

# 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

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**3234 POWER OF WORDS:** For this fast moving, fast response world, we have to be alert with words. One wrong interpretation and there can be a tragedy! Stuart Chase describes one of the worst tragedies in his book, "Power of Words".

A Japanese word, **mokusatsu**, may have changed all our lives. It has two meanings: (1) to ignore, (2) to refrain from comment. The release of a press statement using the **second** meaning in July 1945 might have ended the war then. The Emperor was ready to end it, and had the power to do so. The cabinet was preparing to accede to the Potsdam ultimatum of the Allies - surrender or be crushed - but wanted a little more time to discuss the terms. A press release was prepared announcing a policy of **mokusatsu**, with the no - comment - implication. But it got on the foreign wires with the ignore - implication, through a mix-up in translation: "The cabinet ignores the demand to surrender." To recall the release would have entailed an unthinkable loss of face. Had the intended meaning been publicized, the cabinet might have backed up the Emperor's decision to surrender. In which event, there might have been no atomic bombs over Hiroshima and Nagasaki, no Russian armies in Manchuria, no Korean war to follow. The lives of tens of thousands of Japanese and American boys might have been saved. One word, **misinterpreted**.

3235 THE JOB OF THE EXECUTIVE! We found this humorous - Humour, said J.B. PRIESTLY, is thinking in fun but feeling in earnest - item at an Executive desk.

An executive has nothing to do-that is except-to decide what is to be done-to tell somebody to do it-to listen to reasons why it should not be done-why it should be done by somebody else-or why it should be done in a different way-to prepare arguments in rebuttal that shall be convincing and conclusive-to follow up to see if the thing has been done-to discover that it has not been done-to inquire why it has not been done-to listen to excuses from the person who should have done it-and did not do it-to follow up a second time to see if the thing has been done-to discover-that it has been done but incorrectly-to point out how it should have been done-to conclude that as long as it has been done-it may as well be left as it is-to wonder if it is not time to get rid of a person who cannot do a thing correctly-to reflect that the person in fault has a wife and seven children-and that certainly no other executive in the whole world would put up with him for another moment-and that in all probability-any successor would be just as bad-and probably worse-to consider how much simpler and better the thing would have been-had he done it himself-he would have been able to do it right-in twenty minutes-but that as things turn out-he himself spent two days trying to find out why it was that it had taken somebody else three weeks to do it wrong-and then realized that such an idea would strike at the very foundation of the belief that-An executive has nothing to do.

Author unknown

**3236 FAX "MANAGEMENT":** The population of Fax machine is growing in our country - the world has more than 6.5 million. This wonderful technology offers us instant communication but like all machines the value depends upon how well we use it. One authority gives the following tips:

1. **CONFIRM RECEIPT:** Confirm that yourfax was physically received, and in good condition. Do not rely on your transmission report, which can only tell you if a document was sent.
2. **COVER SHEETS:** Save time by running off copies of cover sheets for frequently faxed numbers.

Operations will be smoother if you include some of the following items on your cover sheets:

Date (Keeps records up to date).

Number of pages being transmitted (will let the receiver know how many to expect).

A distribution list (the receiver can make copies to distribute which will save you time and money).

Room for comments/messages.

3. **DIRECT MARKETING APPLICATIONS:** The fax can be an excellent marketing tool, as it conveys a sense of immediacy and priority. For example, a new technique in direct marketing is to conduct fax surveys. In order to generate high response rates, use an easy response structure and limit open-ended questions. It's also important to provide more than one response mechanism, such as "fax-back" or mail.
4. **TROUBLE-SHOOTING:** If you're not getting through to the intended receiver, it might be because there isn't a dedicated fax line, and the fax machine utilizes the same phone line wired for voice communications. A way to get around this problem is to call in advance to let the receiver know when you will be sending your document(s).
5. **RESOLUTION MODE SETTING:** Many late model faxes provide a selection for print quality resolution. Whether to use the higher setting represents a trade - off - fine mode takes more time, and consequently cost more, but is preferable for documents that include graphics or fine print.
6. **SERVICE BUREAUS:** Some vendors offer a capability commonly known as fax broadcasting. Xpedite, for example, allows you to send a document from your PC or fax machine through to its service and on to thousands of locations simultaneously (and at a lesser cost than if you had someone in your office do it for you). Fax broadcasting services keep your employees and equipment free to attend to other tasks while you continue your much needed communications with those on your distribution lists.
7. **MAIN FAX LIST:** Your fax distribution list should not only include names and fax phone numbers, but addresses and regular phone numbers as well. This will help to avoid wasting time when you need to follow-up with phone calls or written correspondence.

8. **COST CONSIDERATIONS:** Find out what times of day your local or long distance phone company offers the best rates and whenever possible schedule your fax transmissions accordingly. Fax broadcasting service bureaus and programmable fax are especially advantageous, as they can transmit documents at anytime, including overnight, when rates are lowest.
9. **CONFIDENTIALITY:** Keep in mind that most fax machines are located in areas accessible to most, if not all, employees. If your document is confidential, make arrangements accordingly (such as alerting the receiver as to exactly when the document is scheduled for transmission). One option is to send a confidential document from the privacy of your own PC. Executives having "private" fax machines has also become a popular trend. This may be something your own organization may want to look into for purposes of confidentiality and matters of priority.

Courtesy: Canadian Manager

**3237 TOOLS & AID:** Should you be looking for experiential learning material - instruments, exercises, tests etc - you may write for a copy of their latest catalogue (HRD Quarterly) from Organization Design & Development, 2002 Renaissance Blvd. Suit 100, King of Prussia, PA 19406 U.S.A. Fax. 215 - 279-0524. They have material in many areas. Eg. Communication, Employee Selection, Leadership, Negotiation skills, Management skills, Organizational diagnosis, Problem Solving, Sales training, Team building, Tools for Trainers, Quality management, Values and ethics, Wellness and Career development. Mark your communication: Attn: Ms. Charlene Santoro.



“Although humans make sounds with their mouths and occasionally look at each other, there is no solid evidence that they actually communicate among themselves.”

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

NH ATTHREYA Editor

For  
BHARAT DARSHAN  
Too

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**WHEN YOU VISIT HYDERABAD:** State Bank of India has built in Begumpet, Hyderabad, one of the finest training centres (residential) in India. The SBI Staff College celebrated its silver jubilee recently. The vision of those who started it and the care, concern and energy of those who have been administering it - to get a feel, one should visit the facility. 8 a.m. to 8 p.m. library - a well furnished library - is one of the attractions. A recent addition is a **Meditation Room**. A continuing and growing attraction is the lush and colourful greenery that has been resourcefully created by an enthusiast. The hundreds that come to the college have every opportunity to recharge themselves. In my Bharat Darshan list, this college finds a place. When you visit Hyderabad, do find time to have a peep into this State Bank's price piece. If the garden fascinates you, as it did me, speak to Shri N. Prabhakara Raju, Senior Liaison & Security officer.

**EVERY LITTLE COUNTS:** YWCA - Young Women's Christian Association - has branches all over the country. Some branches more than others are doing silent but sound work. One such branch is YWCA Madurai. It has created a network of institutions which have become pioneers in providing relief and succour to the weak and the afflicted. The institutions include a home for the children of the inmates of a leprosy home, a Kirubai Sllam, a school that prepares girls for a worthwhile and dignified life, a hostel for working women, balwadis, health care centres and 'unadulterated shops'. The members are donating their time and talent. God bless them!. (1)

**FOR A PATCH OF GREENERY:** For the past 27 years, Biplab Basu has tried to restore a lush green past of the arid stretches of Parula, a district of West Bengal. Through environmental awareness programmes and eco-development projects, Basu has generated visible consciousness among villagers and tribals in the hilly regions of the district. (2)

**STORIES WORTH TELLING:** The National Wastelands Development Board (F-6 Kailash Colony New Delhi 110 048) is offering 30 day fellowships to journalists (freelancers included) to write articles on success stories in environmental regeneration and afforestation.

Sources:

1. Indian Express (Madurai Edition) April, 1991-
2. Sunday 31 March 6 April 1991 p.75

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

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## TEN MILLION JOBS

### WHY DON'T WE?

### WE TOO CAN PROSPER

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*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-entreprenuer 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.*

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*NH ATTHREYA Editor*

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#### SHORT TERM PERSONNEL

There are a million jobs that have not been filled for one reason and the reason is that many employers are scared of adding to their permanent strength. The laws of the country - well-meant but not well-enough conceived or executed - and the approaches of the employee unions on the one hand and the out of date attitudes of some of the employers on the other have created a condition of work-not-done though-people-are-available-in-plenty.

In the West, for a different reason, they have a system of temporary services. Companies have short term needs of personnel and some persons want to work only part of the year. Combining these two phenomena, the institution of temporary services has come about in a big way. Manpower and Kellys are two examples and there are a dozen others.

In every town and city, we can organize such a service. The members of this service will be available ONLY on a temporary basis. The organizer will make sure that a) the members have both integrity and ability, b) they keep their part of the contract, c) the temporary employers are worthy employers, and d) the temporary employers keep their part of the contract. For such a service, the organizer will get a small per centage of what the members earn.

Once the employers know they can have help at will - even though at a higher price - and they are safe from industrial disputes, they will freely open their doors and purses. That means productive jobs in plenty.

This service has the potential of jobs of many kinds, at many levels, numbering a few hundred thousands.