

Management Ideas



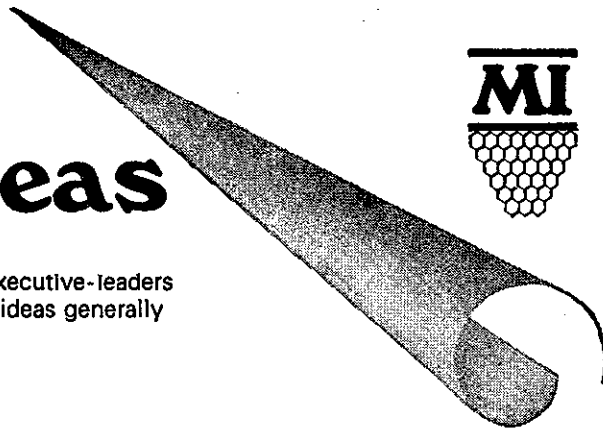
FOR STILL BETTER

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



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3148: THE TEN COMMANDMENTS OF STREET SMARTS: Mark McCormack (author of the insightful book What They Don't Teach you at Harvard Business School) talks of the ten commandments of street smart executives in his recent book, Success Secrets:

1. Never underestimate the importance of money.

I have always been grateful to my mother for cleverly letting me know that it was really all right to be concerned about money. It is, after all, the way most business people keep score.

2. Never overestimate the value of money.

Cash is by no means the only currency in business. There is much to be said for a job well done, the respect of others, or the thrill of building something from nothing. Pursue these goals as well and let the profits follow.

3. You can never have too many friends in business.

Loyal friends who derive as much pleasure from your success as you do are the best leverage in business. Given the choice, people always prefer to do business with a friend, even if they sometimes can make a better deal elsewhere.

4. Don't be afraid to say, 'I don't know.'

If you don't know something, say so. There's no shame in not knowing everything. In fact, there is a subtle form of flattery and ego-stroking at work when you plead ignorance and ask the other person to educate you. If you're going to bluff, do so out of strength, not ignorance. I will very often say I don't know even when I do know - to find out how much the other person really knows.

5. Speak less.

You cannot blunder or put your foot in your mouth if you are not speaking. More importantly, while you're busy talking, you are probably not reading the constantly shifting rhythms of your audience and your situation. Flapping gums dull your two most important senses - your eyes and ears.

6. Keep your promises, the big ones and the little ones.

Few things in this world impress me as much as someone who does what he says he will do. Likewise, few things depress me more than someone who doesn't keep his word. This person is breaking an unwritten code of business. The starting point of any relationship is trust, not suspicion.

7. Every transaction has a life of its own.

Some need tender loving care, some need to be hurried along. Once you figure that out, be adaptable. Go into a negotiation with as few preconceptions as possible. Whether you get less or more than you really wanted, it will always be more than you started with.

8. Commit yourself to quality from day one.

Concentrate on each task, whether trivial or crucial, as if it's the only thing that matters (it usually is). It is better to do nothing at all than to do something badly.

9. Be nice to people.

Not because you'll need them on your way down (as the cliché goes), but because it's the most pleasant route to the top. Being sensitive to other people's feelings always pays off; it has an uncanny way of (1) alerting you to their business needs, (2) sharpening your sense of timing, and (3) getting you out of awkward situations. All things being equal, courtesy can be most persuasive.

10. Don't hog the credit.

Share it with your colleagues. If you have to tell the world how smart you are, you probably aren't.

3149 HEARING LOSS: It is said that in India the noise pollution grows at a rate more than the growth of population as a whole. Urban noise, in particular, 3 to 4dB A every 10 years. The quietest period in the cities may last only from 2 am. to 5 am.

The permissible limit of exposure in industry specified by the OSHA (USA) is 90 dB A Sweden, Denmark and Russia have set the standards at 85 dB A. In Bombay it ranges from 105 to 119.

In the last dozen years, the number of people with hearing problems has increased by more than 30 percent. In the U.S. this comes to an alarming total of 22 million people with impaired hearing.

The Department of Health and Human Services says much of this hearing loss could have been prevented because it was brought on by exposure to noise.

A brief exposure to loud sound can cause temporary hearing loss. Within a few minutes, or an hour, normal hearing returns. Repeated exposure, or even one especially loud explosion at close range, can spell real trouble.

The brain translates electrical energy into sound - music or a human voice, for example. Sound enters the outer ear and strikes over 30,000 hair-like cells that convert vibration into the signals the brain needs to give meaning to sound.

These cells can be destroyed suddenly, or they can be killed gradually by too much noise for too long a period of time.

Hearing specialists see a connection between hearing loss increases and the sounds in our lives.

There are three elements of exposure, loudness, closeness, and duration, that bring about and define permanent hearing loss.

To conserve hearing power, always be noise-conscious. Wear hearing protection at work, where you expect loud sound.

Wear hearing protection at home when using loud equipment like power mowers, chain saws, and vacuum cleaners. Earplugs or earmuffs can reduce noise by up to 30 decibels.

It pays to be noise conscious for the rest of your life. Conserve your hearing capability because once it's gone....it's gone.

3150 LIFESTYLES: Every individual is unique. Even so, people tend to fall into categories. According to social scientist Arnold Mitchell, there are several lifestyle types and these vary from country to country as well. These in summary form have been reproduced in the accompanying pages. The Reader may like to attempt a description of such types for India and share with the Readers. We will be glad to reproduce your contribution.

Comparison of European and U.S. Lifestyle Types



Survivor








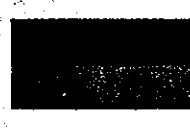
Sustainer



Belonger



Emulator

	Survivor	Sustainer	Belonger	Emulator
 United States	Old; intensely poor; fearful; depressed; despairing; far removed from the cultural mainstream; misfits.	Living on the edge of poverty; angry and resentful; streetwise; involved in the underground economy.	Aging; traditional and conventional; contented; intensely patriotic; sentimental; deeply stable.	Youthful and ambitious; macho; show-off; trying to break into the system, to make it big.
 France	Negligible number, but attributes as in U.S.; some older Belongers and Sustainers share characteristics.	Old peasant women and retirees; poor; little education; fearful; live by habit; unable to cope with change.	Aging; need family and community; concerned about financial security, appearance, surroundings, health; able to cope with change, but avoid it.	Youthful, but older and quieter than in the U.S.; better educated; entertain at home rather than outside; consider ideologies to be dangerous; concerned about health.
 Italy	Similar to U.S. survivors; live in northern urban slums.	Aging; uneducated; uprooted from agrarian society; dependent; concerned with health and appearance; escapist.	Aging; poorly educated; strongly authoritarian; self-sacrificing for family or church; fearful of change; fatalistic; save rather than spend; reject industrial society and its problems.	Youthful; mostly male; highly educated; reject family ties; highly materialistic; insensitive to nature; read more than average.
 Sweden	Two categories: an older group similar to U.S.; a very young group of unemployed school dropouts who are alienated, apathetic.	Wealthier than others; fearful of children's economic future; concerned with own economic security and pensions; afraid of big government and big business.	As in the U.S.; but more suspicious of government and big business.	Slightly older than others; concerned with prestige; want beautiful homes; prefer quieter lifestyles.
 United Kingdom	Two groups similar to those in Sweden: older group is very similar to that in the U.S. The younger, unemployed, are more aggressive than those in Sweden—form cliques.	Working-class values; concerned about economic security; family centered; afraid of government and big business; mainly women; the youngest group is 35 years and over.	Two groups: one as in the U.S., with addition of wanting more satisfying work; the other traditional but more active, complaining; more concerned about education, creativity, emotions.	Older than others; mostly female; more interested in social status than job status; sacrifice comfort and practicality for fashion.
 West Germany	Survivors in a psychological sense, not economic or demographic; fearful, envious, and alienated; concerned about social position, physical appearance; antibusiness; many are women.	Sustainers in a psychological sense only; negative feelings toward all aspects of life; resigned and apathetic; avoid risks; high level of hypochondria.	As in the U.S., although wealthier and better educated; more concerned about prestige and social standing.	Fairly young; well educated; mostly male; conscious about job status and social standing; concerned about physical safety.



Achiever



I-Am-Me



Experiential



Societally Conscious



Integrated

<p>Middle-aged and prosperous; able leaders; self-assured; materialistic; builders of the "American dream."</p>	<p>Transition state; exhibitionistic and narcissistic; young; impulsive; dramatic; experimental; active; inventive.</p>	<p>Youthful; seek direct experience; person-centered; artistic; intensely oriented toward inner growth.</p>	<p>Mission-oriented; leaders of single-issue groups; mature; successful; some live lives of voluntary simplicity.</p>	<p>Psychologically mature; large field of vision; tolerant and understanding; sense of fittingness.</p>
<p>Two groups: older, more materialistic; similar to U.S.; younger, more sensitive, political; more materialistic; similar to Achievers; both concerned about ecological environment, etc.</p>	<p>Older (20-30); well-educated; contemplative; little concern for financial security, social success, or materialism; enjoy their work.</p>	<p>Young; predominantly male; highly educated; not fulfilled by work, but by leisure; enjoy the present; hedonists.</p>	<p>Too few to be statistically significant, although most people have stronger Societally Conscious tendencies than in the U.S.</p>	<p>Same as in U.S.</p>
<p>Middle-aged; predominantly female; links to family and religion; indifferent to self-fulfillment from work; want success and prestige, but otherwise escapist.</p>	<p>Highly educated; middle- to upper-class; 25-35 age; reject both traditional and consumer/industrial societies; political extremists; live now; bored; take light drugs.</p>	<p>Too few to be statistically significant, although some I-Am-Mes exhibit Experiential characteristics.</p>	<p>Well-educated; generally fairly young; led by protagonists of 1968 protests; satisfied; want more education; socially committed.</p>	<p>Same as in U.S.</p>
<p>As interested in status as in money; save more than U.S. Achievers; buy valuables for their children to inherit; this group is the most middle-class of all.</p>	<p>Older than in the U.S.; entrepreneurial; self-expressive; concerned about self-improvement; reject drugs and alcohol; seek rich inner and emotional life; warm relationships.</p>	<p>Hedonists; risk-takers; crave experience and excitement; enjoy dangerous pursuits.</p>	<p>Want simpler, more basic ways of life; active in communities; questioning and critical; concerned about physical environment and impersonality of large organizations.</p>	<p>Same as in U.S.</p>
<p>Too few to be statistically significant; status geared to social position; wealthy become more inner-directed; older people are unwilling to change.</p>	<p>Too few to be statistically significant; exhibit self-expressive characteristics, but are more Societally Conscious.</p>	<p>Highly educated; want excitement and adventure; risk-takers; creative and self-expressive; want meaningful work; want to demonstrate abilities.</p>	<p>Family-oriented, young; well educated; creative; want personal growth and meaningful, satisfying work; question authority and technology.</p>	<p>Same as in U.S.</p>
<p>As in the U.S., although more are politically active and more concerned about the environment.</p>	<p>Older than in the U.S.; find work meaningful and self-fulfilling; want to have an impact on society; have a high level of anxiety; emotional vacuum; looking for ideologies.</p>	<p>Too few to be statistically significant.</p>	<p>Too few to be statistically significant.</p>	<p>Same as in U.S.</p>

3151 WHEN PESTICIDES USE: SOME CAUTIONS: Gardeners who plan to use pesticides to kill insects should be sure to protect themselves from the chemicals.

The substance can enter the body in three ways: through inhalation, ingestion, and through the skin and eyes.

Inhalation is a common route of exposure. The average adult has about 750 square feet of lung surface. The critical job of the lungs is to transfer oxygen from the air to the blood, but this great surface also allows passage of pesticides into the body.

Ingestion is another means of exposure. The digestive tract lining absorbs the poison.

Research shows that more than 90 percent of an applicator's exposure is through skin contact. The person applying the pesticide should wear long-sleeved shirts and long pants. Rubber boots will keep the pesticide from soaking through shoes to your feet. Rubber or neoprene gloves are recommended.

Always wash your hands immediately after applying pesticides so residues don't enter your mouth when you eat, drink, or smoke.

Protect your eyes with goggles or a face shield. The eyes absorb pesticides faster than any other area on the outside of the body.

All pesticides should be stored out of a child's reach, preferably in a locked cabinet.

3152 LAUGHING MATTER?

Employer: "We're looking for a responsible man."

Applicant: "I'm just the man you're looking for. Everywhere else I worked, when something went wrong, they always said I was responsible."



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