

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

- 3506 THE YEAR 2025
- 3507 TIPS ON TIME MANAGEMENT
- 3508 MAJOR MEETINGS
- 3509 BACK ON THE EXERCISE WAGON
- 3510 ETIQUETTE FOR THE EXPORT EXECUTIVE
- 3511 LAUGHING MATTER?

**3506
THE
YEAR
2025:**

*18 large corporations in the U.S.A. and Europe sponsored Project 2025: Anticipating Developments in Science and Technology. The project's goal is to explore how science and technology are likely to reshape society over the next three decades. An inventory of "highly probable" futures was developed by Coates & Jarratt, Inc. Joseph F. Coates has given it in the form of 83 statements in a recent issue of *The Futurist*. We reproduce below a sample thereof. (We heartily commend your becoming a member of the World Future Society, 7910 Woodmont Avenue, Suite 450, Bethesda, Maryland 20814, U.S.A. Annual membership \$35.)*

**Managing
Our
World**

• Movement toward a totally managed environment will have proceeded substantially at national and global levels.

**Managing
Human
Health**

• In several parts of the world, the understanding of human genetics will lead to explicit programs to enhance people's overall physical and mental abilities--not just prevent diseases.

**Managing
Environ-
ment And
Resources**

• More people in advanced countries will be living to their mid-80s while enjoying a healthier, fuller life.

• Scientists will have worked out the genome of prototypical plants and animals, including insects. This will lead to more-refined

management, control, and manipulation of their health, propagation, or elimination.

- Remote sensing of the earth and ocean. In many places, in situ sensor networks will assist in monitoring the environment. Worldwide weather reporting will be routine, detailed, and reliable.
- Many natural disasters, such as floods, earthquakes, and landslides, will be mitigated, controlled, or prevented.
- Resource recovery along the lines of recycling, reclamation, and remanufacturing will be routine in all advanced nations. Extraction of virgin materials through mining, logging, and drilling will be dramatically reduced, saving energy and protecting the environment.
- There will be a worldwide, broadband network of networks based on fiber optics; other techniques, such as communications satellites, cellular, and microwave will be ancillary. Throughout the advanced nations and the middle class and prosperous crust of the developing world, face-to-face, voice-to-voice, person-to-data, and data-to-data communication will be available to any place at any time from anywhere.
- The ability to manipulate materials at the molecular or atomic level will allow manufacturers to customize materials for highly specific functions such as environmental sensing and information processing.
- Totally automated factories will be common but not universal for a variety of reasons, including the cost and availability of technology and labor conflicts.
- The fusion of telecommunications and computation will be complete. We'll use a new vocabulary of communications as we televote, teleshop, telework, and tele-everything. We'll e-mail, tube, or upload letters to Mom. We'll go MUDing in cyberspace and mind our netiquette during virtual encounters.
- Factory-manufactured housing will be the norm in advanced nations, with prefabricated modular units making housing more flexible as well as more affordable.
- In the design of many commercial products such as homes, furnishings, vehicles, and other articles of commerce, the customer will participate directly with the specialist in design.
- Applied economics will lead to a greater dependency on mathematical models embodied in computers. These models will have expanded capabilities and will routinely integrate environmental and quality-of-life factors into economic calculations. One major problem will be how to measure the

Automation
and
Infotech

economic value of information and knowledge. A Nobel Prize will be granted to the economist who develops an effective theory of the economics of information.

Population Trends

- World population will be about 8.4 billion people.
- The less-developed world will be substantially younger but will have made spotty but significant progress in reducing birth rates. However, the population of these countries will not stop growing until sometime after 2025.
- The majority of the world's population will be metropolitan, including people living in satellite cities clustered around metropolitan centers.
- World population will divide into three tiers: at the top, World 1, comprising advanced nations and the world's middle-classes living in prosperity analogous to Germany, the United States, and Japan; at the bottom, World 3, people living in destitution; and in the middle, World 2, a vast range of people living comfortably but not extravagantly in the context of their culture. We use the terms World 1, World 2, and World 3 for the emerging pattern of nations that moves us beyond the post-World War II nomenclature.
- A worldwide middle class will emerge. Its growth in World 2 and to a lesser extent in World 3 will be a powerful force for political and economic stability and for some forms of democracy.

Worldwide Tensions

- There will be worldwide unrest reflecting internal strife, border conflicts, and irredentist movements. But the unrest will have declined substantially after peaking between 1995 and 2010.
- Widespread contamination by a nuclear device will have occurred either accidentally or as an act of political/military violence. On a scale of 1 to 10 (with Three Mile Island a 0.5 and Chernobyl a 3), this event will be a 5 or higher.
- Despite technological advances, epidemics and mass starvation will be common occurrences in World 3 because of strained resources in some areas and politically motivated disruptions in others.
- NIMBY ("Not In My Back Yard") will be a global-scale problem for a variety of issues, ranging from hazardous-waste disposal to refugees to prisons to commercial real-estate ventures.
- Migration throughout the world will be regulated under new international law.
- Terrorist activity that crosses international borders will continue to be a problem.
- Global environmental management issues will be institutionalized in multinational corporations as well as through the United Nations and other supranational entities.

- A global currency will be in use.
- English will remain the global common language in business, science, technology, and entertainment.
- Schooling on a worldwide basis will be at a higher level than it is today. Education may approach universality at the elementary level and will become more accessible at the university level through distance-education technologies.
- Throughout the advanced nations, people will be computer literate and computer dependent.
- Worldwide, there will be countless virtual communities based on electronic linkages.
- The multinational corporation will be the world's dominant business form.
- Identification cards will be universal. Smart cards will contain information such as nationality, medical history (perhaps even key data from one's genome), education and employment records, financial accounts, social security, credit status, and even religious and organizational affiliations.
- Socially significant crime--i.e., the crimes that have the widest negative effects--in the advanced nations will be increasingly economic and computer based. Examples include disruption of business, theft, introduction of maliciously false information, and tampering with medical records, air traffic control, or national-security systems. **Public Issues and Values**
- Tax filing, reporting, and collecting will be computer managed.
- Quality, service, and reliability will be routine business criteria around the globe.
- Customized products will dominate large parts of the manufacturing market. Manufacturers will offer customers unlimited variety in their products.
- Economic health will be measured in a new way, including considerations of environment, quality of life, employment, and other activity and work. These new measures will become important factors in governmental planning.
- Sustainability will be the central concept and organizing principle in environmental management, while ecology will be its central science.

One CEO as he took over his new assignment distributed the following tips on time management:

- * Shut your office door at a certain time every day to create quiet time, when you do your most high-priority work.

**3507
TIPS ON
TIME
MANAGEMENT:**

- * Keep a pad handy to make a "to do" list to help you set priorities. And keep it short. If it has more items than you can handle, the list itself becomes frustrating.
- * Set agendas for meetings and stick to them. Keep the meetings on track, so they don't degenerate into a waste of time.
- * Use short notes to employees when you need some simple information or project updates. Don't schedule meetings unless you have to.
- * Leave complete messages on voice mail, rather than asking someone to call you back. That just prompts telephone tag.
- * Keep your time-management scheme as simple as possible. Give yourself flexibility. New opportunities often arise when you least expect them.

3508
MAJOR
MEETINGS:

Both fashion and function necessitate today big meetings. The outlay is high and the organisation is complex. Here are a few pointers from a successful longtime practitioner.

First impressions count. How do you judge an organization when you arrive at a major event, and the first thing you see is a bottleneck at the registration desk? Things don't have to be that way.

Registration sets the stage for everything that follows. If not handled well, it reflects poorly on your company--no matter how stimulating the program.

When planning a major meeting or event for your company, follow these tips:

- [] Anticipate the flow of traffic. Do as much ahead as you can. Be sure you have plenty of staff in place to handle the crowd. Think about how much time it will take for each participant to register and get a name tag, seating assignment and parking voucher.
- [] Send the invitation with as many instructions as possible and the time clearly stated. Set the registration time at least 30 minutes before the program begins.
- [] Before the meeting, walk through the process. Will it work during "crunch" time? Make sure everything will flow in an effortless, organized way.
- [] Have your guests pay in advance. Payment at the registration desk bogs things down.
- [] Make sure your signs are clear. Place them high on the wall because people in a packed room otherwise won't be able to see them.
- [] Don't underestimate the value of name tags. Everyone wants his or her name and company's name spelled correctly. (Confirm spelling during the RSVP process.) Make sure all

reserved participants have name tags and that they are in alphabetical order. Have staff available to write missing name tags.

These tricks get the meeting off on the right foot, but to be successful, much more work needs to be done behind the scenes. Effective meeting management is measured in how well you have handled the details.

[] Plan, plan, plan. Carefully plan the strategy of the meeting. Have a clear concept of what the meeting is supposed to accomplish.

[] Know your audience. If the guests are business people who only take 90 minutes for lunch, don't plan a two-hour program.

[] Always check the meeting room and registration area in advance so you'll know the layout of the room and how much space is available.

[] Start on time, and end on time. The audience will appreciate it.

[] Select a menu that works with the program. Eliminate noise and activity when the program begins. For example, if you have a cold lunch that is already at the place settings when guests arrive, you won't have waiters clanging plates just as the guest speaker begins talking.

[] Assign a "meeting manager" to be responsible for execution of the event, and a "program manager" to handle the meeting program. Make sure everyone communicates clearly and regularly with the meeting manager.

[] Build a strong relationship with the conference or catering manager of the event facility. Communicate your expectations to be sure they follow through.

[] Make sure your speakers have what they need: props, audio-visual equipment, etc. (Hint: Always carry an extra bulb for the slide projector.)

[] Build in rehearsal time to check equipment and allow the speakers to run through their remarks.

On the big day, the meeting manager and staff should arrive at the site early enough to handle all details -- at least an hour in advance.

Orient staff to the registration procedures. Have a trouble-shooter nearby to handle special problems quickly and decisively.

Make sure your special seating assignments are carefully planned in advance and tickets are clearly marked and available at registration.

Keep a detailed check list so you don't forget details, such as gifts for special recognitions, flowers and handouts.

In the words of Bert Auger, a pioneer meeting professional: "All meetings should be stimulating, inspiring and productive." If you cover the details, you'll have just such a meeting.

Source: South Florida Business Journal.

3509

**BACK ON
THE
EXERCISE
WAGON:**

Back on the exercise wagon. So, you've all but forgotten that New Year's resolution to get into shape by summer. Men's Health magazine has these tips to help you get back into the exercise routine:

⌘ **Make a bet.** A study at Michigan State University found that when people bet \$40 they could stick with a fitness program for six months, 97 percent made it.

⌘ **Log on.** Keep a training log, which will help remind you to stay on track.

⌘ **Slow down and take it easy.** Don't try to run a marathon the first day. Start with what you can do and then build up. Also, try to avoid high intensity workouts. Studies show drop-out rates increase with the intensity of the workouts.

⌘ **Entertain yourself.** When exercising in place, use music, reading the newspaper or television to occupy your mind and make the time go by.

⌘ **Do at least 20 minutes.** Even if you're really tired, try to exercise for at least that much. It will be enough to help you reach your goal heart rate.

⌘ **Find an adversary.** Get a tennis partner or running mate to help challenge each other and make fitness fun.

⌘ **Reward yourself.** Rather than eat a fatty meal after achieving a fitness goal, try a low-fat reward such as exercise clothes or shoes.

3510

**ETIQUETTE
FOR THE
EXPORT
EXECUTIVE:**

Though for centuries we have been doing international business, only recently we have been officially blessed to do so. For the interim, we lost a lot. We have to regain - and fast. Every step counts. One such step is MANNERS. The following article-extract from Investors Business Daily gives some worthwhile know-why and know-how.

You're wooing a big client in Mexico. Suddenly, he cuts off the meeting and walks out of the room, clearly agitated. Did you say something wrong? Or is this a negotiation technique?

You've offended him, all right - probably by committing the number one faux pas for such transactions. Jumping straight into business without first forging a personal relationship tops the list of cultural communication problems for American business people, according to international cultural experts.

The second most common problem: not knowing how to build a relationship in ways that are culturally acceptable, a challenge no matter where you are. In Saudi Arabia, for example, it is considered rude to inquire about a man's wife, but in Mexico, it's considered rude not to ask.

Frequently, executives don't take cultural differences seriously until it is too late. The landscape of commerce is littered with the remains of decisions made without proper cultural research, including EuroDisney in France and Chevrolet's unsuccessful introduction of Nova, which translates in Spanish to "won't go." International business is filled with so many land mines of protocol and etiquette that cross-cultural training is gradually becoming more common for executives travelling abroad. Yet U.S. businesses spend a tiny fraction of the \$700 million Japanese corporations commit each year to cultural training, Johnson observes.

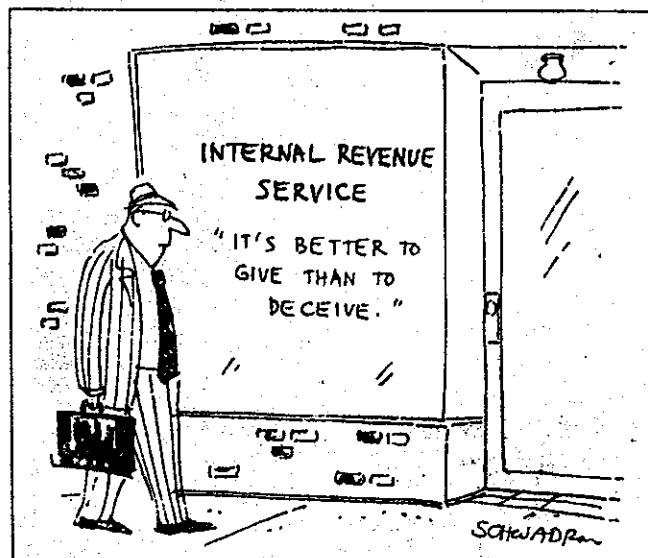
Cross-cultural training can teach basic manners for a specific city or an entire region, such as Central Europe, and can include specific situations commonly encountered by members of certain industries. If you take advantage of this kind of training, expect some role-playing mixed in with traditional class time, and possibly a trip with the instructor to a restaurant featuring foods from that culture.

"People are seldom aware they need help understanding a culture unless they've had problems, or unless their level of awareness has been raised." "Know your customer and know your competition. And remember that cultures are different, not right or wrong per se."

Even giving a gift can start you off on the wrong foot. In China, for example, a clock signifies death. In Latin America, presenting a letter opener may be construed as your desire to sever the relationship. And when it comes to wrapping paper, save your bright reds and golds for China. Japanese clients prefer pastel rice paper, or the shopping bag itself, provided the gift was bought from a prestigious store.

Edited, Printed & Published by
N.H. ATTHREYA of MMC School of
Management 3E1 Court Chambers,
Bombay 400 020. Photo offset by
DAKES COPY PVT. LTD Bombay 400 023.

Annual Subscription Rs.190/-.



3511
LAUGHING
MATTER?