

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

IN THIS ISSUE

- 3210 EMOTIONAL HEALTH
- 3211 PERFORMANCE APPRAISAL:GUIDELINES
- 3212 STRATEGY FOR REMEMBERING
- 3213 AID FOR AMPUTEES

3210 EMOTIONAL HEALTH: I chanced to read a book last month and I am glad I did. The book carries the title "Rapid Relief From Emotional Distress" and the authors are Gary Emery Ph D and James Campbell MD. (Publisher: Fawcett Columbine Paperback Price \$7.95) Made possible by the humanistic values of the authors, the book outlines an approach WITHOUT prolonged or expensive therapy. For a start, you can order for the Emery News Letter (10 dollars) from Stress Free Center PO Box 237 Joshua Tree CA 92252-0237. If you have friends in USA who can help you, you can also consider going in for some of the books and tapes by them. I give below an excerpt from one of the news letters:

I have found that once people lose their psychological well-being-in other words, lose their self-acceptance--they go into a state of **psychological reversal**. This is a term psychologist Roger Callahan coined. You know you're in this state when you find yourself seeking out negativity. You think negatively or you act negatively. When you're in this state of mind, the pleasure principle of seeking pleasure is reversed and you avoid pleasure. You begin to attract negativity like a magnet. You often go after and seek negative opinions and behaviors from others. You may start to complain in a way that leads others to put you down. Your mind or focus is naturally drawn to what is wrong with you and the world.

Reversal, in its most simple form, means you're in a bad mood..you got up on the wrong side of the bed, and everything seems to irritate you. In its more serious form, you get close to some goal that you've wanted for a long time...only to end up sabotaging yourself from getting it. You become negative and self defeating. You have trouble losing weight, quitting smoking, or making a relationships work.

Some people are massively and chronically reversed. Some people use their reversal state to reach goals. They feel driven to succeed and are fueled not by their visions of what they want in life, but by negative strength ("Remember the Alamo"... "I'll show others"... "If I fail it will be the end"). I have found most extremely successful people are reversed. Nearly always, they have had at least one critical, perfectionist or demanding parent. While this can be effective--you can become successful with this type of energy--it leads to burnout and bad relationships with others and the world, and often to physical illness.

Some reversed people, on the other hand, refuse to do anything when they are reversed. They tend to be failures in life. They dig in with their negative strength and refuse to budge. I have also found that people who are fearful of "happiness"--because they feel out of control when they relax or feel happy--are reversed.

This reversed state once served a purpose, and in some cultures today it still serves a purpose. Reversal is a survival or evolutionary safeguard. When you confront problems and situations in a reversed state, you actually get stronger from your problems. This negative strength can help you win races, fights, and other types of competitions. The instinct to win in negative situations was developed in the caves of long ago--so being reversed makes sense from a survival point of view. The environment was hostile, so operating from negative strength called the shots on who survived and who didn't.

Being reversed is directly related to how you feel about control. People who need to control all the circumstances around an event are reversed and are focusing on all of the bad things that could go wrong. And people who can't stand being controlled go into reversal when they believe others are trying to control them.

Check out your feelings or moods. They are the best indicators that you are in a state of reversal. If you are in a bad mood, you are probably reversed. If you are acting badly or immaturely, you are probably reversed. And especially if you know you are acting badly or in a bad mood and you can't seem to get out of it, you are reversed.

What Do You Do If You Are Reversed?

I've found that therapy and common sense make little impact when you are reversed, because your body set is one of wanting to stay unhappy. You have to get unreversed first to let the common sense in.

Use acceptance.

Tell the truth.

Use vision to motivate yourself.

Operate from what you see, not from what you tell yourself.

Drop your ego.

Take deep breaths.

3211: PERFORMANCE APPRAISAL:GUIDELINES. More than 25 years ago Douglas McGregor wrote a penetrating article entitled "An Uneasy Look at Performance Review" in which he pointed out the damaging effects that a bad performance review can have upon subordinate performance. Then, in quite sweeping terms, he proposed that some major new approaches were required, concluding that management by objectives provided the best basis for measuring managerial performance.

Robert Lefton, a principal in Psychological Associates of St.Louis, reports that the flaws McGregor found are still present. In a study he conducted in 1984, 70 percent of the 4,000 employees in 190 firms reported that their boss didn't give them a clear picture of what's expected of them, and only 20 percent said that their performance on results was reviewed. (If this were true of the U.S.A. scene, ours cannot be far better:Ed.)

This and other evidence makes it clear that many managers still have trouble with reviewing the performance of their subordinates. The following seventeen guides to conducting successful performance reviews according to an international authority - Professor George Odiorne - should prove useful for all managers:

- * Review the performance of every employee periodically.
- * Develop an organization-wide review system.
- * Obtain top management acceptance.
- * Train every manager in how to conduct a performance review.
- * Conduct objectives-centered performance reviews.
- * Conduct reviews both periodically and continuously.
- * Plan your performance reviews carefully.
- * Schedule individual sessions carefully.
- * Center the discussion on goals and results.
- * Take as much time as necessary.
- * Do more listening than talking.
- * Seek consensus.
- * Focus on the future, not the past.
- * Make notes during the discussion.
- * Ask supportive questions.
- * Confirm agreements in writing.
- * Build self-esteem and increase motivation.

3212 STRATEGY FOR REMEMBERING:

If you have trouble remembering where you last laid your watch, keys or whatever, try associating it with pictures, gestures or a physical experience. Suppose, for example, that you have misplaced your winning Irish Sweepstakes ticket. Recreate the experience of holding the ticket: I was holding it (you make a grasping motion), and you asked me for my pen to sign the card we sent to Aunt Lil (you pat your pockets and realize), and that's when I put it down.

> If you wish to avoid the trauma of forgetting in the first place, make a habit of associating the mental image you wish to recall with something more concrete: for example, if you are putting an important document in a bottom drawer, be conscious of the muscles in your back as you bend. Think of the document, look at the drawer and place your hand on the drawer for a moment to fix it in your mind.

> If you have to make a presentation, do as the ancient Greeks used to do when delivering a flawless three-hour oration, and associate the speech with your own house. Think of the opening paragraphs as the front door and entry hall, and your main arguments as kitchen, dining room, bedroom, bath, in the natural order you'd walk through them. End up by associating your conclusion with your back porch.

> If you have to remember a number, first look at it, hard. It might be enough to "see" it in a color--salmon pink or aquamarine. If not, imagine the number clearly in some unusual setting: in gold on a fluted column; spelled out in white boulders on the side of a hill.

> If you want to burn into your memory important information you just read, picture the page. Too often we try to memorize things abstractly, ignoring the physical reality of a bit of data. Think how often you remember "it was on the bottom of the left hand page" or "it was toward the end of the book". Your mind wants to present you with a picture--so help it along, and think of necessary facts as they appear on the page.

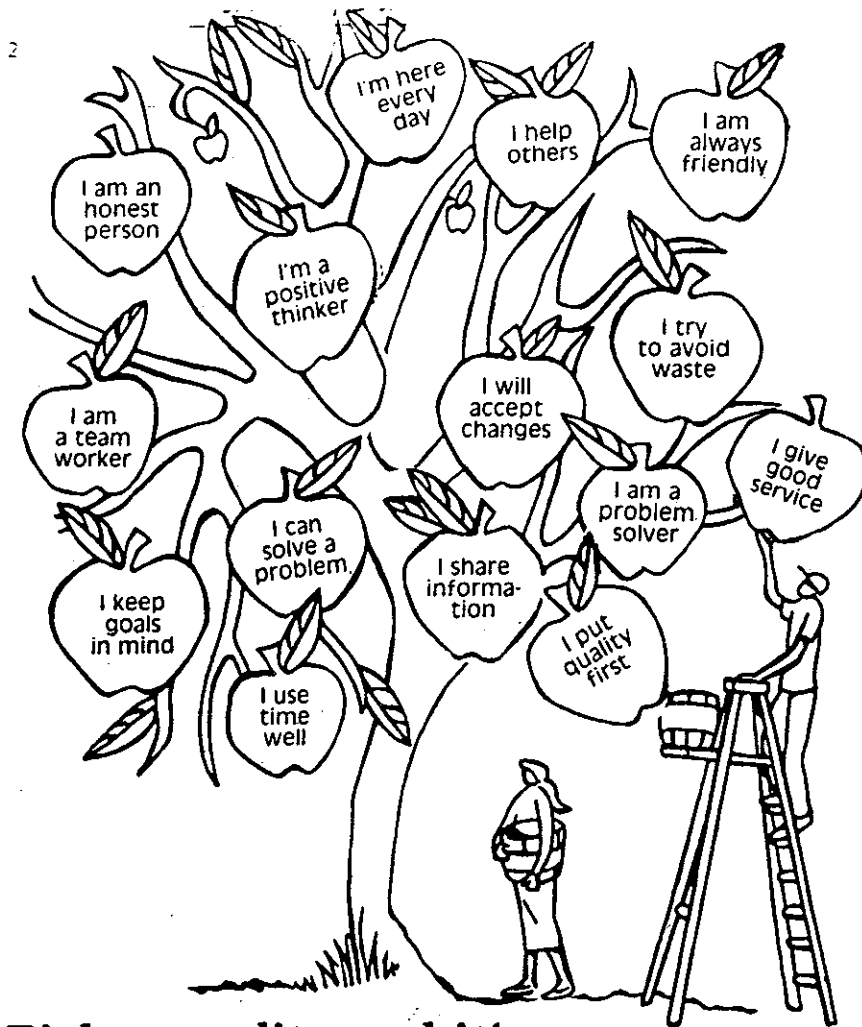
> If you have a number of errands to run, but realize as you pedal your bike toward the center of town that you've forgotten your list of tasks, don't despair. In the first place, they'll be easier to keep track of if you know how many there are. Let's say there are six: take your watch in for cleaning; look up a zip code at the P.O.; go to the library; meet a friend for lunch; pick up some wine for dinner; and buy an eight-inch pot for the fern in your kitchen. The odds are slim that you'll remember such a jumble of data, so associate these forgettable items with something there's no chance you'll forget: the alphabet. With a little verbal legerdemain you can remember the zip code as "address" and going to the library as "books." Your watch can wedge itself into your consciousness as "clean the clock"; the bottle of wine as "dinner drink" and lunch as "eat with Allen" (or whoever). The last item quite easily becomes "fern pot." Address, Books, Clean the Clock, Dinner Drink, Eat with Allen, Fern pot. ABCDEF--there you have it, as long as concentrating on your errands hasn't caused you to run your Motobecane into a ditch, necessitating one more errand, G, for "Get bike fixed."

Source: SPRING Magazine.

3213 **AID FOR AMPUTEES:** Artificial legs tend to be stiff, uncomfortable, and unnatural looking. Now, an award-winning prosthesis made of carbon fiber and contained in a soft, continuous covering gives amputees greater mobility and a more-natural appearance. The Endolite lightweight prosthesis, designed by a British firm, includes 15 different types of knee joint with a device that locks the mechanism when weight is applied and releases it when the weight is removed. Amputees fitted with the Endolite leg may take part in strenuous activities such as squash, rock climb and cycling. Even those who have lost both legs are able to run according to the developers.

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Pick a quality and it's yours

When we look at new cars, it's just our nature to pick the one we want. But with material things wishing doesn't make it ours.

However, there is one wonderful area of our lives where wishing actually does give us what we want.

Psychologists tell us that if we want to be a certain way, like happy, successful, or productive, all we have to do is begin to act like we already have that quality and it will soon be ours.

Try it. If you feel bad and want to feel good, start acting happy, and soon you'll feel much better.

When you scan our tree of qualities, you'll find you already have most of these attributes. But

keep looking. Somewhere on the tree you will find a quality that needs to be brought out in your own working habits.

Wishing will indeed make it so if you are serious about it.

For example: Do you always put quality first? If you know deep down that you sometimes put convenience or time "requirements" first, pick that apple! It's yours. When you decide to settle for nothing but the best, that's what you'll produce (and get from others) from now on. Soon it will be your nature.

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