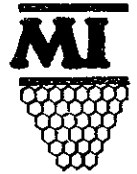


Management Ideas



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

- 3218 OUTLOOK 1991 AND BEYOND
- 3219 FUTURE IN THE MAKING: PORTABLE COMMUNICATIONS
- 3220 RECOMMENDED BOOKS
- 3221 SOFTWARE WORTH CONSIDERING
- 3222 PROFESSIONAL SKILLS FOR ENGINEERS
- 3223 CAREER WINNERS PROFILE
- 3224 LAUGHING MATTER?

3218 OUTLOOK 1991 AND BEYOND: The Futurist, a journal that takes a systematic and conscious peek into the future, has published a number of forecasts in 1990 for '91 and beyond. The sections are Business and the Economy, Computers and Automation, Demographics, Education, Environment and Resources, Health, Lifestyles and the Family, Space, Technology, Transportation, Values and Work and Careers. We reproduce extracts from two of those sections:

* Successful organizations of the future will encourage and accept leadership not just from the top, but from wherever it emerges in an organization. "Leaders" will be the intuitive individuals who are committed to experimentation rather than bureaucracy.

* A completely cashless society is unlikely to emerge in the near future. Currency often costs less to process than other forms of payment, and studies have shown that the number of coins and banknotes per person has not been dropping.

* Buying habits will change dramatically as consumers age. In middle age, baby boomers will buy more health-and-beauty products ("cosmeceuticals") and foods that are healthy and convenient. By the year 2000, shoppers may select their favorite supermarket on the basis of the quality of its pharmacy.

* Social and ecological conditions will take on more importance as yardsticks of national well-being. Traditional economic measures such as gross national product fail to measure the true economic well-being of

3221 SOFTWARE WORTH CONSIDERING: The Idea Generator Plus software for IBM PCs uses seven techniques to inspire new ideas. For business, science writing etc. "The Idea Generator Plus will increase your idea productivity", it is claimed. Priced at \$190, this is available from the Futurist Bookstore (\$175 for Futurist Society members). Membership fee for the World Future Society (4916 Saint Elmo Avenue, Bethesda MD 20814) is 30 dollars.

3222 PROFESSIONAL SKILLS FOR ENGINEERS: While many high-tech companies focus on improving their employees' technical skills, Hewlett-Packard is emphasizing a totally different sort of training. The company is teaching its engineers and other employees to communicate more effectively, in situations ranging from one-on-one meetings to technical presentations before large groups.

The theory driving this strategy: Superior people skills, rather than technology, will propel companies into leadership positions.

Since the program began in 1983, well over 4,000 HP staffers--including engineers, supervisors, managers, support staff, and almost all the company's sales representatives - have gone through communications training sessions in the United States and Europe. They report impressive results:

Confidence--and quality--has taken off. Knowing that they are communicating successfully, employees say they have more confidence in their ability to deal with others, both inside and outside Hewlett-Packard. Company officials say this increased confidence improves the quality of all their work.

Information flows more quickly and clearly now. Before the training program began, systems engineers who delivered reports at internal meetings tended to fill their presentations with data. When listeners got lost or let their eyes glaze over, the engineers just brought in more data. Now, say both presenters and their audiences, engineers are able to hold participants' attention, and their meetings have become occasions for exchanging information.

Sales and sales productivity have climbed. Team selling efforts are more effective now that systems and applications engineers have teamed up with product managers. Both engineers and managers report a new kind of synergy with their customers.

"The training totally changes behavior," says Bill Lewis, field development manager for HP's Midwest region. "It improves the productivity of employees and also advances their careers."

The program, called "Effective Communicating" and conducted by the San Francisco firm Decker Communications, is led by two trainers. Only 15 employees participate in each session to ensure a lot of personal attention.

Extensive videotaping gives feedback as the course covers how to organize a presentation and involve an audience--even an audience of one. Other topics include the mechanics of voice, posture and movement, gestures, facial expressions, and communication with the eyes. Trainees are videotaped nine times in various communications situations. Each trainee views selected videos of his or her performances privately with one of the trainers, who commends what's good and advises on what needs improvement.

contd../

"People are almost always better at communicating than they think they are," says Bert Decker, CEO of the training firm that bears his name. "But lacking confidence, many people try to be something they're not. The program teaches them to use their natural abilities to produce maximum results."

Hewlett-Packard's Lewis reports that the quality of HP's internal presentations has increased markedly as a result of the communications training.

"District managers give a 'state-of-the-territory' presentation to senior managers at least once a year," he says. "Those who have taken the training give noticeably better presentations than those who haven't."

"You can see it in the way the trained engineers relate with the people they're talking with. They address the issues that are relevant to the audience. They come across believably and naturally."

Scott Sampl, a field support manager at the division level, admits that he at first feared that he would feel unnatural or self-conscious using the program's techniques. "I was afraid that the things I saw modeled [during training] would be seen as dumb or strange" by his audiences, Sampl says. "But I learned very quickly that they work. I now speak before audiences of 400 to 500 people with no more anxiety than I feel addressing 10 or 12."

[PS: Since 1956, MMC SCHOOL OF MANAGEMENT (with Dr. Atthreya & his associates) has been giving this training to engineers with commendable results]

3223 CAREER WINNERS PROFILE: 40 years after they graduated, according to a Fortune Survey, the most financially successful Harvard MBAs of the class of 1949 were found to have shared these traits:

- * They had mediocre academic records, ranking around the middle of their class.
- * They had taken major risks in their careers to earn big rewards.
- * They knew what they wanted early in life and worked relentlessly to get it.
- * They had mentors who instructed them and helped them up the ladder.
- * They had experience in sales, many of them actually started out as sales persons.
- * They had strong belief in country, marriage and ethical behaviour.

3224 LAUGHING MATTER?

A bishop, who was fond of attending seminars, once took a priest to task for his lack of interest in such things.

"Why do you look down on seminars?" he asked the priest. "In your opinion, what is a seminar?"

"In my opinion, Your Grace," answered the priest disdainfully, "a seminar is nothing but a loose motion of tongues and a constipation of ideas."

Edited, printed and published by N.H. ATTHREYA of **MMC School of Management**, 3E1 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.190/-

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 the Readers to join me in this quest and share their discoveries and findings through these columns?

NH ATTREYA Editor

A MULTIPLIER MODEL: DISTRICT ERODE: According to a visit of a team from Sweden, Erode District (Tamil Nadu) has done an exemplary job of public health. A leader who deserves credit: V.K. Subbaraju, District Chief. (1)

A MULTIPLIER MODEL: VILLAGE KUNDRAKUDI: Reader Sri Ramachandhran has brought to our attention a minor miracle, this time wrought by a religious head. A sleepy, barren and near deserted village just ten years ago, Kundrakudi (near Karaikudi, Tamil Nadu) has been transformed into a self-sufficient rural centre in which there is 95 per cent employment and almost nil illiteracy. The miracle maker? The present head of the local math, the Kundrakudi Adigal. (2)

WORTH MULTIPLICATING: A visitor from Holland (1965), Jee Homan, saw a number of boys clad only in rags, wandering aimlessly about the streets. Instead of making them subject for a camera shot, he set up, with the little money he had, the nucleus of the Boys Town at Thirumangalam (near Madurai, Tamil Nadu). It celebrated the Silver Jubilee this year. Several other similar homes had been established around Madurai, everyone giving total assistance to destitute boys between the age of 8 and 18 years. More recently, he has also established a home for the girls in the Girls' town as well as homes for destitute children below five years. The success has been repeated in far off places like Thailand and Mexico. (3)

TAKE-CHARGE PEOPLE: Fomenting trouble is becoming big business. If people are not alert they will be victims. Not the conspirators but the victims will be blamed. What is an answer?

Saharanpur people have provided one. While Meerut, Muzaffar Nagar, Agra, Kanpur and Aligarh fell victims. Saharanpur did not. The secret? The civil defence, an organisation constituted in Saharanpur in 1969 primarily to guide people in self-protection during wartime aerial bombardments, has found a unique peace-time role for itself: helping them in the communal war.

The force comprises 3,000 ordinary citizens structured into a chief warden, three divisional wardens, three deputy divisional wardens, and a number of post wardens and sector wardens. Nowadays they concentrate on mobilising public opinion on sensitive issues, besides keeping a look-out for any suspicious activities or persons. (4)

For further details, please refer:

1. Kalki Tamil Weekly dated 30.9.90
2. Aside (Madras) December 1990.
3. Indian Express (Madurai Edition) 7 Jan. 91.
4. Times of India (Bombay Edition) 23. Dec. 1990.

Find a legitimate need and fill it well. You have a chain of jobs

TEN MILLION JOBS

WHY DON'T WE?

WE TOO CAN PROSPER

INDIA IS A LAND OF OPPORTUNITIES. There are thousands and thousands of potential jobs. They are based on creative observations and unconventional ideas.

Of course, each idea will have to be organised. Once organised, there is a job for the organiser-enterpriser and for his or her assistants.

The key point is that productive, paying jobs can get created by you and me. And we need them in millions. In this feature, we will identify and briefly outline the work-job opportunities that abound in our country.

Our Readers are invited to join this common cause and contribute to it in any way they can.

NH ATTHREYA Editor

TEN MILLION JOBS: The idea outlined below has possibilities for for over 50,000 brand new work-jobs.

Firstly, our capabilities for maintaining even the most complicated equipment are of a very high order.

Secondly, more and more people are using more and more equipment both at and at home.

Thirdly, the users of the equipment - for example, refrigerator, air conditioner, T.V. and tape recorder - do not have even first aid knowledge or skill.

Fourthly, the users of the equipment want their equipment to be in working order all the 24 hours.

Put this all together and we have a low investment, high personal skill 24-hours-maintenance-service work-job opportunity in every living locality and all over the country.

Many would prefer it on a retainer basis. Many would prefer the servicewalla to give them preventive maintenance.

This can be a part-time enterprise with a full time team.

Tough needed more in the urban locations, this service is needed in the rural areas as well.

From a water pipe to a video camera, all equipment locally made or imported are throwing up thousands of jobs.

Let us help people grab them. Let us help them with a tool kit, with training lessons, and organising guidance.