

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

- 3188 QUALITY CONTROL: WHOSE JOB?
- 3189 NO MONOPOLY ON CLEVERNESS
- 3190 HEART ATTACKS AND WIVES
- 3191 BEFORE EXERCISING
- 3192 LAUGHING MATTER?
- 3193 PERFORMANCE MEASUREMENT

3188 QUALITY CONTROL: WHOSE JOB? According to Thomas J. Nevins (author of *Labor pains and the Gaijin Boss*), there are very few full-time quality assurance personnel in Japan. Quality control is becoming the job of every employee.

At Hitachi, for example, in 1976 small group activities were carried out and in all 27 factories. Presently (1984) there are 6182 circles and groups of about 10 members each. There is a full time, or semi full time, staff in a small group activity office at each factory. This is the focal point of all activities. Managers and Supervisors recruit the voluntary participants. The factories exchange results at annual company wide exchange conventions. It has been a great success, generating a creative and usable kind of worker engineering, as revealed by the later half year term records of suggestions per each employee of the entire company. Steadily increasing from 1.5 in 1973 to 4.7 in 1976, it means that 72,922 employees in the second half of 1977 alone made 342,733 suggestions.

3189 NO MONOPOLY ON CLEVERNESS: There is a story about Dr. Ida Libido, a psychoanalyst who, like Freud, used to sit out of view behind the head of the couch on which her patients reclined. However, unlike Freud, who was addicted to nicotine, she was addicted to caffeine. Rather naughtily, she would nip out for cups of coffee, leaving her cassette recorder on to listen to her patients' free associations and dreams. One day Fanny Guilt, a patient who was meant to be on the couch, came into the coffee shop. With surprise the analyst said: "What are you doing here? You're meant to be in analysis." To which her patient replied: 'Don't worry, doc. I've left my cassette recorder on in your office speaking into your cassette recorder.'

3190 HEART ATTACKS AND WIVES: The following excerpts are from an editorial of a recent issue of "Profitably Yours" edited by Promod K. Batra.

"What makes me wonder at times is why the incidence of heart attack is more in husbands than in wives. This has made me debate in my mind as to whether it is a fact or not. I have been able to think of three possible answers to this important question:

1. "No, wives do not give heart attacks to their husbands." Well, if this is the case, it is a happy situation;.
2. "Yes, wives give heart attacks to their husbands." In such a case, we must find solutions to the problem.
3. "What? It is the other way round. It is the husbands who give heart attacks to their wives." Well, this situation also warrants solutions.

I am still not sure which of these three is the right answer. If it is the first one, we need not discuss further. If it is the third one, all I can do is to request my friends to avoid such situations because then they will have to concentrate more on the management of homes than of their work and as a result, both will be mismanaged. So, for this editorial, I would confine myself to the second possibility and try to analyse and find out what could be the reasons leading to such situations. Once the reasons are diagnosed, the remedy could be used by anyone using a bit of common sense.

Now, to understand the factors that can cause heart aches which in turn can have a cumulative effect leading to a heart attack, let us recollect what we had listed in an earlier issue.

CREDITS:

- * Physical Activity
- * Positive Thinking
- * Doing Things
You Like Doing
- * Having Good Friends
- * Being Cheerful
All the Time

DEBITS:

- * Smoking
- * Drinking
- * Jealousy
- * Stress and Worry
- * Being Overweight

I have done some further research on the causes related to ladies and have understood the following additional factors:

1. **"My Fair Lady" Factor:** If you try to recollect the movie, you will recall the scene where Prof. Higgins talks about the lady getting upset on not receiving flowers on her birthday. Well, let us not ignore this factor and always remember not to make mistakes like forgetting to take the wife out on important anniversaries or being out of station on occasions important for her. I remember someone having told me, "When your wife has a headache, she doesn't want a medicine tablet; all she needs is a flower with your smile."

Contd.../

2. **"KFP vs. BFP" Factor:** KFP and BFP are two abbreviations of Punjabi origin; KFP (Kee Farak Paindaa) means "What difference does it make" and BFP (Bahut Farak Paindaa) means "It makes a lot of difference". Now, wives are also either KFP or BFP types depending upon which of these two attitudes they adopt in life. Supposing you bump into a long lost friend and invite him to your house for dinner and forget to inform your wife, the BFP wife will take it up very seriously with you after your friend has left, having enjoyed the sumptuous meal cooked by her at short notice; there could be a situation of a Mahabharat. On the other hand, the KFP wife will quickly arrange a couple of items from the nearby "Dhaaba" and serve the food in style. Everyday, there can be a dozen such situations where the wife can either adopt the BFP or the KFP attitude and cause heart aches or heart smiles for herself and her husband. A few hundred heart aches can lead to a heart attack whereas a dozen heart smiles can lead to a strong and healthy heart.

3. **"Highly Educated Wives" Factor:** Please do not think that I am a male chauvinist. But believe it or not, the incidence of heart attack is higher in men married to highly educated wives, compared to less educated housewives. This is one of the findings of Dr. S.L. Chadha who conducted a study on Gujaratis living in Delhi. He was recently (December 1989) presenting a paper on epidemiological study on coronary heart disease in Gujaratis in Delhi at the ongoing world conference on Cardiology.

I do not suggest that the bachelors marry less educated wives. There could be exceptions. Amen.

4. **"Sita" Factor:** Sitajee desired the "Mrigchhaal" (skin of the golden deer) and it resulted in problems that could have been avoided. If one has a wife whose urge for sarees, pearls and diamonds is insatiable, God save the husband from a heart attack which is very likely. Such wives create nagging (direct or indirect) situations. I have not understood whether they are justified in their nagging; they could be right at times when the husbands forget things.

5. **"Uski Saree Meri Saree Se Safed Kyon" Factor:** The sense of competition amongst ladies leads to the "Sita" Factor many a times. I need not go into too many details, but it causes a lot of heart aches and heart attacks to husbands.

Maybe you are thinking I have exaggerated things. I must confess that if you feel so, I still do not mind because I want these factors to be retained in your mind and both the husband and the wife to know how to lead smiling lives-smiles in their respective heads and hearts. Yes, the head has a direct link to the heart because our brain is our "Thoughts Factory"; the positive thoughts manufactured in it lead to heart smiles and the negative ones attack the heart.

I have now been at the Escorts Heart Institute for about a year and a half, and I have come across more number of wives anxious to know about their husbands who come for treatment than the number of husbands anxious to know about their wives (I think the ratio of former to latter is 30:1).

I do not think the husbands are carefree to ignore their heart-sick wives. I feel that more husbands are heart-sick. It makes me wonder if many of these wives could have done a few things to reduce or postpone the criticality of the situation. My answer is "Yes". How? Maybe by being less demanding and being more understanding about the day-to-day pressures on their husbands involved in earning for the family.

I know that I may not be fully right in what I am saying, but I have learnt in my life that difficult situations in life have simple solutions. I am confident that if both husbands and wives can read articles like this by people more qualified than me, they will have heart smiles across many life miles. After all, our mythology says that we get the human life after 84,000 lives. So why destroy it by attacking the heart?

3191 BEFORE EXERCISING: EXERCISE IS NOT for everyone, says cardiac specialist Dr. Arthur Bernstein, of the Beth Israel Medical Centre. In fact, he advises persons over 40, "whenever you get the urge to exercise lie down until the urge passes - unless you are in perfect health and have tested proof of the amount of exertion your heart can tolerate."

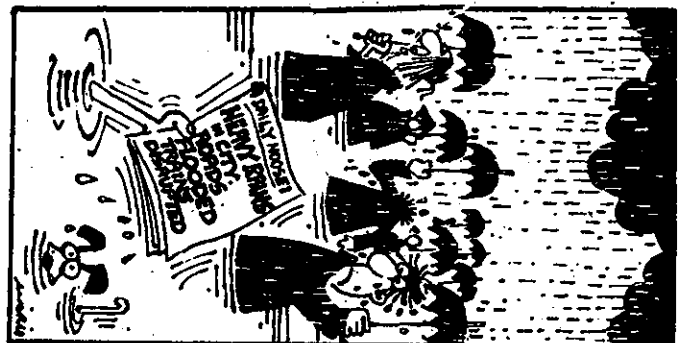
The worst thing you can do to your heart, says Dr. Bernstein, is to have a heavy meal and follow it with a violent argument or vigorous physical exertion, either of which activities as well as extreme heat and cold increases the work of the heart by 50 per cent. Playing golf, he says, may seem a mild form of exercise but may actually be more harmful than tennis, if the psychological stress leads to strong irritation.

Here are some cardinal rules laid down by heart specialists:

- Keep your weight as close to normal as possible;
- Eat low-saturated fats; limit intake of carbohydrates;
- Limit smoking - all types, cigars and pipes as well as cigarettes;
- Avoid getting upset;
- Have a medical examination at least twice a year.

3192 LAUGHING MATTER?

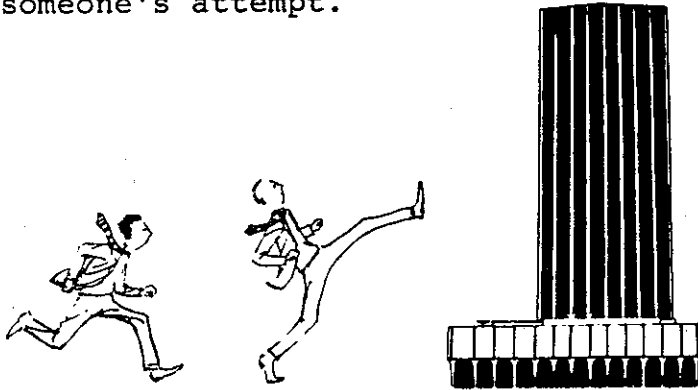
The couple went to the movies.
He: "Can you see all right?"
She: "Just fine."
He: "Not too drafty for you in that seat?"
She: "No. It's just fine."
He: "Seat isn't broken?"
She: "Course not. This is just fine."
He: "Let's trade seats."



Edited, printed and published by N.H. Atthreya of MMC SCHOOL OF MANAGEMENT, 3El Court Chambers, 3rd Floor, 35 New Marine Lines, Bombay 400 020. Xeroxed by DAKES COPY SERVICE PVT. LTD., Apeejay House, 3rd Floor, 130 S. Bhagat Sing Marg, Bombay 400 023.

By Subscription only - Annual Subscription Rs.150/-

3193 PERFORMANCE MEASUREMENT:
 Performance is serious business.
 To see it in perspective,
 a little humour helps. Here is
 someone's attempt.



AN OPTIMISTIC GUIDE TO EMPLOYEE PERFORMANCE

Performance Factors	Far Exceeds Job Requirements	Exceeds Job Requirements	Meets Job Requirements	Needs Some Improvement	Does Not Meet Minimum Requirements
Quality	Leaps Tall Buildings With A Single Bound	Must Take Running Start To Leap Over Tall Buildings	Can Only Leap Over A Short Building Or Medium With No Spires	Crashes Into Buildings When Attempting To Jump Over Them	Cannot Recognize Buildings at All, What's More Jump
Timeliness	Is Faster Than A Speeding Bullet	Is As Fast As A Speeding Bullet	Not Quite As Fast As A Speeding Bullet	Would You Believe A Slow Bullet?	Wounds Self With Bullets Trying to Shoot Gun
Initiative	Is Stronger Than A Locomotive	Is Stronger Than A Bull Elephant	Is Stronger Than A Bull	Shoots the Bull	Smells Like A Bull
Adaptability	Walks On Water Consistently	Walks on Water in Emergencies	Washes With Water	Drinks Water	Drowns
Communication	Talks With God	Talks With The Angels	Talks To Himself	Argues With Himself	Loses Those Arguments

Here's an amusing way to measure your performance. How do you measure up?