEOPLE MAKING", "CHANGING WITH FAMILIES", "SATIR STEP BY STEP", AND "ANOTHER CHANCE". WE REPRODUCE HERE AN EXTRACT FROM HER BOOK, "PEOPLE MAKING":

"After knowing hundreds of families, I find that each one can be placed somewhere along a scale from very nurturing to very troubled. The nurturing families are individual ones, yet I see many similarities in the way these families operate. Troubled families, too, no matter what the nature of their visible problems, seem to have much in common. I would like now to draw you a word picture of each type of family, as I have observed them. Of course, neither picture will fit any specific family exactly, but in one or the other you may recognize some part of your own family in action.

The atmosphere in a troubled family is easy to feel. Whenever I am with such a family, I quickly sense that I am uncomfortable. Sometimes it feels cold, as if everyone were frozen; the atmosphere is extremely polite, and everyone is obviously bored. Sometimes it feels as if everything were constantly spinning, like a top; you get dizzy and can't find your balance.

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Or, it may have an air of foreboding, like the lull before a storm when thunder may crash and lightning strike at any moment. Sometimes the air is full of secrecy, as in a spy headquarters.

When I am in any of these kinds of troubled atmospheres, my body reacts violently. My stomach feels queasy; my back and shoulders soon ache, and so does my head. I used to wonder if the bodies of the people who lived in that family responded as mine did. Later, when I knew them better and they became free enough to tell me what life was like in their family, I learned that they did indeed feel the same way. After having this kind of experience over and over again, I began to understand why so many of the members of troubled families were best with physical ills. Their bodies were simply reacting humanly to a very inhuman atmosphere.

In troubled families the bodies and faces tell of their plight. Bodies are either stiff and tight, or slouchy. Faces look sullen, or sad, or blank like masks. Eyes look down and past people. Ears obviously don't hear. Voices are either harsh and strident, or barely audible.

There is little evidence of friendship among individual family members, little joy in one another. The family seems to stay together through duty, with people just trying to tolerate one another. Now and then I would see someone in a troubled family make an effort at lightness, but his words would fall with a thud. More often humor is caustic, sarcastic, even cruel. The adults are so busy telling their child what to do and what not to do that they never find out who he is, never get to enjoy him as a person. As a result, he never gets to enjoy his parents as people, either. It often comes as a great surprise to members of troubled families that they actually can enjoy one another.

When I would see whole families in my office who were trying to live together in such an atmosphere, I used to wonder how they managed to survive. I discovered that in some people simply avoided one another; they became so involved in work and other outside activities that they rarely had much real contact with the family.

It is a sad experience for me to be with these families. I see the hopelessness, the helplessness, the helplessness, the loneliness. I see the bravery of people trying to cover up-a bravery that can eventually kill them. There are those who are still clinging to a little hope, who can still bellow or nag or whine at each other. Others no longer care. These people go on year after year, enduring misery themselves or, in their desperation;, inflicting it on others.

Traditionally, we have looked upon the family as the place where we could find love and understanding and support, even when all else failed; the place where we could be refreshed and "recharged" to cope more effectively with the world outside. But for millions of troubled families, this is a myth.

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In our big urban, industrial society, the institutions we must live with have been designed to be practical, efficient, economical, profitable-but rarely to protect and serve the human part of human beings. Nearly everyone experiences either poverty or discrimination or unrelenting world pressures or other consequences of our inhuman social institutions. For people from troubled families, who find inhuman conditions at home, too, these difficulties are even harder to bear.

No one would intentionally pick this troubled way of living. Families accept it only because they know of no other way.

Stop reading for a few minutes and think about some families you know that would fit the description "troubled." Did the family you grew up in have some of these characteristics? Does the family you are living in now? Can you discover any signs of trouble that you haven't been aware of before?"

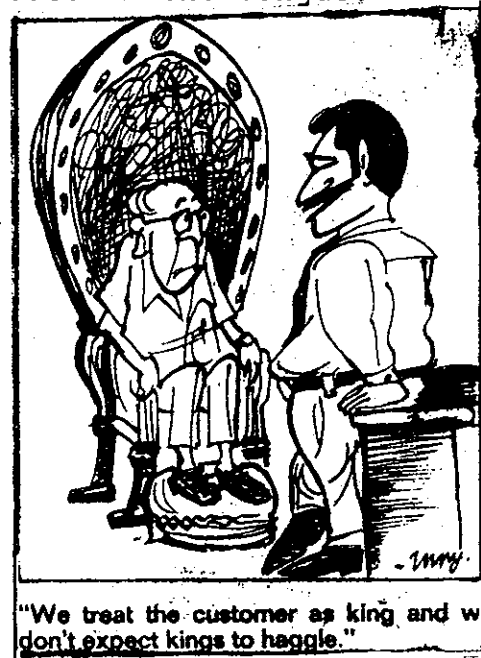
3130 MAY BE YOU KNOW THAT:.....

Running is one of the best ways to lose weight. It burns off 350 calories in half an hour. Comparison: Bicycling/325.....walking/214 aerobics/180...swimming/150....golf/120.

Women who use artificial sweeteners gain more weight-and put it on more quickly-than women who don't? Theory: Artificial sweeteners cause the body to crave sugar by stimulating those receptors on the tongue,

3131 LAUGHING MATTER?

A truck driver was complaining about the meals at a diner on Hwy2. "The food is terrible there. The mashed potatoes are watery, the green beans are tasteless, the roast beef is tough, and the coffee taste like dishwater. But worst of all," exclaimed the earnest trucker, "is they serve such small portions."



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