

Mercuri Mail

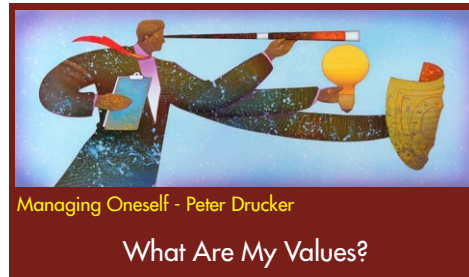
The India Journal of Mercuri International Oct - Dec 2010



To be able to manage yourself, you finally have to ask, What are my values? This is not a question of ethics. With respect to ethics, the rules are the same for everybody, and the test is a simple one. I call it the "mirror test." In the early years of this century, the most highly respected diplomat of all the great powers was the German ambassador in London. He was clearly destined for great things to become his country's foreign minister, at least, if not its federal chancellor. Yet in 1906 he abruptly resigned rather than preside over a dinner given by the diplomatic corps for Edward VII. The king was a notorious womanizer and made it clear what kind of dinner he wanted. The ambassador is reported to have said, "I refuse to see a pimp in the mirror in the morning when I shave." That is the mirror test. Ethics requires that you ask yourself, What kind of person do I want to see in the mirror in the morning? What is ethical behavior in one kind of organization or situation is ethical behavior in another. But ethics is only part of a value system especially of an organization's value system.

To work in an organization whose value system is unacceptable or incompatible with one's own condemns a person both to frustration and to nonperformance. Consider the experience of a highly successful human resources executive whose company was acquired by a bigger organization. After the acquisition, she was promoted to do the kind of work she did best, which included selecting people for important positions. The executive deeply believed that a company should hire people for such positions from the outside only after exhausting all the inside possibilities. But her new company believed in first looking outside "to bring in fresh blood." There is something to be said for both approaches in my experience, the proper one is to do some of both. They are, however, fundamentally incompatible not as policies but as values. They bespeak different views of the relationship between organizations and people; different views of the responsibility of an organization to its people and their development; and different views of a person's most important contribution to an enterprise. After several years of frustration, the executive quit at considerable financial loss. Her values and the values of the organization simply were not compatible.

Similarly, whether a pharmaceutical company tries to obtain results by making constant, small improvements or by achieving occasional, highly expensive, and risky "breakthroughs" is not primarily an economic question. The results of either strategy may be pretty much the same. At bottom, there is a conflict between a value system that sees the company's contribution in terms of helping physicians do better what they already do and a value system that is oriented toward making scientific discoveries.



Whether a business should be run for short-term results or with a focus on the long term is likewise a question of values. Financial analysts believe that businesses can be run for both simultaneously. Successful business people know better. To be sure, every company has to produce short-term results. But in any conflict between short-term results and long-term growth, each company will determine its own priority. This is not primarily a disagreement about economics. It is fundamentally a value conflict regarding the function of a business and the responsibility of management.

Value conflicts are not limited to business organizations. One of the fastest-growing pastoral churches in the United States measures success by the number of new parishioners. Its leadership believes that what matters is how many newcomers join the congregation. The Good Lord will then minister to their spiritual needs or at least to the needs of a sufficient percentage. Another pastoral, evangelical church believes that what matters is people's spiritual growth. The church eases out newcomers who join but do not enter into its spiritual life.

Again, this is not a matter of numbers. At first glance, it appears that the second church grows more slowly. But it retains a far larger proportion of newcomers than the first one does. Its growth, in other words, is more solid. This is also not a theological problem, or only secondarily so. It is a problem about values. In a public debate, one pastor argued, "Unless you first come to church, you will never find the gate to the Kingdom of Heaven." "No," answered the other. "Until you first look for the gate to the Kingdom of Heaven, you don't belong in church." Organizations, like people, have values. To be effective in an organization, a person's values must be compatible with the organization's values. They do not need to be the same, but they must be close enough to coexist. Otherwise, the person will not only be frustrated but also will not produce results.

Our Thoughts

Vintage explores Self-Management through one's values

Must Read reviews Kourdi's Practical Business ideas

Find out about give and take in **Focus**

Discover the secret of Gratitude on the last page

A person's strengths and the way that person performs rarely conflict; the two are complementary. But there is sometimes a conflict between a person's values and his or her strengths. What one does well even very well and successfully may not fit with one's value system. In that case, the work may not appear to be worth devoting one's life to (or even a substantial portion thereof).

If I may, allow me to interject a personal note. Many years ago, I too had to decide between my values and what I was doing successfully. I was doing very well as a

young investment banker in London in the mid-1930s, and the work clearly fit my strengths. Yet I did not see myself making a contribution as an asset manager. People, I realized, were what I valued, and I saw no point in being the richest man in the cemetery. I had no money and no other job prospects. Despite the continuing depression, I quit and it was the right thing to do. Values, in other words, are and should be the ultimate test.

More on Managing Self by Drucker in the next issue

Must Read



100 Great Business Ideas
Jeremy Kourdi

Rave Media,
244 pages, Rs 150/-

Here is a crisp and highly readable book that is meant for restless professionals who want to be ahead in the game, always and are willing to take risks and experiment. 100 Great Business Ideas contains ideas that are powerful and simple, ideas that have actually worked. Some ideas are banal and some brilliant, both are valuable tools for thinking and execution. The style is very easy, structured and has two parts for each idea: the idea itself and how it can be practiced.

Here is one example: Emotional Intelligence (EI) is a person's ability to acquire and apply knowledge from their emotions and emotions of others, in order to be more successful and lead a more fulfilling life.

The idea EI is evident in 5 key areas:

- Knowing one's emotions.
- Managing emotions.
- Motivating oneself.
- Recognising emotions in others.
- Handling relationships.

Emotions are critical in determining a leader's success. We may all feel anger, but EI means knowing what to do with the emotion of anger to achieve the best outcome.

In Practice EI can be learnt by heightening ability in the following areas:

- Self Awareness.
- Managing emotions (particularly anger, anxiety and sadness).
- Motivating others.
- Showing empathy.

Staying connected (every transaction has an unseen element that makes us feel either better or worse (Goleman calls this a "secret economy" and it holds the key to motivating people). The author gives the "how" part as well in the section-In Practice. The book is insightful and will inspire thinking in new, creative lines and hopefully plant seeds for great business ideas!

Happy Reading!!



Ravi's Corner



Goodness Gracious Me

I do so want to be good
Spread Cheer wherever I go
Understand others and soothe the simmering
Look at the mirror every day and reflect

Create ripples of genuineness
Take on the unpleasant part, willingly
Be sensitive to helplessness and pain
Remind myself - it could be ME

My values for me and not for others
Judging others - snuff it out
Happy for others
The sting of envy - nip it

Life's most urgent question
Let it be - What can I do for you?
Listen to the inner voice
Goodness Gracious ME ! Can I??
I do so want to be good...

Reciprocal Concessions

A straight forward approach to get a reciprocal concession is to do a favor and then request for one in return. However Coalmine in his book "Psychology of Persuasion" illustrates another interesting way of employing the reciprocity rule, to get someone to comply with a request.

Cialdini was walking down the street when he was approached by an eleven or a twelve year old boy. He introduced himself and then said that he was selling tickets to the annual Boy Scouts Circus to be held on the coming Saturday night. He asked if Coalmine wished to buy any at five dollars apiece. When he declined, the boy said " Well if you don't want to buy any tickets, how about buying some of our big chocolate bars, they are only a dollar each." I bought a couple and right away realized that something noteworthy had happened. I knew that to be the case because: (a) I do not like chocolate bars; (b) I do like dollars; (c) I was standing there with two of his chocolate bars; and (d) he was walking away with two of my dollars.

The general rule says that a person who acts in a certain way toward us is entitled to a similar return action. We know that one consequence of the rule is an obligation to repay favors we have received. Another consequence of the rule, however, is an obligation to make a concession to someone who has made a concession to us. The Boy Scout's request to buy chocolate bars was put in the form of a concession on his part; a retreat from a larger to a smaller request and hence Coalmine changed from a non-compliant to a compliant, even though he was not really interested in either of the things the boy offered.

Here is a classic example of how a weapon of automatic influence can infuse a compliance request with its power. Cialdini had been moved to buy something not because of any favourable feeling towards the item but because the purchase item had been presented in a way that drew force from the reciprocity rule. Of course this tendency of reciprocity will not work in all cases and on all people. None of the weapons of influence considered in the book is that strong. However the tendency had been sufficiently potent to leave the author in the mystified possession of a pair of unwanted and overpriced candy bars.

Research shows that most subjects of this weapon of influence- reciprocal concession were quite satisfied with the final arrangement and what is more, since the tactic uses a concession to bring about compliance, the victim is likely to feel more satisfied with the arrangements as a result. And it stands to reason that people who are satisfied with a given arrangement are more likely to agree to further such arrangements.

Commitment and Consistency is another weapon of influence. A study by a pair of Canadian Psychologists uncovered something fascinating people at the race track: Just after placing a bet, they are much more confident of their horse's chances of winning than they are immediately before laying down that bet. Of course nothing about the horse's chances actually shifts, it's the same horse, on the same track, in the same field: but in the minds of the bettors, its prospects improve significantly once that ticket is purchased. Although a bit puzzling at first glance, the reason has to do with a common weapon of social influence. Like the other weapons of influence this one lies deep within us, directing our actions with quiet power. It is quite simply, our nearly obsessive desire to be (and to appear) consistent with what we have already done. Once we have made a choice or taken a stand, we will encounter personal and interpersonal pressures to behave consistently with that commitment. Those pressures will cause us to respond in ways that justify our earlier decision.

As Leonardo Da Vinci put it- "It is easier to resist at the beginning than at the end."

Weapons of Influence - Cialdini



Focus



Notes From All Over

- * "Gratitude is the best attitude."
- **Author Unknown**
- * "When our perils are past, shall our gratitude sleep?"
- **George Canning**
- * "Most human beings have an almost infinite capacity for taking things for granted."
- **Aldous Huxley**
- * "Feeling gratitude and not expressing it is like wrapping a present and not giving it."
- **William Arthur Ward**
- * "Who does not thank for little will not thank for much."
- **Estonian Proverb**
- * "There is no greater difference between men than between grateful and ungrateful people."
- **R. H. Blyth**

- * "Grace isn't a little prayer you chant before receiving a meal. It's a way to live."
- **Attributed to Jacqueline Winspear**
- * "Gratitude is the memory of the heart."
- **Jean Baptiste Massieu, translated from French**
- * "I can no other answer make, but, thanks, and thanks."
- **William Shakespeare**
- * "The smallest act of kindness is worth more than the grandest intention."
- **Oscar Wilde**
- * "One can pay back the loan of gold, but one dies forever in debt to those who are kind."
- **Malayan Proverb**



The Secret

Whenever I am asked the easiest way to use The Secret, my answer is always the same. Gratitude! It is one of the most powerful emotions you can use to bring all good into your life in absolute abundance. No matter who you are, no matter where you are, gratitude can dissolve all negativity in your life, no matter what form it has taken. It can completely transform your life. The Secret explains that the law of attraction is the most powerful law in the Universe. This magnificent law governs all energy, attracting like energy to like energy.

Einstein proved that everything in the Universe is energy. All energy vibrates at particular frequencies. We are energy too, and so each of us is also vibrating at a frequency. Your thoughts, feelings and beliefs determines the vibration and frequency of your energy.

As you focus on gratitude and think, speak and feel gratitude, you are transforming your energy frequency into one of the most powerful and highest frequencies of all. Gratitude attracts like energy of gratitude to it, so as

you are feeling grateful you are powerfully bringing like energies to you, which will have you experience more things to be grateful for. In other words, you will magnetize to you the energy of people, circumstances and events that will bring all good into your life.

The Universe is operating identically to the sun. It is always there and always available, sending out all good to you. When you focus your thoughts and feelings on gratitude you are turning toward all the good that is permanently offered to you. But when you complain, criticize, feel resentment, jealousy, or any negative emotion, you are turning away from all that is good.

The law of attraction does not know if you are imagining something or if it is real, so by giving heartfelt thanks for it now, you must attract those things to you now. This is an immutable law and when used correctly is unfailing in its response

Rhonda Byrne



Mercuri Goldmann (India) Pvt. Ltd.

1217, 4th Cross, 1st Block, HAL 3rd Stage, Bangalore - 560 075, India.

Bangalore: Ph: 080-2526 0192, 2529 6568, 2526 2053. Fax: 080-2527 8492.

E-mail: mercuriindia@vsnl.com **Pune:** Ph: 020-2567 4395, 2567 1235, 2567 4505.

Fax: 020-2567 5054. E-mail: mercuripune@vsnl.com **Chennai:** Telefax: 044-

2489 9852. E-mail: malathys@mercuri-india.com **Mumbai:** Telefax: 022-2610 3477,

2610 3478. E-mail: mercurimumbai@vsnl.net **Website:** www.mercuriindia.com

Edited by Malathy Sethuram on behalf of Mercuri Goldmann (India) Pvt. Ltd. This publication is meant for private circulation only. Designed & Artwork by Ravi Shankar De.

I recommend the person below to receive a copy of MERCURI MAIL. Please mail us the details as given below and we would be glad to include him/her in our mailing list. Thank You!

Name _____ Designation _____

Company/Address _____

_____ PIN _____

Tel/Fax _____ E-mail _____