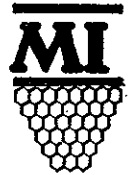


# Management Ideas



**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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author, educator & consultant

on problem-solving and creative ideas

## IN THIS ISSUE

- 3278 LONG FLIGHTS
- 3279 HOW AMERICANS USE TIME
- 3280 TIPS FOR COMPUTER USERS
- 3281 CONCENTRATION PROBLEMS
- 3282 LAUGHING MATTER?
- \*\*\*\* GOOD NEWS FROM ANYWHERE

**3278 LONG FLIGHTS:** THOSE TRANSCONTINENTAL AND TRANSOCEANIC FLIGHTS will do it every time. They leave you feeling--and looking--as if you've been through the wringer.

Such basics as wearing comfortable clothing, drinking lots of water and avoiding alcohol make a lot of sense when playing sardines-in-a-can for seven hours. Marsha Palanci, president of Cornerstone Communications, a New York public-relations firm specializing in wine, food and travel, also recommends her personal tricks: an atomizer of Evian water, available in drugstores and cosmetics shops ("I spray my face constantly"); herbal tea bags; an eye mask; an inflatable neck pillow; personal stationery to catch up on correspondence to family and friends; and language tapes. When your eyes are too tired to read, try tape-recorded books (James Bond is one highly touted favorite) or music tapes. To perk up those dull in-flight meals? Bring along a small pot of caviar.

**3279 HOW AMERICANS USE TIME:** John P. Robinson is a sociology professor at the University of Maryland, College Park, and director of the Americans' Use of Time Project. For more than 25 years, he has been studying how much time people spend on daily activities such as working, housekeeping, caring for children, watching television, and socializing.

The following are extracts from an interview he gave to the Editor of THE FUTURIST:

**# Let's talk about some of those trade-offs?**

One finding that surprises many people is that free time has increased significantly over the past quarter century, from about 35 hours a week in 1965 to about 40 hours a week in 1985. Much of that extra free time has gone into increased TV watching. Physical exercise and sports activities have also gone up.

**# For society as a whole, then, is less housework being done?**

Yes, "gross national housework" time is down.

**# How do you explain that?**

It probably has to do with organization, like anything else related to time use. Working women appear to organize their housework more efficiently, getting an equivalent amount of work done in less time.

**# You've said that TV viewing is increasing. How much time does the average person spend watching TV?**

Our figures are about 15 hours a week. That's as a primary activity. But then we pick up another five hours as a secondary activity, while people are doing other things. So we're up to a little over 20 hours a week.

**# What about other media? Are people spending more time on other mass media?**

No. Reading has stayed about the same, with the exception of newspaper reading, which has gone down considerably. Recordings may be up a bit, and radio may be down a bit, but they're not large consumers of time. Using these non-TV media is usually done as a secondary activity.

**# Do you think that the omnipresence of the mass media has affected the amount of time that people spend in conversation or socializing?**

Yes. Interpersonal get-togethers have declined between 15% and 25% over a 20-year period, though conversation in the home actually may be going up somewhat. Our data indicate that, while TV has pulled people back home more, they're probably watching the set rather than interacting as a family unit.

**# How about volunteer activities?**

What's most interesting there is that we pick up so much more altruistic behavior that occurs outside of organizations. That's not

Contd../

to say that it doesn't happen in organizations; it does, but to a much smaller extent. So we find things in the diaries like "I took a neighbor to the airport," "I went grocery shopping for a sick friend," those sorts of things. I think researchers and social observers tend to overlook so much altruistic behavior that takes place outside of organizations.

# You've studied how Americans' use of time compares with that of the Soviets. Could you tell us about that?

The Soviet studies were done over a period (1965-1985) when that country was in large part isolated from the Western world and certainly from the United States, so we were surprised to find the same basic trends there as we found in America: the increase in TV viewing and the decline in housework. Now, the increase in TV viewing in the Soviet Union is partly due to the fact that more people now have television sets, but even apart from that, their per day viewing tends to be higher than it was 20 years ago.

Housework declined despite some factors that would suggest greater amounts of housework: Fewer women are working because of increased maternity leave and so forth, and people there are retiring earlier. By the way, Soviet women's share of the house work (69%) is about the same as American women's (66%).

There's also not much difference in commuting times for the United States and Soviet Union, even though we have more automobiles. Like many technologies, the automobile is used to get more done -- in this case, to cover more ground -- in a certain amount of time, rather than to reduce the amount of time spent on any particular activity. So instead of having, say, a half-hour walk or bus ride to work, you live farther away and spend half an hour driving to work.

Perhaps the most counter-intuitive finding in the data comparisons across the two countries was that the overall shopping time, including waiting in line, was longer in America than in the Soviet Union.

Accompanying are a sample of diary used and the results of a survey.

What you did from 5 in the afternoon until midnight

Time	What did you do?	Time Began	Time Ended	Where	List Other People With You	Doing Anything Else?	Enjoyment On a Scale of 1-10 Dislike -1, Like +10
5 PM							
↓							
6 PM							
↓							
7 PM							
↓							
8 PM							
↓							
9 PM							
↓							
10 PM							
↓							
11 PM							

Sample time diary used for time-use studies. Participants record not only what they are doing, for how long, and with whom, but also how much they enjoy each activity.

# Spare Time

(hours per week adults aged 18 to 64 spend in leisure activities)

	Total			Men			Women		
	1985	1975	1965	1985	1975	1965	1985	1975	1965
Total	40.1	38.3	34.5	41.1	38.6	34.4	39.6	38.3	34.4
TV	15.1	15.2	10.5	15.7	16.2	11.7	14.5	14.1	9.3
Visiting	4.9	5.5	6.6	5.0	5.1	5.8	4.8	5.7	7.5
Talking	4.3	2.2	2.6	3.5	1.9	1.6	5.1	2.7	3.6
Traveling	3.1	2.6	2.7	3.4	2.8	3.0	3.0	2.4	2.4
Reading	2.8	3.1	3.7	2.7	3.0	4.2	2.9	3.3	3.3
Sports/outdoors	2.2	1.5	0.9	2.9	2.3	1.4	1.5	0.8	0.5
Hobbies	2.2	2.3	2.1	1.9	1.6	1.4	2.6	3.0	2.8
Adult education	1.9	1.6	1.3	2.2	2.1	1.6	1.6	1.3	0.9
Thinking/relaxing	1.0	1.1	0.5	1.2	1.0	0.2	0.9	1.2	0.6
Religion	0.8	1.0	0.9	0.6	0.8	0.7	1.0	1.3	1.0
Cultural events	0.8	0.5	1.1	0.8	0.3	1.3	0.8	0.6	0.9
Clubs/organizations	0.7	1.2	1.0	0.8	0.9	0.8	0.6	1.5	1.2
Radio/recordings	0.3	0.5	0.6	0.4	0.6	0.7	0.3	0.4	0.4

Note: Figures may not total due to rounding

Source: Americans' Use of Time Project, University of Maryland. Reprinted with permission © American Demographics, November 1990

Much of the increase in free time between 1965 and 1985 was devoted to TV viewing. Sports and outdoor activities also increased substantially.

We hope an enterprising researcher will do a comparable study in India.

## 3280 TIPS FOR COMPUTER USERS:

☒ **Computer virus self-defense.** Don't use unauthorized copies of software...don't download from obscure or private electronic bulletin boards without using a filtering package (major services, such as CompuServe, scan for viruses)...don't let others use their discs in your computer...regularly back up data to ensure a working copy in case a virus does get into your system...use a virus scanning program to ensure that new software is virus-free.

☒ **Computer energy saver.** Laser printers use 10 times more energy than less-expensive office printers. Best: Reserve laser use for formal reports and presentations...use standard printers for memos and rough drafts.

3281 **VACATION PICTURE & OTHER PICTURES; MISTAKES TO AVOID:** Even the most technologically advanced camera isn't goof-proof. And mistakes are particularly disheartening when you lose photos from a long awaited vacation. Common mishaps...and how to avoid them: according to one expert.

### PRE-TRIP

**\*Mistake:** Not checking the camera before you go. Shoot and develop a roll of film at home to ensure that everything is working. Take at least one shot in each mode--flash, normal light, close-up, etc. This is particularly important if you don't use the camera regularly.

**\*Mistake:** Taking too much equipment. Overloading yourself with lenses, tripods and other geegaws will make photographing your trip a chore. Best: Take two lenses (wide angle zoom in the 28-80 millimeter range, and a telephoto zoom in the 70-210 millimeter range), a primary camera body and a compact autofocus as backup. If you'll be shooting at night, add a lightweight tabletop tripod.

**\*Mistake:** Not packing extra batteries. Batteries sold at souvenir stands often aren't fresh. And many of today's cameras use hard-to-find three-or six-volt lithium batteries. Also remember to bring extra film.

#### ON VACATION

**\*Mistake:** Shooting without film. This can happen in one of two ways:

. You forget to load the film. Solution: Check the little window in the back of most cameras to see if it's loaded.

. You improperly loaded the film onto the take-up spool. Solution: Rewind the film a little bit to see if the crank handle turns. Some newer cameras also have a display that blinks if the film is loaded improperly.

If these measures don't help, take the camera into the darkest closet or room you can find, open the back and feel for the film. Expect to overexpose at least five or six shots if any light hits the film.

**\*Mistake:** Using the wrong film at the wrong time. Load the primary camera with the film you'll use most often. For instance, use ISO 100 for bright daylight and ISO 100 or higher for nighttime photography. If you're only using one camera, ISO 200 or 400 speed film is a good compromise.

**\*Mistake:** Photographing distant subjects with a flash at night. Even the very best flash has a range of only 10 feet to 15 feet. Solution: When you are shooting a well-lighted subject (a monument, sporting event, etc.) at night, use ISO 400 or faster film and prop the camera on a steady surface. Helpful: Use a tabletop tripod.

**\*Mistake:** Thinking your subject is closer than it is. Things look closer in real-life than they do in a photograph. Solution: Move closer if possible. If you can't, move around, find something interesting in the foreground--some trees, an arch, etc.--and use it to frame the picture. Professional trick: Stand at what you think is a good distance from your subject...then take two big steps closer.

**\*Mistake:** Shooting through the closed window of a moving car. With an auto-focus compact camera, the window glass will fool the camera's built-in brain. Result: An out-of-focus print. Even with an open window or a sophisticated SLR, the car's movement may result in a blurred or shaky shot. Solution: Stop the car and get out to take the picture.

**\*Mistake:** Taking only postcard shots. If that's what you want... buy a postcard. For more personal shots, find details that strike your fancy, and make your pictures special.

Example: Everyone knows what the Statue of Liberty looks like. More interesting: Photograph the faces of the children as they wait in line to enter.

**\*Mistake:** Leaving film in a hot car. During the summer, a car's interior can quickly top 120°F in a parking lot, baking exposed film left inside. Result: Prints with an overly green cast. Solution: Take the film with you.

**3281 CONCENTRATION PROBLEMS:** Dr. Harold N. Levinson of Medical Dyslexic Treatment Center, New York has done extensive research on this subject. He is the author of the book, **TOTAL CONCENTRATION**. Following are extracts from a recent interview he gave to Editors **BOTTOMLINE**:

People who are easily distracted...can't stick to a task...procrastinate endlessly...can't remember what must be done right now, have long been considered lazy, spacey, hyper or even retarded.

**The truth:**After 25 years of research involving 20,000 patients, I have concluded that millions of people with concentration problems are undiagnosed victims of Attention Deficit Disorder (ADD).

My findings:

. In the past, ADD has been applied to only the most obvious and severe cases...roughly 3% to 10% of the population. In my opinion, three times as many people actually suffer from this disorder.

. Symptoms are highly variable in ADD patients, who range from mildly affected to severely dysfunctional. Some are even excessively orderly or focused--the opposite of what we'd expect--out of sheer perseverance.

. Most of these cases (more than 80%) stem from a malfunction within the inner-ear system,\* which regulates all of our sensory and motor responses, from balance and sense of direction to vision and muscle movement.

. Of those inner-ear-related cases, the vast majority (about 90%) can be successfully treated with one to four years of drug therapy.

**Most useful medications:**Antimotion-sickness drugs...stimulants (Ritalin, Dexedrine, Cylert)...antihistamines (Antivert, Marezine, Dramamine, Benedryl, Sudafed)...vitamins (B-6), or some combination of the above.

Although some of these medications can be acquired over the counter, ADD patients should try them only under a doctor's close supervision. Reason: Even simple drugs can have serious side effects, especially when taken at the same time as other drugs.

\* A minority of ADD cases have other causes. Included: Emotional trauma...neurotic conflicts...indirect effects of anemia and various metabolic disorders.

**3282 LAUGHING MATTER?**

A mother was crying at the wedding of her young daughter. Her husband consoled her by saying, "Don't think of it as losing a daughter," he said sympathetically. "Think of it as gaining a bathroom."

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COMPLAIN NOT  
ABOUT DARKNESS.  
LIGHT A CANDLE

## Hopeful & Helpful

*Positively Exciting  
Personally Useful*

## Good News From Anywhere

*Inspiring multiplier models and exemplary acts of excellence are found all over the country. They are hardly written up.*

*Many miss the point that the positively exciting is also news.*

*Also, adequate efforts are not made to bring useful information to the literate public.*

*There is a case for collecting and spreading hopeful and helpful information and news.*

*May I invite our Readers to join me in this quest and share their discoveries and findings through these columns?*

NH ATTREYA Editor

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EDITOR - Management Ideas,  
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## ROLEX AWARDS FOR ENTERPRISE:

*We have been giving news about this unique award from time to time after the event. This time it is before -- so you may participate in some way.*

The 1993 Rolex Awards for Enterprise. Ever since their inception in 1976, the Rolex Awards for Enterprise have attracted thousands of applications from all around the world.

Now, once again, we are issuing this worldwide call for entries from people who can demonstrate the true spirit of enterprise in their chosen fields of endeavour.

**Enterprise recognised.** The five individuals whose projects most impress the Selection Committee will each receive an award of 50,000 Swiss Francs, together with a specially inscribed gold Rolex chronometer. To date, 25 supremely enterprising people have benefited from these premier awards, while dozens of others have received Honourable Mentions.

**A choice of categories.** We are now seeking proposals for original projects that fall within any one of the following categories: Applied Sciences and Invention; Exploration and Discovery; The Environment. Within these three broad categories, the Selection Committee will be looking for projects which not only display the true spirit of enterprise and originality but which are also feasible.

When the results are announced in 1993 a hardback book will be published containing details of many of the best entries. The publicity given to projects by previous editions has often led to the entrant receiving additional support from a wide range of sources.

**SOME EARLIER RECOGNITIONS:** 1978: Bill Lasley discovers how to breed threatened birds in captivity. 1981: Milan Mirkovic cultivates jojoba plants in the desert. 1984: Martine Fettweis-Vienot records Mayan wall paintings. 1987: Jacques Autran helps island-dwellers in the Indian Ocean. 1990: Les Stocker establishes Europe's first wildlife teaching hospital.

**How to apply.** To obtain an official application form together with the rules and conditions for entry, write to: The Secretariat, The Rolex Awards for Enterprise, P.O. Box 178, 1211 Geneva 26, Switzerland. The Awards will be presented in Geneva at the end of April 1993.