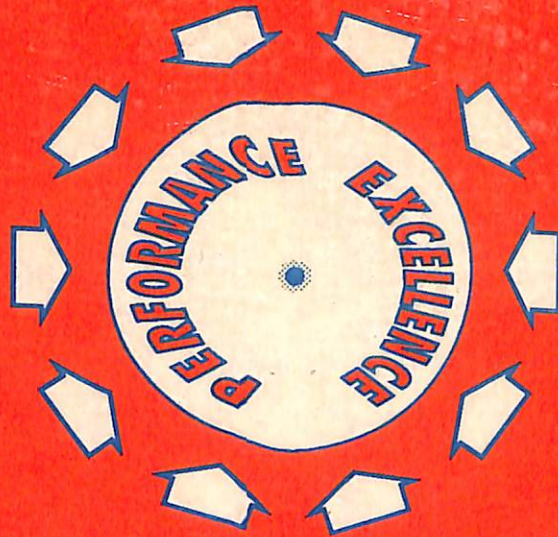


N. H. ATTHREYA



**WINNERS' WAYS
TO
PERFORMANCE
EXCELLENCE**

**OVER 50 INNOVATIVE PRACTICES
WITH A RESOURCE GUIDE**

**MMC SCHOOL OF MANAGEMENT,
PUBLICATION DIVISION, BOMBAY 400 020**

A MANAGERIAL KNOWHOW BOOK FOR 'CHIEF' EXECUTIVES

WINNERS' WAYS
TO
PERFORMANCE
EXCELLENCE

Over 50 Innovative Practices

N.H. ATTHREYA

PUBLICATION DIVISION
MMC SCHOOL OF MANAGEMENT
BOMBAY

Copyright by
MMC School of Management, 1991

All rights reserved. Reproduction of this publication in part or full in photocopying/zeroxing or any other form without prior written permission of the copyright holders is an infringement of law.

Also by the Same Author :

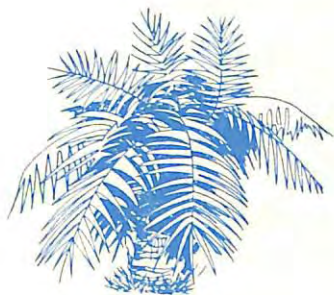
- Public Speaking and Committee Meetings
- Read Faster, Read Better
- What Makes People Give Their Best
- Over the Telephone - Etiquette and Efficiency
- Professional Secretary
- How to Select Well
- The Power of Listening
- Organisation & Administration of Research and Development
- Law for Factory Executives (Jointly with C.M. Shukla)
- Management by Implications
- Rapid Reading Practice Manual
- Ideas that Save (jointly with B.K. Batra and B.T. Dastur)
- Written Communication and Results
- Effective Report Writing
- Modern Correspondence
- Essence of Management
- Improving Managerial Performance (MBO/R)
- Executive Compensation in India
- Excellence Movement in India
- A Creative Approach to Discipline
- The Corporate Art of Caring for the Customer

Printed in India

Published by K. Venkataraman, Associate Director, M M C School of Management, Court Chambers, Bombay 400 020 & printed at St. Paul Press, Bandra, Bombay 400 050.

CONTENTS:

	Acknowledgements	iv
	Some Points to Ponder	v
	Introduction	vii
I	Performance Excellence Stories	1
II	Taking Charge	25
III	Preparing for Performance Excellence (General)	49
IV	Preparing for Performance Excellence (Specific)	77
V	Celebrating Performance Excellence	99
VI	Preventing and Managing Conflicts	113
VII	Creating a Climate for Performance Excellence	135
VIII	Resource Guides	181
	Appendix: The Indian Ethos	243
	About the Author	249
	An Invitation	250



ACKNOWLEDGEMENTS:

Many have helped indirectly in the making of this book. To them all, a comprehensive thanks.

Those who have helped directly I have pleasure to acknowledge and thank *here*:

B.R. Pai for sharing his success story;
Narotam Sekhsaria for permission to use 'I can';
K. Ramesh for the many hours of perceptive discussion;
Savitri Kulkarni for field research assistance;
Ron Voth, Larry Knauff, Barbara Tufty, Judith Morgan and *Roger Harrison* for readily responding to data requests;
S.V. Joshi and *S. Padmanabhan* for their contribution to the Resource Guide;
S.V. Pandit for permission to use his paper on the Indian ethos;
Jennifer Marie Bayer for her deft and diligent editing;
M. Kannan for his help in proof-reading.
Parkar Arts Staff for their patient help;
Brother Mathew Elevumkal of St. Paul Society for his assistance in production;
My office staff and my family members for their endless patience and understanding; and
Satish Kulkarni for his continuing, creative and comprehensive support.

SOME POINTS TO PONDER

Every vital organization owes its birth and life to an exciting and daring idea.

James B. Conant

The value of an idea lies in the using of it.

Thomas Alva Edison

Learning is finding out what you already know. Doing is demonstrating that you know it. Teaching is reminding others that they know as well as you.

Richard Bach

There is no good shutting your eyes and saying "Britain is best" three times a day after meals, and expect it to be so.

Prince Philip

Ours is the responsibility of conserving, transmitting, rectifying, and expanding the heritage of values we have received that those who come after us may receive it more solid and more secure, more widely accessible, and more generously shared than we have received it.

John Dewey

If a client leaves this room feeling he has learned a lot, he hadn't known before, he is either a stupid client or I've done a poor job. He should leave saying, I know all this --- why haven't I done anything about it?

Peter F. Drucker

No generalization is wholly true, not even this one.

Oliver Wendell Holmes

Man's way with a new concept is first to make fun of it, then to make sense of it, and finally to make use of it.

J.B. Rhine

Education is not the amount of information that is put into your brain and runs riot there, undigested, all your life. We must have life-building, man-making, character-building assimilation of ideas. If you have assimilated five ideas and made them your life and character, you have more education than any man who has got by heart a whole library.

Swami Vivekananda

The prosperity of a country depends, not on the abundance of its revenues, nor on the strength of its fortifications, nor on the beauty of its public buildings; but it consists in the number of its cultivated citizens, in its men of education, enlightenment and character.

Martin Luther.

I am using the word "education" in its profound sense. Animals can be trained; only human beings can be educated. Education requires personal participation and transformation. It cannot be given to anyone; it must be inwardly appropriated.

N.A. Palkhivala.

INTRODUCTION

This book arose of an expressed need. Readers of *Management Ideas*, a monthly I have been editing since 1963, have been making one suggestion.

"You have been in the ring side seat for years. As a consultant and editor, you have been watching performance excellence at work. You have participated in it in some way. Why don't you tell us of some of the innovative management practices you have observed or assisted in? Not innovative for being just innovative, but innovative for being highly productive.

We understand your confidentiality arrangement with the client. You need not divulge names or details. Make the stories indicative and we'll pick up what holds promise for us.

Make it snappy. About a page a practice, we'd say. You know our time and patience constraints.

Tell us in particular steps taken to keep people performing till the day they work for us.

Most people retire on the job and too soon!

Give us also an idea of what learning resources are available worldwide."

As a student of human excellence in general and performance excellence in particular, I have been studying practices here and abroad which are aimed at ensuring excellence.

We all wish to assure on-stage performance on the part of all members of the unit.

We want each person to become a performer on day one and continue to be so till the 'last' day.

To make performance excellence possible, we have to assure human excellence at all levels in the organization.

How do we assure that?
Whose responsibility is it?

The mature man thinks it is his.

How to help every person in the organization to be a mature person:
this is what is being explored in these pages.

We cannot afford to leave this to chance or assumptions.



Nor can we argue
it is the responsibility of the society.
We need to take steps to ensure a certain level
of culture, of decency, of citizenship.
In this humanizing, enriching, enabling process,
we have to help lift people from where they are
to where they can well be.

In good part, this has to be a self effort.
In the current state of development in India,
this cannot be entirely self effort.
The employing organization
has to play a major part.
And by so doing
the organization is doing itself a favour.

So doing costs more by way of time and thought
than by way of hard cash, though cash is involved.
The good news is that it pays handsomely.

Performance excellence does not happen.
It has to be made to happen
by every 'chief' executive.

By 'chief' executive I mean the one
who is in charge
of a section, a department, a division,
a branch or a unit of any kind or size.
Pursuit of excellence has been described
as a journey and not a destination.



In this journey,
some have moved further and faster.

Professional executives here and abroad
consciously and systematically go in
for certain managerial practices.
The more publicised ones you are aware of.
For this volume, I have selected just over fifty
of the *more unusual practices*.

As you read and reflect on each practice,
I visualize one of four reactions.

- "I am already doing it."
- "It won't work for me."
- "I can modify it and use it."
- "I can add to this list of practices."



If you are already doing it,
either it works for you or it does not.
If it does, it is well for you.
If it does not, may be a second look is called for.

If it won't work for you, it is okay.
You know what is useful and relevant for you.
All practices need not work for all people. Skip it.

If you think you can use it,
ofcourse with modifications, do so.
In fact, every practice has to be tailored
to one's unique needs.

If your response is,
I can add to this list of practices,
you are welcome. You can write a book yourself.
Or you can share it with me
in as much detail as you can.
In my next volume, I can consider using it,
ofcourse after getting your due permission.

Wherever performance excellence is noted,
'chief' executives are found
to take charge of performance,
prepare for performance excellence,
build performance capabilities,
celebrate performance,
take preventive steps to futile conflict,
go for man-making education,
and generally *create*
a climate for performance excellence,
and all of it in a conscious,
systematic, continuous and creative way.
All help is given to and taken from all concerned.
This has dictated the logic
of the organisation of this book.

A word about the presentation.

I have kept in mind
the needs of the 'chief' executives.
They need a germ of an idea.
They do not need elaboration.
They know they have to tailor it to their situation.
In fact, they dislike frills and froth.



I have described the practices
in the practitioners 'own' words.

"Tell me who exactly does it."
That need is important to a reporter.
It is different for the Chief Executive.
His question is:
Is this a possibility, an opportunity?
His question is not even: Is this fact or fiction?

I have provided space for "notes to myself".
I invite you to be my co-author.
The attempt is not to flatter you.
The book for you cannot be written by none else—
it has to be written by you.
Your notes will make this YOUR book.

At the beginning of each section of practices,
I have provided a bunch of points to ponder.
These points relate to eternal verities
that underline these practices.

The more the practices align with perennial truths,
the less superficial they will be,
the more functional they will be.
Many find it worthwhile
to meditate on these insights.



In the pursuit of performance excellence
organized knowledge is power.
To be aware of it and to avail of it,

I have provided
an extensive management wisdom resource guide
of know-how, know-where and know-who nature.

In this dynamic profession of management
and pursuit of performance excellence,
your job and mine will remain incomplete.
I accept this reality in all humility.

Bombay April 1991

NH ATTHREYA



Why This Unconventional Printing Format:

End to end, run-on printing we are all used to. It has its value - it saves paper and cost. For the Reader, more important than cost is the effort and the time.

Reading research shows that reading comprehension is facilitated when material is presented like this in terms of thought units or whole phrases. In places, such writing may sound poetic but that is more a matter of substance and style. I do not intend this to be free verse.

N.A.



TREES, TREES, TREES.....

Our Artist has chosen trees to "illustrate" the text. He says: Trees mean different things to different people, for example, seed, soil, shade, strength, nature, nurture, leaves, flowers, fruits...and wisdom...

All symbolise a beneficial POWER.

I

PERFORMANCE EXCELLENCE STORIES

Points to Ponder	2
Performance Excellence Stories	5
The Vijay Story	7
"I Can" Stories	20

POINTS TO PONDER

All history resolves itself into the biography of a few stout and earnest persons.

Ralph Waldo Emerson

Perhaps the most valuable result of all education is the ability to make yourself do the thing you have to do, when it ought to be done, whether you like it or not. This is the first lesson to be learned.

Thomas T. Huxley

It's a giant step between hearing what other people are doing and doing it ourselves.

Dick Thompson

The toughest thing about success is that you've got to keep on being a success.

Irving Berlin

The ability to learn faster than your competitors may be the only sustainable competitive advantage.

Arie P De Geus

None of us knows what is ahead.... The important thing is to use today wisely and well, and face tomorrow eagerly and cheerfully and with the certainty; that we shall be equal to what it brings.

Channing Pollock

From saying to doing is a long stretch.

French Proverb

The facts are the real arbiter of our debate. What is actually happening is decisive and not how many of us share the opinion at any particular moment.

Walter Lippmann

I find the great thing in this world is, not where we stand, as in what direction we are moving.

Oliver Wendell Holmes Jr.

What does citizenship mean? It means the status of being a free and responsible person in a free society. We must note the two constituents, namely, freedom and responsibility. We are responsible for the progress of India. We are not only in India, but we are also of India and for India. This is the concept of citizenship in a modern democracy. When you look at the problems of India today, you will find that many people stress individual freedom, and more and more of such freedom, the first constituent, and also the rights accruing from it, but have not realized, and cared to stress, the importance of that second constituent, namely, social responsibility, and the duties flowing from it. If only we had realized our responsibility to our nation, we would have been working harder, more efficiently, and with greater dedication than what we do now. Every country that has become great has achieved that greatness through its people developing a sense of responsibility for the development of their own nation.

Swami Ranganathananda

*Don't curse the darkness
Light a candle.*

Chinese Proverb

*To see what is right, and not to do it,
is want of courage.*

Confucius

Too many of us wait to do the perfect thing with the result that we do nothing. The way to get ahead is to start now. While many of us are waiting until conditions are "Just right" before we go ahead, others are stumbling along, fortunately ignorant of the dangers that beset them. By the time that we, in our superior wisdom, decide to make a start we discover that the fools in their blundering way have traveled a considerable distance.

William Feather

Education is not the filling of a pail, but the lighting of a fire.

William Butler Yeats

Men are wise, not in proportion to their experience, but to their capacity for experience.

George Bernard Shaw

PERFORMANCE EXCELLENCE STORIES

We have so many and so few
of performance excellence stories in our country.
So many hundreds are available;
but even a handful is not accessible,
atleast as of now.

They have not been written up.

Some chiefs are willing to tell the story;
they need some encouragement.

One such Chief Executive is BR Pai
of Vijay Wires and Filaments Pvt. Ltd., Mysore
B.R. Pai has written the story
specially for this book.

His company has made sustained
and balanced progress on MOST fronts.

Some Chiefs are willing to go into print,
if only by way of providing glimpses.

One such is the Chief of Gujarat Ambuja Cements.
Extracts from their fine publication '*I can*'
are reproduced in this section.

In the years to come, let us hope
there will be collaborations
between creators of excellence and good writers,
resulting in many such heart warming stories.



Every performance excellence story published is a contribution to the cause of excellence – it informs, instructs, and inspires.

Each such story when studied will reveal that success is a result of worthwhile practices appropriately applied. Samples of such *practices* are what we find in the sixty chapters.

PERFORMANCE EXCELLENCE THROUGH CIP : A CASE HISTORY

By

B. R. PAI, B.E., M.I.E., DOM

Managing Director

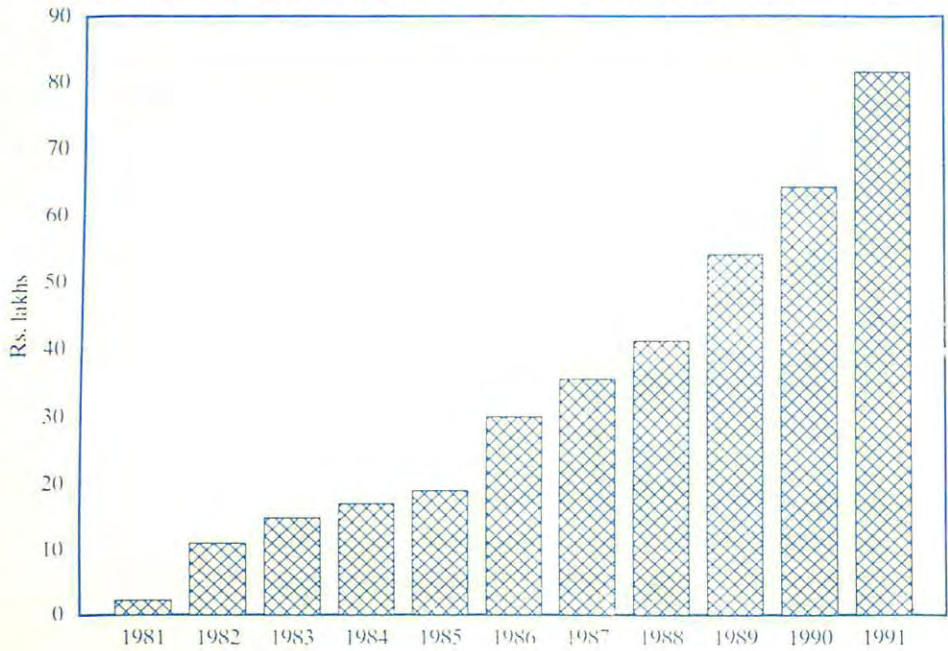
Vijay Wires & Filaments Pvt. Ltd., Mysore

- *A moment's insight is sometimes worth a life's experience.*
Oliver Wendell Holmes.
- *High wages with low productivity is charity.*
Low wages with high productivity is exploitation.
Low wages with low productivity is suicide.
High wages with high productivity is progress.
Prof. Rene T. Domingo
- *Render unto Caesar what is Caesar's*
and unto God what is God's.
William Shakespeare
- *Many individuals have, like uncut diamonds, shining*
qualities beneath a rough exterior.
Juvenal

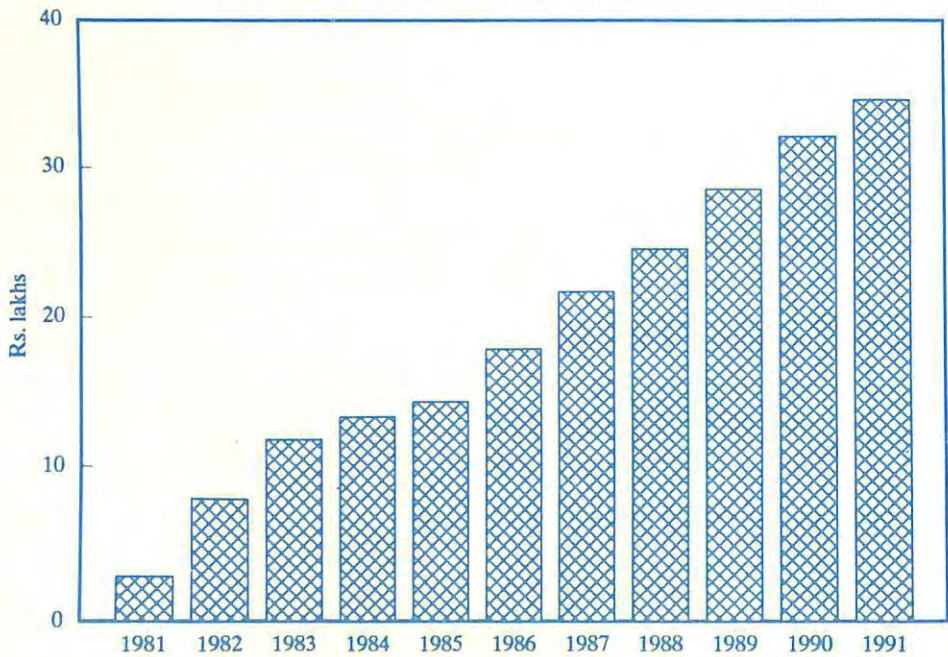
For the past one decade, I have been taking conscious and continuous steps in the direction of performance excellence.

The following charts will give you an idea of the tangible results of such a pursuit.

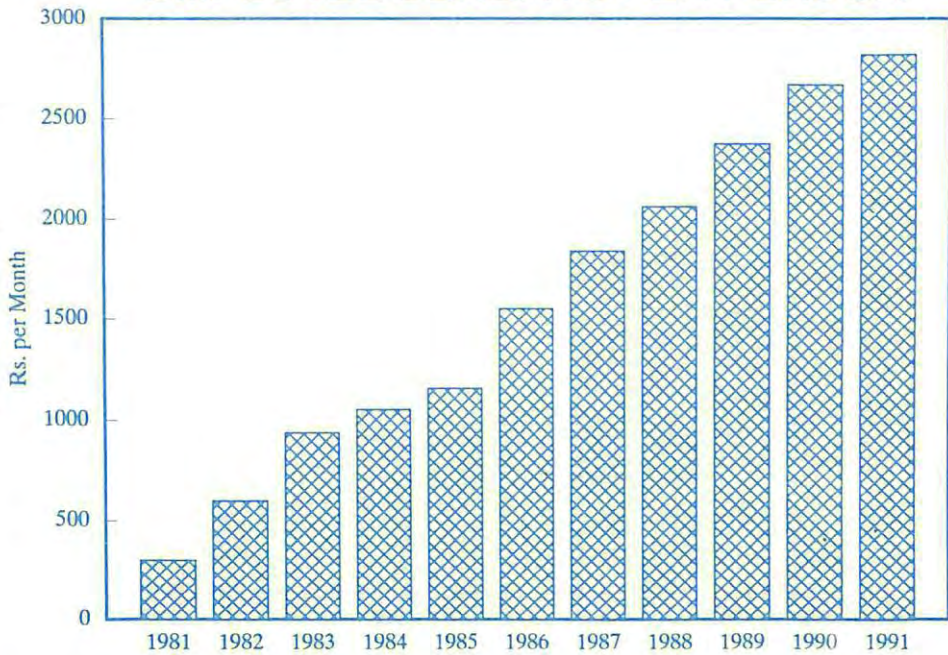
CONTRIBUTION TO NATIONAL EXCHEQUER



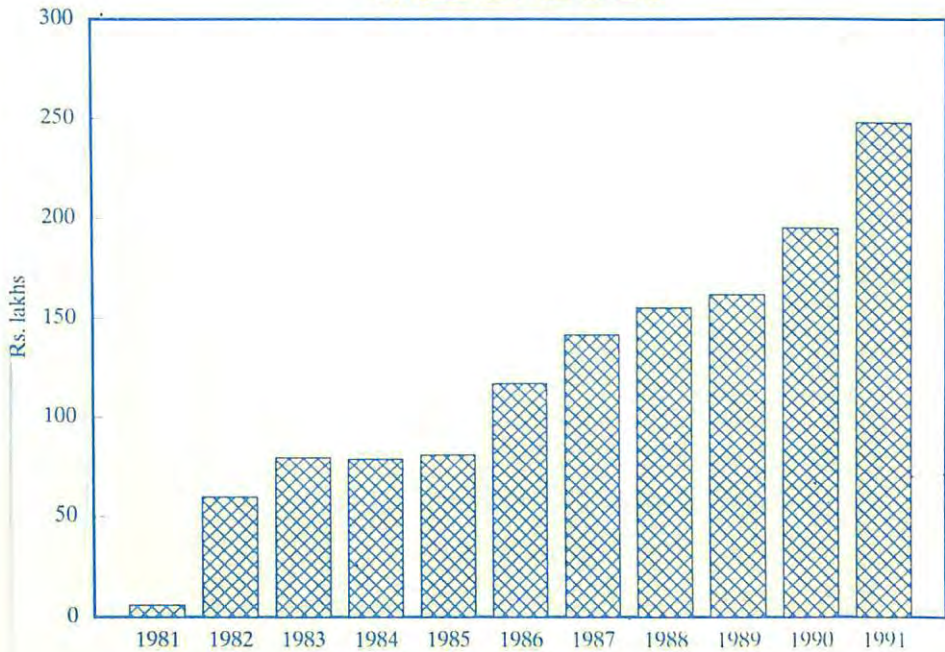
TOTAL EMPLOYEE BENEFITS



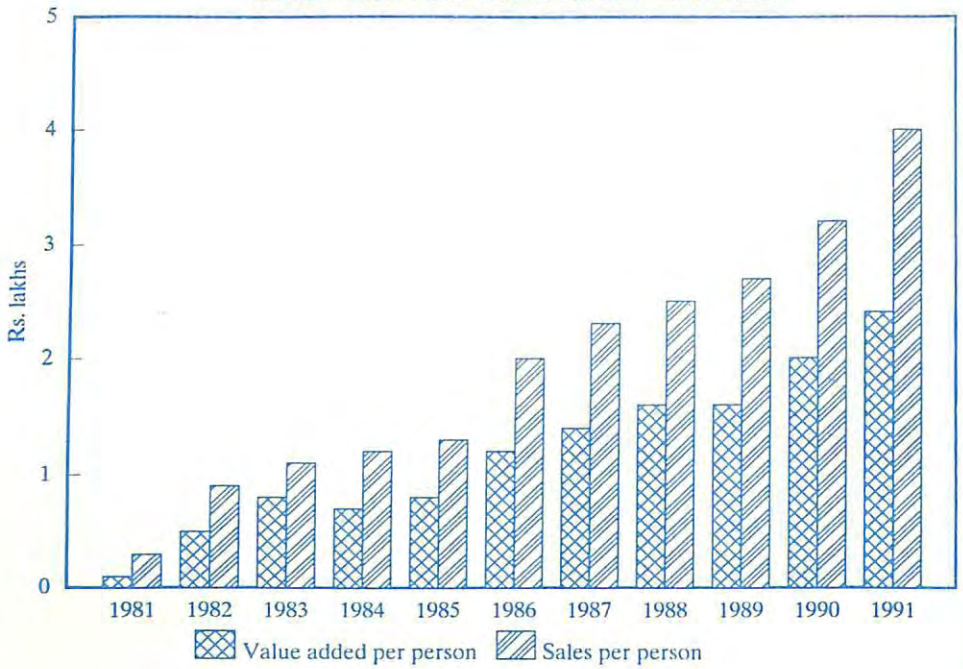
EMPLOYEE BENEFITS PER PERSON



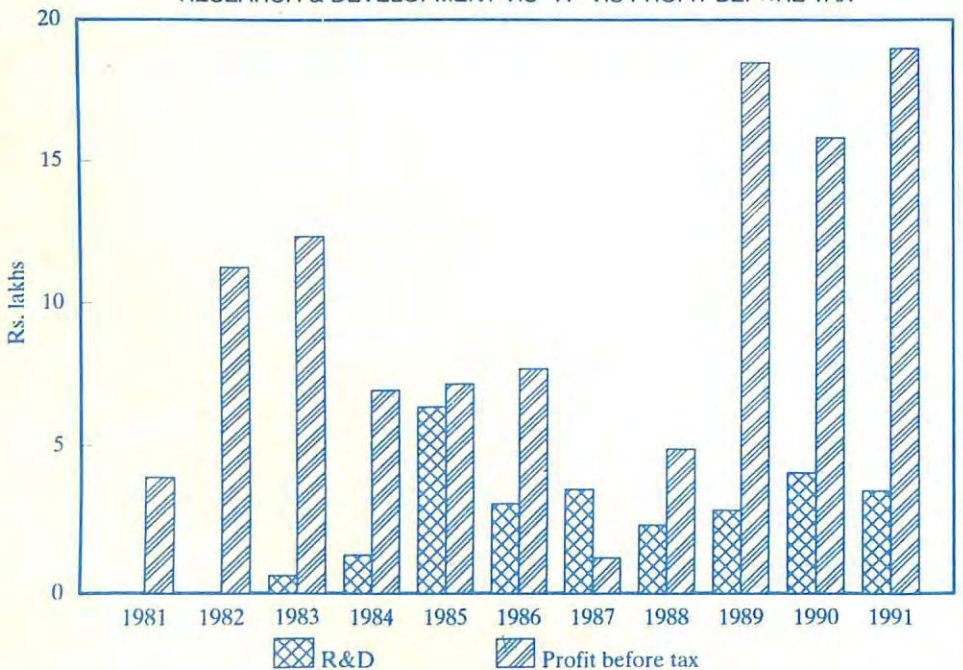
VALUE ADDED



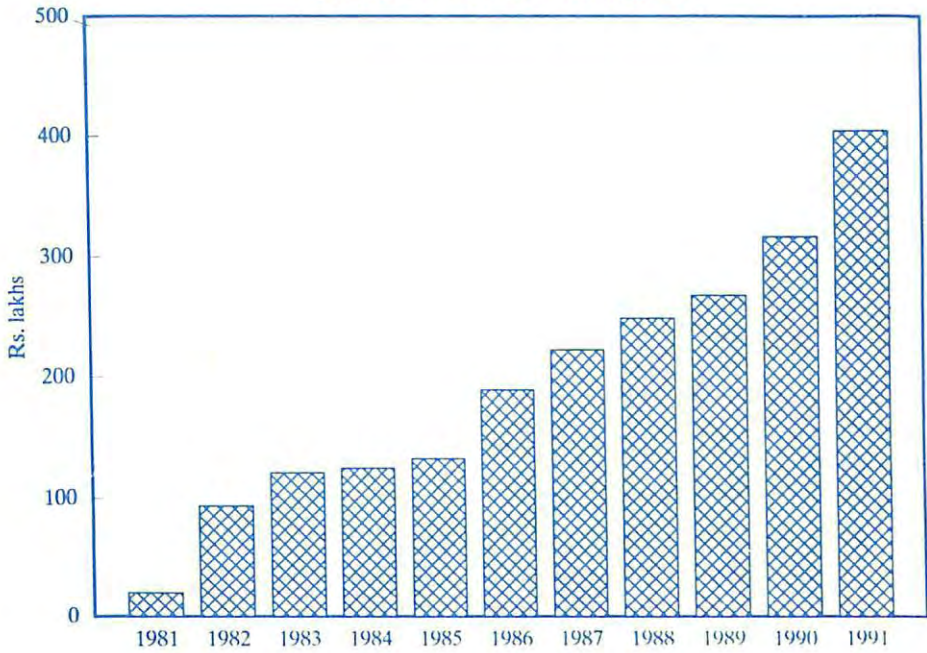
VALUE ADDED PER PERSON : SALES PER PERSON



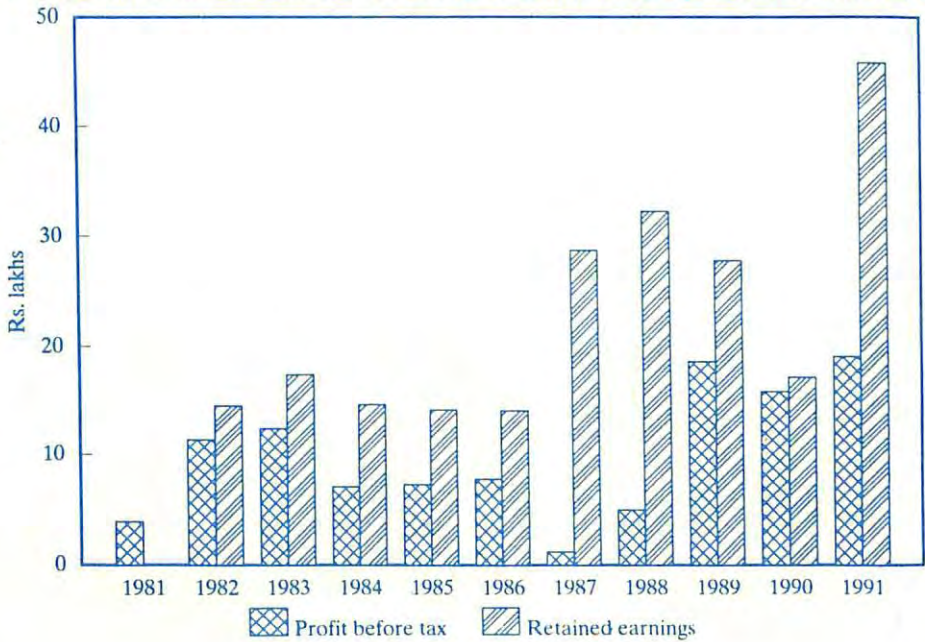
RESEARCH & DEVELOPMENT VIS-A-VIS PROFIT BEFORE TAX



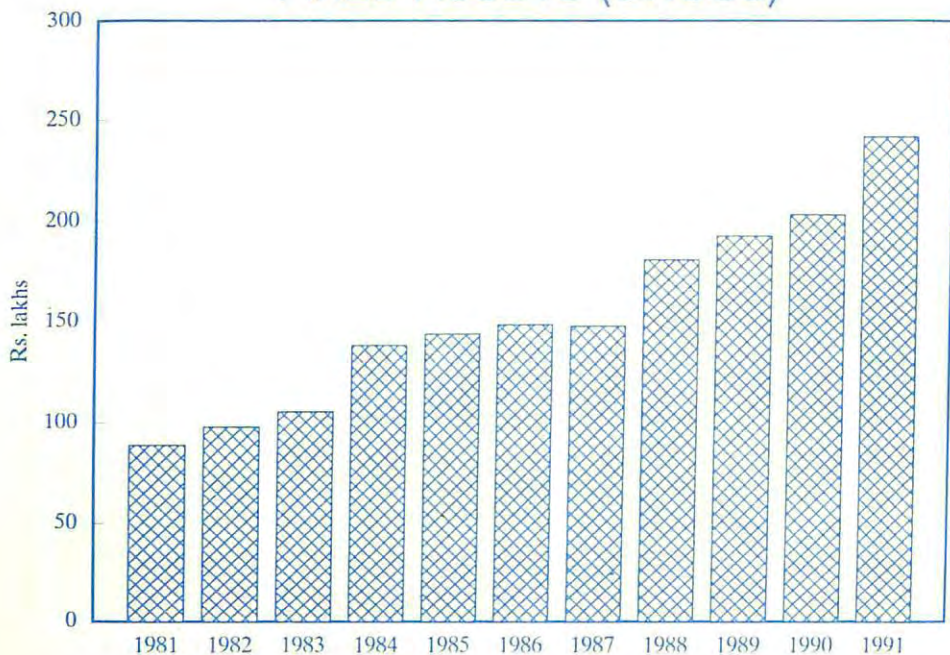
GROWTH IN SALES



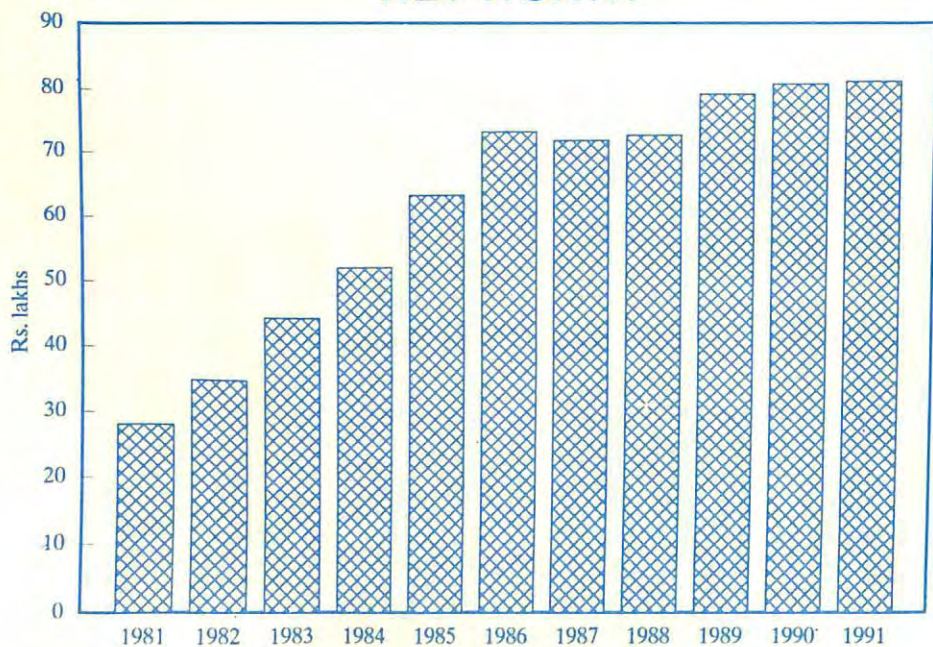
PROFIT BEFORE TAX & RETAINED EARNINGS



FIXED ASSETS (GROSS)



NET WORTH



Starting in the 100th year of invention of the first electric lamp (1879) by Thomas Alva Edison, our company VIJAY commenced its operation in 1979 in a rented shed with nine personnel, including the Technical Promoters. VIJAY now has its own work space of over 25,000 sq.ft. on a three and a half acre plot of land. In a decade of enterprise, the sales turnover has increased from a meagre Rs.20 lakhs to over Rs. 400 lakhs per annum.

We believe we should strive to make a contribution to ALL THE STAKE HOLDERS of the company. We also believe that quality of profit, though essential, is not a substitute for the quality of life. VIJAY's thrust therefore is to make a sustained contribution to the *quality of life*.

We believe that empowered people are our strength and we have been systematically investing in raising the quality levels of our people. We have made the following the corner stones of our strength: professionalism, attitude, knowledge and skills.

We have maintained our leadership specially in Tungsten Filaments. Today, we are market leaders in India on every single count – Technology, Product – Quality, Productivity, Service Standards, Indigenisation, and Import Substitution.

In the present fast changing competitive world, to survive and grow, we have to meet the challenge of improvement on all fronts, all the time. We have therefore evolved a programme that we have named C.I.P. short for Continuous Improvement Programme.

Having made Customer Satisfaction our Number One priority, we are trying to build a truly world class organization.

To continuously improve the quality of our product, we have adopted the **Just In Time** (J.I.T.) management system – for the first time in India, we are told.

This **J.I.T.** system encourages all employees to involve themselves in day to day management of their activity. This system provides the employees a sense of importance, pride, freedom in their work and an opportunity for self expression.

OUR OBJECTIVES

Our objective is two-fold

- (a) to grow in the Tungsten and Molybdenum Field, thereby retaining our strength in the Wire and Filament Industry. (If growth in this field is constrained by the environment, then we seek to grow in meaningful areas.)
- (b) To be sensitive and proactive to the dictates of the environment and to endeavour to earn the respect of the Government, the Customers, the Employees, the Shareholders and the relevant Community at large.

OUR OPERATING CREDO.

This factory belongs
neither to the Management nor to the Workmen,
but to the people who want to work,
and work as a family –

THE VIJAY FAMILY

The head of this family is our PRODUCTS,
WIRES & FILAMENTS.

Whatever we have achieved so far has been possible by the pragmatic leadership on the one hand and the high response-ability of the company personnel on the other.

THE C.I.P PROGRAMME.

We have tentatively synthesised and crystallised our learning so far into what we describe as Continuous Improvement Programme (C.I.P). We also describe it as 3-5-8 formula of VIJAY wherein our working philosophy, from communication to commitment, is highlighted. For a bird's eye view please see the diagram. (Page 11)

OUR CONTRIBUTION

VIJAY has done in these years full justice to:

- a. **The employees** by enabling them to improve their own **QUALITY OF LIFE** by regular employment, adequate remuneration, congenial working atmosphere and above all giving them an opportunity for **SELF DEVELOPMENT AND CONTINUOUS GROWTH**.
- b. **The customers**, by producing a **Quality Product** and thus establishing its credibility and hallmark both in India and abroad.
- c. **The industry** by development of indigenous **TECHNOLOGY** and free sharing of the same.
- d. **The nation** by import substitution and valuable saving of **Foreign Exchange**.
- e. **The society**, by active environmental engineering and pollution control.

Our work has been recognised by national bodies but our satisfaction is that we are constantly and continuously striving to be worthy of that recognition.

THE FIFTH DIMENSION .

Of the 5 dimensions of Vijay, namely;

V - Vision

I - Inspiration

J - Justice

A - Accomplishments

Y - Yearning for excellence.

four have been already referred to. In the next few paragraphs, I will make a reference to the fifth dimension, namely, yearning for excellence.

A stray incident, so to say, opened my eyes. I found a particular supervisory worker engaged in double talk. He pretended to be loyal to the company and at the same time he was systematically engaged in spreading disaffection. Instead of pouncing on him, I asked **myself**; How can I make such people irrelevant? At the same time, how can I win over the trust and confidence of my people? How can I retain their goodwill? How can I keep the population of "good" people going up?

Just money won't do the trick, I quickly found. I also noted that the work force tended to be victims of persuasion by negatively inclined forces. I further noted, I could not wish away such forces. I should 'fight' such forces creatively and resourcefully in the larger interests of the employees themselves.

A LEARNING ORGANIZATION

I found the education way the effective way. We are all limited by what we do know and what we don't know. I decided to make my organization a **learning organization**. I helped my people learn first that they have the highest stake in performance excellence. Once this linkage could be established, the other steps became easy. I got them involved **not** in higher production and higher productivity but removing the blocks to production and productivity. I persuaded them to spot waste of every kind. I actively assisted them in enhancing their self worth.

How to make an average person a good person; how to keep a good person remain good became my challenge. Once I accepted this challenge, things fell in place.

I could do many things myself. In addition, I took whatever help was available. In particular, I took the help of a JIT specialist. Since I heard that the Japanese specialised in building a work climate, I made a study tour and I have incorporated some of their acultural practices.

Then I noted that while there is much to learn from the 'west', there is much to learn from our own heritage. Yoga practices are one example. Yoga has been described as "YOGA KARMASU KAUSALAM" - "Excellence and efficiency in action" is YOGA.

UNLEARNINGS AND SHIFTS

The unlearnings are perhaps as important as the learnings. That enabled us to make shifts.

We shifted from chasing performance to spotting and stopping causes of non-performance.

We shifted from individual meetings to group meetings.

We shifted from ambiguities and politics to certainties and performance.

We shifted from calling a person to our cabin to going and meeting him at his work station.

We shifted from inspection by others to inspection by oneself.

We shifted from assessment by others to assessment by self and peers.

We shifted from only business agenda to agenda of non-routine, non-business interest items as well.

We shifted from chasing improvement of QUALITY to removing the causes of poor Quality.

Was it all smooth sailing? In large part, yes. To a few, these shifts were strong medicine. They thought all these innovations are inconvenient, unnecessary and immature. They preferred to part company. We accepted their courage of conviction and we made their exit graceful.

THE TASK AHEAD

Is the job over? It is not. It will not be. Excellence is a journey and not a destination and we are in pursuit of excellence. That is why we call our approach the CIP, the Continuous Improvement Programme.

We think performance excellence is a common cause, a national priority, a human privilege. We will be glad if you visit us. There is much that we can learn from each other.

दाता क्षमी गुणग्राही स्वामीः दुःखेन लभ्यते ।

शुचिद्रक्षोन्नुरक्तः स्य जाने भृत्योपि दुर्लभः ॥

DATA KSHAMI GUNAGRAHI SWAMIHI DUKHENA LABHYATE
SHUCHIDRAKSHIONURAKTASYA JANE BHURITYOPI DURIBHIIHIIHII

It is generally said,

*"It is difficult to get an employer who gives,
forgives and recognises others good qualities,
similarly it is hard to find an employee, who is loyal,
efficient in work and has concern for the wellbeing of his employer"*

Let us disprove this by joining hands and
reach new heights
through

THE 3-5-8 FORMULA OF VIJAY

Continuous Improvement Programme – CIP

INDIVIDUAL INVOLVEMENT

3 — P's IN THE JOB

(VIJAY MOTTO)

- * Productivity Improvements
- * Pursuit of Human Excellence
- * Prosperity through Sustained Efforts (Sadhana)

ACHIEVEMENT

5 — BASIC PRINCIPLES OF VIJAY

(WORKING PHILOSOPHY)

COMMUNICATION TO COMMITMENT



STRENGTH AND SUCCESS

8 — DISTINGUISHING QUALITIES OF VIJAY

(ORGANISATION CULTURE)

- Work is worship
- Open door policy
- They lead best who serve best
- Prosperity through productivity
- Dignity of labour and respect for the individual
- Pride of being in VIJAY & enthusiasm in the work
- Producing quality products and being close to the customer
- Dynamic enterprise promoted with innovative spirit

PERFORMANCE EXCELLENCE
THROUGH
THE "I CAN" SPIRIT

GLIMPSES FROM GUJARAT AMBUJA CEMENTS LTD.

"GIVE A MAN ORDERS FROM ABOVE,
AND HE'LL DO THE TASK REASONABLY WELL.
HE'LL DO IT
BECAUSE HE'S BEEN TOLD TO DO SO.
BUT, LET HIM SET HIS OWN TARGETS,
GIVE HIM FREEDOM
AND AUTHORITY TO EXECUTE,
AND THAT TASK
BECOMES A PERSONAL CHALLENGE:
'I CAN'."

* Reproduced with the kind permission of the company from its publication *I Can* .

YOU CAN'T BUILD A CEMENT PLANT IN LESS THAN
THREE YEARS.
SO NATURALLY WE DID IT IN TWO.

If one fine morning you decide to set up a cement plant, here's how you'll go about it: scout around for the right location. Acquire the necessary licence. Get power and water supply connections. Place orders for the machinery. And finally start work at the site.

From then on, should everything move with clockwork precision (which it won't) you'll have a plant assembled in 3 years.

'I CAN DO IT FASTER.'

At Ambuja, engineers were asked to define their own jobs. The way each of them saw their role in the company.

Accordingly, each was assigned powers for taking on-the-spot decisions. Whether it's to incur capital expenditure, change or alter time schedules to achieve their targets.

The engineers were then able to set daily, weekly and monthly tasks for themselves.

Two things happened.

Firstly, clearly defined job functions emerged

Secondly, as there was no need to wait for approvals from above, response time was dramatically reduced by 90%.

The plant engineers went ahead and placed orders for machinery well before the site was chosen.

So the equipment was ready for installation by the time site engineers had acquired the land.

The plant was on-stream almost a year ahead of schedule.

Result: the savings in inflationary costs alone were tremendous.

Among plants set up in the last 5 years, Ambuja has the lowest cost of plant and machinery per ton of cement produced.

**FIRST THE BAD NEWS.
THERE'S A PLANT IN TSUKUMI, JAPAN
THAT'S MORE EFFICIENT THAN OURS.**

The production of cement is a highly complex process.

It requires a computer to monitor over 3000 operational parameters throughout the plant to ensure things move smoothly.

With such a complex process, it's normal for a cement plant to face 4-5 interruptions a day.

Which is why most Indian plants operate at 80-90% of their capacity.

Ambuja engineers realised the only way for a new company to compete successfully in the market place was to increase efficiency.

'I CAN DO BETTER THAN THAT.'

The engineers at Ambuja laid down a set of goals.

It was decided that each engineer would do whatever was possible to ensure fewer interruptions. They evolved a unique system of monitoring the manufacturing process.

Any fault that occurred was repaired and noted down. The third time the same fault happened, the engineer would take apart the process and study it.

Either the process itself was then modified or improved. Or new machinery was acquired.

As each engineer has the authority to make capital investments without waiting for approvals from above, the result was a rather swift decline in the number of interruptions. From 5 they declined to 3, then 2.

Today Ambuja has a record run of 40 days without a single interruption.

The result: a plant with a capacity of 7 lakh tons produced 9.07 lakh tons last year. **That's a capacity utilization of 130%.** Which brings Ambuja in league with some of the most efficient plants internationally.

Barring of course, ones like that in Tsukumi. (It's been in operation for more than 100 days without an interruption.)

Naturally, you can be sure our engineers are there studying it.

GUJARAT HAS THE HIGHEST COST OF ELECTRICITY
IN THE COUNTRY
OUR BALANCE SHEET SHOWS OTHERWISE.

When Ambuja started its new plant, the average yearly consumption was 120 units of electricity (per tonne of cement.)

Well below the all-India average of 125 units for cement plants.

Good enough perhaps, but not good enough for Ambuja.

'I CAN INCREASE EFFICIENCY.'

With the tariffs rising steeply every year, clearly something had to be done.

Ambuja engineers sat down and wrote out a statement of how they could individually cut electricity costs.

For those cynical about the 'suggestion box' approach, consider:

Each of these 125 suggestions was screened and discussed. And over 90 ideas were implemented.

Even if the suggestion meant reducing electric consumption by one-tenth of a unit.

So if capital expenditure had to be incurred then so be it.

If inefficient machinery had to be replaced, do it.

And you don't have to go up and down to get approvals.

There is no capital budgeting.

There is only one yardstick: Can the capital expenditure incurred be recovered in 3 years through savings in electricity?

The exercise produced some dramatic results:

Unit consumption of electricity has declined **well below the international average of 110**. It's now in the region of 98 units. Which makes Ambuja one of the most power-efficient units in the world.

WE HAVE ONE OF THE MOST SOPHISTICATED POLLUTION-CONTROL SYSTEMS IN THE WORLD: A ROSE GARDEN.

It all began when our Ambuja engineers visited a cement plant. They came out grey - coated with dust from head to toe.

A few months later, when Ambuja was setting up a plant at Vadnagar, they were approached by a delegation of farmers who were worried about the effects of pollution from the Ambuja plant.

The engineers took an on-the-spot decision. They gave a written undertaking to the village panchayat the emissions would be controlled and that their crops would remain unaffected.

' I CAN GROW A ROSE GARDEN.'

A team of engineers went to Switzerland to study pollution control measures for cement plants. They discovered a plant near the Swiss Alps operating at 50-100 mg/per NM^3 - possibly the world's most pollution-free cement plant.

They came back with a resolve to achieve Swiss levels of pollution control.

(As against Indian requirements of 150-250 mg/per NM^3 .)

They began by setting up expensive filter bag pollution control machines.

Individual responsibilities were given to each engineer to ensure filters were regularly cleaned so that the pollution control system worked at maximum possible efficiency.

To monitor its effectiveness, they set up a rose garden in the middle of the plant to see if it would flourish.

The pollution levels went down to 120 mg/per NM^3 . There was no visible sign of smoke and dust even 200 yards from the plant. The farmers were satisfied.

The roses, on closer inspection, however, had a film of dust. Clearly this was not acceptable for Ambuja engineers.

So in February this year, they installed an 'electrostatic precipitator' on the clinker cooler. **Which resulted in a fall in pollution levels to 70-80 mg/per NM^3 - well below the rigorous Swiss standards.**

The rose garden was finally flourishing.

II

TAKING CHARGE

Points to Ponder	26
1. Hour One	29
2. Day One	31
3. First Forty Days	34
4. From Day One	37
5. First Thirteen Weeks	39
6. A Win-Win Meeting	41
7. CQPR	43
8. Edison's Secret	45
9. Transfer Technology	46

POINTS TO PONDER

It is a funny thing about life. If you refuse to accept anything except the best, you very often get it.

Somerset Maugham

For every thousand hacking at the leaves of evil, there is one striking at the root.

Henry David Thoreau

Credentials are not the same as accomplishments.

Robert Half

Great acts take time.

Cardinal Newman

None of us is as good as all of us.

Ray Kroc

We see the world, not as it is but as we are - or, as we are conditioned to see it.

Stephen R. Covey

*You cannot choose your battlefield,
The gods do that for you,
But you can plant a standard.
Where a standard never flew.*

Nathalia Crane

*There is a tide in the affairs of men,
Which, taken at the flood, leads on to fortune.*

William Shakespeare

Why this reluctance to make the change? We fear the process of re-education! Adults have invested endless hours of learning in growing accustomed to inches and miles; to February's twenty eight days; to "night" and "debt" with their silent letters; to qwertyuiop;; and to all the rest. To introduce something altogether new would mean to begin all over, to become ignorant again, and to run the old, old risk of failing to learn.

Isaac Asimov

How well we communicate is determined not by how well we say things but by how well we are understood.

Andrew S. Grove

The path to greatness is along with others.

Baltasar Gracian

To choose time is to save time.

Francis Bacon

There's never enough time to do it right, but there's always time to do it over.

Jack Bergman

The great end of life is not knowledge but action.

Thomas Huxley

Every thing in this world has its critical moment: And the height of good conduct consists in knowing and seizing it.

Cardinal de Retz

In internal communications, the important thing is regularity. Because, otherwise, you communicate only in times of trouble.

John Garnett

You can't unscramble eggs.

JP Morgan

It is more important to know where you are going than to get there quickly. Do not mistake activity for achievement.

Mabel Newcomber

Has the leader a right to mold and shape? Of what use is aging, experience, and wisdom if not to be the leaven for those who are younger? Of what use is pain if not to teach others to avoid it? The leader not only has the right; if he is a leader, he has the obligation.

Harry Levinson

*We are what we repeatedly do.
Excellence, then, is not an act, but a habit.*

Aristotle

The skills that make technical professionals competent in their specialities are not necessarily the same ones that make them successful within their organisations.

Bernard Rosenbaum

Much learning does not teach understanding.

Heraclitus

1 HOUR ONE*

Place: Sydney, Australia
Year: 1954

While in Australia, to be trained as the Indian counterpart of the proposed India Branch of W.D. Scott & Co Pty Ltd. Sydney, the foremost management consultants, I had made it known to friends my interest in corporate success.

My friends introduced me to the CMD of a very successful chemical company. The elderly founder of the company shared with me one secret of achieving performance excellence.

"When I started the company, I took one conscious step. Every new employee will spend his *first one hour* with me.



I made no exception.
If I am not in town or otherwise busy,

* Only this practice has been described in the first person. All others are given in the third person in the words of practising 'Chief' Executives.

the new employee will join the company
on a later day, to spend
his first one hour in the company with me.

In that precious hour, I convey,
what I expect of him
in terms of performance and behaviour.
I call it a precious hour
because it is the most receptive hour.

All my three hundred or more colleagues
know what I expect of them.
This one step has made a difference
for me, for them and for my company."

We cannot all be CMDs.
We all cannot usher in all employees.
We certainly can make the first hour
planned and purposeful.

The most receptive hour is that hour.



COMMENTS AND ACTION NOTES

2 DAY ONE

"I attended an executive retreat and one poser given to us was: Why can't well-selected people perform competently?"

We exchanged notes and found transition from study life to work life does not take place easily and where it does, poorly. And this is why.

The situational demands of work life differ widely from that of study life. These are not understood well or in time by many employees.

The lesson for me was clear.
I HAVE TO HELP IN THIS TRANSITION.

And this is what I do.

On day one, I meet the newcomers and have a detailed discussion on what are some of *the demands of work life* and how they need to adjust and cope with such situational demands.



The main points that emerge are:
In study life 35% is enough for a pass,
and 80% is distinction.
In work life, 100% is needed for a pass.
In study life, knowledge is primary.
In work life, purposive action is.
In study life, we achieve all by ourselves.
In work life, it is group achievement.
In study life, individual brilliance matters.
In work life, team excellence scores.
In school life, we revel
in putting people down and winning arguments.
In work life, we focus
on cultivating people and winning friends.
In study life, people-skills
are treated as of small consequence.
In work life, they are ALL important.

I invite them to understand well
and make the needed shift quickly.
'The sooner you effect the shift,
the better off you will be.'

This is the first lesson.
I give it *myself*,
the first day a person joins us.
I prefer a group but I do not mind
even if it is only one person.
I hold this session for *every* newcomer.

I know a 15-years habit will not melt
before a 50-minutes harangue.
I have to make a beginning at the right time
and that is day one.
I assume the soil is ripe.
I sow the seeds of transition.
I nourish them as long as needed."



COMMENTS AND ACTION NOTES

3 FIRST FORTY DAYS

"The first forty days, for 15 minutes a day,
I meet the new comers.
At this meeting I keep detailing
the needed shifts from 'study' life to work life.

Three shifts, I harp on, are the following:

Shift one is from knowing to doing.

In school, the yardstick is what one knows
and what can one recall in the examination hall.
In the work place, the yardstick is what one does,
does right, does in time
and does every working day.
I point out the obvious.

The world of work is an economic world.
A job is a contribution-compensation
contract or agreement.
You produce certain agreed results
and that makes you eligible
for a certain compensation packet.
The company gives you something
and you give it something.
The contribution has two dimensions –
the presence dimension
and the performance dimension.



You have agreed to give your time
and during that time the company
can use your talent as it deems fit.
Also, you will make a contribution
that is agreed upon *and* a little more.

The changed reality is, you have agreed to
shift from knowledge to action,
from theory to practice,
from activity to output.

Shift two is, your need to change
from being taught to learning yourself.

Once you come to work, no one teaches
in the sense it is done at the school.
The shift needed is
that you learn, learn actively,
learn continuously, learn appropriately.

The onus is on you.

In the school,
the teacher takes the major responsibility.
In the workplace,
the learner takes the major responsibility,
often the sole responsibility.

You better tell yourself:
To play the role I have agreed to play
I take the responsibility to equip myself.



I can seek help
but required learning is my responsibility.

In the school, teaching and learning
can end with the public examination.
In work life, there is only a beginning;
there is no end to learning.

I can guide and aid;
but the onus is on you.

Shift three is the shift from working alone
to working together and all that it means.

In the school or college it is mostly working alone.
That is okay for that context.

In the context you are now in,
you work along with others
and you *together* produce results.

Together is the operative word.

Working together is a different ball game
You better learn it fast,
and ofcourse I will help you learn."



COMMENTS AND ACTION NOTES

4 FROM DAY ONE

"This idea occurred to me when I once visited Germany. People there have sound work habits. and such habits are crucial for performance excellence. How they build these habits I could not find out. I developed my own way.

I argued that when an employee joins us, performance excellence is his priority and so his willingness to do as needed is highest. I need to cash in on this willingness in record time.

I help him to acquire the performing habit. I tell him. I show him. I help him. Often I do it myself.

As I said, his eagerness to rise to my expectations is an opportunity for me and him; and I don't miss it.

I capitalise. I consolidate. From day one.

All of us know that willingness to learn as needed becomes less and less as one stays with a company. We also know that once one picks up ineffective or unhelpful habits, one tends to stay with them.



Proper work habits when given timely attention do make a big difference on work performance."

COMMENTS AND ACTION NOTES

5 FIRST THIRTEEN WEEKS

"I had the advantage
of being coached by a tennis professional.
He exhibited a lot of patience and persistence
in my mastering the key strokes
and what he called the standard behaviour.
First standard then excel, he used to say.

When I took employment,
I took this fine lesson with me.

To get the new comer
to the standard performance habit,
I meet him every week for the first thirteen weeks.
I religiously tell him:
This is standard performance.
This is where you measure up.
This is where you fall short.
This is the way to do standard work.
It takes time to do standard work but
I want you to monitor it yourself.
If you fall short, ask for help.
You can ask Mr A or Mr. B or failing which me.
Let me call again to see
if you need further guidance.
Mark the requirement:
You would like and I would like
your doing standard work in record time.



Standard work alone is work
and the rest is a way
of wasting time and resources.



COMMENTS AND ACTION NOTES

6 A WIN-WIN MEETING

"Once a month I have a meeting with EACH member of my team. I call it a win-win meeting.

It is on a fixed day, fixed hour.
e.g. third Wednesday, 3 to 3.15 with Mr.A.

I make it a business meeting, in the sense it is planned and scheduled.

The agenda?

1. During last month, this is what I particularly liked in your performance.
2. In the coming month, this is what I want you to do more, less or differently.
3. Have you a suggestion for smoother or better working?
4. Have you a problem to solve for which you want my guidance or help?



I compliment, correct, consolidate and counsel.

I keep notes. I ask the member to keep notes. I don't leave out any member from this monthly meeting.

I want ALL the members of my team to win.
People want to rise to the expectations of the boss
and they don't get
a regular organized way to *know* them.
In addition,
They want a pat.
They want advice.
They want to be listened to.
They want help and guidance.
They want all these at regular intervals



This is *my* way of giving."

COMMENTS AND ACTION NOTES

7 CQPR

"A junior colleague of mine brought this idea from a training workshop he attended. He sought my permission to use it. Permission granted, I saw it in action for a few months. I found it a win-win proposition. I went a step further. I encouraged everyone in the company to do it, beginning with myself.

The individual sends a cumulative quarterly progress report to the boss, in addition to the regular reports. Let me call it the individual status report or CQPR.

The report has five sections:

- Regular
- Added or assigned
- Special
- IOTM
- KBI



Regular refers to his standard performance requirements; *added* refers to the additional task the boss gave him and the time he spent on it. The *special* is an improvement

he thought of and implemented.
IOTM (short for 'it occurred to me') is an idea for which he requires sanction or an idea that refers to another section; KBI refers to keeping the boss informed of any aspect of his life (professional or personal) that should be of interest to the boss.

This 'progress' report enables the individual take a fairly full stock of his work and life and keep the boss informed.

I find it a win-win practice.



The one precaution I take is that I hasten slowly; some I find need more help than others."

COMMENTS AND ACTION NOTES

8 EDISON'S SECRET

A man was once complimenting Thomas Edison on being a great inventor.

"I am not a great inventor," said Edison.

"But you have over a thousand patents to your credit, haven't you?"

"Yes, but about the only invention I can really claim as absolutely original

is the phonograph," was Edison's reply.

"Just what do you mean?" asked the man.

"Well," explained Edison.

"I guess I'm an awfully good sponge.

I absorb ideas from every source I can, and put them to practical use.

Then I improve them

until they become of some value.

The ideas I use are mostly the ideas of people who don't develop them themselves."



COMMENTS AND ACTION NOTES

9 TRANSFER TECHNOLOGY

"I have some good news
and some bad news for you,'
began the visiting Canadian expert,
'and the bad news first
I cannot give you solutions
for any of your problems.
Let me add this - no one else can.
In matters technical and technological,
including legal and accounting,
others can give you *the* solution.
In human affairs, this cannot be.

The good news is *you* can find the solution.
You know what is good for you.
You know what will work for you.

Winners do copy from others
but they copy intelligently.
They adapt and adopt.
They modify and improve.
They realise that situations are unique
and there are no standard solutions
for the many human situations.
They take the elements that
make sense to them,
and synthesise their own strategy.'



This way he took the wind
out of our sails, so to say.
Every time we raised an objection, he will say:
'Exact solutions you will have to evolve.
What worked for one
may or may not work for another.
Do whatever is appropriate for you.'

That day I coined a term for myself –
TRANSFER TECHNOLOGY.

Till that day, I followed one pattern.
Whenever someone told me a 'convincing' story,
I resisted it; I discounted it.
I went one step further.
I found a flaw and went heavily on the speaker.
I asserted: That cannot be; that will not work.
My situation is different; you will never know it!

In a flash it occurred to me
that this approach hurts ME most.
I get limited by whatever I have –
good, bad or indifferent.
I don't benefit by others' experience or insight.
I stand totally blocked – by myself.

No two situations can be alike.
No outsider can cook
and give me what exactly I want.
I have to do it myself.



Why not spot elements in the other man's story that are useful and relevant to me, and build on them, may be, and make my own synthesis?



This cashing in approach I call transfer technology."

COMMENTS AND ACTION NOTES

III

PREPARING FOR PERFORMANCE EXCELLENCE (General)

Points to Ponder	50
10. The Real Boss	53
11. The Common Boss	55
12. A Team Review	56
13. A Relay Race	58
14. Stage Practice	60
15. All Pro	62
16. The Unforgiving Minute	65
17. \$25000 Formula	67
18. A Sculptor Told me	70
19. Venezuela and Malaysia	72
20. Workplace Dictionary	74

POINTS TO PONDER

A shared pool of knowledge is as important as a common language.

James Atlas

In a sense, the goal of all learning is to keep learning. May be we have to learn how to learn.

Irving J. Lee

The primary purpose of education is not to teach you to earn your bread, but to make every mouthful sweeter.

James R. Angell

Education is the one way to keep up with the generations.

Alfred North Whitehead

Delay is the deadliest form of denial.

John Peers

What you are shouts so loudly in my ears I cannot hear what you say.

Ralph Waldo Emerson

Time is the scarcest resource, and unless it is managed nothing else can be managed.

Peter F. Drucker

The central task of business is to get and keep a customer.

Theodore Levitt

In the best institutions promises are kept no matter what the cost in agony or overtime.

David Ogilvy

*After a deliberate attempt to teach thinking directly as a skill the following changes have been noticed by teachers:
More listening to other people and less talking across people*

Less egocentricity

Thinking used as exploration instead of just to support or defend a particular point of view

Less giggling or whispering

Less abuse and shouting down and more tolerance of other views

Use of thinking modes other than the purely critical

Knowing what to do instead of just waiting for an idea to arrive

Less wandering off into irrelevancy

More willingness to think about new subjects instead of dismissing them as ridiculous or irrelevant

More confidence

Edward de Bono (*Teaching Thinking*)

Train everyone lavishly ... You can't overspend on training.
Tom Peters

Recognizing the fact that ideas change is the essential difference between a Dogmatist and a Liberal. The Dogmatist holds his values to be absolute whereas the Liberal holds his to be tentative.

Bertrand Russell

You must learn from the mistakes of others. You can't possibly live long enough to make them all yourself.

Sam Levenson

*One of the best ways to persuade others is with your ears
- by listening to them.*

Dean Rusk

*Sometimes when I consider what tremendous consequences
come from little things, I am tempted to think there are
no little things.*

Bruce Barton

Public money is like holy water; everyone helps himself.
Italian Proverb

The calendar does not care how you spend your time.
Carlton Sheets

*A man who dares to waste one hour of time has not
discovered the value of life.*

Charles Darwin

Facts do not cease to exist because they are ignored.
Aldous Huxley

Act well thy part; therein all the honour lies.
William Shakespeare

10 THE REAL BOSS

"Many may not readily recognise the name.
There was a corporate philosopher;
Mary Parker Follett is her name.
She made many perceptive observations.
One of them related to who is the boss.
She observed the real boss is outside
and he is the common boss for us.

I have used this concept to good purpose.

In the first few days of a person joining us
I have a chat with him.
It goes somewhat like this.

'I want you to know
who is the apparent boss
and who is the real boss.
I am the apparent boss.
The real boss is outside.



He is outside only physically.
He can never be outside us mentally.
He pays our keep.

The customer is our real boss.
He is your boss and mine.

Whatever we do and however we do
has one reference point
and it can be stated thus:
Will it help him or hurt him?
Will it please him or displease him?
Will it attract him or drive him away?

Some of us are closer to him physically
because of the role we play.
Closer or more distant,
whatever we do has an impact
on winning or losing our customer.
We are here to get and keep customers,
directly and indirectly.'

Then I explain to him
who are our customers
and what are their legitimate needs."



COMMENTS AND ACTION NOTES

11 THE COMMON BOSS

"Once in two months I invite
a few of our customers to talk to us.
And 'us' includes ALL OF US.

We all listen to our common 'boss'.
We invite them to tell us,
what they like , what they don't like,
in our products and services.
We listen to them with respect and attention.
We do not defend or debate.
We extend traditional honours to them.

After the customers leave the meeting,
we discuss among ourselves:
*How can we measure up
to their reasonable expectations?*
We also take care to inform our customers
our action on their suggestions.

We need a constant reminder
and we need specifics to work on.
This practice helps us."



COMMENTS AND ACTION NOTES

12 A TEAM REVIEW

"I have been a stage director.
I can easily speak the stage language.

I remind my team members
that we are all on stage
and that together we enact a play,
we deliver the goods,
we get the customer and keep the customer.

Once a month I bring together
all the interacting members.
I invite them to leisurely reflect
on a few key questions:
In my unit raising to the customer's expectations,
what is my role?
What are the related roles?
How well am I relating with them?

Each member can ask, offer or thank.

'I want you to do this for me
and for this reason.
Keep the purpose in mind
and tell me what you can do.'



'I would like to do this
so that your work can run smoothly,

so that our customer may be served.
Do you agree?’

‘Since the last meeting, you have done this
and I want to thank you for that.’

We agree in advance
that we are here to evolve remedies
and **not** find fault with each other
or conduct post-mortems.
Our endeavour is,
what can we do **tomorrow**
so that we can together accomplish smoother."



COMMENTS AND ACTION NOTES

13 RELAY RACE

"A sports psychologist was once comparing and contrasting work and play. He said work is serious play. He observed among others that the work place is like a relay race.

He made the following key points:

In a relay race, all players have a single goal. Together the members of the team hit the winning post.

Every one resourcefully relates to the other in flow. Passing and receiving the baton is a joint responsibility.

Players make up for each other *and not blame*.

The starter and the finisher have an added responsibility.

If people could live the spirit of the relay race every working day, it can make a big difference.

I narrated this to my people.

One of them suggested that there is no sense talking in terms of a relay race; we ought to be acting a relay race.

Another suggested that we go to the nearby school ground and run a relay race once a week.

One idea led to another.



Today we are patrons of the relay race
for the school.

We are encouraging it
in the school and community
in every conceivable form.

As for our people,
they have decided that the relay race
will not be a spectator sport.

The transfer effect on the job
we all feel happy about."



COMMENTS AND ACTION NOTES

14 STAGE PRACTICE

"Our suggestion committee chairman casually told me at the lunch table about one of the suggestions he considered that day.

'We have rejected it ofcourse,' he began, 'What funny suggestions people can make! One has suggested that we should ALL take part in a drama atleast twice a year. He quotes Shakespeare: *All the world is a stage and men and women are merely players*'.



"My friend was surprised that I was not surprised. I eagerly asked him for the details of the suggester. I told him I would like to meet him.

The elderly gentleman put forth his case very well. He said, among others, that the audience are watching a play; and they do not care what happens backstage. We cannot afford to rehearse in public; and therefore all of us need stage discipline. His logic appealed to me. I explained to the suggestion committee chairman why I consider the idea valuable,

and why he deserves a special suggestion award.

Immediately, I introduced one practice.

I arranged for my people to witness
a drama once a quarter.

Often we went in as a group -
we got group rates!

And with family members.

As a second and logical step,

I organised a company drama troupe

and now we have a drama festival every year.

I persuade more and more people to take part
in one or other of the dramas.

In a drama all players

strive for on-stage excellence.

They understand their roles;

they prepare for their roles;

they relate with relevant other roles.

They respect every role.

They jointly work for an impact.

On stage, off stage differences are kept out.

The drama route seems

a fulfilling route to team excellence."

COMMENTS AND ACTION NOTES

15 ALL PRO

"*Being a Professional* was the topic of a Rotary talk. The speaker was a visitor from Denmark. He said in essence the following:

A professional is one who

- * acquires a body of organised knowledge on his subject, formally or informally;
- * applies that knowledge under guidance of a senior;
- * keeps up with the developments in his chosen area;
- * observes a code of ethics which includes self-supervision;
- * strives constantly for role excellence.

Naturally, he illustrated it with examples from the older professions of medicine and law.

It occurred to me that

if a physician is a professional
why not a plumber too?

If a lawyer is a professional why not a
laundryman?

Being a professional is an approach to life
and in any occupational function
one *can* take this approach.

When one does, it is good for him
and it is good for all that deal with him.

This line of thinking started me off on a practice.



Whether he joins the company
as a salesman or a steno-typist,
I invite him to be a professional.

This is what I tell him.

'In this company everyone is required
to be a professional.

Like a doctor, lawyer or architect.

Why are they called professionals?
What makes them professionals?'

I quote what the visitor from Denmark said.

'Have you heard of the Hippocratic oath
that the doctors take?

I want you to take a similar one.

The promise that you make is to yourself.

This company will aid you and guide you,
but becoming and being a professional
is your responsibility.

I give you permission to ask
for any assistance you may need.



I will have a discussion with you on this subject
a month from now.

I will refer to this discussion and this subject at the time of annual salary review.'"

COMMENTS AND ACTION NOTES

16 THE UNFORGIVING MINUTE

"As an add on to
an International Management Conference,
we had a sightseeing tour.

The Chairman
of the British Institute of Management
was with me.

When he ordered an ice cream cone,
he took his notebook and made a record first.

Noting my curiosity he said this.

'Two things you should take care of –
where your time goes and where your money goes.
I wish I can do the same with my time
but I am able to do so with my money.

"That experience alerted me
to the place of time in work performance,
We all perform with time as the base.
We can perform more or less or none at all,
depending upon how we value time –
our time and others' time.

Since then I have made it a practice
to continuously educate myself
and all my team members about time.
I know and you know that time is a key resource.
The question is,



do we all realise it and live that realisation?
Much of what I do may seem to be gimmicks
but I assure you they are not.

I go from slogan contests to shadow study,
from stunts to stand up meetings.
ALL my men know and feel and do
as much as I do as far as time is concerned.
Am I giving value to the minute?
Am I getting increasing value for the minute?
Am I taking care of my minutes
and the company's minutes?
Do I allow thieving or wasting of time on my part?

Getting value for time by everyone
is possible only when every one
is 'educated' in the science and art of
managing the unforgiving minute.



We are not obsessed with work time.
We have time to pray and time to play.
What we are talking about
is an effort to improve and update
the awareness, the attitude, and the skill
of appreciating and utilising time,
working time and outside work time,
our time, others' time, and the company's time."

COMMENTS AND ACTION NOTES

17 \$25,000 FORMULA

"I heard this story some years back.
I live this story,
and I encourage each of my men
to live the spirit of this story.

Charles Schwab, the story goes, had once a visitor
in the person of a management consultant
by name Lee.

Lee told him that he has brought a good idea
and if he buys it, it will make a difference
to his company's profitability.

Being a financial wizard that he was,
Schwab told him: 'My friend,
my men have plenty of ideas
to improve profitability.

My problem is that so few ideas get implemented.
If you have a suggestion or two
for this problem of mine,
I can spare you twenty minutes.
Yes, I have to catch a train by then.'

'Please take a sheet of paper', Lee said.
Write down *the important things*
you want to get done tomorrow.
Now put them in the order of priority.
You may now keep it in your pocket.



Tomorrow, open this slip of paper
and take up priority item no. 1 *and* complete it.
After completing it,
may I repeat, 'after completing it',
if you have still discretionary time,
take up item no. 2 and then no. 3 and so on.
Do this every day.
If this formula works for you,
you may pass it on to your men.'

Three months later Lee received
a letter from Schwab and it said,
'Never have I received an idea
that has done so much for my output
and my men's output.
As a token of appreciation,
I am enclosing a cheque'
The cheque, the story further says, was for \$25,000!

All my men know this story
and more importantly all of them live this story.

It makes for achievement.
More, it makes for joy.
How do I explain that?
When we really reflect, we find
that accomplishments lead to joy.
And here is one way
to have more and more accomplishments."



COMMENTS AND ACTION NOTES

18 A SCULPTOR TOLD ME

"A sculptor told me once
how the masters go about their work.

They 'see' the perfect figure
and they chip away what does not belong.

Can we play the sculptor at work?
Can we chip away waste in every form and degree
and thereby get to perfect performance?
It may be worth a try.

I remember to have read
Herbert Hoover on waste in industry.
Waste is in myriad forms
and if I and all my team members
spot and stop waste, it can make a big difference



Suppose I declare a war on waste.
Will everybody join hands with me?
What is waste? Where is waste?
How to remove it or atleast reduce it?
This reflective action is part of my work day
and that of all my men.

We record all our victories on this war on waste.
Why write this down? To alert ourselves.

Waste of many shapes, sizes and forms
crop up again and again and it calls for vigilance
from all of us, all the time.

May sound to you so obvious.
It did so to me when I started.
Now I know what it means.



IF THE CUSTOMER IS THE COMMON BOSS,
WASTE IS THE COMMON ENEMY.

People do not like waste.

War on waste appeals to them.

I am building on this human preference."

COMMENTS AND ACTION NOTES

19 VENEZUELA AND MALAYSIA

"At a talk by a visitor from UK ,
I heard that thinking can be systematically taught
even to little children;
and that both in Venezuela
and, more recently, in Malaysia,
a course in thinking is given
to all the students in *all* the schools.
I said to myself: How I wish
our school children too have such a benefit!

I also asked myself: What can I do
for my people who are children in a way?
I ordered for
the Edward de Bono's*
thinking training course kit
and I have given the thinking course to my people.
How to think clearly, how to think productively,
how to use your head—
what meaningful topics for all of us!
All my people now talk of 'lateral thinking,'
'PO' and 'six thinking hats'.



* Edward de Bone's books are available in the Indian market.
Should you need additional information, you may write to:
International Centre for Creative Thinking
905 West Boston, Post Road, Mamaroneck, NY 10543., U.S.A.

I have a regular applied thinking session.
It is once a month and lasts for two hours.

I announce a subject of company interest.
Last month it was stationery
and the prior month it was reception of guests.
I invite them to think individually and in groups.
They do both divergent and convergent thinking.
We end up with an action plan.
At the subsequent meeting I report to them
what action I have taken.
Apparently they look forward
to this think session."

COMMENTS AND ACTION NOTES

20 WORK PLACE DICTIONARY

"Every time I go to a new part of the world
and I do not know the local language,
I acquire one hundred key words or sentences.
That enables me
to manage the situation fairly well.

I argue, can I not say
the same thing about the work world?
It is a strange new world.
It has its own operational language.
The sooner I learn the language
the better for me.



As in swimming, so in working,
I can learn the hard way or smooth way.
Giving the newcomer a workplace 'dictionary',
in the first few days of his working,
can make a difference to him and the others.

I have developed a workplace dictionary.
It is a tiny but growing dictionary.
Some of the words will be:
know, do, contract, expect, start, finish, get ready,
put away, ask, offer, request, negotiate,
understand, accept, controllable, input, output,
presence, performance, activity, accomplishment,
learn, grow, relearn, unlearn, habit, brain, energy,

aim, assume, check, doublecheck, brief, debrief, appropriate, feeling etc. etc.

Each day I give the newcomer a word or two.
Let me give you a sample lesson or two
as I give them.

'We cannot all be self-sufficient
especially at a work place.
We need help of many sorts to get things done.
We need to ask others for one thing or the other.
It may be guidance, coaching,
tools, accommodation or whatever.

People hesitate to ASK.
There is a related word or two.
One is NO.

When you ask,
the other person may say NO.
Is it okay for him to say no?
Can you stand that word NO?
If you can do,
you will use the first operative word, namely ASK.
You now see the relationship.



Another related word is OFFER.
This word takes care of
the other man's hesitation to ask.
You look around and find out
what others may want of you and make an OFFER.

What if one says 'no, thank you'?
That is okay.
You thought he may need it
and therefore volunteered.
He thinks he does not need it at that time.

Need you argue that you will not OFFER
anything to anybody hereafter?
Or would you say
he does not need it CURRENTLY.
CURRENTLY is another word
in the work place dictionary.'



"Here is another lesson.

You will not find this word in the dictionary.
I coined it from my observation.

What matters at work is what you *complete*.
True, without initiative, you don't start,
and starting is important
but work means start with a view to finish.

Finishiative will therefore
be part of your dictionary'."

COMMENTS AND ACTION NOTES

IV

PREPARING FOR PERFORMANCE EXCELLENCE (Specific)

Points to Ponder	78
21. Anything to Declare	81
22. ASTD	83
23. 30% - 41%	86
24. Columbia University	88
25. One National and One International	90
26. Renew Your Licence	92
27. Director at Large	94
28. One For You and One For Me	96

POINTS TO PONDER

*Men must be taught as if you taught them not,
And things unknown proposed as things forgot.*

Alexander Pope.

*God does not want us to do extraordinary things; He
wants us to do the ordinary things extraordinarily well.*

Bishop Gore

*It is right to be contented with what we have but never
with what we are.*

J.Mackintosh

*It is important to see others as they see themselves as to
see ourselves as others see us.*

Antoine Bibesco

The service that counts is the service that costs.

Howard Hendricks

*Fears are educated into us, and can, if we wish, be
educated out.*

Karl Menninger

When we can share - that is poetry in the prose of life.

Sigmund Freud

God promises a safe landing but not a calm passage.

Belgian proverb

One can hire degrees and bodies but cannot easily hire men. Men have to be developed, trained and tested. This takes time -- one commodity money cannot buy.

Peter F. Drucker

No race can prosper till it learns that there is as much dignity in tilling a field as in writing a poem.

Brooker T Washington

Memos just don't move the heart and the soul.

Ervin Shames

You can change behaviour in an organization, provided you treat training as a process rather than an event.

Edward W. Jones

The expense isn't what it costs to train employees. It's what it costs NOT to train them..

Philip Wilber

No work is big or small; our attitude makes it so. You can do a clerk's work with a clerk's mind; then that work and that worker become big or small. But if you do the clerk's work with a citizen's mind and attitude, then that work and that worker become great. Similarly, a teacher working in one nook or corner of India, thinking oneself as a comparatively lowpaid employee, reduces himself or herself to an unknown and inconsequential individual. But by developing the citizenship attitude, he or she uplifts himself or herself to the high status of a nation-builder and thus invests his or her work with a significance and meaning, which no mere salaried employee-awareness can ever confer. You are free to make your work and yourself small; you are also free to make both big. It all depends on your attitude, on your philosophy of work. I often say that a big man does a small work and makes that work big, and a small man does a big work and makes that work small! It all depends on ourselves. We have to achieve an intrinsic bigness in ourselves; and we have then to impart that bigness to the functions we perform. This is character. Vedanta considers it as the greatest energy in the world.

Swami Ranganathananda

21 ANYTHING TO DECLARE?

"Today I am the CMD of the company.
Twenty years ago I was a Steno-secretary.
When I ask myself
what catapulted me to the chief executive position,
one experience comes to my mind.
My first boss used to ask me from time to time:
'What did you learn lately?
What struck you as meaningful to your life?
How did it affect your life?'
Initially I thought they were polite enquiries.
Soon I realised that he is not asking me
what I know more but whether I am growing
and whether I am *consciously* growing.
I then started asking
and answering such questions myself.



This is a fast changing world.
We have to keep learning *and* unlearning,
all the time.
We have to do it actively and with awareness.
We have to encourage others to do likewise.

In a small way
I have made this self introspection
a company culture.
We all ask this question to ourselves and to others.

Our learning is others' learning
and others learning becomes our learning.

I also encourage my people to take part
in retreats and quasi retreats.
Earlier only Catholics used to offer this facility
Now even other denominations do.

Religious retreats help.
Professional retreats also help.



One day I hope to build
a facility for such professional retreats."

COMMENTS AND ACTION NOTES

22 ASTD

"I have been looking out for a research study on the subject of work skills. What *common skills* are required by anyone who comes to the work place? I chanced to read the findings of an in depth study

by the American Society of Training and Development. (ASTD)

Their list follows:

Foundational skills:

Learning to learn

Techniques to distinguish

between essential and nonessential information.

Discern patterns in information.

Pinpoint the actions necessary

to improve job performance.

Competence skills:

Reading

Writing

Computation.

Communication skills:

Listening

Oral communication



Adaptability skills:
Creative thinking
Problem solving

Personal management skills:
Self esteem
Motivation
Goal setting
Employability
Career development

Group effectiveness skills:
Interpersonal skills
Negotiation
Team work

Influence skills:
Organizational effectiveness
Leadership

I have added two more work skills,
namely, maturity and judgement.

All the "workers" require all these skills.

The level of each skill
has a big say on one's performance.
Most of the 'workers' pick up these skills casually.
The level is low, static
and disturbingly inadequate.



23 30% - 41%

"When I took over the present assignment, what struck me most was that nearly thirty per cent of my field force was performing below standard.

A training programme can be a solution, I thought. When I spoke to a consultant, he asked me: What do you aim to accomplish by the proposed training programme? I told him I want to raise the level of performance of my field staff.

He suggested that I identify some of the good performers who can be trained as on-the-job coaches, that they be coached as coaches, that they go and work with each person in the field as long as it is necessary.



I pulled out six, got them trained and gave them the new assignment. Within six months, the average productivity of the field force went up by 41%! I was impressed. I told the consultant so.

I had a discussion with him
on how I may extend this concept.

The result is that every one in my company
can now have the advantage of a coach –
call him by any name, tutor, adviser,
sounding board or consultant
for so many days in a year.



This is not a fashion or a fringe benefit.
This is a cost vs return proposition.
There is constant monitoring on my part.
There is an yearly review."

COMMENTS AND ACTION NOTES

24 COLUMBIA UNIVERSITY

"I met a professor of accounting
when I was at Columbia University
to participate
in an Advanced Management programme.
I found five books in his waste paper basket.
He saw surprise in my face.
He explained, they have not slipped into the WPB.
'I have thrown them.
My rule is that I will have
no more than what this shelf will carry.
Some good ones came in recently
and some have therefore to go.
These are the unlucky ones!
You may help yourself with them if you wish.'

Not merely to the professor,
but to all of us a book shelf is a professional tool.
We need books for ready reference
and we need to update the references.

I do two things.

I give every one in my company two book shelves,

one for the work place and one for the home.
Of course, a set of books goes with the shelves.
The one at home carries books
of self development nature
and the one at the office relates to the job.



One standard item is a handbook
on the function the person is discharging.
For example,
the Maintenance Handbook
or the Distribution Handbook.
I have provided an updating and renewal budget.

I encourage my people to visit book fairs
to help themselves with their requirements.
I also arrange a Book Exhibition in the premises.
A local book seller helps me.
I encourage book buying -
I pay fifty percent of the cost."



COMMENTS AND ACTION NOTES

25 ONE NATIONAL, ONE INTERNATIONAL

"After five years of working in USA,
I have returned to India for good.
One fringe benefit I had in the earlier job,
I miss here.

The appointment letter there stated:
Every year you will attend
two of the national conferences
or one of the international conferences
on your subject.

My boss explained to me thus;
'What you read in a book is often three years old.
What you read in a journal
is atleast three months old.
When you attend a conference
you hear of what is current.
Further, at informal sessions
you pick up some rare material.



I have started the practice in my company.
In a modified form though.
I require EVERY member of my organization
to attend one conference
or camp or *shibir* every year.
It can be of a technical nature
or nontechnical nature,

of a professional nature or a personal nature.

Before he leaves for the conference,
and after he returns from the conference,
he meets me for a while.

He is as keen as I am
that we all receive value and keep receiving it.

The individual bears
10 per cent of the cost of such attendance.
This practice arose out of a suggestion:
Let us have a token personal investment.
Our current policy is
that the total cost should not exceed
one month's salary.



A purposive interaction
with people of one's interest
proves a refreshing and enriching experience.
More so when it is year after year."

COMMENTS AND ACTION NOTES

26 RENEW YOUR DEGREE LICENSE

"When he returned from a conference abroad,
a medico friend told me:
We are all 'lucky' in this country.
Especially the professionals.
In the West, they are talking in terms of
making your degree valid only for a few years.
You have to validate it periodically.

At least in medicine,
this has become standard practice.
My fellow professionals there
spend a sizable time to update themselves
and provide proofs thereof.
The reason is simple.
Knowledge is exploding
and one can easily and quickly become obsolete.
While this may not
hurt the professionals themselves,
it will hurt those who use their services.
This validation seems
to be a public interest measure.'

I have arranged a yearly update session
for all the people in my company.
This I have done jointly
with a few of my neighbours.



Last week, for example,
we had one for our plumbers.

The presentation discussion carries the title,
what is new in our field?

There are no painful examinations.
Attendance however is compulsory.

This helps people to realise
that knowledge is not static
and it is unsafe to be uninformed."



COMMENTS AND ACTION NOTES

27 DIRECTOR AT LARGE

"While I was on a visit to Sydney, I heard of an Australian company which has one of their directors all the time abroad.

His Mission? To spot opportunities, to observe developments, to pick up ideas *and* feed them to the company.

A German factory chief told me this: 'We do not mind people from India visiting our factory.

You are harmless people!

The same we can't say about the Japanese visitors. They are all well trained in observation and they come in teams to supplement one another.'



My observation did not quite tally with his. I know a number of our traditional *mistrys* who have a sort of photographic memory. Once they see an equipment at work, they can reproduce it.

I have instituted a system of sending my men who are known to be able, intelligent copiers, on study tours. On their return,

I give them the needed time and resources to convert their observation into contribution. I naturally brief them as they leave and on their return they give a debriefing to all the concerned colleagues."



COMMENTS AND ACTION NOTES

28 ONE FOR YOU AND ONE FOR ME

"When I joined this company, I found there has been a long standing tradition. The tradition was that many people are sent to one seminar or another and often to a distant city. Sort of fringe benefit, you may say.



Supposedly every programme gives you a number of useful ideas. Unless, however, you look for them and you are alert to get them, you may come empty-handed. None of us want to come empty-handed. Because of lack of awareness, few brought back a worthwhile idea.

I am a careful bania. I did not want to disturb the fringe benefit custom, but I wanted a return for this cost. I developed a new procedure.

Before anybody goes for any of the programmes, I call him for a few minutes chat, and I request him to bring two useful ideas - 'one for yourself AND one for me'.

Soon after he returns,
I remember to ask him:
What is the one idea you brought for yourself
and the one for our company?
I often get more than one.
The word has got around
and our boys are able to take it in their stride.
They are having their good time,
and I am having my good ideas.

Second or third time they go
for an external programme,
I ask them one more question:
What is the pay off of the idea
you brought last time?

What did you bring for me?
This question I often ask
in the presence of his immediate boss.
You know why.

In casual talks, I teach my boys
the art of picking people's brains."



COMMENTS AND ACTION NOTES

POINTS TO PONDER

CELEBRATING PERFORMANCE EXCELLENCE

100

THE FIRST PART OF THIS BOOK IS A COLLECTION OF

POINTS TO PONDER THAT WILL HELP YOU AND YOUR STUDENTS

TO UNDERSTAND AND APPRECIATE THE VALUE OF

PERFORMANCE EXCELLENCE IN THE CLASSROOM.

THESE POINTS TO PONDER ARE DESIGNED TO

HELP YOU AND YOUR STUDENTS TO

UNDERSTAND AND APPRECIATE THE VALUE OF

PERFORMANCE EXCELLENCE IN THE CLASSROOM.

THESE POINTS TO PONDER ARE DESIGNED TO

HELP YOU AND YOUR STUDENTS TO

UNDERSTAND AND APPRECIATE THE VALUE OF

PERFORMANCE EXCELLENCE IN THE CLASSROOM.

THESE POINTS TO PONDER ARE DESIGNED TO

HELP YOU AND YOUR STUDENTS TO

UNDERSTAND AND APPRECIATE THE VALUE OF

PERFORMANCE EXCELLENCE IN THE CLASSROOM.

THESE POINTS TO PONDER ARE DESIGNED TO

HELP YOU AND YOUR STUDENTS TO

UNDERSTAND AND APPRECIATE THE VALUE OF

V

CELEBRATING PERFORMANCE EXCELLENCE

Points to Ponder	100
29. Directions	103
30. I Saw You Notes	105
31. Give Me Too a Prize	107
32. A Boast Session	109
33. Chitragupta	111

POINTS TO PONDER

Celebrate what you want to see more of.

Tom Peters

One kind word can warm three winter months.

Japanese proverb

No talent can survive the blight of neglect.

Edgar A. Whitney

We learn wisdom from failure much more than from success: We often discover what will do, by finding out what will not do; and probably he who never made a mistake never made a discovery.

Samuel Smiles

When people begin to ignore human dignity, it will not be long before they begin to ignore human rights.

G.K.Chesterton

We cannot seek grace through gadgets.

J.B.Priestley

The days that make us happy, make us wise.

John Masefield

The quickest generosity is the best.

Arab proverb

The art of being wise is the art of knowing what to overlook.

William James

I have just now used two words which you will find of great significance in your own development, apart from what you do to your students -- an individual and a person. As an individual, you are a genetically limited entity, confined to your own likes and dislikes, your own desires, your own ambitions. But as soon as you become a person, you expand, you are about to enter into the life of other people and also get response from the other people. That is the difference between individuality and personality. Personality is a richer word than individuality. Individuals are compared to billiard balls by the late British thinker and humanist, Bertrand Russell. A billiard ball knows only how to collide with other billiard balls. Similarly, man as individual can't co-operate with other individuals, but will more often collide with them. At the level of individuality, teachers and teachers, and teachers and students, collide with each other. As soon as you become a person, you develop the capacity to enter the hearts of others, and to have others enter your heart; you become capable of working with other teachers and students as a team. Inner richness comes to one by growing from individuality to personality, since that growth is a spiritual growth.

Swami Ranganathananda

People don't change their behaviour unless it makes a difference for them to do so.

Fran Tarkenton

Learning does not occur because behaviour has been primed (stimulated); it occurs because behaviour, primed or not, is reinforced.

B.F. Skinner

There is as much greatness of mind in acknowledging a good turn as in doing it.

Seneca

Then said a teacher, speak to us of teaching.

And he said:

No man can reveal to you aught but that which already lies half asleep in the dawning of your knowledge.

The teacher.....gives not of his wisdom but rather of his faith and his lovingness.

If he is indeed wise he does not bid you enter the house of his wisdom, but rather leads you to the threshold of your own mind.

Kahlil Gibran

29 DIRECTIONS

"Results depend upon relations
and relations upon directions.
Several years back,
when I was reading a metaphysical treatise,
it occurred to me that people tend to take
one of three directions to an organisation –
towards, away or against.

Internal and external forces influence directions,
some deliberately and some not so.

To start with, people are *towards*
but then they may change directions,
and in good part this is controllable.
It is possible to keep them *towards*
but it calls for vigilant effort.
I cannot take it for granted.

Retaining directions is easy
but not so changing directions.
I have taken this on myself;
I will take systematic steps
to influence the direction.



This conscious managing of directions
has made a difference in my career.

I cannot wish away the fighting forces,
forces that fight for people's minds.
I can neutralise the negative forces.
In fact, I have all the advantages,
For example, I have a captive audience.

To keep people towards me,
I have to cater to five key needs
of the modern employee.

He 'says':

Use me,
respect me,
pay me,
and cater to my needs of excitement
and growth.

I take planned steps to cater
to these five needs* of the working man."



COMMENTS AND ACTION NOTES

* Each practice outlined here addresses one or the other of the needs.

30 'I-SAW-YOU' NOTE

"One concept struck me more than others when I read the book *Born to Win* by Dorothy Jongeward and Muriel James. That is **THE STROKE CONCEPT**.

I do this and I encourage all my people to do it. Every time I see ANY of my colleagues doing an unusual job, I send in a "I saw you" note.

Make it prompt, I tell MYSELF.

Make it specific, I add. I tell in my note what EXACTLY appealed to me.



For example, I wrote the following to a junior colleague of mine this morning:
'I saw you getting up from your chair and walking up to greet the not so impressive elderly visitor at 11.10 this morning. The visitor should have felt good. I can tell you I did'.

Peers and seniors are human too. They too deserve such notes.

I do not confine the notes to my juniors.
I send a note to my boss as well.
I also send a note to my colleagues
in other departments.

We all have eyes to observe,
heart to feel and tongue to express:
we don't commission them often enough.



When we do, the whole work climate changes.
We make the day for others."

COMMENTS AND ACTION NOTES

31 GIVE ME TOO A PRIZE

"I was asked to preside over a school function and give away the prizes.

As I was presenting the prizes, one boy from the audience rushed to the stage and pleaded: GIVE ME TOO A PRIZE.

There was a minor scene.

The organizers tried to convince him that the prizes are given only to those who stand first in the class.

The boy did not feel convinced.



That made me think.

I asked myself:

Am I doing something similar in my office?

Yes, I am.

I give a prize for the one 'best' salesman.

This boy made me change the rule.

I said that not only the best performer but ALL who perform standard or above will get a recognition.

This means practically everyone getting it!

And why should I grudge?

Is it not what I am working for – everyone giving standard performance?

I hold this celebration
of standard performance and beyond
once in six months.

I invite family members,
especially the younger ones.

I arrange talks on standard performance
and related topics."



COMMENTS AND ACTION NOTES

32 A BOAST SESSION

"Will you please describe two of your achievements – one official and one personal? Make them as recent as you can.' With this question, one of the more prominent builders of organizations used to start his interview of candidates.

Many candidates fumbled. They could not readily recall; they felt embarrassed. I cannot say that they did not have significant accomplishments: everybody has. They just do not have the practice of ready recall.

Accomplishments serve as tonic; recalling them makes us feel good.

Some less and some more may be, everyone has the need to accomplish. How can I help my people to experience this nice feeling? To accomplish, one needs to think, to be guided, to be encouraged, to be helped, to be recognised.



I took two steps.
One is 'a boast session'.
Thrice a year, we have this, officially.
Unofficially, we have any number.

Boasting is not easy.
There is a long silence to start with.
Once it warms up, boasting proves contagious.

The other takes the form of a half yearly meeting
when I ask them individually:
What are the two items
you would like to accomplish
the coming half year
one on the job and one off the job,
one official and one personal?
The accomplishment should make you feel proud.

Let us discuss them briefly.
I will tell you at the end
whether and how I may be able to help you.'

I often find that all a person wants
is my blessing and good wishes.
Occasionally, he needs a sanction,
a reference or a minor concession.



The pay off is the pride of accomplishment."

33. CHITRAGUPTA

"A mythological story says that one Chitragupta sits on both the shoulders of every living man and woman, busily recording what each does, so that he may account for it all when one leaves this world and goes before the Maker.

Can we be our own Chitraguptas?
Can we record our achievements,
atleast selectively?

Many do take pride in effecting
a number of improvements
at their work place, but they don't talk about it.
They think it is part of their job
and 'this is not worth talking about'.
The result is
that a fine opportunity goes uncashed.

I have started a practice,
therefore, of asking people:
What are the little improvements
you have recently effected
in your work station?

I make sure I do this regularly.



And I also make sure I don't miss any one.
I note that people differ in degree –
some effect more improvements and some less.
What is important is that they know I know
and that I feel good about it.
In turn, they feel good about it and more often."

COMMENTS AND ACTION NOTES

VI

PREVENTING AND MANAGING CONFLICT

Points to Ponder	114
34. I Goofed	117
35. Johari Window Revisited	119
36. Rules of the Game	122
37. A Trial Run	126
38. A Bad Apple (1)	128
39. A Bad Apple (2)	130
40. A <i>Kshama</i> Din	132

POINTS TO PONDER

According to experts, the three most difficult words to pronounce are, "I was mistaken."

H. C. Diefenbach

The tragedy is not that things are broken.

The tragedy is that they are not mended again.

Alan Paton

We learn from experience that men never learn anything from experience.

George Bernard Shaw

Here we are on this earth, with only a few more decades to live, and we lose many irreplaceable hours brooding over grievances that, in a year's time, will be forgotten by us and by everybody. Now let us devote our life to worth while actions and feelings, to great thoughts, real affections and enduring undertakings. For life is too short to be little.

Andre Maurois

And so when we are hindered, or disturbed, or distressed, let us never lay the blame on others, but on ourselves, that is, on our own judgments. To accuse others for one's own misfortunes is a sign of want of education, to accuse oneself shows that one's education has begun; to accuse neither oneself nor others shows that one's education is complete.

Epictetus

They defend their error as if they were defending their inheritance

Edmund Burke

Failure is instructive. The person who really thinks learns quite as much from his failures as from his successes.

John Dewey

Some people find fault as if it were buried treasure.

Francis O'Walsh

Believe nothing against another but on good authority; nor report what may hurt another, unless it be a greater hurt to conceal it.

William Penn

Whoever gossips to you will gossip of you.

Spanish proverb

The first duty of love is to listen.

Paul Tillich

Experience is not what happens to you but what you make of what happens to you.

Aldous Huxley

Go often to the house of thy friend, for weeds choke the unused path.

Ralph Waldo Emerson

He who repents having sinned is almost innocent.

Seneca

He who knows only his own side of the case, knows little of that.

John Stuart Mill

Contradiction should awaken Attention, not Passion.

Thomas Fuller

Most ailing organizations have developed a functional blindness to their own defects. They are not suffering because they cannot resolve their problems but because they cannot see their problems.

John Gardner

Millions of our people have been socially submerged for centuries together. They are slowly emerging from that submerged condition through education and developing their own individuality. Therefore, individuality, vyaktitva, is that first step in all spiritual growth, in all education, according to Vedanta. Without that first step, the second step, growth to personality, may prove to be harmful. But, with only that first step, we will develop too many rigid, self-centred, individuals, too many billiard balls, colliding with each other. And that is what is happening in India today. We are all individuals, free, and with individual rights. We demand this, we demand that, on the basis of our individual freedom. As individuals, we have a sense of our freedom, but there is no sense of our social responsibility. That state of life betokens a combination of freedom with psychic immaturity.

Swami Ranganathananda

34. I GOOFED

"We all goof. We are all handed a lemon.
Can we make a lemonade out of a lemon?"

Can we convert failure into feedback?
Can we make our hindsight, others' foresight?

One man's failure can prove
a preventive to many men.

How do I make this concept work for me?

I have a "I goofed" session every fortnight.
The agenda?
People talk of a bloomer
and the lesson they picked up.

This is not a guilt confession, failure analysis,
or post mortem session.
Not at all a grim session, I can assure you.
In fact, we have a lot of laughter.
Not that anyone is happy he goofed.
We all are human and we do slip.
My slip can be your caution and that is the spirit.

Other than the person who goofed,
no one can comment.
The rest listen, reflect,



and add to their check points.

At the end, they thank the 'confessors'
for their courage and contribution."



COMMENTS AND ACTION NOTES

35. JOHARI WINDOW REVISITED

"I have a new use for Johari window.

What is a *Johari window*?

Two psychologists made the following insightful observation:
We know something about ourselves and we don't know something about us.
Others know something about us and they don't know something about us.

The psychologists stated it in the form of a diagram and called it 'The Johari Window'.



	I KNOW	I DON'T KNOW
OTHERS KNOW	OPEN / PUBLIC	BLIND
OTHERS DON'T KNOW	HIDDEN / PRIVATE	UNKNOWN

When two people work together, the 'open' or I know-Others know area plays an important part.

For you to know me,
so that you can understand me better,
and utilise my talents better,
I should reduce the 'hidden' area
by my volunteering information.
You should also create a climate
so that I can volunteer information about me.

The 'blind' area hurts me.
It remains blind area because I am not aware.
I am not aware of some of my mannerisms,
for example.
I get distanced from others. People avoid me.
I get hurt and continue to get hurt.
Even this fact of being hurt
I may not be aware of.
Because you are outside me, you notice it.
You can point it out but you normally don't.
Even if you do, I resist it:
I treat your advice as a criticism.
The only hope is, that I realise the need to reduce
the size of this 'blind' area
AND seek your help,
to borrow your eyes, so to say.
Whose eyes I borrow is my choice.
Eyes, however, I should borrow
because I do not see my blind spots.



Recognition can bring relief.
Without external help,
recognition may not be easy.

And external help will come only
when it is sought by ME.
For my own sake, I should keep saying:
I may be blind to something about me
which hurts me or others or both.
Will you please bring it to my attention?
Don't hesitate. You're doing it at my request.
You're obliging me.

I encourage my people
to have periodical JW sessions
both off the job and on the job.
Therein, they offer information about themselves
and they ask for advice
about their unaware doings.



A few have told me that
it has made a big difference
even in their domestic interpersonal relations."

COMMENTS AND ACTION NOTES

36. RULES OF THE GAME

"I have very few problems of discipline,
almost nil, I would say.
Not because my men are angels,
nor because I am lucky;
it is because I went after it with pincer and tongs.

In the sports field, laws or rules,
however arbitrary, are obeyed.

Reason?

They are the rules of the game;
and they are 'obvious'.

All that you can do is to know them
and abide by them.

If you don't, you will take a penalty.

We have problems of discipline
because we do not call the company rules
THE RULES OF THE GAME;
and we do not make them known
as rules of the game. Period.

SO OFTEN IT IS IGNORANCE OF THE LAW
THAT LEADS TO IGNORING OF THE LAW.

The professional law breakers are
few and far between in work places.

When one joins the company,



I make it clear to him
the what, the why and the how
of rules of the game.
Rules change from time to time,
and every time they change, I inform and explain.
I ensure the law-abiding habit.

I employ ingenious methods.
For example, I rewrite the rules
in cook book language.
I have it explained in the local languages.
I have quizzes.

Before I teach them the work,
I teach them the "laws" of the work place.
I explain the context in some detail.

I meet the new comers
and my subject of discussion is,
RULES OF THE GAME.
I tell them:
You have played football
and certainly have witnessed the game.
When we play football or any game,
we need to know the rules of the game.
We also need to know
that if we violate the rules,
we are liable to be penalised.




Every game has its rules.
Work is a game and it has its rules.

I want you to know them well and quick.
Ignorance of the law is no excuse, you have heard;
and I don't want you to learn it the painful way.

I care for you.
I do not want you to get into trouble.
Knowing and abiding by the laws
will make your life hassle free.

There is one difference though.
Unlike the rules of a football game,
company rules keep changing,
not very often but from time to time.
You better keep current.

Most rules of the game in the work place
are logical;
they have a relationship
to the demands of the situation.
For example, no-smoking
is the rule in certain locations.
The reason can be
that inflammables are stored there,
or an undertaking has been given
to the insurance company.



By all means ask me, what is the logic of a rule,
but make sure you know the rules
and you abide by them.
You can also help others abide by them
for they are essentially rules for working together.

In a civilized society,
we have to be law abiding citizens.
One cannot do as one likes.
Laws are not matters of personal convenience
but of public interest.'

Law abiding is a work habit
and we have to build it into people;
so that our energy may be free
for constructive work.

I give this message;
all my colleagues do;
all the time."



COMMENTS AND ACTION NOTES

37 A TRIAL RUN

"A small scale entrepreneur once told me how he selects his employees.

'I don't have all your team of specialists to help me in selection.

I have to use my wits and some *desi* methods. I have a brief meeting.

I tell the candidate:

You work with me for a month.

At the end of the month, you tell me whether you like to work with us.

I also will tell you then whether you will fit in here.

At that time we will finalise the terms.

For this exploration period, I will give you this stipend.

A person should be able, willing and fit in. The fit-in part is an important part for me. This approach works well for me.'

I told him:

That is all right for a small proprietary outfit like yours. It cannot be for a big company like ours.

When I met my boss, I casually mentioned this conversation.



Guess, what he did!
'Let us try AND THEN PROVE
it does not work for us,' he said.
It is three years now since we took to this practice.

It works very well for us too.
The candidate thinks we are fair to him.
We think we are fair to ourselves."



COMMENTS AND ACTION NOTES

38 A BAD APPLE (1)

"Discipline can be a problem anywhere,"
said the retired army general
who was heading an academic institution.

'Senior executives can be no exception.
Some think they are beyond law.

I want you to help me.
On my behalf, watch closely the participants
of this ten week programme,
for the first two weeks.
If anyone is trouble-prone,
please caution me.
I'll take up from then on.
I will play the bad boy, if necessary.'

"He did check and double check
but once convinced, he did not lose time
to remove the bad apple from the working group.

The general explained:
'With all our care and efforts,
we do hire people who do not belong.
There are people who have a quarrel
with society in general
and the organization becomes their target.
In the larger interests, we should let them go,



WITHIN THE FIRST FEW DAYS,
BEFORE they take root in the organization.
The idea is not to be harsh to anybody.
The idea is to be fair to the organization.'

For years, I have observed this practice
in respect of new employees.
I arrange close observation for a month;
I decide then whether he fits in.
If he does not fit in, I let him go.
The conventional probation period
I have no use for."



COMMENTS AND ACTION NOTES

39 A BAD APPLE (2)

"We have A SEPARATION FUND.

This fund is used
to finance separation of people.

Our logic is this.

We do not want someone else
to pay for our mistakes.
We better pay for it.

People who do not belong to the work world,
who are unable or unwilling
do land in our company.
We notice this a little too late.
We admit, this is because
of OUR OWN errors of omission or commission.

We separate the person
as helpfully and gracefully as we can.
We don't blame him.
We use the funds to 'rehabilitate' him,
of course, in consultation with him.



We do our best to him
so that he does not go away with a quarrel.

We explain to our people
what we did and why we did it."



COMMENTS AND ACTION NOTES

40 A KSHAMA DIN

"I happen to be a Jain.
We have a *kshama din* tradition.
On this day, we seek forgiveness
of friends and relatives whom we have
consciously or unconsciously offended
during the course of the previous year.

Many Jains are in trade.
In business it happens that we offend customers
who walk away from us.
This day we seek forgiveness from them
and old business relations are restored.

In work life too, why don't I practise this?
Why can't I make up with the one
whom I 'lost' in the course of the year
because of a misunderstanding,
or an error of judgement:

The logic is simple.
Being humans, we tend to hurt
our colleagues in the organisation.
Those who felt hurt
show their displeasure in ways
that hurt the work results.
When personal quarrels are settled
within the organization, at the work place,



the common cause, the organization, suffers.

It cannot afford people fighting
within the organization

A tradition like this encourages people
not to let quarrels outlast a year.

I have extended this tradition to my organization.
The day next to the official *kshama din*
I declare as the company's *kshama din*.
I encourage people to make up.
That day, we can walk up to anyone and say, sorry.

There was initial hesitation; but no longer.

On that day I also have an open door.
Any one who thinks
an injustice has been done to him
can walk in and talk to me.
I listen intently.
I do my best to clear the air
or make the needed correction.
The pestering wounds get a chance to heal."



COMMENTS AND ACTION NOTES

VII

CREATING A CLIMATE FOR PERFORMANCE EXCELLENCE

	Points to Ponder	136
41	Frankfurt Airport	139
42	AGM	140
43	School Notice Board	141
44	The Japanese Peace Corps Volunteer	143
45	RAF	145
46	All Things Considered	147
47	You, Me and You	151
48	A Listening Post	153
49	Rotary Meeting	155
50	Taller and Taller	156
51	Money	159
52	7 Brothers - 7 Sisters	161
53	GM Holden	163
54	Three Friends in the Hospital	165
55	Kibbutz	167
56	Darshan	169
57	Two Joys	171
58	4000 Consultants in The Netherlands	173
59	Krutagnata	176
60	'Indian' Management	179

POINTS TO PONDER

In the long run men hit only what they aim at.

Henry David Thoreau

A thankful heart is not only the greatest virtue, but the parent of all the other virtues.

Cicero

It marks a big step in a man's development when he comes to realize that the other men can be called in to help do a better job than he can do alone.

Andrew Carnegie

Most of the trouble in the world is caused by people wanting to be important.

T.S.Eliot

Unless you are deliberately kind to every creature, you will often be cruel to many.

John Ruskin

All the troubles of life come upon us because we refuse to sit quietly for a while each day in our rooms.

Blaise Pascal

There is just one way to bring up a child in the way he should go and that is to travel that way yourself.

Abraham Lincoln

There is a sufficiency in the world for man's need but not for man's greed.

M.K.Gandhi

A successful marriage is an edifice that must be rebuilt every day.

Andre Maurois

Man cannot break the laws of God, he can only break himself against them.

G.K.Chesterton

The biggest problem of our present day society of bigger and bigger organisation is to let the ordinary man feel that he matters - that he is important.

Albert Einstein

'At this supremely dangerous moment in human history, the only way of salvation for mankind is an Indian way. The Emperor Asoka's and Mahatma Gandhi's principle of non-violence and Sri Ramakrishna's testimony to the harmony of religions: here we have the attitude and the spirit that can make it possible, for the human race to grow together into a single family and, in the atomic age, this is the only alternative to destroying ourselves.'

Arnold Toynbee - Author of A Study of History

There is a time in every man's education when he arrives at the conviction that envy is ignorance; that imitation is suicide that he must take himself for better or worse as his portion; that though the wide universe is full of good, no kernel of nourishing corn can come to him but through his toil bestowed on that plot of ground which is given to him to till.

Ralph Waldo Emerson

As far as we can discern, the sole purpose of human existence is to kindle a light in the darkness of mere being.

C.G. Jung.

Our people need to think over and discuss the great subject of motivations behind all work-efficiency. 'When can I, or when do I, work best?' To this question, the answer given so far is: 'when I am given more money'. But all over the world, people have realized that money cannot be the sole motivation for turning out the best work. Money is only one item, but the greatest item is a change in our attitude, the change involved in one's sense of dignity and privilege of being a citizen of India, the pride in doing a particular work in the service of the nation. That is a greater and intenser motivation than merely money. Money motivation, unsupported by other higher motivations, converts people into, what we call in English, mercenaries. The mercenary works only for money. When this country was under foreign subjection for centuries, we saw many of our intellectuals and other capable people go to the foreign rulers, saying, if you pay us good salary, we shall work for you. They used to sell their intelligence and talents to the highest bidder! That is how such people functioned as mercenaries for centuries together. But, it is sad to note, that several of our educated people, even today in our free India, rank lower than such a mercenary. The mercenary works hard for the money he or she is paid; but many of our people do not do an honest day's work even for the wages and salaries received!

Swami Ranganathananda

41 FRANKFURT AIRPORT

"At Frankfurt Airport I saw a prayer room.
If a busy airport can have a prayer room,
why not my factory, I asked myself.
When I mentioned this to my colleagues;
I could see a few impish smiles.
I said how about 'a quiet room',
if not a prayer room?"

It is two years now.
I see them proudly talking about 'the quiet room'.
More importantly, they visit this quiet room
before important discussions.
There are no denominational prayers.
There are no rituals.
It is what the word describes 'quiet';
a place for silent prayer
or being with your better self.



COMMENTS AND ACTION NOTES

42 "AGM"

"A few days before the AGM
we have a keeping-you-posted meeting.
Audience? EVERY EMPLOYEE.
Purpose? To keep all informed.
Presenters? Key executives.

We make this presentation as good,
if not better than, our presentation to the Board.
We give facts and figures.
We talk about opportunities before us.
We talk about threats.
We discuss trends in the industry.
We outline the demands of the environment.
We address the questions
and concerns of the audience.

We learn that our people make it
a topic of discussion for weeks
both among themselves
and among members of their family.



If information is not given authoritatively,
there are others to give it the imaginative touch!
Giving information is inclusion.
In our country, face to face meetings work better.
Recent annual general meetings suggest
that size of the audience need not be a problem."

43 SCHOOL NOTICE BOARD

"My son's school plays a 'trick' on parents.
It spots boys whose parents
leave PTA meetings to their better half.
And it invites them to be a special guest
at one function or another.

I was thus 'tricked' once.
I am glad I was 'tricked'.
They took me around the school
and I saw display boards all over.
They attracted me a great deal.
They carried contributions in colour,
mostly from the students.



Since then I made it a point
to visit the school board as often as I can.
I learn so much.
More, I get a feel of
how our young people think and feel.
It helps me
to be more in touch with current reality.

I lifted this idea and put it in my company.
You find notice boards all over.
They are so informative and interesting
that the people look forward to each change.

A work place is a society.
Its members want to know
'what is happening here?'
'Nobody tells me' is a standing gripe.
This practice probably provides social gossip,
company information
and take-and-use-it-home material."



COMMENTS AND ACTION NOTES

44 THE JAPANESE PEACE CORPS VOLUNTEER

"I chanced to meet a lady teacher from Japan who came to work in a rural polio rehabilitation centre in Karnataka, on behalf of the Japanese equivalent of the American Peace Corps. She was on a visit to Bombay.

I asked her about her first impressions. She said that 'you all work individually very well but together you don't seem to.'

How come you act like one man in your country, I asked.

Simple, she said.

'In our system of school education, nearly sixty per cent of the students' time is spent in GROUP WORK.

Our boys and girls are given projects which they work out in teams'.

Whoever started it deserves the country's blessing.

The one school I have is my work place and I have 'children' who did not have the advantage of such an education.

I have adopted this idea.



I have floated a number of projects
I require my men to be members of a project.
NO ONE is left out of this project work.
These are not work projects.
At best they are quasiwork projects.
For example, a garden project,
a local school-related project.
In groups of ten, they work on such projects.
The group composition keeps constantly changing.
The projects are low budget ones.
Except for one hour a week,
the group work is outside work hours.
Every member of the organization participates
in atleast ten such projects
in the first two years of his service.

The atmosphere is non-threatening.
The outcome is outside
the reward-punishment system.
This project helps our people pick up
the nuances of group work."



COMMENTS AND ACTION NOTES

45. RAF

"A Royal Air Force officer, recalling his experiences in India, observed thus: During the war, we used to pick up people literally from the jungle. In six months time, they turned out to be skilled technicians, maintaining sophisticated air force planes."

How do you explain their proving so intelligent, I asked.

He replied: May be they have some traditional advantage.

I then recalled an American visitor telling me about his experience in Nigeria. For months, they could make no progress. One day by chance they related what they did to a local tradition, namely singing hymns. And things clicked!

This gave me a clue. The natural advantage is probably the listening tradition. However illiterate, people have this tradition of listening to speakers on religion and ethics.



I am now capitalising
on this *shrota* tradition of our people.
I arrange monthly talks on
VALUES FOR LIFE AND VALUES FOR WORK.

We have a rich talent of speakers,
especially in the regional languages.

I record the talks
and make the tapes freely available.
I invite my people
to suggest subjects and speakers.
I hold quizzes occasionally.

The urban life denies them
this humanizing influence.
So they, so to say, starve culturally.
I fill this gap.

Talks do not make us angels.
They, however, help
neutralise the negative messages
with which we are bombarded
by the environment."



COMMENTS AND ACTION NOTES

46. ALL THINGS CONSIDERED

"At one of the conferences I attended, there was a hot exchange between a company executive and a government officer. The government officer pointed out that the company executives have unlimited five star fringe benefits. They live like nabobs. The company executive shot back: 'You have five star benefits at two star prices'.

The elderly chairman did not allow the controversy to go on for long. In a low, measured voice, he observed: This happens even within the government. Groups say: Your people have it and our people do not have it. The reality seems to be that all of us have a package of benefits. We have something the other fellow does not have. We are sort of happy about it. For some reason, we do not refer to the extras that we have but we do refer to the extras the other fellow has. That rouses some of the worst passions in us. May I propose that we look at the TOTAL PACKAGE OF BENEFITS?



May I point out that life has its compensations?
May I also say we can't have it all?'

In my company also,
people go about the same way -
they say others have this, and they don't have this.

Unconsciously we all go for total benefit.
When we don't do it consciously,
we tend to go astray.

The employee seeks to get
and the employer seeks to give
the maximum of total benefits.
Cash is only *one* of the benefits,
though a major benefit people seek.



The total compensation one gets
consists of the tangibles and the intangibles
We may not be able
to quantify some of the benefits
like, for example, being near to one's close family.
We can, however, list them.
When this is made known,
when one is helped to realise this,
little and petty things fall in place.

I have started an exercise in my company.
I hold small group meetings.
In a relaxed atmosphere,
I raise questions like these:
'What is the current job situation giving us
in economic, sociological and other terms?'

This may not be enough but is it not substantial?
We do not have everything;
but don't we have much
that most people do not have?

This can be a comforting thought.

To get this feeling of comfort,
we need to count our blessings from time to time.

Be contented with what you have -
that used to be the old rule.

The new rule can be:
KNOW THE VALUE OF WHAT YOU HAVE.
That will give you the benefit
of perspective and balance.

Broadly speaking,
we constitute a privileged minority.
The education, the emoluments, the environment
that we have only a few have in the country.

Being a member of this company, for example,
has given us certain benefits
many people do not enjoy.
Few printing presses pay full wages, pay in time,
find continuous work,
give a congenial working environment,
extend facilities to upgrade one's skills.
If we see only the basic salary,
we get less than the best.

If we see the overall benefit,
we get here much more than many.

My concern is that by focusing
on what we have not,
we should not 'lose' what we have got.
Let us count our blessings.
Then and thereafter, let us add to our blessings.
Satisfaction with the present first
and aspiration for the future next.
By all means let us make a comparison
but let us make a total comparison,
a realistic comparison.
Let us compare ourselves with those
who are better off.
Also with those who are worse off.
We may also see how realistic we are
in expecting to have the same advantages
the other fellow has,
without being in the other fellow's hot seat.

I am not suggesting we should stay where we are.
We should strive for more
and equip ourselves more.
In any way I can help your career progress,
I would be glad to help.'

COMMENTS AND ACTION NOTES

47 YOU, ME AND YOU

"In my company, we have a deal.
Not a formal deal but a deal in spirit.
The deal is that 'I take care of you
and you take care of me.'

This deal is usually reserved for a chosen few
BUT in my company we make no exception.

Knowingly or otherwise, though not vocally,
each person is asking questions like these:
Are you interested in me?
Are you interested in me as a whole person?
Or just in my hands?
Are you my friend or foe?
Do you tell me or show me you are my friend?

To the extent he gets satisfactory answers,
he is with me and the common purpose.
If he does not get them, he considers options.
What options depends on so many factors.

I have introduced
Caring as a conscious corporate culture:
Caring for the organisation,
caring for one another,
caring for one's role,
caring for one's better self,



caring for things that matter,
caring for higher things,
and one can keep adding.

The basic part is the art of caring.
What we care for and how we care:
these influence performance excellence.

I know it is not an easy art
but I find the effort worth while.



Where this art is at work,
we find a distinct quality of life.

Caring for our men is a part of caring in general.
This is made up of little, thoughtful, timely acts.

These acts are not condescending.
The acts are done as one human to another.
There is a lot of feeling in such acts.
The idea is not to impress anybody;
the idea is to genuinely feel for others.
The act touches the heart of the people.
One thing I cannot afford is anyone losing heart.

COMMENTS AND ACTION NOTES

48 A LISTENING POST

"I have heard stories
that because they got someone to listen to them
they called off their decision to commit suicide.

Churches and other organizations
have set up facilities on a round the clock basis
for people in a desperate state to 'talk to someone'.

As a thinker said, many today
are living 'a life of desperation'.
They do not quite know
where they can take their troubles to.

My colleagues are no exception.

I have set up A LISTENING POST.
Any one can walk in
and the person will be listened to,
with attention and respect.



In consultation with me, the person at the desk
will arrange assistance wherever possible.

Some hesitate to talk to an insider.
I also noted some special counselling skills
are required at this desk.

I have recently strengthened this desk
by an outsider."



COMMENTS AND ACTION NOTES

49. ROTARY MEETING

"I happen to be a Rotarian.

One of the benefits of a Rotary membership is that I listen to many people on many topics week after week.

Just last month, I listened to talks on bridges, Aids, consumer movement and an African safari.

Over a period I realise what a broadening influence this experience has on me.

I become familiar with many topics.

I become tolerant of varied views.

I become more appreciative of many vocations.

I have adopted this idea for my company.

Once a week, we have a light lunch followed by a talk.

We get men and women from many walks of life to talk to us on a subject of THEIR choice.

My colleagues tell me that they take the topics home and they have good thought starters and action starters from some of the talks, both for themselves and for their family members."



COMMENTS AND ACTION NOTES

50 TALLER AND TALLER

"Susan who was not much of a help at home was found to be working energetically at the church.

The mother wanted to know the secret. She asked: Susan, at your own home you hardly give a hand of help but here at the church you work as if you are paid a million dollars! I am just curious. What makes you do that?

The girl instantly replied: I look tall here!



Fact or fiction, I get a lesson from this story.

This desire to look tall seems a basic need. I will call it THE NEED TO BE SIGNIFICANT. All of us wish to look tall, be somebody.

In the work place this need can be met for a few. Too many struggle to be part of this charmed circle. The result is neither happy for the individual nor for the organization.

The good news is that it is possible for everyone but OUTSIDE the workplace.

The story is told of a Ph D psychologist
who did not divulge her high qualification
and who worked as a junior assistant in an office.
Outside the work place,
she shone as an outstanding writer.
She looked rested and refreshed.
Her colleagues found her congenial company.
By a chance event, the house journal editor
came to know of her accomplishments.

When interviewed, she said:
'I know my likely place in the company.
I know my possible place outside the work place.
So long as I feel good, what does it matter
where I get my sense of importance from.
My need for significance is met,
when I am a somebody -
inside or outside does not matter.
When it is met, I feel good outside and inside.
I am a rested individual, a congenial colleague.
I accept my position in the hierarchy gracefully
and I act with dignity.'

Some employees see
the reality inside the workplace
and exercise their initiative outside -
in the world of art, fine art or social work;
and grow taller there each day.

Many others need help.
So I have taken two steps.



The first step I have taken is to look at the unofficial life of my people and identify where there are tops - in sports, entertainment, or whatever.

I make this unique ability of a person known to all in my organization. People show respect to those that display some talent. I also look for opportunities to display them in company functions and public functions.



The second step I have taken is to encourage and help every one to choose an area where he can grow taller and taller. When this need to be significant is met, people feel comfortable both with themselves and with others. Their work behaviour has a quality of its own.

I have a boy whom I encouraged in coin collection. Last month he received an invitation from an international body to present a paper. He is a pleasure to work with and that is my point."

COMMENTS AND ACTION NOTES

51 MONEY

"In one seminar, two questions were asked of 81 marketing executives of a multinational pharmaceutical company.

The questions were:

- 1) Have you a joint bank account?
- 2) Have you made a formal will?

It came out that only seven had joint accounts with their wives; and only one had a proper will made!

If this is the state of affairs in an elite worldly-wise group, one can well imagine the state of economic information among others.

People are getting more and more money but they lack skill in money management.

The old saying is that if the outgo exceeds the income, the outcome will be the downfall. Where there is such a fall, the tendency is not to blame one's own inadequate money management skill but the immediate employer.



This is not to say
employees should not get more and more.
This is to emphasise
they should tone up their skill
in money management.



I have organised
an educational programme called simply 'Money'.
Everyone goes through
this informative programme EVERY YEAR.
We continuously arrange to supply
current and useful information."

COMMENTS AND ACTION NOTES

52 7 BROTHERS - 7 SISTERS

"When I was at Sydney for a training,
one Monday, my colleague said beamingly:
I added a bedroom to my house this weekend.

This weekend! How is that possible?

'Simple,' he said

'I used my NATURAL ADVANTAGE.

I have 7 brothers and my wife has 7 sisters.

The brothers and brothers-in-laws pitched in
and a new bedroom was added to the house!

We all had a good time besides.

This principle of natural advantage
made a lot of sense to me.

I use it this way.

Whenever I take a new assignment,
the first step I take is,

to make an inventory of my people.

By inventory I mean, of their natural advantages,
what they know,

whom they know,

what they can do well,

their contacts and the like.

Let me give you an idea of what it does for me.

We had a sticky account

and several lakhs of rupees were involved.
Our people have given up.
I referred to my data base
and I found our assistant cook
and the chairman of that company
hail from the same village.

I spoke to the cook.

He said:

'The chairman's mother knows me well
and I can request her to help me.'

To cut a long story short,
the Chairman went out of his way
and settled our dues!



Each person is more than his hands,
more than his head and heart.

He has assets social and personal.

We can draw on them and when we do

I find the individual feels proud

that he has been uniquely useful to the company."

COMMENTS AND ACTION NOTES

53 G.M. HOLDEN

"When I visited General Motors Holden
in Sydney, Australia,
I witnessed a unique function.
A Czechoslovakian refugee
was given an award for a suggestion.
The amount was almost the equivalent
of his annual wages,
a windfall for him.
What did he do to earn it?
He was reading a news bulletin from home.
He circled a portion thereof
and clipped it to the suggestion form
and dropped it in the red box; and that is all.
The suggestion engineer got it translated,
went to the foreman concerned and processed it,
and lo and behold! it saved the company
a big chunk of money.

This gave me an idea.
I have used it ever since.
I have made it known
that any one having any suggestion
can go to a specific desk
and SPEAK the suggestion.
The assistant will write it out for him
and arrange to get it processed.
Full credit is for the suggester.



Naturally I choose this assistant.
He will be an active listener,
a pleasant questioner, and a keen lover of ideas
and respecter of people who bring in ideas.
He will be available – when others want him.

I get more ideas and better ideas now.
People are able to talk out
than write out their ideas."



COMMENTS AND ACTION NOTES

54 THREE FRIENDS IN A HOSPITAL

"I was attending a programme on time management.

One participant seemed not at all interested. He was grinning all morning. We all thought that he has been 'sentenced', not sent to this programme!

In one of the interactive sessions, the two of us were thrown together.

I took the risk of asking him:

What makes you so amused?

He said: I have right now three friends who have all the time in the world - only they are in the hospital!

So? I asked.

'Time without energy is no time', he said, 'and not a reference to this reality has been made so far; and I bet it will not be made.'

That struck me as it never did before. I thanked him then and I thanked him again. This much misunderstood man alerted me to this reality of energy being a key resource.



More perhaps than any other factor
energy influences the day to day performance.
Many factors influence energy -
the food, air and water,
exercise and relaxation, outlook and environment.

Many are not aware of the inroads
made on their physical and psychic energy
by what they do to themselves,
by what others around do.
Few take steps to conserve their energy.

Few are aware of the information and facilities
available in our own country in this regard.
I have set up a cell
to collect and share information.
Once made aware,
people respond heartily to possibilities."



COMMENTS AND ACTION NOTES

55 KIBBUTZ

"On a visit to Israel,
I was taken on a tour to a kibbutz.
The day I was there, one of the cabinet ministers
was making his periodical visits to his kibbutz.

His lot that day was to peel potatoes; .
and he was doing the job merrily.



It occurred to me
that this is one way of touching base.
When I BELONG to a place,
when I 'own' the place, I do things unasked,
and whatever is asked of me.
No job is a small job and no job is a big job.

Can I lift this idea to my work place?

What are the things of common concern?
What are the things all of us can handle? I asked.
One is spring cleaning.
I introduced a CLEAN UP DAY.
I listed all the items to be cleaned up.
I drew a lottery.
Mine was the toilet and I am glad it was.
Resistance melted to almost zero..

Now ofcourse this is an annual event.

We find that much of the physical muck gets cleared.
MORE IMPORTANT is the mental muck.
All functions are sacred, sang a Tamil poet.
Now we get opportunities
to salute the 'lowly' jobs
and those who do such jobs regularly
seem to feel a little taller."



COMMENTS AND ACTION NOTES

56 DARSHAN

"A consultant told me this story.
'One worker of 34 years standing told me,
I will be retiring in another two months.
I would like to meet the Boss before I retire.
Just to give my *salaams*.
These so called managers won't let me to.
Their contribution is only to divide and rule
and not unite and perform.
Earlier I used to meet my boss
atleast once a month.
Now it is years since I met him.



The consultant added:
Many people consider *darshan* of the boss
as a valued fringe benefit.
Not that they want to disturb the boss
but they want to feel
they are not blocked by internal forces.'

It made sense to me.
Not that I think I am God
but I realise I am important to the average worker.
He wants to meet me and talk to me.

I have taken three steps.
One is that I go around the place once a day
and say 'hello' to as many of them as I can.

I stay a little longer
and go around and if I find anyone at his job,
I talk to him
about the work he wishes to complete
before he leaves.

The third thing I do is to allot
the half hour before lunch for meeting my people.
I meet three people every day.
My secretary ensures no one is left out
and every one is told well in time
on what day he will meet me.
This is just a hello meeting.
Whatever they wish to tell me
during those minutes,
they are welcome to tell me."



COMMENTS AND ACTION NOTES

57 TWO JOYS

"At one of his many talks,
Vinobaji was referring
to the joy of giving with feeling:

When I related it to the work place,
I noted work offers daily opportunities
to get such joy.

Few look at it that way and therefore they miss
the element of joy at work.

Work offers two joys –
the joy of receiving AND the joy of giving.

The monetary and social benefits
we get from work
constitute the joy of receiving.

Work gives more than economic pay;
it gives us dignity and a place in society.
Even this many people tend to miss.
It also offers psychological benefits
like the opportunity to achieve, accomplish.

The most significant benefit
is the joy of giving -
the work place offers a platform
for giving to people inside and outside.



When we recognise this aspect,
we get the benefit of balance in life.
All taking or all giving makes us unbalanced
and can send everyone crazy.

To invite my people reflect
on this dimension of life,
I organise unconventional events.

This year the children of the employees
had a whole evening on *The Joy of Giving*:
they had dramas, songs, talks and slogan contests.

Last year, we publicised the stories
of great givers here and abroad,
big and small.

Next year, we propose to have
a discovery programme
that will be a contest.
The participants will identify
the three great givings made
by our people during last year.



We also encourage our people
to work as volunteers in voluntary organisations
and join movements like *Swadhyaya*.

COMMENTS AND ACTION NOTES

58 4000 CONSULTANTS IN NETHERLANDS

'Netherlands alone has
over 4000 management and training consultants.'

This statement I heard in the early fifties.
What does such a small country
do with so many consultants?

When I spoke to a couple of visitors
from that country and some other countries,
the following points came up.

There are some occupational hazards
for every chief executive.

Firstly, there is loneliness at the top.

Secondly, insiders tell
what the chief wants to hear.

Thirdly, the temptation to play God
comes quite easily.

Fourthly, the chief tends to forget
he has got only two eyes
and that too at the front of the head.



If it is so in other countries, it is more so in ours.
There is a group think.
There is also the unstated injunction:
Don't say anything that will displease the boss.

As a matter of self protection,
I have taken two steps.

One is I have an informal board of advisors.
I have an arrangement with them
that I can discuss things with them
any time that is mutually convenient.
It is a formal arrangement.

The second step I have taken is
to get two consultants on retainer basis.
I meet them once a month
and exchange notes with them.
The exchange may lead to a special study
but that is over and above this meeting.
It is the free, frank and fruitful discussion
with an informed objective person that matters.

I took a couple of consultants
as an act of self protection.
Over a period it has served other purposes as well.

Why two consultants and not one?
Consultants too are human.
They can be wrong 10% of the time
and I want to reduce MY risk!



When I look at it as a cost vs return proposition,
consulting *on a continuing basis*.
has proved a worthwhile proposition.

Whether to be kept posted,
or to pick the other man's brain
or to have a sounding board,
consultants come handy."



COMMENTS AND ACTION NOTES

59 KRUTAGNATA

"This happened at a Senior Citizens meeting.
The members were discussing
the subject of changing values.
The item that figured repeatedly
was gratitude (*krutagnata*).

This is what they said in substance.

'Not so long ago, gratitude occupied
a big place in man's life,
whether to parents, teachers or others.
Now in the changed scene, the question asked is:
What have you done for me lately?
Worse still, the question-quarrel-charge is:
Why have you not done this,
that or the other for me?

That meeting was several years ago.
The ignition came from a recent 15 np post card.

'Forty seven days back to be exact,
at Jaipur airport,
you not merely answered a query of mine
but gave a contact;
and that made all the difference
in my stay and work in India.
I am returning to Canada today.



This note is to say:
Thank you. Thank you. Thank you.'

I felt good all over for days.
I did not realise till then
what a little act of gratitude can do for the spirit.

I recalled my senior citizen friends' meeting.

The work scene is not far different
I see the great havoc changed values are causing.
Being an activist, I asked: What can I do about it?

Many segments in general
and many people in particular
deserve the thanks of my organization.
Do I thank them even occasionally?
Or do I argue that it is all a *quid pro* affair?
I do something for him
and he does something for me
and that is it!



Will it hurt if I ritualise
the thanking of all concerned
and put a lot of feeling into it?
Will it help get a small place for gratitude
in the life of me and my people?

I have now a *krutagnata* Day.
That festive day, collectively and symbolically,
we thank the customers, the suppliers,

in fact, all our STAKEHOLDERS.

We invite representatives of the various groups and give them traditional honours. We recall specific heart-warming incidents in our transactions.

Family members and the children of our staff have a special place in the function.

A few describe this as oriental gimmickry. I don't mind bowing to the charge. They are welcome to their views. My yardstick is: Does it work for me? This token function makes people revive their memories of what they have heard and seen of gratitude at work."



COMMENTS AND ACTION NOTES

60. 'INDIAN' MANAGEMENT

"This happened almost thirty years back.
I was at an International Management Conference.
Like some of us do,
I was telling fellow participants
that I have come to learn from the West.

Don't be too humble,
I was told by three of them –
and they were from
Peru, Canada and Switzerland.
Management is essentially a human affair.
Your country has done well over the centuries.
You have a rich heritage to draw on.
Why don't you cash in on that?
Why don't you share it with us?
We would like to learn from YOUR COUNTRY.



These words have been haunting me.

For performance excellence, pride is all important.
We can have pride only
in what we can call our own.
'The way we are proud of our mother
we cannot be of another lady.'
Technical knowhow, we can get from any country.
In matters human, in managing life,
nothing like our own, so I mused.

When I heard, therefore, we have something,
like Indian ethos in management,
I eagerly sought it.

It is some months now and I can tell you:
IT WORKS.

The major benefit is
that I have now performance with pride
and pride itself makes for performance.

Performance excellence we all want
and if we can have it,
along with a sense of national pride,
it is doubly satisfying.



I am not discounting
the Japanese or American ethos.
When I have an Indian ethos* and when it works
doubly satisfactorily,
why not avail of it?
Why behave like a cultural orphan?"

COMMENTS AND ACTION NOTES

* What is Indian ethos? The article in the appendix gives briefly the components both from the conceptual and operational point of view. I am indebted to Suresh Pandit for this insightful paper.

VIII

RESOURCE GUIDES

Points to Ponder	182
Resource Guides	185
RESOURCE GUIDE	
1: Books	191
2: Book Summaries	203
3: Importers of Books	204
4: Journals Worldwide	205
5: Abstracts	223
6: Indian Journals	224
7: Instruments, Games etc.	227
8: Importers of Films. Videos	228
9: Indian Producers of Videos	229
10: International Conferences	230
11: Association Memberships	231
12: Corporations Worth Visiting	232
13: Correspondence Courses	239
14: Holistic Health Programmes	240
15: Data Worldwide	241
16: Apex Management Organizations Worldwide	242

POINTS TO PONDER

Every person has two educations - one which he receives from others, and one more important which he gives himself.

Edward Gibbon

Education helps to convert the empty mind into an open one.

Samuel Johnson

The writings of the wise are the only riches our posterity cannot squander.

W.S. Landor

No one can persuade another to change. Each of us guards a gate of change that can only be opened from the inside. We cannot open the gate of another, either by argument or by emotional appeal.

Marilyn Ferguson

Many authors can make you laugh, they can present information in an enjoyable way, but when all is said and done, what counts is how many ideas you can really use.

Vic Conant

Camerado, this is no book, who touches this, touches a man.

Walt Whitman

Culture is to know the best that has been said and thought in the world.

Mathew Arnold

To be ignorant of one's ignorance is the malady of the ignorant.

A.B. Alcott

I honestly believe it iz better tew know nothing than tew know wahat aint so.

Josh Billings

If the only tool you have is a hammer, you treat everything like a nail.

Abraham Maslow

A good book is the precious lifeblood of a master-spirit, embalmed and treasured up on purpose to a life beyond life.

John Milton

It's too costly today to learn from your own experience. You not only learn much faster, but is also much cheaper to learn from other people's experiences.

Robert L. Montgomery

We have made the serious error of equating our way of knowing, science and history, with all of knowledge.

John Broomfield

Knowing is not enough, we must apply.

Willing is not enough, we must do.

Johann Wolfgang von Goethe

Let us rejoice in the Truth, wherever we find its lamp burning.

Albert Schweitzer

It is magnificent to grow old, if one keeps young.

Harry Emerson Fosdick

A man's mind may be likened to a garden, which may be intelligently cultivated or allowed to run wild; but whether cultivated or neglected, it must, and will, Bring FORTH. If no useful seeds are put into it, then an abundance of useless weed-seeds will FALL therein; and will continue to produce their kind.

James Lane Allen

*Yet administration demands more than a method of thought
— it demands a philosophy.*

Yet administration is more than a task

— it is a manner of living.

Yet administration is more than a kind of doing

— it is a kind of being.

Yet long-term administration is more than an affair of mind, body, and estate — it is an affair of the spirit.

Yet I say that administration is more than a form of leadership; it is a form of trusteeship.

Erwin H. Schell

RESOURCE GUIDES

If know-how is important, equally important is know-where, where the know-how can be had.

The high stakes, the scarce time, and the competitive environment urge us to avail of all the know-how, know-where, and know-who resources available, locally or worldwide.

Organized knowledge and information has become an opportunity and, therefore, a growing industry. Its products include books, journals, newsletters, self-learning kits and audio-visual material.

Knowledge is power;
organised knowledge is power.

Information is power;
current information is power.

Such knowledge-information is increasingly and freely available.

Resource Guide 1 carries a partial list of selected books on the subject. The list will ever remain partial - hundreds of titles are added every month.

We suggest a visit to the more active booksellers in town, atleast once a month, so we can peruse, choose and pick.



Enterprising publishers cater to the needs of the executives who have just enough time to read a summary or listen to a tape while driving. Resource Guide 2 gives details.

In case we wish to order any titles, we may find resource guide 3 handy. It gives a partial list of **Book importers/stockists**.

We do not yet have **public libraries** specialising in management related subjects. Fortunately, centres of management education and training in various parts of India - for example NITIE (Bombay), TISS (Bombay), NIBM (Pune), ASCI (Hyderabad), XLRI (Jamshedpur), IIPA (New Delhi) and IIMs - have built good library facilities. Some of them make these facilities available to the interested public. A request may be made to the chief of these institutions.

British Council Division and British Libraries in India offer one of the **FINEST** library facilities in the country. Well provided, well located, well staffed, well oriented, they serve as a great knowledge-information resource. Their main libraries are located at New Delhi (Ph. 381401), Bombay (Ph. 223560), Calcutta (Ph. 445370), Madras (Ph. 869402). They have libraries in Ahmedabad (Ph. 25686), Bangalore (Ph. 573485), Bhopal (Ph. 553767), Hyderabad (Ph. 230774), Lucknow (Ph. 242144), Patna (Ph. 224198), Pune

(Ph. 57361), Ranchi (Ph. 22780) and Trivandrum (Ph. 68716).

Two sources of book material are worth tapping. One is the governmental source. Most governments bring out valuable material and make them available for a nominal price. The hassle of ordering will be there but it is worth it.

The other is the PR and promotional material organizations put forth and make available gratis. Some of them are almost classic. One such example is the Royal Bank Letter published by the Royal Bank of Canada (P.O. Box 6001, Montreal P.Q. H3C 3A9, Canada).

Resource Guide 4 provides a fairly comprehensive list of management related journals published all over the world - most of them happen to come from U.S.A. The more popular ones have been highlighted.

One of the local magazine agents can help us in arranging a subscription.

Since only a small part of the material published in these foreign publications will be relevant to us, we may prefer to subscribe to a publication of abstracts. Should any of the articles seem relevant to us, these publications can help us with a photocopy thereof. British Council libraries offer a valuable service in this regard.

Resource Guide 5 gives information on abstracts of articles.

Resource Guide 6 gives a list of Indian periodicals that carry management related articles.

To make learning effective and enjoyable, instruments, games and exercises have been developed. Resource Guide 7 gives a list of the suppliers. Most of the items happen to be expensive. We suggest therefore that you see them in use AND THEN buy.

Training and educational films/videos constitute another such tool. In the west, they produce them in thousands. We too have started making such educational and training videos in our country. Resource Guide 8 and 9 give details of some of the importers and publishers. Promotion literature is proverbially mouth-watering and misleading. To ascertain their usefulness and relevance, we would do well to preview them, preferably along with some of our critical colleagues.

Both British Council Library and USIS stock and loan management films and videos.

Resource Guide 10 gives a small list of the many international organizations that offer a rich fare in their annual conferences. We may consider including an attendance at such conferences, when we make visits abroad.

Resource Guide 11 gives a small list of the many international associations that offer resourceful help to their members. We may consider becoming members of these organizations.

Seeing is believing for many. Study tours have a place in learning. It helps us to know the names of some of the corporations that are rated very good in one area or another. Resource Guide 12 gives a list of 'Hundred Best' companies in U.S.A. We can keep adding to this list from our information. More important, we can study them in some way and learn from their experiences.

Universities and Professional Associations offer correspondence courses. Resource Guide 13 lists a few that are broad based and that apply to all professional executives.

Management training programmes are being offered in increasing number by management institutes, professional associations and private bodies. Some call them 'a racket'. The organisers may mean well. In the larger interests, however, we would do well to do some preliminary investigation before we nominate our personnel to such programmes. Safe than sorry, is the rule. A monthly, *Live Wire* (85 Second Main Road, Sadashiv Nagar, Madipakkam, Madras 600 091) attempts to give a summary of the coming training events in India.



Non-management bodies have started offering programmes on what they describe as "holistic health". Resource Guide 14 lists some of them.

While the many resources are intended to be helpful they have to be selectively acquired and used, not 'just to clear the year's budget'. Otherwise, they tend to become counterproductive.

Computer search services are a boon to the 20th century executive. Resource guide 15 gives two of the companies that can access data worldwide.

Resource Guide 16 gives a list of the apex management associations in **many countries**. When we have a managerial query about a country, these associations may be able to help us directly or by referring us to the right source.

What helps is what matters. What works is what matters. Knowing what is available is a step prior to availing of what is relevant to us. We urge you to add to and update the lists here.



RESOURCE GUIDE 1: BOOKS

- Abernathy W.J., et. al. *Industrial Renaissance: Producing a Competitive Future for America* Basic Books 1983
- Abernathy, W.J. *The Productivity Dilemma* Johns Hopkins Univ. Press 1978
- Adair, J. *A handbook of management training exercises* BACIE 1978
- Adam E.E. et al *Productivity and Quality Measurement as a basis for Improvement* Prentice - Hall 1981
- Adler A. *The Science of Living* Doubleday 1969
- Adler A. *Social Interest: A Challenge to Mankind* Capricorn 1964
- Albert K. J. *The Stratgic Management Handbook* McGraw-Hill 1983
- Alistair M. *The Leaders We Deserve* Martin Robertson 1983
- Alvesson, Mats *Consensus, Control, Critique* Gower 1987
- Argyle M. *Social interaction!* Methuen 1969
- Argyris C. *Interpersonal Competence and Organizational Effectiveness* Irwin 1962
- Argyris C. *Increasing Leadership Effectiveness* John Wiley & Sons 1976
- Argyris C. *Integrating the Individual & the Organization* John Wiley 1964
- Argyris C. *Intervention Theory and Method*: Addison-Wesley 1970
- Argyris C. & Schon, D.A. *Organizational Learning: a Theory of Action Perspective* Addison Wesley 1978
- Axelrod R. *The Evolution of Cooperation* Basic Books 1984
- Bach. R. *Illusions*. Dell 1979
- Baily, Martin N et al. *Innovation and the Productivity Crisis* Brookings Institute 1987
- Bain, David *The Productivity Prescription* Pergamon Press 1970
- Barnard C.I. *The Functions of the Executive* Harvard University Press 1968
- Bastone E et.al. *Unions, Unemployment and Innovations* Basil Balckwell 1986
- Basu, A.P. *Reliability and Quality Control* Elsevier 1986
- Beer S. *Brain of the Firm* Herder and Herder 1972
- Bennis W. *Beyond Bureaucracy* McGraw-Hill 1973
- Bennis W. *The Unconscious Conspiracy : Why Leaders Can't Lead* ANACOM 1976
- Bennis W.G. & Nanus B. *Leaders: Strategies for Taking Charge* Harper and Row 1972
- Benson H. *The Relaxation Response* Avon Books 1976
- Berne E. *Games People Play: The Psychology of Human Relationships* Grove Press 1964
- Berne E. *The Structure and Dynamics of Organizations* Grove Press 1976
- Bertrand R. *Portraits from Memory* Allen and Unwin 1956
- Beveridge W.E. *The Interview in Staff Appraisal* Allen and Unwin 1975

- Bibeault D.B. *Corporate Turnaround* McGraw-Hill 1982
- Biggadike R. *Corporate Diversification; Entry, Strategy & Performance* Harvard Business School 1976
- Birdwhistell R.L. *Kinesics in Context*, Univ. Pennsylvania Press 1970
- Blake R & J.S. Mouton *The Managerial Grid* Gulf Publishing 1964
- Blau P.M. & W.R. Scott *Formal Organizations* Chandler 1962
- Block P. *The Empowered Manager: Positive Political Skills at Work* Jossey-Bass 1987
- Bothwell L. *The Art of Leadership* Prentice-Hall 1983
- Boyatzis R.E. *The Competent Manager* Wiley & Sons 1982
- Bradford D and A Cohen *Managing for Excellence* John Wiley 1984
- Bradford L.P. *Making Meetings Work* University Associates 1976
- Bradford L.P. *Group Development* University Associates 1978
- Brief A.P. *Research on Productivity Multi-Disciplinary Approach* Praeger 1984
- Brown J.A.C. *The Social Psychology of Industry* Penguin Books 1954
- Brown, V. L. *Human Intimacy: Illusion and Reality* Parliament Publishers, 1982
- Buchholz S. *Creating the High Performance Team* Wiley 1987
- Buckley, W.F. *Overdrive* Doubleday, 1983
- Burgelman R and L R Sayles *Inside Corporate Innovation* Free Press 1985
- Burnham, D.C *Productivity Improvement* Columbia University Press 1973
- Burstein D. *Yen! Japan's New Financial Empire and Its Threat to America* Simon and Schuster 1988
- Burt D. *Proactive Purchasing* Prentice Hall 1984
- Butler R *Creative Development*, Routledge and Kegan Paul 1962
- Carroll Lewis *Through the Looking Glass* Dent 1954
- Case, K. E. & Lynn L.J. *Profit Through Quality & Quality Assurance* Institute of Industrial Enggs. 1978
- Chandler A. *Strategy and Structure* MIT Press 1962
- Chandler A. *The Visible Hand* Harvard University Press 1977
- Chinloy P. *Labour Productivity* Ballinger 1981
- Christopher B.E. & S. Ghoshal *Managing Across Borders: The Transnational Solution* Harvard Business School Press 1989
- Christopher M. *Strategy Search: a Guide to Marketing* Gower 1987
- Christopher W.F. *Productivity Measurement Hand Book* Productivity INC 1983
- Clarke A.C. *Profiles of the Future* Rinehart & Winston 1962
- Clarron C.G. Eves S.M. et al *Behaviour a Guide for Managers* Macmillan 1976
- Cleland D. *Engineering Team Management* Van Nostrand 1986
- Cohen A.M. & Smith R.D. *The Critical Incident in Growth Groups* University Associates 1976
- Cohen Allan & D. Bradford *Managing for Excellence* Wiley 1985

- Cole R.E. *Mobility and Participation: A Comparative Study* University of California 1979
- Corn J.J. *Imagining Tomorrow : History Technology & American Future* MIT Press 1986
- Coser L. *Greedy Organizations: Patterns of Undivided Commitment* Free Press 1974
- Cousins N. *Anatomy of an Illness* Norton 1979
- Covey, Stephen R. *The Habits of Highly Effective People* Simon & Schuster 1989
- Cribbin J.J. *Leadership: Strategies for Organizational Effectiveness* AMACOM 1981
- Crosby P.B. *Quality is Free The Art of Making Quality Certain* American Library 1980
- Crosby P.B. *Quality Without Tears : The Art of Hassle Free Management* McGraw-Hill 1984
- Crosby R.P. *Planning Recommendations or Actions: a Team development Guidebook* University Associates 1972
- Cummings T.J and E. S. Molly *Improving Productivity & The Quality of Work Life* Praeger 1977
- Cyert R.M. & J.G. March *A Behavioural Theory of the Firm* Prentice-Hall 1963
- Czepiel A. & M.R. Soloman etal *The Service Encouter: Managing Employee Customer Interaction* Lexington Books 1985
- Dalziel M. *Changing Ways* AMACOM 1988
- Daniel Y. & J. Immerwahr. *Putting the Work Ethic to Work, The Public Agenda* Foundation. 1983
- Davis F. *Inside Intuition: What We Know About Nonverbal Communication* American Library 1973
- Davis S.M. & P.R. Lawrence *Matrix* Addison-Wesley. 1977
- Deal T.E., & A.A. Kennedy, *Corporate Cultures* Addison-Wesley 1982
- Desatnick R. L. *Managing to Keep the Customer* Jossey-Bass 1987
- Dewar C. *The Quality Circle Handbook* Quality Circle Institute 1980
- DiPrimo, A. *Quality Assurance In Service Organizations.* Chilton 1987
- Donaldson G. & J.W. Lorsch *Decision Making at the Top* Basic Books 1983
- Dornbush R. et al *The Case for American Manufacturing in America's Future* Eastman Kodak 1988
- Drucker P. *The Practice of Management*, Heinemann, 1955
- Drucker P. *The Effective Executive* Heinemann 1967
- Drucker P.F. *Managing for results* Harper and Row 1964
- Drucker, P. F. *Managing in Turbulent Times* Harper & Row, 1980 .
- Dukakis M.S. & R. M. Kantter *Creating the Future* Summit Books 1988
- Dyar D.A. & W.J. Giles *Improving Skills in Working with People Interaction Analysis* HMSO 1974

- Dyer W.G. *Team Building: Issues and Alternatives* Addison-Wesley 1977
- Eddy W.B. *Behavioural Science and The Manager's Role* University Associates 1976
- Eilon S. et al *Applied Productivity Analysis for Industry* Pergamon Press 1976
- Ends, E.J. and C.W. Page *Organisational Teambuilding*. Winthrop 1977
- Feigenbaum A.V. *Quality Control* McGraw-Hill 1951
- Fein M. *Rational Approaches to Raising Productivity* American Institute of Industrial Enggs. 1974
- Ferguson M. *The Aquarian Conspiracy* J.P. Tarcher, 1980
- Finkle R.F & S.W. Jones *Assessing Corporate Talent* Wiley Interscience 1970
- Fitzgerald L and J. Murphy *Installing Quality Circles* University Associates 1982
- Flynn, P.M. *Technological Change : Production Life Cycles & Human Resource Plan* Ballinger 1987
- Fombrun C.J. et al *Strategic Human Resource Management* John Wiley 1984
- Forbes G.S. *The Encyclopaedia of Icebreakers* Applied Skills Press 1983
- Fordyce J.K. & R. Weil *Managing with People* Addison-Wesley. 1971
- Francis D. & M. Woodcock *50 Activities for Self-development* Grower 1982
- Freedman G *The Pursuit of Innovation: Managing the People and Processes* AMACOM 1988
- Freeman C. *Design, Innovation & Long Cycles in Economic Development* St. Martin Press 1986
- Frost, Carl F. et al *The Scanlon Plan for Organization Development* Michigan State University Press 1969
- Fuchs, V. *Production and Productivity in the Service Industries* Columbia University Press 1969
- Fuller B. *Critical Path* St. Martin Press 1981
- Galbraith J.R. *Designing Complex Organizations* Addison-Wesley 1973
- Gallwey W. T. *The Inner Game of Tennis* Random House 1974
- Gardner J. *Self Renewal: The Individual and the Innovative Society* Harper & Row 1964
- Garfield Charles A. *Peak Performance : J.P. Tarcher* 1984
- Garvin D. A. *Managing Quality: The Strategic & Competitive Edge* Collier Macmillan 1988
- Gitlow Howard S et al *The Deming Guide to Quality & Competitive Position* Prentice Hall 1987
- Glaser E.M. *Productivity Gains Through Worklife Improvement* Harcourt Brace 1976
- Gober, M. & B. Tannehill *The Art of Giving Quality Service* Tannehill-Gober Associates 1984
- Goldberg J.A. *A Manager's Guide to Productivity* Praeger 1986

- Gordon W. J.J. *Synectics*. Harper & Row 1961
- Goronwy R. *A History of Marks and Spencer*. Weildenfield & Nicolson 1969
- Greenberg, L. *A Practical Guide to Productivity Measurement* B N A Press 1973
- Griffith Gary *Quality Technician's Handbook* Wiley 1986
- Grootings P. *Technology and Work : East West Comparison* Long Wood 1986
- Grove A.S. *High Output Management* Random House 1983
- Gryna, F.M. *Quality Circles : A Team Approach to Problem Solving* AMACOM 1986
- Guest R. *Work Teams and Team Building* Pergamon Press 1986
- Hadamard J *The Psychology of Invention in the Mathematical Field* Dover 1945
- Haefele, J.W. *Creativity and Innovation* Chapman and Hall 1962
- Hall, R.H. *Organizations: Structure and Process* Prentice-Hall 1982
- Hampden-Turner C. *Maps of the Mind*. Macmillan 1981
- Handy C. *Gods of Management* Pan Books 1978
- Harrington H. J. *The Improvement Process* McGraw-Hill 1987
- Harris H *The Group Approach to Leadership Testing* Routledge & Kegan Paul 1949
- Harris L *Inside America* Vintage Books 1987
- Hayes R.H. & S.C. *Wheelwright Restoring Our Competitive Edge Competing Through Manufacturing* John Wiley 1984
- Heaton, H. *Productivity in Service Organization* McGraw Hill 1977
- Heckscher C. *The New Unionism: Employee In the Changing Corporation* Basic Books 1988
- Heller R. *The Supermanagers* E.P. Dutton 1984
- Henderson B.D. *Henderson on Corporate Strategy* Abt Books 1979
- Herzberg F. et al *The Motivation to Work* Willey & Sons 1959
- Heskett, J.L. *Managing In The Service Economy* Harvard Business School Press 1986
- Hickey J. *Employee Productivity* Inst.for Adv. of Sci. Mgmt & Control 1979
- Hill C.T. & J. Utterback *Technological Innovation for a Dynamic Economy* Pergamon 1979
- Hinrichs J.R. *Practical Management for Productivity* Van Nostrand 1978
- Hippel E.V. *The Sources of Innovation* Oxford University Press 1988
- Hirsch Paul *Pack Your Own Parachute: How to Survive Mergers & Takeover* Addison-Wesley 1987
- Hoff, B. *The Tao of Pooh* Penguin Books 1983
- Holzer, M. *Productivity in Public Organizations* Kennikat 1976
- Honey P., *Face to Face: A Practical Guide to Interactive Skills* Gower 1988
- Hornbruch F.W. *Raising Productivity* McGraw-Hill 1977

- Horney K. *Our Inner Conflicts*. W.W. Norton 1945
- Horwitch M. *Technology in the Modern Corporation : A Strategic Perspective* Pergamon 1986
- Houston J. *The Possible Human* J.P. Tarchur 1982
- Howe R.L. *Herein is Love*, The Judson Press 1961
- Hudson L. *Contrary Imaginations* Methuen 1966
- Hugh M.W. *Your Inner Child of the Past* Simon & Schuster 1963
- Hunt M. *The Universe Within* Simon & Schuster 1982
- Iacocca L. & W. Novak *Iacocca: An Autobiography* Bantambooks 1984
- Ingle S. *Quality Circles Master Guide: Increasing Productivity with People* Prentice-Hall 1982
- Inshikawa K. *Guide To Quality Control* Asian Productivity Organisation 1972
- Jacobs H.S. & K. Jillson *Executive Productivity* American Mgmt. Ass. 1974
- James M. & D. Jongeward *Born to Win*, Addison-Wesley 1973
- James W. *The Principles of Psychology* Dover 1950
- Jan C. *Moments of Truth* Ballinger 1987
- Janis I.L., *Victims of Groupthink* Houghton Mifflin 1972
- Jay M. *The Dialectical Imagination* Heinemann 1973
- John A. *Corporate Collapse, the Causes and Symptoms* McGraw-Hill 1976
- John Sculley & J. Byrne *Odyssey: Pepsi to Apple* Harper & Row 1987
- Jones J.E. & J.W. Pfeiffer *Handbooks of Structured Experiences for Human Relations Training* University Associates 1985
- Jones J.E. & J.W. Pfeiffer *Instrumentation in Human Relations Training* University Associates 1976
- Jones J.E. & M. Woodcock *Manual of Management Development* Gower 1985
- Joseph B. *When Markets Quake: The Management Challenge of Restructuring Industry* HBS Press 1986
- Kanter R.M. *The Change Master : How Companies and People Succeed Through Innovation* Simon & Schuster 1983
- Kanter R.M. *The Changing Masters Innovation & Entrepreneurship* Simon & Schuster 1983
- Kanter R.M. *When Giants Learn to Dance* Simon Schuster 1989
- Kathryn R. H. *Strategic Flexibility: A Management Guide for Changing Times* Lexington Books 1985
- Katzell M.E. *Productivity : The Measure and the Myth* AMACOM 1975
- Kendric J.W. *Understanding Productivity: An Introduction* Johns Hopkins Press 1978
- Kendric J.W. *International Comparisons of Productivity & Causes of Slowdown* Ballinger 1978
- Kendrick J.W. & D. Creamer *Measuring Company Productivity* Conference Board 1975

- Kepner C.H. & B.B. Tregoe *The New Rational Manager* John Martin 1981
- Kidder T. *The Soul of a New Machine* Brown 1981
- Kiefer C. & P. Senge *Metanoic Organisations : Expts. in Organizationl Innovation* Innovation Associates 1982
- Kiefer C. & P. Senge *Metanoic Organizations : Transforming Work Miles* River Press 1984
- Kilcourse T. *Management Team Development: A Problem-centred Technique* MCB Publications 1984
- Kochan T. et al. *The Transformation of American Labor Relations* Basic Books 1986
- Kohler W., *Gestalt Psychology* Liveright 1947
- Kohn Alfie *No Contest : The Case Against Competition* Houghtom Mifflin 1986
- Kotter J.P., *The General Managers* The Free Press 1982
- Laban R. & F.C. Lawrence *Effort* Macdonald & Evans 1974
- Lamb W. & D. Turner *Management Behaviour* Gerald Duckworth 1969
- Landau R. and D. Jorgenson *Technology & Economic Policy* Ballinger 1986
- Langdon R. & R. Rothwall *Design & Innovation: Policy & Management* St. Martins 1986
- Lawler E.E. *Pay and Organization Development* Addison-Wesley 1981
- Lawrence C. & R. Shay *Technological Innovation, Regulation & Monetary Economy* Ballinger 1986
- Lawrence G. F. *The Threat of Japanese Multinationals* John Wiley 1983
- Lawrence P. R. & D. Dyer *Renewing Americian Industry* Macmillan 1983
- Lawrence P.R. & J.W. Lorsch *Developing Organizations: Diagnosis and Action.* Addison-Wesley 1969
- LeBoeuf M. *Working Smart* McGraw-Hill 1979
- Leavitt, H. J. *Managerial Psychology* University of Chicago Press 1958
- Lesko, Matthew *Lesko's New Tech Source Book* Harpar & Row 1986
- Levering R. et.al. *The 100 Best Companies to Work for in America* Addison-Wesley 1984
- Levinson H. *Organizational Diagnosis* Harvard University Press 1972
- Levinson H. & S. Rosenthal *Corporate Leadership in Action* Basic Books 1984
- Levitt T. *The Marketing Imagination* Free Press 1983
- Lewis R. et.al. *Team working - a Guide to Management Development Groups* National Extension College 1985
- Lievegoed B.C.J. *The Developing Organization* Tavistock 1973
- Likert, R. *New Patterns of Management* McGraw-Hill 1961
- Link, Albert N. et al *Strategies for Technology Based Competition* Lexington Books 1987
- Lippitt G.L. *Visualising Change* University Associates 1976
- Lippitt G.L. et.al. *Optimising Human Resources* Addison Wesley 1971

- Lokiec, M. *Productivity and Incentives* Bobbins Publications 1977
- Lorenz K. *On Aggression* Harcourt 1966
- Lubben, R.T. *Just-In-Time Manufacturing: An Aggressive Manufacturing Strategy* McGraw-Hill 1988
- Luke, High D. *Automation for Productivity* Krieger 1972
- MacGregor Burns J. *Leadership* Harper and Row 1978
- Maccoby M *Who Work?* Simon and Schuster 1988
- Maccoby M. *The Gamesman* Simon & Schuster 1976
- Maier N.F. *The Appraisal Interview: Three Basic Approaches* University Associates 1976
- Mali, P. *Improving Total Productivity* John Wiley, 1978
- Mansfield, E. et.al. *Corporation Strategy & Product Innovation* Free Press 1981
- Margerison C.J. *Managing Effective Work Groups* McGraw-Hill 1973
- Marrow, A. et al *Management by Participation* Harper & Row 1968
- Martin J. *Technology's Crucible: An Exploration of Explosive Impact* Prentice-Hall 1986
- Maslow A.H. *Toward a Psychology of Being* Van Nostrand 1962
- Maslow A.H. *The Farther Reaches of Human Nature* Viking Press 1971
- Maslow A.H. *Motivation and Personality* Harper & Row 1954
- Mason R.O. & I. Mitroff *Challenging Strategic Planning Assumptions* John Wiley 1981
- Mausner H.F.B. & B. Snyderman *The Motivation to Work* John Wiley 1959
- McClelland. D. *Power the Inner-Experience* John Wiley 1975
- McCormick M.H. *What They Don't Teach You at Harvard Business School.* Collins 1984
- McGregor D., *The Human Side of Enterprise* McGraw-Hill 1960
- McLuhan M. *Culture Is Our Business* McGraw-Hill 1970
- McLuhan Marshall *Understanding Media* McGraw-Hill 1964
- Mensch G.O. *Stalemate in Technology* Ballinger, 1979
- Merry U. & M. Allerhand *Developing Teams and Organisations* Addison-Wesley 1977
- Metzger, B.L. *Increasing Productivity Through Sharing* Profit Sharing Research Foundation 1980
- Michael E. *Back from the Brink* Collins 1983
- Michael Ivens *The Practice of Industrial Communication* Business Publications 1963
- Miller D., & P.H. Friesen *Organizations: a Quantum View* Prentice-Hall 1984
- Miller, L.M. *American Spirit* Wiliam Morrow 1984
- Mills P.R. *Managing for Profit* McGraw-Hill 1982
- Mills, S. & R. William *Public Acceptance of New Technologies* Free Press 1986

- Mintzberg H. *The Nature of Managerial Work* Harper and Row 1973
- Mintzberg H. *The Structuring of Organizations* Prentice-Hall 1979
- Mintzberg H. *Power in and Around Organizations* Prentice-Hall 1983
- Mintzberg H. *Structure in Fives* Prentice-Hall 1983
- Mitroff, I.I. *Business Not As Usual* Jossey - Bass 1987
- Morgan G. *Images of Organization* Sage Publications 1986
- Mudel, M.E. *Productivity: A Series for Industrial Engineers*. American Institute for Industrial Enggs. 1977
- Naisbitt J. *Reinventing the Corporation* Warner 1985
- Naisbitt, J. *Megatrends: Ten New Directions Transforming Our Lives*. Warner, 1982
- Normann, R. *Service Management: Strategy and Leadership in Service Businesses* John Wiley & Sons 1984
- Ogilvy D. *Ogilvy on Advertising* Vintage Books 1985
- Ohmae K. *The Mind of the Strategist* Penguin 1983
- Oliver E. W. *Markets & Hierarchies: Analysis and Antitrust Implications* Free Press 1975
- Onchen W. *Managing Management Time: Who's Got the Monkey* Prentice Hall 1984
- Ouchi W. *Theory Z: How American Business Can Meet the Japanese Challenge* Addison-Wesley 1981
- Ouchi, W.G. *The M-Form Society*. Addison-Wesley 1984
- Papacosta P. *Splendid Voyage: An Introduction to New Sciences and Technologies*. Prentice-Hall 1986
- Pascale, R. Tanner et al *The Art of Japanese Management* Simon & Schuster 1981
- Paul S. *An Analysis of British Work Values* Work & Society 1983
- Perls F *Gestalt Therapy Verbatim* Real People Press 1969
- Peter L. J. & H. Raymond *The Peter Principle* William Morrow 1969
- Peter Y. *Power of Speech: A History of Standard Telephones & Cables* George Allen & Unwin 1983
- Peters T.J. & R.H. Waterman *In Search of Excellence* Harper and Row 1982
- Peters Thomas & Nancy Austin *A Passion for Excellence* Random House 1980
- Peters, T. *Thriving on Chaos: Handbook for a Management Revolution* A.A Knopf 1987
- Pfeiffer J.W. & J.E. Jones *Annual Handbook for Group Facilitators* University Associates 1989
- Pierre, Andrew J. *The Technology Gap* New York University Press 1986
- Pirsig, R.M. *Zen and the Art of Motorcycle Maintenance* Bantam Books 1982
- Polster E. & E. Polster *Gestalt Therapy Integrated* Brunner/Mazel 1973
- Porter M.E. *Competitive Advantage* Free Press 1985

- Porter, M. E. *Competitive Strategy* Free Press 1980
- Quarrey M. et al *Taking Stock: Employee Ownership at Work* Ballinger 1986
- Quinn J.B. *Strategies for change* Irwin 1980
- Quinn Mills D. *The IBM Lesson* Times Books 1988
- Rackham N. & T. Morgan *Behaviour Analysis in training* McGraw-Hill 1977
- Ramsden P. *Top Team Planning*. Prentice Hall 1973
- Reddin W.J. *Effective Management by Objectives* Management Publications Ltd. 1971
- Regan J. F. *Even More Productivity* Swansea Press, 1987
- Reich R.B. *The New American Frontier* Times Books 1983
- Rimler G. *Small Business: Developing the Winning Management Team* AMACOM 1980
- Robert H. T. *Downsizing: Reshaping Corporation for the Future* AMACOM 1987
- Roberts T. *Developing Effective Managers* Institute of Personnel Management 1974
- Rogers Carl *On Becoming a Person* Houghton Mifflin 1969
- Rogers E.M. & Larsen J.K. *Silicon Valley Fever: Growth of High Technology Culture* Basic Books 1982
- Rogers, F.G. *The IBM Way*. Harper and Row 1986
- Rosemary S. *Managers and Their Jobs* Pan Books 1970
- Ross J.E. *Productivity, People and Profits*. Reston Publishing 1981
- Ross J.E. *Japanese Quality Circles and Productivity* Reston Publishing 1982
- Rothschild, W.E. *How to Gain (and Maintain) the Competitive Advantage in Business* McGraw-Hill 1984
- Roy R & D. Wield *Product Design and Technological Innovation* Taylor and Francis 1986
- Rumberger R & G. Burke *The Impact of Technology on Work and Education* Taylor and Francis, 1986
- Schein E. *Organizational Culture and Leadership* Jossey-Bass 1985
- Schein E. *Process Consultation; its Role in Organizational Development* Addison-Wesley 1969
- Schindler-Rainman, Lippit E. *Taking Your Meetings out of the Doldrums* University Associates 1977
- Schonberger, R.J. *Japanese Manufacturing Techniques* Free Press 1982
- Schonberger, R.J. *Just-in-Time Production: The Quality Dividend* Quality Progress 1984
- Schonberger, R.J. *World Class Manufacturing* Free Press 1986
- Schuster J.R. *Management Compensation in High Technology Companies* Lexington Books 1984
- Scott S. *Behaviour Theories* Coverdale Educational 1975
- Scott William G. *Human Relations in Management* Richard D. Irwin 1962

- Seelig K *Albert Einstein* Uropa Verlag 1954
- Sepehri M. *Quest for Quality: Managing the Total System Industrial Engg. & Mgmt. Press* 1987
- Shaw J.C. *The Quality-Productivity Connection in Service Sector Management* Van Nostrand Reinhold 1978
- Shelp, R.Kent et al *Service Industries and Economic Development* Praeger 1984
- Shetty Y.K & V.M. Buehler *Productivity and Quality Through People* Quorum Books 1985
- Shetty Y.K. & V.M. Buehler *Quality and Productivity Improvements:* Quorum Books 1983
- Shetty Y.K. & V.M. Buehler *Quality, Productivity and Innovation* Elsevier, 1987
- Shetty, Y.K. & V.M. Buehler *Productivity and Quality Through Science & Technology* Quorum Books 1988
- Shingo S. *A Revolution in Manufacturing: The SMED System.* Productivity Press 1985
- Shingo S. *Zero Quality Control: Inspection & the Poka-Yoke System* Productivity Press 1985
- Shingo S. *The Sayings of Shigeo Shingo: Key Strategies for Plant Improvement* Productivity Press 1987
- Shingo S. *Study of Toyota Production System from an IE Viewpoint* Productivity Press 1989
- Shingo, S. *Non-Stock Production: The Shingo System for Continuous Improvement* Productivity Press 1980
- Sinha M.H. & W.O. Willborn *Essentials of Quality Assurance Management* John Wiley 1986
- Smith G.D. et.al. *Strategy and Business Policy* Houghton Mifflin 1985
- Smith P.B. *The T Group in Industry* New Society 1964
- Snyder R., *Organisational Culture: the Planning of Change* Holt 1985
- Spenser L. *Calculating Human Resource Costs Benefits.* Wiley 1986
- Sperry L. and L.R. Hess *Contact Counselling: Communication Skills for People* Addison-Wesley 1974
- Srivastva S. *The Executive Mind* Jossey-Bass 1983
- Stebbing L *Quality Assurance: The Route to Efficiency & Competitiveness* Halsted Press, 1986
- Steele J.W. *Paying for Performance and Position* AMA Publication 1982
- Steiner G.A. *The New CEO* Macmillan 1983
- Stogdill R.M. *Handbook of Leadership* Free Press 1974
- Strong E.P. *Increasing Office Productivity: A Seven-Step Program* McGraw-Hill 1962
- Theodore D. et al *Managing Growing Organizations* John Wiley 1983
- Theresa A. *The Social Psychology of Creativity* Springer Verlag 1983
- Thomas G *Parent Effectiveness Training* Wyden Books 1970

- Thompson R *The Psychology of Thinking* Penguin 1959
- Tichy N. M. *Managing Strategic Change* Wiley-Interscience 1983
- Toffler A. *Future Shock* Random House 1970
- Toffler A. *The Third Wave* Bantam 1980
- Townsend P. L. *Commit to Quality* Wiley 1986
- Townsend R *Up the Organisation* Fawcett 1970
- Tregoe B., & J. Zimmerman *Top Management Strategy* John Martin 1980
- Twiss B. *Managing Technological Innovation* Longman, 1986
- Vanek J. *Self Management* Penguin 1975
- Vickers G. *Value Systems and Social Process* Tavistock 1965
- Vickers G. *Human Systems are Different* Harper and Row 1983
- Vough C.F. & B. Asbell *Tapping the Human Resource: A Strategy for Productivity* AMACOM 1975
- Wadsworth H. M. *Modern Methods for Quality Control and Improvement* Wiley 1986
- Walters R W *Job Enrichment for Results* Addison-Wesley 1975
- Waterman, R. H. *The Renewal Factor: How the Best Get and Keep the Competitive Edge* Bantam Books 1987
- Watson J.D *The Double Helix*, Weidenfeld and Nicolson 1968
- Weber M. *Max Weber*. Thomas Y. Crowell 1963
- Werther, W.B. *Productivity Through People* Western Publishing 1986
- William J. *Professional Service Management* McGraw-Hill 1983
- Woodcock M. & D. Francis *Organisational Development Through Teambuilding* Gower 1981
- Woodcock. M. *Team Development Manual* Gower 1988



RESOURCE GUIDE 2: BOOK SUMMARIES

In Print:

Executive Book Summaries
5 Main Street, Bristol VT 05443
U.S.A.

On Audio tape

The Fast Track
P.O. Box 53162
Boulder CO 80322-3162
U.S.A.



RESOURCE GUIDE 3: BOOK IMPORTERS AND STOCKISTS

Following are some of the book distributors.

- A.H. Wheeler & Co. Pvt.Ltd.*, 23-L.B. S. Marg,
Allahabad 211 001
- Allied Publishers Pvt.Ltd.*, 13/14 Asaf Ali Road,
New Delhi 110 002
- Asian Books*, 7/28 Mahavir Gali, 1st Flr., Ansari Road,
Daryaganj, New Delhi 110 002
- Higginbothams Limited.*, 814, Anna Salai, Madras 600 002
- India Book House Pvt.Ltd.*, DELSTAR, First Floor, 9-9A,
S. Patkar Marg, Bombay 400 023
- International Book House Pvt.Ltd.*, Indian Mercantile
Mansion (Extn.), Madame Cama Road,
Bombay 400 039
- Jaico Books*, 121, Mahatma Gandhi Road, Bombay 400 023
- Manas Bookshop*, 10, Kamaraj Bhavan, 573, Mount Road,
Madras 600 006
- Oxford Book & Stationery Co., Pvt.Ltd.*, 17 Park Street,
Calcutta 700 017
- Rupa & Company*, 3831, Pataudi House Road, Darya Ganj,
New Delhi 110 002
- Seagull Books*, 26, Circus Ave. (1st Floor), Calcutta 700 017
- Strand Book Stall*, Dhannur, Sir P.M. Road,
Bombay 400 001
- UBS Pub. Dist., (Pvt.) Ltd.*, 5, Ansari Road, Darya Ganj,
New Delhi 110 002



RESOURCE GUIDE 4: JOURNALS WORLDWIDE*

ABACUS-AUSTRALIA
ACADEMY OF MANAGEMENT JOURNAL
ACADEMY OF MANAGEMENT REVIEW
ACADEMY OF MANAGEMENT EXECUTIVE
ACADEMY OF MANAGEMENT PROCEEDINGS
ACCOUNTANT THE-ENGLAND
ACCOUNTING AND BUSINESS RESEARCH-ENGLAND
ACCOUNTING AND FINANCE-AUSTRALIA
ACCOUNTING JOURNAL
ACCOUNTING ORGANIZATIONS & SOCIETY-ENGLAND
ACCOUNTING REVIEW
ACCOUNTS MAGAZINE
ACCOUNTING FORUM
ACROSS THE BOARD
ACTIVITIES, ADAPTATION AND AGING
AD FORUM
ADMINISTRATIVE ACCOUNTING-ENGLAND
ADMINISTRATIVE SCIENCE QUARTERLY
ADMINISTRATION IN SOCIAL WORK
ADVANCED MANAGEMENT JOURNAL
ADVANCES IN CONSUMER RESEARCH PROCEEDINGS-ENGLAND
ADVERTISING WORLD
AGEING AND WORK
AGENCY SALES
AGRICULTURAL ADMINISTRATION
AIM (APPRAISAL INSTITUTE MAGAZINE-CANADA
AIR FORCE COMPTROLLER
AKRON BUSINESS
ALCOHOLISM TREATMENT QUARTERLY
AMERICAN BUSINESS LAW JOURNAL
AMERICAN COUNCIL ON CONSUMER INTEREST PROCEEDINGS
AMERICAN HEALTH
AMERICAN IMPORT EXPORT MANAGEMENT
AMERICAN JOURNAL OF ECONOMICS & SOCIOLOGY
AMERICAN JOURNAL OF SMALL BUSINESS
AMERICAN MARKETING ASSOCIATION PROCEEDINGS

* *Major source : Business Publications Index and Abstracts, Gale Research Company*

AMERICAN PSYCHOLOGIST THE
AMERICAN REVIEW OF PUBLIC ADMINISTRATION
AMERICAN SALESMAN
AMERICAN SOCIOLOGICAL REVIEW
AMERICAN WAY
APPALACHIAN BUSINESS REVIEW
APPLIED ECONOMICS-ENGLAND
APPRAISAL JOURNAL
ARBITRATION JOURNAL
ARIZONA BUSINESS
ARKANSAS BUSINESS AND ECONOMIC REVIEW
ARMED FORCES COMPTROLLER
ASSOCIATION AND SOCIETY MANAGER
ASSOCIATION MANAGEMENT
ATLANTIC MONTHLY THE
AUSTRALIAN JOURNAL OF MANAGEMENT
BANK ADMINISTRATION
BANK MARKETING
BANK SYSTEMS & EQUIPMENT
BANKER, THE
BEHAVIOURAL AND SOCIAL SCIENCES LIBRARIAN
BEST'S REVIEW LIFE/HEALTH INSURANCE EDITION
BEST'S REVIEW PROPERTY/CASUALTY INSURANCE EDITION
BOTTOMLINE
BRITISH BUSINESS-ENGLAND
BRITISH JOURNAL
BRITISH JOURNAL OF ADMINISTRATIVE MANAGEMENT-
BRITISH JOURNAL OF EDUCATION PSYCHOLOGY
BRITISH JOURNAL OF INDUSTRIAL RELATIONS - ENGLAND
BROOKINGS REVIEW
BULLETIN AIOSP - GERMANY
BUREAUCRAT
BUSINESS
BUSINESS & ECONOMIC REVIEW
BUSINESS JAPAN
BUSINESS AND SOCIETY
BUSINESS AND SOCIETY REVIEW
BUSINESS ASIA-HONG KONG
BUSINESS ECONOMICS
BUSINESS EUROPE - ENGLAND
BUSINESS FORUM
BUSINESS HISTORY
BUSINESS HISTORY REVIEW

BUSINESS HORIZONS
BUSINESS IDEAS
BUSINESS INTERNATIONAL
BUSINESS LAWYER
BUSINESS MARKETING
BUSINESS MATTERS
BUSINESS MONTH
BUSINESS OWNER
BUSINESS QUARTERLY-CANADA
BUSINESS REVIEW
BUSINESS TRENDS
BUSINESS WEEK
CALIFORNIA MANAGEMENT REVIEW
CANADIAN BUSINESS - CANADA
CANADIAN BUSINESS REVIEW -
CANADIAN INSURANCE - CANADA
CANADIAN LABOUR - CANADA
CANADIAN MANAGER - CANADA
CANADIAN PUBLIC ADMINISTRATION - CANADA
CANADIAN TRANSPORTATION & DISTRIBUTION MANAGEMENT
CANADIAN VOCATIONAL JOURNAL
CASHFLOW MAGAZINE
CBI EDUCATION AND TRAINING BULLETIN
CEDEFOP NEWS
CHAIN STORAGE EXECUTIVE
CHALLENGE
CHIEF EXECUTIVE
CHINA BUSINESS REVIEW
COLUMBIA JOURNAL OF WORLD BUSINESS
COMMERCE INTERNATIONAL
COMMERICAL LAW JOURNAL
COMMUNICATION & BUSINESS
COMMUNICATOR'S JOURNAL
COMPENSATION PLANNING JOURNAL
COMPENSATION REVIEW
COMPETITIVE EDGE
COMPUTER LAW JOURNAL
COMPUTERS & OPERATIONS RESEARCH-ENGLAND
CONFERENCE BOARD RECORD
CORNELL HOTEL AND RESTAURANT ADMINISTRATION
CORPORATE ACCOUNTING
CORPORATE BOARD
CORPORATE DESIGN

CORPORATE LEADERSHIP IN ACTION
CORPORATION LAW REVIEW
COST AND MANAGEMENT-CANADA
COST ENGINEERING
CPA JOURNAL
CPCU JOURNAL
CREATIVE COMPUTING
CREATIVE FORUM
CREATIVE MANAGEMENT
CREATIVITY
CREDIT
DEFENCE MANAGEMENT JOURNAL
DESIGN STUDIES-ENGLAND
DIRECT MARKETING
DIRECTOR, THE
DIRECTORS & BOARDS
DISCOUNT MERCHANDISER
DISTRIBUTION
DUN'S BUSINESS MONTH
DYNAMIC BUSINESS
DYNAMICS OF CHANGE THE
ECONOMIC DEVELOPMENT & CULTURAL CHANGE
ECONOMIST
EFTA BULLETIN-SWITZERLAND
ELECTRONIC BUSINESS
EMPLOYEE ASSISTANCE QUARTERLY
EMPLOYEE BENEFIT PLAN REVIEW
EMPLOYEE BENEFIT RESEARCH INSTITUTE ISSUE BRIEFS
EMPLOYEE RELATIONS-ENGLAND
EMPLOYMENT & TRAINING REPORTER
EMPLOYMENT RELATIONS TODAY
ENERGY ECONOMIST-ENGLAND
ENERGY POLICY
ENERGY SYSTEMS AND POLICY
ENGINEERING COSTS & PRODUCTION
ECONOMICS-NETHERLANDS
ENGINEERING ECONOMIST
ENGINEERING MANAGEMENT INTERNATIONAL-NETHERLANDS
ENGINEERING NEWS-RECORD
ENTERPRISES FORMATION
ESTATE PLANNING
EUROMONEY TRADE FINANCE REPORT-ENGLAND
EUROPEAN ECONOMIC REVIEW-NETHERLANDS

EUROPEAN INDUSTRIAL RELATIONS REVIEW-ENGLAND
EUROPEAN JOURNAL OF OPERATIONAL
RESEARCH-NETHERLANDS
EUROPEAN JOURNAL OF MARKETING
EUROPEAN MANAGEMENT JOURNAL
EUROPEAN RESEARCH-NETHERLANDS
EUROPEAN REVIEW OF AGRICULTURAL ECONOMICS
EXECUTIVE
EXECUTIVE MIND THE
EXECUTIVE-CANADA
FEDERAL TRAINER
FINANCE & DEVELOPMENT
FINANCIAL ANALYSTS JOURNAL
FINANCIAL EXECUTIVE
FINANCIAL MANAGEMENT
FINANCIAL PLANNING TODAY
FINANCIAL WORLD
FINANCIAL REVIEW
FORBES
FORDHAM BUSINESS REVIEW
FORMAZIONE E LAVORO, ITALY
FORTUNE MAGAZINE
FRONTIER
FUND RAISING MANAGEMENT
FUTURES-ENGLAND
FUTURIST
GENERAL ELECTRIC REVIEW
GOVERNMENTAL FINANCE
GOODLIFE MAGAZINE
GOVERNMENT ACCOUNTANT'S JOURNAL
GOVERNMENT EXECUTIVE
GRADUATE MANAGEMENT RESEARCH
GROUP & ORGANIZATION STUDIES
GROWTH AND CHANGE
HANDLING & SHIPPING MANAGEMENT
HARVARD BUSINESS REVIEW
HEALTH & SOCIETY
HEALTH AFFAIRS
HEALTH CARE MANAGEMENT REVIEW
HEALTH MARKETING QUARTERLY
HEALTH SERVICES RESEARCH
HEALTHCARE FINANCIAL MANAGEMENT
HORIZON

HOSPITAL & HEALTH SERVICES ADMINISTRATION
HOSPITAL MATERIAL MANAGEMENT QUARTELRY
HOSPITALS
HUMAN RELATIONS
HUMAN RESOURCE MANAGEMENT
HUMAN RESOURCE PLANNING
HUMAN SYSTEMS MANAGEMENT-NETHERLANDS
IDEA: THE JOURNAL OF LAW & TECHNOLOGY
IEE TRANSACTIONS ON ENGINEERING MANAGEMENT
IEE TRANSACTIONS ON PROFESSIONAL COMMUNICATION
IIE PROCEEDINGS
IIE TRANSACTIONS
ILLINOIS BUSINESS REVIEW
IN BUSINESS
INC
INCENTIVE MARKETING
INDIANA BUSINESS REVIEW
INDUSTRIAL & LABOUR RELATION REVIEW
INDUSTRIAL AND COMMERICAL TRAINING
INDUSTRIAL AND LABOUR RELATIONS REVIEW
INDUSTRIAL DEVELOPMENT
INDUSTRIAL DISTRIBUTION
INDUSTRIAL ENGINEERING
INDUSTRIAL MANAGEMENT
INDUSTRIAL MARKETING MANAGEMENT
INDUSTRIAL RELATIONS
INDUSTRIAL RELATIONS RESEARCH ASSOCIATION
 PROCEEDINGS
INDUSTRIAL RELATIONS-CANADA
INDUSTRIAL SOCIETY-ENGLAND
INDUSTRIAL TRAINING
INDUSTRIAL TRAINING JAPAN
INDUSTRY WEEK
INFORMATION MANAGEMENT
INFORMATION & MANAGEMENT
INFORMATION AGE-ENGLAND
INFORMATION PROCESSING & MANAGEMENT
INFORMATION SERVICES AND USE
INQUIRY
INSTITUTIONAL INVESTOR INTERNATIONAL EDITION
INTERACTION
INTERFACES
INTERNAL AUDITOR

INTERNATIONAL DEMOGRAPHICS
 INTERNATIONAL ECONOMIC REVIEW
 INTERNATIONAL FINANCIAL LAW REVIEW-ENGLAND
 INTERNATIONAL JOURNAL OF ADVERTISING
 INTERNATIONAL JOURNAL OF GOVERNMENT AUDITING
 INTERNATIONAL JOURNAL OF MANPOWER-ENGLAND
 INTERNATIONAL JOURNAL OF OPERATIONS &
 PRODUCTION MANAGEMENT
 INTERNATIONAL JOURNAL OF PHYSICAL DISTRIBUTION
 & MATERIALS-ENGLAND
 INTERNATIONAL JOURNAL OF PROJECT MANAGEMENT
 INTERNATIONAL JOURNAL OF PUBLIC ADMINISTRATION
 INTERNATIONAL JOURNAL OF SOCIAL ECONOMICS
 INTERNATIONAL JOURNAL OF TRANSPORT ECONOMICS
 INTERNATIONAL LABOUR REVIEW-SWITZERLAND
 INTERNATIONAL MANAGEMENT
 INTERNATIONAL REVIEW OF ADMINISTRATIVE SCIENCES
 INTERNATIONAL STUDIES OF MANAGEMENT &
 ORGANIZATION
 INTERNATIONAL TRADE
 INTERNATIONAL TRADE AND INVESTMENT LETTER
 INTERNATIONAL TRADE FORUM-SWITZERLAND
 IPRA REVIEW
 ISSUES AND OBSERVATIONS
 JOURNAL OF DEVELOPMENT STUDIES-ENGLAND
 JOURNAL OF OCCUPATIONAL PSYCHOLOGY-ENGLAND
 JOURNAL OF HUMAN RESOURCES
 JOURNAL DE LA FORMATION CONTINUE
 JOURNAL FOR TECHNICAL AND VOCATIONAL
 EDUCATION IN SOUTH AFRICA
 JOURNAL OF ABNORMAL & SOCIAL PSYCHOLOGY
 JOURNAL OF ABNORMAL PSYCHOLOGY
 JOURNAL OF ACCOUNTANCY
 JOURNAL OF ACCOUNTING & ECONOMICS
 JOURNAL OF ACCOUNTING RESEARCH
 JOURNAL OF ACCOUNTING, AUDING & FINANCE
 JOURNAL OF ADVERTISING
 JOURNAL OF ADVERTISING RESEARCH
 JOURNAL OF AMERICAN SOCIETY FOR TRAINING AND
 DEVELOPMENT
 JOURNAL OF APPLIED BEHAVIOURAL SCIENCE
 JOURNAL OF APPLIED PSYCHOLOGY
 JOURNAL OF BANK RESEARCH

JOURNAL OF BANKING & FINANCE-NETHERLANDS
 JOURNAL OF BEHAVIORAL ECONOMICS
 JOURNAL OF BUSINESS
 JOURNAL OF BUSINESS ADMINISTRATION-CANADA
 JOURNAL OF BUSINESS COMMUNICATION
 JOURNAL OF BUSINESS ETHICS-HOLLAND
 JOURNAL OF BUSINESS FINANCE AND ACCOUNTING
 JOURNAL OF BUSINESS FINANCE AND LIBRARIANSHIP
 JOURNAL OF BUSINESS FORECASTING
 JOURNAL OF BUSINESS LAW-ENGLAND
 JOURNAL OF BUSINESS LOGISTICS
 JOURNAL OF BUSINESS RESEARCH
 JOURNAL OF BUSINESS STRATEGY
 JOURNAL OF CHEMICAL DEPENDANCY TREATMENT
 JOURNAL OF COLLECTIVE NEGOTIATIONS IN THE
 PUBLIC SECTOR
 JOURNAL OF CONSUMER AFFAIRS
 JOURNAL OF CONSUMER POLICY-NETHERLANDS
 JOURNAL OF CONSUMER RESEARCH
 JOURNAL OF COPORATION LAW
 JOURNAL OF CORPORATE TAXATION
 JOURNAL OF DEVELOPING AREAS
 JOURNAL OF DEVELOPMENT ECONOMICS-NETHERLANDS
 JOURNAL OF ECONOMETRICS-SWITZERLAND
 JOURNAL OF ECONOMIC BEHAVIOUR &
 ORGANIZATION-NETHERLANDS
 JOURNAL OF ECONOMIC DYNAMICS &
 CONTROL-NETHERLANDS
 JOURNAL OF ECONOMIC PSYCHOLOGY-NETHERLANDS
 JOURNAL OF ECONOMICS AND BUSINESS
 JOURNAL OF EMPLOYMENT COUNSELLING
 JOURNAL OF ENERGY LAW AND POLICY
 JOURNAL OF ENVIRONMENTAL ECONOMICS & MANAGEMENT
 JOURNAL OF EUROPEAN INDUSTRIAL TRAINING
 JOURNAL OF EXPERIMENTAL PSYCHOLOGY
 JOURNAL OF EXPERIMENTAL SOCIAL PSYCHOLOGY
 JOURNAL OF FINANCE
 JOURNAL OF FINANCIAL & QUANTITATIVE ANALYSIS
 JOURNAL OF FINANCIAL ECONOMICS-NETHERLANDS
 JOURNAL OF FORECASTING-ENGLAND
 JOURNAL OF FOOD PRODUCTS MARKETING
 JOURNAL OF GENERAL MANAGEMENT-ENGLAND
 JOURNAL OF GENETIC PSYCHOLOGY

JOURNAL OF GLOBAL MARKETING
 JOURNAL OF HEALTH AND HUMAN RESOURCES
 ADMINISTRATION
 JOURNAL OF HOUSING
 JOURNAL OF INDUSTRIAL ECONOMICS
 JOURNAL OF INFORMATION SCIENCE-NETHERLANDS
 JOURNAL OF INSURANCE
 JOURNAL OF INTERNATIONAL BUSINESS STUDIES
 JOURNAL OF INTERNATIONAL ECONOMICS-NETHERLANDS
 JOURNAL OF INTERNATIONAL FOOD AND AGRIBUSINESS
 MARKETING
 JOURNAL OF INTERNATIONAL MONEY AND FINANCE
 JOURNAL OF LABOUR RESEARCH
 JOURNAL OF LIBRARY ADMINISTRATION
 JOURNAL OF MACROMARKETING
 JOURNAL OF MANAGEMENT
 JOURNAL OF MANAGEMENT CONSULTING
 JOURNAL OF MANAGEMENT DEVELOPMENT
 JOURNAL OF MANAGEMENT PSYCHOLOGY - ENGLAND
 JOURNAL OF MANAGEMENT STUDIES
 JOURNAL OF MANAGERIAL PSYCHOLOGY
 JOURNAL OF MARKEING RESEARCH
 JOURNAL OF MARKETING
 JOURNAL OF MONEY CREDIT & BANKING
 JOURNAL OF MULTINATIONAL FINANCIAL MANAGEMENT
 JOURNAL OF NONPROFIT AND PUBLIC SECTOR MARKETING
 JOURNAL OF OCCUPATIONAL BEHAVIOUR
 JOURNAL OF OPERATIONS MANAGEMENT
 JOURNAL OF ORGANIZATIONAL BEHAVIOUR
 MANAGEMENT
 JOURNAL OF PENSION PLANNING & COMPLIANCE
 JOURNAL OF PERSONAL SELLING AND SALES
 MANAGEMENT
 JOURNAL OF PHARMACEUTICAL MARKETING AND
 MANAGEMENT
 JOURNAL OF POLICY ANALYSIS AND MANAGEMENT
 JOURNAL OF POLICY MODELING
 JOURNAL OF PORTFOLIO MANAGEMENT
 JOURNAL OF PRODUCT INNOVATION MANAGEMENT
 JOURNAL OF PRODUCTS LIABILITY-ENGLAND
 JOURNAL OF PROFESSIONAL SERVICES MARKETING
 JOURNAL OF PROMOTION MANAGEMENT
 JOURNAL OF PROPERTY MANAGEMENT

JOURNAL OF PURCHASING & MATERIALS MANAGEMENT
JOURNAL OF RESEARCH IN PHARMACEUTICAL ECONOMICS
JOURNAL OF RETAILING
JOURNAL OF RISK INSURANCE
JOURNAL OF SMALL BUSINESS MANAGEMENT
JOURNAL OF STATISTICAL PLANNING &
INFERENCE-NETHERLANDS
JOURNAL OF SYSTEMS MANAGEMENT
JOURNAL OF TEACHING IN BUSINESS
JOURNAL OF THE AMERICAN PLANNING ASSOCIATION
JOURNAL OF THE AMERICAN SOCIETY FOR
INFORMATION SCIENCE
JOURNAL OF THE INSTITUTE FOR SOCIOECONOMIC
STUDIES
JOURNAL OF THE MARKET RESEARCH SOCIETY-ENGLAND
JOURNAL OF THE OPERATIONAL RESEARCH SOCIETY
JOURNAL OF THE SOCIETY OF RESEARCH
ADMINISTRATORS-ENGLAND
JOURNAL OF URBAN ECONOMICS
JOURNAL OF VOCATIONAL EDUCATION RESEARCH
JOURNAL OF VOLUNTEER ADMINISTRATION
JOURNAL OF WOMEN AND AGING
JOURNAL OF WORLD TRADE LAW-ENGLAND
JOURNAL OF THE ACADEMY OF MARKETING SCIENCE
LABOUR AND SOCIETY-SWITZERLAND
LABOUR STUDIES JOURNAL
LAW & POLICY IN INTERNATIONAL BUSINESS
LEADERSHIP AND ORGANIZATIONAL DEVELOPMENT
JOURNAL
LEADING EDGE
LIBRARY JOURNAL, ENGLAND
LOGISTICS & TRANSPORTATION REVIEW-CANADA
LONG RANGE PLANNING-ENGLAND
LOS ANGELES TIMES
LOSS, GRIEF AND CARE
MACWORLD
MADISON AVENUE
MAGAZINE OF BANK ADMINISTRATION
MAINTENANCE MANAGEMENT INTERNATIONAL
MAINTENANCE MANAGEMENT INTERNATIONAL-NETHERLANDS
MANAGE
MANAGEMENT ACCOUNTING (UK)-ENGLAND
MANAGEMENT DECISION-ENGLAND

MANAGEMENT DEVELOPMENT GUIDE
MANAGEMENT EDUCATION AND DEVELOPMENT
MANAGEMENT FOCUS
MANAGEMENT IN GOVERNMENT-ENGLAND
MANAGEMENT INTERNATIONAL REVIEW-WEST GERMANY
MANAGEMENT JAPAN-JAPAN
MANAGEMENT QUARTERLY
MANAGEMENT SCIENCE
MANAGEMENT TODAY-ENGLAND
MANAGEMENT WORLD
MANAGEMENT REVIEW
MANAGERIAL FINANCE-ENGLAND
MANAGERIAL PLANNING
MANAGERS MAGAZINE
MANAGING
MARKET RESEARCH EUROPE-ENGLAND
MARKETING AND MEDIA DECISIONS
MARKETING COMMUNICATIONS
MARKETING NEWS
MARKETING TIMES
MARKETING-ENGLAND
MASS COMMUNICATION REVIEW
MCKINSEY QUARTERLY
MEDICAL ECONOMICS
MEDICINE AND LAW
MERCHANDISING
MERGERS & ACQUISITIONS
MID SOUTH BUSINESS JOURNAL
MID-ATLANTIC JOURNAL OF BUSINESS
MIDDLE EAST EXECUTIVE REPORTS
MIND & NATURE
MIS QUARTERLY
MODERN MATERIALS HANDLING
MODERN OFFICE TECHNOLOGY
MONEY
MONTANA BUSINESS QUARTERLY
MSU BUSINESS TOPICS
MTM JOURNAL OF METHODS-TIME MEASUREMENT
MULTINATIONAL BUSINESS
MUNICIPAL FINANCE JOURNAL
NATION'S BUSINESS
NATIONAL CONTRACT MANAGEMENT JOURNAL
NATIONAL PRODUCTIVITY REVIEW

NATIONAL PUBLIC ACCOUNTANT
NATIONAL REAL ESTATE INVESTOR
NEBRASKA JOURNAL OF ECONOMICS AND BUSINESS
NEW ENGLAND JOURNAL OF BUSINESS ENGLAND
NEW MANAGEMENT
NEW YORK TIMES MAGAZINE THE
NEW YORK TIMES THE
NEWS WEEK
OBSERVER THE
OCCUPATIONAL HAZARDS
OCCUPATIONAL PSYCHOLOGY
OECD ECONOMIC OUTLOOK-PARIS, FRANCE
OECD OBSERVER
OFFICE
OFFICE ADMINISTRATION AND AUTOMATION
OFFICE EXECUTIVE
OFFICE TECHNOLOGY AND PEOPLE-NETHERLANDS
OMEGA-ENGLAND
ON TARGET
OPERATIONS MANAGEMENT REVIEW
OPERATIONS RESEARCH
OPTIMUM-CANADA
ORGANIZATION STUDIES
ORGANIZATION THEORY
ORGANIZATIONAL BEHAVIOUR & HUMAN
PERFORMANCE
ORGANIZATIONAL BEHAVIOUR TEACHING REVIEW
ORGANIZATIONAL DYNAMICS
OUTLOOK
PENSION WORLD
PERSONAL COMPUTING
PERSONAL SELLING POWER
PERSONNEL
PERSONNEL ADMINISTRATION
PERSONNEL ADMINISTRATOR
PERSONNEL AND GUIDANCE JOURNAL
PERSONNEL JOURNAL
PERSONNEL MANAGEMENT-ENGLAND
PERSONNEL PSYCHOLOGY
PERSONNEL REVIEW
PERSPECTIVE
PLANNED INNOVATION
PLANNING REVIEW

PLANT MANAGEMENT & ENGINEERING-CANADA
PLAYBOY
PRACTICAL ACCOUNTANT, THE
PRACTICAL SUPERVISION
PRACTISING MANAGER-AUSTRALIA
PRODUCTION
PRODUCTION ENGINEERING
PRODUCTIVITY DIGEST-SINGAPORE
PROFESSIONAL TRAINER
PROGRAM MANAGER
PSYCHOLOGICAL BULLETIN
PSYCHOLOGY & EDUCATIONAL PRACTICE
PSYCHOLOGY TODAY
PUBLIC ADMINISTRATION AND DEVELOPMENT
PUBLIC ADMINISTRATION QUARTERLY
PUBLIC ADMINISTRATION REVIEW
PUBLIC ADMINISTRATION-ENGLAND
PUBLIC BUDGETING & FINANCE
PUBLIC FINANCE & ACCOUNTANCY-ENGLAND
PUBLIC FINANCE QUARTERLY
PUBLIC INTEREST
PUBLIC MANAGEMENT
PUBLIC OPINION
PUBLIC PERSONNEL MANAGEMENT
PUBLIC PRODUCTIVITY REVIEW
PUBLIC RELATIONS JOURNAL
PUBLIC RELATIONS QUARTERLY
PUBLIC RELATIONS REVIEW
PUBLIC UTILITIES FORTNIGHTLY
PURCHASING
PURCHASING WORLD
QUALITY
QUALITY PROGRESS
QUARTERLY REVIEW OF ECONOMICS AND BUSINESS
QUARTERLY REVIEW OF MARKETING-ENGLAND
R & D MANAGEMENT - ENGLAND
REAL PROPERTY, PROBATE & TRUST JOURNAL
RECORDS MANAGEMENT QUARTERLY
REFERENCE LIBRARIAN, THE
RESEARCH IN MARKETING
RESEARCH MANAGEMENT
RESEARCH POLICY-NETHERLANDS
RESOURCE SHARING AND INFORMATION NETWORKS

RETAIL & DISTRIBUTION MANAGEMENT-ENGLAND
RETAIL CONTROL
REVIEW OF BUSINESS & ECONOMIC RESEARCH
REVIEW OF BUSINESS-JAMAICA
REVIEW OF WORLD ECONOMICS-WEST GERMANY
REVISION
RISK MANAGEMENT
SALES & MARKETING MANAGEMENT
SALES & MARKETING MANAGEMENT IN CANADA
SAM ADVANCED MANAGEMENT JOURNAL
SAN FRANCISCO CHRONICLE
SCIENCE
SECURITY MANAGEMENT
SERVICE MANAGEMENT
SITE SELECTION HANDBOOK
SKY
SLOANE MANAGEMENT REVIEW
SMALL BUSINESS REPORT
SOCIAL WORK IN HEALTH CARE
SOCIETY
SOCIO ECONOMIC PLANNING SCIENCES-ENGLAND
SOUTH DAKOTA BUSINESS REVIEW
SOUTHWEST JOURNAL OF BUSINESS & ECONOMICS
STAMFORD GSB
STATE GOVERNMENT
STRATEGIC MANAGEMENT JOURNAL - ENGLAND
STUDIES IN BUSINESS & SOCIETY
SUCCESSFUL MEETINGS
SUCCESSFUL WOMAN
SUPERVISION
SUPERVISORY MANAGEMENT
SURVEY OF BUSINESS
SURVEY OF CURRENT BUSINESS
TARRY TOWN LETTER THE
TAX EXECUTIVE
TAX MANAGEMENT INTERNATIONAL JOURNAL
TECHNICAL SERVICES QUARTERLY
TECHNOLOGICAL FORECASTING & SOCIAL CHANGE
TECHNOLOGY REVIEW
TEXAS BUSINESS REVIEW
TEXAS MONTHLY
THRUST: JOURNAL FOR EMPLOYMENT TRAINING
PROFESSIONALS

TIME
TOPICS IN HEALTH RECORDS MANAGEMENT
TQM
TRADE AND COMMERCE
TRAFFIC MANAGEMENT
TRAINING
TRAINING & DEVELOPMENT JOURNAL
TRAINING AND DEVELOPMENT
TRAINING DIGEST
TRAINING NEWS
TRAINING OFFICER
TRAINING TODAY
TRAINING TRENDS
TRANSITION
TRANSPORTATION LAW JOURNAL THE
TRANSPORTATION RESEARCH-ENGLAND
TRAVELHOST NATIONAL
TRUSTS & ESTATES
UNITED MAGAZINE
UNITED STATES BANKER
VALUATION
VENTURE
VIEWPOINT
VITAL SPEECHES OF THE DAY
VOCATIONAL GUIDANCE QUARTERLY
VOCATIONAL TRAINING NEWS
WALL STREET JOURNAL THE
WEALTHBUILDING
WESTERN WORLD
WORLD DEVELOPMENT-ENGLAND
WOMAN CPA
WOMEN IN BUSINESS
WORK & PEOPLE-AUSTRALIA
WORK AND OCCUPATIONS
WORKING WOMAN
WORKLIFE
WORLD ECONOMY-ENGLAND
WORLD PATENT INFORMATION
ZIP/TARGET MAREKTING

RESOURCE GUIDE 5: ABSTRACTS

Business Publications : Index and Abstracts

Gale Research Company

Book Towers

Detroit MI 48226,

U.S.A.

Management Update

British Council Division

AIFACS Building, Rafi Marg

New Delhi 110 001



RESOURCE GUIDE 6: INDIAN JOURNALS

- Abhigyan, NEW DELHI
Administration and Management, RANCHI
Administrative Change, JAIPUR
All India Administrative Law Times, MYSORE
Bibliographic Bulletin on Management Literature, NEW DELHI
Bulletin of Sciences, BANGALORE
Business India, BOMBAY
Business Standard, CALCUTTA
Business World, CALCUTTA
Commerce, BOMBAY
Computers & Communication, NEW DELHI
Contribution to Indian Sociology, NEW DELHI
Defence Management, SECUNDERABAD
Digest of Central Acts, NEW DELHI
Disaster Management, NEW DELHI
Economic and Political Weekly, BOMBAY
Economic Digest, NEW DELHI
Economic Times, BOMBAY
Education Quarterly, NEW DELHI
Education Review, MADRAS
Energy Management, NEW DELHI
Financial Express, BOMBAY
Glimpses in Administration, NEW DELHI
Health & Population Perspectives, NEW DELHI
Herald of Health, PUNE
Indian Journal of Applied Linguistics, NEW DELHI
Indian Economic Review, DELHI
Indian Economic & Social History, BOMBAY
Indian Educational Review, NEW DELHI
Indian Journal of Adult Education, NEW DELHI
Indian Journal of Behaviour, MYSORE
Indian Journal of Criminology, MADRAS
Indian Journal of Extension Education, NEW DELHI



Indian Journal of Industrial Relations, NEW DELHI
Indian Journal of Public Administration, NEW DELHI
Indian Journal of Social Research, NEW DELHI
Indian Journal of Social Work, BOMBAY
Indian Journal of Training Development, NEW DELHI
Indian Labour Journal, NEW DELHI
Indian Management, NEW DELHI
Industrial India, BOMBAY
Jagriti, BOMBAY
Journal of Economic Research, DHARWAD
Journal of Indian Education, NEW DELHI
Journal of Indian Institute of Bankers, BANGALORE
Journal of Management, HYDERABAD
Journal of Rural Development, HYDERABAD
Journal of Scientific & Industrial Research, NEW DELHI
Journal of Social and Economic Studies, NEW DELHI
Khadi Gramodyog, BOMBAY
Management Accountant, CALCUTTA
Management in Government, NEW DELHI
Management Ideas, BOMBAY
Management News, NEW DELHI
Management & Labour Studies, JAMSHEDPUR
Monthly Commentary on Indian Economic Conditions,
NEW DELHI
Monthly Public Opinion Surveys, NEW DELHI
Nagarlok, NEW DELHI
National Bank News Review, BOMBAY
Nutrition, HYDERABAD
Parliament Affairs, BANGALORE
Police Research and Development, NEW DELHI
Prashasnika, JAIPUR
Quality of Work Life, CHANDIGARH
Social Change, NEW DELHI
Social Defence, NEW DELHI
Social Scientist, THIRUVANANTHAPURAM
Southern Economist, BANGALORE



Update, BOMBAY
Vikalpa, AHMEDABAD
World Executive Digest, BOMBAY
Yojana, NEW DELHI
Your Health, CALCUTTA



**RESOURCE GUIDE 7:
INSTRUMENTS, GAMES, ETC.**

University Associates/Pfeiffer & Company
Roggestraat 15, 2153 GC Nieu-Vennep,
The Netherlands

Organization Design and Development
2002 Renaissance Blvd. Suite 100, King of Prussia,
PA 19406, U.S.A.

The Resource Library (Sales),
National Productivity Board, NPB Building,
2 Bukit Merah Central, Singapore 0315

Eureka Marketing Group
B-12 DDA Flats, Saket, New Delhi 110 007

RESOURCE GUIDE 8: IMPORTERS OF FILMS AND VIDEOS

- Centre for Organisational & Professional Excellence (COPE),*
H 108/8, Seventh Avenue, Basant Nagar,
Madras 600 090
- Educational Aids India, 2E/16, Jhandewalan Extension,*
New Delhi 110 055
- Films on Management, 4, Fift House, 940, New Prabhadevi*
Road, Bombay 400 025
- Industrial Training Media, 2E/16, Swami Ramtirth Nagar,*
New Delhi 110 055
- National Education and Information Films Ltd., 67 Maker*
Chambers, Nariman Point, Bombay 400 021
- PDE Communications, 342, Kalbadevi Raod,*
Bombay 400 002
- Professional Management Video Society, J-9/11, Rajouri*
Garden, New Delhi 110 027
- Rangoon Studio, 58 Janpath, New Delhi 110 001*
- Tata McGraw Hill Co. Ltd., 4/12 A Asaf Ali Raod,*
New Delhi 110 002

RESOURCE GUIDE 9: INDIAN PRODUCERS OF VIDEO FILMS

Akik Chitra, Gufic Building, Subhash Raod 'A',
Vile Parle (East), Bombay 400 057

Centre for Public Sector Studies, A-22 Gulmohur Park,
New Delhi 110 049

Education Television, Central Institute of Educational
Technology, National Council of Educational Research
& Training Centre, Sri Aurobindo Marg,
New Delhi 110 016

ET&T Corporation, 15/48 Malcha Marg, Chanakyapuri,
New Delhi 110 021

Media Matrix, 102, Embassy Towers Seven Bangalow
Road, Versova, Bombay 400 061

Sharu Rangnekar Associates, Neelambar, G Deshmukh
Marg, Bombay 400 026



RESOURCE GUIDE 10: INTERNATIONAL CONFERENCES & EXPOSITIONS

American Management Association 135 West 50th St. New York NY 10020 USA

The American Society for Training and Development, 1630 Duke Street, Box 1443, Alexandria VA 22313

The Association for Humanistic Psychology, 1772 Vallejo Street 3, San Francisco CA 94123

Creative Problem Solving Institute, (CPSI) Creative Education Foundation, State University College at Buffalo, 1300 Elmwood Avenue—Chase Hall, Buffalo, New York 14222 U.S.A.

Training, Lakewood Publications Inc., 50 S 9th Street, Minneapolis MN 55402, U.S.A.

World Future Society, 4916 Saint Elmo Avenue, Bethesda Maryland 20814 USA



**RESOURCE GUIDE 11:
ASSOCIATION MEMBERSHIPS**

American Management Association,
135 West 50 St., New York, NY 10020, U.S.A.

American Library Association,
50 East Huron St., Chicago, IL 60611 USA

The American Society for Training & Development,
1630 Duke Street, Box 1443, Alexandria VA 22313,
U.S.A.

International Society for General Semantics
P.O. Box 2469 San Francisco CA 94126

Library Association,
7 Ridgmont St., London WC1E 7AE, U.K.

Special Library Association
1700 8th St. NW, Washington DC 20009, USA



RESOURCE GUIDE 12: CORPORATIONS WORTH STUDYING & EMULATING

THE 100 BEST BY INDUSTRY*

CONSUMER GOODS

Anheuser-Busch	
Celestial Seasonings	
Eastman Kodak	M
General Electric	L
General Mills	G
H.J. Heinz	
Johnson Wax	C,D,H
Johnson & Johnson	
Mary Kay Cosmetics	H,G
Maytag	M
McCormik	
Merle Norman Cosmetics	
Philip Morris	
Polaroid	
Procter & Gamble	C,D,E,L
Ralston Purina	

DRUGS & HEALTH CARE

Baxter Travenol	
Hospital Corporation of America	
Johnson & Johnson	
Marion Laboratories	H
Merck	B
Physio-Control	F,H

* Source: *100 Best Companies of America* by R. Levering et.al.
(Addison Wesley)

HIGH TECHNOLOGY

Advanced Micro Devices	D,F
Analog Devices	
Apple Computer	C,F
Bell Laboratories	A,C
Control Data	G
Digital Equipment	D
Electro Scientific	H
General Electric	L
Hewlett-Packard	A,B,D,F
Intel	
IBM	A,C,D,E,G,L,M
Kollmorgen	F,I
3M	E
Moog	
Odetics	F
ROLM	
Tandem Computer	
Tandy	E
Tektronix	

OIL & CHEMICALS

Atlantic Richfield	B,C
Borg-Warner	
Du Pont	
Eastman Kodak	M
Exxon	B,D
H.B. Fuller	
Gore	E,I
3M	E
Polaroid	
Raychem	
Shell Oil	B
Tenneco	

STEEL & AUTO

Borg-Warner	
Cummins Engine	
Dana	H,I
Deere	
Donnelly Mirrors	I
Inland Steel	
Nissan	
Nucor	
Tenneco	
Worthington	

CONGLOMERATE

General Electric	L
General Mills	G
3M	E
Tenneco	

OFFICE EQUIPMENT

Apple Computer	C,F	
Control Data	G	
Digital Equipment		D
Eastman Kodak		M
Exxon		B,D
Hewlett-Packard		A,B,D,F
IBM		A,C,D,E,G,L,M
Liebert		
3M		E
Pitney Bowes		A,F,H
ROLM		
Tandem Computer		
Tandy		E

CLOTHING

General Mills	G
Gore	E,I
Levi Strauss	G
Olga	
Springs Mills	

SHELTER

Armstrong	
Trammell Crow	A,B,C
CRS Sirrinc	I
Linnton Plywood	I
Herman Miller	F,I
Weyerhaeuser	I

UTILITY

Southern California Edison

MEDIA & ENTERTAINMENT

Leo Burnett	
Walt Disney	
Doyle Dane Bernbach	F,G
Hallmark Cards	F,G,I
Knight-Ridder	
Los Angeles Dodgers	F
Quard/Graphics	E,I,K
Random House	
Reader's Digest	
Time Inc.	A,C,G

RETAILING

Dayton Hudson	
General Mills	G
Lowe's	E,I
Mary Kay Cosmetics	H,G
Merle Norman Cosmetics	F
Nordstrom	E,G
J.C. Penney	G
Public Super Markets	F,I
Tandy	E
Wal-Mart Stores	

BANKING & FINANCE

Borg-Warner	
Citicorp	E,G,L
Control Data	G
A.G. Edwards	
General Electric	L
Goldman Sachs	A,B
J.P. Morgan	C
Rainier National Bank	G
Security Pacific Bank	

INSURANCE

Erie Insurance	
Northwestern Mutual Life	A,F,G
J.C. Penney	G
Ryder	
Tenneco	

TRANSPORTATION

Delta Air Lines	A,L,F
People Express	K
Preston Trucking	
Ryder	
Viking Freight	H

RESTAURANTS & HOTELS

General Mills	G
Ralston Purina	
Saga	
Westin Hotels	E

While good overall, some companies score very high in certain areas. The codes are as explained below :

- A = Best companies to work for in America
- B = Best Paying Companies
- C = Best for Benefits
- D = Best for Job Security
- E = Best for Chances to Move Up
- F = Best for Ambience
- G = Best Places for Women to Work
- H = Where the Big Bosses Meet Regularly with the Troops
- I = Where Employees Own a Large Piece of the Company
- J = Scanlon (Share the Wealth) Plan Companies
- K = Most Unusual Management Styles
- L = Best Training Grounds - for Others
- M = Best Employee Suggestion System

RESOURCE GUIDE 13: CORRESPONDENCE COURSES

*EKS (German Management Diploma), C/o Baroda
Productivity Council, Productivity House, Alka Puri,
Vadodara 390 006*

*Basic Value Analysis Diploma Course, Larry Miles Value
Foundation, Washington DC.*

*Local Co-ordinator: MMC School of Management,
Court Chambers, III Flr, 35 New Marine Lines,
Bombay 400 020*

*Indira Gandhi National Open University, YMCA Cultural
Centre, 1 Jai Singh Road, New Delhi 110 001*

*Andhra Pradesh Open University, 8-3-952/10/6 & 7,
Srinagar Colony Road, Punjagatta, Hyderabad 500 016*

*The Open University, P.O. Box 48, Walton Hall,
Milton Keynes MK7 6AB, U.K.*



RESOURCE GUIDE 14: HOLISTIC HEALTH PROGRAMMES*

Bihar School of Yoga, Monghyr, Bihar 811 201
Prasanna Trust, 9, 9th Main Road, Vyalikaval, Bangalore
560 003

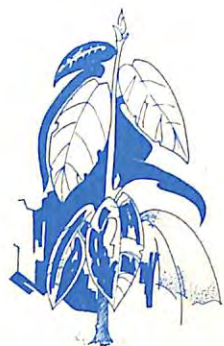
Siddha Samadhi Yoga Centre, IV T-Block, Jayanagar,
Bangalore 560 041

Vivekananda Kendra, Kanyakumari 629 702

Vivekananda Kendra, 3 Singarachari Street, Triplicane,
Madras 600 005

Vipaschana International Academy, Dhangir, Igatpuri 422 403

Yoga Institute, Santa Cruz, Bombay 400 055



* Many of these organizations have branches in major cities of India.

RESOURCE GUIDE 15: DATA WORLDWIDE

*National Centre for Information, Shiveshwarkar House, 32
Dr. Parekh Street, Near Prarthana Samaj, Bombay
400 004*

*Datapro U.S.A., C/o Tata McGraw Hill Co. Ltd., 4/12 A
Asaf Ali Road, New Delhi 110 002*



RESOURCE GUIDE 16: APEX MANAGEMENT ORGANIZATIONS* WORLDWIDE

- Institute National de la productivite et du Development Industriel*
125 bis rue Didouche Mourad Algiers ALGERIA
- Instiute Para el Desarrollo de Empresarios en Argentina Moreno*
1850 P piso Buenos Aires ARGENTINA
- Australian Institute of Management National Centre* 31 Queens
Road Melbourne 3004 AUSTRALIA
- United Nations Industrial Development Organisation (UNIDO)* PO
Box 300 A-1400 Vienna AUSTRIA
- Bahamas Institute of Commerce Heasties Building* Robinson Road
PO Box N79117 Nassau BAHAMAS
- Management Centre Europe* 4 Avenue des Arts Brussels 4
BELGIUM
- European Research Group on Management (ERGOM)*
PrediKatrenberg 55 B 3200 Kessel-10 BELGIUM
- Institute of Management Development* Botswana PO Box 1357
BOTSWANA
- Instituto de Organizacao Racional Do Trablho* Praca Don Jose
Gaspur 30 Sao Paulo BRAZIL
- Canadian Institute of Management* 2175 Sheppard Avenue East
Suite 110 Willowdale Ontario M2J IW8 CANADA
- China Enterprise Management Association* Sanlihe Fuxingmenwai
Beijing CHINA
- Cyprus Productivity Centre Ministry of Labour & Social Insurance*
PO Box 536 Nicosia CYPRUS
- Czechoslovak Committee for Scientific Management* Director Siroka
5 Siroka 5 11001 Praha 1 CZECHOSLOVAKIA
- Danish Employers Confederation* 1503 Vestervoldgade 113
Copenhagen V DENMARK
- Industrial Development Centre for Arab States* IDCAS PO Box
1297 Cairo EGYPT
- African Association for Public Administration and Management* PO
Box 60087 Addis Ababa ETHIOPIA

* Source: *Unlocking your Organization* by Mike Woodcock and Dave Francis (Gower)

- Finnish Institute of Management* Director Kalevankatu 12 00100
Helsinki 10 FINLAND
- Association Francaise de Management (CNOF)* Director General
119 Rue de Lille 75007 Paris FRANCE
- European Industrial Research Management Association (EIRMA)* 38
Cours Albert I er 75' Paris 8 FRANCE
- Insead-European Institute of Business Administration* Boulevard de
Constance F-77305 Fontainebleau Cedex FRANCE
- Ghana Institute of Management and Public Administration*
Greenhill PO Box 50 Achimota GHANA
- Greek Management Association* 27v Sophias Avenue Athens
GREECE
- Greek Productivity Centre* 28 Kapodistriou St 10682 Athens
GREECE
- Guyana Institute of Management* Bauxite Ind. Development
Corpn. Ltd., 71,main and Murray Sts Georgetown PO Box 7
GUYANA
- Hong Kong Management Association* Management House 3rd Flr.
26 Canal Road West HONG KONG
- National Management Development Centre* Konyves Kalman
Korut48-52 H-1476 Budapest VIII HUNGARY
- All India Management Association* Management House Area 14
Institutional Area Lodi Road New Delhi 110 003 INDIA
- National Productivity Council* Lodi Road New Delhi 110 003
INDIA
- The Institute of Management Consultants of India* Centre 1, 11th
Floor, Unit 2, World Trade Centre, Bombay 400 005
- Akademi Keuangan Dan Perbankan Alanat Dhalan Mugas No. 1*
Semarang INDONESIA
- European Council of Management* C/o RKW, Dusseldorfer
Strasse 40, Postfach58 67 6236 Eschborn 1 Germany
- World Council of Management* C/o NIVE Van Alkemadeaan 700
2597 AW The Hague The Netherlands
- Irish Management Institute* Sandyford Road Dublin 14
IRELAND
- Israel Institute of Productivity* 4 Henrietta Szold Street Tel. Aviv
61330 ISRAEL
- Israel Management Centre* PO Box 33033, Tel Aviv 61330
ISRAEL

- Ufficio Documentazione PRO (IFAP) Piazza della Repubblica 59,
Roma 00185 ITALY*
- Jamaican Institute of Management 15 Hillcrest Avenue Kingston
JAMAICA*
- Foundation for Asian Management Development 1704 Mori
Building No 17 1-26-5 Toranoman Minato-Ku Tokyo 105
JAPAN*
- International Management Association of Japan Mori 10th
Building 1-18-1 Toranoman Minot Ku Tokyo JAPAN*
- Japan Management Association 3-11-22 Shiba Park Minato-Ku
Tokyo 105 JAPAN*
- Arab Organisation of Administration Sciences PO Box 17159
Amman JORDAN*
- Kenya Institute of Management College House Koinange Street
PO Box 43706 Nairobi KENYA*
- Malaysian Institute of Management 227 Jalan Ampang Kuala
Lumpur 16 03 MALAYSIA*
- Malaysian Association of Productivity 133 A Jalan Gasing
Petaling Jaya PO Box 557 Jalan Sultan MALAYSIA*
- Mauritius Institute of Management Cerne House 13 La Chaussee
Port Louis MAURITIUS*
- Instituto Nacional De Administration Publica 9 (INAP) Km 14.5
Carretera Mexico-Toluca Delegacion Cuajimalpa CP 05110
MEXICO*
- Institute of Management Tribhuvan University PO Box 1246
Kirtipur Kathmandu NEPAL*
- Netherlands Management Association (NIVE) Managing Director
Van Alkemadelaan 700 2597 AW Den Hagg
NETHERLANDS*
- The Council for International Progress in Management (US) Inc
(CIPM) 845 Third Avenue New York NEW YORK*
- New Zealand Institute of Management Auckland Division
Management House 303 Manurau Road Epsom Auckland
Box 26-001 NEW ZEALAND*
- Nigerian Institute of Management 22 Alhaji Murtala Animashaun
Close off Adelabu Street Lagos PO Box 2557 NIGERIA*
- The Norwegian National Committee of Scientific Management Wm.
Thranesgt 98 Oslo 1 NORWAY*
- Pakistan Institute of Management Clifton Karachi-6 PAKISTAN*

- Asian Institute of Management Eugenio Lopez Foundation*
MCC PO Box 898 Makati Rizal PHILIPPINES
- Productivity and Development Centre DAP Building San Miguel*
Avenue Ortigas Metro Manila PHILIPPINES
- Management Organisation and Development Institute* UL
Wawilska 56 POLAND
- Papua New Guinea Institute of Management* PO Box 1010 Lae
PAPUA NEW GUINEA
- Portuguese Management Association (APM) President* Av. Casal
Ribeiro 48-6 Dt 1000 Lisboa PORTUGAL
- Sierra Leone Institute of Management* 20 Lightfoot Boston Street
PO Box 1426 Freetown SIERRA LEONE
- Singapore Institute of Management* 15 Scotts Road 04/02/13
Thong Teck Bldg. Singapore 0922 SINGAPORE
- South African Institute of Management* PO Box 56222 Pinegowrie
2123 Transvaal SOUTH AFRICA
- Comecon Institute of Management* Prospekt Kalinina 56
Moscow 121205 USSR SOVIET UNION
- Circulo De Empresarios Serrano Jower* 5-2 28015 Madrid
SPAIN
- The Swedish Institute of Management Director General* PO Box
6501 11383 Stockholm SWEDEN
- European Management Forum* 19 Chemin des Hauts-Crets
Cobigny Geneva CH-1223 SWITZERLAND
- IMI-International Management Institute* 4 Chemin de Conches
Geneva CH-1231 SWITZERLAND
- China Productivity Centre* 11th Floor 201-26 Tun Hua North Rd.
Taipei Taiwan 105 ROC TAIWAN
- Eastern and Southern African Management Institute Esami* PO Box
3030 Arusha TANZANIA
- Thailand Management Association Samaggi Insurance Bldg.* 3rd
Floor, Room No. 5 308 Silom Road Bangkok 10500
THAILAND
- Management Development Centre Trinidad* PO Box 1301 Port of
Spain TRINIDAD
- Industrial Center for Arab States* 14 rue Yahia B Amor Tunis
TUNISIA
- British Institute of Management, Management House, Parker*
Street, London WC2B 5PT, U.K.
- Industrial Society*, 48 Bryanston Square, London, W1H 8AH, U.K.

- The Institute of Management Consultants* 32-33 Halton Garden
London EC1N 8DL U.K.
- The Institute of Directors*, 116 Pall Mall, London SW17 5ED, U.K.
- Administrative Management Society* Willow Grove Pennsylvania
PA 19090 U.S.A.
- American Association of Industrial Management* 2500 Office
Centre Maryland Road Willow Grove, Pennsylvania PA
19090 U.S.A.
- American Management Associations* 135 West 50 Street New York
NY 10020 U.S.A.
- American Society for Training and Development* 1630 Duke Street
Box 1443, Alexandria VA 22313 U.S.A.
- Association of Systems Management* 24587 Bagley Road
" Cleveland Ohio OH 44138 U.S.A.
- Institute of Management Sciences* 146 Westmister Street
Providence Rhode Island RI 02903 U.S.A.
- The Conference Board* 845 Third Avenue New York NY 10022
U.S.A.
- Association for Work Study & Industrial Organisation (REFA)*
Wittichstrasse 2 Postfach 4138 6100 Darmstadt WEST
GERMANY
- Zambia Federation of Employers* Permanent House Cairo Road
Lusaka ZAMBIA
- Zimbabwe Institute of Management* 7th Floor Inslip House
Samara Machel Avenue Harare PO Box 3733 ZIMBABWE



'INDIANISATION' OF INDIAN MANAGEMENT

by S.V.Pandit and N.H.Atthreya

In these days of 'professionalisation of management', it may not be fashionable to talk about 'Indianisation'. However, when healthy Indian companies with a record of high employee morale and profitability fall prey to 'professionalisation' and introduce outdated alien rigid structures and systems, it may be worth having a relook at the merits of 'Indianisation'. Even those companies that are totally 'professionalised' but operating in the Indian context may benefit from such a review.

What 'Indian' Management Can Accomplish

A recent seminar on "Indian Ethos in Management: Experiments and Experiences" organized by the Foundation for Integrated Management featured a dozen success stories covering public/private, small/large, national/ multinational, and profitmaking/ nonprofit organizations. These have been published in two volumes (2 & 3) of the *Journal of Foundation for Integrated Management*.**

* Contact person Mr. Manhar Kothari, Phones: 276343/6345/7011

These are some of the highlights of the successes reported:

- 50 years of uninterrupted industrial peace in EXCEL INDUSTRIES;
- More than a dozen successful cases of encouraging employees to become associated entrepreneurs;
- "Grahak devo bhava" experiment in MTNL leading to 'doubling' of quality level of transactions of telephone operators with subscribers ;
- Profitable venture in trusteeship at MEHSANA (People's Trusteeship Packaging Pte. Ltd.);
- Creation of 18,000 women entrepreneurs by LIJJAT;
- 45 crore business by 100% employee-owned ALACRITY FOUNDATION of Madras;
- RAMAKRISHNA MISSION experience of developing self managing communities amongst Santhals and Khasis ;
- Creation of impersonal wealth by SWADHYAYA PARIWAR with the guidance of Shri Pandurang Shastri Athawle;
- Abandoning of destructive habits by thousands of workmen (and resulting productivity rise) as a result of training through the medium of industrial *kirtans*.



Elements of Indian Ethos

Indian management methods are bound to work in India because Indians are products of the Indian ethos. Indian ethos is different from Greeko-Roman ethos of Europe, American ethos or Japanese ethos, good as they are in their countries' context. Essentials of Indian ethos can be better appreciated when they are contrasted against Greeko-Roman European ethos. For example, Indians as a race believe in:

- Ego sublimation rather than ego assertion;
- Synthesis rather than analysis;
- Concept of duties rather than concept of rights;
- Yielding rather than dominating;
- Self control rather than control from outside;
- Substance rather than form;
- Spiritual attainment rather than material prosperity;
- Reverence for age and maturity of thought rather than for material progress and cleverness;
- Flexible order rather than unchanging order;
- Team achievement rather than individual achievement;
- Harmonious living with nature rather than dominance of nature;
- Sacrifice (Bhagirath) spirit rather than fight (Prometheus) spirit.



Operational Dimensions

What is this Indianisation? It is a process, a dynamic process. There is a conceptual part and there is an operational part. We saw aspects of the conceptual part. We may now briefly see aspects of the operational part. When one practices 'Indian' management, what is one found to do? Here are a few practices:

- Starts day's work with group prayer and *sankalpa* (resolve) for the day;
- Purify and sanctify (*pavitra*) work place by removing unwanted things, cleaning, dusting, lubricating, arranging needed things in orderly fashion and seeking energy and smooth facilitation of process from the Almighty;
- Address each other with Indian honorifics like 'bhai', 'da', 'dada', 'tai', 'didi', 'bhabi' etc after first name;
- Converse in an Indian language even if employees are well-versed in English;
- Allow self-managing teams with common purpose to operate and develop leadership by competence (and not leadership by hierarchical position as in 'professional' systems);
- Let informal systems of team goal setting, result measurement, celebration of achievement and mourning of failure develop and take route;
- Practice oral, informal verification by gentle probing rather than formal written reporting system;

- Rely on informal, flexible, purpose-oriented organic systems (eg. Bombay *dabbawalas*) rather than on formal, rigid, procedure-oriented 'professional' systems;
- Treat everyone as part of a large Indian joint family;
- Encourage employees to become self-employed or associate entrepreneurs ;
- Treat suppliers and customers as interdependent families as in typical villages;
- Let employees learn new skills by giving them an opportunity to perform and to learn at their own pace;
- Let employees learn new habits through examples set by their seniors instead of attempting to change their attitude by preaching;
- Use traditional Indian methods like *bhajans* and *kirtans* for propagation of concepts, values and attitudes;
- Work for consensus, agreement and commitment on partial agenda rather than implement the whole agenda by directives;
- Manage self rather than manage others;
- Be you-centred rather than I-centred;
- Take into consideration total worth and circumstances of an employee while reviewing remuneration instead of paying him through common system (which promotes comparison, envy and grievances);

- Having decided the remuneration package, let employees decide the form of reward of team members for team achievement.

A Local Habitation and a Name

Something like 'Indian' management does exist and it works. Though many have been practising it in India, till recently, we have not given it a systematic look and we have not developed the jargon. Let us hope that as we analyse, synthesise and crystallise it, we retain the spirit and not get lost in packaging efforts.



ABOUT THE AUTHOR

N.H. ATTHREYA is the founder and head of a group of organizations* devoted to the cause of the dynamic well-being of the individual, the organization and the society.

He draws on the best in the East and the West and commends proactive approaches. This energising and empowering process he his team carries out largely through projects, programmes, personal coaching and publications.

Over the decades, scores of organizations, large and small, in all sectors both in India and abroad, have availed of their professional services.

Atthreya has a Masters in Mathematics from Madras University, a Doctorate in Business Administration from Bombay University and post graduate diplomas in Cost and Management Accounting and Industrial Administration from British bodies. He has attended the Advanced Management Programme of Columbia University. He makes periodical study tours abroad and presents papers at International Conferences.

He edits the monthly "*Management Ideas*".

He is the Hon. Director of the Indian Centre for Encouraging Excellence.

* Modern Management Counsel
MMC School of Management
Atthreya and Associates
Professional Excellence Update Forum
Court Chambers III Floor
35 New Marine Lines Bombay 400 020
Tel.: 2864734

AN INVITATION

Your experience, Dear Reader, may also be like mine. We in this country do many fine things. Except for a few who happen to be around, no one knows of what we achieved and how we achieved and what wisdom one can derive from that experience. We don't write or even talk about them. Result? The world thinks we are dumb; those in the profession and the posterity are not wiser for it.

We are practising managers and not professors. The rule, publish or perish, does not hold for us. All the same, there is the urge in all of us to share the best we have come to experience or know of in work and life. It is such an urge that resulted in this book. The fond hope is that such sharing will help you make your life and work more satisfying.

Won't you like to share YOUR learnings, discoveries and innovations? Do tell me of incidents and experiences - happy or otherwise - that hold a possible tip for others. Write to me at

P.B. No. 11269, Bombay 400 020

While I would love to hear from you, the crucial part is your sharing it with others, in some tangible form. Sharing is a cardinal aspect of a profession. Management is a profession and we are in that profession. And hence this reminder-invitation.

Warm regards

NH Atthreya

WHAT IS AN **IDEA** WORTH?

WHAT IS ONE **IDEA** WORTH?

WHAT IS A SINGLE **IDEA** WORTH?

WHAT IS ONE USEFUL **IDEA** WORTH?

WHAT IS ONE RELEVANT **IDEA** WORTH?

WHAT IS ONE GOOD **IDEA** IN ACTION WORTH?

WHAT IS ONE RELEVANT **IDEA** WORTH?

WHAT IS ONE USEFUL **IDEA** WORTH?

WHAT IS A SINGLE **IDEA** WORTH?

WHAT IS ONE **IDEA** WORTH?

WAHT IS AN **IDEA** WORTH?