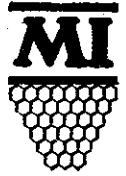


Management Ideas



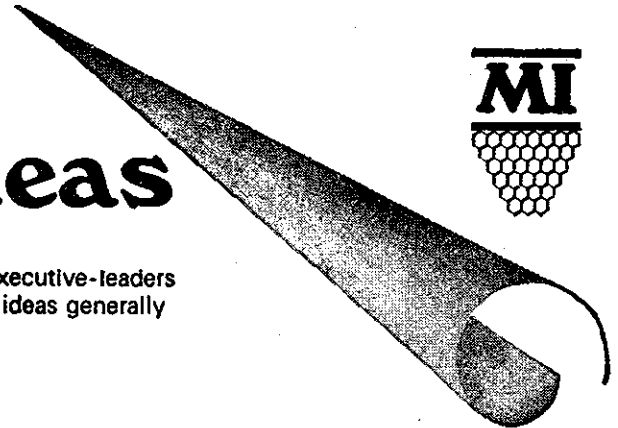
FOR STILL BETTER

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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3172 CUT MEETING TIME IN HALF: All you have to do is take a stand -- and stand up, says meetings expert Dr. Roger Flax.

"When you remove the chairs, the ash trays and the doughnuts," says Flax, "participants come right to the point. They don't settle in and get overly relaxed.

They're not distracted by sideissue conversations with people sitting next to them. They don't lose their concentration by sipping coffee, munching pastries, smoking or doodling. And they don't doze off."

He says people actually do think better on their feet: "Standing up injects a sense of urgency. It stimulates discussion and encourages the participants to quickly accomplish their objectives and finish the meeting. Standing also gets the juices flowing and increases energy, animation and emphasis on key points."

Flax also points out that many medical authorities advise standing up while speaking, even on the telephone, because it increases lung and breathing capacity.

"It's amazing when you realize that you can often accomplish as much in a 20-minute stand-up meeting as you do in 45 minutes of sitting."

3173 A READER WRITES: Mr. P.G.Menon (New Delhi) thoughtfully adds to some of the ideas in these columns.

With reference to Item 3163 (Exercise Plan) in your March issue of MANAGEMENT IDEAS, here are some additional 'bits' of relevant information:

- * For exercise, one's maximum heart rate should not exceed 220 minus one's age. The TARGET ZONE for one's exercise-plan should be 60% to 80% of that, and only 30% to 40% for those over 60. The TRAINING ZONE figure of heart-beats per minute, for @15-20 minute (and every alternate day) should be 70% to 85% of the TARGET ZONE.
- * A Russian multi-disciplinary study (including hydraulic engineers) showed that the motor-effort needed to do all the blood-pumping that is done in the body is 40 times the capacity of the heart...The additional pumping effort, to supplement that of the heart, is supplied by 600 'way-stations', auxiliary pumps consisting of skeletal muscles. Hence the condition of one's heart is affected by the condition of one's muscular system.
- * Post-Exercise Sudden Death: Now we know why the first Marathon Runner, Pheidippides, dropped dead after running 26 miles to report the Athenian victory (over the Persians). (N.B. Heart-beat of current typical marathon runner: @130/minute). A sudden/complete stop of strenuous exercise causes a sudden drop in blood pressure. The body interprets this as a sign of impending (medical) shock. It increases 3-fold the production of ephinephrine, and up to 10-fold that of norephinephrine: the pulse is speeded, the blood-vessels are constricted. This boosts the BP to 'heart attack' levels. Hence the need to taper off.
- * The exercise-conditioned heart (healthy) peaks at @190/minute; the out-of-condition one at @220. The conditioned heart also beats about 20 times less per minute (at @60/min) that the unconditioned one.
- * Regular exercise also prevents aging appreciably reducing STROKE VOLUME (the quantity of blood pumped per heart-stroke).

Other benefits of exercising are claimed to be:

- * Increased production of Interferon (which increases immunity to viral attacks).
- * Increased production of EP (endogenous pyrogen) which increases body-temperature and motivates various cells to fight infection.
- * Releases Beta-endorphines, the "feel good" hormones. Hence reduces Depression, which is as bad for the heart as Anxiety or Hostility (Type A behaviour).
- * Increases production the enzyme Lipoproteinlipase, which is responsible for breaking down triglycerides (the major form of stored fat).

1. Item 3164 (same issue).

- * Inventory control differs from Inventory management. The former merely measures (say current pattern of Supplier lead-time), and mathematically works out the cost vs benefit of any level/point of control. Inventory management sets out to change the pattern (eg, by buying from a perhaps more expensive Supplier with a shorter leadtime).
- * Cash-flow, ie turnover, can be increased by increasing the inputs-pulling-power of the Organisation by strengthening the purchasing function, eg. through Longterm contracts (based on commercial considerations, such as a purchase-committment large enough to interest a Supplier, but with frequent deliveries.)
- * Much of one's inventories are potential or future assets, but current liabilities (except for bank-hypothecation purposes), for there are interest-charges, and other costs of storing.
- * Cash-flow can be substantially increased on that major item, electricity, of which one has no inventory. Efficient Indian organisations report from 10 to 40% reduction in their energy--consumption, following a systems-approach. (Reduction in the quantum of cash-flow). Similarly manufacturers of electrical appliances such as Indian refrigerators have reduced the energy-consumption of these by up to 30%.

3174 **GET MOVING:** According to experts, walking is the safest and easiest form of exercise, and it's very effective. To get the most benefits, walk three times a week for half an hour to forty-five minutes. But remember that even short walks are helpful.

The Commonwealth of Massachusetts Department of Aging gives you these reasons to "get moving".

- # Walking can slow the aging process and add vigorous years to your life.
- # It energizes, increases stamina and strength.
- # Walking strengthens bones and fights osteoporosis.
- # It helps you control your weight. Consuming just 100 extra calories a day will soon make you 10 pounds heavier, but just 15 to 20 minutes a day of walking can burn it up.
- # It helps you tone and strengthen muscles.
- # Walking helps you maintain a sense of balance and agility, lessening the likelihood of falls and accidents.
- # It also improves your selfimage, relieves stress, and makes you feel better mentally and physically.
- # Make plans now to get moving and get the benefits walking can give you.

3175 **10 PRECEPTS OF QUALITY:** According to two top QA experts (Paul J. Motiska & Kari A. Shilliff), "many Quality Improvement efforts are too narrowly focused. They emphasize one body of tools, such as statistical quality control, and overlook the fact that successful quality improvement requires many types of knowledge and a team approach.

"The following 10 precepts of quality are the culmination of many years of teaching, consulting, and research. We think of them collectively as the foundation for quality action plans.

- PRECEPT 1: Quality leadership must begin with top management.
- PRECEPT 2: The most important aspect of the quality process is identifying the activities within the organization that affect quality.
- PRECEPT 3: Written procedures are one of the necessary communications media by which the management functions of directing and controlling are exercised.
- PRECEPT 4: One of the critical activities in quality improvement is preparing a clear, concise description of the product or service to be acquired or produced.
- PRECEPT 5: The cost, time, and effort devoted to evaluating and selecting suppliers must be commensurate with the importance of the goods or services to be procured.
- PRECEPT 6: Quality audits must determine the adequacy of and compliance with established policies, procedures, instructions, specifications, codes, standards, and contractual requirements. Quality audits must also assess the effectiveness of their implementation.
- PRECEPT 7: The simple objective of most quality audits is to gather enough reliable data through inspection, observation, and inquiry to make a reasonable assessment of the quality of the activity being audited.
- PRECEPT 8: The foundation of quality control is having timely and accurate information so that systems that are not capable of producing consistent quality can be identified and improved.
- PRECEPT 9: An effective quality cost program can help the management team allocate strategic resources for improving quality and reducing costs.
- PRECEPT 10: Productivity, profit, and quality are the ultimate measures of the success of the production system. However, it is impossible to increase productivity, profit, and quality in the long run without exemplary programs for human resources.

Courtesy: Reader Ted Cohn. (from U.S.A.)

3176 LAUGHING MATTER?

A young shaver came home from his first day at school and announced he was nevergoing back. "Why not?" asked his surprised mother. "Well I can't read, I can't write, and they won't let me talk so what's the use," explained the exasperated youngster.

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