



"When I was 5 years old, my mother always told me that happiness was the key to life. When I went to school, they asked me what I wanted to be when I grew up. I wrote down 'happy'. They told me I didn't understand the assignment, and I told them they didn't understand life."

- John Lennon

INDIAN INSTITUTE OF MANAGEMENT BANGALORE

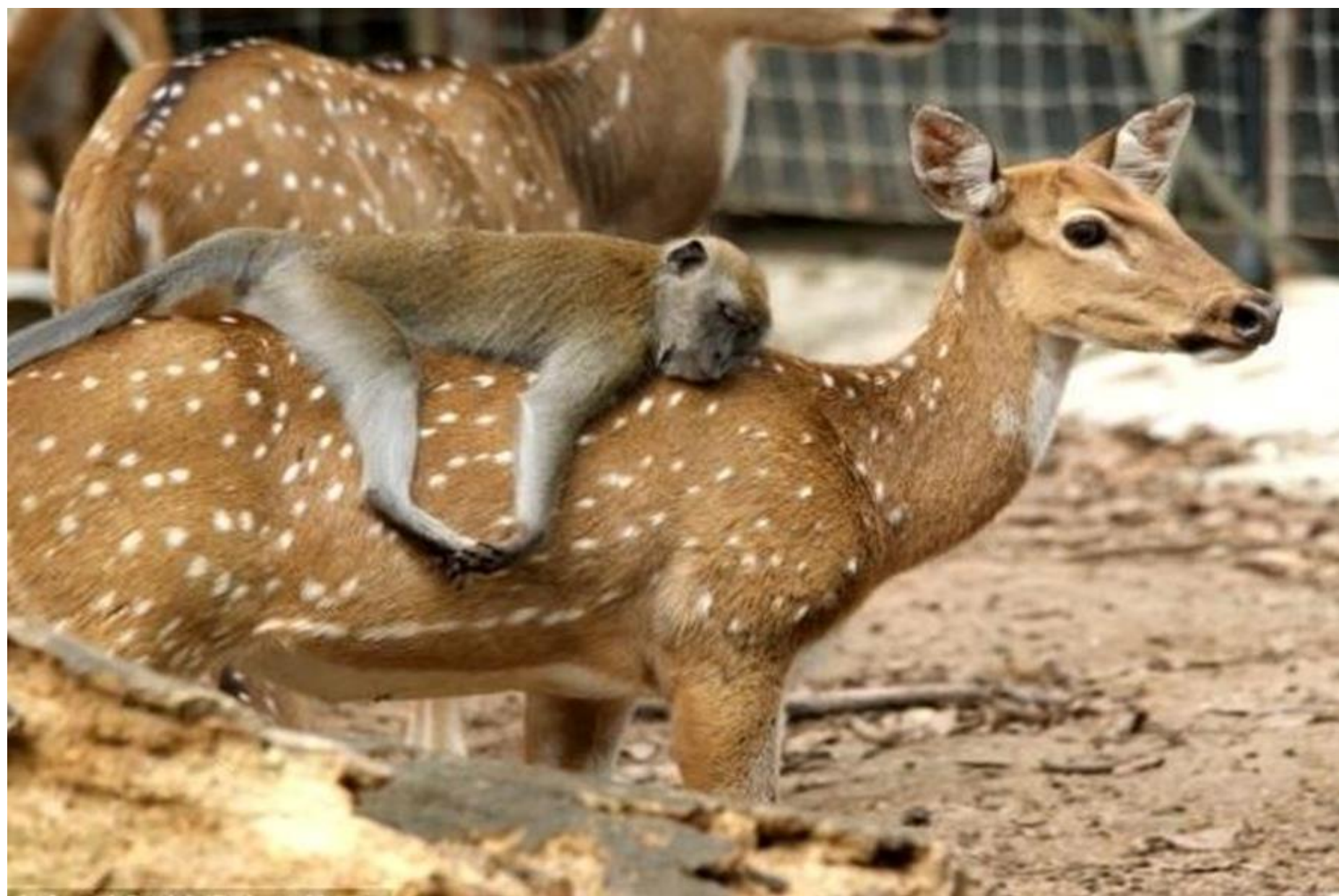
**HIGH IMPACT
LEADERSHIP:
INCULCATING THE
MINDSET TO NURTURE
A WORLD CLASS
INSTITUTION**

Dr. L Prasad

(Ph.D., Northwestern University)

Professor of Organizational Behavior







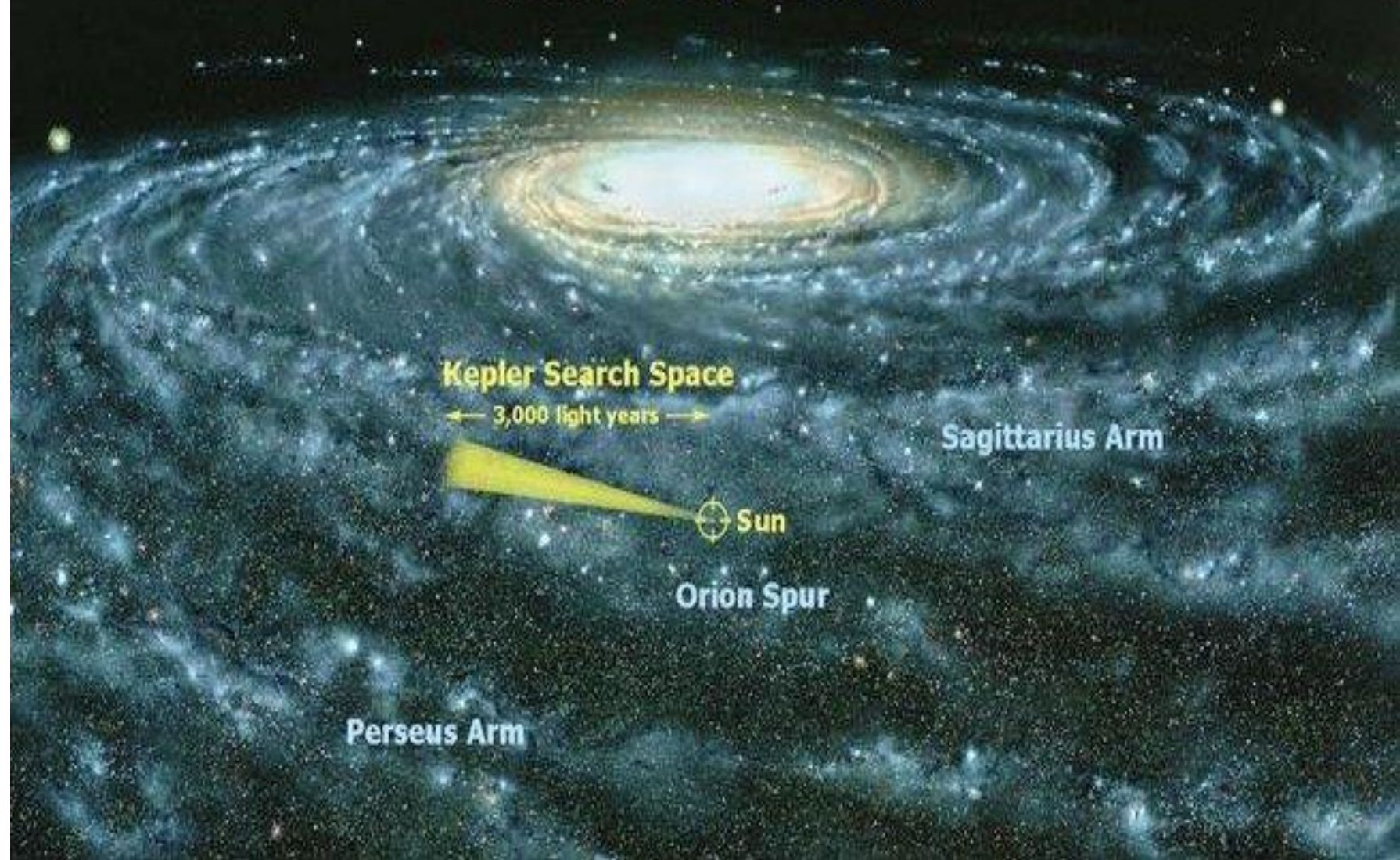
WHAT MAKES ONE A LEADER?

**THE ABILITY TO
REFLECT BEYOND THE
OBVIOUS AND
INCULCATE THE SOFT
SKILLS THAT
TRANSFORM PEOPLE**

**Individually
and
collectively,
what do
you all
represent?**

**THE IDEA OF
INDIA!**

Milky Way Galaxy









Shall (the idea of) India die...?

Then from the world all spirituality will be extinct, all moral perfection will be extinct, all ideality will be extinct; and in its place will reign the duality of lust and luxury as the male and female deities, with money as its priest; fraud, force and competition its ceremonies and the human soul its sacrifice. Such a thing can never be!

(Source: Letters of Swami Vivekananda,, Calcutta, Advaita Ashrama, 1991, pp. 164-168.)

A MOOT QUESTION?

The sixties and seventies were the golden age of the Public Sector behemoths. Today, sucked dry by political vampirism, milked by corrupt bureaucrats, smothered by technocratic incompetence and “gulliverized” by the Lilliputian intransigence of militant trade unions, the putrefied carcasses of these industrial dinosaurs pose a serious threat to the nation’s economic health, not to mention being a millstone around the neck of the long suffering tax payer.

Incompetent Bosses... (Pompous asses who always talk but rarely listen?)

AS I GAZED AT MY
BACON AND EGGS THIS
MORNING, I REALIZED...



...THE CHICKEN
CONTRIBUTED,
BUT THE PIG WAS
COMMITTED.



scottadams@aol.com

www.dilbert.com

Demanding Employees...



Are a lethal combination...

DON'T DO MAINTENANCE WORK
ON VEHICLES AND MACHINES

NO EFECTUAR LAS TAREAS
DE MANTENIMIENTO DE
VEHÍCULOS Y MÁQUINAS



ESCONDER Y
DAÑAR
HERRAMIENTAS
HIDE AND
DAMAGE TOOLS

ARROJAR HERRAMIENTAS POR
LAS ALCANTARILLAS

THROW TOOLS INTO SEWERS



LLEGAR TARDE
AL TRABAJO

COME LATE
TO WORK

DELAY IN
COMPLETING TASKS



DEMORAR EL
CUMPLIMIENTO
DE LAS
TAREAS

DECLARARSE ENFERMO
PARA NO
TRABAJAR



CALL IN SICK SO AS NOT TO WORK

**WHY HAVE THERE
BEEN NO MILITARY
COUPS IN
WASHINGTON DC?
'CAUSE THERE'S NO
US EMBASSY
THERE!**

WHAT IS YOUR ROLE?

- Globally, we have to enhance the **equity** of **Brand India**.
- Internally, we have to bridge an **inequity**, the chasm between the “two” Indias!

**WHY SHOULD WE
WASTE OUR TIME ON
REFLECTING BEYOND
THE OBVIOUS?**

Reflecting beyond...!

Management “...ask(s) questions like: how do (we) increase sales, reduce operating costs, improve supply chain management, reduce inventory or support-call costs?

“These are questions that any... (paper shuffling administrator) would ask. But they are also deeply unimaginative ones because they are addressed to the world as it is (today?) rather than the world as it may turn out to be.”

(Source: John Naughton, Amazon may live to rue naked aggression against blogging, The Observer(UK), April 09 2006.)

**What Was He
Thinking?**



Israeli Defense Minister Inspects Troops on Lebanese border July 2006

**“OTHERS GO TO
WHERE THE
PUCK IS NOW,
I GO WHERE IT IS
GOING TO BE...”**

Wayne Gretzky

Obama gives Hillary a f(r)ight!



tA PEARL OF WISDOM?
(Taleb: The Black Swan)

**“...IN ALL MY EXPERIENCE,
I HAVE NEVER BEEN IN ANY
ACCIDENT...NOR WAS I EVER
IN ANY PREDICAMENT THAT
THREATENED TO END IN
DISASTER OF ANY SORT...”**

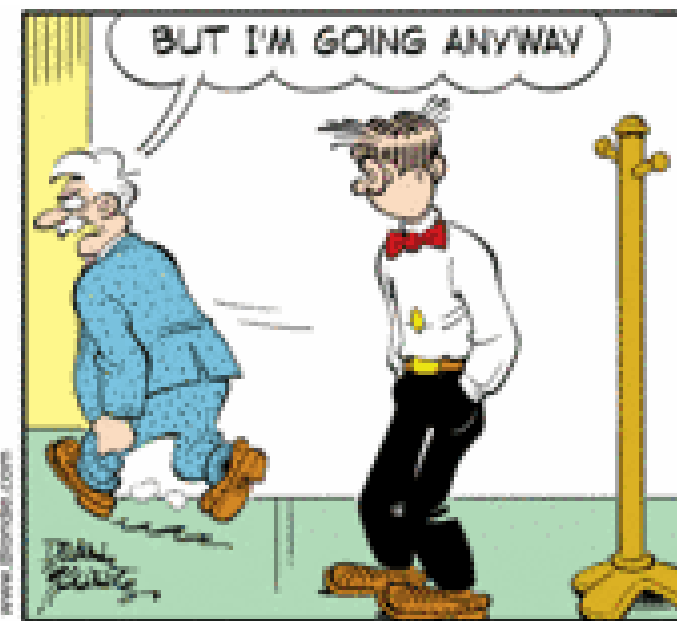
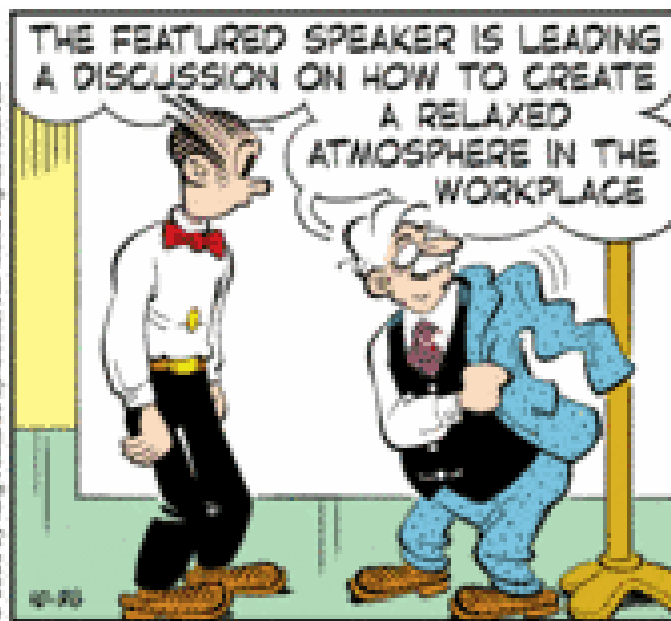
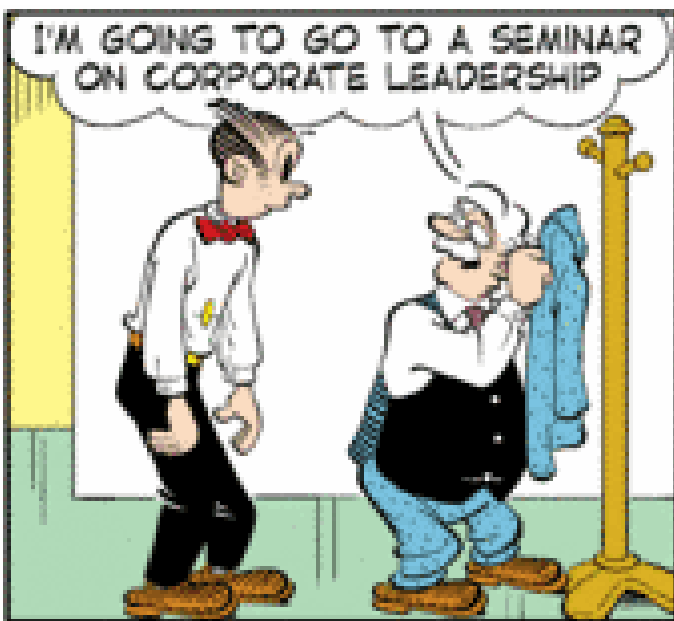
Captain of the **TITANIC**

**The illiterates of the
21st century will not
be those who cannot
read and write,
BUT THOSE WHO
CANNOT LEARN,
UNLEARN AND
RELEARN.**

(Alvin Toffler)

**WHY SHOULD WE
WASTE OUR TIME ON
MASTERING THE
SOFT SKILLS?**

Mastering the Soft Skills

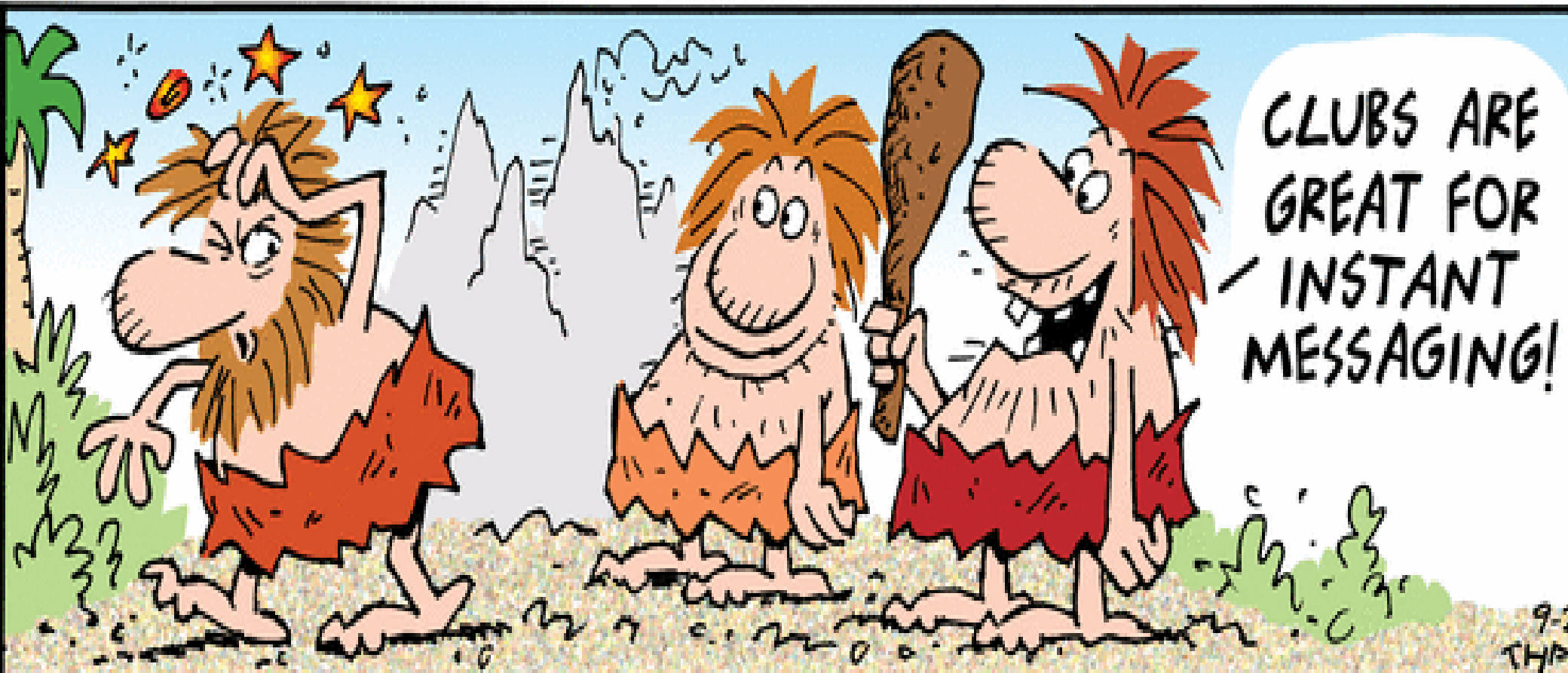


WHY BOTHER WITH SOFT SKILLS!

"It is the problem of slavery, and we try to solve it by amusing the slaves...I don't desire to change anything...except the weather..."

Lord Henry Wotton in **The Picture of Dorian Gray (Ch. 3)**, by Oscar Wilde

ALL STICK AND NO CARROT!



CLUBS ARE
GREAT FOR
INSTANT
MESSAGING!

WHY BOTHER WITH SOFT SKILLS!

The soft skills “...(a)re...not the tools that enable you to splice genes, (or build) cantilever bridges...but those that enable you to analyze, to see patterns, to acquire a personal philosophy...not to make a living, but maybe to live. This least utilitarian of educations prepares you to make sense of the world (around you) and maybe to make meaning...

INSIGHT FROM FORTUNE'S CEO OF THE FIRST DECADE OF THE NEW MILLENIUM

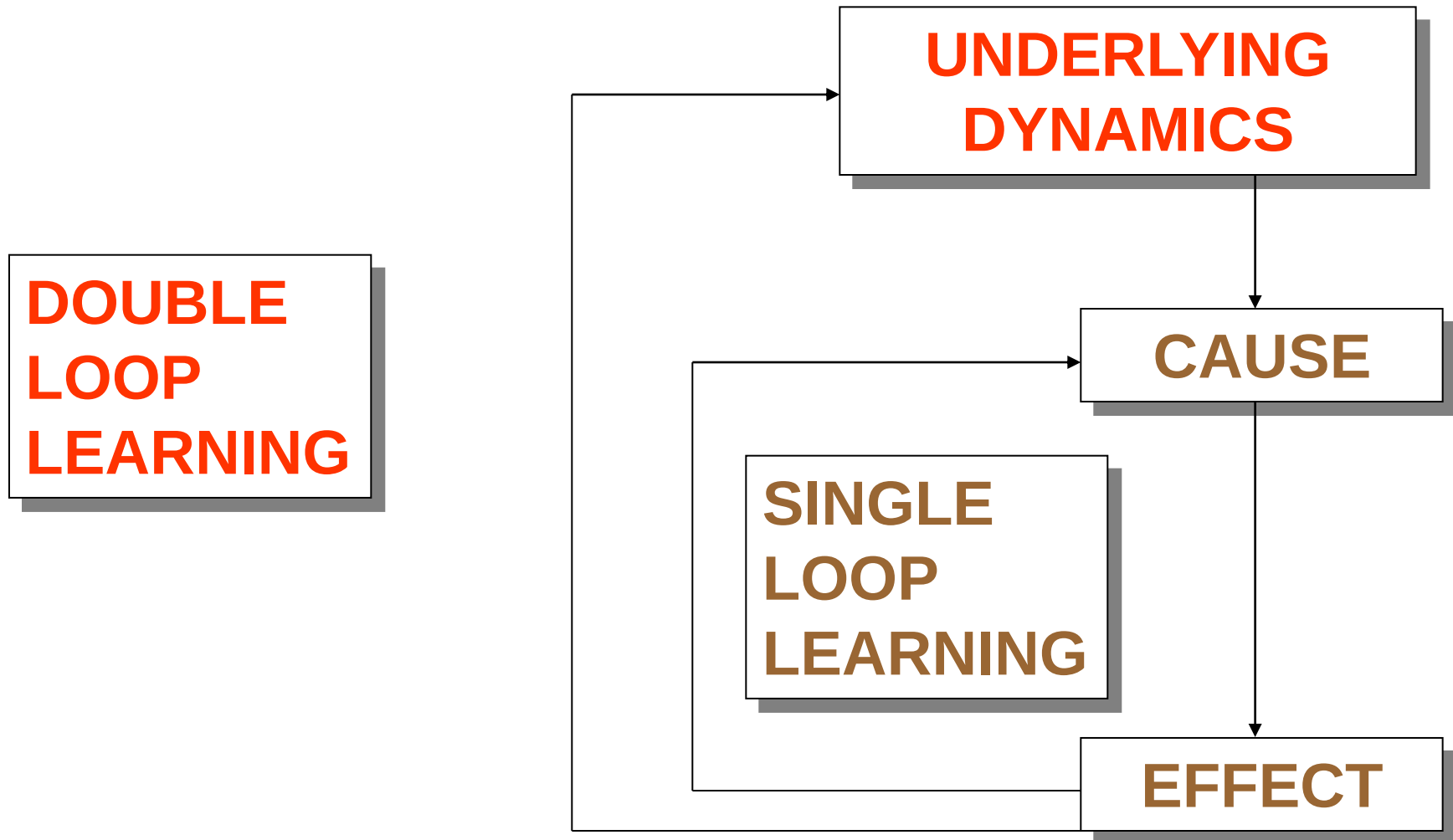
"It's in Apple's DNA that technology alone is not enough. It's technology married with the liberal arts; married with the humanities that yields us the results that makes our heart sing"

(Steve Jobs)

**SOFT
SKILLS
TRANSFORM
PEOPLE...**

**HOW DO WE GO
ABOUT REFLECTING
BEYOND THE
OBVIOUS AND
MASTERING THE
SOFT SKILLS?**

THE NEED TO UNDERSTAND BEFORE WE CAN PREDICT & INFLUENCE BEHAVIOUR



**Tighten
Bureaucratic
Controls**



Poor

Implementation

**Moral
Leaders**

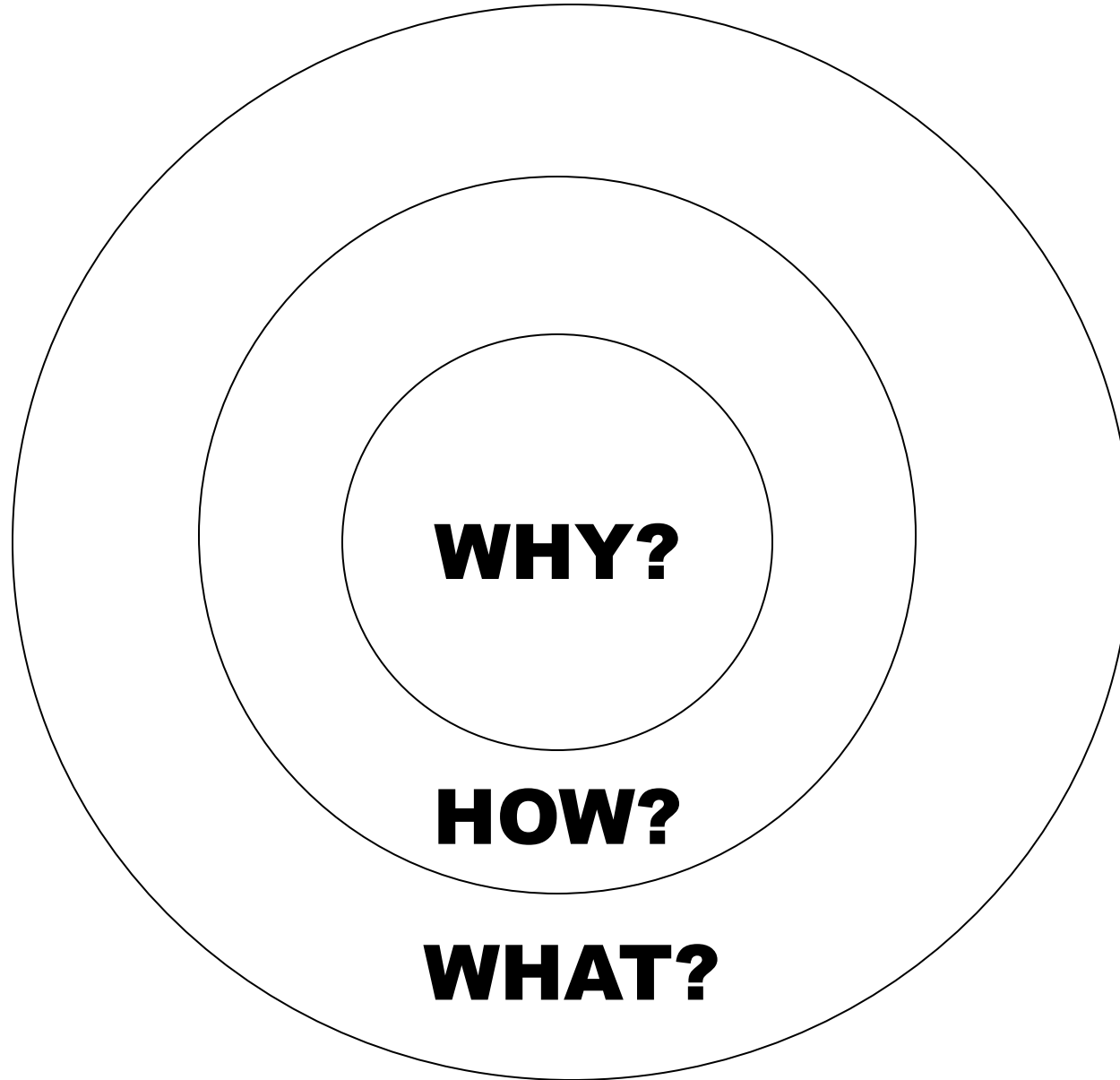


**Committed
Subordinates**



Good

Simon Sinek's Framework of EXCEPTIONAL LEADERSHIP



Marketing MP3 Technology

WHAT

**** Creative Technologies
advertised their product as a
“5GB mp3 player...”**

WHY

**** Apple’s message: “1,000
songs in your pocket...”**

**WHAT ARE THE
CONSEQUENCES
OF SINGLE LOOP
LEARNING?**

The “Cargo Cult” Fallacy

In the (Pacific) South Seas...(d)uring...(WWII, the islanders) saw airplanes (arrive) with lots of good materials, and they want the same thing to happen now. So they've arranged to make things like runways, to put fires along the sides of the runways, to make a wooden hut for a man to sit in, with two wooden pieces on his head, to (wooden) headphones and bars of bamboo sticking out like antennas -- he's the controller -- and they wait for the airplanes to land.

They're doing everything right. The form is perfect. It looks exactly the way it looked before. But it doesn't work. No airplanes land...**because (even though) they follow all the apparent precepts and forms... they're missing something essential...**

Source: Richard Feynman, "Cargo Cult Science", (Adapted from a Caltech commencement address given in 1974; HTML'ed from the book "Surely You're Joking, Mr. Feynman!") <http://wwwcdf.pd.infn.it/~loreti/science.html>

The “Cargo Cult” Fallacy

The native...cultists thought that the foreigners had some special connection to the gods, who were the only beings powerful enough to produce such riches. Those who fall prey to the cargo cult (mindset) do so because of the same thought process displayed by primitive peoples on remote islands – **they saw other(s)...doing it, so they assumed it was (e)ffective and good.**

THE SELF-DELUSION OF SINGLE-LOOP THINKERS

BEETLE BAILEY



The Underlying Dynamics

**** WHY DO ORGANIZATIONS
EXIST AND PROSPER?**

**** WHY DO PEOPLE WORK IN
ORGANIZATIONS?**

The Underlying Dynamics

WHY ORGANIZATIONS?

- ** **COLLECTIVE GOAL**
- ** **SPECIALISTS**
- ** **WORKING TOGETHER**

INTERDEPENDENCE

WHY PEOPLE WORK?

- ** **SALARY, SECURITY**
- ** **FRIENDSHIP, IDENTITY**
- ** **CAREER, STATUS**

ENERGY/ENTHUSIASM

Are we channeling people's ENERGY/ENTHUSIASM constructively towards handling organizational INTERDEPENDENCE, or is it being dissipated in all sorts of dysfunctional pursuits?

WHAT OF THE FUTURE?

** One could reasonably expect the Chairman of AT&T to know what his corporation will be ten years from now.

He doesn't!

** One could within reason expect him to predict how technology will transform his business a decade hence.

He can't!

** He should know who his major competitors will be.

Stumped again!

But here is what he does know: something startling, intriguing and profound is afoot.

(F. Cairncross, The Death of Distance, HBS Press, 1997)

**WHAT IS THE
GREATEST STRENGTH
OF ADMINISTRATORS,
AS WELL AS THEIR
BIGGEST WEAKNESS?**

**THINKING
RATIONALLY!**

TRAINED INCAPACITY

- Trained incapacity refers to that state of affairs in which one's abilities function as blind spots. **“User unfriendly” designs**
- Training a person to do a job in one way, simultaneously trains them not to do the job any other way. **Financial Analysts**
- Training a person for one set of conditions becomes dysfunctional when these conditions change. **Bureaucrats**

TRAINED INCAPACITY

Ultimate Project Management Team for delivering ***Project "Birth"*** :

- 1. Project Manager - is a person who thinks 9 women can deliver a baby in 1 month...**
- 2. On site Coordinator - is one who thinks a single woman can deliver 9 babies in one month...**
- 3. Resource Optimization Team - thinks they don't need a man or woman; they'll produce a child from scratch...**
- 4. Documentation Team - they don't care whether the child is delivered, they'll just document 9 months...**
- 5. Quality Auditor - is the person who is never happy with the PROCESS for making babies...**

You've got to be kidding...?

Monopoly board game players can now pay for properties with debit cards.

Game makers, Parker, have phased out the standard multi-coloured cash in a new version. Parker said replacing of cash with plastic showed the game was moving with the times.

Mona Lisa 'happy', computer finds

A computer used to decipher the **ENIGMATIC SMILE of Leonardo da Vinci's Mona Lisa, has concluded that the subject was 83% happy, 9% disgusted, 6% fearful and 2% angry, according to New Scientist magazine.**

Da Vinci novel breaks code for success

A group of statisticians has laboured for months **to crack the secret of producing best selling novels - only to find that under their formula “The Da Vinci Code” should have been a flop. Their model gives only middling marks to the Harry Potter titles and rules out almost everything by Charles Dickens except for his lesser-known Christmas story “The Battle of Life.”**

PRODUCTIVITY DRIVE

Memo To All Staff:

Due to the projected increase in workload in the coming months and falling productivity, the management has decided that it can no longer afford for you to take time out of your busy schedule and go to the restroom.

Instead, to increase employee efficiency the company has gone to considerable expense to remodeling your cubicle to accommodate your restroom needs. See attached cubicle layout.

THANK YOU,

THE DRAFTING DEPARTMENT



INTUTION

**KNEE JERK
REACTIONS**

IMPROVISING

**BRAIN DEAD
INDIVIDUAL**

**PARALYSIS BY
ANALYSIS**

THINKING RATIONALLY

I APPRECIATE THE
VISIT, GUYS, BUT YOU'VE
BEEN HERE ALL DAY. WHY
DON'T I GIVE YOU A CALL
WHEN I'M BETTER?



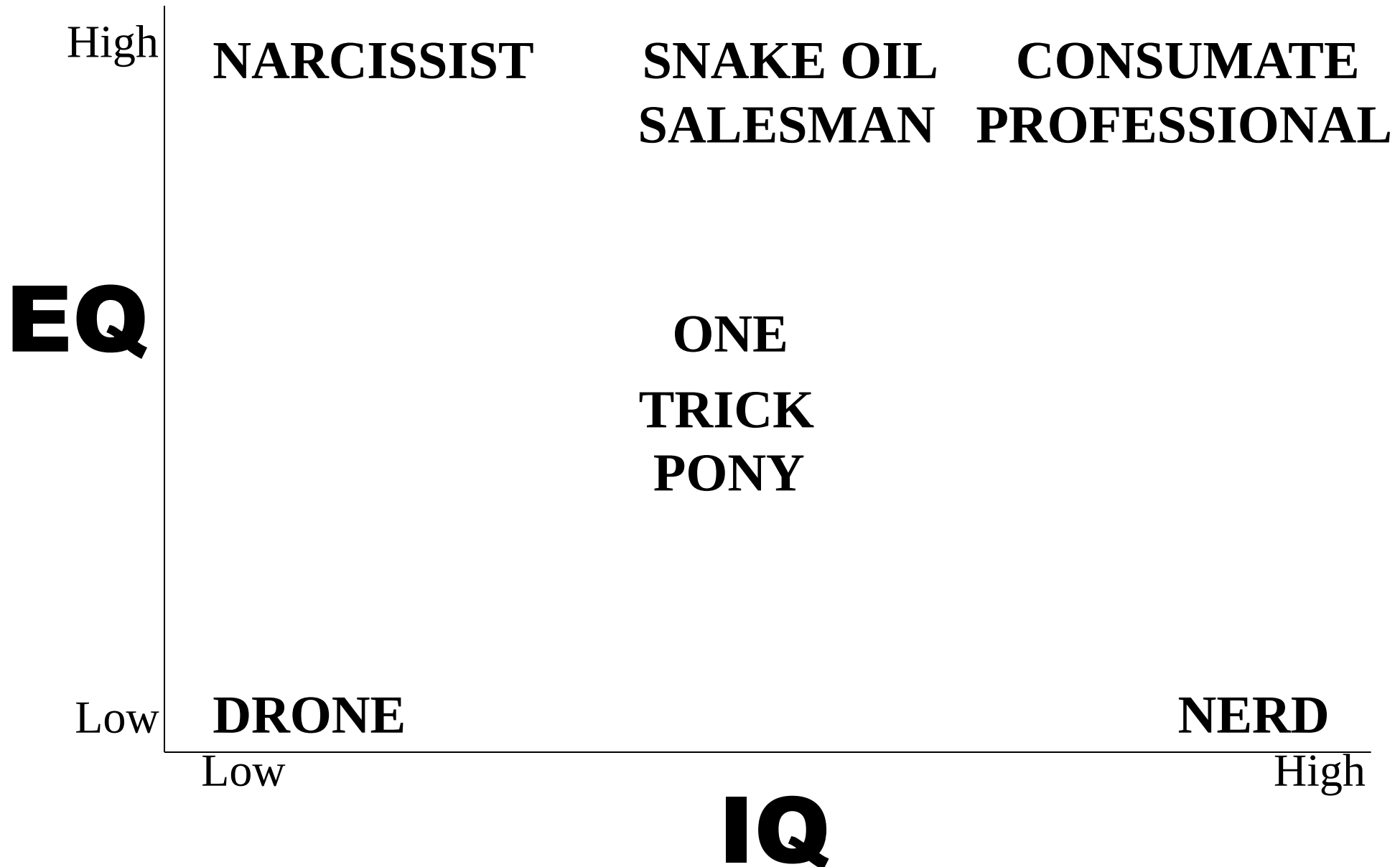
ANOTHER FALLACY!

EMOTIONAL

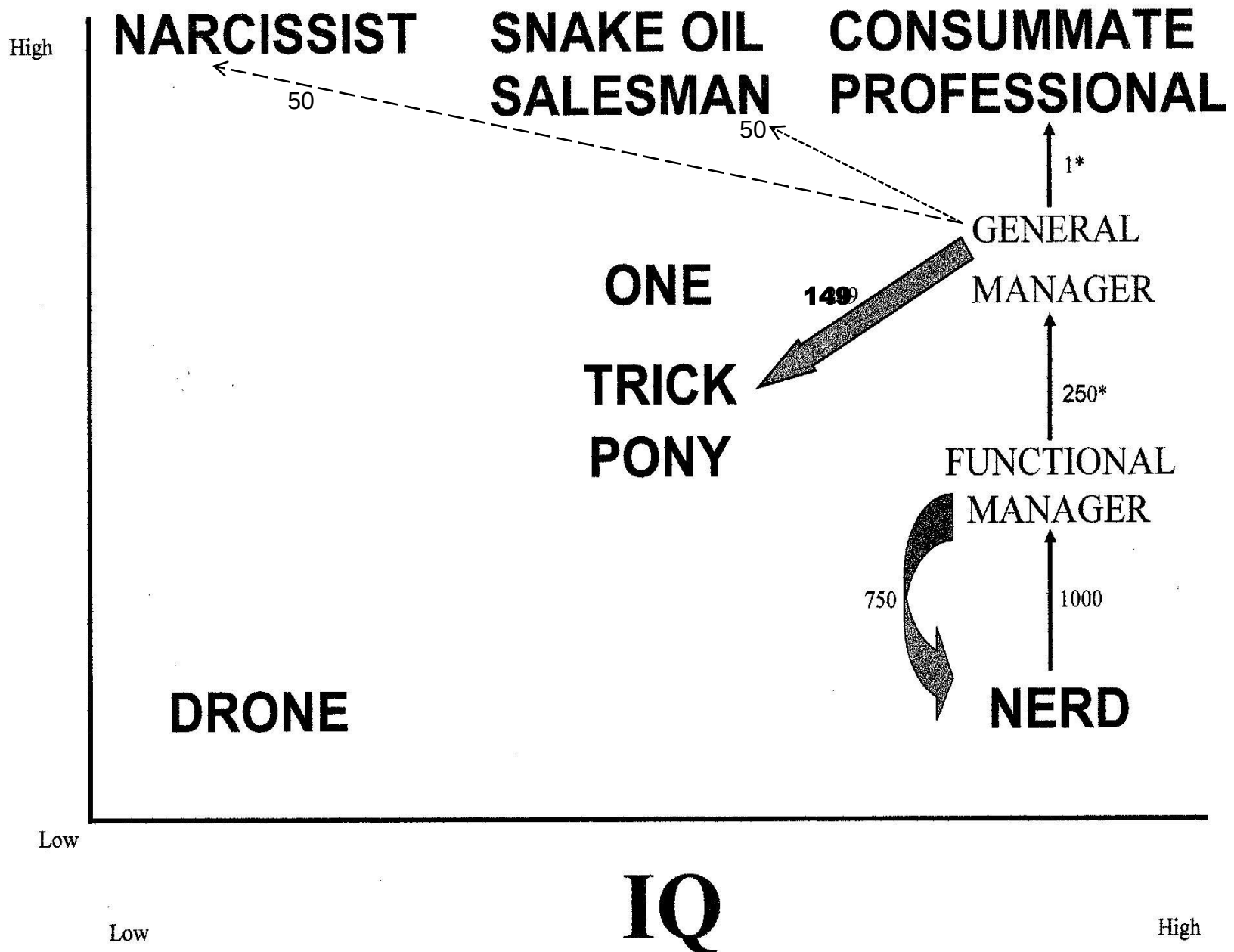
INTELLIGENCE

(EQ)

LOOKING BEYOND EQ



EQ



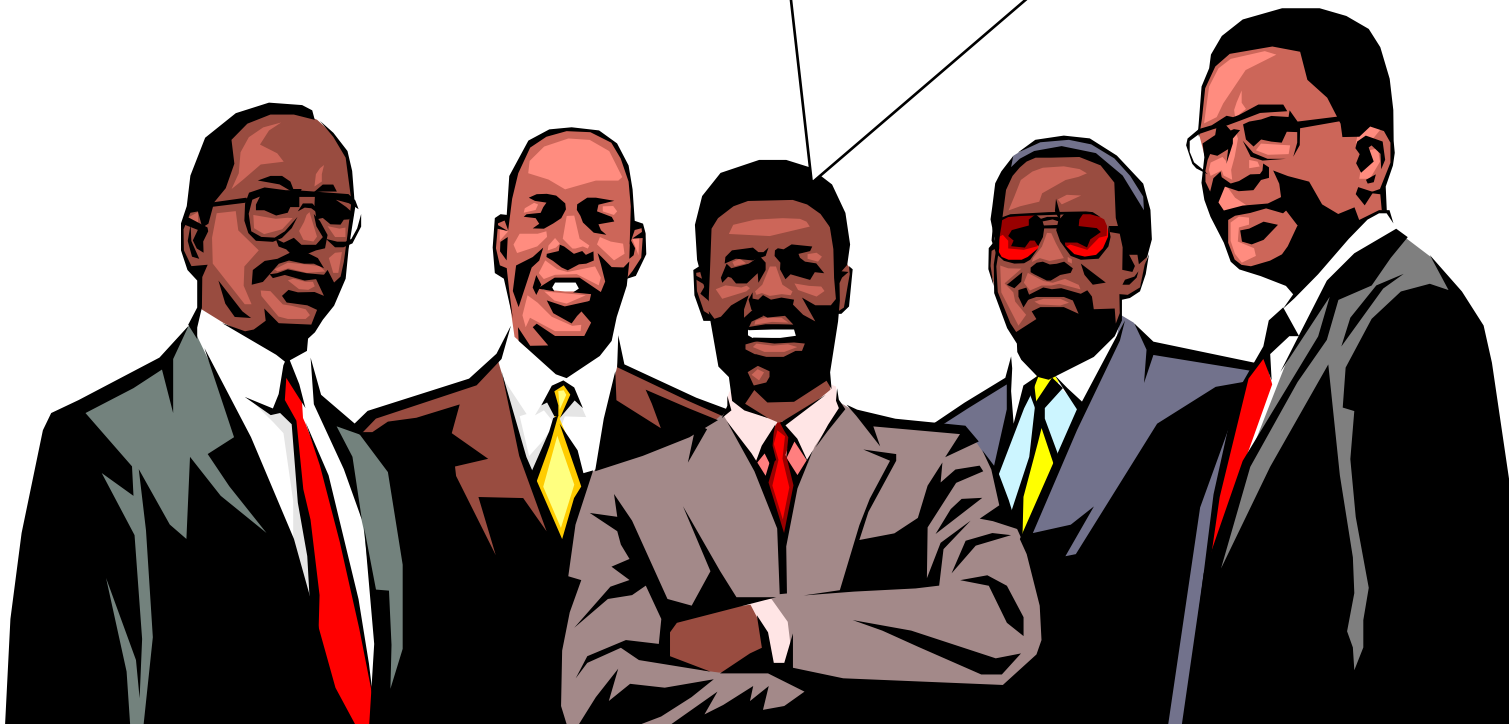
* Numbers indicate probable survival rates at various career stages, starting with 1000 individuals

Two voices are there:
One is of the deep;
It learns...

And one is of...(a)
half-witted sheep
That bleats...

(Source: J.K. Stephen's parodying Wordsworth.)

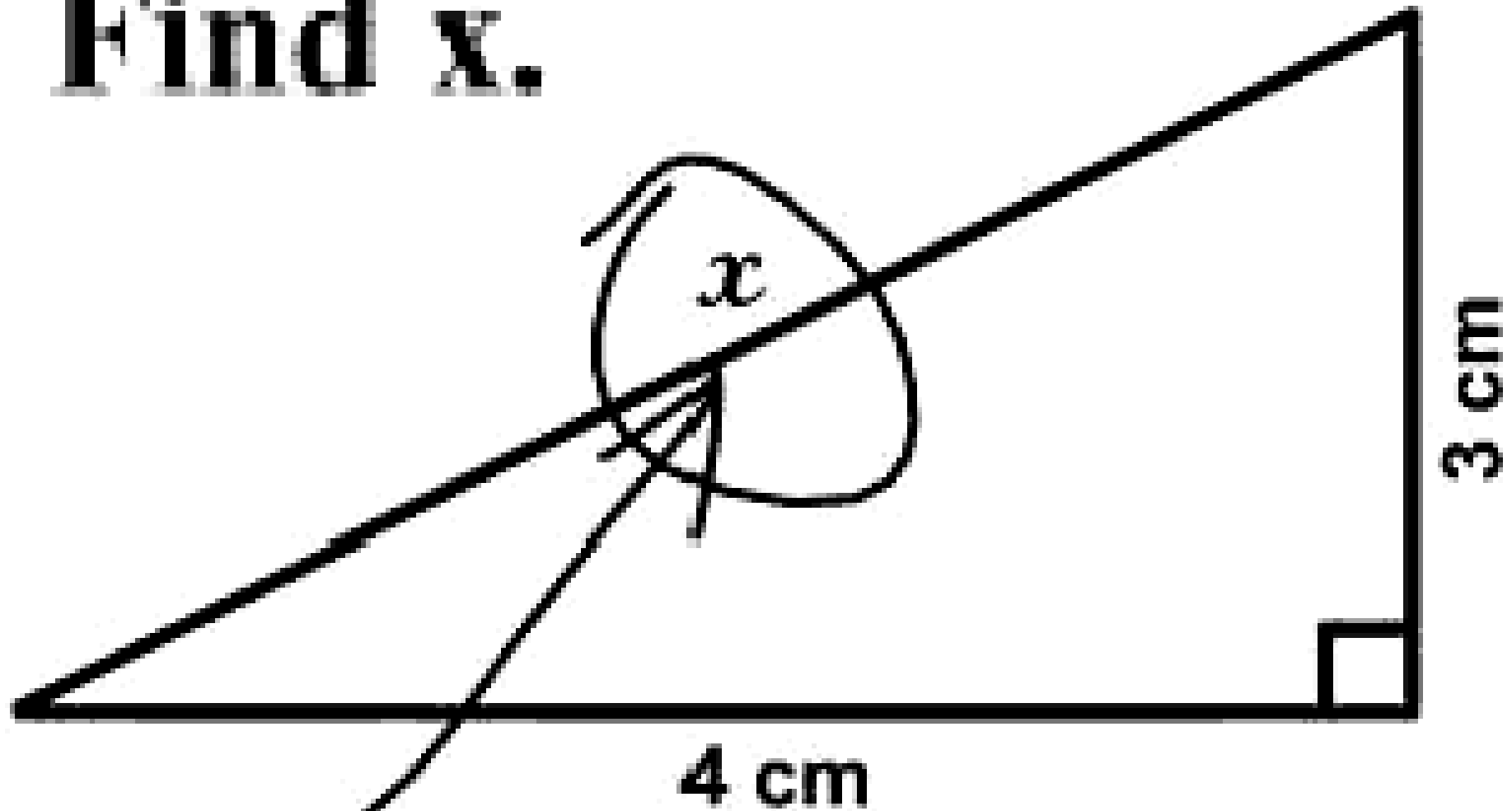
**This job is yours if
you tell us which
two days of the
week start with a
“T”?**



**That 's easy!
Today and
tomorrow ...**



3. Find x .



Here it is

DANGER
DO NOT DRINK
THIS WATER



Northampton General Hospital **NHS**
NHS Trust

Family planning advice

Use rear entrance

Why low IQ-Hi EQ types are dangerous
The empty head is not in fact empty. It is heavily scripted, logged with routines that make it almost **impossible to intervene with good sense**. When these routines are challenged, a subset of sophisticated games is accessed; snidery proffered as caustic wit, glib casuistries as logical argument, pomposity thinly veiled as high-minded abstraction, and - in the last resort - **bald, declarative statements intended to demonstrate intellectual self-confidence and emotional maturity**, where in fact they usually signify insecurity...

Why low IQ-Hi EQ types are dangerous
These soul-less, oh-so-sophisticated...
geniuses...**believe in nothing**. They have no
passion about anything. And they thus
assume that everyone else suffers from the
same **emptiness of character** and ossified
cynicism that plagues them.
Not only do they believe in nothing, they
**think that a belief in nothing is a mark of
sophistication and wisdom**. Those who
believe in things too much -- who display...
passion or who take their convictions and
ideals seriously -- are either naive or,
worse, are the crazy, irrational...radicals
who disrupt the elevated, measured world
of the high-level, dispassionate...sophisti-
cates...

The Hi-EQ rascal's mantra

**ARRE YAR,
LEARN TO BE
PRAGMATIC AND
FLEXIBLE!**

In permanently failing organizations, the typical Administrator is a(n):

**** Bluff Master**

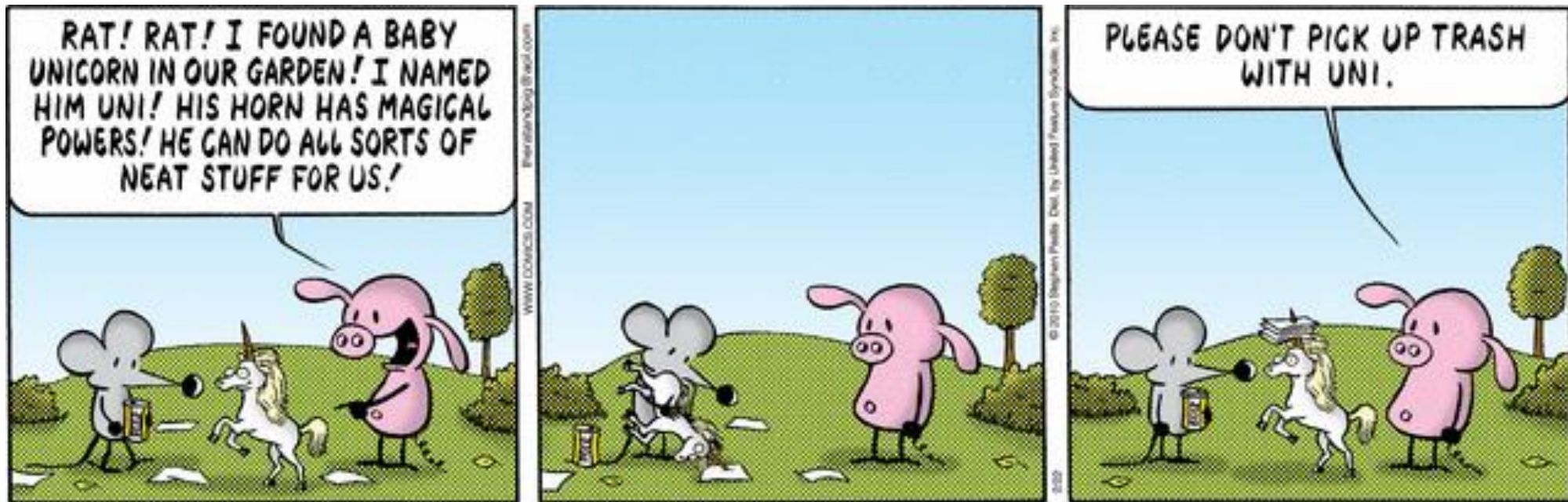
**** Ignorant Bully**

**** Monkey**



The Quotidian Manager!

[Why much abused and misused talent
(Knowledge Workers and Scientists & Engineers?)
rarely achieve their full potential]



**In successful organizations,
the Administrator is a:**

*** * Gardener**

*** * Farmer**

*** * Forester**

Reparaphrasing Tagore

Where the mind is without fear and the head held high;
Where knowledge is free;
Where the organization has not been broken up into
fragments by **narrow departmental walls**;
Where words come out from the depth of truth;
Where tireless striving stretches its arms towards
perfection;
Where the clear stream of reason has not lost its way into
the dreary desert sand of routine administration;
Where the mind is led forward into ever-widening thought
and action –
Into that heaven of freedom, let our organizations awake.

Reparaphrasing Tagore

Where the mind is without fear and the head held high;
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perfection;
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the dreary desert sand of administration;
Where the mind is led forward into ever-widening thought
and action –
Into that heaven of freedom, let our organizations awake.

**To ensure this,
we need**

**THE POWER
OF VISION**

NOW SHOWING...

THE VIDEO!

**(sorry, no popcorn
available...)**

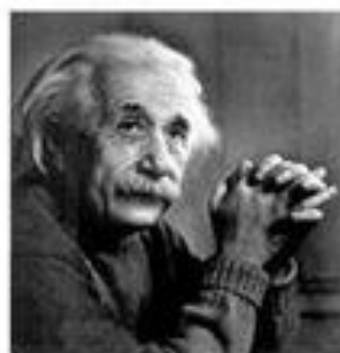
The Metamorphosis from Administrator to Leader

- **Articulate a vision**
- **It must be comprehensive and detailed** (neither inane nor too general)
- **It must be positive and inspiring** (something that is worth the effort)
- **Share it with others and get their enthusiastic support** (they must internalize the vision)



Galileo

Great mind



Einstein

Genius mind



Newton

Extraordinary mind



Bush

Never mind

Backwards engineering foreign policy

The President's Evolving Vision

May 2003:



Source: www.wonkette.com

Backwards engineering foreign policy

[The President's Evolving Vision](#)

October 2005:



Source: www.wonkette.com

Backwards engineering foreign policy

The President's Evolving Vision

NOV 30, 2005



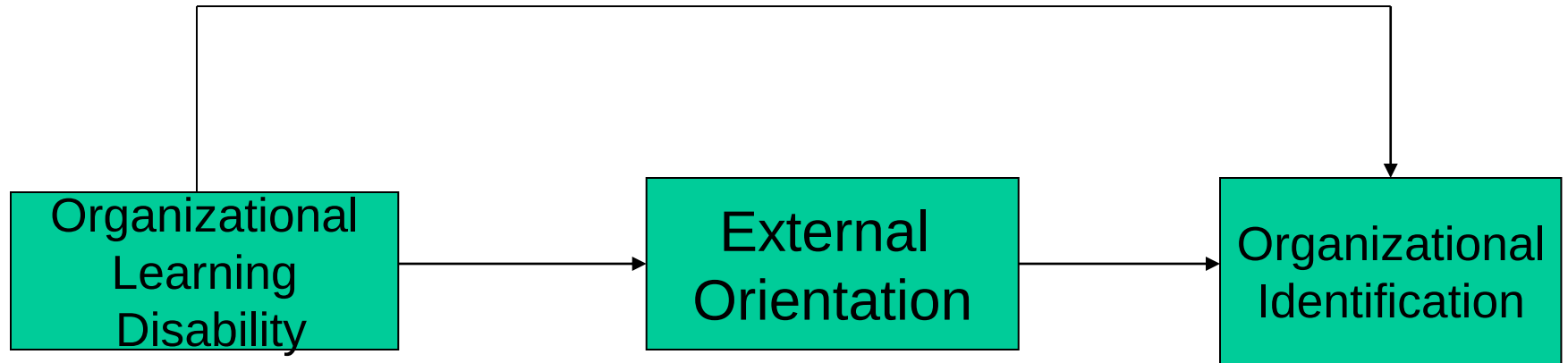
Source: www.wonkette.com



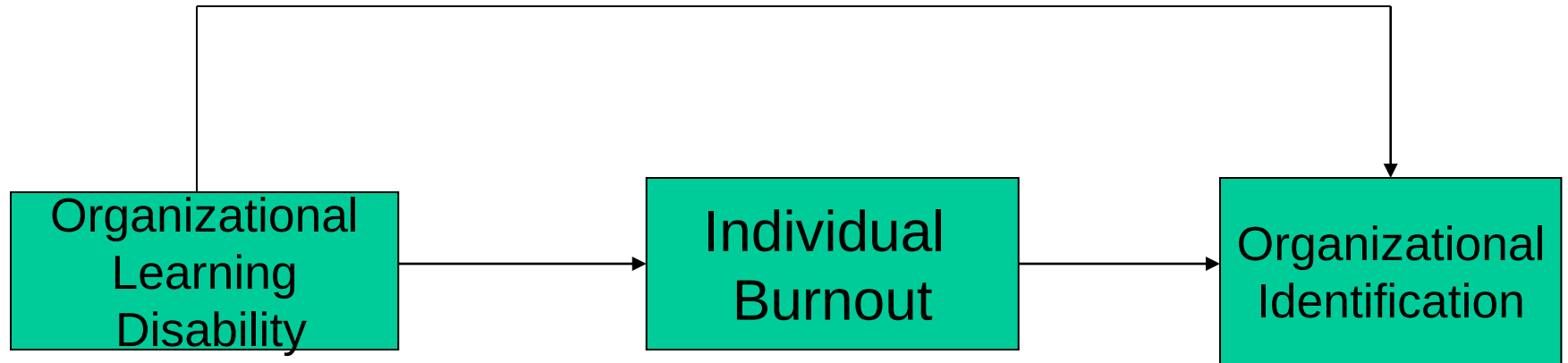
OBUMMER

The Power of Vision

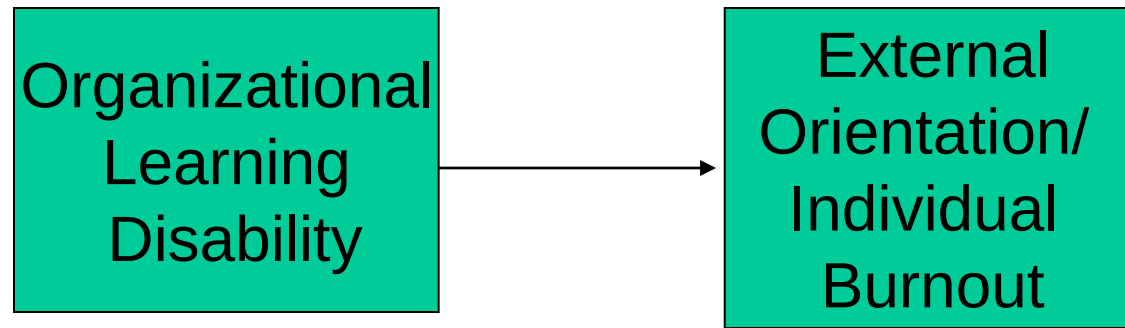
- **Optimistic view of the future**
- **Support structure** (Resources plus Guidance)
- *Raison d'être* or **Reason for being** (something yet to achieve)
- **Anchor of Professionalism** (Moral compass plus Mental map)



Conceptual Framework I

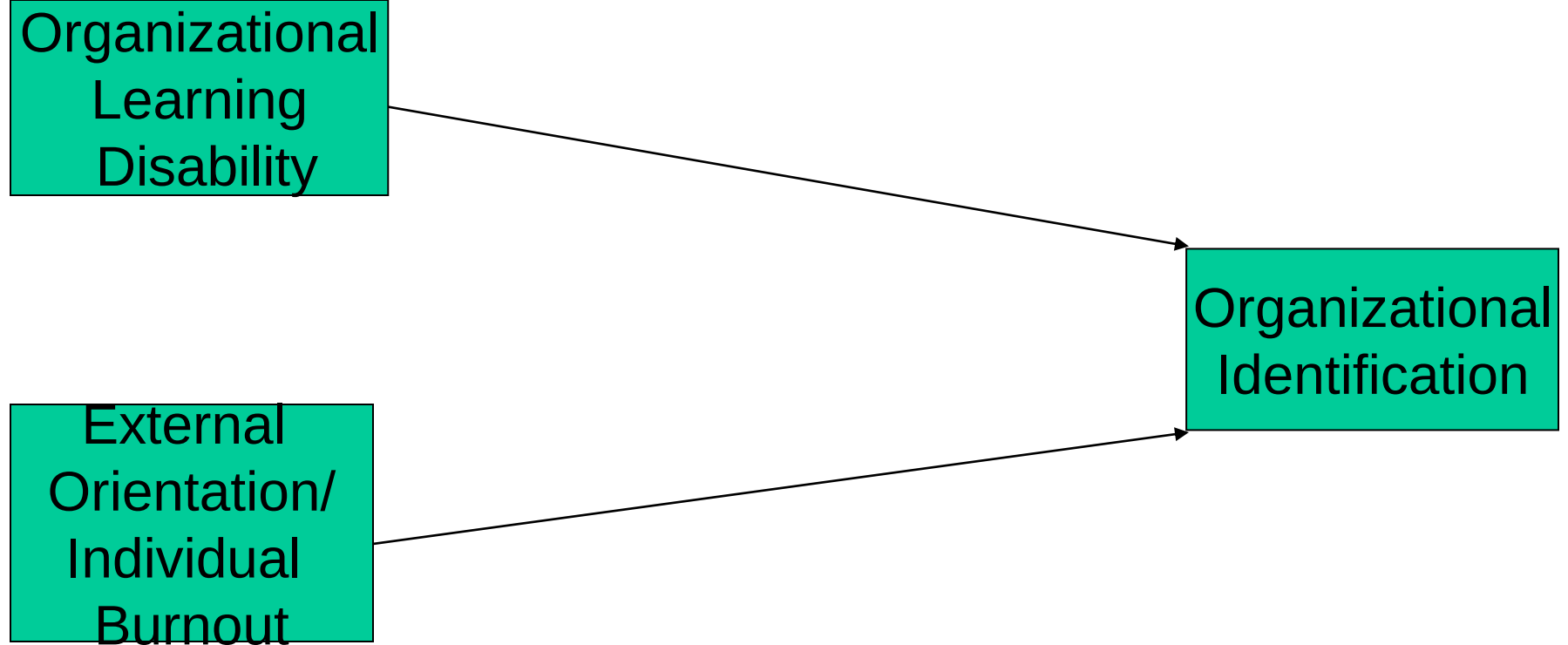


Conceptual Framework II



H1: Greater the Organizational Learning Disability, lower the External Orientation/ higher Individual Burnout

Model 1 – The Impact of OLD on EO/BO

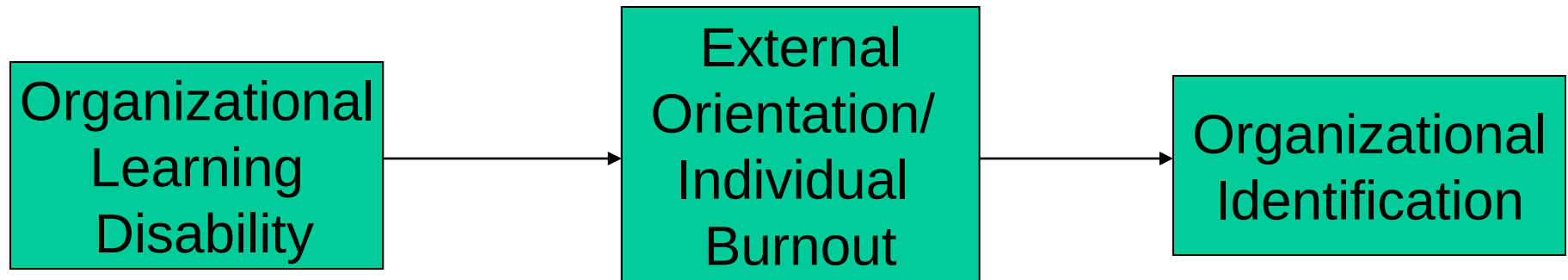


H2: Greater the Organizational Learning Disability, lower the Organizational Identification

H3: Greater the External Orientation, greater the Organizational Identification

H3A: Greater the Individual Burnout, lower the Organizational Identification

Model 2 – The Antecedents of Organizational Identification



Model 3 – LISREL Analyses

Organizational Learning Disabilities

- ***Environmental Blindness***: Inability to assess environmental opportunities and threats accurately.
- ***Simplemindedness***: Deficiencies in analysis and solution generation
- ***Homogeneity***: Lack of variety in skills, information, ideas and values
- ***Tight Coupling***: Excessive coordination among different organizational units
- ***Paralysis***: Inability to implement new actions or procedures
- ***Superstitious Learning***: Inability to interpret accurately the meaning of experience.
- ***Diffusion Deficiency***: Inability to share ideas with all relevant parts of the organization.

EXTERNAL ORIENTATION - I

- ***External Intelligence Generation***: Generation of information regarding customer's current as well as future needs and preferences, and analysis of how these may be affected by factors like Government regulation, technology, competitors and other environmental forces.
- ***External Intelligence Dissemination***: Dissemination of the information acquired, across all units in the organization for a concerted action to respond to an external/public/customer need.
- ***Response Design***: Designing and offering products/services, to cater to the needs of customers based on intelligence generated and disseminated.
- ***Response Implementation***: Action taken to fulfill the needs of customers based on the intelligence generated and disseminated.

EXTERNAL ORIENTATION - II

- **Global Service Climate (GSC)** provides a summary measure of the organization's climate for service;
- **Customer Orientation(CO)** measures the degree to which an organization emphasizes, in multiple ways, meeting customer needs and expectations for service quality;
- **Managerial Practices (MP)** reflects those actions taken by an employee's immediate manager that support and reward the delivery of quality service;
- **Customer Feedback(CF)** scale assesses the solicitation and use of feedback from customers regarding service quality.

Individual Burnout

- **Emotional Exhaustion** is the feelings of being emotionally overextended and exhausted by one's work. Common symptom is dread at the prospect of returning to work for another day.
- **Depersonalization** is an impersonal response toward recipients of one's service, and treating them as objects. Visible symptoms are over reliance on rulebook, derogatory language, strict compartmentalization, etc.
- **Personal Accomplishment** measures feelings of competence and successful achievement in one's work. This is an antithesis of Burnout and has an opposite effect of the first two indicators.

Organizational Identification

Earlier Approach



**STRONG
DISID**

**STRONG
ID**

Organizational Identification

- ***Disidentification*** occurs when an individual defines himself or herself as not having the same attributes or principles that he or she believes define the organization. It is an active (psychological) separation from the organization, not just a coincidental or benign mismatch of attributes.
- ***Ambivalent Identification***: Given the complexity and equivocality of modern organizations and the loosely coupled values, goals and beliefs of typical individual, one can simultaneously identify and disidentify with the organization.
- ***Neutral identification***: One's self perception may be based on the explicit absence of both identification and disidentification with an organization.
- ***Positive Identification***: Perceived oneness with the organization.

ORGANIZATIONAL METAPHORS

THE COMPETITIVE AUTOBAHN

NOMAN'S LAND



BUREAUCRATIC

SLUM

PERMANENTLY FAILING ORGANIZATION

THE COMPETITIVE AUTOBAHN

(<1% of people here)

**BUREAUCRATIC
SLUM**

(99% of people here)

JUST MUDDLING THROUGH

THE COMPETITIVE AUTOBAHN

(10% of people here)

NOMAN'S LAND

(20% of people here)

**BUREAUCRATIC
SLUM**

(70% of people here)

THE WORLD CLASS ORGANIZATION

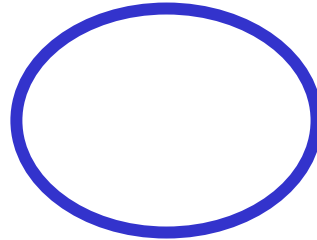
THE COMPETITIVE AUTOBAHN

(66% OF POPL HERE)

NOMAN'S LAND

(33% OF POPL HERE)

THE VELVET



GHETTO

(1% OF POPL HERE)

DO YOU WANT TO BE

**AN ACTIVE
PARTICIPANT**

OR

**A PASSIVE
OBSERVER?**

The Active Participant...

It is not the critic who counts; not the person who points out how the strong stumbled or where the doer of deeds could have done them better.

The credit belongs to those who are actually in the arena, whose face is marred by dust and sweat and blood; who strive valiantly; who err and come short again and again; who know great enthusiasms, the great devotions; who spend themselves in a worthy cause; who at the best, know in the end the triumph of high achievement, and who, at the worst, if they fail, at least fail while **DARING GREATLY!**

So that their place shall never be with those timid souls who know neither victory or defeat.

(Theodore Roosevelt)

**ONLY ACTIVE
PARTICIPANTS
ENSURE THAT
THE IDEA
OF INDIA
WILL NOT DIE...**

The Recipe for Success - I

Don't aim for success – the more you aim at it and make it a target, the more you are going to miss it. For success...cannot be pursued; it must ensue, and it only does so as an unintended side-effect of one's dedication to a cause greater than oneself...You have to let it (success) happen by not caring about it...success will follow you precisely because you had forgotten to think about it.

(Victor E Frankel, 1983)

The Recipe for Success - II

“There are two sets of principles. They are the principles of power and privilege and the principles of truth and justice.

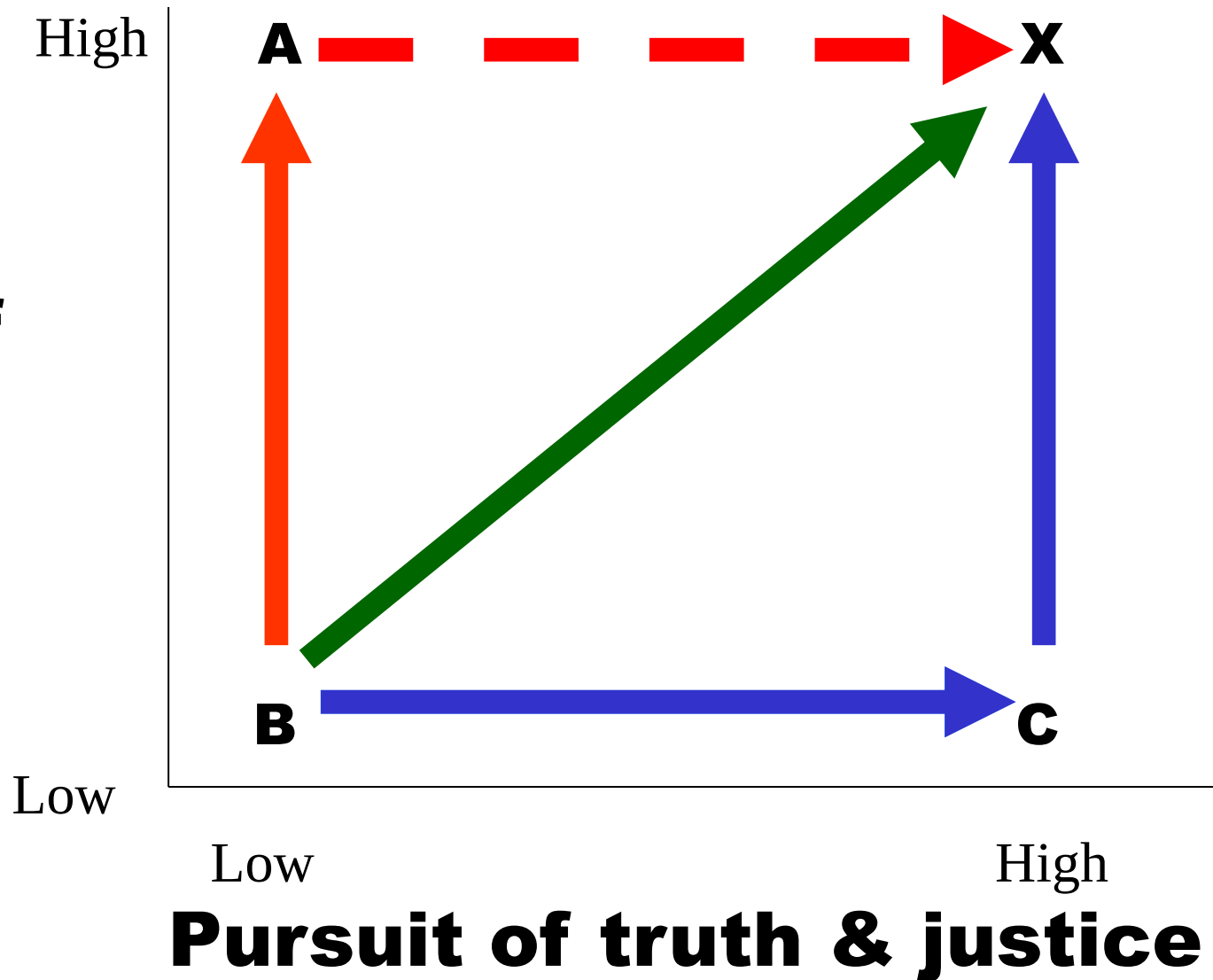
If you pursue truth and justice it will always mean a diminution of power and privilege.

If you pursue power and privilege it will always be at the expense of truth and justice.”

(Julien Benda)

YOUR SUCCESS “MANTRA”

**Pursuit of
power &
privilege**



WHY ORGANIZATIONS?

- ** **COLLECTIVE GOAL**
- ** **SPECIALISTS**
- ** **WORKING TOGETHER**

INTERDEPENDENCE

WHY PEOPLE WORK?

- ** **SALARY, SECURITY**
- ** **FRIENDSHIP, IDENTITY**
- ** **CAREER, STATUS**

ENERGY/ENTHUSIASM

*Are we channeling people's
ENERGY/ENTHUSIASM
constructively towards handling
organizational INTERDEPENDENCE,
or is it being dissipated in all sorts of
dysfunctional pursuits?*

VERY
INTERESTING!
SO WHAT?

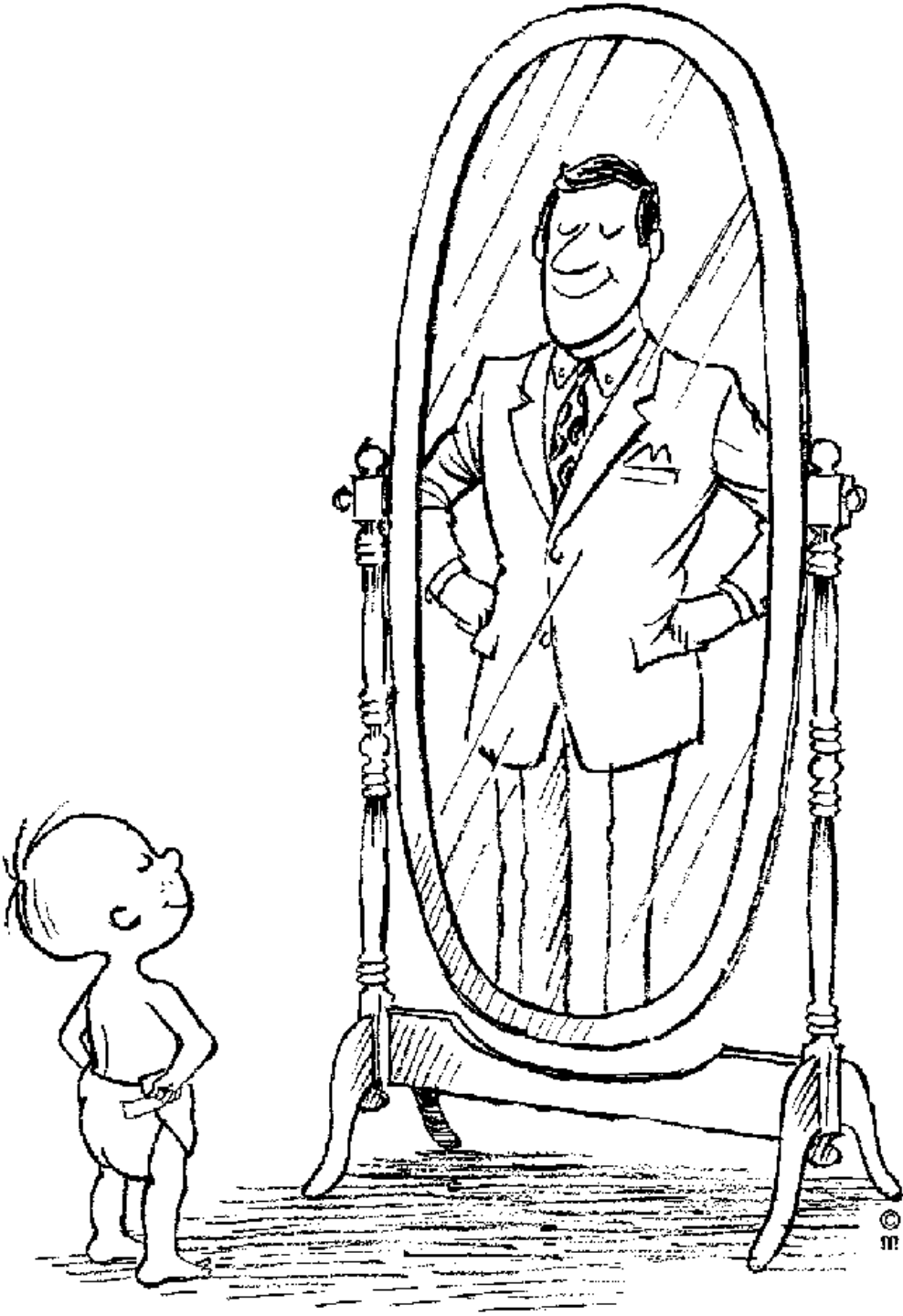
INFINITE

VISION:

AN INDIAN

EXAMPLE

**LESSONS
FROM A
SUCCESSFUL
FORESTER!**



**"Dream dreams,
because
dreams lead to
thought and
thought leads
to action."**

Abdul Kalam

THE

WISDOM

OF Dr. V!

THE GENIUS OF Dr. V

**RECONCILING
PARADOXES**

WHAT: AECS's Mission

**Eradicate needless/
preventable blindness**

HOW of AECS:

**Adapt McDonald's model
of standardization,
reliability and efficiency,
to deliver affordable,
world-class eye care!**

WHY of AECS:

**If you help others,
it is yourself
you are helping!**

**If you heal others,
it is yourself
you are healing!**

THE GENIUS OF Dr. V

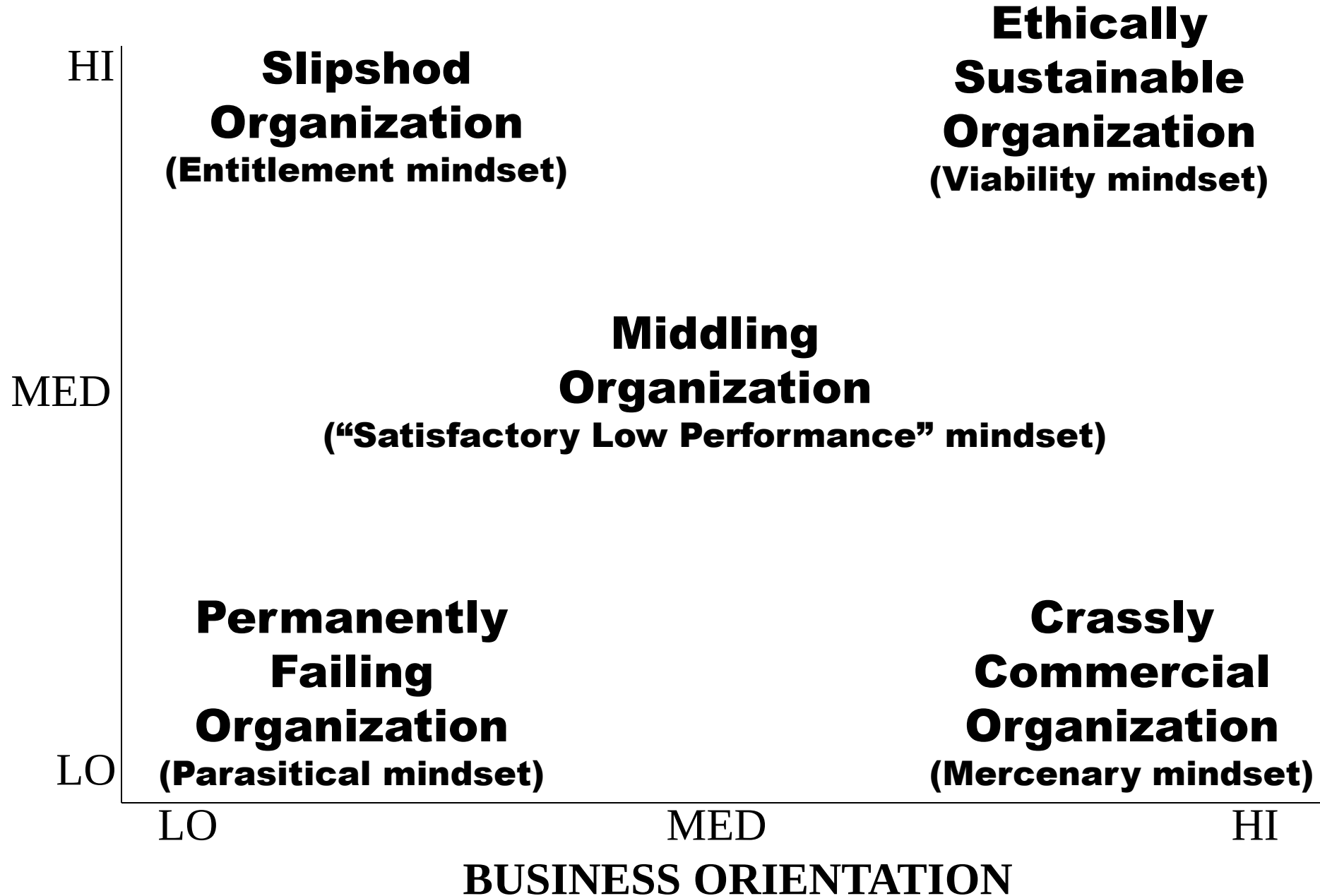
**THE WISDOM
TO VISUALIZE**

**THE NON-PROFIT
BUSINESS MODEL
IS NOT AN OXYMORON
BUT SOCIALLY
RESPONSIBLE!**

Dr. V's Business Model

S
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C
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THE GENIUS OF Dr. V

**THE WISDOM
TO ORGANIZE**

PROCESS ORIENTATION:

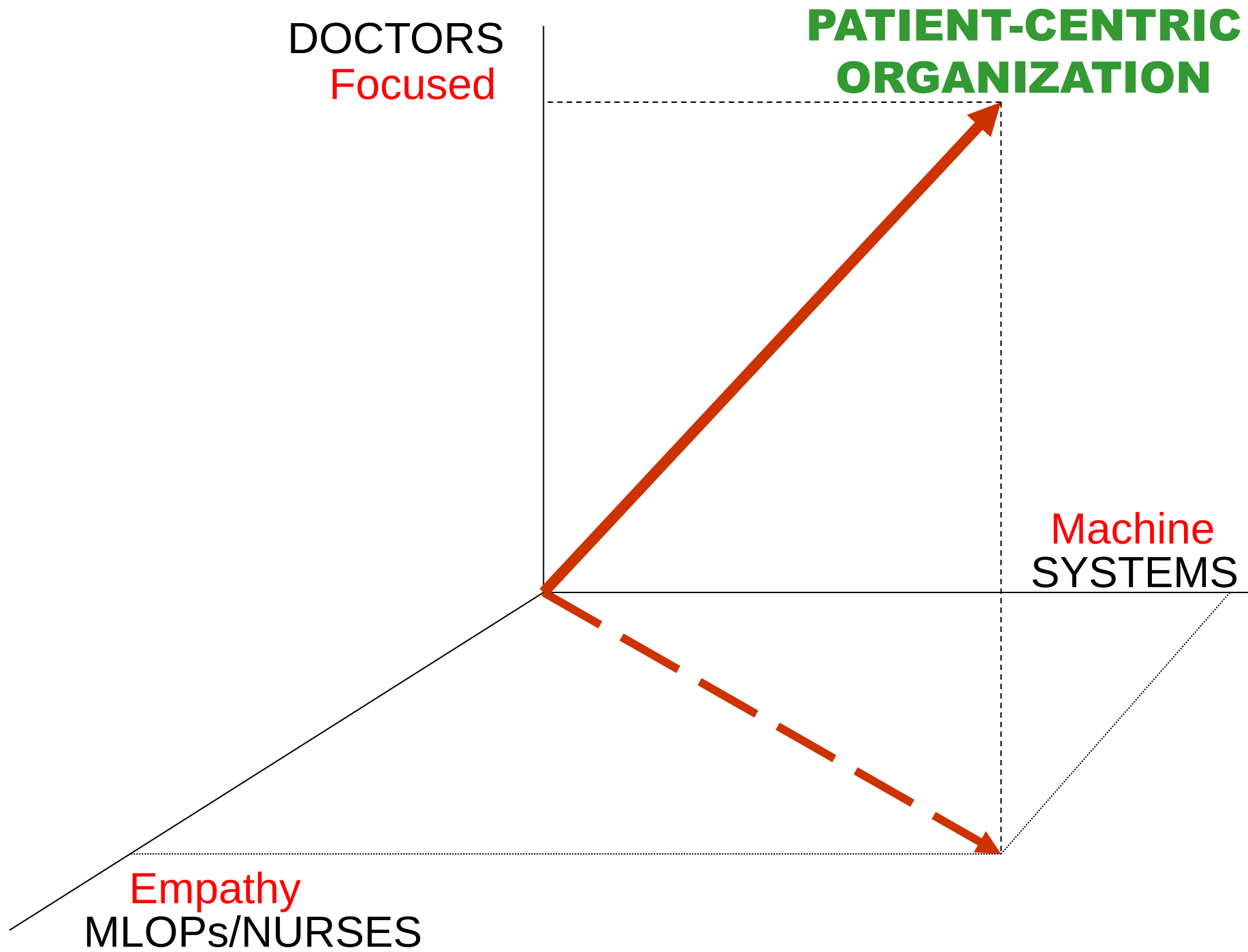
Efficient

but lacks EMPATHY

THE PERSONAL TOUCH:

Responsive

but CHAOTIC



THE GENIUS OF Dr. V

**THE WISDOM
TO ENERGIZE**

**JUDICIOUS USE OF
MANAGEMENT
CONTROL
MECHANISMS
TO MOTIVATE
PEOPLE!**

HOW TO MOTIVATE PEOPLE?

**MARKET MECHANISM–
The Commercial contract**

**BUREAUCRACY –
The Employment contract**

**CLAN CONTROL–
The Psychological Contract**

Ultimately, it is the
Psychological Contract

that energizes people to go

ABOVE AND BEYOND

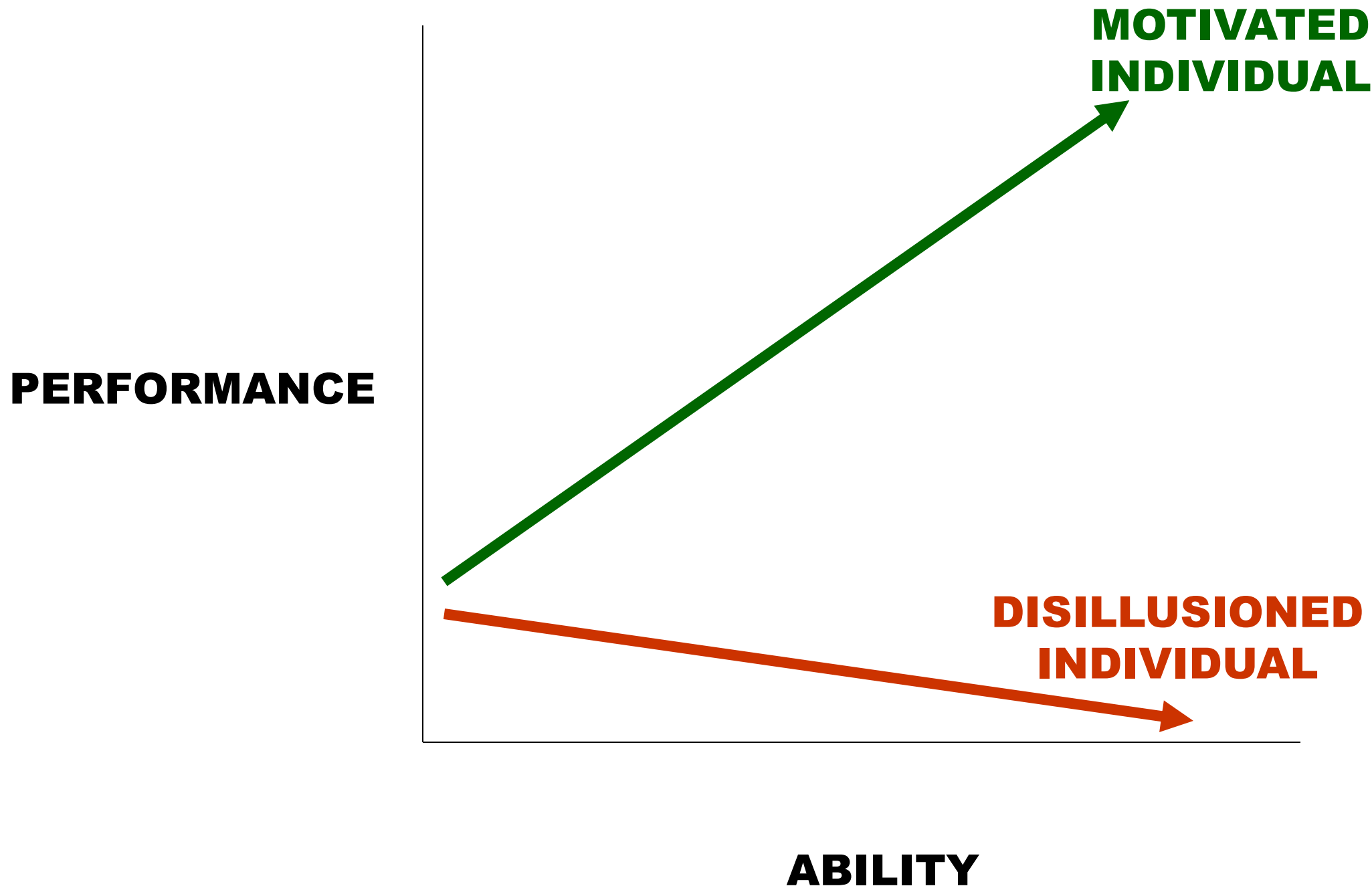
THE CALL OF DUTY

FOR THE SAKE OF THE

ORGANIZATION AND

ITS MISSION?

**THIS IS THE
ESSENTIAL
INGREDIENT OF
ARAVIND's
PATIENT CENTRIC
APPROACH!**



DON'T DO MAINTENANCE WORK
ON VEHICLES AND MACHINES

NO EFECTUAR LAS TAREAS
DE MANTENIMIENTO DE
VEHÍCULOS Y MÁQUINAS



ESCONDER Y
DAÑAR
HERRAMIENTAS

HIDE AND
DAMAGE TOOLS

ARROJAR HERRAMIENTAS POR
LAS ALCANTARILLAS

THROW TOOLS INTO SEWERS



LLEGAR TARDE
AL TRABAJO

COME LATE
TO WORK

DELAY IN
COMPLETING TASKS



DEMORAR EL
CUMPLIMIENTO
DE LAS
TAREAS

DECLARARSE ENFERMO
PARA NO
TRABAJAR



CALL IN SICK SO AS NOT TO WORK

UNDERLYING DYNAMICS OF POOR PERFORMANCE

CYNICISM

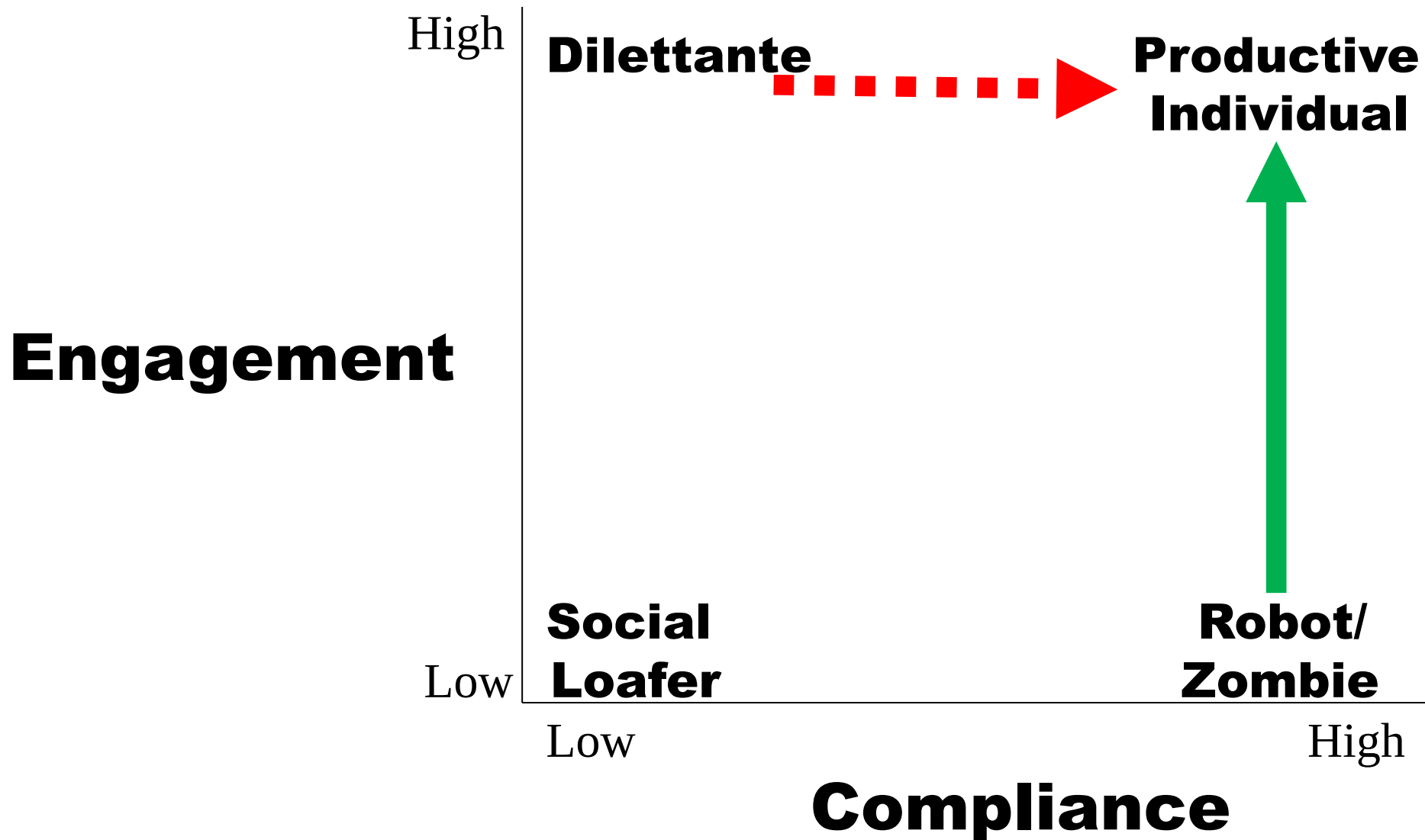
```
graph TD; A[CYNICISM] --> B[DEMOTIVATION]; B --> C[POOR PERFORMANCE];
```

A vertical flowchart with three rectangular boxes. The top box contains the word 'CYNICISM' in red. A black arrow points down from the bottom of the first box to the top of the second box. The second box contains the word 'DEMOTIVATION' in orange. Another black arrow points down from the bottom of the second box to the top of the third box. The third box contains the words 'POOR PERFORMANCE' in magenta.

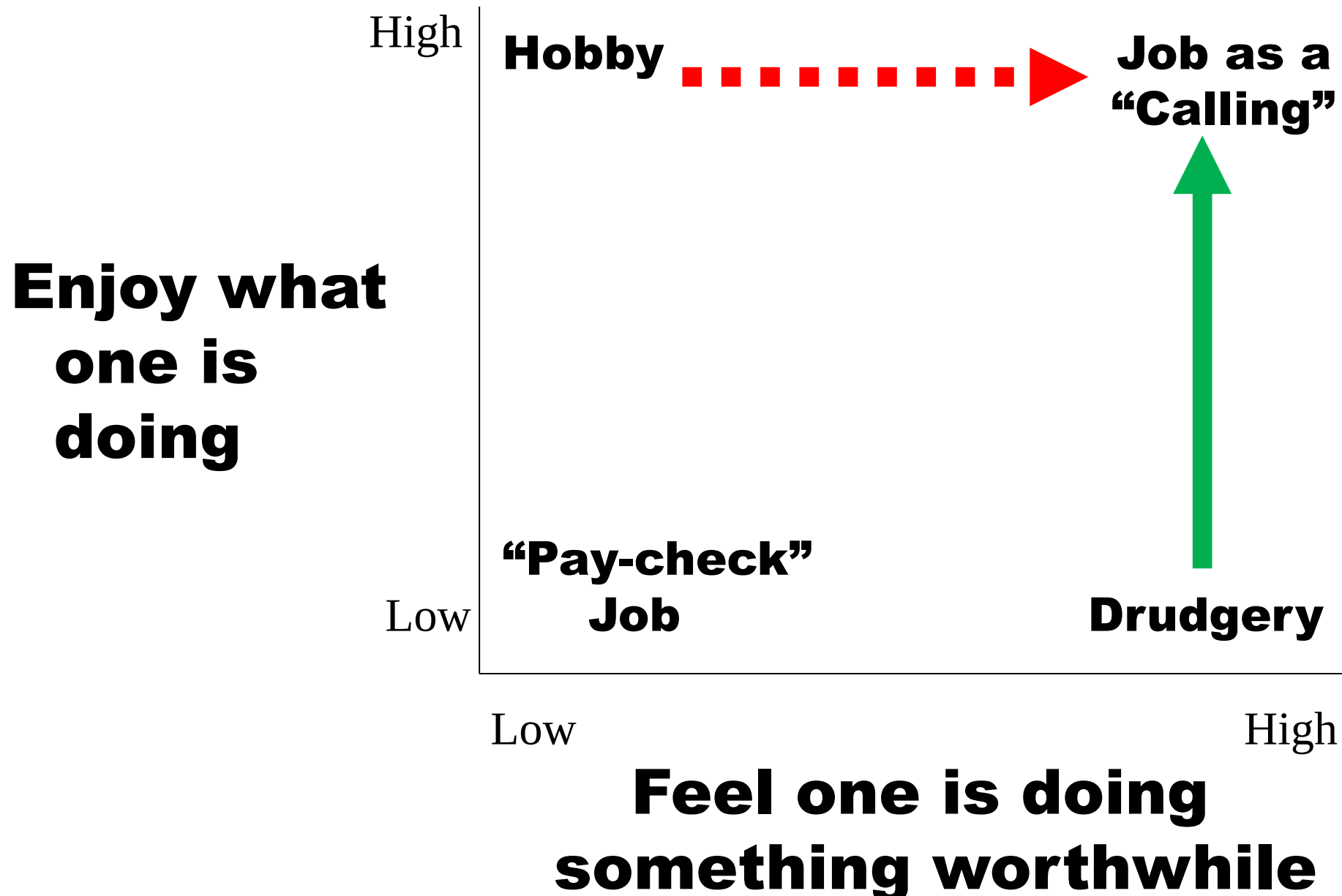
DEMOTIVATION

**POOR
PERFORMANCE**

How to MOTIVATE Individuals



The ENGAGED Individual



MOTIVATING TEACHERS/FACULTY

**EXAM PREP –
A Chore?**

**TEACHING
A Job?**

**EDUCATING –
A Calling!**

HERTZBERG'S THEORY OF MOTIVATION

TRADITIONAL ONE DIMENSIONAL MODEL



HI DISSATISFACTION

HI SATISFACTION

HERTZBERG'S TWO FACTOR MODEL *HYGIENE FACTORS*



HI DISSATISFACTION

**CONTEXT
OF THE JOB**

LO DISSATISFACTION

MOTIVATORS

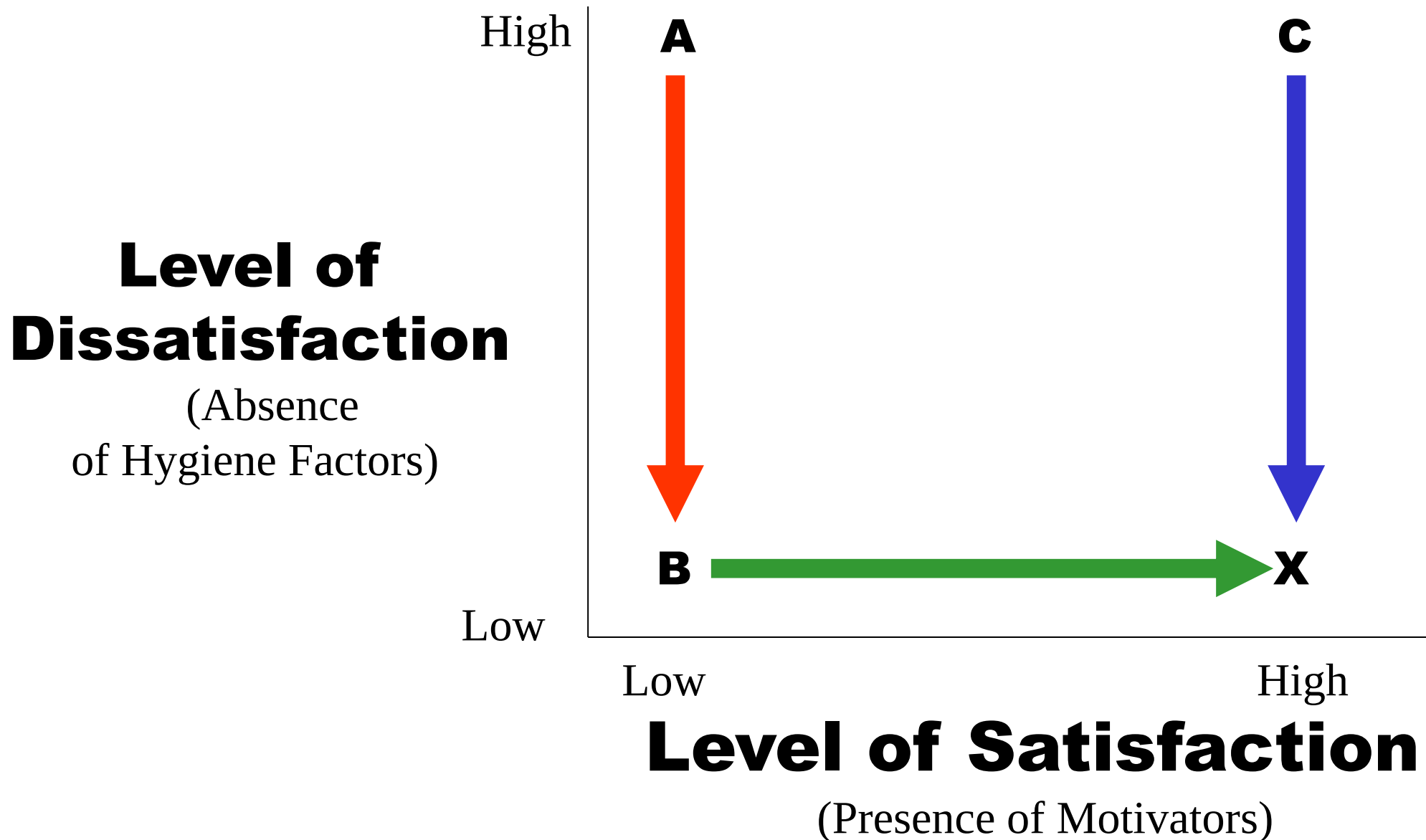


HI SATISFACTION

**CONTENT
OF THE JOB**

LO SATISFACTION

YOUR “PEOPLE MANAGEMENT” AGENDA



COUNTER CYNICISM - **IMBIBE WISDOM TO:**

- **VISUALIZE**
- **ORGANIZE**
- **ENERGIZE**

How?

**RETHINK THE
ORGANIZATION'S
THEORY OF
BUSINESS**

**IF YOU ARE NOT
COMFORTABLE WITH
“THEORY OF BUSINESS”
FEEL FREE TO CALL IT
“GUIDING PHILOSOPHY”**

WHY DO ORGANIZATIONS NEED A THEORY OF BUSINESS?

WHAT OF THE FUTURE?

** One could reasonably expect the Chairman of AT&T to know what his corporation will be ten years from now.

He doesn't!

** One could within reason expect him to predict how technology will transform his business a decade hence.

He can't!

** He should know who his major competitors will be.

Stumped again!

But here is what he does know: something startling, intriguing and profound is afoot.

(F. Cairncross, The Death of Distance, HBS Press, 1997)

THEORY OF BUSINESS

(Peter Drucker, Harvard Business Review, September-October, 1994)

TOB is based on assumptions about:

- **the environment** of the organization, viz., society and its structure, the market, the customer and technology;
- **its specific mission** as defined by management;
- **the core competencies** needed to accomplish the organization's mission.

THEORY OF BUSINESS

(Peter Drucker, Harvard Business Review, September-October, 1994)

The three assumptions must:

- **Fit reality**
- **Fit one another**

Further, the TOB must be:

- **Known & understood throughout the organization**
- **Tested constantly and changed, if necessary**

EVOLUTION OF MANAGEMENT INITIATIVES

**BUILDING BLOCKS FROM
INTROSPECTION TO EXECUTION,
SINCE THE DEVIL IS IN THE DETAILS**

ACTION PLANS

COMPANY STRATEGY

MANAGEMENT VISION

THEORY OF BUSINESS

EXAMPLES OF TOB

- **Disney – MAKE PEOPLE HAPPY**
- **3M – CELEBRATE* INTRA-
PRENEURSHIP**
- **Apple – BE INSANELY GREAT
AT WHATEVER WE DO**

*** IDENTIFY, ENCOURAGE AND REWARD**

EXAMPLES OF TOB

**Penguin Publishing:
DECENT BOOKS AT
AFFORDABLE PRICES,
SOLD THROUGH
UNCONVENTIONAL
OUTLETS LIKE
TOBBACONISTS AND
CHAIN STORES**

EXAMPLES OF TOB - 1

PRICE = COST + MARGIN

MARGIN = PRICE - COST

EXAMPLES OF TOB - 2

**Why should an independent
company rethink its TOB
after it has been
MERGED WITH
a larger company?**

Evolution of Activities

**** POLICY FORMULATION**

(Top Management sets Goals and Objectives)

**** POLICY IMPLEMENTATION**

**** OPERATIONAL PLAN FORMULATION**

(Senior Management identifies Means to Ends)

**** OPERATIONAL PLAN IMPLEMENTATION**

(Middle Management finalizes Action Plans)

EXAMPLES OF TOB – 2T

TOP MANAGEMENT
(BEFORE MERGER)

MAXIMIZE THROUGHPUT

AFTER MERGER
SYNERGY OF
OBJECTIVES
WITH PARENT

EXAMPLES OF TOB – 2S

SENIOR MANAGEMENT
(BEFORE MERGER)

MAXIMIZE THROUGHPUT

AFTER MERGER
USING OPTIMAL PRODUCT MIX
ENSURE COMPANY
BECOMES COMPLETELY
PARENT CENTRIC

EXAMPLES OF TOB – 2M

MIDDLE MANAGEMENT
(BEFORE MERGER)

MAXIMIZE THROUGHPUT

AFTER MERGER

**INTEGRATE ACTIVITIES WITH
PARENT AND BECOME**

THE BEST ENTITY

WITHIN THE MERGED SETUP

REASONS BEHIND THE GLOBAL FINANCIAL MELTDOWN

EARLIER ToB OF LENDERS

**ENSURE BORROWERS ARE
ABLE TO REPAY LOANS**

CURRENT ToB OF LENDERS

**CONSUMER LOANS ARE
PERPETUAL EARNING ASSETS
THROUGH FEES AND
ASSORTED CHARGES**

CHANGING ToB OF NGOs

EARLIER ToB OF NGOs

**IDENTIFY AND ADDRESS A
CRYING SOCIAL ISSUE**

CURRENT ToB OF NGOs

**MONOPOLIZE A CHIC OR
TRENDY SOCIAL ISSUE,
THEREBY ENSURING
FOREIGN JAUNTS TO
EUROPE AND
NORTH AMERICA**

Changing ToB Of Microcredit Financial Institutions

EARLIER ToB

**POVERTY SHOULD BE
ERADICATED, NOT SEEN
AS A MONEY-MAKING
OPPORTUNITY.**

CURRENT ToB

**GROW RICH BY PREYING
ON THE POOR**

**What should be the
THEORY OF BUSINESS
of Indian IT Companies?**

THEORY OF BUSINESS FOR SPECIALIST HI-TECH COMPANIES

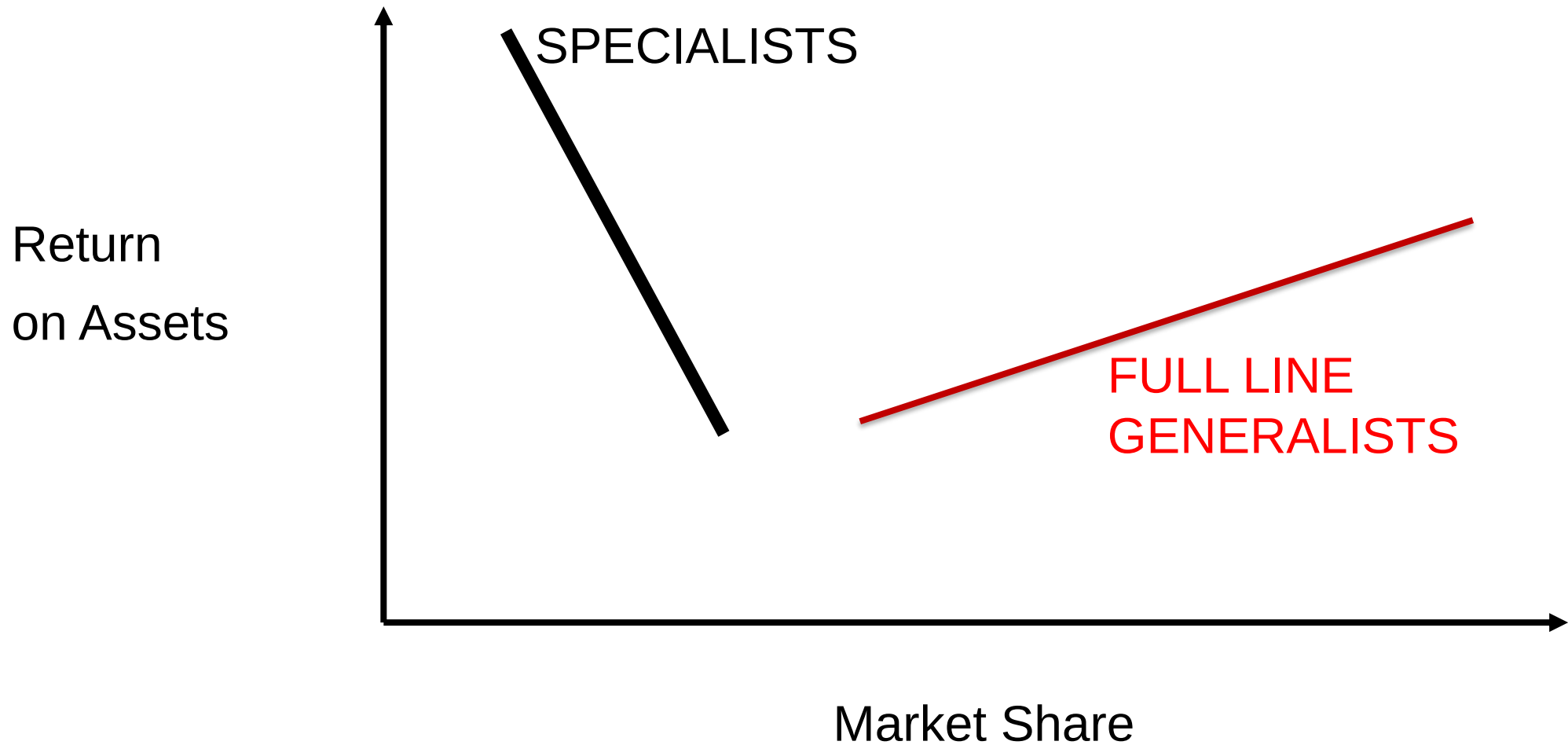
**CONVERT A TECHNOLOGICAL
HOBBY HORSE INTO A
REASONABLY VIABLE
COMMERCIAL PROPOSITION IN A
NICHE MARKET**

THEORY OF BUSINESS FOR OPPORTUNIST HI-TECH COMPANIES

**ESTABLISH THE COMPANY AS A
REASONABLY VIABLE
COMMERCIAL PROPOSITION
BEFORE SELLING TO (OR MERGING
WITH) A FULL SERVICE PROVIDER**

RULE OF THREE

Our focus is on FULL LINE GENERALISTS



TOB of Full Service Indian IT Companies

**LEVERAGE TIME SHIFT
ADVANTAGE, AND UTILIZE
QUALIFIED, LOW COST,
ENGLISH SPEAKING WORK
FORCE, FOR ONSITE OR
OFFSHORE ASSIGNMENTS**

CURRENT OBSESSION
of Indian IT Companies

HOW DO WE
MOVE UP THE
VALUE CHAIN?

CURRENT OBSESSION of Indian IT Companies

- ** Become a “one-stop shop” or full services provider**
- ** Eschew price based competition**
- ** Differentiate oneself using the “value offered” proposition**

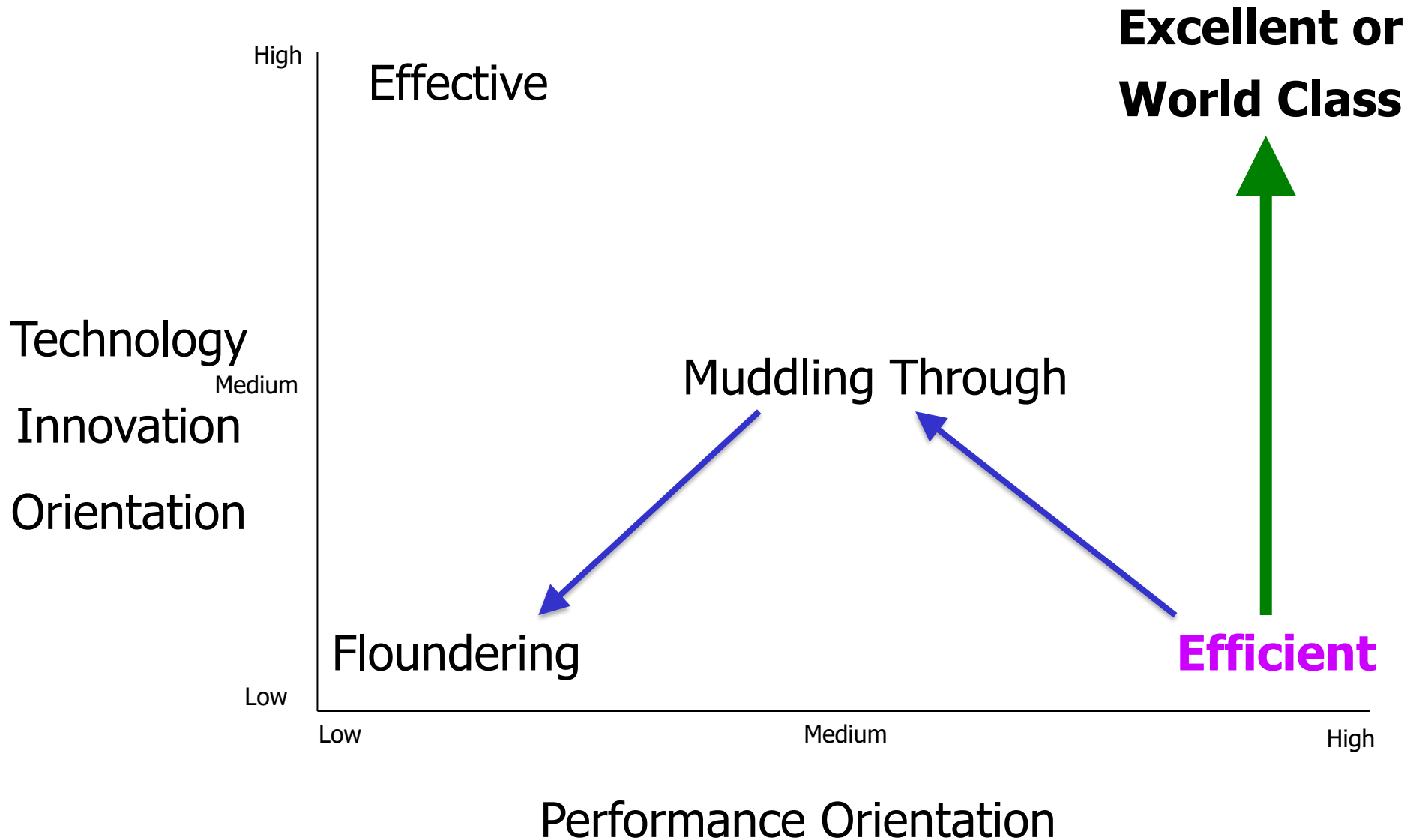
**HOWEVER THIS MAY BE
EASIER SAID THAN DONE.**

**One has to learn to walk
before one can run or jump!**

THEORY OF BUSINESS of Indian IT Companies

Phase 1:

**THROUGH
STRATEGIC ALLIANCES,
MASTER INTRICACIES OF
CUTTING-EDGE TECHNOLOGY/
INNOVATION MANAGEMENT**



THE PATH AHEAD

THEORY OF BUSINESS of Indian IT Companies

Phase 2:

**FOSTER
INTRAPRENEURSHIP
TO MOVE UP THE
PRODUCTS & SERVICES
VALUE CHAIN**

THEORY OF BUSINESS of Indian IT Companies

Phase 3 (by 2015?):

**EMPHASIZE A PHILOSOPHY OF PROVIDING
COMPREHENSIVE SOLUTIONS
NOT JUST FOCUSSED ON
PRODUCTS & SERVICES**

**This will be the *coup 'de grace* that
ensures a decisive competitive edge!**

Why is a TOB IMPORTANT?

**UNLESS THERE IS A
COHERENT, WIDELY
SHARED AND
UNDERSTOOD TOB,
INDIVIDUALS WILL NOT
BE ABLE TO IDENTIFY
WITH THE PURPOSE OF
THE ORGANIZATION!**

GROUP EXERCISE

From TOB to ACTION PLANS

- Form groups of 5-6

Phase I

- What should be TOB for:
 - ** PARENT ENTITY of ISRO
 - ** An Division (or any SUBUNIT of the organization)

GROUP EXERCISE

From TOB to ACTION PLANS

Phase II

- Generate Action Plans for a particular Unit
- Develop Goals for
 - ** Unit Heads
 - ** Their direct reports

THE INNOVATOR'S DILEMMA

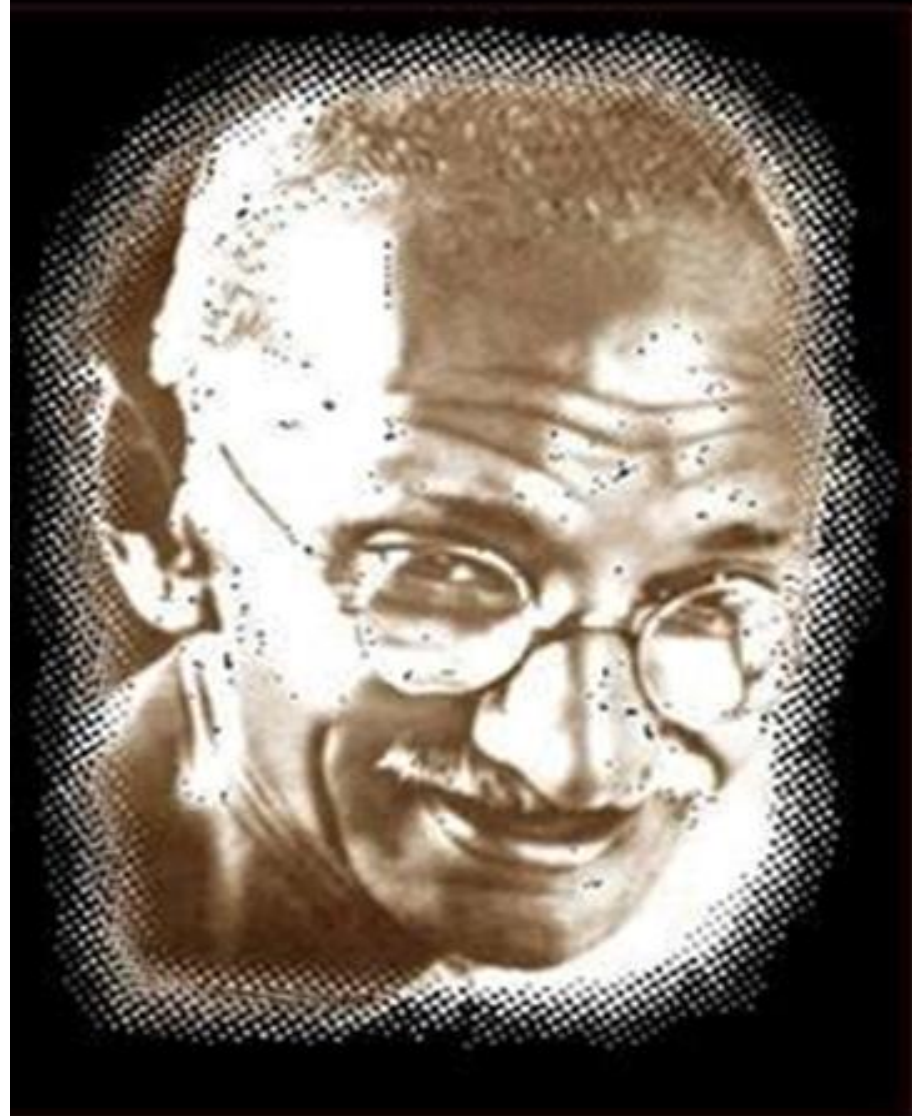
Drucker: “The first signs of change usually show up first among one’s noncustomers.”

Christensen: “Understand the natural laws that apply to disruptive (change) and use them to create new markets and products.”

**BEFORE CONVERTING A
THEORY OF BUSINESS
INTO ACTION PLANS,
MANAGEMENT MUST HAVE THE
POWER OF
VISION**

**Come up, O lions,
shake off
the delusion
that you are
sheep...**

(Swami Vivekananda)



You must not
lose faith in
humanity.
Humanity is an
ocean; if a few
drops of the
ocean are dirty,
the ocean does
not become dirty.

**THANK
YOU**