

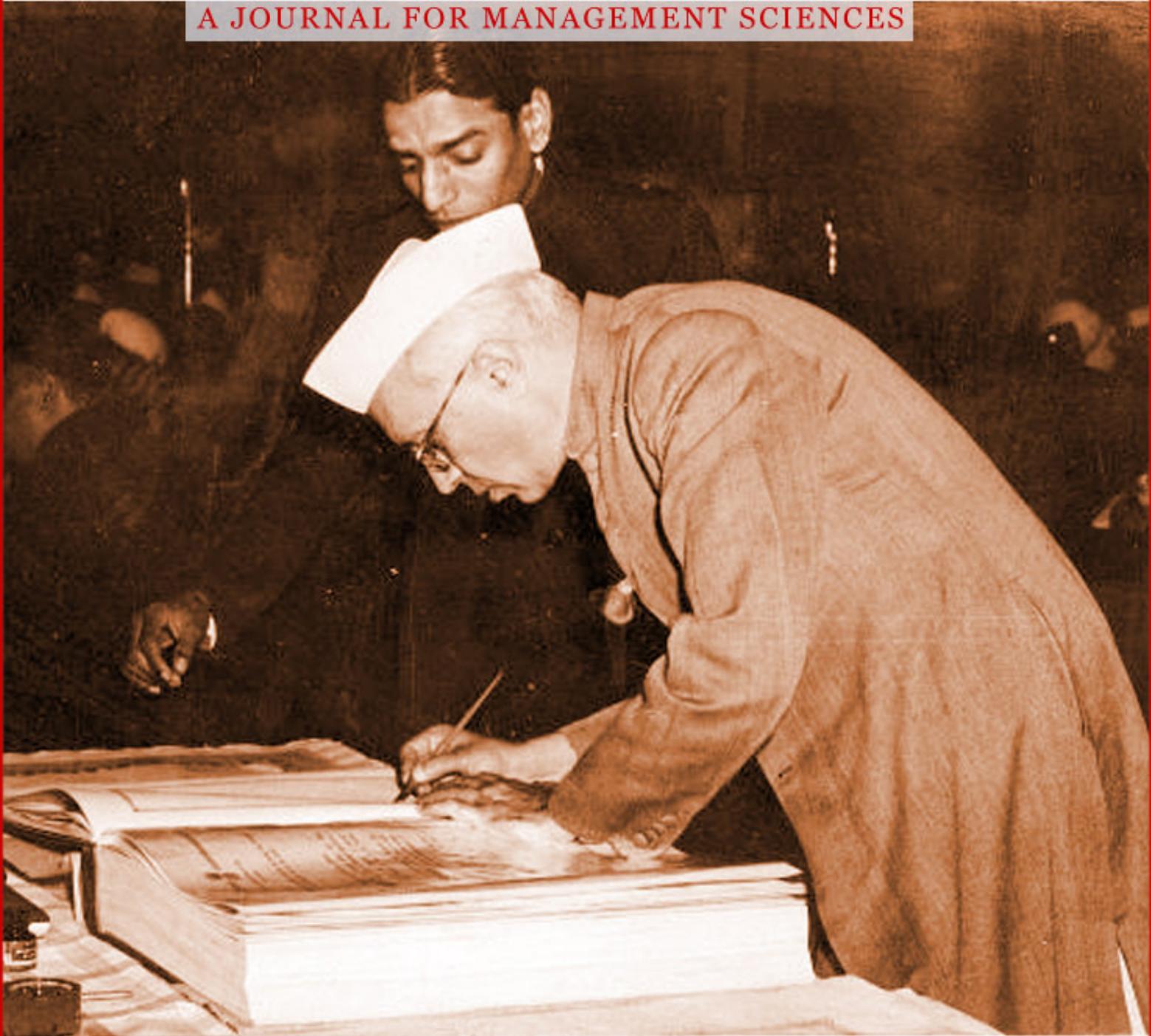
Issue 07

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IMPACT

INNOVATIVE MANAGEMENT PRACTICES
AND CREATIVE THINKING

A JOURNAL FOR MANAGEMENT SCIENCES



Jawaharlal Nehru
First Prime Minister signing Indian Constitution

With Greetings from IMPACT

We are encouraged by our subscribers, readers and writers that we are able to sense through the fact that an e-journal on the subject of MANAGEMENT could successfully cross the half a dozen mark and the one on your screen now is the SEVENTH. The Editorial board whole-heartedly express their gratitude to all the concerned.

We are not content with our present progress and we are constantly in the process of thinking, consultation and discussion with various limbs to improve on the content and for better and greater utility to the wonderful world of magnificent Management.

We do look forward for more feedback, articles, advertisements, subscriptions –and all these will help us in bringing out the forthcoming issues in better form with more contents.

This is the month of Pundit Jawaharlal Nehru's birth anniversary and the whole world knows what a great Management expert he was. But for his managerial skills, this democratic country at its infancy in his days could not have seen such great strides in all spheres.

He was instrumental in framing policies in a number of realms. There is an article giving a peep into some of his policies.

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HUMAN RELATIONSHIP MANAGEMENT IN VALLUVAM

A bilingual poet, writer, trainer, translator, thinker and speaker from Chennai, Mr Subbaraman has written 36 books. His paper, "Valluvam Inspired Mahatma Gandhi," was approved for presentation in the International Tirukkural Conference held in Washington, USA. His translated works include Thirukkural, Bharathiyar's Kuyilpattu and Ramana Maharishi's Aksharamanamalai. He is connected with the publication of the Management e-journal IMPACT. He was formerly the Deputy Zonal Manager, L I C of India.



In our October 2015 of IMPACT we had a peep into HEALTH MANAGEMENT as propounded by the Saint Poet Thiruvalluvar, after a few parts in Human Relationship Management.

In this issue, we shall get back to "Human Relationship Management" which is indeed a major topic and issue in the current environment.

One of the most important aspects of human relationship management is showing EQUITY towards all. In broad term, equity, means 'fairness'; it also means 'the application of justice to correct or supplement the law'.

Yes in dealing with the human beings as a Manager, in becoming a successful human relationship Manager, one has to be impartial, fair and just towards all. This will be possible when the manager can "empathize" with all whom he has to manage in his own home, or office, or dealing with the members of a society.

This aspect is dealt with exhaustively by Thiruvalluvar in his 12th chapter titled "நடுவு நிலைமை". As is his practice, he has explained

the nuances in ten couplets which will be dealt with in this issue of IMPACT. As earlier mentioned translation of Tamil couplet into English is by Kaviyogi Sudhdhanandha Bharathi- a great philosopher- poet.

தகுதி எனவொன்று நன்றே பகுதியால்
பாற்பட்டு ஒழுகப் பெறின் (குறள் 111)

Equity is supreme virtue
It is to give each man his due. (Kural 111)

Greatest virtue for a person is to be equally treating all irrespective of the individual merits or demerits.

It implies that praise and appreciate the person who does good things whoever it be and condemn the wrong doers whoever it be. We have to be fair and apply justice to everyone with whom we are dealing with.

செப்பம் உடையவன் ஆக்ககஞ் சிதைவின்றி
எச்சத்திற் கேமாப்பு உடைத்து (குறள் 112)

Wealth of the man of equity
Grows and lasts to prosperity. (Kural 112)

Wealth of a person who has the virtue of

equity, who is fair and just to all, grows and will last forever to protect his coming generations too.

நன்றே தரினும் நடுவிகந்தாம் ஆக்கத்தை
அன்றே யொழிய விடல் (குறள் 113)

Though profitable, turn away
From unjust gains without delay. (Kural 113)

A person who is fair and just will not be worried about the profits and gains, if they do not come in a fair and just manner. A virtuous person is not swayed away by money that comes in an unethical or wrongful way.

தக்கார் தகவிலர் என்பது அவரவர்
எச்சத்தாற் காணப் படும் (குறள் 114)

The worthy and unworthy
Are seen in their posterity. (Kural 114)

Virtuous and non virtuous people will be judged by the justness and fairness with which they lived and established.

Yes a successful Manager is talked about and adorned even after his exit from his position by death, resignation or retirement for a long time to come for his fairness and justness with which he maintained his human relationship with one and all in the organization.

கேடும் பெருக்கமும் இல்லல்ல நெஞ்சத்துக்
கோடாமை சான்றோர்க் கணி (குறள் 115)

Loss and gains by cause arise;
Equal mind adorns the wise. (Kural 115)

None in life can claim that he will be ever rich or ever poor. Notwithstanding, if one

maintains equity, justness and fairness, that will adorn such virtuous persons forever. Whatever be one's economic conditions, never he/she should lose sight of justice and fairness.

கெடுவல்யான் என்பது அறிகதன் நெஞ்சம்
நடுவொரீஇ அல்ல செயின் (குறள் 116)

Of perdition let him be sure
Who leaves justice to sinful lure. (Kural 116)

One who is about to turn away from fairness and justice, he should be conscious of the fact that he is about to be doomed.

Hence it is the utmost and bounden duty of the Managers to meticulously follow fairness and justice to all which is the virtue of equity.

கெடுவாக வையாது உலகம் நடுவாக
நன்றிக்கண் தங்கியான் தாழ்வு (குறள் 117)

The just reduced to poverty
Is not held down by equity. (Kural 117)

A person who is steadfastly holding to the virtue of equity, though afflicted with poverty, the world will not deem him to be poor.

And thus the fame and name of a great Manager will remain intact.

சமன்செய்து சீர்தூக்குங் கோல்போல் அமைந்தொருபால்
கோடாமை சான்றோர்க் கணி (குறள் 118)

Like balance holding equal scales
A well poised mind is jewel of the wise. (Kural 118)

Like a scale while in use shows the weight exact, equity in fact is a valuable ornament in

the virtuous people.

சொற்கோட்டம் இல்லது செப்பம் ஒருதலையா
உட்கோட்டம் இன்மை பெறின் (குறள் 119)

Justice is upright and unbending
And free from crooked word twisting.
(Kural 119)

Equity manifests in the words spoken; this indeed is derived from the strong mind. An effective manager's spoken and written language with equity enhances his effectiveness and thus his managerial skill increases.

வாணிகம் செய்வார்க்கு வாணிகம் பேணிப்
பிறவும் தம்போல் செயின் (குறள் 120)

A trader's trade prospers fairly
When his dealings are neighborly. (Kural 120)

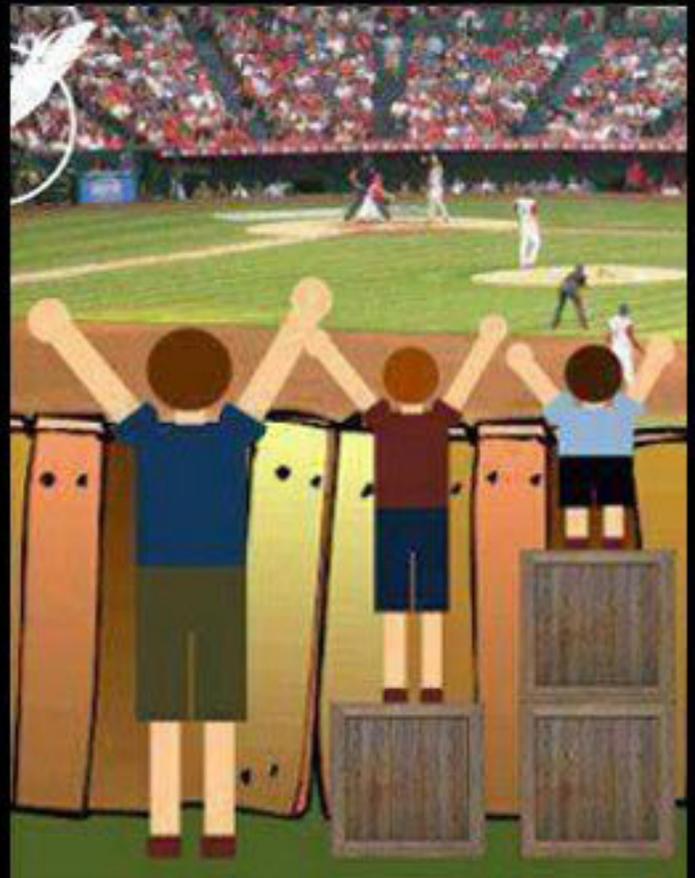
The right thing for a trader is being fair and just to all, in all his dealings.

Yes in the 'trade' of great management too, equity pays when followed in all spirit. It is, therefore clear that equity is one virtue every effective Manager and aspiring Manager should consciously cultivate. That is the way Thiruvalluar points out.

Equality



Equity



IMPACT Thank its Article Writers for making it cross half a dozen e-journal mark



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WORKPLACE MOTIVATION



Dr. (Ms). R. Krishnaveni Assistant Professor / Dept. of English, L.R.G. Govt. Arts College for Women, Tiruppur

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Markets require acknowledged competencies (integration, team work, motivation, discipline) and these values are now more positive. A balanced work life involves a perfect balance between the employees' professional life and their personal life. Working in any organization requires an individual to be geared up and face the challenges of work-life. Employee can give their best to the organization only if they are in a positive state of mind. A mentally preoccupied or troubled individual would be in a position to give very little to their company.

In an organization where we work we need to relate extremely well with all kinds of people irrespective of their positions and status they hold. We need to get the best out of them at all times.

People are imperfect, people will remain imperfect and it is how we get the work done through these imperfect people is all that matters. Thus, interpersonal relations are the key to any successful organization.

One should have the ability to get along with others as well as they need to learn to solve some tasks as a team in workplace. Now-a-days everyone needs to be an effective person in order to survive in the global scenario. In such situations, they need to believe that goals are like road maps and that goals motivate them to achieve something in life. As a human being each and every one should have their goal in the life period because it gives the energy to live happily in this world.

Here are some important areas for goal-setting,

attitude, education, career, family, financial, physical, and social service. They need to think that they are balancing their physical, emotional, intellectual, social and spiritual needs and also they are fully self-motivated persons in the society. They must say that great deeds, books and motivational speeches usually inspire them.

Motivating the employees for their better performance in workplace leads to greater efficiency and higher production. It plays a major role in all organizations throughout the world. Encouraging and stressing employee's individual capability for managing their own occupational itinerary and developing a viable personal training is necessary for their career plan to develop their plan to

develop their occupational life. Employees can be motivated in any aspects like self-determination, status enhancement, promotions, growth, meaningful goals, recognition, environment etc.

It is a process of helping people to know about certain skills like interpersonal, emotional and decision-making problems. It could be anything from helping them to choose meaningful goals in the workplace or communicating more effectively with team members. Generally speaking, a spiritual experience comes from within not from without. Similarly, every individual would have experienced by

themselves such as coping with difficult situations, controlling self-defeating emotions, planning in the present to give best for the future, understanding self etc.

Motivation strengthens the ambition, increases initiative and gives direction, courage, energy and the persistence to follow one's goals. A motivated person takes action and does whatever it needs to achieve his/her goals. Motivation is like a driving force in our lives. It comes from our desire to get success. Without success there is little pride in life; no enjoyment or excitement at work and at home. So it is

very important for everybody to get motivated in order to get the excellent results, because motivation creates the desire in the person to perform better than others or to perform in the best way.

Motivation seeks to improve employee's mental health. People feel comfortable about themselves and about other people and are able to meet the demands of life when they are in good mental health. When a person feels secure, loved and well supported they can do more works with a positive mindset in an organization. Self-motivation is the self-evaluation we make of our worth as a person. It is based on how competent, significant, likable and successful we think we are. Feeling good about ourselves reduces distress and provides the platform for personal growth and development, and creativity.

Our motivation is based largely on the relationship between our actual achievements and what we want and expect out of life. When achievements exceed expectations then motivation rises in well and good. One

*What motivates
your employees?*



*Shouldn't you
find out before
they run away?*

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of the most difficult things in life is to discover and to set our realistic goals and expectations which he/she feels able to achieve. By thinking positively, we reinforce our behaviors which protect us from self-destructive thoughts.

Praise and recognition for a job well done is guaranteed to raise self-esteem too. This is a good management strategy for establishing and maintaining a happy and productive workplace. Changing our self-image (how you see ourselves) means reviewing all aspects of our life. Harness our strengths and capitalize on them. Do not try to be what you feel others want you to be, being honest with yourself and others. express yourself, grow beyond what you are. Looking good, feeling healthy, fit and loved, smiling, developing a sense of humour, not taking life or yourself too seriously and being assertive are all good example for motivation boosters.

Given below are words that can be used to describe people in both positive and negative ways to develop

one's individuality. Find out which words fit you? Talk to your colleague in your organisation sharing your experience with some of these traits in specific situations: arrogant, caring, cunning, criticizing,

enthusiasm, energetic, heroic, gentle, easy-going, hardworking, lazy, loyal, selfish, unfeeling, manipulative, negative thinking and zestful.



"Lean Organisations Need FAT People" © Bay Jordan 2005



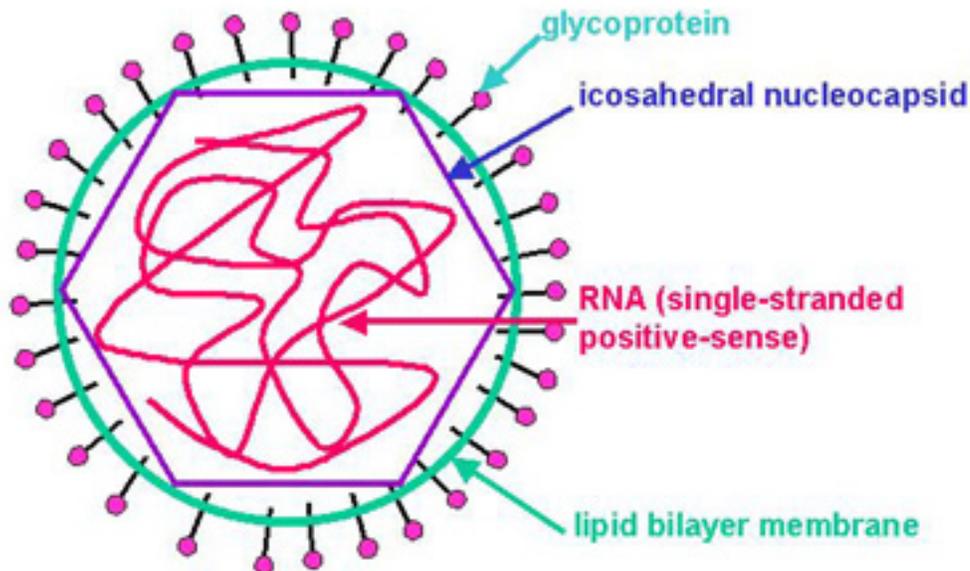
HEALTH MANAGEMENT



Lion M. DESIKAN is a former District Chairman and Life Member, Lions Club International, District 324A. He is a social activist and literary lover.

RUBELLA:

RUBELLA OR GERMAN MEASLES IS USUALLY A MILD INFECTION BUT SOME CASES THERE CAN BE COMPLICATIONS. VACINATION GOES A LONG WAY IN PREVENTING AN ATTACK.



Rubella or German Measles is common viral infection affecting men, women and children at any age. It is usually a very mild infection, transmitted moderately contagious airborne infection. In most cases symptoms appear within 16-

18 days after exposure.

In 50% of the cases, the infection is silent, but the individual still has the potential to transmit the disease. In the rest, it manifests itself with symptoms such as fever, rash, respiratory symptoms and enlarged glands. In adults, complications such as arthritis or encephalitis can occur, but there are relatively rare

The diagnosis is usually made by doctor and may be confirmed by a specific blood test. The treatment of RUBELLA is symptomatic, with simple drug to control the discomfort of illness along with rest for a few days.

Complications may require more intensive treatment as some can be potentially LIFE Threatening.

A tragic complication of Rubella occurs when a pregnant woman contracts the illness. If the infection occurs before 20 weeks of pregnancy, the virus affects the unborn child. This may result in abortion, premature delivery or Congenital RUBELLA SYNDROME. The later manifest as congenital deafness, cataracts, heart and brain defects with mental

retardation in the child.

The prevention of RUBELLA by a VACCINE primarily aimed at preventing Congenital Rubella Syndromes, since women around the world of child bearing age are susceptible to Rubella.

In most countries, Rubella vaccine is administered in combination with measles and mumps Vaccine to children as part of their immunization schedule is given. THIS GOES A LONG WAY IN PROTECTING THE UNBORN CHILD

Adults, particularly women of child bearing age, if they are not pregnant, can be effectively vaccinated.

The Rubella vaccine and the combined Mumps Measles and Rubella (MMR) vaccine is very safe.

REMEMBER THE RISK OF RUBELLA IS GREATER THAN THE RISK FROM VACCINATION.

2 Here is a BMI- BODY MASS INDEX chart for the benefit of our readers

Height	91	115	119	124	129	134	138	143	167	191	215	239
4'10"	91	115	119	124	129	134	138	143	167	191	215	239
4'11"	94	119	124	128	133	138	143	148	173	198	222	247
5'0"	97	123	128	133	138	143	148	153	179	204	230	255
5'1"	100	127	132	137	143	148	153	158	185	211	238	264
5'2"	104	131	136	142	147	153	158	164	191	218	246	273
5'3"	107	135	141	146	152	158	163	169	197	225	254	282
5'4"	110	140	145	151	157	163	169	174	204	232	262	291
5'5"	114	144	150	156	162	168	174	180	210	240	270	300
5'6"	118	148	155	161	167	173	179	186	216	247	278	309
5'7"	121	153	159	166	172	178	185	191	223	255	287	319
5'8"	125	158	164	171	177	184	190	197	230	262	295	328
5'9"	128	162	169	176	182	189	196	203	236	270	304	338
5'10"	132	167	174	181	188	195	202	209	243	278	313	348
5'11"	136	172	179	186	193	200	208	215	250	286	322	358
6'0"	140	177	184	191	199	206	213	221	258	294	331	368
6'1"	144	182	189	197	204	212	219	227	265	302	340	378
6'2"	148	186	194	202	210	218	225	233	272	311	350	389
6'3"	152	192	200	208	216	224	232	240	279	319	359	399
6'4"	156	197	205	213	221	230	238	246	287	328	369	410

CONTINUOUS IMPROVEMENT THROUGH EMPLOYEE INVOLVEMENT



Jayprakash B Zende, Consultant employee involvement schemes and a freelance trainer

Human race is continuously striving for improvement. This factor has played an important role in human development. It is a relentless pursuit in search of excellence that has made so many achievements in human society. One can very easily find today's tremendous explosion of knowledge and technology all round us for the benefit of human needs. Therefore, unless one continuously learns, improves and updates one's knowledge, survival is very difficult. For development only learning is not enough but applications are also vital.

Continuous Improvement

Continuous improvement can be considered as the 'wheels' of progress of the organisational vehicle. It is the effect produced by the wheels which will make the wheel move forward. Continuous improvement means everyone at every level

in the organisation must think 'There must be a better way to do an activity and this would suit our customer better if we do this improvement in a planned manner.'

Continuous improvement is the fundamental key for gaining a competitive edge in today's market place. The Japanese have a word for it - KAIZEN. It means continuously improving everything that everybody does in every operation in every part of the organisation at every minute of the day.

The best description of continuous improvement is perhaps the one given by an eminent Japanese Management Scholar Mr. Kehri "Continuous improvement comes only when individuals are motivated to achieve regular improvements in all areas of their work."

Technology is important, but equally important is what we do in the years after we

get the new technology & systems with a continuous improvement approach; the benefit of a major step in technology is multiplied by the many small steps that follow continuously. And that hold true whether you are dealing with improvement in quality, marketing, design, productivity, financial system or human resources development.

Mr. Masaaki Imai - author of a famous book KAIEN argues that, many Japanese management practices succeed simply because they are good management practices. This success has little to do with cultural factors and the lack of cultural bias does not mean that these practices cannot be successfully employed elsewhere.

A good management practice is one where systems and practices can be translated in establishing a culture which treats

Are you too busy to improve?



problems as opportunities for improvement rather than blaming people. Where people encouraged admitting problem freely by removing fear and when collaborative spirit and team efforts are emphasized, in such practices, people are trained in the use of problem solving tools and techniques to make improvement as an ongoing process.

Dr. Juran - one of the greatest gurus of total quality management, has suggested the following seven steps for establishing a strong continuous improvement program which provides leadership from the top.

Establishing Vision & Policies

Establishing & developing quality goods, providing resources, training, establishing measurements, reviewing performance regularly and establishing the reward system.

Improvement consist of actively seeking out problems and dealing with them; it can be split into two different types of improvements - the first one's immediate and the other full scale priority based improvement. The former consists of individuals in each workplace actively hunting out problems in their immediate surroundings and dealing with them one by one.

Leadership for Continuous Improvement

Senior management has to look for 'golden nuggets' at the working place by listening to and involving their employees. This is very useful approach in creating a work climate based on mutual co- operation and trust. This is an important step towards cultural changes. Leader must gain the trust of bosses and sub-ordinates. Leader must act as a facilitator in problem solving process. Leader should be good at communication and time management. Leader should be good planner, implementer and a champion of all efforts towards

continuous improvement.

Creating Culture for Continuous Improvement

One of the most prominent hindrances for continuous improvement is individualism and sectionalism in an organisation. This barrier can be broken by fostering new 'customer-supplier' relationship. Whatever processes take place in an organisation each of the process is the 'customer' for its predecessor whereas the same process is the 'supplier' for the next process. If the people responsible for each process consider the next process as their customer, listen carefully to their requirement, and are prepared to discuss them sincerely, then problems such as individualism and sectionalism will disappear from the organisation. Thus development of internal customers with the organisation and the concern for their delight, will foster the desirable culture of continuous improvement.

If everyone in the company - from the Chief Executive to the ordinary workmen identifies their customers with the company, consider

how to satisfy their needs and take action to earn delight of their customer, then the entire organisation will get changed and a culture of continuous improvement will get started and stabilised.

The Role of Teams in Continuous Improvement

Teams are integral part of continuous improvement.

*Together
Employee
Achieve
More*

Indeed with team, a level of synergy can be created which would lead to the achievement of superior performance based on creative output, high quality standards, enthusiasm, common goals and good understanding of organisational mission and goals. People are capable of organising themselves without the interference of management. It has always been assumed that teams are well equipped in terms of skill, knowledge and guidance on how to solve problems.

What is required is freedom and flexibility in their work to harness these hidden talents of employees. Empowerment of employees is all about it.

Empowerment:

Empowerment means developing new relationship with people; the organisation developing a partnership between employee and the employer. By empowerment everyone feels responsibility not only for the job but feels some sense of ownership of the whole process. The work team does not just react to demands, it is also an initiator of action: The employee becomes a part of the decision making process of the work team and not a mere follower.

Characteristics of empowerment:

Enhancing the content of the work. Enhancing the skills. Tapping creativity and innovations. Greater control over decisions about work. Completing the whole task rather than just portion of it.

Customer Delight

For meaningful empowerment of people, organisation's structure needs change from Pyramid to Circle. Employees must work together as a team. Its goals are two fold. First, organisational needs must be fulfilled. Second the team must find the time to step back at how they are



reaching their goals. This action will set a process of continuous improvement in an organisation.

Let us look at various forums available to develop and nurture continuous improvement culture by involving employees in the organisational activity.

1. Suggestion Scheme

Creating a climate for bringing out the untapped creativity of individuals by generating and surfacing ideas and recognising them through suitable award.

2. Quality Circle

A small group of 8-12 volunteers from the same work related area who meets regularly to identify, analyse work - related problems to find acceptable solution with proven problem solving tools and techniques and implement them under its own leadership.

3. Kaizen

It means continuously improving everything that everybody does in every operation in every part of the organisation at every minute of the day to do away with all forms of waste by re-designing 'work processes. That is producing just what is needed, in the amount needed with the minimum of material machines / equipment, space and labour.

5S system and Total Productive Maintenance(TPM) are the basic requirement

on which above activities can be effectively build.

Conclusion:

Our society is undergoing significant changes. A culture of quality excellence in all spheres of industrial-and service activities is the need of the hour to meet the global challenges. In such competitive environment survival will depend on how we mobilise our people by involving them in the process of Continuous Improvement in what we are doing every minute of the day.



THE RIGHT PERSON FOR THE RIGHT JOB

Mr. Venugopal has served in LIC of India from 1968 to 2006 for 38 years and retired as an Executive Director. Then he served as the Professor of life insurance at the National Insurance Academy Pune for nearly 3 years. Now settled down at Bengaluru. He is a member of the Syllabus Committee for the MSc- Actuarial Science course at the Christ University as well as one of their guest faculty. He is one of the editorial consultants for the Insurance World magazine.



In these days of adding value to the Organization but at the same time cutting unnecessary costs, recruiting proper and suitable persons for different jobs assumes paramount importance. The person who is in charge of recruitment and selection holds the key. That Recruiting or HR Person has to be Mr.Right.He/she cannot be a square peg in a round hole. Even if that person lacks a few capabilities, he/she has to be developed, groomed, nurtured and mentored. He/she has to develop competencies for recruiting and selecting professionals for the job at hand.

If wrong persons are selected, they either leave the organization shortly which leads to a lot of wastage of money and resources or continue in the organization as a deadwood or drag. Both are not good for the

institution.

LIC of India recruits a good number of persons as AAOs, Development Officers, Chartered Accountants, IT Personnel, Legal Officers etc. We also promote a lot of people every year from one cadre to another among Class III and from Class III to Class I Officers. We have to select the right persons as the non-suitable people may leave the organization or if it is internal promotion, the person may seek reversion thereby wasting a vacancy. It is high time we sharpen the skills of the Officers who are put in these Selection Boards/ Interview Committees so that they are in a position to identify wheat from the chaff and pick out the right and the best candidates. This article is aimed at providing suitable tips towards that objective and developing the competencies of selecting personnel.

What is Competency?

This is an underlying characteristic required to perform a given task, activity or role.

Competency has the following forms:

- Knowledge
- Skill
- Attitude.

These differ from industry to industry. What competency is needed for a Manufacturing Unit is entirely different from what is required for a Servicing Unit.

Mr. Daniel Katz in the Harvard Business Review magazine has categorized the competencies in to:

- Technical
- Managerial
- Human and
- Conceptual.

Competency Mapping

After explaining what a competency is, let us now go to Competency Mapping.

This is a process of identifying



key competencies for a particular position in an Organization and then using it for

- Job Evaluation
- Recruitment
- Training and Development
- Performance Appraisal and Management
- Job Rotation and
- Succession Planning.

This is not one size-fits-all formula.

Again it differs from Industry to Industry.

It has to be Industry-specific and again within the same Industry, job-specific.

Benefits of Competency Mapping

Competency Mapping helps in

- Specific assessment of a person's strengths

- Arriving at specified targeted areas for Professional Development

- Providing Development tools and methods
- And for enhancing the skills of the individual.

For Competency Mapping, that particular person has to be administered certain Psycho-metric Instruments.

These will help to capture the expectations of the Organization from a particular Band in the Organization to arrive at the Band-wise expectations. These will help to know the particular person's personal commitment levels, accommodating the views of others, carrying the team with, transparency levels and sincerity in achieving the Organization's Goals. An Individual's Goals are always

subordinate to the Goals of the Organization.

Changing Environment

In view of rapid technological changes, the mindsets of the youth who are in the job market too are changed. Now it is AG era and not BG-After Google and Before Google.

Again it is no more TGIF-Thank God It is Friday. It is Twitter Google iPod Face book culture. Accordingly the Selector's mind set also has to change.

We have to look for talents now in Tier II or Tier III cities-bright people are everywhere. Customer Delight also plays a part here-you may wonder how. The person whom you select is the face of your organization. If he/she is talented, knowledgeable and courteous, the customer is delighted. If it is the converse, the customer not only is unhappy but also rates the organization too accordingly. Often the Selector thinks that the person to be selected may not face the customer-may be true today, what about tomorrow? Further even if he does not meet the client, he has to interact with the colleagues and bad interpersonal relationships are not good for the organization's

growth.

Identifying Competencies in Selectors

This can be done by the Questionnaire Method.

This Format will contain Competency-based questions on

- Ability to exercise authority
- Ability to take ownership
- Achievement Drive
- Customer Service Orientation
- Developing others in the team
- Eye for detail/meticulous
- Flexibility
- Information seeking
- Initiative
- Innovation
- Inter-personal skills
- Communication
- Persuasiveness
- Negotiating skills
- Team work
- Ability to motivate others
- Tenacity
- Tolerance for Stress.
- Competency for Thinking, Self-managing, Influencing and Achieving.

SWOT Analysis

Besides the Psycho-metric Instruments, SWOT Analysis of an Individual also can be done.

SWOT Analysis is a Strategic Planning Tool used to identify

the

- Strengths
- Weaknesses
- Opportunities and
- Threats

involved in a Project or Venture.

This covers both the Internal and the External factors and atmospheres.

This exercise is done more frequently in many Organizations because it is easy to administer and arrive at the results.

Capability Gaps

Competency Mapping and SWOT Analysis help to arrive at the Capability Gaps in an Individual. This is the Gap between the Expected Profile and the Individual Profile.

Then we arrive at the Suitability Index Report for the candidate.

We can also arrive at the Capability Gaps of an individual by having formal/informal discussions with Leaders/Peers. We can

have feed-back too from important customers and Project Leaders. We can have informal chats with the colleagues of the individual.

All these steps help us to arrive at the Capability Gaps of a person.

The next step will be to fill up those Gaps by

- Moving to Technologies which are recent and are need of the hour
- Obtaining appropriate Capabilities
- Training
- Coaching and
- Mentoring.

Selecting the Right People

Having thus prepared the Person by the Competency Mapping and SWOT Analysis, now it is for him/her to select the right persons for the right jobs.

The following flow-chart is suggested:

- Screening and Scheduling
- HR Interview
- Process-linked Interview
- Final Interview (Offer /

You will never find the right person if you never let go of the wrong one.

Acceptance or Reject)

• The Person joining the Organization.

The Interview can be both Competency-based interview for a particular job profile and also Behavior Extent Interview-BEI-coined by Mr. Stephen Martin, an International Authority in this Field.

These are systematic and regulated processes-objective, fair and comprehensive.

They make the candidates comfortable and they do not scare or terrorize the candidates.

Interview Method

The Selector should use the Open-ended Question Method rather than the Close-ended Method. The close-ended question may stop with a reply of "yes" or "no" whereas Open-ended questions may lead for more information and insight. Some examples are:

Close-ended

Open-ended

Did you like your last job?

Tell me about your last job.

Was your Boss helpful?

What was your Boss like?

Did you use creative problem-

solving?

Tell me any specific problem-solving.

Will this be an enjoyable job for you?

How do you feel about this work?

Some of the common mistakes the Selector makes

1. Due to time pressure, hurrying through the interview-more than an optimum number of candidates-say interviewing 50 persons in a day.

2. Snap judgments about the candidates.

3. False assumptions about the candidates.

4. Preparing inadequately for the interview-repeating the same question or stale question (the candidate conveys this to the waiting persons).

5. Being flustered by interruptions.

6. Not listening to the candidates.

7. Going by intuitive or gut feelings about the candidates.

You are supposed to validate each of your impression by consulting with the other committee members.

8. Giving only average mark to all the candidates, leaving the real valuation to be done by other Interview Board Members-this is the path of least risk.

Tell me any

9. Doing the error of leniency due to certain reasons like belonging to the same State, Language group, ethnicity etc.

10. Being taken in by the Halo or Horn Effect-some candidates create this effect by their dress, language or mannerisms.

Some more Methodologies

In addition to the Interview method, there are also others like:

- Group Work
 - Group Discussion on a particular topic
 - Task Forces
 - Task Analysis Workshops
 - Questionnaires
 - Use of Job Descriptions
- These help in assessing an individual's following qualities:
- Allowing others to participate
 - Listening
 - Not dominating
 - Trying to bring cohesion and
 - Not hijacking the discussion.

Some Interesting Incidents

We often come across a few interesting noting in the CV or replies in the interviews. Selectors have to be careful in evaluating them properly. One candidate wrote in his bio-data-I have changed

seven jobs in the last seven years but never I quit it on my own-the Selector has to understand that he was sacked all the seven times.

Another candidate mentioned that the earlier companies always made him the scapegoat-this is understandable once or twice but certainly not more than two occasions.

The candidate wrote-I was running a Retail canteen for four years-actually he meant that he was running a retail chain. Similarly another candidate mentioned that he was applying for a Faculty Position-he has meant a Faculty Position.

If a person cannot even take care of spelling mistakes in his resume, how can he be trusted with higher responsibility?

In a lighter vein one candidate was highly impressed by the environment and treatment at the time of interview but later when he joined the organization, things were different. When he happened to meet the Interview Board Chairman and enquired about this change, the Chairman coolly replied-you had come

for interview at that time, now you have joined as an employee.

Seven Point Plan for success

- 1 The Selector has to look for:
- 2 Physical attainments
- 3 Intelligence
- 4 Special Aptitudes
- 5 Interests
- 6 General Disposition
- 7 Proper background check-up

The match between individual aspirations and the Organizational needs.

Particular Reference to Insurance Industry

Coming to Insurance Industry, let me enumerate the qualities I look for a Sales Person such as Insurance Advisor:

- Smiling nature
- Being an Extrovert
- Convincing ability
- Knowledge of the Products
- Positive Attitude
- Honesty.

The qualities needed for a Sales Manager/Development Officer

- Leadership qualities
- Communication
- Team building capacity
- Integrity
- Ability to motivate others.

The qualities required for an Administrator like an Underwriter or Back-office person like the Claims Processor or an IT Support Cell:

- Knowledge of the Insurance Principles
- Analytical Ability
- An eye for the details
- Thoroughness in work
- Ability to smell a rat.
- Being IT savvy.

Conclusion

The need of the hour is to minimize the cost and maximize the profit for the Organization.

This cannot be served unless we have Right Persons in the Right Positions.

For that we have to professionalize our Recruitment and Selection procedures and make the Right Person in charge of them so that we do not take wrong people in the first instance, because the wrong person selected may do a lot of damage to the Organization and even when he/she is removed subsequently may bring in irreparable bad reputation to the Organization.

Let us not forget that the candidates too assess the

abilities of the Interviewer. Let them not form a poor opinion about the Institution by seeing the Interview members.

The interview committee member should earn the respect of the individual whether he is selected or not. The Member should exude enthusiasm and passion and should look energetic and not tired and bored.

Our motto should be:

RIGHT PERSONS FOR THE RIGHT JOBS.

Tailpiece

Put 100 bricks in some order in a closed room with an open window. Then send 3 or 4 candidates into the room and close the door.

Come back after a few hours and analyze the situation.

If the candidates are still counting the bricks, they are the right persons for the Accounts Department.

If they are re-counting, put them in the Audit.

If they messed up the whole thing, put them in the Engineering.

If they have arranged the bricks in a strange order- Planning Section.

If they are throwing the bricks at each other-they are for the Operations Section.

If the candidates are sleeping,

put them in the Security.

If they have broken the bricks and trying to paste them, put them in the HRD.

If the candidates are sitting idle, they are suited for IT.

If they are trying different combinations, put them in the Sales Section.

If the people have already left for home, put them in the Marketing Section.

If the people are staring through the window, they are for Strategic Planning.

If the people are discussing various combinations, put them in the Top Management.

We're so excited about your phenomenal resume that we'd like to hire the person who wrote it for you.



MANAGEMENT JARGONS

Take care of your concerns

1 To overcome objections and/or questions

2 Explanations suffice in place of answers

"Let me take care of your concerns"

Take charge of

1 To take responsibility for an activity

2 To guide the activity

"Please take charge of this project"

Take a position

1 Have an opinion

2 Have a point of view

"We will take a position on that issue"

Take questions

1 Listen to questions from one or more people

2 Some response may be offered to each question but none is promised

"I will now take questions"

Task force

1 A group of employees given

the responsibility to research some aspect of a firm's business

"The task force recommended this change"

Tea Party

1 A loose associations of radically conservative Americans advocating a smaller government

2 Taxed Enough Already

3 The extreme right wing

segment of the Republican Party

"The Tea Party is blocking another government spending bill"

Team player

1 Someone who goes along with policies and gets along with others

"He is a good team player"

Termination

1 The firing of an employee who will not be hired back

"He was given his termination"

Tight supply and demand

1 A rising price due to both a high demand and a low supply

"We can charge more because of the Tight supply and demand"

Timely

1 At a time anywhere near when it is needed

"It is a very timely report"

Title sponsor

1 The firm after which something is named. Firms frequently attach their name to buildings, stadiums, tournaments, and other structures and events

"They are our title sponsor"

Top line

1 Gross revenues to a firm

"We need to grow our top line"

Track the project

1 Keep management informed of progress made. Management may feel that the project may not be

completed on time
 "We must track the project until completion"

Tremendous contribution

1 Great help in the accomplishment
 2 Help from someone who may have been one of many in a group

"Thanks for your tremendous contribution"

Trim costs

1 The firing of employees and/or the reduction of plant and equipment with a minimum reduction in production

"We need to trim costs"

Trim fat

1 The firing of employees and/or the reduction of plant and equipment. These were non productive inputs

"We can trim fat to increase profits"

Use it in conjunction with

1 Compatible to some degree
 2 Not a seamless integration

"You can use it in conjunction with our product"

Value add

1 Benefit

2 Help

"Where is the value add

in having purchasing's opinion?"

Vesting period

1 The number of years before an employee owns his employer paid benefit

2 The percent owned by the employee that grows over the entire period. This increase is rarely steady and can be from 0 to 10 years or more

"The 401k has a 7 year vesting period"

Viable

1 Able to last for a least a while

"It is still viable "

Want you to feel

1 Ask you to believe
 2 A desire to be believed with little evidence offered

"I want you to feel this"

Weak market

1 Price is falling due to a low demand

"We cannot sell more because of the weak market"

Well behaved price

1 Stable price

2 A price that is little changed

3 A price which is not falling

or rising over time

"We can predict our costs because of the well behaved prices"

Well positioned

1 Desired by customers
 2 A claim to satisfy customer's needs

"Our product is well positioned"

Whittle a department away

1 Slowly close a part of a firm
 2 To gradually fire all the employees in a section of the firm

"We must whittle a department away to save money"

Wider context

1 A broader point of view
 2 Looking at other related topics.

"It is not so important in a wider context"

Work to make it happen

1 Do all that is necessary to obtain the desired result
 2 Do what little may be needed to be done
 3 Do nothing to prevent the desired result

"Let's all work to make it happen"

PUNDIT JAWAHARLAL NEHRU'S POLICIES

Economic policies

Nehru implemented policies based on import substitution industrialization and advocated a mixed economy where the government controlled public sector would co-exist with the private sector. He believed that the establishment of basic and heavy industry was fundamental to the development and modernization of the Indian economy. The government therefore directed investment primarily into key public sector industries – steel, iron, coal, and power – promoting their development with subsidies and protectionist policies.

The policy of non-alignment during the Cold War meant that Nehru received financial and technical support from both power blocs in building India's industrial base from scratch. Steel mill complexes were built at Bokaro and Rourkela with assistance from the Soviet Union and West Germany. There was substantial

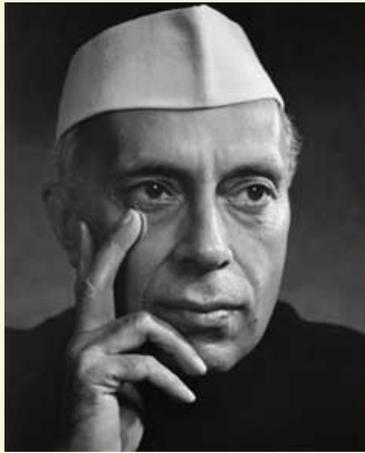
industrial development. Industry grew 7.0 per cent annually between 1950 and 1965 – almost trebling industrial output and making India the world's seventh largest industrial country. Nehru's critics, however, contended that India's import substitution industrialization, which was continued long after the Nehru era, weakened the international competitiveness of its manufacturing industries. India's share of world trade fell from 1.4 per cent in 1951–1960 to 0.5 per cent over 1981–1990. On the other hand, India's export performance is argued to have actually showed sustained improvement over the period. The volume of exports went up at an annual rate of 2.9 per cent in 1951–1960 to 7.6 per cent in 1971–1980.

GDP and GNP grew 3.9 and 4.0 per cent annually between 1950–51 and 1964–65. It was a radical break from the British colonial period. But, in comparison to other

industrial powers in Europe and East Asia, the growth rates were considered anemic at best. India lagged behind the miracle economies (Japan, West Germany, France, and Italy). State planning, controls, and regulations were argued to have impaired economic growth. While India's economy grew faster than both the United Kingdom and the United States – low initial income and rapid population increase – meant that growth was inadequate for any sort of catch-up with rich income nations.

Agriculture policies

Under Nehru's leadership, the government attempted to develop India quickly by embarking on agrarian reform and rapid industrialization. A successful land reform was introduced that abolished giant landholdings, but efforts to redistribute land by placing limits on landownership failed. Attempts to introduce large-scale cooperative farming were frustrated by landowning rural elites, who formed the core of



"We live in a wonderful world that is full of beauty charm and adventure. There is no end to the adventures that we can have if only we seek them with our eyes open."

the powerful right-wing of the Congress and had considerable political support in opposing the efforts of Nehru. Agricultural production expanded until the early 1960s, as additional land was brought under cultivation and some irrigation projects began to have an effect. The establishment of agricultural universities, modeled after land-grant colleges in the United States, contributed to the development of the economy. These universities worked with high-yielding varieties of wheat and rice, initially developed in Mexico and the Philippines that in the 1960s began the Green Revolution, an effort to diversify and increase crop production. At the same time a series of failed monsoons would cause serious food shortages despite the steady progress and increase in agricultural production.

Domestic policies

The British Indian Empire, which included present-day India, Pakistan and Bangladesh, was divided into two types of territories: the Provinces of British India, which were governed directly by British officials responsible to the Governor-General of India; and princely states, under the rule of local hereditary rulers who recognized British suzerainty in return for local autonomy, in most cases as established by treaty. Between 1947 and about 1950, the territories of the princely states were politically integrated into the Indian Union under Nehru and Sardar Patel. Most were merged into existing provinces; others were organized into new provinces, such as Rajputana, Himachal Pradesh, Madhya Bharat, and Vindhya Pradesh, made up of multiple princely states; a few, including Mysore,

Hyderabad, Bhopal, and Bilaspur, became separate provinces. The Government of India Act 1935 remained the constitutional law of India pending adoption of a new Constitution.

The new Constitution of India, which came into force on 26 January 1950, made India a sovereign democratic republic. Nehru declared the new republic to be a "Union of States". The constitution of 1950 distinguished between three main types of states: Part A states, which were the former governors' provinces of British India, were ruled by an elected governor and state legislature. The Part B states were former princely states or groups of princely states, governed by a rajpramukh, who was usually the ruler of a constituent state, and an elected legislature. The rajpramukh was appointed by the President of India. The Part C states included both the former chief commissioners' provinces and some princely states, and each was governed by a chief commissioner appointed by the President of India. The sole Part D state was the Andaman and Nicobar Islands, which were administered by a lieutenant

governor appointed by the central government.

In December 1953, Nehru appointed the States Reorganization Commission to prepare for the creation of states on linguistic lines. This was headed by Justice Fazal Ali and the commission itself was also known as the Fazal Ali Commission. The efforts of this commission were overseen by Govind Ballabh Pant, who served as Nehru's Home Minister from December 1954. The commission created a report in 1955 recommending the reorganization of India's states. Under the Seventh Amendment, the existing distinction between Part A, Part B, Part C, and Part D states was abolished. The distinction between Part A and Part B states was removed, becoming known simply as "states". A new type of entity, the union territory, replaced the classification as a Part C or Part D state. Nehru stressed commonality among Indians and promoted pan-Indianism. He refused to reorganise states on either religious or ethnic lines. Western scholars have mostly praised Nehru for the integration of the states into

a modern republic but the act was not accepted universally in India.

Social policies

Durgapur along with Rourkela and Bhilai were the three integrated steel plants set up under India's Second Five-Year Plan in the late 1950s.

Jawaharlal Nehru was a passionate advocate of education for India's children and youth, believing it essential for India's future progress. His government oversaw the establishment of many institutions of higher learning, including the All India Institute of Medical Sciences, the Indian Institutes of Technology, the Indian Institutes of Management and the National Institutes of Technology.

Nehru also outlined a commitment in his five-year plans to guarantee free and compulsory primary education to all of India's children. For this purpose, Nehru oversaw the creation of mass village enrolment programmes and the construction of thousands of schools. Nehru also launched initiatives such as the provision of free milk

and meals to children to fight malnutrition. Adult education centers, vocational and technical schools were also organised for adults, especially in the rural areas.

Under Nehru, the Indian Parliament enacted many changes to Hindu law to criminalize caste discrimination and increase the legal rights and social freedoms of women. A system of reservations in government services and educational institutions was created to eradicate the social inequalities and disadvantages faced by peoples of the scheduled castes and scheduled tribes. Nehru also championed secularism and religious harmony, increasing the representation of minorities in government.

Nehru specifically wrote Article 44 of the Indian constitution under the Directive Principles of State Policy which states: 'The State shall endeavor to secure for the citizens a uniform civil code throughout the territory of India.'

The article has formed the basis of secularism in India.

HYPOCRISY WITH A TWIST



Mrs. Sandhya Rao, Senior Innovation Consultant, Innomantra Consulting Private Limited. Master's in Psychology from Punjab University, Graduation from Government College for Women, Chandigarh with Economics, Psychology and English (Honours), Schooling from Carmel Convent, Chandigarh.

The question of whether hypocrisy is the best policy has always bothered me but I could never get a conclusive answer. I belong to the school of thinkers who believe that Hypocrisy is bad because as the saying goes... Hypocrisy is the state of pretending to have beliefs, opinions, virtues, feelings, qualities or standards that one does not actually have. It involves the deception of others and is thus a lie.

Policy can be understood as a course or principle of action adopted or proposed by an organization or individual. So is this practice of false claims of noble beliefs, the best course of action by any organization or individual?? I am sure if we put up this question at the polls, it

will fetch some interesting results. There are two sides to a coin and if one side says that hypocrisy is bad then the other side must say that hypocrisy is good. Let us dwell on this subject and see the positive side to hypocrisy.

By being a hypocrite and practicing hypocrisy, we would be introducing a new policy. For example, if a boss calls his subordinate to discuss a project and ends up with a heated argument; the result is the boss's ego gets hurt and he lashes out at his colleague. If, instead, he could practice hypocrisy in a positive manner by telling his colleague that he is right and his ideas are good even though he does not believe in what he is saying... Can hypocrisy elicit change?

There is scientific evidence that it can.

It is well known that getting people to change their behaviour is a tough task. None of us are ready to accept that we all need to make positive changes in our life at some level. This is a psychological factor because people are resistant to change. In the past decade or so, social psychologists are researching and developing innovative strategies to help people change their attitudes and behaviour.

We want to introduce one particularly fascinating strategy – getting people to think about whether they are hypocritical. (Geoff Haddock, 2015). According to Geoff it is good to be a hypocrite.

The benefits of feeling

hypocritical have been replicated across variety of behaviours including discrimination (Son Hing et al., 2002), cigarette smoking (Peterson, Haynes & Olson, 2008) etc.

The factors that influence when hypocrisy is likely to elicit behaviour and attitude changes are also documented. For example hypocrisy is more powerful among people with high self-esteem (Peterson et al., 2008).

Witnessing the hypocrisy of one's group can also affect person's own attitudes and behaviour. (Gaffney, Hogg, Cooper & Stone 2012).

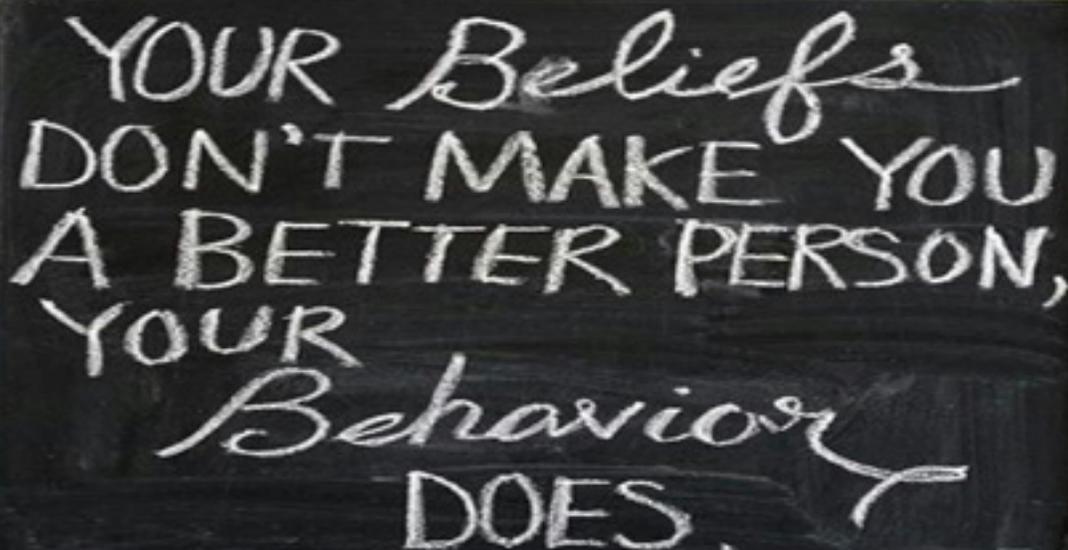
The following quote by Emerson is a good pointer of how we can avoid appearing to be a hypocrite in the eyes of others. It is indeed a thought provoking quote.

WHAT YOU
DO SPEAKS
SO LOUDLY
THAT I
CANNOT
HEAR WHAT
YOU SAY.

- RALPH WALDO
EMERSON

Hypocrisy with a twist is when we can twist it to bring positive results. We are hypocrites when we do not mean what we say. But if by being a hypocrite it can save a lot of tension and verbal and physical duels, it is not so bad after all. In fact we have to pay a price for everything in this world. The price of

being truthful and forthright may not always yield expected results. So also by being a hypocrite. We have to pay a price of not being absolutely truthful but if the results are unexpected but positive in terms of attitude and behaviour change, it is accepting it with a twist.



YOUR Beliefs
DON'T MAKE YOU
A BETTER PERSON,
YOUR
Behavior
DOES.

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“Before we begin our Time Management Seminar, did everyone get one of these 36-hour wrist watches?”



Dumbo's regular partner fell unexpectedly ill overnight, so circus management brought in a replacement.

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